

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**FAMILY BUSINESS STRATEGIC ORIENTATIONS, STRUCTURE,
AND PERFORMANCE: MODERATING EFFECTS OF FAMILY
INFLUENCE AND ENVIRONMENT IN PALESTINE**



ISSA M. H. SMIRAT

UUM
Universiti Utara Malaysia

**DEGREE OF DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
February 2016**

**FAMILY BUSINESS STRATEGIC ORIENTATIONS, STRUCTURE, AND
PERFORMANCE: MODERATING EFFECTS OF FAMILY INFLUENCE AND
ENVIRONMENT IN PALESTINE**

BY

ISSA M. H. SMIRAT



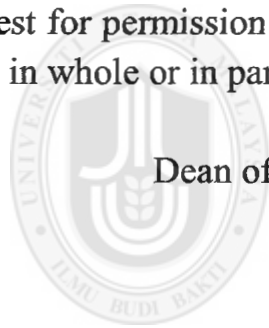
UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of school of Business Management where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:



Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

Family businesses (FB) play a significant role in solidification the world economy in developed and developing countries. The FB performance depends on various factors. Among those factors strategic orientation (SO), organization structure (OS), family influence (FI), and the effect of external environment (EE). The main aim of this study is to examine the effects of SO, OS moderated by FI, and EE on family firm performance. Via the random stratified sampling technique, Palestine family business owners have completed a 315 as a sample of quantitative data using the questionnaire. The data were statistically using PLS-SEM to test the structural model. Findings suggest the direct effects of strategic orientation and organizational structure on family firm performance is widely supported. Data shows positive significant relationships between defenders, prospectors and reactors' strategic orientations relationship with family firm performance. Furthermore, there is a positive relationship between centralized organizational structure and family firm performance. The sample shows that defenders, prospectors, analyzers, and reactors' strategic orientations are broadly used. In addition, family influence moderates these relationships effectively. The high level of family influence indicated a stronger negative relationship between defenders' and analyzers' strategic orientations and family firm performance, as opposed to when there is a low-level of family influence. Family influence also moderates the centralized organizational decision-making. As well as in older medium firms, the centralized decision-making is concentrated in the first and second generations since in newer and large firms, decision-making is more concentrated in the third and fourth generations. The results also indicate that external environment is negative moderates the relationships between defenders and prospectors' strategic orientations, and family firm performance. Besides, a weaker positive relationship between family influence and prospectors' strategic orientations, and family firm performance, as well as a weak positive relationship between the moderated effect of external environment and reactors' strategic orientations, and family firm performance. The theoretical, methodological and practical implications of the study are widely discussed. Moreover, future research are closely considered.

Keywords: Strategic Orientation, Family Firm Performance, Family Influence, External Environment.

ABSTRAK

Berpandukan Teori Berasaskan Sumber dan Teori Luar Jangkaan, kajian ini meneliti kesan orientasi strategik, kesan struktur organisasi yang disederhanakan oleh pengaruh keluarga, dan kesan persekitaran luar terhadap prestasi syarikat milik keluarga. Sejumlah 315 pemilik syarikat milik keluarga di Palestin telah mengambil bahagian dalam kajian ini. Hasil kajian menyokong hipotesis kesan langsung orientasi strategik dan struktur organisasi terhadap prestasi syarikat milik keluarga. Terdapat hubungan positif dan signifikan antara orientasi strategik defender, prospector dan reactor terhadap prestasi syarikat milik keluarga. Selain itu, terdapat hubungan positif antara struktur organisasi berpusat dan prestasi syarikat milik keluarga. Sampel menunjukkan bahawa orientasi strategik defender, prospector, analyzer, dan reactor telah masing-masing diaplikasikan di Palestin. Tambahan pula, pengaruh keluarga memberi kesan penyederhana terhadap kesemua hubungan ini secara efektif. Apabila terdapat pengaruh besar dalam sesebuah keluarga, wujud hubungan negatif yang kuat antara orientasi strategik defender dan prestasi syarikat milik keluarga, berbanding dengan kewujudan pengaruh yang sedikit. Keputusan serupa turut didapati mengenai kesan penyederhana pengaruh keluarga terhadap orientasi strategik analyzer dan reactor. Pengaruh keluarga juga memberikan kesan penyederhana terhadap penilaian keputusan organisasi berpusat dalam menentukan keputusan kewangan, strategik dan operasi. Dalam syarikat lebih lama, kecil dan sederhana, penilaian keputusan berpusat bertumpu pada generasi pertama dan kedua, manakala dalam syarikat baharu dan besar, penilaian keputusan lebih bertumpu pada generasi ketiga dan keempat. Keputusan kajian juga menunjukkan bahawa persekitaran luar memberikan kesan penyederhana yang negatif terhadap hubungan antara orientasi strategik defender dan prospector dengan prestasi syarikat milik keluarga. Selain itu, dapatan kajian menunjukkan hubungan positif yang lemah antara pengaruh keluarga sebagai pemberi kesan penyederhana terhadap orientasi strategik prospector, dan prestasi syarikat milik keluarga, selain hubungan positif yang lemah antara kesan penyederhana persekitaran luar dan orientasi strategik reactor, dan prestasi syarikat milik keluarga. Implikasi teori, metodologi dan praktikal kajian turut dibincangkan.

Kata kunci: Orientasi strategik, Prestasi syarikat milik keluarga, Pengaruh keluarga, Persekitaran luar

ACKNOWLEDGEMENT

This thesis is the result of my PhD studies at the governmental organization the University Utara Malaysia, College of Business focusing on strategic management between 2013 and 2016. It focuses on understanding the role that family influence and external environment play in firm strategic orientation, organization structure and family firm performance. Yet such a mission could not take place without the kindness of Allah (SWT), may his peace and blessing be upon our prophet MUHAMMAD (SAW) and without the generosity of his household and companions many gentleness people who give days of their time to listen, to hearten of, and to develop upon the works of others. First, I want to thank Prof. Dr. Mohd Noor Mohd Sharrif for his supervision all the way through my time at the School of Business. He gave me a well-needed boost to complete this work as well as valuable encouragement and guidance in my academic career.

In addition, I would like to express my deep gratefulness to Dr. Darwina Ahmad Arshad, and Dr. Azhari Ramli at the college of business University Utara Malaysia, for the insightful discussions. Further, my appreciation goes to Prof. Dr. Mahmoud Al-Jaffei at Al-Quds University in Palestine who advised me with vital guidance, and encouragement and to Miss Dalia Husein and her colleges from Bethlehem Chamber of Commerce and Industry for her help in data collection and encouragement.

This work has benefited greatly from their valuable and helpful comments, and I thank them all for providing me with opportunities to research and learn at the UUM.

Special thanks go to all my colleagues and friends at University Utara Malaysia, Palestine Ahleya University, and ICP Bethlehem University who always made me feel at home, contributing in many different ways to making my experience rich and rewarding.

In particular, I wish to express my gratitude to my family and to soul mate best wife Fayza for her ongoing support, encouragement, personal advice and love throughout the recent years. Without her unconditional support as well as her blind confidence in me, I would never have achieved what I have done so far.

I also want to thank several other colleagues and friends, to the minister Sultan Abo Al-Einin, Naser Altaher, Mahmoud Al-Tamimi, Jawaher Mubarak, and Dima Zhiman for their precious and friendly assistance and hospitality!

It was a pleasure to exchange ideas with Dr. Mohammed Siam PhD from the UUM, Dr. Ahmad Gomail PhD from Nigeria and Dr. Fayez Abou Amreia form Palestine Ahleya University. To all these people I am highly grateful; you have made the completion of this project possible and the journey memorable.

Last but, not least, I am especially indebted to my parents for their constant encouragement and total support throughout my academic education and all my life.

TABLE OF CONTENTS

Title	Page
CERTIFICATION OF THESIS WORK	
PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	vi
LIST OF TABLES	xi
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	15
1.3 Research Questions	26
1.4 Research Objectives	27
1.5 Significance of the Study	28
1.5.1 Theoretical Contribution	29
1.5.2 Methodological Contribution	31
1.5.3 Practical Contribution	31
1.6 Scope of the Study	33
1.7 Organization of the Study	33
1.8 Definitions of Key Terms	34
CHAPTER TWO: LITERATURE REVIEW	37
2.1 Introduction	37
2.2 Family Firm Performance	39
2.2.1 Family Firms Definitions relationships with Firm Performance	39
2.2.2 Determinants of Family Firm Performance	42
2.3 Priorities of Family Firm Structure	52

2.3.1	Continuity Priorities	53
2.3.2	Risk Aversion Priorities	53
2.4	Family Firm Performance the Dependent Variable	54
2.5	Strategic Orientations	58
2.6	Organizational Structure and Firm Performance	74
2.7	The Moderating Relationships	81
2.7.1	Family Influence as a Moderator	83
2.7.1.1	Family Power Influence	89
2.7.1.2	Family Experience Influence	90
2.7.1.3	Family Culture Influence	91
2.7.2	External Environment as a Moderator	91
2.8	The Underpinning Theory	98
2.8.1	Resource-Based View Theory	99
2.8.2	Contingency Theory	103
CHAPTER THREE:	METHODOLOGY	112
3.1	Introduction	112
3.2	Research Framework	112
3.3	Hypotheses Development	114
3.3.1	Relationships between Strategic Orientations and FFP	115
3.3.2	Relationships between Organizational Structure and FFP	121
3.3.3	Moderating Relationships of Family Influence	124
3.3.4	Moderating relationships of External Environment	126
3.4	Research Design	131
3.5	Operationalization of the Variables	133
3.5.1	Family Firm Performance	133
3.5.2	Operational of Strategic Orientations	134
3.5.3	Operational of Organizational Structure	138
3.5.4	Operational of Family Influence	139
3.5.5	Operational of External Environment	141
3.5.6	Controls Variables	142
3.6	Measurements of the Variables / Instrumentation	145

3.6.1 Validation of the Instrument	147
3.6.2 Sources of Data	147
3.6.3 Unit of Analysis	148
3.6.4 Sample and Sampling Techniques	149
3.6.4.1 The Population	149
3.6.4.2 The Sample Size	151
3.7 Pilot Study	156
3.7.1 Data Collection Procedures	159
3.7.2 Data Analysis Techniques	161
CHAPTER FOUR: ANALYSIS AND FINDINGS	164
4.1 Introduction	164
4.2 Response Rate	164
4.3 Non-Response Bias Test	166
4.4 Common Method Variance Test	168
4.5 Initial Data Screening and Preliminary Analysis	170
4.5.1 Missing Value Analysis	171
4.5.2 Assessment of Outliers	171
4.5.3 Normality Test	172
4.5.4 Multicollinearity Test	173
4.5.5 The Demographic Physical Characteristics	175
4.5.6 Strategy Characteristics	180
4.5.7 Organizational Structure Characteristics	181
4.6 Assessment of PLS-SEM Path Model Results	184
4.6.1 The Measurement Model	186
4.6.1 Individual Item Reliability	188
4.6.2 Internal Consistency Reliability	190
4.6.3 Convergent Validity	192
4.6.4 Discriminant Validity	192
4.7 The Structural Model	194
4.7.1 Assessment of Variance Explained in the Endogenous Latent Variables	198
4.7.2 Assessment of Effect Size (f^2)	199

4.7.3 Assessment of Predictive Relevance	201
4.7.4 Testing Moderating Effect	203
4.7.5 Determining the Strength of the Moderating Effects	212
4.7.6 Testing the Control Variable	213
4.8 Summary of Findings	219
CHAPTER FIVE: DISCUSSION, RECOMMENDATIONS AND CONCLUSION	221
5.1 Introduction	221
5.2 Executive Summary	221
5.3 Discussion	222
5.3.1 Direct Influence of SO on Family Firm Performance	223
5.3.2 Direct Influence of OS on Family Firm Performance	225
5.3.3 Moderating Effect of FI and Family Firm Performance	227
5.3.4 Moderating Effect of FI between SO and FFP	229
5.3.5 Moderating Effect of FI between OS and FFP	232
5.3.6 Moderating Effect of EE between SO and FFP	236
5.3.7 Moderating Effect of EE between OS and FFP	244
5.4 Implications of the Study	248
5.4.1 Theoretical Implications of the RBV and CT	249
5.4.2 Practical Implications	252
5.4.3 Methodological Implications	255
5.5 Limitations and Suggestions for Future Researches	257
5.6 Conclusions	259
REFERENCES	262
APPENDICES	323
Appendix A Overview Of Questionnaire	323
Appendix B Table Of Determining Sample Size For A Finite Population	334
Appendix C The Factor Analysis	335
Appendix D The Total Variance Explained	339
Appendix E Normality Figure	340

Appendix F Table Of Correlation Matrix And The Exogenous Latent Constructs	341
Appendix G Table Of Multicollinearity	348
Appendix H Figure Of The Measurement Model	351
Appendix I The `AVE, Composite Reliability Before Grouping	352
Appendix J The Latent Construct Loadings, Composite Reliability And AVE	353
Appendix K Outer Loadings	356
Appendix L Cross Loading	359
Appendix M Table Of The Total Effects Of The Model	363
Appendix N The Measurement Model With Control Variable	365



UUM
Universiti Utara Malaysia

LIST OF TABLES

Table	Page
Table 1.1 Industrial Enterprises Perceptions Of 2012 In Palestine	10
Table 1.2 Main Activities Of Family Businesses In The West Bank	12
Table 1.3 Legal Status Of The Businesses In West Bank-Palestine	13
Table 2.1 Family Firm Characteristics Versus Non-Family Firm	54
Table 2.2 Overview Of Performance Measurements In Previous Studies	56
Table 2.3 Miles and Snow Typology (1978)	62
Table 3.1 Dimensions Of Strategy And Effects	120
Table 3.2 Dimensions Of The Organizational Structure	123
Table 3.3 Dimensions Of Environment	129
Table 3.4 Overview Of Research Questions, Objectives, And Hypotheses	131
Table 3.5 Measurements Scales Of The Study	146
Table 3.6 Overview Of The Population	150
Table 3.7 Disproportionate Stratified Random Sample	155
Table 3.8 Reliability And Validity Of Constructs (n=85)	157
Table 3.9 The Average Variance Of Discriminant Validity	158
Table 4.1 Response Rate Of The Questionnaires	165
Table 4.2 Descriptive Statistics For The Early And Late Respondents	167
Table 4.3 Multicollinearity Test Based On Tolerance And VIF values.	174
Table 4.4 Summary Of Respondents' Demography	179
Table 4.5 Loadings, Composite Reliability And AVE	191
Table 4.6 Latent variable correlations and square roots of AVE	194
Table 4.7 Direct relationship Of The Model Before The Inserting The Moderator	195
Table 4.8 Variance Explained In The Endogenous Latent Variables	199
Table 4.9 Effect Sizes Of The Latent Variables Of The Structural Model	200
Table 4.10 Cross-Validated Redundancy	202
Table 4.11 Moderating Effects Of Family Influence (FI)	204
Table 4.12 The Moderating Effects Of External Environment (EE)	209
Table 4.13 Strength Of The Moderating Effects Based On Cohen's (1988)	213
Table 4.14 Results Of Testing Of Control Variables	217



LIST OF FIGURES

Figure	Page
Figure 2.1 The Three-Circle Model (Tagiuri & Davis, 1996)	46
Figure 2.2 The General Fit Model	70
Figure 2.3 Moderators' Kinds And Relationship Affects	83
Figure 2.4 The F-Pec Scale Of The Family Influence	88
Figure 3.1 Framework Of The Study	114
Figure 3.2 Hypotheses Framework	115
Figure 3.3 Percentage Contribution Of Industries Sectors In GDP In Palestine	154
Figure 4.1 Strategy Fit, Sample By Industry And Sector	181
Figure 4.2 Firm Age And Decision Making Structure	182
Figure 4.3 Sample By Centralized Decisions	183
Figure 4.4 Sample By Decision-Making Structure And Firm Size	184
Figure 4.5 A Two-Step Data Analysis Process	185
Figure 4.6 The Grouped Measurement Model	187
Figure 4.7 Measurement Model	189
Figure 4.8 Structural Model With Moderator	197
Figure 4.9 Interaction Effects Of FI And Defender SO	205
Figure 4.10 Interaction Effects Of FI And Analyzer SO	206
Figure 4.11 Interaction Effects Of FI And Reactor SO	207
Figure 4.12 Interaction Effects Of FI And OS Decisions	208
Figure 4.13 Interaction Effects Of EE And Defender SO	210
Figure 4.14 Interaction Effects Of EE And Prospector SO	211
Figure 4.15 Sample By Strategy And Number Of Employees Categories	214
Figure 4.16 Sample By Age And Strategy Used In Family Firms In Palestine	216

LIST OF ABBREVIATIONS

AVE	Average variance extracted
β	Causal path or standardized path coefficient (Beta)
CEO	Chief executive officer
ρ_c	Composite reliability
df	Degrees of freedom
e.g.	Latin for <i>exempli gratia</i> , “for example”
EBIT	Earnings before interest and tax
et al.	Latin for <i>et alii</i> , “and others”
etc.	Latin for <i>et cetera</i> , “and other things”
f^2	Effective size statistics
EE	External environment
FF	Family firms
FFP	Family firm performance
F-Culture	Family culture
F-Experience	Family experience
FI	Family influence
F-PEC	Family power, experience, and culture
F-Power	Family power
GDP	Gross domestic product
GOF	Goodness of fit
H	Hypothesis
i.e.	Latin for <i>id est</i> , “that is”
IFERA	International Family Enterprise Research Academy
JBV	Journal of Business Venturing
JFBS	Journal of Family Business Strategy
JSBM	Journal of Small Business Management

N	Number of cases
N.A.	Not available
n.s	Not significant
OYAGSB	Othman Yeop Abdullah Graduate School of Business
p.	Page
PNA	Palestinian National Authority
PCBS	Palestinian central bureau of statistics.
pp.	Pages
R^2 or r^2	Coefficient of determination
RBV	Resource-based theory
ROA	Return on assets
ROE	Return on equity
S&P 500	Standard & Poor's 500
SD	Standard deviation
SEM	Structural equation modeling
Sign.	Significance level
TQM	Total quality management
UNCTAD	United Nations Conference on Trade and Development.
US	United States of America
VIF	Variance inflation factor
vs.	Latin for <i>versus</i> , “against”
WB	World Bank
Q2	Stone-Geisser Predictive relevance and average of model to estimate PLS path model evolution
q2	Change in predictive relevance when blindfolding tests are turn

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Family business performance as a research subject is widely debated by considerable efforts to investigate the influence of family on the family firm strategic orientation in different environments (Essen, Carney, Gedajlovic & Heugens, 2015). The family business introduced as unique and heterogeneous firms in terms of ownership, behavior, environment, family, business objectives and performance (Howorth et al., 2010; Basco, 2013). However, these firms face significant challenges in performance levels and achieving goals.

Family business was defined as multiple members of the same family, which involves in the business as major owners or managers over time (Miller, Breton-Miller, Lester & Cannella Jr, 2007). In fact, family business firms (FBFs) are ancient and the most predominant form of business enterprises in worldwide. For example, “Houshi Onsen” family business in Japan was extended to 46 generations (Sommer, 2012), where it continued to be the cornerstone of the international world economy (Miller et al., 2007).

In general, the FBF performance relates to the firm’s financial and non-financial progress. For example, it was comprehensively proposed by Murphy, Trailer and Hill (1996) as the firm’s efficiency in assets, equity, sales, profit, firm size, liquidity,

The contents of
the thesis is for
internal user
only

REFERENCES

- Abdelkarim, N., & Alawneh, S. (2009). The effect of investment in information technology on the performance of firms listed at Palestinian Security Exchange. *An-Najah University Journal for Research*, 23(4), 989-1028.
- Abdullah, F., Shah, A., Iqbal, A. M., Gohar, R., & Farooq, M. (2011). The effect of family ownership on firm performance: empirical evidence from Pakistan. *International Review of Business Research Papers*, Vol. 7, No. 4, pp. 191-208, July 2011.
- Abuznaid, S. A. (2014). Managing a family business in a complex environment: The case of Palestine. *International Journal of Business and Social Science*, 5(10).
- Acar, A. Z., & Acar, P. (2012). The effects of organizational culture and innovativeness on business performance in healthcare industry. *Procedia-Social and Behavioral Sciences*, 58, 683-692.
- Achrol, R. S., & Stern, L. W. (1988). Environmental determinants of decision-making uncertainty in marketing channels. *Journal of Marketing Research (JMR)*, 25(1).
- Acs, Z. J., Desai, S., & Hessels, J. (2008). Entrepreneurship, economic development and institutions. *Small Business Economics*, 31(3), 219-234.
- Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 81(4), 411.
- Adendorff, C., & Boshoff, C. (2011). The impact of culture-related factors on good governance in Greek family businesses in South Africa. *South African Journal of Business Management*, 42(2), 1-14.
- Adler, N. J., & Gundersen, A. (2007). International dimensions of organizational behavior. *Cengage Learning*.
- Aguinis, H., Beaty, J. C., Boik, R. J., & Pierce, C. A. (2005). Effect size and power in assessing moderating effects of categorical variables using multiple regression: a 30-year review. *Journal of Applied Psychology*, 90(1), 94.
- Al-Ali, H. (2014). 2 The business environments of the Arab world. Building Businesses in Emerging and Developing Countries. *Challenges and Opportunities*, 18.

- Al-Ansaari, Y., Pervan, S., & Xu, J. (2014). Exploiting innovation in Dubai SMEs: The effect of strategic orientation on organizational determinants. *International Journal of Innovation and Technology Management*.
- Al-Bizri, S. (2011). Traditional industries in Palestine reality and prospects. *Wafa Info*, 2011.
- AL-Sous, s. z. (2010). Some successful international experiences in the field of development of small medium enterprises - Models can alalaanmae in Palestine. PCBS. Retrieved from <http://www.myqalqilia.com/Small%20And%20Mediumsized%20Enterprises.pdf>
- Alahram. (2014). family firm in Egypt. alahram ecomoy. Retrived from <http://digital.ahram.org.eg/Home.aspx?aspxerrorpath=/articles.aspx>.
- Alan L. Carsrud, M. B. E. (2012). Understanding family business, undiscovered approach , unique perspective, and nrglected topics. *International Studies in Entrepreneurship*, 203-225.
- Alcorn, P. B. (1982). *Success and survival in the family-owned firm*. New York: MacGraw Hill.
- Aldrich, H. E., & Mindlin, S. (1978). Uncertainty and dependence: Two perspectives on environment. *Organization and Environment*, 149-170.
- Allouche, J., Amann, B., Jaussaud, J., & Kurashina, T. (2008). The impact of family control on the performance and financial characteristics of family versus nonfamily businesses in Japan: A matched-pair investigation. *Family Business Review*, 21(4), 315-329.
- Altindag, E., & Zehir, C. (2012). Back to the past: re-measuring the levels of strategic orientations and their effects on firm performance in Turkish family firms: an updated empirical study. *Procedia-Social and Behavioral Sciences*, 41, 288-295.
- Altindag, E., Zehir, C., & Acar, A. Z. (2011). Strategic orientations and their effects on firm performance in turkish family owned firms. *Eurasian Business Review*, 1(1), 18-36.
- Alwin, D. F., & Krosnick, J. A. (1991). The reliability of survey attitude measurement the influence of question and respondent attributes. *Sociological Methods & Research*, 20(1), 139-181.
- Ambad, S. N. A., & Wahab, K. A. (2013). Entrepreneurial orientation among large firms in Malaysia: Contingent effects of hostile environments. *International Journal of Business and Social Science*, 4(16).

- AMCML. (2011). Mean family business report. MENA family businesses: The real power brokers?, Retrieved from http://almasahcapital.com/uploads/report/pdf/report_25.pdf.
- Amit, R., Villalonga, B., Melin, L., Nordqvist, M., & Sharma, P. (2014). *The Sage handbook of the family business*. Financial performance of family firms: Sage Thousand Oaks, CA.
- Ammar, S. (2010). Internationalization and success factors in family-owned enterprise: The case of Sinokrot. Retrieved from <http://new.sinokrot.com/companies/sinokrot-food-company/>
- Anderson, R. C., & Reeb, D. M. (2003). Founding-family ownership and firm performance: evidence from the S&P 500. *The Journal of Finance*, 58(3), 1301-1327.
- Andres, C. (2008). Large shareholders and firm performance. An empirical examination of founding-family ownership. *Journal of Corporate Finance*, 14(4), 431-445.
- Aragon-Correa, J. A., & Sharma, S. (2003). A contingent resource-based view of proactive corporate environmental strategy. *Academy of Management Review*, 28(1), 71-88.
- Aragón-Sánchez, A., & Sánchez-Marín, G. (2005). Strategic orientation, management characteristics, and performance: A study of Spanish SMEs. *Journal of small business management*, 43(3), 287-308.
- Aral, S., & Weill, P. (2007). IT assets, organizational capabilities, and firm performance: How resource allocations and organizational differences explain performance variation. *Organization science*, 18(5), 763-780.
- ARIJ. (2007). 40 Years of Israelei occupation 1967-2007. Status of Palestinian territories and Palestinian society under Israeli occupation, 40 Years Of Israelei Occupation Website (Arij. II. Political Status of Palestinian Territories under Israeli Occupation), <http://www.arij.org/atlas40/chapters.html>.
- Armash, H., & Marthabnd, C. C. W. G. (2013). Impact of environments condition on corporate entrepreneurship and performance: Empirical study of Iranian SMEs.
- Aronoff, C. E., & Ward, J. L. (1995). Family-owned businesses: A thing of the past or a model for the future? *Family Business Review*, 8(2), 121-130.

- Arregle, J. L., Hitt, M. A., Sirmon, D. G., & Very, P. (2007). The development of organizational social capital: Attributes of family firms. *Journal of management studies*, 44(1), 73-95.
- Asthana, H. S., & Bhushan, B. (2007). *Statistics for social sciences: with SPSS application*: PHI Learning Pvt. Ltd.
- Astrachan, J. H. (2010). Strategy in family business: Toward a multidimensional research agenda. *Journal of Family Business Strategy*, 1(1), 6-14.
- Astrachan, J. H., & Jaskiewicz, P. (2008). Emotional returns and emotional costs in privately held family businesses: Advancing traditional business valuation. *Family Business Review*, 21(2), 139-149.
- Astrachan, J. H., Klein, S. B., & Smyrnios, K. X. (2002). The F-PEC scale of family influence: A proposal for solving the family business definition problem. *Family Business Review*, 15(1), 45-58.
- Astrachan, J. H., & Shanker, M. C. (2003). Family businesses' contribution to the US economy: A closer look. *Family Business Review*, 16(3), 211-219.
- Athey, S., & Roberts, J. (2001). Organizational design: Decision rights and incentive contracts. *American Economic Review*, 200-205.
- Austria, K. F. (2008). *Overview of family business relevant issues*. Contract(30-CE), 0164021. Kmu Forschung Austria. Austrian Institute for SME Research.
- Baack, D., & Cullen, J. B. (1994). Decentralization in growth and decline: A catastrophe theory approach. *Behavioral Science*, 39(3), 213-228.
- Babbie, E. (2007). *The practice of social research*. Thomson Wadsworth. Belmont, CA.
- Babbie, E. R. (2013). *The practice of social research*: Cengage Learning.
- Babicky, J. (1987). Consulting to the family business. *Journal of Management Consulting*, 3(4), 25-32.
- Babin, B. J., Hair, J. F., & Boles, J. S. (2008). Publishing research in marketing journals using structural equation modeling. *Journal of Marketing Theory and Practice*, 16(4), 279-286.
- Baetens, K.(2008). Copreneurial family businesses in brussels. Determinants of performance in the family and in the business.

- Bagozzi, R. P., Yi, Y., & Nassen, K. D. (1998). Representation of measurement error in marketing variables: Review of approaches and extension to three-facet designs. *Journal of Econometrics*, *89*(1), 393-421.
- Bajestani, M. A. (2014). Integrating maintenance planning and production scheduling: making operational decisions with a strategic perspective. *University of Toronto*.
- Baker, T. L., & Risley, A. J. (1994). *Doing social research*. 2nd Edn., New York: McGraw-Hill Inc .
- Bamberger, P. (2008). From the editors beyond contextualization: Using context theories to narrow the micro-macro gap in management research. *Academy of Management Journal*, *51*(5), 839-846.
- Bammens, Y., & Voordeckers, W. (2008). 20 The board's control tasks in family firms. The value creating board. *Corporate Governance and Organizational Behaviour*, 413.
- Bammens, Y., Voordeckers, W., & Van Gils, A. (2008). Boards of directors in family firms: A generational perspective. *Small Business Economics*, *31*(2), 163-180.
- Banker, R. D., Potter, G., & Srinivasan, D. (2000). An empirical investigation of an incentive plan that includes nonfinancial performance measures. *The Accounting Review*, *75*(1), 65-92.
- Barca, F., & Becht, M. (2001). *The control of corporate Europe*: Oxford University Press.
- Barnett, V., & Lewis, T. (1994). Outliers in statistical data (Vol. 3): *Wiley New York*.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*(1), 99-120.
- Barney, J. B. (1986). Organizational culture: can it be a source of sustained competitive advantage? *Academy of Management Review*, *11*(3), 656-665.
- Barney, J. B. (2001a). Is the resource-based "view" a useful perspective for strategic management research? Yes. *Academy of Management Review*, *26*(1), 41-56.
- Barney, J. B. (2001b). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, *27*(6), 643-650.

- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- Bartholomeusz, S., & Tanewski, G. A. (2006). The relationship between family firms and corporate governance. *Journal of Small Business Management*, 44(2), 245-267.
- Barton, J. (2001). Does the use of financial derivatives affect earnings management decisions? *The Accounting Review*, 76(1), 1-26.
- Basco, R. (2015). Family business and regional development—A theoretical model of regional familiness. *Journal of Family Business Strategy*.
- Basco, R., & Rodríguez, M. J. P. (2009). Studying the family enterprise holistically evidence for integrated family and business systems. *Family Business Review*, 22(1), 82-95.
- Bates, D. S. (1991). The crash of'87: Was it expected? The evidence from options markets. *The Journal of Finance*, 46(3), 1009-1044.
- Bauman, A. E., Sallis, J. F., Dzewaltowski, D. A., & Owen, N. (2002). Toward a better understanding of the influences on physical activity: the role of determinants, correlates, causal variables, mediators, moderators, and confounders. *American Journal of Preventive Medicine*, 23(2), 5-14.
- Beach, B. (1993). Family support in home-based family businesses. *Family Business Review*, 6(4), 371-379.
- Beatty, S. E., & Talpade, S. (1994). Adolescent influence in family decision making: a replication with extension. *Journal of Consumer Research*, 332-341.
- Beckhard, R., & Dyer Jr, G. (1983). Managing continuity in the family-owned business. *Organizational Dynamics*, 12(1), 5-12.
- Bellow, A. (2004). In praise of nepotism: Random House LLC.
- Bennedsen, M., & Fan, J. (2014). *The family business map*. Palgrave-Macmillan, New York, NY, 10, 9781137382368.
- Bennedsen, M., Nielsen, K. M., Pérez-González, F., & Wolfenzon, D. (2007). Inside the family firm: The role of families in succession decisions and performance. *The Quarterly Journal of Economics*, 122(2), 647-691.
- Bertrand, O. (2009). Effects of foreign acquisitions on R&D activity: Evidence from firm-level data for France. *Research Policy*, 38(6), 1021-1031.

- Bertrand, O., & Zitouna, H. (2008). Domestic versus cross-border acquisitions: which impact on the target firms' performance? *Applied Economics*, 40(17), 2221-2238.
- Betslem. (2015). Restrictions of movement. checkpoints, physical obstructions, and forbidden roads. [english report]. english. Retrieved from http://www.btselem.org/freedom_of_movement/checkpoints_and_forbidden_roads
- Bettinelli, C. (2011). Boards of directors in family firms: An exploratory study of structure and group process. *Family Business Review*, 24(2), 151-169.
- Bhattacharya, U., & Ravikumar, B. (2001). Capital markets and the evolution of family businesses. *The Journal of Business*, 74(2), 187-219.
- Bing, L., & Zhengping, F. (2011). Relationship between strategic orientation and organizational performance in born global: A critical review. *International Journal of Business and Management*, 6(3), p109.
- Bird, B., Welsch, H., Astrachan, J. H., & Pistrui, D. (2002). Family business research: The evolution of an academic field. *Family Business Review*, 15(4), 337-350.
- Black, T. R. (1999). *Doing quantitative research in the social sciences: An integrated approach to research design, measurement and statistics*: books.google.com.Sage.
- Blau, P. M., & Scott, W. R. (1972). *Formal organizations.Acomprehensive approach*. San Francisco: books.google.com.Chandler publishing co, 1962. BlauFormal Organizations1962.
- Bloch, A., Kachaner, N., & Stalk, G. (2012). What you can learn from family business. *Harvard Business Review*, 90(11), 1-5.
- Blom, A. G., Leeuw, E. D., & Hox, J. (2010). Interviewer effects on nonresponse in the European Social Survey. *MEA Discussion Paper No. 202-10*.
- Bloom, N., & Van Reenen, J. (2007). Measuring and explaining management practices across firms and countries forthcoming. *Quarterly Journal of Economics*.
- Bloom, N., & Van Reenen, J. (2010). Why do management practices differ across firms and countries? *The Journal of Economic Perspectives*, 203-224.
- Bourgeois, L. J. (1980). Strategy and environment: A conceptual integration. *Academy of Management Review*, 5(1), 25-39.

- Bourgeois, L. J. (1985). Strategic goals, perceived uncertainty, and economic performance in volatile environments. *Academy of Management Journal*, 28(3), 548-573.
- Bowman, C., & Ambrosini, V. (1997a). Perceptions of strategic priorities, consensus and firm performance. *Journal of Management Studies*, 34(2), 241-258.
- Bowman, C., & Ambrosini, V. (1997b). Using single respondents in strategy research. *British Journal of Management*, 8(2), 119-131.
- Boyer, P., & Roth, H. (1978). The cost of equity capital for small business. *American Journal of Small Business*, 1(2), 1-11.
- Brain.", S. (2015). Statistic Brain Research Institute, publishing as statistic Brain. Research Date. <http://www.statisticbrain.com/URL of Page Being Cited>.
- Brännback, M., & Carsrud, A. L. (2012). Reading a family business case. *Family Firms (pp. 3-5): Springer*.
- Bryman, A. (2004). *Quantity and quality in social research*. New York: Taylor & Francis e-Library.
- Breton-Miller, L., & Miller, D. (2006). Why do some family businesses out-compete? Governance, long-term orientations, and sustainable capability. *Entrepreneurship Theory and Practice*, 30(6), 731-746.
- Breton-Miller, L., & Miller, D. (2009). Agency vs. stewardship in public family firms: A social embeddedness reconciliation. *Entrepreneurship Theory and Practice*, 33(6), 1169-1191.
- Brouthers, K., Gelderman, M., & Arens, P. (2007). The influence of ownership on performance: Stakeholder and strategic contingency perspectives. *Schmalenbach Business Review*, 59.
- Brush, C. G., & Vanderwerf, P. A. (1992). A comparison of methods and sources for obtaining estimates of new venture performance. *Journal of Business Venturing*, 7(2), 157-170.
- Burch, P. H. (1972). *The managerial revolution reassessed*. London A. M. Heath.
- Burns, P. (2010). *Entrepreneurship and small business*: Palgrave Macmillan.
- Burns, T. E., & Stalker, G. M. (1961). *The management of innovation*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.

- Burt, R. S. (1992). The social structure of competition. *Networks and organizations: Structure, Form, and Action*, 57, 91.
- Cabrera-Suárez, K., De Saá-Pérez, P., & García-Almeida, D. (2001). The succession process from a resource-and knowledge-based view of the family firm. *Family Business Review*, 14(1), 37-46.
- Caldeira, M. M., & Ward, J. M. (2003). Using resource-based theory to interpret the successful adoption and use of information systems and technology in manufacturing small and medium-sized enterprises. *European Journal of Information Systems*, 12(2), 127-141.
- Campos, H. M., la Parra, J. P. N. d., & Parellada, F. S. (2012). The entrepreneurial orientation-dominant logic-performance relationship in new ventures: an exploratory quantitative study. *BAR-Brazilian Administration Review*, 9(SPE), 60-77.
- Cândido, C. J., & Santos, S. P. (2015). Strategy implementation: What is the failure rate? *Journal of Management & Organization*, 21(02), 237-262.
- Carleton, W. T., & Silberman, I. H. (1977). Joint determination of rate of return and capital structure: An econometric analysis. *The Journal of Finance*, 32(3), 811-821.
- Carlock, R. S., & Ward, J. L. (2001). *Strategic planning for the family business: Parallel planning to unify the family and business*: Palgrave Macmillan.
- Carney, M. (2005). Corporate governance and competitive advantage in family-controlled firms. *Entrepreneurship Theory and Practice*, 29(3), 249-265.
- Carney, M., & Gedajlovic, E. (2002). The co-evolution of institutional environments and organizational strategies: The rise of family business groups in the ASEAN region. *Organization Studies*, 23(1), 1-29.
- Carr, J. C., Cole, M. S., Ring, J. K., & Blettner, D. P. (2011). A measure of variations in internal social capital among family firms. *Entrepreneurship theory and practice*, 35(6), 1207-1227.
- Carr, J. C., & Sequeira, J. M. (2007). Prior family business exposure as intergenerational influence and entrepreneurial intent: A theory of planned behavior approach. *Journal of Business Research*, 60(10), 1090-1098.
- Carsrud, A., & Brännback, M. (2011). Entrepreneurial motivations: what do we still need to know? *Journal of Small Business Management*, 49(1), 9-26.

- Carsrud, A. L. (2006). Commentary: "Are we family and are we treated as family? nonfamily employees' perceptions of justice in the family firm": It all depends on perceptions of family, fairness, equity, and justice. *Entrepreneurship Theory and Practice*, 30(6), 855-860.
- Carsrud, A. L., & Brannback, M. E. (2009). *Understanding the entrepreneurial mind*: Springer.
- Casillas, J. C., Moreno, A. M., & Barbero, J. L. (2010). A configurational approach of the relationship between entrepreneurial orientation and growth of family firms. *Family Business Review*, 23(1), 27-44.
- Caspar, C., Dias, A. K., & Elstrodt, H.-P. (2010). The five attributes of enduring family businesses. *McKinsey Quarterly*, *McKinsey and Company*, 2.
- Cassel, C., Hackl, P., & Westlund, A. H. (1999). Robustness of partial least-squares method for estimating latent variable quality structures. *Journal of Applied Statistics*, 26(4), 435-446.
- Cenfetelli, R. T., & Bassellier, G. (2009). Interpretation of formative measurement in information systems research. *MIS Quarterly*, 689-707.
- Chandler, A. D. (1962). *Strategy and structure: Chapters in the history of the american enterprise*. Massachusetts Institute of Technology Cambridge.
- Chandler, A. D. (1990). *Strategy and structure: Chapters in the history of the industrial enterprise* (Vol. 120): MIT Press.
- Chattopadhyay, P., Glick, W. H., & Huber, G. P. (2001). Organizational actions in response to threats and opportunities. *Academy of Management Journal*, 44(5), 937-955.
- Chen, D.-N., & Liang, T.-P. (2011). Knowledge evolution strategies and organizational performance: A strategic fit analysis. *Electronic Commerce Research and Applications*, 10(1), 75-84.
- Chen, E.-T., Gray, S., & Nowland, J. (2011). Family involvement and family firm performance. *City University of Hong Kong, China*.
- Chen, E. T., Gray, S., & Nowland, J. (2013). Family representatives in family firms. *Corporate Governance: An International Review*, 21(3), 242-263.
- Chen, H.-L., & Hsu, W.-T. (2009). Family ownership, board independence, and R&D investment. *Family Business Review*, 22(4), 347-362.

- Chi, T. (2015). Business Contingency, Strategy Formation, and Firm Performance: An Empirical Study of Chinese Apparel SMEs. *Administrative Sciences*, 5(2), 27-45.
- Child, J. (1972a). Organization structure and strategies of control: A replication of the Aston study. *Administrative Science Quarterly*, 163-177.
- Child, J. (1972b). Organizational structure, environment and performance: the role of strategic choice. *Sociology*, 6(1), 1-22.
- Child, J. (1973). Predicting and understanding organization structure. *Administrative Science Quarterly*, 18(2).
- Child, J. (1997). Strategic choice in the analysis of action, structure, organizations and environment: retrospect and prospect. *Organization Studies*, 18(1), 43-76.
- Chin, W. W. (1998). *Commentary: Issues and opinion on structural equation modeling*: JSTOR.
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information Systems Research*, 14(2), 189-217.
- Chitpin, S., & Jones, K. (2015). Leadership in a Performative Context: A framework for decision-making. *Educational Philosophy and Theory*, 47(4), 387-401.
- Chiu, Y. S. (1998). Noncooperative bargaining, hostages, and optimal asset ownership. *American Economic Review*, 882-901.
- Chmielewski, D. A., & Paladino, A. (2007). Analysing the characteristics & consequences of resource orientation: An empirical study.
- Chod, J., Rudi, N., & Van Mieghem, J. A. (2006). Mix, time, and volume flexibility: Valuation and corporate diversification: *Working paper*, Northwestern University, Evanston, IL.
- Chong, H. G. (2008). Measuring performance of small-and-medium sized enterprises: the grounded theory approach. *Journal of Business and Public Affairs*, 2(1), 1-10.
- Chrisman, J. J., Bauerschmidt, A., & Hofer, C. W. (1998). The determinants of new venture performance: An extended model. *Entrepreneurship Theory and Practice*, 23, 5-30.

- Chrisman, J. J., Chua, J. H., & Kellermanns, F. (2009). Priorities, resource stocks, and performance in family and nonfamily firms. *Entrepreneurship Theory and Practice*, 33(3), 739-760.
- Chrisman, J. J., Chua, J. H., & Litz, R. (2003). A unified systems perspective of family firm performance: *An extension and integration*. *Journal of Business Venturing*, 18(4), 467-472.
- Chrisman, J. J., Chua, J. H., & Litz, R. A. (2004). Comparing the agency costs of family and non-family firms: conceptual issues and exploratory evidence. *Entrepreneurship Theory and Practice*, 28(4), 335-354.
- Chrisman, J. J., Chua, J. H., Pearson, A. W., & Barnett, T. (2012). Family involvement, family influence, and family-centered non-economic goals in small firms. *Entrepreneurship Theory and Practice*, 36(2), 267-293.
- Chrisman, J. J., Chua, J. H., & Sharma, P. (2003). Current trends and future directions in family business management studies: Toward a theory of the family firm. *Coleman White Paper Series*, 4, 1-63.
- Chrisman, J. J., Chua, J. H., & Sharma, P. (2005). Trends and directions in the development of a strategic management theory of the family firm. *Entrepreneurship Theory and Practice*, 29(5), 555-576.
- Chrisman, J. J., Chua, J. H., & Steier, L. P. (2003). An introduction to theories of family business. *Journal of Business Venturing*, 18(4), 441-448.
- Chrisman, J. J., Sharma, P., & Taggar, S. (2007). Family influences on firms: An introduction. *Journal of Business Research*, 60(10), 1005-1011.
- Chrisman, J. J., Steier, L. P., & Chua, J. H. (2008). Toward a theoretical basis for understanding the dynamics of strategic performance in family firms. *Entrepreneurship Theory and Practice*, 32(6), 935-947.
- Chu, W. (2011). Family ownership and firm performance: Influence of family management, family control, and firm size. *Asia Pacific Journal of Management*, 28(4), 833-851.
- Chua, J. H., Chrisman, J. J., & Sharma, P. (1999). Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23, 19-40.
- Chua, J. H., Chrisman, J. J., & Steier, L. P. (2003). Extending the theoretical horizons of family business research. *Entrepreneurship Theory and Practice*, 27(4), 331-338.
- Church, R. (1993). The family firm in industrial capitalism: International perspectives on hypotheses and history. *Business History*, 35(4), 17-43.

- Claessens, S., Djankov, S., Fan, J. P., & Lang, L. H. (2002). Disentangling the incentive and entrenchment effects of large shareholdings. *The Journal of Finance*, 57(6), 2741-2771.
- Claessens, S., Djankov, S., & Lang, L. H. (2000). The separation of ownership and control in East Asian corporations. *Journal of Financial Economics*, 58(1), 81-112.
- Cliff, J. E., & Jennings, P. D. (2005). Commentary on the multidimensional degree of family influence construct and the F-PEC measurement instrument. *Entrepreneurship Theory and Practice*, 29(3), 341-347.
- Cohen, B., & Winn, M. I. (2007). Market imperfections, opportunity and sustainable entrepreneurship. *Journal of Business Venturing*, 22(1), 29-49.
- Cohen, J. (1988). *Statistical Power analysis for the behavioral sciences*. 2nd Erlbaum. Hillsdale, NJ.
- Colli, A. (2003). *The history of family business, 1850-2000* (Vol. 47): Cambridge University Press.
- Colli, A., Perez, P. F., & Rose, M. B. (2003). National determinants of family firm development? Family firms in Britain, Spain, and Italy in the nineteenth and twentieth centuries. *Enterprise and Society*, 4(1), 28-64.
- Colli, A., & Rose, M. (2008). *Family business*. JONES G. and J. Zeitlin.
- Collins, L., & Net, M. (2012). *The family business. The modern family business: relationships, succession and transition*: Palgrave Macmillan.
- Collins, L., Tucker, J., & Pierce, D. (2012). Fathers and daughters. *The Modern Family Business: Relationships, Succession and Transition*, 158-178.
- Conant, J. S., Mokwa, M. P., & Varadarajan, P. R. (1990). Strategic types, distinctive marketing competencies and organizational performance: a multiple measures-based study. *Strategic Management Journal*, 11(5), 365-383.
- Connolly, T., Conlon, E. J., & Deutsch, S. J. (1980). Organizational effectiveness: A multiple-constituency approach. *Academy of Management Review*, 5(2), 211-218.
- Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25(3), 325-334.
- Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods*.

- Cope, J. (2011). Entrepreneurial learning from failure: An interpretative phenomenological analysis. *Journal of Business Venturing*, 26(6), 604-623.
- Corbetta, G., & Salvato, C. (2004). Self-serving or self-actualizing? Models of man and agency costs in different types of family firms: A commentary on "comparing the agency costs of family and non-family firms: Conceptual issues and exploratory evidence". *Entrepreneurship Theory and Practice*, 28(4), 355-362.
- Corbetta, G., & Salvato, C. A. (2004). The board of directors in family firms: one size fits all? *Family Business Review*, 17(2), 119-134.
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10 (1), 75-87.
- Covin, J. G., Slevin, D. P., & Heeley, M. B. (2000). Pioneers and followers: Competitive tactics, environment, and firm growth. *Journal of Business Venturing*, 15(2), 175-210.
- Craig, J., & Lindsay, N. J. (2002). Incorporating the family dynamic into the entrepreneurship process. *Journal of Small Business and Enterprise Development*, 9(4), 416-430.
- Craig, J., & Moores, K. (2005). Balanced scorecards to drive the strategic planning of family firms. *Family Business Review*, 18(2), 105-122.
- Craig, J. B., Dibrell, C., & Davis, P. S. (2008). Leveraging family-based brand identity to enhance firm competitiveness and performance in family businesses. *Journal of Small Business Management*, 46(3), 351-371.
- Crook, T. R., Ketchen, D. J., Combs, J. G., & Todd, S. Y. (2008). Strategic resources and performance: a meta-analysis. *Strategic Management Journal*, 29(11), 1141-1154.
- Csaszar, F. A. (2012). Organizational structure as a determinant of performance: Evidence from mutual funds. *Strategic Management Journal*, 33(6), 611-632.
- Cummings, T., & Worley, C. (2014). *Organization development and change*: Cengage Learning.
- Daily, C. M., & Dollinger, M. J. (1992). An empirical examination of ownership structure in family and professionally managed firms. *Family Business Review*, 5(2), 117-136.
- Daily, C. M., & Dollinger, M. J. (1993). Alternative methodologies for identifying family-versus nonfamily-managed businesses. *Journal of Small Business Management*, 31, 79-79.

- Daily, C. M., & Thompson, S. S. (1994). Ownership structure, strategic posture, and firm growth: An empirical examination. *Family Business Review*, 7(3), 237-249.
- Dalton, D. R., Todor, W. D., Spendolini, M. J., Fielding, G. J., & Porter, L. W. (1980). Organization structure and performance: a critical review. *Academy of Management Review*, 5(1), 49-64.
- Damanpour, F., & Schneider, M. (2006). Phases of the adoption of innovation in organizations: Effects of environment, organization and top Managers. *British Journal of Management*, 17(3), 215-236.
- Davig, W. (1986). Business strategies in smaller manufacturing firms. *Journal of Small Business Management*, 24(1), 38-46.
- Davis, J. P., Eisenhardt, K. M., & Bingham, C. B. (2009). Optimal structure, market dynamism, and the strategy of simple rules. *Administrative science quarterly*, 54(3), 413-452.
- Davis, P. S., & Harveston, P. D. (1998). The influence of family on the family business succession process: A multi-generational perspective. *Entrepreneurship Theory and Practice*, 22, 31-54.
- Dawes, J. (2008). Do data characteristics change according to the number of scale points used? An experiment using 5 point, 7 point and 10 point scales. *International Journal of Market Research*, 51(1).
- De Geus, A. (1997). *The living company: habits for survival in a turbulent environment*. London: Nicholas Brealey.
- De Leeuw, E. D. (1992). *Data quality in mail, telephone and face to face surveys*: ERIC.
- De Massis, A., Chua, J. H., & Chrisman, J. J. (2008). Factors preventing intra-family succession. *Family Business Review*, 21(2), 183-199.
- de Vries, M. F. K., Miller, D., & Noël, A. (1993). Understanding the leader-strategy interface: Application of the strategic relationship interview method. *Human Relations*, 46(1), 5-22.
- Dean, J. W., & Bowen, D. E. (1994). Management theory and total quality: improving research and practice through theory development. *Academy of Management Review*, 19(3), 392-418.

- Dean, J. W., & Sharfman, M. P. (1996). Does decision process matter? A study of strategic decision-making effectiveness. *Academy of Management Journal*, 39(2), 368-392.
- Deligianni, I., Dimitratos, P., Petrou, A., & Aharoni, Y. (2015). Entrepreneurial orientation and international performance: The moderating effect of decision-making rationality. *Journal of Small Business Management*.
- DeSarbo, W. S., Anthony Di Benedetto, C., Song, M., & Sinha, I. (2005). Revisiting the Miles and Snow strategic framework: Uncovering interrelationships between strategic types, capabilities, environmental uncertainty, and firm performance. *Strategic Management Journal*, 26(1), 47-74.
- Dess, G. G., & Beard, D. W. (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, 52-73.
- Dess, G. G., & Keats, B. W. (1987). Environmental assessment and organizational performance: an exploratory field study. Paper presented at the *Academy of Management Proceedings*.
- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately-held firm and conglomerate business unit. *Strategic Management Journal*, 5(3), 265-273.
- Dessein, W. (2002). Authority and communication in organizations. *The Review of Economic Studies*, 69(4), 811-838.
- Dhaliwal, S. (1998). Silent contributors: Asian female entrepreneurs and women in business. Paper presented at the *Women's Studies International Forum*.
- Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management*, 17(4), 263-282.
- Dollinger, M. J., & Golden, P. A. (1992). Interorganizational and collective strategies in small firms: *Environmental effects and performance*. *Journal of Management*, 18(4), 695-715.
- Dolnicar, S., Grun, B., Leisch, F., & Rossiter, J. (2011). Three good reasons not to use five and seven point Likert items. In: Gross, Michael J (Editor). CAUTHE 2011: National Conference: Tourism : Creating a Brilliant Blend. Adelaide, S.A.: *University of South Australia. School of Management, 2011: 1050-1053*.
- Donaldson, L. (1987). Strategy and structural adjustment to regain fit and performance: in defence of contingency theory. *Journal of Management Studies*, 24(1), 1-24.

- Donaldson, L. (1996). *For positivist organization theory*: Published by Sage Publications, London, 1996, 190 pp., ISBN 0 7619 5227 6, Sage.
- Donaldson, L. (2001). *The contingency theory of organizations*: Australian School of Business, Australia, University of New South Wales, Sydney Sage.
- Donckels, R., & Fröhlich, E. (1991). Are family businesses really different? European experiences from STRATOS. *Family Business Review*, 4(2), 149-160.
- Donnelley, R. G. (1964). The family business. *Harvard Business Review*, 42(4), 93-105.
- Donnelly, R. (1964). Experiments on the stability of viscous flow between rotating cylinder. III. Enhancement of stability by modulation. Proceedings of the Royal Society of London. *Series A. Mathematical and Physical Sciences*, 281(1384), 130-139.
- Doty, D. H., Glick, W. H., & Huber, G. P. (1993). Fit, equifinality, and organizational effectiveness: A test of two configurational theories. *Academy of Management Journal*, 36(6), 1196-1250.
- Dreux, D. R. (1990). Financing family business: Alternatives to selling out or going public. *Family Business Review*, 3(3), 225-243.
- Duarte, P. A. O., & Raposo, M. L. B. (2010). *A PLS model to study brand preference: An application to the mobile phone market*. Handbook of Partial Least Squares (pp. 449-485): Springer.
- Dubin, R. (1976). *Theory building in applied areas*: Handbook of Industrial and Organizational Psychology, 17, 39.
- Durmaz, Y., & Ilhan, A. (2015). A theoretical approach to purpose and type of strategy. *International Journal of Business and Management*, 10(4), p210.
- Dyer, W. G. (2003). The family: The missing variable in organizational research. *Entrepreneurship Theory and Practice*, 27(4), 401-416.
- Dyer, W. G. (2006). Examining the “family effect” on firm performance. *Family Business Review*, 19(4), 253-273.
- Dyer, W. G., & Mortensen, S. P. (2005). Entrepreneurship and family business in a hostile environment: The case of Lithuania. *Family Business Review*, 18(3), 247-258.

- Earnhart, D. H., Khanna, M., & Lyon, T. P. (2014). Corporate environmental strategies in emerging economies. *Review of Environmental Economics and Policy*, *reu001*.
- Eddleston, K. A., Kellermanns, F. W., & Sarathy, R. (2008). Resource configuration in family firms: Linking resources, strategic planning and technological opportunities to performance. *Journal of Management Studies*, *45(1)*, 26-50.
- Edelman, L. F., Brush, C. G., & Manolova, T. (2005). Co-alignment in the resource-performance relationship: strategy as mediator. *Journal of Business Venturing*, *20(3)*, 359-383.
- Ehrhardt, O., Nowak, E., & Weber, F.-M. (2006). Running in the family—the evolution of ownership, control, and performance in German family-owned firms 1903-2003. *Swiss Finance Institute Research Paper(06-13)*.
- Eisenhardt, K. M. (1989). Making fast strategic decisions in high-velocity environments. *Academy of Management Journal*, *32(3)*, 543-576.
- Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: Linking founding team, strategy, environment, and growth among US semiconductor ventures, 1978-1988. *Administrative Science Quarterly*, 504-529.
- Eisenhardt, K. M., & Schoonhoven, C. B. (1996). Resource-based view of strategic alliance formation: *Strategic and social effects in entrepreneurial firms*. *Organization Science*, *7(2)*, 136-150.
- Ellington, E. P., Jones, R. T., & Deane, R. (1996). TQM adoption practices in the family-owned business. *Family Business Review*, *9(1)*, 5-14.
- Elliott, A. C., & Woodward, W. A. (2007). *Statistical analysis quick reference guidebook: With SPSS examples*: Sage.
- Enticott, G., & Walker, R. M. (2008). Sustainability, performance and organizational strategy: An empirical analysis of public organizations. *Business Strategy and the Environment*, *17(2)*, 79-92.
- Erdem, F., & Baser, G. G. (2010). Family and business values of regional family firms: A qualitative research. *International Journal of Islamic and Middle Eastern Finance and Management*, *3(1)*, 47-64.
- Essen, M., Carney, M., Gedajlovic, E. R., & Heugens, P. P. (2015). How does family control influence firm strategy and performance? A meta-analysis of US publicly listed firms. *Corporate Governance: An International Review*, *23(1)*, 3-24.

- European Foundation for the Improvement of Living and Working Conditions. (2002). *Family businesses do they perform better, literature review by London Economics*. European Monitoring Center of Change, Wyattville road, Loughlinstown, Dublin 18, Ireland. Website: www.eurofound.eu.int, 43.
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Faccio, M., & Lang, L. H. (2002). The ultimate ownership of Western European corporations. *Journal of Financial Economics*, 65(3), 365-395.
- Faccio, M., Lang, L. H., & Young, L. (2001). Dividends and expropriation. *American Economic Review*, 91(1), 54-78.
- Fahy, J. (2000). The resource-based view of the firm: Some stumbling-blocks on the road to understanding sustainable competitive advantage. *Journal of European Industrial Training*, 24(2/3/4), 94-104.
- Falk, R. F., & Miller, N. B. (1992). *A primer for soft modeling*: University of Akron Press.
- FBA. (2010). Australian family business sector statistics. Retrived from www.fambiz.org.au.<http://www.fambiz.org.au/documents/AustralianFamilyBusinessSectorStatistics.pdf>.
- Feldbauer-Durstmüller, B., Duller, C., & Greiling, D. (2012). Strategic management accounting in austrian family firms. *International Journal of Business Research*, 12(1).
- Fellman, S., Fernández Pérez, P., & Colli, A. (2013). Managing professionalization in family business—transforming strategies for managerial succession and recruitment in family firms in the 20th century. *The Endurance of Family Businesses: A Global Overview*, 248.
- Feltham, T. S., Feltham, G., & Barnett, J. J. (2005). The dependence of family businesses on a single decision-maker. *Journal of Small Business Management*, 43(1), 1.
- FFI.(2014). Global data points family firm institute. Retrived from <http://www.ffi.org/?page=globaldatapoints>. retrived 4.1.2014.
- Fiedler, F. E. (1967). A theory of leadership effectiveness. Retrived from www.jstor.org/stable/2391461 .
- Field, A. (2009). *Discovering statistics using SPSS*: Sage publications.

- Finkelstein, S., & Hambrick, D. C. (1990). Top-management-team tenure and organizational outcomes: The moderating role of managerial discretion. *Administrative Science Quarterly*, 484-503.
- Fiorillo, A. (2003). *Microlending for macro results: A case study of microfinance in Ecuador*. Alexandra Fiorillo Connecticut College Honors Thesis Candidate, Department of Economics Professor Maria Cruz-Saco, Advisor April 2003.
- Fitzsimmons, J. (2013). Performance configurations over time: implications for growth-and profit-oriented strategies". *New Perspectives on Firm Growth*, 221.
- Florén, H., & Tell, J. (2004). The emergent prerequisites of managerial learning in small firm networks. *Leadership & Organization Development Journal*, 25(3), 292-307.
- Flören, R. H. (2002). Crown princes in the clay: An empirical study on the tackling of succession challenges in Dutch family farms: *Uitgeverij Van Gorcum*.
- Flynn, B. B., Sakakibara, S., Schroeder, R. G., Bates, K. A., & Flynn, E. J. (1990). Empirical research methods in operations management. *Journal of Operations Management*, 9(2), 250-284.
- Fontana, A., & Zubaedah, S. Y. (2012). Strategy, firm resource configuration and business model innovation: Defender–prospector–analyzer model. *Jurnal Manajemen Teknologi*, 11(2).
- Ford, J. D. (1979). Research Notes. Institutional Versus Questionnaire Measures of Organizational Structure: A Reexamination. *Academy of Management Journal*, 22(3), 601-610.
- Ford, J. D., & Schellenberg, D. A. (1982). Conceptual Issues of linkage in the assessment of organizational performance. *Academy of Management Review*, 7(1), 49-58.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 39-50.
- Frankel, A. B., Montgomery, J. D., Friedman, B. M., & Gertler, M. (1991). Financial structure: an international perspective. *Brookings Papers on Economic Activity*, 257-310.
- Fredrickson, J. W. (1984). The comprehensiveness of strategic decision processes: Extension, observations, future directions. *Academy of Management Journal*, 27(3), 445-466.

- Fredrickson, J. W., & Mitchell, T. R. (1984). Strategic decision processes: Comprehensiveness and performance in an industry with an unstable environment. *Academy of Management Journal*, 27(2), 399-423.
- Freeman, J., Styles, C., & Lawley, M. (2012). Does firm location make a difference to the export performance of SMEs? *International Marketing Review*, 29(1), 88-113.
- Friedman, M., & Friedman, S. (1994). *How to run a family business*. Cincinnati, OH: Betterway Books.
- Fritz, M. S. (2015). Review of doing statistical mediation & moderation, by Paul E. Jose: New York, NY: Guilford, 2013, 336 pp. *Structural Equation Modeling: A Multidisciplinary Journal*, 22(2), 319-322.
- Frooman, J. (1999). Stakeholder influence strategies. *Academy of Management Review*, 24(2), 191-205.
- Fry, L. W., & Schellenberg, D. (1984). Congruence, contingency and theory building: An integrative perspective. *Unpublished manuscript, University of Washington, Seattle*.
- Galan, J. I., & Sanchez-Bueno, M. J. (2009). The continuing validity of the strategy-structure nexus: new findings, 1993–2003. *Strategic Management Journal*, 30(11), 1234-1243.
- Galbraith, J. R., & Nathanson, D. A. (1979). The role of organizational structure and process in strategy implementation. *Strategic management: A New View of Business Policy and Planning*, 249-283.
- Gallo, M. A., Tapias, J., & Cappuyns, K. (2000). Comparison of family and non-family business: Financial logic and personal preferences. "Chair of family business" *IESE Research Paper*(406).
- García Lillo, F., & Marco Lajara, B. (2002). New venture competitive strategies and performance: an empirical study. *M@n@gement*, 5(2), 127-145.
- Garrett Jr, R. P., & Holland, D. V. (2015). Environmental effects on the cognitions of corporate and independent entrepreneurs. *Small Business Economics*, 1-13.
- Garvey, B., & Childs, P. (2016). *Design as an unstructured problem: New methods to help reduce uncertainty—a practitioner perspective* impact of design research on industrial practice (pp. 333-352): Springer.
- Geeraerts, G. (1984). The effect of ownership on the organization structure in small firms. *Administrative Science Quarterly*, 232-237.

- Geisser, S. (1975). The predictive sample reuse method with applications. *Journal of the American Statistical Association*, 70(350), 320-328.
- Georgas, J., Christakopoulou, S., Poortinga, Y. H., Angleitner, A., Goodwin, R., & Charalambous, N. (1997). The relationship of family bonds to family structure and function across cultures. *Journal of Cross-Cultural Psychology*, 28(3), 303-320.
- Gersick, K. E., Lansberg, I., Desjardins, M., & Dunn, B. (1999). Stages and transitions: Managing change in the family business. *Family Business Review*, 12(4), 287-297.
- Gils, A. V., Voordeckers, W., & van den Heuvel, J. (2004). Environmental uncertainty and strategic behavior in Belgian family firms. *European Management Journal*, 22(5), 588-595.
- Gilson, R. J. (2007). Controlling family shareholders in developing countries: Anchoring relational exchange. *Stanford Law Review*, 633-655.
- Ginsberg, A., & Venkatraman, N. (1985). Contingency perspectives of organizational strategy: a critical review of the empirical research. *Academy of Management Review*, 10(3), 421-434.
- Giovannini, R. (2010). Corporate governance, family ownership and performance. *Journal of Management & Governance*, 14(2), 145-166.
- Gnan, L., & Songini, L. (2003). The Professionalization of family firms: The role of agency cost control mechanisms. *New frontiers in family business research: The leadership challenge*, IFERA-FBN Publications, Cheltenham (UK), 141-172.
- Gnjidić, V. (2014). Researching the dynamics of Miles and Snow's strategic typology. *Management: Journal of Contemporary Management Issues*, 19(1), 93-117.
- Goffee, R. (1996). Understanding family businesses: Issues for further research. *International Journal of Entrepreneurial Behaviour & Research*, 2(1), 36-48.
- Goffee, R., & Scase, R. (1985). Proprietorial control in family firms: some functions of 'quasi-organic' management systems. *Journal of Management Studies*, 22(1), 53-68.
- Goffee, R., & Scase, R. (1992). Organizational change and the corporate career: The restructuring of managers' job aspirations. *Human Relations*, 45(4), 363-385.

- Goldszmidt, R. G. B., Brito, L. A. L., & de Vasconcelos, F. C. (2011). Country effect on firm performance: *A multilevel approach*. *Journal of Business Research*, 64(3), 273-279.
- Goll, I., & Rasheed, A. (1997). Rational decision-making and firm performance: the moderating role of the environment. *Strategic management journal*, 18(7), 583-591.
- Goll, I., & Rasheed, A. A. (2004). The moderating effect of environmental munificence and dynamism on the relationship between discretionary social responsibility and firm performance. *Journal of Business Ethics*, 49(1), 41-54.
- Gomes, R. C., & Gomes, L. d. O. M. (2007). Proposing a theoretical framework to investigate the relationships between an organization and its environment. *Revista de Administração Contemporânea*, 11(1), 75-96.
- Gomes, R. C., Gomes, M., & de Oliveira, L. (2011). Performance measurement and stakeholder perceptions: Assessing performance through the dimensions of stakeholder expectations. *BAR-Brazilian Administration Review*, 8(2).
- Gómez-Ansón, S., & Cabeza-García, L. (2011). *Recent corporate governance developments in Spain*. *Handbook on International Corporate Governance*. UK: Edward Elgar Publishing Limited, 14-36.
- Gomez-Mejia, L. R., Cruz, C., Berrone, P., & De Castro, J. (2011). The bind that ties: Socioemotional wealth preservation in family firms. *The Academy Of Management Annals*, 5(1), 653-707.
- Gómez-Mejía, L. R., Haynes, K. T., Núñez-Nickel, M., Jacobson, K. J., & Moyano-Fuentes, J. (2007). Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. *Administrative Science Quarterly*, 52(1), 106-137.
- Gomez-Mejia, L. R., Larraza-Kintana, M., & Makri, M. (2003). The determinants of executive compensation in family-controlled public corporations. *Academy of Management Journal*, 46(2), 226-237.
- Goodale, J. C., Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2011). Operations management and corporate entrepreneurship: The moderating effect of operations control on the antecedents of corporate entrepreneurial activity in relation to innovation performance. *Journal of Operations Management*, 29(1), 116-127.
- Goodman, P. S., & Pennings, J. M. (1977). *New perspectives on organizational effectiveness*: Jossey-Bass San Francisco.

- Górriz, C. G., & Fumás, V. S. (1996). Ownership structure and firm performance: Some empirical evidence from Spain. *Managerial and Decision Economics*, 17(6), 575-586.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). *Evaluation of structural equation models using the partial least squares (PLS) approach*. Handbook of Partial Least Squares (pp. 691-711): Springer.
- Goudie, A. S. (2013). *The human impact on the natural environment: Past, present, and future*: John Wiley & Sons.
- Goutas, L., & Collins, L. (2011). *2011 national family business report*. Project Report. Veale Wasbrough Vizards. Retrievd from: <http://eprints.uwe.ac.uk/14701>
- Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. *Knowledge and Strategy*.(Ed. M. Zack) pp, 3-23.
- Greene, P. G., & Butler, J. S. (1996). The minority community as a natural business incubator. *Journal of Business Research*, 36(1), 51-58.
- Greenhalgh, T. (1997). How to read a paper: getting your bearings (deciding what the paper is about). *BMJ*, 315(7102), 243-246.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88.
- Gregory, G., & Dess, G. (2005). Lumpkin and Marilyn L. Taylor (2005), *Coppetitive. intelligence strategie management*: New York: Mc Graw-Hill Irwin.
- Grewal, R., & Tansuhaj, P. (2001). Building organizational capabilities for managing economic crisis: The role of market orientation and strategic flexibility. *Journal of marketing*, 65(2), 67-80.
- Grinyer, P. H., Yasai-Ardekani, M., & Al-Bazzaz, S. (1980). Strategy, structure, the environment, and financial performance in 48 United Kingdom companies. *Academy of Management Journal*, 23(2), 193-220.
- Groff, G. K., & Muth, J. F. (1972). *Operations management: Analysis for decisions*.
- Gupta, A. K., & Govindarajan, V. (1984). Business unit strategy, managerial characteristics, and business unit effectiveness at strategy implementation. *Academy of Management Journal*, 27(1), 25-41.

- Habbershon, T. G., Williams, M., & MacMillan, I. C. (2003). A unified systems perspective of family firm performance. *Journal of Business Venturing, 18*(4), 451-465.
- Habbershon, T. G., & Williams, M. L. (1999). A resource-based framework for assessing the strategic advantages of family firms. *Family Business Review, 12*(1), 1-25.
- Hagen, B., Zucchella, A., Cerchiello, P., & De Giovanni, N. (2012). International strategy and performance—Clustering strategic types of SMEs. *International Business Review, 21*(3), 369-382.
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Canonical correlation: A supplement to multivariate data analysis. Multivariate data analysis: A global perspective*. 7th edn. Pearson Prentice Hall Publishing, Upper Saddle River.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis (Vol. 6)*: Pearson Prentice Hall Upper Saddle River, NJ.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. *Education+ Training, 49*(4), 336-337.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *The Journal of Marketing Theory and Practice, 19*(2), 139-152.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science, 40*(3), 414-433.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage Publications.
- Hakala, H. (2011). Strategic orientations in management literature: Three approaches to understanding the interaction between market, technology, entrepreneurial and learning orientations. *International Journal of Management Reviews, 13*(2), 199-217.
- Haleblian, J., & Finkelstein, S. (1993). Top management team size, CEO dominance, and firm performance: The moderating roles of environmental turbulence and discretion. *Academy of Management Journal, 36*(4), 844-863.
- Hambrick, D. C. (1981). Strategic awareness within top management teams. *Strategic Management Journal, 2*(3), 263-279.

- Hambrick, D. C. (1983). Some tests of the effectiveness and functional attributes of Miles and Snow's strategic types. *Academy of Management Journal*, 26(1), 5-26.
- Hambrick, D. C. (2003). On the staying power of defenders, analyzers, and prospectors. *The Academy of Management Executive*, 17(4), 115-118.
- HAMILTON, D. I., & JAJA, S.(.....) A. strategies for managing hospitality in a turbulent environment: Nigerian experience austin o. opananma, PhD, senior lecturer email: okachi@yahoo. com.
- Hamilton, R. T., & Shergill, G. S. (1992). The relationship between strategy-structure fit and financial performance in new zealand: evidence of generality and validity with enhanced controls. *Journal of Management Studies*, 29(1), 95-113.
- Handler, W. C. (1989). Methodological issues and considerations in studying family businesses. *Family Business Review*, 2(3), 257-276.
- Handler, W. C. (1994). Succession in family business: A review of the research. *Family Business Review*, 7(2), 133-157.
- Hannan, M. T., & Freeman, J. (1977). Obstacles to comparative studies. *New Perspectives on Organizational Effectiveness*, 106-131.
- Hannan, M. T., Freeman, J. H., & Meyer, J. W. (1976). Specification of models for organizational effectiveness. *American Sociological Review*, 136-143.
- Hansmann, K.-W., & Ringle, C. M. (2004). *SmartPLS manual*. University of Hamburg, Hamburg.
- Harris, D., Martinez, J. I., & Ward, J. L. (1994). Is Strategy Different for the Family-Owned Business? *Family Business Review*, 7(2), 159-174.
- Harris, I. C., & Ruefli, T. W. (2000). The strategy/structure debate: An examination of the performance implications. *Journal of Management Studies*, 37(4), 587-604.
- Harvey, M., & Evans, R. E. (1994). Family business and multiple levels of conflict. *Family Business Review*, 7(4), 331-348.
- Hashim, M. K., Wafa, S. A., & Sulaiman, M. (2004). Moderating effects of technology and environment on the business strategy-performance relationship in Malaysian SMEs. *Business Practices in Malaysian Small and Medium-sized Enterprises*, 77-100.

- He, J., Mahoney, J. T., & Wang, H. C. (2009). Firm capability, corporate governance and competitive behaviour: a multi-theoretic framework. *International Journal of Strategic Change Management*, 1(4), 293-318.
- Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D., & Winter, S. G. (2009). *Dynamic capabilities: Understanding strategic change in organizations*: John Wiley & Sons.
- Henseler, J., & Fassott, G. (2010). *Testing moderating effects in PLS path models: An illustration of available procedures*. Handbook of partial least squares (pp. 713-735): Springer.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. New challenges to international marketing. *Advances in International Marketing, Volume 20*, 277-319
- Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565-580.
- Henseler, J., Wilson, B., Götz, O., & Hautvast, C. (2007). Investigating the moderating role of fit on sports sponsorship and brand equity. *International Journal of Sports Marketing & Sponsorship*, 8(4), 321-329.
- Hiebl, M. R. (2012). Risk aversion in family firms: what do we really know? *The Journal of Risk Finance*, 14(1), 49-70.
- Hill, C. W., Hitt, M. A., & Hoskisson, R. E. (1992). Cooperative versus competitive structures in related and unrelated diversified firms. *Organization Science*, 3(4), 501-521.
- Hofer, C., & Schendel, D. (1978). *Strategy formulation: Analysis and concepts*. St. Paul, MN: West Publishing.
- Hoffman, J., Hoelscher, M., & Sorenson, R. (2006). Achieving sustained competitive advantage: A family capital theory. *Family Business Review*, 19(2), 135-145.
- Holland, P.-G., & Oliver, J.-E. (1992). An empirical examination of the stages of development of family business. *Journal of Business and Entrepreneurship*, 4(3), 27-38.
- Holland, P. G., & Boulton, W. R. (1984). Balancing the “family” and the “business” in family business. *Business Horizons*, 27(2), 16-21.
- Hollander, B. S., & Elman, N. S. (1988). Family-Owned Businesses: An Emerging Field of Inquiry. *Family Business Review*, 1(2), 145-164.

- Homburg, C., Krohmer, H., & Workman Jr, J. P. (1999). Strategic consensus and performance: the role of strategy type and market-related dynamism. *Strategic management journal*, 20(4), 339-357.
- Homburg, C., Krohmer, H., & Workman Jr, J. P. (2015). *Strategic consensus and performance: The role of strategy type and market-related dynamism global perspectives in marketing for the 21st century* (pp. 221-221): Springer.
- Howorth, C., & Ali, Z. A. (2001). Family business succession in Portugal: An examination of case studies in the furniture industry. *Family Business Review*, 14(3), 231-244.
- Howorth, C., Rose, M., Hamilton, E., & Westhead, P. (2010). Family firm diversity and development: An introduction. *International Small Business Journal*, 28(5), 437-451.
- Hox, J. J., & De Leeuw, E. D. (1994). A comparison of nonresponse in mail, telephone, and face-to-face surveys. *Quality and Quantity*, 28(4), 329-344.
- Hoy, F., & Sharma, P. (2009). *Entrepreneurial family firms*: Pearson College Division.
- Hoy, F., & Verser, T. G. (2000). Emerging business, emerging field: Entrepreneurship and family firm. *Small Business: Critical Perspectives on Business and Management*, 4(1), 1325.
- Hrebiniak, L. G., & Snow, C. C. (1982). Top-management agreement and organizational performance. *Human Relations*, 35(12), 1139-1157.
- Hua, J., Miesing, P., & Li, M. (2006). An empirical taxonomy of SOE governance in transitional China. *Journal of Management & Governance*, 10(4), 401-433.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2), 195-204.
- Huse, M. (2005). Accountability and creating accountability: A framework for exploring behavioural perspectives of corporate governance. *British Journal of Management*, 16(s1), S65-S79.
- Ibrahim, B., Dumas, C., & McGuire, J. (2015). Strategic decision making in small family firms: an empirical investigation. *Journal of Small Business Strategy*, 12(1), 80-90.
- IFC. (2011). *IFC Family Business Governance Handbook*, 2011.

- INSEAD. (2013). *Family business in the world: The business school of the world*, retrieved from http://executive-education.insead.edu/family_enterprise.
- Ittner, C. D., Larcker, D. F., & Randall, T. (2003). Performance implications of strategic performance measurement in financial services firms. *Accounting, Organizations and Society*, 28(7), 715-741.
- J. S. Armstrong, T. S. O. (1997). Estimating nonresponse bias in mail surveys.. *Journal of Marketing Research* 14, 396-402.
- Jaakkola, M. (2012). Strategic orientations, market-based capabilities and business performance: The moderating effect of business context: Aalto University.
- Jabnoun, N., Khalifah, A., & Yusuf, A. (2003). Environmental uncertainty, strategic orientation, and quality management: *A contingency model*. *The Quality Management Journal*, 10(4), 17.
- Jaffe, C. (2007). *Chuck Jaffe's lifetime guide to mutual funds: An owner's manual*: Basic Books.
- James, L. R., & Jones, A. P. (1976). Organizational structure: A review of structural dimensions and their conceptual relationships with individual attitudes and behavior. *Organizational Behavior and Human Performance*, 16(1), 74-113.
- Jennings, D. F., Rajaratnam, D., & Lawrence, F. B. (2003). Strategy-performance relationships in service firms: a test for equifinality. *Journal of Managerial Issues*, 208-220.
- Jnr, H. J., Money, A., Samouel, P., & Page, M. (2007). *Research methods for business*, UK Edition: John Wiley and Sons Ltd, West Sussex England.
- Jones, W. D. (1982). Characteristics of planning in small firms. *Journal of Small Business Management*, 20(3), 15-19.
- Jorissen, A., Laveren, E., Martens, R., & Reheul, A. M. (2005). Real versus sample-based differences in comparative family business research. *Family Business Review*, 18(3), 229-246.
- Judge, W. Q., & Miller, A. (1991). Antecedents and outcomes of decision speed in different environmental context. *Academy of Management Journal*, 34(2), 449-463.
- Jung, D. D., Wu, A., & Chow, C. W. (2008). Towards understanding the direct and indirect effects of CEOs' transformational leadership on firm innovation. *The Leadership Quarterly*, 19(5), 582-594.

- Justin Tan, J., & Litsschert, R. J. (1994). Environment-strategy relationship and its performance implications: An empirical study of the chinese electronics industry. *Strategic Management Journal*, 15(1), 1-20.
- Kabadayi, S., Eyuboglu, N., & Thomas, G. P. (2007). The performance implications of designing multiple channels to fit with strategy and environment. *Journal of Marketing*, 71(4), 195-211.
- Kach, A. P. (2012). The impact of environmental hostility on firm performance: A strategic orientation of manufacturing industries perspective: New Mexico State University. Retrieved from <http://gradworks.umi.com/35/37/3537727.html>
- Kachaner, N., Stalk, G., & Bloch, A. (2012). What you can learn from family business. *Harvard Business Review*, 90(11), 102-106.
- Kaehler, C., Busatto, F., Becker, G. V., Hansen, P. B., & Santos, J. L. S. (2014). Relationship between adaptive capability and strategic orientation: An empirical study in a Brazilian company. *iBusiness*, 2014.
- Kane, B. Z. A., Marcus, A. J., & Bodie, Z. (2004). *Essentials of investments: Asset turnover ratio*. McGraw-Hill Irwin.
- Kaplan, R. S., & Norton, D. P. (2001). The strategy-focused organization: How balanced scorecard companies thrive in the new business environment: *Harvard Business Press*.
- Kayser, G., & Wallau, F. (2002). Industrial family businesses in Germany—Situation and future. *Family Business Review*, 15(2), 111-115.
- Kazziha, W. W. (2015). *Palestine in the Arab Dilemma (RLE Israel and Palestine)*: 114 pages. Publisher: Routledge library (18 May 2015). English.
- Keats, B. W., & Hitt, M. A. (1988). A causal model of linkages among environmental dimensions, macro organizational characteristics, and performance. *Academy of Management Journal*, 31(3), 570-598.
- Kellermanns, F. W., & Eddleston, K. A. (2004). Feuding families: When conflict does a family firm good. *Entrepreneurship Theory and Practice*, 28(3), 209-228.
- Kellermanns, F. W., & Eddleston, K. A. (2007). A family perspective on when conflict benefits family firm performance. *Journal of Business Research*, 60(10), 1048-1057.

- Kelley, K., Clark, B., Brown, V., & Sitzia, J. (2003). Good practice in the conduct and reporting of survey research. *International Journal for Quality in Health Care, 15*(3), 261-266.
- Ketchen, D. J. (2003). An interview with Raymond E. Miles and Charles C. Snow. *The Academy of Management Executive, 17*(4), 97-104.
- Kets de Vries, M. F. (1994). The dynamics of family controlled firms: The good and the bad news. *Organizational Dynamics, 21*(3), 59-71.
- Khandwalla, P. N. (1972). Environment and its impact on the organization. *International Studies of Management & Organization, 2*(3), 297-313.
- Khandwalla, P. N. (1977). *The design of organizations (Vol. 260)*: Harcourt Brace Jovanovich New York.
- Khoury, G. C., Amer, L., & Khalaf, Z. (2014). Encountering strategic management and corporate governance issues within a turbulent environment: Hayat insurance company. *Cases on Management and Organizational Behavior in an Arab Context, 40*.
- Kim, J.-H., & Ondracek, J. (2011). Canadian, Korean, and United States Business Owning Families' Resource Management Practices. *Small Business Institute Journal, 2*(1).
- Kiptui, J. (2014). Organizational strategy, culture, and performance of commercial banks in Kenya. *European Journal of Business and Management, 6*(39), 129-135.
- Kirchhoff, B. A. (1977). Organization effectiveness measurement and policy research. *Academy of Management Review, 2*(3), 347-355.
- Kitchell, S. (1995). Corporate culture, environmental adaptation, and innovation adoption: a qualitative/quantitative approach. *Journal of the Academy of Marketing Science, 23*(3), 195-205.
- Klaas, B. S., Klimchak, M., Semadeni, M., & Holmes, J. J. (2010). The adoption of human capital services by small and medium enterprises: A diffusion of innovation perspective. *Journal of Business Venturing, 25*(4), 349-360.
- Klein, S., & Bell, F.-A. (2007). Non-family executives in family businesses: A literature review.
- Klein, S. B. (2000). Family businesses in Germany: Significance and structure. *Family Business Review, 13*(3), 157-181.

- Klein, S. B., Astrachan, J. H., & Smyrnios, K. X. (2005). The F-PEC scale of family influence: Construction, validation, and further implication for theory. *Entrepreneurship theory and practice*, 29(3), 321-339.
- Koberg, C. S., Uhlenbruck, N., & Sarason, Y. (1996). Facilitators of organizational innovation: The role of life-cycle stage. *Journal of business Venturing*, 11(2), 133-149.
- Kohtamäki, M., Kautonen, T., & Kraus, S. (2010). Strategic planning and small business performance: An examination of the mediating role of exploration and exploitation behaviours. *The International Journal of Entrepreneurship and Innovation*, 11(3), 221-229.
- Koiranen, M. (2002). Over 100 years of age but still entrepreneurially active in business: Exploring the values and family characteristics of old Finnish family firms. *Family Business Review*, 15(3), 175-187.
- Kovach, J. J., Hora, M., Manikas, A., & Patel, P. C. (2015). Firm performance in dynamic environments: The role of operational slack and operational scope. *Journal of Operations Management*.
- Kraus, S., Craig, J. B., Dibrell, C., & Märk, S. (2012). Family firms and entrepreneurship: contradiction or synonym? *Journal of Small Business & Entrepreneurship*, 25(2), 135-139.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Krivogorsky, V. (2006). Ownership, board structure, and performance in continental Europe. *The International Journal of Accounting*, 41(2), 176-197.
- Krosnick, J. A. (1999). Maximizing questionnaire quality. *Measures of political Attitudes*, 2, 37-58.
- Kumar, S., & Phrommathed, P. (2005). *Research methodology*: Springer.
- L'Ecuyer, P. (1998). *Random number generation*. Handbook of Simulation, 93-137.
- La Porta, R., Lopez-de-Silanes, F., Shleifer, A., & Vishny, R. (1999). The quality of government. *Journal of Law, Economics, and organization*, 15(1), 222-279.
- Lambert, D. M., & Harrington, T. C. (1988). *Measuring nonresponse bias in mail surveys*: publisher not identified.
- Lawrence, P. R. en JW Lorsch (1967). *Organization and environment: managing differentiation and integration*.

- Lawrence, P. R., & Lorsch, J. W. (1967a). Differentiation and integration in complex organizations. *Administrative science quarterly*, 1-47.
- Lawrence, P. R., & Lorsch, J. W. (1967b). Differentiation and Integration in Complex Organizations. *Administrative science quarterly*, 12(1).
- Lawrence, P. R., Lorsch, J. W., & Garrison, J. S. (1967). *Organization and environment: Managing differentiation and integration*: Division of Research, Graduate School of Business Administration, Harvard University Boston, MA.
- Leana, C. R., & Van Buren, H. J. (1999). Organizational social capital and employment practices. *Academy of Management Review*, 24(3), 538-555.
- Lee, J. (2006). Family firm performance: Further evidence. *Family Business Review*, 19(2), 103-114.
- Lentz, B. F., & Laband, D. N. (1990). Entrepreneurial success and occupational inheritance among proprietors. *Canadian Journal of Economics*, 23(3), 563-579.
- Lessard, D. R. (2003). Frameworks for global strategic analysis. *Journal of Strategic Management Education*, 1(1), 19-37.
- Levinson, H. (1971). Conflicts that plague family businesses. *Harvard Business Review*, 49(2), 90-98.
- Liao, J., Welsch, H. P., & Pistrui, D. (2001). Environmental and individual determinants of entrepreneurial growth: an empirical examination. *Journal of Enterprising Culture*, 9(03), 253-272.
- Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86(1), 114.
- Lindow, C. M. (2013a). Literature review on family firm performance research a strategic fit perspective on family firm performance (pp. 27-47): Springer.
- Lindow, C. M. (2013b). *A Strategic fit perspective on family firm performance*: Springer.
- Lindow, C. M., Stubner, S., & Wulf, T. (2010). Strategic fit within family firms: The role of family influence and the effect on performance. *Journal of Family Business Strategy*, 1(3), 167-178.

- Ling, Y., & Kellermanns, F. W. (2010). The effects of family firm specific sources of TMT diversity: The moderating role of information exchange frequency. *Journal of Management Studies*, 47(2), 322-344.
- LiPuma, J. A., Newbert, S. L., & Doh, J. P. (2013). The effect of institutional quality on firm export performance in emerging economies: A contingency model of firm age and size. *Small Business Economics*, 40(4), 817-841.
- Litz, R. A. (1995). The family business: Toward definitional clarity. *Family Business Review*, 8(2), 71-81.
- Lorna Collins, L. G., Claire Seaman, Stuart Graham, Dominique Otten, Rebecca Fakoussa and John Tucker. (2012). *The modern family business, Relationship, Succession and Transition*. (Palgrave Macmillan).
- Lubatkin, M. H., Durand, R., & Ling, Y. (2007). The missing lens in family firm governance theory: A self-other typology of parental altruism. *Journal of Business Research*, 60(10), 1022-1029.
- Lumpkin, G. T., & Brigham, K. H. (2011). Long-term orientation and intertemporal choice in family firms. *Entrepreneurship Theory and Practice*, 35(6), 1149-1169.
- Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5), 429-451.
- Lumpkin, G. T., Martin, W., & Vaughn, M. (2008). Family orientation: Individual-level influences on family firm outcomes. *Family Business Review*, 21(2), 127-138.
- Lunenburg, F. C. (2012). Organizational structure: Mintzberg's framework. *International Journal of Scholarly, Academic, Intellectual Diversity*, 14(1), 1-8.
- Luthans, F., & Stewart, T. I. (1977). A general contingency theory of management. *Academy of Management Review*, 2(2), 181-195.
- Lyman, A. R. (1991). Customer service: Does family ownership make a difference? *Family Business Review*, 4(3), 303-324.
- Maan. (2015). Factories threatened with closure. Mohammad Al-Owawi report. Maan net news, December, 16, 2015. Retrieved from <https://www.maannews.net/Content.aspx?id=815753>, 4.

- Madden, T. J., & Dillon, W. R. (1982). Causal analysis and latent class models: An application to a communication hierarchy of effects model. *Journal of Marketing Research (JMR)*, 19(4).
- Mahérault, L. (2000). The influence of going public on investment policy: An empirical study of French family-owned businesses. *Family Business Review*, 13(1), 71-79.
- Mahon, J. F., & Murray, E. A. (1981). Strategic planning for regulated companies. *Strategic Management Journal*, 2(3), 251-262.
- Malinen, P. (2004). Problems in transfer of business experienced by Finnish entrepreneurs. *Journal of small Business and Enterprise development*, 11(1), 130-139.
- Malone, S. C. (1989). Selected correlates of business continuity planning in the family business. *Family Business Review*, 2(4), 341-353.
- Malone, T. W., & Team, L. Y. (2013). Is empowerment just a fad? Control, decision making, and IT. *Sloan Management Review*, 38(2).
- Man, M. M. K. (2009). The relationship between distinctive capabilities, strategy types, environment and the export performance of small and medium-sized enterprises of the Malaysian manufacturing sector. *Management*, 4(3), 205-223.
- Mandl, I. (2008). *Overview of family business relevant issues*. Final Report, project on behalf of the European Commission, Vienna. Austrian Institute for SME Research.
- Manfreda, K. L., Bosnjak, M., Berzelak, J., Haas, I., Vehovar, V., & Berzelak, N. (2008). Web surveys versus other survey modes: A meta-analysis comparing response rates. *Journal of the Market Research Society*, 50(1), 79.
- Marchisio, G., Mazzola, P., Sciascia, S., Miles, M., & Astrachan, J. (2010). Corporate venturing in family business: The effects on the family and its members. *Entrepreneurship and Regional Development*, 22(3-4), 349-377.
- Markides, C. C., & Williamson, P. J. (1996). Corporate diversification and organizational structure: A resource-based view. *Academy of Management Journal*, 39(2), 340-367.
- Marlin, D., Lamont, B. T., & Hoffman, J. J. (1994). Choice situation, strategy, and performance: A reexamination. *Strategic Management Journal*, 15(3), 229-239.

- Marshack, K. J. (1993). Coentrepreneurial couples: A literature review on boundaries and transitions among copreneurs. *Family Business Review*, 6(4), 355-369.
- Martínez, J. I., Stöhr, B. S., & Quiroga, B. F. (2007). Family ownership and firm performance: Evidence from public companies in Chile. *Family Business Review*, 20(2), 83-94.
- Martins, I., & Rialp, A. (2011). Entrepreneurial orientation, environmental hostility and SMEs profitability: *A Contingency Approach*. (September 2, 2011).
- MAS. (2012). The Palestinian Economic Bulletin is prepared by the Palestine Economic Policy Research Institute. *The Portland Trust, Palestinian Economic Bulletin (Issue 75)*.
- Matser, I. A. (2013). *Strategic resources and family firm performance*: Utrecht University.
- Mauri, A. J., & Michaels, M. P. (1998). Firm and industry effects within strategic management: an empirical examination. *Strategic Management Journal*, 19(3), 211-219.
- Mazzi, C. (2011). Family business and financial performance: Current state of knowledge and future research challenges. *Journal of Family Business Strategy*, 2(3), 166-181.
- Mazzocchi, M. (2008). *Statistics for marketing and consumer research*. London, England: SAGE Publications, Ltd. doi: <http://dx.doi.org/10.4135/9780857024657>.
- Mazzola, P., Sciascia, S., & Kellermanns, F. W. (2013). Non-linear effects of family sources of power on performance. *Journal of Business Research*, 66(4), 568-574.
- McCann III, J. E., Leon-Guerrero, A. Y., & Haley Jr, J. D. (2001). Strategic goals and practices of innovative family businesses. *Journal of small business management*, 39(1), 50-59.
- McCullom, M. E. (1990). Problems and prospects in clinical research on family firms. *Family Business Review*, 3(3), 245-262.
- McConaughy, D. L., Matthews, C. H., & Fialko, A. S. (2001). Founding family controlled firms: Performance, risk, and value. *Journal of Small Business Management*, 39(1), 31-49.
- McDaniel, S. W., & Kolari, J. W. (1987). Marketing strategy implications of the Miles and Snow strategic typology. *The Journal of Marketing*, 19-30.

- McLeod, J. (2003). *Doing counselling research*: Sage. books.google.com.
- McMahon, R. G., & Stanger, A. M. (1995). Understanding the small enterprise financial objective function. *Entrepreneurship Theory and Practice*, 19, 21-40.
- Meagher, K. J. (2003). Generalizing incentives and loss of control in an optimal hierarchy: The role of information technology. *Economics Letters*, 78(2), 273-280.
- Meagher, K. J., & Wait, A. (2014). *Evidence from multiple employees per establishment on trust, credibility and delegation*. Working paper.
- Meier, K. J., O'Toole, L. J., Boyne, G. A., Walker, R. M., & Andrews, R. (2010). Alignment and results testing the interaction effects of strategy, structure, and environment from Miles and Snow. *Administration & Society*, 42(2), 160-192.
- Meijaard, J., Brand, M. J., & Mosselman, M. (2005). Organizational structure and performance in Dutch small firms. *Small Business Economics*, 25(1), 83-96.
- Miles, M. P., Arnold, D. R., & Thompson, D. L. (2011). The interrelationship between environmental hostility and entrepreneurial orientation. *Journal of Applied Business Research (JABR)*, 9(4), 12-23.
- Miles, M. P., Covin, J. G., & Heeley, M. B. (2000). The relationship between environmental dynamism and small firm structure, strategy, and performance. *Journal of Marketing Theory and Practice*, 63-78.
- Miles, R. E., & Snow, C. C. (2007). Organization theory and supply chain management: an evolving research perspective. *Journal of Operations Management*, 25(2), 459-463.
- Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman, H. J. (1978). Organizational strategy, structure, and process. *Academy of Management Review*, 3(3), 546-562.
- Miller, D. (1981). Toward a new contingency approach: The search for organizational gestalts. *Journal of Management Studies*, 18(1), 1-26.
- Miller, D. (1986). Configurations of strategy and structure: Towards a synthesis. *Strategic Management Journal*, 7(3), 233-249.
- Miller, D. (1987). The structural and environmental correlates of business strategy. *Strategic Management Journal*, 8(1), 55-76.

- Miller, D., Breton-Miller, I. L., & Lester, R. H. (2013). Family firm governance, strategic conformity, and performance: Institutional vs. strategic perspectives. *Organization Science, 24(1)*, 189-209.
- Miller, D., & Breton-Miller, L. (2006). Family governance and firm performance: Agency, stewardship, and capabilities. *Family Business Review, 19(1)*, 73-87.
- Miller, D., Breton-Miller, L., & Lester, R. H. (2010). Family ownership and acquisition behavior in publicly-traded companies. *Strategic Management Journal, 31(2)*, 201-223.
- Miller, D., Breton-Miller, L., & Lester, R. H. (2011). Family and lone founder ownership and strategic behaviour: Social context, identity, and institutional logics. *Journal of Management Studies, 48(1)*, 1-25.
- Miller, D., Dröge, C., & Toulouse, J.-M. (1988). Strategic process and content as mediators between organizational context and structure. *Academy of Management Journal, 31(3)*, 544-569.
- Miller, D., & Friesen, P. H. (1978). Archetypes of strategy formulation. *Management Science, 24(9)*, 921-933.
- Miller, D., & Friesen, P. H. (1982a). Innovation in conservative and entrepreneurial firms: two models of strategic momentum. *Strategic Management Journal, 3(1)*, 1-25.
- Miller, D., & Friesen, P. H. (1982b). Structural change and performance: Quantum versus piecemeal-incremental approaches. *Academy of Management Journal, 25(4)*, 867-892.
- Miller, D., & Friesen, P. H. (1983). Strategy-making and environment: The third link. *Strategic Management Journal, 4(3)*, 221-235.
- Miller, D., Le Breton-Miller, I., Lester, R. H., & Cannella Jr, A. A. (2007). Are family firms really superior performers? *Journal of Corporate Finance, 13(5)*, 829-858.
- Miller, D., & Toulouse, J.-M. (1986). Chief executive personality and corporate strategy and structure in small firms. *Management Science, 32(11)*, 1389-1409.
- Milliken, F. J. (1987). Three types of perceived uncertainty about the environment: State, effect, and response uncertainty. *Academy of Management Review, 12(1)*, 133-143.

- Minai, M. S., & Lucky, E. O.-I. (2011). The moderating effect of location on small firm performance: Empirical evidence. *International Journal of Business and Management*, 6(10), p178.
- Mintzberg, H. (1973). *Nature of managerial work*. New York: Harper & Row. Management Library: HD 31.M457
- Mintzberg, H. (1979). *The structuring of organizations: A synthesis of the research*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.
- Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard Business Review*, 72(1), 107-114.
- Mitchell, T. R. (1985). An evaluation of the validity of correlational research conducted in organizations. *Academy of Management Review*, 10(2), 192-205.
- Mobach, M. P., Rogier, J. J. H., & Leeuw, A. C. J. (1998). *Fit and the system theory of control*: University of Groningen.
- Moores, K. (2009). Paradigms and theory building in the domain of business families. *Family Business Review*, 22(2), 167-180.
- Moores, K., & Barrett, M. (2002). *Learning family business: Paradoxes and pathways*: Ashgate Publishing, Ltd.
- Morck, R., & Yeung, B. (2003). Agency problems in large family business groups. *Entrepreneurship Theory and Practice*, 27(4), 367-382.
- Morck, R., & Yeung, B. (2004). Family control and the rent-seeking society. *Entrepreneurship Theory and Practice*, 28(4), 391-409.
- Mork, R., Wolfenzon, D., & Yeung, B. (2005). Corporate governance. Economic entrenchment, and growth. *Journal of Economic Literature*, 43(3), 655.
- Morone, J. (1989). Strategic use of technology. *California Management Review*, 31(4), 91.
- Morris, M. H., Williams, R. W., & Nel, D. (1996). Factors influencing family business succession. *International Journal of Entrepreneurial Behaviour & Research*, 2(3), 68-81.
- Mu, J., & Di Benedetto, C. A. (2011). Strategic orientations and new product commercialization: mediator, moderator, and interplay. *R&D Management*, 41(4), 337-359.

- Murphy, G. B., Trailer, J. W., & Hill, R. C. (1996). Measuring performance in entrepreneurship research. *Journal of Business Research*, 36(1), 15-23.
- Muse, L. A., Rutherford, M. W., Oswald, S. L., & Raymond, J. E. (2005). Commitment to employees: does it help or hinder small business performance? *Small Business Economics*, 24(2), 97-111.
- N.S.CO.(2016). Nablus Soap Co. about us. Febr. 6, 2016. Retrived from <http://www.nablussoap.ps/>.
- Nag, R., Hambrick, D. C., & Chen, M. J. (2007). What is strategic management, really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28(9), 935-955.
- Nahhas, F. V. J. B. R., W. Gibb Dyer Jr. and Saro Nakashian (1997). The dynamic of Palestinian family business. *Middle East Business Review* 2 (1) 57-79.
- Naldi, L., Nordqvist, M., Sjöberg, K., & Wiklund, J. (2007). Entrepreneurial orientation, risk taking, and performance in family firms. *Family Business Review*, 20(1), 33-47.
- Naman, J. L., & Slevin, D. P. (1993). Entrepreneurship and the concept of fit: a model and empirical tests. *Strategic Management Journal*, 14(2), 137-153.
- Namiki, N. (1989). The impact of competitive strategy on export sales performance: an exploratory study. *The Mid-Atlantic Journal of Business*, 25(6), 21-37.
- Nandakumar, M., Ghobadian, A., & O'Regan, N. (2010). Business-level strategy and performance: The moderating effects of environment and structure. *Management Decision*, 48(6), 907-939.
- Naqib, F. M. (2015). *Economic relations between Palestine and Israel during the occupation era and the period of limited self-rule*. University of Waterloo Canada, Working Paper 2015.
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of Marketing*, 20-35.
- Nash, M. (1983). *Managing organizational performance*: Jossey-Bass Publishers.
- Nasr Atyani, S. A. H. A. (2009). *Problems of Micro, Small and Medium Enterprises in Pallestiine*. Mass, 1-4.
- Neely, A., Gregory, M., & Platts, K. (1995). Performance measurement system design: a literature review and research agenda. *International journal of Operations & Production Management*, 15(4), 80-116.

- Neubauer, H. (2003). The dynamics of succession in family businesses in western European countries. *Family Business Review*, 16(4), 269-281.
- Newby, R., Watson, J., & Woodliff, D. (2003). SME survey methodology: Response rates, data quality, and cost effectiveness. *Entrepreneurship Theory and Practice*, 28(2), 163-172.
- Ng, C. Y. (2005). An empirical study on the relationship between ownership and performance in a family-based corporate environment. *Journal of Accounting, Auditing & Finance*, 20(2), 121-146.
- NGOMONITOR. (2007). World Bank Report on Palestinians based on false NGO Reports and anti-Israel bias Retrieved 27th Thursday, 2014. Retrived from http://www.ngomonitor.org/article/world_bank_report_on_palestinians_based_on_false_ngo_reports_and_anti_israel_bias
- Nisar, A., Rodríguez-Monroy, C., Ruiz, F., & Yuxi, W. (2012). Organizational structure shapes performance in dynamic environments: Studying the relationship between structure and performance *Industrial Engineering: Innovative Networks* (pp. 175-180): Springer.
- O'Regan, N., & Ghobadian, A. (2006). Perceptions of generic strategies of small and medium sized engineering and electronics manufacturers in the UK: The applicability of the Miles and Snow typology. *Journal of Manufacturing Technology Management*, 17(5), 603-620.
- Obel, B., & Gurkov, I. B. (2013). *Revisiting Miles-Snow typology of strategic orientation using stakeholder theory*. Foresight.
- Ogollah, K., & Bolo, A. Z. (2009). Strategy structure environment linkage and corporate performance: A conceptual overview. *Business Administration and Management (BAM) Vol. 1(3)*, pp. 101-113.
- Oh, H., Chung, M.-H., & Labianca, G. (2004). Group social capital and group effectiveness: The role of informal socializing ties. *Academy of Management Journal*, 47(6), 860-875.
- Okumus, F. (2001). Towards a strategy implementation framework. *International Journal of Contemporary Hospitality Management*, 13(7), 327-338.
- Okumus, F. (2003). A framework to implement strategies in organizations. *Management Decision*, 41(9), 871-882.
- Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). The performance implications of fit among business strategy, marketing organization structure, and strategic behavior. *Journal of Marketing*, 69(3), 49-65.

- Olson, P. D., & Terpstra, D. E. (1992). Organizational structural changes: Life-cycle stage influences and managers' and interventionists' challenges. *Journal of Organizational Change Management*, 5(4), 27-40.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
- Oyedijo, A., & Akewusola, R. (2012). Organizational strategy and firm performance: a test of miles and snow's model using 34 paint manufacturing SMES in South-western Nigeria. *Journal of Research in International Business and Management*, 2, 170, 178.
- PADICO. (2011). *Palestinian family businesses strategies for future. investing in Palestine: Empowering small and medium enterprises*. Retrived from Book.pdf,the Palestine investment conference 2010 <http://www.pex.ps/PSEWEBSITE/publications/FifthForum> .
- Pallant, J. (2001). *SPSS Survival Guide: A step by step guide to data analysis using SPSS*. Australia: Allen & Unwin.
- Pallant, J. (2013). *SPSS survival manual*: McGraw-Hill International.
- Palmer, J. C., Wright, R. E., & Powers, J. B. (2015). Innovation and competitive advantage in small businesses: Effects of environments and business strategy. *Journal of Small Business Strategy*, 12(1),
- Palmer, M., & O'Kane, P. (2007). Strategy as practice: Interactive governance spaces and the corporate strategies of retail transnationals. *Journal of Economic Geography*, 7(4), 515-535.
- Parnell, J. A., Lester, D. L., Long, Z., & Köseoglu, M. A. (2012). How environmental uncertainty affects the link between business strategy and performance in SMEs: Evidence from China, Turkey, and the USA. *Management Decision*, 50(4), 546-568.
- Patel, P. C., Eddleston, K., & Kellermanns, F. (2011). *Family firm commitment and performance: A moderated mediation analysis*: Working paper.
- Payne, P. L. (1984). Family business in Britain: A historical and analytical survey. family business in the era of industrial growth: its ownership and management, 171-206.
- PCBS. (1995). Palestinian Central Bureau of Statistics. Preliminary findings of the establishment census, 1994. in Gaza Strip and the remaining West Bank. May, 1995. Retrived by <http://www.pcbs.gov.ps/Downloads/book10.pdf>, 22.

- PCBS. (2009). Percentage distribution of institutions in the private sector by availability of strategy to contribute to local communities and region, 2009. Table 21. Feb. 2, 2016. <http://www.pcbs.gov.ps/Downloads/book1735.pdf>.
- PCBS. (2009). Agricultural statistics' various data, 2008. table 18, www.pcbs.gov.ps. December, 2009. <http://www.pcbs.gov.ps/Downloads/book1661.pdf>.
- PCBS. (2011a). Palestine - The Establishment Census 2007. Oct 06, 2011, [http://pcbs.gov.ps/PCBS-Metadata-en-v4.2/index.php/catalog/31\(Reference ID IHSN 999 001\), 4588 download 4525](http://pcbs.gov.ps/PCBS-Metadata-en-v4.2/index.php/catalog/31(Reference ID IHSN 999 001), 4588 download 4525).
- PCBS. (2011b). Palestine - The Establishment Census 2007. Palestinian Central Bureau of Statistics - PNA, [http://www.pcbs.gov.ps/PCBS-Metadata-en-v4.2/index.php/catalog/31\(last modified 2011\), 4600](http://www.pcbs.gov.ps/PCBS-Metadata-en-v4.2/index.php/catalog/31(last modified 2011), 4600).
- PCBS. (2011c). Social responsibility of the private sector in the Palestinian Territory, 2009, Main Findings, Ramallah - Palestine. . March, 2011, 51.
- PCBS. (2012). Survey of the Perceptions of Owners / Managers of Active Industrial Enterprises Regarding the Economic Situation,
- PCBS. (2012). Palestinian Central Bureau of Statistics. Survey of the perceptions of owners / managers of industrial enterprises regarding the economic situation. Performance of industrial enterprises in the second quarter 2012. 27. Report on the survey results .Ramallah-Palestine. http://www.pcbs.gov.ps/Portals/_pcbs/PressRelease/IPIQ12012E.pdf
- PCBS. (2013). Distribution of establishments in Palestine. PCBS: Establishment census, 2012- main findings, http://www.pcbs.gov.ps/Portals/_PCBS/Downloads/book1970.pdf.
- PCBS. (2014). Palestinian Central Bureau of Statistics, 2014. Palestine in figures 2013. Ramallah – Palestine. <http://www.pcbs.gov.ps/Downloads/book2040.pdf>, 80.
- Pearson, A. W., Carr, J. C., & Shaw, J. C. (2008). Toward a theory of familiness: A social capital perspective. *Entrepreneurship Theory and Practice*, 32(6), 949-969.
- Pelham, A. M., & Lieb, P. (2004). Differences between presidents' and sales managers' perceptions of the industry environment and firm strategy in small industrial firms: relationship to performance satisfaction. *Journal of Small Business Management*, 42(2), 174-189.
- Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, 30(6), 467-480.

- Peng, M. W., Tan, J., & Tong, T. W. (2004). Ownership Types and Strategic Groups in an Emerging Economy. *Journal of Management Studies*, 41(7), 1105-1129.
- Pertusa-Ortega, E. M., Molina-Azorín, J. F., & Claver-Cortés, E. (2010). Competitive strategy, structure and firm performance: A comparison of the resource-based view and the contingency approach. *Management Decision*, 48(8), 1282-1303.
- Pfeffer, J., & Leblebici, H. (1973). The effect of competition on some dimensions of organizational structure. *Social Forces*, 52(2), 268-279.
- Pittino, D., & Visintin, F. (2009). Innovation and strategic types of family smes: a test and extension of Miles and Snow's configurational model. *Journal of Enterprising Culture*, 17(03), 257-295.
- Pleshko, L., & Nickerson, I. (2008a). Strategic orientation, organizational structure, and the associated effects on performance in industrial firms. *Academy of Strategic Management Journal*, 7, 95.
- Pleshko, L., & Nickerson, I. (2008b). Strategic orientation, organizational structure, and the associated effects on performance in industrial firms. *Academy of Strategic Management Journal*, 7(1), 95-110.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(4), 531-544.
- Ponzetti, J. (2003). Growing old in rural communities: A visual methodology for studying place attachment. *Journal of Rural Community Psychology*, 6(1), 1-11.
- Porter, M. E. (1979). *How competitive forces shape strategy*: Harvard Business Review.
- Porter, M. E. (1980). *Competitive strategies*. New York.
- Porter, M. E. (1996). What is strategy? Published November. From the November–December 1996 Issue.

- Porter, M. E. (2000). What is strategy? *Harvard Business Review magazine*.
<https://hbr.org/1996/11/what-is-strategy>
- Post, J. E. (1993). The greening of the Boston Park Plaza Hotel. *Family Business Review*, 6(2), 131-148.
- Poza, E. (2013). *Family business: Cengage Learning*. 4th edition.
<http://www.amazon.com/Family-Business-Ernesto-J-Poza/dp/032459769X>
- Prajogo, D. I. (2006). The relationship between innovation and business performance—a comparative study between manufacturing and service firms. *Knowledge and Process Management*, 13(3), 218-225.
- Priem, R. L., Rasheed, A. M., & Kotulic, A. G. (1995). Rationality in strategic decision processes, environmental dynamism and firm performance. *Journal of Management*, 21(5), 913-929.
- Provan, K. G. (1989). Environment, department power, and strategic decision making in organizations: A proposed integration. *Journal of Management*, 15(1), 21-34.
- Pugh, D. S., Hickson, D. J., Hinings, C. R., & Turner, C. (1968). Dimensions of organization structure. *Administrative Science Quarterly*, 13(1).
- Pugh, D. S., & Hinings, C. C. R. (1976). *Organizational structure extensions and replications: the Aston programme II* (Vol. 2): Saxon House.
- Putnam, R. D. (1993). The prosperous community. *The American Prospect*, 4(13), 35-42.
- PWC. (2014). Middle east family business survey key findings. Challenges of managing business and family
<file:///C:/Users/HP/Downloads/Middle%20East%20Family%20Business%20Survey%20Key%20Findings.pdf>.
- Quinn, J. B. (1980). *Strategies for change: Logical incrementalism*: Irwin Homewood, IL.
- Quinn, J. B., & Strategy, E. S. (2013). *Strategic outsourcing: leveraging knowledge capabilities*. Image.
- Rabl, T., Jayasinghe, M., Gerhart, B., & Kühlmann, T. M. (2014). A meta-analysis of country differences in the high-performance work system–business performance relationship: The roles of national culture and managerial discretion. *National Center for Biotechnology Information*

- Ramanujam, V., & Venkatraman, N. (1987). Planning and performance: a new look at an old question. *Business Horizons*, 30(3), 19-25.
- Randøy, T., Dibrell, C., & Craig, J. B. (2009). Founding family leadership and industry profitability. *Small Business Economics*, 32(4), 397-407.
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3), 761-787.
- Reid, R. S., & Adams, J. S. (2001). Human resource management-a survey of practices within family and non-family firms. *Journal of European Industrial Training*, 25(6), 310-320.
- Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of Research in Marketing*, 26(4), 332-344.
- Reynolds, W., Savage, W., & Williams, A. J. (2000). *Your own business: A practical guide to success*: Cengage Learning Australia.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*, 35(3), 718-804.
- Rigdon, E. E. (1998). The equal correlation baseline model for comparative fit assessment in structural equation modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, 5(1), 63-77.
- Rigdon, E. E. (2014). Rethinking partial least squares path modeling: breaking chains and forging ahead. *Long Range Planning*, 47(3), 161-167.
- Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A critical look at the use of PLS-SEM in MIS Quarterly. *MIS Quarterly (MISQ)*, 36(1).
- Ringle, C. M., Wende, S., & Will, A. (2005). *SmartPLS 2.0 (beta)*: Hamburg.
- Robert Baum, J., & Wally, S. (2003). Strategic decision speed and firm performance. *Strategic Management Journal*, 24(11), 1107-1129.
- Roessl, D. (2005). Family businesses and interfirm cooperation. *Family Business Review*, 18(3), 203-214.
- Rogers, E. W., & Wright, P. M. (1998). Measuring organizational performance in strategic human resource management: Problems, prospects and performance information markets. *Human Resource Management Review*, 8(3), 311-331.

- Rosa, P., Howorth, C., & Discua Cruz, A. (2014). Habitual and portfolio entrepreneurship and the family in business. *The Sage Handbook of Family Business*, 364-382.
- Rose, K. H. (1995). A performance measurement model. *Quality Progress*, 28(2), 63-68.
- Rosenberg, M. (1968). The logic of survey analysis. Retrieved from https://www.researchgate.net/.../249170993_Book_Review.
- Ross, J. W., Weill, P., & Robertson, D. (2006). *Enterprise architecture as strategy: Creating a foundation for business execution*: Harvard Business Press.
- Rothaermel, F. T., & Deeds, D. L. (2006). Alliance type, alliance experience and alliance management capability in high-technology ventures. *Journal of Business Venturing*, 21(4), 429-460.
- Rothaermel, F. T. (2013). Apple (in 2013): How to Sustain a Competitive Advantage? : Case Study] Boston: Harvard Business Publishing.
- Roy, S. (1999). De-development revisited: Palestinian economy and society since Oslo. *Journal of Palestine Studies*, 64-82.
- Royall, R. M. (1970). On finite population sampling theory under certain linear regression models. *Biometrika*, 57(2), 377-387.
- Royer, S., Simons, R., Boyd, B., & Rafferty, A. (2008). Promoting family: A contingency model of family business succession. *Family Business Review*, 21(1), 15-30.
- Rubin, D. B. (2004). Multiple imputation for nonresponse in surveys (Vol. 81): John Wiley & Sons.
- Rumelt, R. P. (2005). *Theory, strategy, and entrepreneurship*. Handbook of Entrepreneurship Research (pp. 11-32): Springer.
- Russell, R. D., & Russell, C. J. (1992). An examination of the effects of organizational norms, organizational structure, and environmental uncertainty on entrepreneurial strategy. *Journal of Management*, 18(4), 639-656.
- Rutherford, M. W., Kuratko, D. F., & Holt, D. T. (2008). Examining the link between "familiness" and performance: Can the F-PEC Untangle the family business theory jungle? *Entrepreneurship Theory and Practice*, 32(6), 1089-1109.
- Ryu, E., Couper, M. P., & Marans, R. W. (2006). Survey incentives: Cash vs. in-kind; face-to-face vs. mail; response rate vs. nonresponse error. *International Journal of Public Opinion Research*, 18(1), 89-106.

- Sabbagh, K. (2008). *Palestine: History of a lost nation*: Grove Press.
- Sabherwal, R., & Chan, Y. E. (2001). Alignment between business and IS strategies: a study of prospectors, analyzers, and defenders. *Information Systems Research*, 12(1), 11-33.
- Sablynski, C. J. (2012). Foundation of Organizational Structure. <http://www.csus.edu/indiv/s/sablynski/ch.14.html>
- Sabri, N. R. (2008). Palestinian family businesses. A compendium on the family business models around the world. *papers.ssrn.com*.
- Sabri, N. R., Jaber, R. Y., AL-Bitawi, W. Y., & Awwad, J. A. (2015). Labor productivity in the Palestinian family businesses. Available at SSRN 2656384.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 224-253.
- Salant, P., & Dillman, D. A. (1994). *How to conduct your own survey*: Wiley New York.
- Salvato, C. (2004). Predictors of entrepreneurship in family firms. *The Journal of Private Equity*, 7(3), 68-76.
- Salvioni, D. M., & Astori, R. (2014). Sustainable development and global responsibility in corporate governance. *Symphonya. Emerging Issues in Management*(1), 1-25.
- Sánchez-Fernández, M. D., Vargas-Sánchez, A., & Remoaldo, P. C. (2015). *The influence of institutional environment on quality management in hotels achieving competitive advantage through quality management* (pp. 279-291): Springer.
- Sandig, A. G., Labadie, G. J., Saris, W., & Mayordomo, X. M. (2006). 8 *Internal factors of family business performance: An integrated theoretical model*. Handbook of Research on Family Business, 145.
- Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, 5(1), 105-115.
- Sattler, H., Völckner, F., Riediger, C., & Ringle, C. M. (2010). The impact of brand extension success drivers on brand extension price premiums. *International Journal of Research in Marketing*, 27(4), 319-328.

- Schendel, D., & Hofer, C. W. (1979). *Strategic management: A new view of business policy and planning*: Little, Brown.
- Schilke, O. (2014). On the contingent value of dynamic capabilities for competitive advantage: The nonlinear moderating effect of environmental dynamism. *Strategic Management Journal*, 35(2), 179-203.
- Schlömer-Laufen, N., Kay, R., & Holz, M. (2014). *Works councils in family businesses in Germany: Why are there so few?* : Working Paper, Institut für Mittelstandsforschung (IfM) Bonn.
- Schmidheiny, S. (1992). *Changing course: A global business perspective on development and the environment* (Vol. 2): MIT press.
- Schoonhoven, C. B. (1981). Problems with contingency theory: testing assumptions hidden within the language of contingency" theory". *Administrative science quarterly*, 349-377.
- Schulze, W. S., Lubatkin, M. H., Dino, R. N., & Buchholtz, A. K. (2001). Agency relationships in family firms: Theory and evidence. *Organization science*, 12(2), 99-116.
- Sciascia, S., & Mazzola, P. (2008). Family involvement in ownership and management: Exploring nonlinear effects on performance. *Family Business Review*, 21(4), 331-345.
- Sciascia, S., Mazzola, P., Astrachan, J. H., & Pieper, T. M. (2013). Family involvement in the board of directors: Effects on sales internationalization. *Journal of Small Business Management*, 51(1), 83-99.
- Scott, J. C. (1998). *Seeing like a state: How certain schemes to improve the human condition have failed*: Yale University Press.
- Scott, W. R. (1992). *Organizations*: Prentice-Hall Englewood Cliffs, NJ.
- Seaman, C., Graham, S., Bent, R., Wang, Y., & Poutziouris, P. (2010). Entrepreneurial risk taking: empirical evidence from UK family firms. *International Journal of Entrepreneurial Behavior & Research*, 16(5), 370-388.
- Segev, E. (1987a). Strategy, strategy-making, and performance in a business game. *Strategic Management Journal*, 8(6), 565-577.
- Segev, E. (1987b). Strategy, strategy making, and performance—An empirical investigation. *Management Science*, 33(2), 258-269.

- Sekaran, U. (2003). *Research Methods for Business*. New York: John Milley and Sons: Inc.
- Sekaran, U., & Bougie, R. (2003). *Research methodology for business*: New York: John Wiley & Sons, Inc.
- Selya, A. S., Rose, J. S., Dierker, L. C., Hedeker, D., & Mermelstein, R. J. (2012). *A practical guide to calculating Cohen's f^2 , a measure of local effect size, from Proc Mixed*. *Frontiers in Psychology*, 3.
- Selznick, P. (1957). *Leadership in administration: A sociological interpretation*. Berkeley. Cal.
- Shanker, M. C., & Astrachan, J. H. (1996). Myths and realities: Family businesses' contribution to the US economy—A framework for assessing family business statistics. *Family Business Review*, 9(2), 107-123.
- Sharfman, M. P., & Dean, J. W. (1991). Conceptualizing and measuring the organizational environment: A multidimensional approach. *Journal of Management*, 17(4), 681-700.
- Sharma, P. (2002). *Stakeholder mapping technique: Toward the development of a family firm typology*. Paper presented at the 62nd meeting of the Academy of Management, Denver, August.
- Sharma, P. (2004). An overview of the field of family business studies: Current status and directions for the future. *Family Business Review*, 17(1), 1-36.
- Sharma, P., Chrisman, J. J., & Chua, J. H. (1997). Strategic management of the family business: Past research and future challenges. *Family Business Review*, 10(1), 1-35.
- Sharma, P., Chrisman, J. J., & Chua, J. H. (2003). Predictors of satisfaction with the succession process in family firms. *Journal of Business Venturing*, 18(5), 667-687.
- Sharma, P., Chrisman, J. J., & Gersick, K. E. (2012). 25 Years of family business review: Reflections on the past and perspectives for the future. *Family Business Review*, 25(1), 5.
- Sharma, P., & Manikutty, S. (2005). Strategic divestments in family firms: Role of family structure and community culture. *Entrepreneurship Theory and Practice*, 29(3), 293-311.
- Sharma, S., Aragón-Correa, J. A., & Rueda-Manzanares, A. (2007). The contingent influence of organizational capabilities on proactive environmental strategy

- in the service sector: an analysis of North American and European ski resorts. *Canadian Journal of Administrative Sciences* 24(4), 268-283.
- Sharma, S., Durand, R. M., & Gur-Arie, O. (1981). Identification and analysis of moderator variables. *Journal of Marketing Research*, 291-300.
- Sharma, P., Chrisman, J. J., & Chua, J. H. (1995). What exactly is a family business? *Entrepreneurship: Theory and Practice* 23 (4), 19-19
- Sheridan, S. L., Harris, R. P., & Woolf, S. H. (2004). Shared decision making about screening and chemoprevention: A suggested approach from the US Preventive Services Task Force. *American Journal of Preventive medicine*, 26(1), 56-66.
- Shieh, G. (2008). Detecting interaction effects in moderated multiple regression with continuous variables: Power and sample size considerations. *Organizational Research Methods*.
- Shinnar, R. S., Cho, S., & Rogoff, E. G. (2013). Outcomes of family involvement in minority owned family businesses. *Journal of Family Business Strategy*, 4(1), 22-33.
- Shirokova, G., Bogatyreva, K., & Beliaeva, T. (2015). Entrepreneurial Orientation of Russian Firms: The Role of External Environment. *ФОРСАЙМ*, 9(3 (eng)).
- Shook, C. L., Ketchen, D. J., Hult, G. T. M., & Kacmar, K. M. (2004). An assessment of the use of structural equation modeling in strategic management research. *Strategic Management Journal*, 25(4), 397-404.
- Shortell, S. M., & Zajac, E. J. (1990). Perceptual and archival measures of Miles and Snow's strategic types: a comprehensive assessment of reliability and validity. *Academy of Management Journal*, 33(4), 817-832.
- Sidoroff, A., Dunant, A., Viboud, C., Halevy, S., Bavinck, J., Naldi, L., . . . Roujeau, J. C. (2007). Risk factors for acute generalized exanthematous pustulosis (AGEP)—results of a multinational case-control study (EuroSCAR). *British Journal of Dermatology*, 157(5), 989-996.
- Sirmon, D. G., Arregle, J. L., Hitt, M. A., & Webb, J. W. (2008). The role of family influence in firms' strategic responses to threat of imitation. *Entrepreneurship Theory and Practice*, 32(6), 979-998.
- Sirmon, D. G., & Hitt, M. A. (2003). Managing resources: Linking unique resources, management, and wealth creation in family firms. *Entrepreneurship Theory and Practice*, 27(4), 339-358.

- Slater, S. F., & Narver, J. C. (1994). Does competitive environment moderate the market orientation-performance relationship? *Journal of Marketing*, 58(1).
- Slater, S. F., Olson, E. M., & Hult, G. T. M. (2006a). The moderating influence of strategic orientation on the strategy formation capability-performance relationship. *Strategic Management Journal*, 27(12), 1221-1231.
- Slater, S. F., Olson, E. M., & Hult, G. T. M. (2006b). Research notes and commentaries the moderating influence of strategic orientation on the strategy formation capability-performance relationship. *Strategic Management Journal*, 27(12), 1221-1231.
- Smallbone, D., & Welter, F. (2001). The distinctiveness of entrepreneurship in transition economies. *Small Business Economics*, 16(4), 249-262.
- Smart, D. T., & Conant, J. S. (2011). Entrepreneurial orientation, distinctive marketing competencies and organizational performance. *Journal of Applied Business Research (JABR)*, 10(3), 28-38.
- Smeirat, I. M. A. (2013). Israeli Occupation: A Business Enterprise, The case of magnetic cards and permits of entry to Israel. *Applied Research Institute - Jerusalem (ARIJ)*, June 2013, 1-10.
- Smeirat, I. M. H. (2011). *Determinants of Palestinian Investment In Israel and its Settlements*. Master theses emperical study. Al-Quds University, 223.
- Smirat, I. M. H., Abdullah, O. Y., & Shariff, M. N. M. (2014). Strategy, structure, and family firm performance: the relationships of the resource-based view and the contingency approach. *Australian Journal of Business and Management Research Vol*, 4(3), 01-08.
- Smith, K. G., & Grimm, C. M. (1987). Environmental variation, strategic change and firm performance: A study of railroad deregulation. *Strategic Management Journal*, 8(4), 363-376.
- Smith, K. G., Grimm, C. M., Chen, M.-J., & Gannon, M. J. (1989). Predictors of response time to competitive strategic actions: Preliminary theory and evidence. *Journal of Business Research*, 18(3), 245-258.
- Smith, K. G., Guthrie, J. P., & Chen, M.-J. (1989). Strategy, size and performance. *Organization Studies*, 10(1), 63-81.
- Snow, C. C., & Hambrick, D. C. (1980). Measuring organizational strategies: Some theoretical and methodological problems. *Academy of Management Review*, 5(4), 527-538.

- Snow, C. C., & Hrebiniak, L. G. (1980). Strategy, distinctive competence, and organizational performance. *Administrative Science Quarterly*, 317-336.
- Snow, C. C., Miles, R. E., & Allred, B. B. (2003). *Managing leading-edge multinational corporations. Managing the global network corporation*. Routledge, London, 201-219.
- Snow, C. C., Miles, R. E., & Miles, G. (2005). A configurational approach to the integration of strategy and organization research. *Strategic Organization*, 3(4), 431-439.
- Soininen, J. S., Puumalainen, K., Sjögrén, H., Syrjä, P., & Durst, S. (2013). Entrepreneurial orientation in small firms—values-attitudes-behavior approach. *International Journal of Entrepreneurial Behaviour & Research*, 19(6), 611-632.
- Sommer, L. (2012). The measurement of international experience as a dimension of board indices: Concept for an improvement. *International Journal of Business Administration*, 3(4).
- Song, M., Droge, C., Hanvanich, S., & Calantone, R. (2005). Marketing and technology resource complementarity: an analysis of their interaction effect in two environmental contexts. *Strategic Management Journal*, 26(3), 259-276.
- Sorenson, R. L., Goodpaster, K. E., Hedberg, P. R., & Yu, A. (2009). The family point of view, family social capital, and firm performance an exploratory test. *Family Business Review*, 22(3), 239-253.
- Sraer, D., & Thesmar, D. (2007). Performance and behavior of family firms: Evidence from the French stock market. *Journal of the European Economic Association*, 5(4), 709-751.
- Srivastava, R. K., Shervani, T. A., & Fahey, L. (1998). Market-based assets and shareholder value: a framework for analysis. *Journal of Marketing*, 62(1).
- SSS. (2015). Social Science Statistics. Statistical calculator. P value from T score calculator. <http://www.socscistatistics.com/pvalues/tdistribution.aspx>.
- Steers, R. M. (1975). Problems in the measurement of organizational effectiveness. *Administrative Science Quarterly*, 546-558.
- Steier, L. (2007). New venture creation and organization: A familial sub-narrative. *Journal of Business Research*, 60(10), 1099-1107.

- Stern, N. (2007). *The economics of climate change: The Stern review*: Cambridge University press.
- Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the Royal Statistical Society. Series B (Methodological)*, 111-147.
- Storey, D. J. (1994). *Understanding the small business sector*: Cengage Learning Emea.. 1 edn. June 30, 1994. ISBN-10: 1861523815. 384.
- Strang, K. D. (2013). Risk management research design ideologies, strategies, methods and techniques. *International Journal of Risk and Contingency Management (IJRCM)*, 2(2), 1-26.
- Sultan, S. S. (2014). Enhancing the competitiveness of Palestinian SMEs through clustering. *EuroMed Journal of Business*, 9(2), 164-174.
- Sun, L.-Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of Management Journal*, 50(3), 558-577.
- SVANCAR, H. (2001). *Ownership and control in Sweden: Strong owners, weak minorities, and social control*. The Control of Corporate Europe, 228.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Experimental designs using ANOVA*: Thomson/Brooks/Cole.
- Tagiuri, R., & Davis, J. (1982). The advantages and disadvantages of the family business. *Research paper*.
- Tagiuri, R., & Davis, J. (1996). Bivalent attributes of the family firm. *Family Business Review*, 9(2), 199-208.
- Tagiuri, R., & Davis, J. A. (1992). On the goals of successful family companies. *Family Business Review*, 5(1), 43-62.
- Tamalee, K., Sulaiman, M., & Ismail, I. (2008). Business strategy and performance of manufacturing firms in Thailand. Paper presented at the conference organised by *Oxford Business and Economics, UK, on June*.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, Vol. 18, No. 7. (Aug., 1997), pp. 509-533.
- Temtime, Z. (2004). Linking environmental scanning to total quality management through business planning. *Journal of Management Development*, 23(3), 219-233.

- Whitaker, Brian. (2002). Palestinian terotirries. UN report details West Bank wreckage. *The Guardian*. <http://www.theguardian.com/world/2002/aug/02/isral>.
- Thompson, A. A., & Strickland, A. J. (1992). *Strategy formulation and implementation: Tasks of the general manager*: Irwin Homewood, IL.
- Thompson, J. D. (1967). *Organizations in action*. Classics of Organization Theory. McGraw-Hill, New York.
- Thomson, G. S. (2007). Taxonomy of Selected Organizational Theories. Nevada State College. Available at SSRN: <http://ssrn.com/abstract=1310887> or <http://dx.doi.org/10.2139/ssrn.1310887>
- Thorelli, H. B. (1977). *Strategy+ structure= performance. The Strategic Planning Imperative*. Bloomington: Indiana University Press.
- Ting, H.-F., Wang, H.-B., & Wang, D.-S. (2012). The moderating role of environmental dynamism on the influence of innovation strategy and firm performance. *International Journal of Innovation, Management and Technology*, 3(5), 517-520.
- Tosi, H. L., & Slocum, J. W. (1984). Contingency theory: Some suggested directions. *Journal of Management*, 10(1), 9-26.
- Traina, S. B., MacLean, C. H., Park, G. S., & Kahn, K. L. (2005). Telephone reminder calls increased response rates to mailed study consent forms. *Journal of Clinical Epidemiology*, 58(7), 743-746.
- Trochim, W. M. (2006). The t-test. The Department of Policy Analysis and Management at Cornell University. <http://trochim.human.cornell.edu/kb/contents.htm> (1 of 4) [7/21/2002 1:30:03].
- Tung, R. L. (1979). Dimensions of organizational environments: An exploratory study of their impact on organization structure. *Academy of Management Journal*, 22(4), 672-693.
- Uhlaner, L., & Meijaard, J. (2004). *The relationship between family orientation, organization context, organization structure, and firm performance*. Paper presented at the Babson-Kaufmann Research Conference, Glasgow, Scotland, June 2-5, 2004.
- Uma, S., & Roger, B. (2003). *Research methods for business: A skill building approach*. John Wiley and Sons Inc., New York.
- UNDP. (2015). Economy and development. The 2014 human development report. The Palestinian economy. UNDP-papp-research-PHDR2015Economy.pdf, <http://www.ps.undp.org/content/dam/papp/docs/Publications/UNDP-papp-research-PHDR2015Economy.pdf>.

- Verardi, V., & Croux, C. (2008). *Robust regression in Stata*. Available at SSRN 1369144.
- Verma, N., & Rangnekar, S. (2015). General decision making style: evidence from India. *South Asian Journal of Global Business Research*, 4(1), 85-109.
- Veugelers, R., & Cassiman, B. (1999). Make and buy in innovation strategies: evidence from Belgian manufacturing firms. *Research Policy*, 28(1), 63-80.
- Villalonga, B., & Amit, R. (2006). How do family ownership, control and management affect firm value? *Journal of Financial Economics*, 80(2), 385-417.
- Wahba, H. (2010). How do institutional shareholders manipulate corporate environmental strategy to protect their equity value? A study of the adoption of ISO 14001 by Egyptian firms. *Business Strategy and the Environment*, 19(8), 495-511.
- Wait, A., & Wright, J. (2014). Family ownership and the decentralization of decision making. *Organizational Economics Proceedings*, 3(1).
- Wall, T. D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M., Clegg, C. W., & West, M. (2004). On the validity of subjective measures of company performance. *Personnel Psychology*, 57(1), 95-118.
- Walsh, J. P. (1995). Managerial and organizational cognition: Notes from a trip down memory lane. *Organization Science*, 6(3), 280-321.
- Wang, Y. (2003). Trust and decision-making styles in Chinese township-village enterprises. *Journal of Managerial Psychology*, 18(6), 541-556.
- Ward, J. (1987). *Keeping the family business healthy: How to plan for continuing growth, profitability, and family leadership*: 1st edn. Jossey-Bass, San Francisco.
- Ward, J. L. (1988). The special role of strategic planning for family businesses. *Family Business Review*, 1(2), 105-117.
- Ward, J. L. (1997). Growing the family business: Special challenges and best practices. *Family Business Review*, 10(4), 323-337.
- Ward, P. T., Bickford, D. J., & Leong, G. K. (1996). Configurations of manufacturing strategy, business strategy, environment and structure. *Journal of Management*, 22(4), 597-626.
- World Bank. (2007). *Two years after London: restarting Palestinian economic recovery*. Economic Monitoring Report to the Ad Hoc Liaison Committee,.

- World Bank. (2014). Doing business, measuring regulatory quality and efficiency, economy profile West Bank, Palestine. Retrieved from <https://openknowledge.worldbank.org/bitstream/handle/10986/16204/19984.pdf?sequence=1>.
- Wee, Y. G., & Ibrahim, M. D. (2012). Family business success factors: Management practices, relationship among members and succession experience. *International Journal of Arts and Commerce*, 1(2012), 262-274.
- Weigl, T. (2008). Basics on strategy, structure and environment. strategy, structure and performance in a transition economy: *An Institutional Perspective on Configurations in Russia*, 12-104.
- Welter, F., Ramachandran, K., Discua Cruz, V., Fang, H., & Basco, R. (2016). family business in emerging, developing, and transitional economies: The relevance of context. Paper submitted to EURAM 2016 Conference.
- Werner, S., Brouthers, L. E., & Brouthers, K. D. (1996). International risk and perceived environmental uncertainty: the dimensionality and internal consistency of Miller's measure. *Journal of International Business Studies*, 571-587.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.
- Wernerfelt, B. (1995). The resource-based view of the firm: Ten years after. *Strategic Management Journal*, 16(3), 171-174.
- Westhead, P., & Cowling, M. (1997). Performance contrasts between family and non-family unquoted companies in the UK. *International Journal of Entrepreneurial Behaviour & Research*, 3(1), 30-52.
- Westhead, P., & Howorth, C. (2006). Ownership and management issues associated with family firm performance and company objectives. *Family Business Review*, 19(4), 301-316.
- Wetzels, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: guidelines and empirical illustration. *MIS Quarterly*, 177-195.
- Whetten, D. A. (2009). An examination of the interface between context and theory applied to the study of Chinese organizations. *Management and Organization Review*, 5(1), 29-55.
- Whyte, M. K. (1996). The Chinese family and economic development: Obstacle or engine? *Economic Development and Cultural Change*, 45(1), 1-30.

- Wiklund, J., & Shepherd, D. (2003). Research notes and commentaries: knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24(13), 1307-1314.
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: a configurational approach. *Journal of Business Venturing*, 20(1), 71-91.
- Wilden, R., Gudergan, S. P., Nielsen, B. B., & Lings, I. (2013). Dynamic capabilities and performance: strategy, structure and environment. *Long Range Planning*, 46(1), 72-96.
- Williams, C. E., & Eliza, C. (1995). The relationship between strategy and entrepreneurship: the US restaurant sector. *International Journal of Contemporary Hospitality Management*, 7(1), 22-26.
- Wilson, S. R., Whitmoyer, J. G., Pieper, T. M., Astrachan, J. H., Hair Jr, J. F., & Sarstedt, M. (2014). *Method trends and method needs: Examining methods needed for accelerating the field NOVA*. The University of Newcastle's Digital Repository.
- Winter, M., Danes, S. M., Koh, S.-K., Fredericks, K., & Paul, J. J. (2004). Tracking family businesses and their owners over time: panel attrition, manager departure and business demise. *Journal of Business Venturing*, 19(4), 535-559.
- Wonglimpiyarat, J. (2005). *Strategies of competition in the bank card business: Innovation management in a complex economic environment*. Sussex Academic Press.
- Wood, S. (1979). A reappraisal of the contingency approach to organization. *Journal of Management Studies*, 16(3), 334-354.
- WorldBank. (2016). *Doing Business 2016: Measuring Regulatory quality and efficiency. West Bank and Gaza*. Washington, DC: World Bank Group. DOI: 10.1596/978-1-4648-0667-4. License: Creative Commons Attribution CC BY 3.0 IGO.
- Wortman, M. S. (1994). Theoretical foundations for family-owned business: A conceptual and research-based paradigm. *Family Business Review*, 7(1), 3-27.
- Wright, M., Chrisman, J. J., Chua, J. H., & Steier, L. P. (2014). Family enterprise and context. *Entrepreneurship Theory and Practice*, 38(6), 1247-1260.

- Wu, Z., Chua, J. H., & Chrisman, J. J. (2007). Effects of family ownership and management on small business equity financing. *Journal of Business Venturing*, 22(6), 875-895.
- Yammeesri, J., & Lodh, S. (2004). Is family ownership a pain or gain to firm performance. *Journal of American Academy of Business*, 4(1/2), 263-270.
- Yeung, H. (1999). Competing in the global economy: The globalization of business firms from emerging economies. *The Globalisation of Business Firms from Emerging Economies*.
- Youndt, M. A., Snell, S. A., Dean, J. W., & Lepak, D. P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of management journal*, 39(4), 836-866.
- Young, G., Smith, K. G., & Grimm, C. M. (1996). "Austrian" and industrial organization perspectives on firm-level competitive activity and performance. *Organization Science*, 7(3), 243-254.
- Yuchtman, E., & Seashore, S. E. (1967). A system resource approach to organizational effectiveness. *American Sociological Review*, 891-903.
- Zahra, S. A. (1996). Technology strategy and financial performance: Examining the moderating role of the firm's competitive environment. *Journal of Business Venturing*, 11(3), 189-219.
- Zahra, S. A. (2003). International expansion of US manufacturing family businesses: The effect of ownership and involvement. *Journal of Business Venturing*, 18(4), 495-512.
- Zahra, S. A. (2005). Entrepreneurial risk taking in family firms. *Family Business Review*, 18(1), 23-40.
- Zahra, S. A. (2011). Doing research in the (New) Middle East: sailing with the wind. *The Academy of Management Perspectives*, 25(4), 6-21.
- Zahra, S. A., & Covin, J. G. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing*, 10(1), 43-58.
- Zahra, S. A., & Garvis, D. M. (2000). International corporate entrepreneurship and firm performance: The moderating effect of international environmental hostility. *Journal of Business Venturing*, 15(5), 469-492.
- Zahra, S. A., Hayton, J. C., Neubaum, D. O., Dibrell, C., & Craig, J. (2008). Culture of family commitment and strategic flexibility: The moderating effect of stewardship. *Entrepreneurship Theory and Practice*, 32(6), 1035-1054.

- Zahra, S. A., & Pearce, J. A. (1990). Research evidence on the Miles-Snow typology. *Journal of Management*, 16(4), 751-768.
- Zellweger, T., & Sieger, P. (2012). Entrepreneurial orientation in long-lived family firms. *Small Business Economics*, 38(1), 67-84.
- Zellweger, T. M., & Astrachan, J. H. (2008). On the emotional value of owning a firm. *Family Business Review*, 21(4), 347-363.
- Zellweger, T. M., & Nason, R. S. (2008). A stakeholder perspective on family firm performance. *Family Business Review*, 21(3), 203-216.
- Zheng, W., Yang, B., & McLean, G. N. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763-771.
- Zhou, K. Z., & Li, C. B. (2010). How strategic orientations influence the building of dynamic capability in emerging economies. *Journal of Business Research*, 63(3), 224-231.
- Zikmund, W. (2003). *Business Research Methods*. South: Western Publishing. 7th ed. Published. Cincinnati, OH : Thomson/South-Western, 2003
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). *Business research methods*: Cengage Learning.
- Zilibotti, F., Van Reenen, J., Lelarge, C., Aghion, P., & Acemoglu, D. (2007). Technology, information, and the decentralization of the Firm. *The Quarterly Journal of Economics*, November 2007, 1759-1799.
- Zouari, G., & Zouari-Hadiji, R. (2015). Ownership structure, innovation and firm performance: evidence from Tunisia. *Journal of Global Academic Institute Business and Economics* v1,(no1).132-154.
- Zunes, S., Kurtz, L. R., & Asher, S. B. (1999). Nonviolent social movements: Malden, MA: Blackwell Publishers. *Geographical Perspective* (pp. 41-51)..