

# Knowledge Sharing: A Contrast in Family Firms and Non Family Firms

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**Abstract:** Here we are talking about sharing knowledge both indirectly and openly. Here we are using theory of planned behavior and structural equation modeling to analyses. Non family firms and family firms are compared in contrast in the setting of knowledge sharing. Knowledge sharing in family firms is found more than in family firms than non family due to the willingness of family Chief Executive Officers or Hospital Administrator, as it is their own blood. Hence Approach scores well in family firms second subjective norms followed by PBC.

**Key words:** Knowledge sharing, family firms and non-family firms.

## 1. Introduction

Knowledge sharing has to be carried out both in private and family owned firms. Knowledge transfer is essential to managing a small family firm's private organizations as well.

/ Knowledge transfer is the businesses' ability to exchange knowledge (Goh, 2002; Smith and Rupp, 2002) and is important for family business continuity after progression has occurred (Poutziouris and Chittenden, 1996). Minbaeva et al. (2003, 587) define knowledge transfer as "a process that covers numerous stages starting from recognizing the knowledge over the actual process of transferring the knowledge is finally used by the receiving unit." Knowledge transfer has been identified as the one of the top three issues in family , along with taxation and finding the right successor (Malinen, 2004).

## 2. REVIEW OF LITERATURE

SL NO	YEAR	TITLE WITH YEAR	AUTHOR	FINDINGS
1	2009	Salient stakeholder voices: Family business and green innovation adoption.. <i>Journal of Management &amp; Organization</i> (2009)	Huang, Y. C., Ding, H. B., & Kao, M. R.	The primary objective of our research is to investigate if family firms react to stakeholder pressures differently when making natural environmental management decisions. We survey 235 manufacturing firms from the chemical, and the electronic and information technology

				industries in Taiwan to test our hypotheses. The results of regression analysis show that family firms pay much more attention to their internal stakeholders than non-family firms. This finding complements the current discussions on family business uniqueness. It also contributes to provide a more comprehensive framework of stakeholder salience
2	2010	The multiplicity of institutional logics and the heterogeneity of organizational responses. <i>Organization science</i> (2010)	Greenwood , R., Díaz, A. M., Li, S. X., & Lorente, J. C.	Family logics affect the decision to downsize, especially in smaller firms. This paper advances institutional theory by showing the influences of nonmarket institutions on market behavior, contributes to the growing recognition of community influences, and highlights the importance of historical context
3	2012	Management practices across firms and countries. <i>Academy of management perspectives</i> (2012)	Bloom, N., Genakos, C., Sadun, R., & Van Reenen, J.	One factor linked to this variation is ownership. Government, family, and founder owned firms are usually poorly managed, while multinational, dispersed shareholder and private-equity owned firms are typically well managed. Stronger product market competition and higher worker skills are associated with better management practices. Less regulated labor markets are associated with improvements in incentive management practices such as performance based promotion
4	2012	Why are family carers of people with dementia dissatisfied with general hospital care? A qualitative study.	Jurgens, F. J., Clissett, P., Gladman, J. R	People with dementia who have family carers should be considered together as a unit. Family carers

		<i>BMC geriatrics (2012)</i>	., & Harwood, R. H	are often stressed and tired, and need engaging and reassuring. They need to give and receive information about the care of the person with dementia, and offered the opportunity to participate in care whilst in hospital. Understanding the perspective of the family carer, and recognising elements of the ‘cycle of discontent’, could help ward staff anticipate carer needs, enable relationship building, to pre-empt or avoid dissatisfaction or conflict.
5	<b>2014</b>	Search breadth, open innovation and family firms: evidences in Italian mid–high tech SMEs. <i>International journal of technology intelligence and planning, (2014)</i>	Alberti, F. G., Ferrario, S., Papa, F., & Pizzurno, E.	The debate around the different management practices of family firms, compared with non-family ones, is largely supported by important theoretical reasons and a huge stream of literature. Recent debates focus on contrasting innovation management practices of family and non-family companies, where a few evidences are still available.
6	<b>2015</b>	Sustainability, longevity and transgenerational value in family firms. The case of Amarelli. <i>Sinergie Italian Journal of Management(2015)</i>	De Falco, S. E., & Vollero, A.	In the case of Amarelli sustainability seems to be the result of the combination of a unique strategic orientation and distinctive competences. The presence of family members in management positions is a major concern for the “enlarged” family and high quality of local embeddedness which are likely to support the creation of trans-generational value.

7	2017	How family firms execute open innovation strategies: the Loccioni case. <i>Journal of Knowledge Management</i> .(2017)	Casprini, E., De Massis, A., Di Minin, A., Frattini, F., & Piccaluga, A.	<i>The case study shows that Loccioni faced specific challenges in acquiring and transferring knowledge in its open innovation processes and developed two idiosyncratic capabilities – labelled imprinting and fraternization – that helped the firm overcome the barriers to knowledge acquisition and transfer. The analysis shows that these two capabilities are enabled by the distinctive goals and social capital characterizing family firms.</i>
8	2018	The role of innovation in entrepreneurship in family firms: a case study on developed and developing countries.(2018)	Bhanja, A. K., Modi, A., & Galván, R. S.	<i>Its important parameter of entrepreneurship to identify the new market trends, which helps the entrepreneurs to grasp the market with new innovative products or though setting up new firms with socially and economically viable in the society matured enough such as the European.</i>
9	2020	The economics of COVID-19: initial empirical evidence on how family firms in five European countries cope with the corona crisis. <i>International Journal of Entrepreneurial Behavior &amp; Research</i> .(2020)	Kraus, S., Clauss, T., Breier, M., Gast, J., Zardini, A., & Tiberius, V	The COVID-19 crisis represents a new type and quality of challenge for companies. These companies are applying measures that can be assigned to three different strategies to adapt to the crisis in the short term and emerge from it stronger in the long run. Our findings show how companies in all industries and of all sizes adapt their business models to changing environmental conditions within a short period of time.

10	2020	Perceptions of organizational justice and commitment of non-family employees in family and non-family firms. <i>International Journal of Organization Theory &amp; Behavior</i> . (2020)	Pimentel, D., Pires, J. S., & Almeida, P. L.	Results show that there are no differences between non-family employees of family and non-family firms regarding the perceptions of organizational justice. However, results reveal that there are significant differences regarding the levels of organizational commitment. Furthermore, it was found that, in family firms, non-family employees' perceptions of organizational justice are positively related to the levels of commitment, especially regarding the affective dimension
11	2020	Resilience in family firms: a theoretical overview and proposed theory. <i>International Journal of Management and Enterprise Development</i> , (2020)	Ventura, M., Vesperi, W., Melina, A. M., & Reina, R.	This article uses a literature review to study the research areas of organisational resilience in family firms, during the generational change. The study offers a theoretical overview to explain on these themes. Our evidences show that the academic literature has reached a shared consensus on the importance of organisational resilience.
12.	2020	Illuminating the space between: investigating interpersonal relationships in family firms through qualitative inquiry. In <i>Handbook of Qualitative Research Methods for Family Business</i> . Edward Elgar Publishing. (2020)	Waldkirch, M.	Interpersonal relationships represent a core element of the fabric of organizations, since they provide meaning for individuals and structure work. Especially in family firms, interpersonal relationships can have long-lasting implications for individuals and the organization. Studying those relationships thus gives new and revealing insights into the family firm.

**Research gap:**

Researcher have carted to family firms and non family firms we have done a contrast on it in

Madurai ,tamil nadu and this is the gap we have founded from the review of literature.

### **Data Collection:**

We have formed questionate with items, we have circulated in hospitals in Madurai-Tamil Nadu.

We have obtained 250 questionnaires without any mistake.

### **Data interpretation**

To analyze the data we are using structural equation modeling and amous software to analyze the data

### **3. References**

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APPENDIX A

RESPECTES SIR/ MAM

R.Rohit (Student of MBA Hospital Administration, Madurai Kamaraj University) doing research on Knowledge sharing : A contrast in family firms and non-family firms.The following question might take 10-15mins please complete the same, it is anonymous and will not show your identity.

**Knowledge Sharing in Family Firms.**

Age:

Gender:

Highest Qualification:

Department:

Position:

Years of Experience with UG:

Organization Name:

Years of Experience with PG:

If Government : State/ Central

Organization Type: Gov./Private

**In hospital family firms:**

**Attitude**

If I share knowledge with other members I feel

- |   |                  |                          |                 |                          |
|---|------------------|--------------------------|-----------------|--------------------------|
| 1 | very harmful     | <input type="checkbox"/> | very beneficial | <input type="checkbox"/> |
| 2 | very unpleasant  | <input type="checkbox"/> | very pleasant   | <input type="checkbox"/> |
| 3 | very bad         | <input type="checkbox"/> | very good       | <input type="checkbox"/> |
| 4 | very worthless   | <input type="checkbox"/> | very valuable   | <input type="checkbox"/> |
| 5 | very unenjoyable | <input type="checkbox"/> | very enjoyable  | <input type="checkbox"/> |



- |   |                  |                          |                |                          |
|---|------------------|--------------------------|----------------|--------------------------|
| 3 | very bad         | <input type="checkbox"/> | very good      | <input type="checkbox"/> |
| 4 | very worthless   | <input type="checkbox"/> | very valuable  | <input type="checkbox"/> |
| 5 | very unenjoyable | <input type="checkbox"/> | very enjoyable | <input type="checkbox"/> |

### **Subjective Norms**

7. Most members think that I should share knowledge with others.

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

8. Most members who are important to me share their knowledge with others

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

9. Members whose opinion I value approve my behavior to share knowledge with others.

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

10. Members whose opinions I value share their knowledge with others.

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

### **Perceived Behavior Control**

11. For me to share knowledge is always possible.

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

12. If I want I always could share knowledge

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

13. It is mostly up to me whether or not I share Knowledge

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

14. I believe that there are much control I have to share my knowledge with others

Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

15. Any other comments if you want to share. Please.