

SINS OF THE PARENTS: HOW PARENTING STYLE AFFECTS
SUCCESSORS AND KEY FAMILY FIRM OUTCOMES
AFTER SUCCESSION

by

KRISTEN K. SHANINE

JAMES G. COMBS, COMMITTEE CHAIR
KIMBERLY A. EDDLESTON
JONATHON R.B. HALBESLEBEN
ARIANE PROHASKA
MARILYN V. WHITMAN

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ABSTRACT

The intent to transfer control to the next generation is a defining characteristic of family firms. Yet, most family-controlled firms fail to transfer control and, when they do, the next generation's leadership often fails to meet expectations. The succession literature describes characteristics of key actors and relationships that shape effective successions, but it does not leverage sociology research and theory on the key aspect that makes family firms different – i.e., families. Consequently, current theory does not explain how parenting influences successors' personality, emotional well-being, or behavior, nor does it explain how these factors affect employees and the firm's future prospects. I, therefore, develop new theory and extend parental control theory from sociology to help explain how parents in family firms influence successors and the family firm. In particular, I predict that predecessor parenting styles, described by Baumrind (1971) and later modified by Maccoby and Martin (1983) (i.e., Authoritative, Authoritarian, Indulgent Permissive, and Negligent Permissive), affect successor's psychological profile (i.e., well-being, impostor phenomenon, and entitlement), which then has consequences for the leadership style the successor adopts, employee behavioral responses to the successor, and the firm's strategy. My theory helps explain why some family successors are more successful than others.

In order to test my theory, I developed a parenting style scale using student responses (N=233) and working adult responses (N=260). I also conducted a series of mediation regression analyses using a sample of matched employee and successor survey responses (N=52 firms).

Results suggest that Authoritative predecessor parenting leads to successor psychological well-being, and Indulgent Permissive predecessor parenting leads to successor entitlement.

Additionally, I found that successor psychological well-being mediates the relationships between Authoritative predecessor parenting and successor transformational leadership, and employee affective commitment. Overall, I found that the best kind of parenting style (i.e., Authoritative) in family science literature has the most positive impact in family firms. Broadly speaking, my theory and findings have implications for future research in that they point to the importance of family dynamics in family firms. Research in family science shows that parenting affects the behavior of family members, and my study is among the first to show how this research might be leveraged to better explain key attributes and outcomes of family firms.

Keywords: parenting styles, family business, succession

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“You can never cross the ocean until you have the courage to lose sight of the shore.”

-Christopher Columbus

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CHAPTER 1

INTRODUCTION

“*The sins of the father are to be laid upon the children.*” Shakespeare’s *The Merchant of Venice*

Family businesses are critical to the success and health of any economy. In the U.S., 35% of Fortune 500 companies are family-controlled (Perman, 2006), and 50% of U.S. gross domestic product is produced by family business (Perman, 2006). Family businesses are crucial to employment, accounting for 60% of U.S. employment and 78% of all new job creation (Perman, 2006). The impact of family-controlled business is even larger outside the U.S. (Morck & Yeung, 2003). At different points, for example, the Wallenberg family controlled 43% of the Swedish economy, and the Noboa family provided income for 27% of the Ecuador population (Morck & Yeung, 2003). Across the globe, estimates of the number of family firms vary among nations from 65% to 90% of all businesses (Sharma, Chrisman, Pablo, & Chua, 2001). Thus, it is necessary and important that researchers develop theory to explain the dynamics that lead to success among family-controlled businesses. Such knowledge could, by definition, aid a large proportion of businesses in the U.S. and abroad.

One of the distinguishing features of many family firms is the older generation’s desire to successfully transition control of the business to family members in the next generation (Sharma et al., 2001). Whereas non-family firms only need to identify and possibly develop seasoned executives, families often begin the succession process upon the birth of a child (Beach, 1993). However, despite the additional time and influence that families have in grooming potential

successors, successful transfer to the next generation is rare. In the U.S., only 30% of family firms survive to a second generation, and only 10% survive to a third (Beckhard and Dyer, 1983; Handler, 1994). Even when control is successfully transferred, many successors fail to meet expectations, harming themselves, their employees, and the firm (Miller, Steier, & Le Breton-Miller, 2003).

Overview of the Problem

Due to the importance of family firms throughout the world, and the important economic and social costs that result from ineffective successions, researchers have sought to understand attributes of family firm predecessors (Collins & Moore, 1964; Levinson, 1971; Barnes & Hershon, 1976; Morris, Williams, & Nel, 1996; Davis & Harveston, 1999; Sharma, Chua, & Chrisman, 2000; Sharma et al., 2001; Bruce & Picard, 2006; Smyrnios & Dana, 2006; Solomon, Breunlin, Panattoni, Gustafson, Ransberg, Ryan, Hammerman, & Terrien, 2011; Filser, Kraus, & Märk, 2013), the next generation (Ward, 1997; Miller et al., 2003; Chung & Yuen, 2003; Venter, Boshoff, & Maas, 2003), and relationships among potential successors, their parents, and other family members (Barnes, 1988; Davis & Tagiuri, 1989; Dumas, 1989; Swogger, 1991; Morris et al., 1996; Davis & Harveston, 2001; Venter et al., 2003; Vera & Dean, 2005; Fattoum & Fayolle, 2009; Laakkonen & Kansikas, 2011) that lead to effective succession. Barnes and Hershon (1976), for example, explain how a predecessor's reluctance to let go of control over the business leads to poor succession outcomes, and Davis and Tagiuri (1989) show how differences between fathers' and sons' life stages can negatively affect succession. While these studies describe important characteristics of actors and the relationships among them that affect succession outcomes, they do not yet fully describe the "family effect" on succession outcomes and performance variance among family firms. For example, Dyer (2006) noted in his review of the

family firm literature that researchers need to unravel the impact of family factors that affect firm performance, and he directed future researchers to consider the types of families or family patterns that are conducive to high firm performance. I attempt to address this black box in my study by examining the impact of predecessor parenting styles on successor personality and subsequent succession outcomes including successor leadership style, employee commitment, organizational citizenship behaviors, deviance, and turnover intentions, as well as firm strategies (i.e., exploration, exploitation, and ambidexterity).

Summary of Study

My theory is grounded in Baumrind's (1971) theory of parenting styles, as later modified by Maccoby and Martin (1983). First, she proposed that the best parenting style is Authoritative, which is both responsive to children's needs and holds children accountable for their behavior. Accordingly, I predict that predecessors' Authoritative parenting will result in successors who are psychologically well-balanced, and that this will have positive outcomes for the successor's leadership style (i.e., transformational), employee outcomes (i.e., organizational citizenship behaviors, affective commitment, turnover, and deviance), and firm strategy (i.e., ambidexterity). Second, Baumrind identified Authoritarian parenting as holding children accountable for following strict rules, but not being responsive to children's needs. I theorize that this type of predecessor parenting leads to successors who suffer from the imposter phenomenon, which has negative outcomes for the successor's leadership style (i.e., transformational), employee outcomes (i.e., organizational citizenship behaviors, affective commitment, turnover, and deviance), and a firm strategy focused on exploitation. The third parenting style Baumrind identified is Permissive, which is neither responsive to children's needs nor boundary setting. Maccoby and Martin (1983) later theorized that there are two forms of Permissive parenting:

Indulgent and Negligent. Because I anticipate that Negligent Permissive parenting will not result in successful successions, I focus on Indulgent Permissive parenting and predict that this type of parenting leads to entitled successors, which has negative outcomes for the successor's leadership style (i.e., transformational), employee outcomes (i.e., organizational citizenship behaviors, affective commitment, turnover, and deviance), and a firm strategy focused on exploration.

In order to test my theory, I developed a parenting style scale using student and working adult responses. I also conducted a series of mediation regression analyses using a sample of matched employee and successor survey responses. Results suggest that Authoritative predecessor parenting leads to successor psychological well-being, and Indulgent Permissive predecessor parenting leads to successor entitlement. Additionally, I found that successor psychological well-being mediates the relationships between Authoritative predecessor parenting and successor transformational leadership, and employee affective commitment. I was not able to find sufficient evidence for many of the other relationships that I anticipated. Nevertheless, I am able to conclude that the best kind of parenting style (i.e., Authoritative) has positive effects in family firms and that pursuing family science has merit as a way to better understand how families impact in family firms.

Purpose of the Study and Contributions

Given the economic importance of family firms, the importance of effective succession for the success of family firms, the central role of families in family firms, and the black box surrounding the "family effect" in the literature, it seems important to leverage what is known about families to develop theory that explains how families impact successors, and how this impact carries through to the way successors manage family firms. I take a step toward

developing such a theory by drawing on parenting style research in the family science literature to describe how parents impact the learned personalities, emotional well-being, and behavioral patterns of their offspring and future successors, which, in turn, has consequences for employees and firm strategy.

My theory offers the following contributions. First, by integrating literature from family science on parenting styles into family business research, I offer a more complete theory of how family dynamics impact successors in family firms. There has been a recent call for informed pluralism (i.e., drawing from different paradigms with the intent of determining how each can enrich and extend the other) regarding family business in order to better understand the reciprocal influences of family and business (Rogoff & Heck, 2003; James, Jennings, & Breitkreuz, 2012). My study attempts to answer this call by integrating the fields of family science and management to better understand the underlying mechanisms of how family influences business in family firms. Second, by examining the impact of an owner's parenting style on his or her children and its subsequent impact on family firm succession outcomes, I also address a significant gap in the literature regarding youth. For example, Eby, Casper, Lockwood, Bordeaux, and Brinley (2005) found that only 1.4% of 730 criteria examined in work and family studies from 1980 to 2002 were youth-related. Jennings, Breitkreuz, and James (2013) present a call for more focus on child and youth-well-being and business ownership as a potential contributing factor in whether entrepreneurship is good for families or not. This is a severe oversight in that today's youth represent the future workforce, which is even more critical in family firms where the next generation represents the future survival of the firm as a family firm. The next few chapters expound upon these contributions in the forms of a succession literature review, hypotheses development, methods and results, and, finally, a discussion and conclusion.

CHAPTER 2

FAMILY BUSINESS SUCCESSION-A LITERATURE REVIEW

Succession is an integral part of family business and one of the largest areas of research within the field of family business. As such, many researchers have defined family business in terms of generational transfer. For example, Ward (1987) defined a family business as one “that will be passed on for the family’s next generation to manage and control” (pg. 252). Churchill and Hatten (1987) also defined a family business as one wherein “either the occurrence or the anticipation that a younger family member has or will assume control of the business from an elder” (pg. 52). Accordingly, I define succession as “the actions and events that lead to the transition of leadership from one family member to another in family firms” (Sharma et al., 2001, pg. 21).

Unfortunately, most of the time, successions in family businesses do not work out for a variety of reasons that range from environmental issues to personal and emotional issues. In fact, it is estimated that only 30% of U.S. family businesses survive to the second generation and only 10% survive to the third generation (Handler, 1994). Given the prevalence of succession failure in family business and the importance of family businesses to the economy, it is necessary that succession remains a focus of concern for family business researchers. As such, there are a few recent reviews on succession (Long & Chrisman, 2013; Filser et al., 2013; Nordqvist, Wennberg, & Hellerstedt, 2013) that have identified factors at the environmental-, firm-, and individual/interpersonal levels that explain succession failure.

The environmental-level studies focus on the impact of external factors on succession. For example, Kuratko, Hornsby, and Montagno (1993) conducted a study to investigate how different national cultures impact attitudes toward succession in U.S. and Korean small business samples. They found that national cultures do impact succession; specifically, the Korean businesses operate in a clan manner, which may prevent them from obtaining outside expertise when needed (Kuratko et al., 1993). Additionally, in their case study, Bjuggren and Sund (2001) investigated tax-related problems in the succession process. They found that financial factors multiplied problems during the transfer of ownership within family firms (Bjuggren & Sund, 2001).

The firm-level studies include an internal focus on resource factors, such as social capital or human capital, as well as governance factors that impact succession. For example, Steier (2001) conducted interviews with successors and modeled the different ways in which social capital is transferred, created, and managed (Steier, 2001). Fiegenger, Brown, Prince, & File (1994) also conducted a study on successor development and human capital in family firms. They found that family firms prefer relationship-centered approaches to successor development, whereas non-family firms prefer task-oriented development approaches (Fiegenger et al., 1994). Additionally, Corbetta and Montemerlo (1999) conducted a comparison of Italian and U.S. family firm governance factors (e.g., involvement, ownership, structure, etc.) and found that Italians are much less rigorous compared to Americans with regards to estate planning.

The individual/interpersonal-level studies include an internal focus on relational and personal factors, either within individuals or among the predecessor, successor, and other family or non-family members, that impact succession. While environmental- and firm-level factors are important, most studies focus on the individual/interpersonal-level. This is the largest focus area

at nearly 70% of the studies reviewed (Nordqvist et al., 2013). This area of emphasis indicates that these factors are potentially more important in family firms. As a result, Filser et al. (2013) take a psychological approach at the individual/interpersonal-level in their review. Based on this information, it can be determined that the majority of this literature takes a psychological approach and has determined that the responsibility of succession effectiveness lies primarily with the predecessor, the successor, and the relationship of the successor with the predecessor and other family members at the individual/interpersonal-level of the family firm. The next section will review each of these three factors more in depth.

Predecessor

One of the major reasons that a family business succession fails is the predecessor's inability to let go of his or her control over the business (Collins & Moore, 1964; Levinson, 1971; Morris et al., 1996; Davis & Harveston, 1999; Sharma et al., 2000, 2001; Bruce & Picard, 2006; Smyrnios & Dana, 2006; Solomon et al., 2011; Filser et al., 2013). The majority of business owners are willing to face succession, however, only half are mentally prepared for a transfer or retirement (Smyrnios & Dana, 2006). Additionally, more than half wish to remain part of the company after the succession (Filser et al., 2013). This could be because predecessors have a high need for control and view the business as an extension of him- or herself (Levinson, 1971). For example, in an early study of entrepreneurs, Collins and Moore (1964) found that the majority of their sample had childhoods filled with poverty, insecurity, neglect, and absent fathers. Thus, these entrepreneurs developed a high need to control their surroundings and started their own businesses as a result of issues with authority figures.

Sharma et al. (2000) observed that predecessors may have difficulties letting go due to the fear of not knowing what to do with an abundance of newly acquired time. Additionally, a

predecessor's inability to release control could be attributed to a fear that company success is dependent on their involvement, which results in a predecessor's wish to remain in the company in some capacity even after retirement (Bruce & Picard, 2006). The emotional bond between the predecessor and firm, and resulting identification of the predecessor with the firm, is a result of the predecessor's investment of time and effort into his or her business (Filser et al., 2013). This can create fear and hesitation in the owner prior to retirement.

Whatever the reason, a predecessor who is unwilling to let go of his or her life's work creates a major source of conflict between the predecessor and successor that can ultimately damage the succession process. For example, Davis and Harveston (1999) researched the effects of company succession with a focus on harmony within family firms over three generations. They found that conflicts were the result of a "shadow" of prior generations (Davis & Harveston, 1999, pg. 311; Filser et al., 2013). As a result, clear and open communication (e.g., feedback, etc.) between successor and predecessor is important because of the frustration that often arises during the succession process (Handler, 1990). Handler (1990) proposed that mutual respect and understanding between successor and predecessor are both important to minimize conflict for an effective succession.

Collectively, these studies suggest that founders are a key component in the succession process. However, whereas early research investigated the effect of the founding generation's childhood on subsequent entrepreneurship, researchers have yet to investigate the childhood of these predecessors' children and how that subsequently impacts succession. With respect to predecessor parents, it is the impact of their parenting style on succession that has not yet been investigated. My study attempts to address this gap.

Successor

Successions also fail because of the successor. For example, if the successor's interests are not closely aligned with the business, he or she could make business decisions that are more closely aligned with his or her own interests (Sharma et al., 2001). Accordingly, research has found that varying ideas about the future direction of the family business can lead to conflicts between successor and predecessor. Thus, it is important that there is clear and open communication between successor and predecessor regarding the expectations for the future of the firm.

A willing and committed successor is also very important to the succession process (Barach & Gantisky, 1995; Chrisman, Chua, & Sharma, 1998; Sharma et al., 2001; Le Breton-Miller, Miller, & Steier, 2004). Satisfied successors are more invested, enthusiastic, and willing to accept responsibility (Handler, 1992; Le Breton-Miller et al., 2004). They also develop a distinct sense of identity with the family business, which is also important to the succession process (Barach & Gantisky, 1995; Le Breton-Miller et al., 2004).

Furthermore, research has found that the failure of the succession process can also be attributed to the successor's lack of qualifications (Chung & Yuen, 2003; Filser et al., 2013). This is especially true in the case of father-to-son successions where the desires of a family for their children dictate that a son takes over the business regardless of suitability (Miller et al., 2003). A lack of successor ability and qualifications could be the result of poor leadership and career development. Ward (1987) found that the development of a successor for a leadership position was one of the most critical elements to an effective succession. Additionally, it is important that the successor receives early exposure to the family firm in order to become familiar with the firm's culture, values, and employees (Le Breton-Miller et al., 2004).

Furthermore, training is an important part of the succession process because it helps successors to acquire knowledge of the firm and achieve legitimacy (Morris, Williams, Allen, & Avila, 1997; Le Breton-Miller et al., 2004).

In addition to poor leadership development, a successor's lack of qualifications could also be attributed to a lack of formal education or outside work experience (Le Breton-Miller et al., 2004). For example, Barach and Gantisky (1995) report that many effective successors worked outside the family firm at other companies. Also, Goldberg (1996) and Morris et al. (1997) found that the most effective successors obtained college degrees (Le Breton-Miller et al., 2004).

Whatever the reason is for a successor's lack of qualifications, it can create conflict and feelings of distrust among the employees of the family business. This can ultimately undermine the successor's credibility and impede the succession process. As a result, Venter et al. (2003) illustrate that an increased amount of trust in the ability of the successor has a positive effect on the succession process.

Finally, successors often develop feelings of resentment, inadequacy, and self-consciousness due to the predecessor's intrusion and self-aggrandizement (Levinson, 1971; Lansberg, 1988). Successors also have difficulty developing important social skills (e.g., cooperation, shared decision-making, etc.) due to growing up in a family dominated by a self-reliant and decisive entrepreneur. Thus, successors can potentially lack teamwork and servant leadership skills that are critical for the next generation to work (Ward, 1997).

In sum, these studies suggest that successors are an integral part of the succession process, and their intrapersonal issues are key to success or failure. However, these studies do not address the primary and collective source of these individual issues. My study attempts to

proactively address these successor concerns by identifying one possible cause of individual successor intrapersonal issues (i.e., predecessor parenting).

Successor's Relationship with Family

A third reason for failed successions in family firms is the relationship of the successor to his or her family members. Venter et al. (2003) identified a positive relationship between family harmony and satisfaction with the succession process; a well-functioning family increases the chance of an effective succession (Filser et al., 2013). Conversely, Davis and Harveston (2001) conducted a study on intergenerational conflicts in family firms and found that conflict was the result of a high level of interaction among family members. This could be because a lack of boundaries between the family and business allows for personal disagreements to be transferred to the business (Filser et al., 2013). Furthermore, Laakkonen and Kansikas (2011) note that although harmony between generations is needed for an effective succession, closeness between the two parties might prevent evolutionary variation if the successor does not apply an entrepreneurial attitude. Clearly, there is a need for balance regarding the cohesion among family members in order to promote a healthy succession. My study attempts to address this gap by examining predecessor parenting styles and the outcomes of healthy and well-functioning relationships between predecessor and successor compared to the outcomes of unhealthy relationships.

Additionally, Fattoum and Fayolle (2009) used a three-phase model to examine changes in the relationship between predecessors and successors throughout the succession process. The phases transition from tense, to amicable and trusting, to tense again as the predecessor is expected to finally relinquish control to his or her successor. Morris et al. (1996) also found that a moderate level of conflict existed between predecessor and successor prior to succession. Many

of their survey respondents indicated that they considered leaving at multiple times, and many also indicated that they would have accepted offers of more money from other firms (Morris et al., 1996). Per their findings, Morris et al. (1996) recommend that family members should promote positive, open, trusting, and respectful relationships in order to facilitate the succession process (Filser et al., 2013).

The relationship between the successor and his or her siblings also has an impact on the succession process. Sibling rivalry is one factor that can create conflicts during the succession process (Filser et al., 2013). Swogger (1991) proposed that family businesses must focus on three things in order to promote a healthy succession process. First, the predecessor must encourage autonomy versus dependence in the siblings. The predecessor must also encourage leadership versus paralysis with regards to decision-making in the next generation. Finally, the predecessor must encourage sibling bonding versus rivalry among the siblings. Clear communication and distribution of decision-making power on the basis of competencies will reduce conflict among potential successors (Filser et al., 2013).

A successor's position in the family is an additional factor that can create conflict during the succession process. For example, Dumas (1989) noted that daughters may have difficulty in the succession process. Neither the daughters nor predecessors in her study even considered the possibility that a daughter would want to assume control of the family business (Dumas, 1989). Barnes (1988) also noted that daughters and younger sons would have difficulty assuming CEO positions for a different reason. He proposed that it is related to role identity issues in the incongruent business and family hierarchies. For example, daughters and younger sons rank lower, on average, in the family role hierarchy. If a daughter or younger son then assumes the CEO position, they will rank higher in the business role hierarchy, which then creates

incongruence among the role hierarchies and stress among family members (Barnes, 1988). The daughter or younger son must learn to move psychologically above his or her lower status in the family hierarchy, or his or her business performance will suffer (Barnes, 1988). Later research supports that gender and age are important issues for the selection of a successor, and a lack of trust results if the successor does not meet the necessary requirements (i.e., the oldest child is the first to be considered) (Chung & Yuen, 2003). This creates conflict and difficulties for daughters and younger sons as successors, and it could ultimately impede the succession process.

Additionally, Vera and Dean (2005) explored the role of daughters during the succession process and determined that the relationship between mothers and daughters was more difficult than the relationship between fathers and daughters because the mothers were perfectionists and feared loss of control (Filser et al., 2013). In fact, “the majority of maternal successions were forced by the mother’s severe illness” (pg. 335). This finding has important implications for family successions in female-owned businesses.

Collectively, these studies demonstrate that family dynamics are important to the succession process. However, a gap exists wherein research does not consider the family dynamics as a mediating effect between the founder’s personal issues and the subsequent family business performance. My study attempts to fill this gap by proposing that the variance in family firm succession outcomes is a result of individual predecessor parenting styles, which then impacts his or her family via the successor’s emotional well-being.

Future Research

Although succession research has made important strides toward better understanding succession effectiveness, there are still critical research gaps. First, Chua et al. (2003) caution that excessive focus on the uniqueness of family versus non-family firms has prevented the

development of a rigorous, integrated theory of family firms. Perhaps the solution is to integrate more family science theory into family business research in order to more successfully differentiate itself from non-family business research (James et al., 2012). Second, given the large amount of studies at the individual-level of the family firm, there have surprisingly not been enough empirical studies on psychological or sociological aspects in family firms (Filser et al., 2013). For example, Filser et al. (2013) noted in their review, that in the last fifteen years, there have only been six empirical studies with a psychological focus on the family firm. This suggests that we do not know enough about these elements and their causal effects in family firms. Specifically, existing research has not yet examined predecessor parenting styles, the childhood of these predecessors' children and how that subsequently impacts succession, as well as family dynamics as a mediating effect between the founder's personal issues and the subsequent family business performance. Third, researchers still do not know how skilled successors are created, or what families can do to have better succession results. For example, the succession literature finds that successors have trouble developing important social skills (e.g., cooperation, shared decision-making, etc.) due to growing up in a family dominated by a self-reliant and decisive entrepreneur. This is problematic because successors can potentially lack the leadership skills that are critical for the next generation to work (Ward, 1997). These findings suggest, in general, that parenting matters, but it does not recognize the variance among entrepreneurs. A key missing variable seems to be the role of predecessor parenting and its subsequent effects on succession effectiveness. Thus, existing research does not yet explain the different types of effective and ineffective predecessor parenting styles and *how* these parenting styles impact successors in family firms and lead to successful and unsuccessful firm outcomes.

I attempt to address these three concerns in my study. To further illustrate, Baumrind's (1971) theory of parental control from the family science literature describes three different types of parents: Authoritative, Authoritarian, and Permissive. When applied to family business succession, I am able to use this theory to predict the different types of successors associated with each type of predecessor parenting. The different types of successors then predict the different kinds of firm strategic decisions and other succession outcomes (e.g., ambidexterity, exploration, exploitation, etc.). In sum, family business has benefited in the past from integrating exogenous theory from strategy, and it has potential to develop more endogenous theory from further integrating insights from family science. The next chapter takes preliminary steps in developing more endogenous theory by extending Baumrind's (1971) theory of parental control from family science to the family firm in an effort to explain succession outcome variance in family businesses.

CHAPTER 3

PARENTAL CONTROL THEORY AND HYPOTHESES

Parenting style is defined as a global set of parental attitudes, practices, and goals (Darling & Steinberg, 1993; Maccoby, 1992; Wood, McLeod, Sigman, Hwang, & Chu, 2003). Baumrind (1971) developed a theory of parenting style by observing parenting behavior among 146 preschool children and their parents. Her seminal work has since received considerable empirical support and is now a focal theory of parenting style in sociology, psychology, and education (Darling & Steinberg, 1993; Robinson, Mandlco, Olsen, & Hart, 1995; Shucksmith, Hendry, & Glendinning, 1995). Baumrind found three distinct parenting styles among study participants: *Authoritative*, *Authoritarian*, and *Permissive*. In essence, she predicted that Authoritative parenting, which blends respect for children with strong discipline, leads to better adolescent and adult outcomes than parenting based on either strict Authoritarian control or Permissive freedom. In subsequent research, a fourth parenting style, *Neglectful*, was identified (Maccoby & Martin, 1983) to further distinguish between parents whose Permissive parenting style results from indulgence versus Permissive parenting that results from negligence. Because I anticipate that Negligent Permissive parenting will not result in successful successions, I focus on Indulgent Permissive parenting in my study. In the forty-two years since Baumrind (1971), a plethora of studies from sociology, psychology, and education have adopted her typology to investigate how parenting style affects a large number of adolescent and adult outcomes. Table 1 summarizes the 20 most impactful parenting style studies by citations per year since publication.

Table 1

20 Most Impactful Parenting Style Studies by Citations Per Year Since Publication

Author	Year	Title	Method	Sample Size and Description	Parenting Style	Child Outcomes
Dornbusch, Ritter, Leiderman, Roberts, & Fraleigh	1987	The Relation of Parenting Style to Adolescent School Performance	Survey	7,836 San Francisco Bay Area high school students	Authoritarian	Negatively associated with grades. Stronger association with grades, except among Hispanic males
					Authoritative	Positively associated with grades. Highest mean grades
					Permissive	Negatively associated with grades.
					Overall	Overall typology best predicted grades among white students. Inconsistent families that combine authoritarian parenting with other parenting styles had the lowest grades.

Steinberg, Elmen, & Mounts	1989	Authoritative Parenting, Psychosocial Maturity, and Academic Success among Adolescents	Longitudinal Survey	120 10-16 year olds	Authoritative (acceptance, psychological autonomy, and behavioral control)	Authoritative parenting facilitates adolescents' academic success. Each component of authoritativeness studied makes an independent contribution to achievement, and the positive impact of authoritative parenting on achievement is mediated at least in part through the effects of authoritativeness on the development of a healthy sense of autonomy and, more specifically, a healthy psychological orientation toward work. These adolescents are more likely to develop positive attitudes toward, and beliefs about, their achievement, and as a consequence, they are more likely to do better in school.
Steinberg, Mounts, Lamborn, & Dornbusch	1991	Authoritative Parenting and Adolescent Adjustment Across Varied Ecological Niches	Survey	10,000 high school students	Authoritative	Higher grades in school, more self-reliant, report less anxiety and depression, and are less likely to engage in delinquent behavior
Lamborn, Mounts, Steinberg, &	1991	Patterns of Competence and Adjustment among Adolescents from	Survey	4,100 14-18 year olds and their families	Authoritative	Adolescents were highest on measures of psychosocial competence and lowest on measures of psychological and behavioral dysfunction.

Dornbusch		Authoritative, Authoritarian, Indulgent Permissive, and Neglectful Families			Neglectful Permissive	Adolescents were lowest on measures of psychological competence and highest on measures of psychological and behavioral dysfunction.
					Authoritarian	Scored reasonably well on measures indexing obedience and conformity to the standards of adults, but have relatively poorer self-conceptions than other adolescents.
					Indulgent Permissive	Reported strong sense of self-confidence but higher frequency of substance abuse and school misconduct. Less engaged in school.
					Overall Results	Support for Maccoby and Martin's revision of Baumrind's conceptual framework. Indicates need to distinguish between two types of "permissive" families: those that are indulgent and those that are neglectful

Smetana	1995	Parenting Styles and Conceptions of Parental Authority during Adolescence	Survey	110 white, middle-class sixth, eighth, and tenth graders and their parents (108 mothers and 92 fathers)	Overall	Adolescents viewed their parents as more permissive and more authoritarian than parents viewed themselves, whereas parents viewed themselves as more authoritative than did adolescents. Conceptions of parental authority and parenting styles both contributed significantly to emotional autonomy and adolescent-parent conflict.
Weiss, Schwarz	1996	The Relationship Between Parenting Types and Older Adolescents' Personality, Academic Achievement, Adjustment, and Substance Use	Survey	178 College students and their families	Authoritative	Sons with Authoritative parents had higher GPAs and were less maladjusted compared to other parenting styles not listed in Baumrind's typology.
Glasgow, Dorbusch, Troyer, Steinberg, & Ritter	1997	Parenting Styles, Adolescents' Attributions, and Educational Outcomes in Nine Heterogeneous High Schools	Survey	Adolescents attending 6 high schools in California and 3 high schools in Wisconsin during the 1987-1988	Overall	Adolescents who perceived their parents as non-authoritative were more likely than their peers to attribute achievement outcomes to external causes or to low ability. Furthermore, the higher the proportion of dysfunctional attributions made for academic successes and failures, the lower the levels of classroom

				and 1988-1989 school years		engagement and homework 1 year later.
Chen, Dong, Zhou	1997	Authoritative and Authoritarian Parenting Practices and Social and School Performance in Chinese Children	Survey	Second grade children, aged eight years, and their parents in Beijing	Authoritative	Authoritative style was associated positively with indices of social and school adjustment and negatively with adjustment problems.
					Authoritarian	Authoritarian parenting was associated positively with aggression and negatively with peer acceptance, sociability-competence, distinguished studentship and school academic achievement.
Chao	2001	Extending Research on the Consequences of Parenting Style for Chinese Americans and European Americans	Survey	500 adolescents of Chinese- (148 first and 176 second generation) and European-descent (208	Authoritative	Positive effects of both authoritative parenting and relationship closeness on school performance were found for European Americans and, to some extent, second generation Chinese, but not first-generation Chinese. These effects were also stronger for European Americans than first-generation Chinese. This study found that, among European American families, the

				primarily third generation or more) families from seven different high schools		beneficial effects of authoritative parenting are explained through relationship closeness.
Pittman & Chase-Lansdale	2001	African American Adolescent Girls in Impoverished Communities: Parenting Style and Adolescent Outcomes	Survey & in-home interviews	302 African American adolescent girls and their mothers who lived in impoverished neighborhoods	Neglectful Permissive	Teens whose mothers were disengaged (low on both parental warmth and supervision/monitoring) were found to have the most negative outcomes (more minor and major delinquent problems, more depression, significantly lower grades, and more likely to experience sexual intercourse and/or pregnancy). Study was consistent, but had more dramatic differences between parenting styles, than prior studies that use primarily white sample
Wolfradt, Hempel, Miles	2003	Perceived Parenting Styles, Depersonalisation, Anxiety and Coping Behaviour in Adolescents	Survey	276 high school students	Authoritarian	Higher scores on depersonalisation and anxiety.
					Authoritative	Highest scores on active problem coping

					Permissive	Highest scores on active problem coping
Karavasilis, Doyle, Markiewicz	2003	Associations Between Parenting Style and Attachment to Mother In Middle Childhood and Adolescence	Survey	202 grades 4-6; 212 grades 7-11	Authoritative	Positive association was found between authoritative parenting and secure attachment
					Neglectful Permissive	Negligent parenting predicted avoidant attachment
Kremers, Brug, de Vries, & Engels	2003	Parenting style and adolescent fruit consumption	Survey	643 adolescents. Mean age 16.5 years	Authoritative	Fruit consumption and fruit cognitions were most favorable among adolescents who were being raised with an authoritative parenting style.
					Indulgent Permissive	Adolescents with indulgent parents consumed more fruit than adolescents from authoritarian or neglectful homes.
Pong, Hao, Gardner	2005	The Roles of Parenting Styles and Social Capital in the School	Adolescent Health Survey	Compared three generations of Asian	Authoritative	Positively associated with grades and high interaction communication. Beneficial for white students, but no apparent impact on Asian students.

		Performance of Immigrant Asian and Hispanic Adolescents		students and three generations of Hispanic students to the third-generation (native born with native parents) white students	Authoritarian	Negatively associated with grades. Associated with negative effects for white students, but no negative impact for Asian students.
					Neglectful Permissive	Negatively associated with grades and high interaction communication.
Rhee, Lumeng, Appugliese, Kaciroti	2006	Parenting Styles and Overweight Status in First Grade	Data from the National Institute of Child Health and Human Development Study of Early Child Care and Youth Development were analyzed	872 children, 11.1% overweight and 82.8% white	Authoritarian	Children with authoritarian parents had the highest risk of being overweight
					Authoritative	Children with Authoritative parents had the lowest risk of being overweight.
					Permissive	Twice as likely to be overweight as children of Authoritative mothers

DeHart, Pelham, Tennen	2006	What Lies Beneath: Parenting Style and Implicit Self- Esteem	Survey	Study 1: 219 students in an introductory social psychology course	Authoritative	Parents provide their children with love and emotional support, as well as clearly defined rules for what is considered appropriate behavior. This leads to higher self-esteem. Authoritative parenting typically leads to greater adolescent adjustment and psychological maturity.
				Study 2: Students (53 women and 32 men) enrolled in an introductory psychology course	Authoritarian	Parents use a more punitive approach to parenting that more typically involves threats, criticism, and enforcement of unilaterally dictated rules. They also provide less emotional support. Children in these circumstances can develop lower levels of self-esteem.
				Study 3: Students (190 women and 119 men) enrolled in an introductory social psychology course	Permissive	Although permissive parents may be affectionate, their failure to regulate their children's behavior can lead to low self-esteem because children fail to learn appropriate forms of self-regulation (e.g., they may experience social rejection when they engage in behaviors with others that their parents tolerate or ignore).

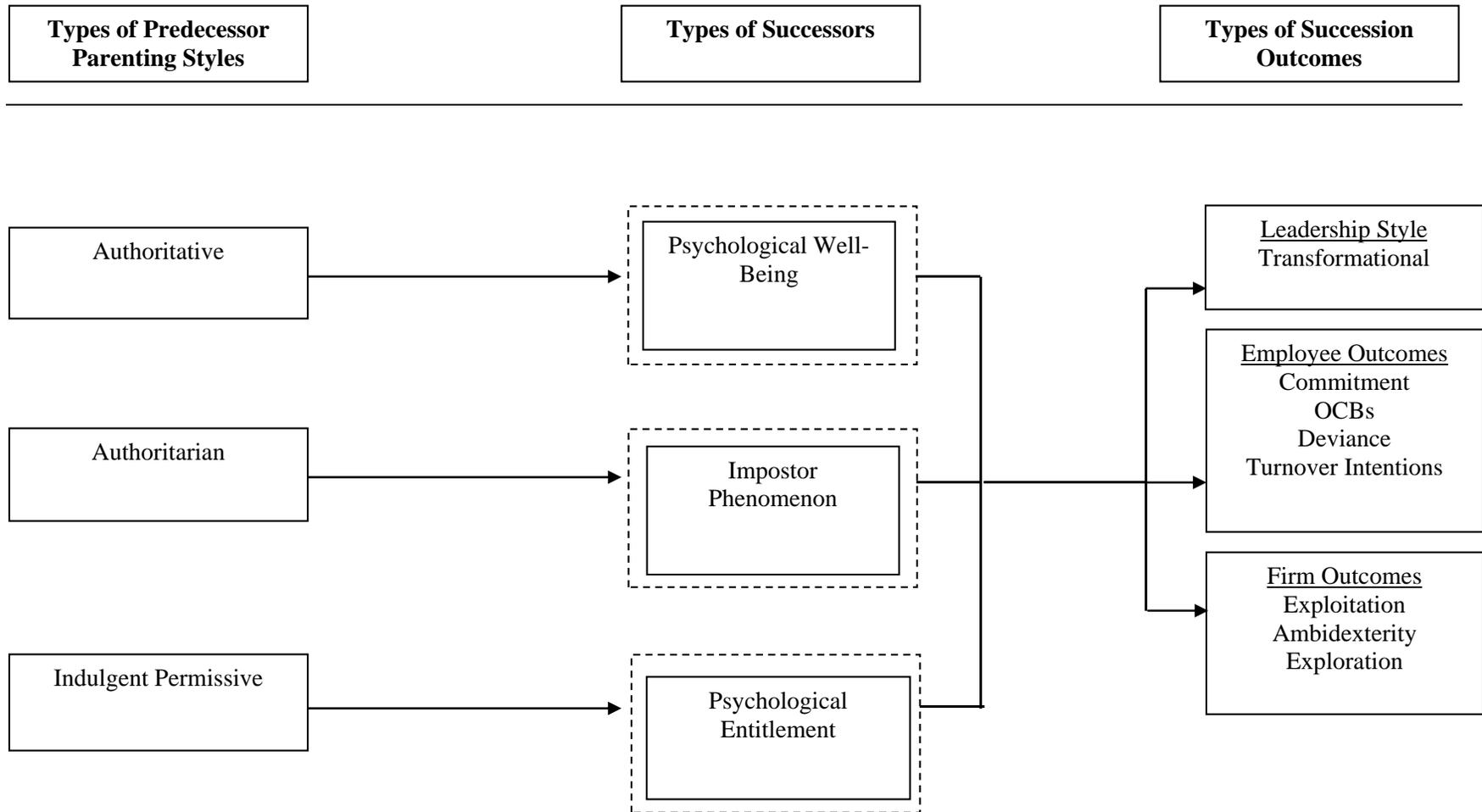
Campbell, Crawford, Salmon, Carver, Garnett, & Baur	2007	Associations Between the Home Food Environment and Obesity-Promoting Eating Behaviors in Adolescence	Survey	347 adolescents 12 to 13 years of age and their parents	Authoritarian	Boys were more likely to consume high-energy drinks if their parents reported an authoritarian parenting style and if their mothers consumed such drinks.
Garcia, Garcia	2009	Is Always Authoritative the Optimum Parenting Style? Evidence from Spanish Families	Survey	1,416 teenagers from 12 to 17 years of age, of whom 57.2% were females	Authoritative	Resulted in better outcomes than Authoritarian and Neglectful parenting styles.
					Authoritarian	Resulted in worse outcomes than Authoritative and Indulgent parenting styles.
					Indulgent Permissive	Optimum parenting style in Spain, as adolescents' scores in the four sets of youth outcomes were equal or better than the authoritative style of parenting.
					Neglectful Permissive	Resulted in worse outcomes than Authoritative and Indulgent parenting styles.
Pearson, Atkin, Biddle, Gorely	2010	Parenting Styles, Family Structure and Adolescent Dietary Behaviour	Survey	328 adolescents aged 12-16	Authoritative	Ate more fruit per day, fewer unhealthy snacks, and ate more breakfast than those whose parents were neglectful

Jago, Davison, Brockman, Page	2011	Parenting Styles, Parenting Practices, and Physical Activity in 10 to 11 Year Olds	Cross-Sectional Survey	792 10- to 11-year-old UK children in 2008-2009	Authoritative	Associated with lower levels of physical activity.
					Permissive	Maternal permissive parenting was associated with higher levels of physical activity than authoritative parenting, but associations differed by child gender and type of physical activity. Maternal logistic support was associated with girls' physical activity, while paternal logistic support was associated with boys' physical activity. Health professionals could encourage parents to increase logistic support for their children's physical activity.

Figure 1 illustrates my proposed model. I use Baumrind's (1971) theory of parenting styles to demonstrate how certain types of predecessor parenting styles can lead to certain types of successor personality within a family firm context. The successor personalities then influence firm- and employee-level outcomes. For example, I propose that Authoritative parenting (i.e., provides emotional support, bi-directional communication, appropriate autonomy, etc.) leads to an emotionally stable and balanced successor personality (i.e., psychological well-being). This type of successor then has the most beneficial succession outcomes for the firm. Conversely, I propose that Authoritarian parenting (i.e., strict disciplinarian, does not promote democracy, intrusive, etc.) and Indulgent Permissive parenting (i.e., non-punitive, easily manipulated, etc.) lead, respectfully, to emotionally unstable successor personalities called the impostor phenomenon and psychological entitlement. These types of successors have specific negative succession outcomes for the firm. I also make a couple assumptions in this model. First, I assume that the predecessor has already chosen the successor or taken over the family firm. Second, although mean levels of personality may change in an individual's life (Roberts et al., 2006), I assume that personality is a fairly stable trait that develops in childhood and persists into adulthood (Conley, 1985).

Figure 1

Dissertation Model



Parenting Style and Successor Type

Authoritative parenting and successor psychological well-being. In the first parenting style, *Authoritative* parents encourage expressiveness in their children and promote bi-directional communication (Baumrind, 1991). They value maturity, independence, and self-reliance in their children (Baumrind, 1966). These parents are highly demanding, but they are also highly responsive to their children's desire to express individuality. They support opportunities for experimentation and independent decision-making (Baumrind, 1971). Authoritative parents effectively resist children's coercive demands, and they gain desired behavior by positive and negative reinforcement. At the same time, Authoritative parents do not overwhelm their children with restrictions, and, more importantly, they constantly affirm the value of their children's individual qualities, provide emotional support, and encourage them to experiment and to be creative. Baumrind (1971) theorized that this parenting style results in the most positive outcomes for children. Specifically, children from Authoritative homes will score high in academic achievement, responsibility, independence, cooperation with adults and peers, and maturity (Baumrind, 1971).

Consistent with the highly cited empirical papers summarized in Table 1, research from sociology, psychology, and education generally supports Baumrind's theory that Authoritative parenting leads to a number of positive outcomes. For example, Authoritative parenting is positively associated with grades (Dornbusch, Ritter, Leiderman, Roberts, & Fraleigh, 1987). The positive impact of Authoritative parenting on achievement is partially mediated through the effects of authoritativeness on the development of a healthy sense of autonomy and a healthy psychological orientation toward work (Steinberg, Elmen, & Mounts, 1989). Findings also

indicate that the offspring of Authoritative parents are more likely to do better in school because they develop positive attitudes towards achievement (Steinberg et al., 1989).

Research also finds that Authoritative parenting leads to offspring who are more self-reliant, report less anxiety and depression, and are less likely to engage in delinquent behavior compared to peers (Steinberg, Mounts, Lamborn, & Dornbusch, 1991). Additionally, adolescents with Authoritative parents score highest on measures of psychosocial competence and lowest on measures of psychological and behavioral dysfunction (Lamborn, Mounts, Steinberg, & Dornbusch, 1991). This is most likely due to the responsive behavior of Authoritative parents and their healthy engagement in their children's lives. Children of Authoritative parents also score highest on measures of active problem coping (Wolfradt, Hempel, & Miles, 2003). Finally, findings show that adolescents raised by Authoritative parenting style eat more fruit (Kremers, Brug, de Vries, & Engels, 2003) and consume fewer energy drinks (Campbell, Crawford, Salmon, Carver, Garnett, & Baur, 2007), which suggests an ability to focus on long-term health outcomes over short-term pleasures (Jackson, Henriksen, & Foshee, 1998). In essence, the children of Authoritative parents are emotionally balanced and properly socialized.

Research on parenting styles' influence on well-being finds that Authoritative parenting is associated with psychological well-being (Shucksmith, Hendry, & Glendinning, 1995), which indicates that successors with Authoritative parents are most likely to be emotionally balanced. Psychological well-being (Ryff, 1989, 1995) includes positive evaluations of oneself, continued growth and development as a person, the belief that one's life is purposeful and meaningful, the possession of quality relations with others, the capacity to effectively manage one's life and surrounding world, and a sense of self-determination (Ryff & Keyes, 1995). In essence, an individual who is psychologically healthy exhibits self-understanding (i.e., an awareness of one's

own strengths and weaknesses), conducts activities that improve self-awareness, believes that he or she has a purpose in life, has positive relations with others, is a master of his or her environment, and demonstrates accountability for his or her actions.

To further illustrate, children and adolescents with Authoritative parents are more socially and instrumentally competent than those whose parents are non-Authoritative (Baumrind, 1991; Darling, 1999). This demonstrates the positive evaluations of oneself and positive relations with others components of psychological well-being. Also, Authoritative parenting is positively associated with grades, which shows the continued growth and development as a person component of psychological well-being. In a longitudinal study of 120 10-16 year olds, Steinberg, Elmen, and Mounst (1989) found that the positive impact of Authoritative parenting on child achievement is mediated by the child's healthy sense of autonomy and healthy psychological orientation toward work, which demonstrates the capacity to effectively manage one's life and surrounding world component of psychological well-being. In another study, researchers found that children of Authoritative parents are more self-reliant, report less anxiety and depression, and are less likely to misbehave (Steinberg et al., 1991). This indicates the self-determination component of psychological well-being. Finally, adolescents with Authoritative parents score highest on measures of psychological competence and lowest on measures of psychological and behavioral dysfunction (Lamborn et al., 1991).

Furthermore, work on attachment theory (Bowlby, 1958, 1969; Ainsworth, 1967, 1969) and later empirical research (Neal & Frick-Horbury, 2001; Nair & Murray, 2005) suggests that parenting styles are connected with attachment patterns and finds that Authoritative parenting leads to secure attachments. Attachment theory's main premise is that infants must form secure attachments, or bonds, with at least one primary caregiver in order for normal psychological and

social development to occur (Bowlby, 1958, 1969; Ainsworth, 1967, 1969). The secure attachment bond between child and caregiver predicts the child's success in relationships in later adulthood. Other insecure attachment patterns include avoidant and ambivalent/resistant. A fourth pattern was later recognized as disorganized (Main & Solomon, 1986). The secure attachment pattern caregiver is prompt, appropriate, and consistent to his or her child's needs (Ainsworth, Blehar, Waters, & Wall, 1978; Main & Solomon, 1986), which parallels the Authoritative parent who also responds appropriately and consistently to his or her child. Furthermore, empirical research supports the positive relationship between secure attachment and Authoritative parenting (Karavasilis, Doyle, & Markiewicz, 2003). Based on these findings, I propose that predecessors of family firms who utilize an Authoritative parenting style are more likely to have healthy, emotionally balanced successors who are successful in their relationships.

H1: Authoritative predecessor parenting is positively related to successor psychological well-being in a family-owned firm.

Authoritarian parenting and an impostor successor. In the second parenting style, *Authoritarian* parents do *not* encourage expressiveness in their children, nor do they promote bidirectional communication. Instead, they attempt to control and influence their children's behavior according to a set of well-defined values and standards of conduct (Baumrind, 1971). They value respect for authority, work, order, and structure (Baumrind, 1991). They are highly demanding, but not responsive to their children's desire to express individuality (Baumrind, 1971). They do not support experimentation or independent decision-making. Authoritarian parents are strict disciplinarians and use power and position to deliver rewards and punishments that coerce children to behave in ways that conform to the parents' values. They do not permit democracy or encourage expressiveness in their families and, thus, do not encourage children to question authority (Baumrind, 2005). Additionally, they are intrusive with respect to their

children's personal space and closely monitor their children's activities. They are overprotective in that they do not allow children to experiment with behaviors that are inconsistent with their values. Overall, Authoritarian parents exert restrictive control over many areas of the child's life and limit his or her autonomy (Baumrind, 1971). Baumrind theorized that Authoritarian parents inhibit the development of independence and autonomous decision-making, which leads to fearful and timid behavior in children or blind acceptance of authority without question or fear (Baumrind, 1971). The result is that the children of Authoritarian parents have lower self-esteem compared to children of Authoritative parents.

Empirical research has shown that children of Authoritarian parents scored well on measures of obedience and conformity to established norms for adult behavior, but they have poorer self-conceptions than other adolescents (Lamborn, Mounts, Steinberg, & Dornbusch, 1991). Additionally, children of Authoritarian parents report more anxiety and depersonalization (i.e., watching oneself act while having no control over a situation) (Wolfradt, Hempel, & Miles, 2003). The anxiety and low self-confidence of these children appear to be a result of their parents' ability to control behavior while discouraging expressiveness, individuality, and independence (Baumrind, 1971). Furthermore, this kind of parenting style can have unhealthy physical side effects for children. For example, boys are more likely to consume high-energy drinks if their parents report an Authoritarian parenting style (Campbell, Crawford, Salmon, Carver, Garnett, & Baur, 2007). These children may develop unhealthy dietary habits, such as drinking high-energy drinks, in order to boost performance because of the pressure they feel to meet their parents' high demands. The consumption of high levels of caffeine in the high-energy drinks often results in irritability, insomnia, and anxious behavior (Rath, 2012). Overall, children

of Authoritarian parents are not emotionally balanced in comparison to children of Authoritative parents, and they lack self-confidence.

Based on these findings, I predict that successors with Authoritarian parents are most likely to demonstrate impostor phenomenon tendencies. Clance and Imes (1978) first discovered the impostor phenomenon in a clinical study of high achieving women, although later studies discerned no difference between men and women who exhibit impostor phenomenon characteristics. An impostor is an individual who experiences “intellectual phoniness” (Clance & Imes, 1978, pg. 241) and, as a result, has a difficult time internalizing successes. Impostors are outwardly perceived as successful, but inwardly perceive themselves as fraudulent. They often attribute their achievements to external sources, such as luck, opportunity, good networks, great teams, etc. These individuals are introverted, neurotic, anxious, and dependent; they exhibit low self-esteem, type A behavior, depression, and guilt (Ross, Stewart, Mugge, & Fultz, 2001; Bernard, Dollinger, & Ramaniah, 2002; Chrisman, Pieper, Clance, Holland, & Glickauf-Hughes, 1995; Chae, Piedmont, Estadt, & Wicks, 1995). They also have a fear of success, but an even greater fear of failure (Clance & Imes, 1978).

Theory predicts that these individuals are mostly raised in non-supportive environments by parents who are overly invested in their child’s accomplishments (Langford & Clance, 1993; Kets de Vries, 2005). This type of environment tends to produce children who believe that their parents will only notice them when they excel, which eventually results in insecure overachievers (Kets de Vries, 2005). King and Cooley (1995) also found that family achievement orientation is significantly and positively related to the impostor phenomenon. Interestingly, the impostor phenomenon can also develop in family environments where children are *not* expected to excel. In this environment, parents may withhold encouragement. Their

children who excel may become insecure with their successes and wonder how long it will last (Kets de Vries, 2005). The children who later advance to positions of real power (i.e., executive, manager, entrepreneur, etc.) as adults often transcend their family's position in a way that reinforces feelings of insecurity, so much so that the fear of surpassing one's parents can cause feelings of neuroticism to persist long after the parents have died (Kets de Vries, 2005).

Impostor phenomenon scores are negatively related to the degree to which family members are allowed to be open with feelings (Bussoti, 1990). The impostor phenomenon is also positively related to the degree to which rules and procedures are used to govern family behaviors (Bussoti, 1990). This is consistent with the Authoritarian parent who establishes many rules and procedures as a strict disciplinarian and inhibits bi-directional communication (Baumrind, 1971). Additionally, studies show that observed parental control during parent-child interactions is consistently linked with child anxiety across studies (Wood, McLeod, Sigman, Hwang, & Chu, 2003).

Similarly, attachment theory (Bowlby, 1958, 1969; Ainsworth, 1967, 1969) suggests that an Authoritarian parenting style may lead to a disorganized attachment pattern. For example, the caregiver in the disorganized attachment pattern is intrusive, negative, and often displays forms of abuse and maltreatment (Main & Solomon, 1986). These caregiver characteristics are parallel to the Authoritarian parenting style characteristics, which include strict disciplinarian and dismissiveness of the child's expressiveness and independence. The child in this type of attachment pattern displays contradictory behaviors, such as clinging to the parent, but sharply averting his or her gaze, as well as smiling, while fearful of parent (Ainsworth, Blehar, Waters, & Wall, 1978; Main & Solomon, 1986). The contradictory behavior associated with this type of attachment pattern is similar to the impostor phenomenon tendency to hide feelings of

inadequacy. Because increased parental behavioral control is related to anxious behaviors and children, and the impostor phenomenon is negatively related to the degree to which family members are allowed to be open with feelings and positively related to the degree to which rules and procedures are used to govern family behaviors (Bussoti, 1990), I propose that family-firm predecessors who exhibit Authoritarian parenting styles (i.e., highly demanding, not responsive, strict disciplinarian, dismisses child's feelings and expressiveness, etc.) will have a successor who exhibits the impostor phenomenon.

H2: Authoritarian predecessor parenting is positively related to successor impostor phenomenon in a family-owned firm.

Indulgent permissive parenting and an entitled successor. In the third parenting style, *Indulgent Permissive* parents are highly responsive, but low on demandingness. They are non-punitive and accepting towards their children (Baumrind, 1971). Indulgent Permissive parents are a resource for children, but they do not take responsibility for shaping the ongoing or future behavior of their children. Indulgent Permissive parents also typically consult with their children about decisions. These parents are detached from their children's lives, lenient, and ineffective communicators. Children are allowed to regulate their own activities. As a result, Baumrind (1971) theorized that children from these homes will be less mature, less responsible, and less achievement oriented than other children.

Again, the empirical record supports the theory. Indulgent Permissive parenting is negatively associated with grades among adolescents (Dornbusch et al., 1987). The overall negative association between Indulgent Permissive parenting and adolescent grades could be a result of the lack of discipline and structure provided by the parents. This is consistent with other findings that indicate adolescents with Indulgent Permissive parenting are less engaged in school (Lamborn et al., 1991).

Interestingly, adolescents with Indulgent Permissive parents have a strong sense of self-confidence, but a higher frequency of substance abuse and school misconduct compared to their peers (Lamborn et al., 1991). This may be due to a strong sense of entitlement that exists in children with Indulgent Permissive parents. For example, these parents seek to indulge their children either out of guilt or love, so the child does not learn appropriate self-regulation or how to delay gratification (Baumrind, 1971). In addition to a sense of entitlement, these children often exhibit impulsive behavior in areas of money, anger, and frustration. Children of Indulgent Permissive parents are also more spoiled and less mature than children of Authoritative or Authoritarian parents, which is most often displayed during age-inappropriate temper tantrums in response to not getting what they want. Finally, these children are twice as likely to be overweight compared to children of Authoritative parents (Rhee, Lumeng, Appuglies, Kaciroti, & Bradley, 2006). On the positive side, children and adolescents from Indulgent Permissive homes are more likely to have higher self-esteem, better social skills, and lower levels of depression (Darling, 1999). However, overall, children of Indulgent Permissive parents are not emotionally balanced or healthy, and they are most likely to display entitlement tendencies, as well as misconduct.

As such, I predict that successors with Indulgent Permissive parents are most likely to demonstrate psychological entitlement. Psychological entitlement is a sub-dimension of narcissism and is defined as “a stable and pervasive sense that one deserves more and is entitled to more than others” (Campbell, Bonacci, Shelton, Exline, & Bushman, 2004, pg. 31). Entitlement is a good predictor of aggression (Reidy, Zeichner, Foster, & Martinez, 2008) and abusive supervision (Whitman, Halbesleben, & Shanine, 2013). In a study that evaluated the relationship between entitlement and personality, entitlement was negatively and significantly

related to warmth, openness, positive emotions, agreeableness, straightforwardness, altruism, compliance, and modesty (Miller, Price, & Campbell, 2011). Entitlement is also related to a need for power and dominance, ambitiousness, greed, toughness, and hostility (Raskin & Terry, 1988; Campbell et al., 2004; Whitman et al., 2013). Additionally, entitled individuals often engage in self-enhancement behaviors at the expense of others (Hochwarter, Summers, Thompson, Perrewe, & Ferris, 2010; Whitman et al., 2013).

Parental indulgence during the adolescent period of the child may result in an attitude of entitlement (Cramer, 2011). For example, in a study of college students, Permissive parenting was related to immature grandiosity (Watson, Little, & Biderman, 1992). This is perhaps because as a parent seeks to protect his or her child and provide assistance, the child may feel that he or she deserves this same treatment from others (Segrin, Woszildo, Givertz, Bauer, & Taylor Murphy, 2012). Additionally, because Indulgent Permissive parents provide everything that the child desires, the child does not learn how to delay gratification.

Furthermore, attachment theory (Bowlby, 1958, 1969; Ainsworth, 1967, 1969) suggests that an Indulgent Permissive parenting style leads to an ambivalent/resistant insecure attachment pattern. For example, the child in the ambivalent/resistant attachment pattern is distressed upon separation and responds ambivalently or with anger when the caregiver returns (Ainsworth et al., 1978; Main & Solomon, 1986). These children seek contact, but resist angrily when it is achieved (Ainsworth et al., 1978; Main & Solomon, 1986). This is consistent with the age inappropriate temper tantrums that are characteristic of children of Indulgent Permissive parents. Similarly, the caregiver behavior in the ambivalent/resistant insecure attachment pattern is inconsistent between appropriate and neglectful. These caregiver characteristics are parallel to the Indulgent Permissive parenting style characteristics, which include indulgent yet detached

from their children’s lives, as well as lenient and ineffective communicators. As such, I propose that in family firms predecessor Indulgent Permissive parenting will be positively related to the successor’s psychological entitlement.

H3: Indulgent Permissive predecessor parenting is positively related to successor psychological entitlement in a family-owned firm.

In sum, the results of many studies suggest that parenting styles have an important impact on children. Although there are certainly other factors that affect a child’s personality and behavior – such as genetics (Archontaki, Lewis, & Bates, 2013), the presence of community mentors (Rhodes, Grossman, & Resch, 2000), and the scarcity or abundance of opportunities for success (Leventhal & Brooks-Gunn, 2000) – much of a child’s personality, emotional well-being, and behavioral patterns can be understood by assessing parental influences. In particular, empirical results from research on outcomes from Baumrind’s (1971) typology of parenting styles allow us to paint a portrait of the adults that emerge from homes dominated by a particular parenting style. Table 2 takes a step toward describing the broad characteristics of the offspring outcomes from each parenting style. I use these descriptions to ask how a family business successor’s attributes – i.e., personality, well-being, and behaviors – might change depending on parenting style.

Table 2

Characteristics of Parenting Styles

Parenting Style	Type of Parent	Type of Child
Authoritative	Demanding, but responsive Encourages expressiveness Sets limits and enforces consequences Uses reason and logic Promotes bi-directional communication Provides support and	Independent Responsible Excellent student Mature Cooperative Self-motivated and confident

	affirmation Empowers child's decision making	
Authoritarian	Highly demanding, not responsive Strict disciplinarian Dismisses child's feelings and expressiveness Does not permit democracy Intrusive and overly protective	Obedient and well-behaved Low self-esteem Average to good student Dependent Anxious
Indulgent Permissive	Not demanding, but responsive Lenient Non-punitive Easily manipulated	Immature and spoiled Demanding Poor to average student Impulsive Self-confident Trouble-maker

Source: Adapted from Wentzel & Russell, 2009

Successor Type and Individual-Level Succession Outcomes

Leadership. According to Bass's (1985) theory of leadership, which is based on Burns' (1978) conceptualization of leadership in political settings, there are three different types of leaders: *Transformational*, *Transactional*, and *Laissez-Faire*. Transformational leaders are described as very charismatic, visionary, and inspiring. This higher order construct includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration factors (Bass, Avolio, Jung, & Berson, 2003). A meta-analysis has confirmed the positive relationship between transformational leadership and performance (Lowe, Kroeck, & Sivasubramaniam, 1996). It is also strongly related to follower affective commitment (Bycio, Allen, & Hackett, 1995). Transactional leadership consists of leader-follower exchanges in which the leader clarifies expectations and reinforces behavior by rewarding and punishing accordingly (Bass, 1985). This higher order construct includes two factors: contingent reward (i.e., the degree to which the leader provides reinforcement in return for appropriate follower behavior) and management-by-exception (i.e., the extent to which subordinates hear from the

leader only when failures or problems occur) (Bycio et al., 1995). The contingent reward component of transactional leadership is positively related to followers' commitment, satisfaction, organizational citizenship behavior, and performance (Bycio et al., 1995; Goodwin, Wofford, & Whittington, 2001; Bass et al., 2003), while management-by-exception typically has a less positive impact on followers (Bycio et al., 1995). Both contingent reward transactional and transformational leadership are considered important for success (Judge & Piccolo, 2004; Bass et al., 2003; Resick, Whitman, Weingarden, & Hiller, 2009). Finally, laissez-faire leaders engage in several forms of non-leadership and avoid making decisions, in addition to being absent (Judge & Piccolo, 2004). This is the least effective type of leadership (Bass, 1985). Leadership is very important to my study because of the large impact leaders have on a firm's performance.

Of the three types of successors in my model, I first predict that successor psychological well-being will positively relate to transformational leadership. Due to their Authoritative parents, these successors are confident and psychologically healthy, which means that they have self-awareness, and they conduct activities that improve their self-awareness, talents, and potential. They believe that they have a purpose in life and have positive relationships with others. Finally, they are masters of their environment and demonstrate accountability for their actions. All of these traits are important for effective leadership. For example, in his qualitative review of effective leadership, Bass (1990) found that good leaders demonstrate emotional balance and control, self-confidence, independence, and alertness. In particular, self-confidence is a very important trait of effective leadership (Yukl, 1999; Kirkpatrick & Locke, 1996).

Second, I predict that successor impostor phenomenon will relate negatively to transformational leadership. Whitman and Shanine (2012) propose that the impostor phenomenon leads to emotional exhaustion because impostors already suffer from a depletion of

emotional resources due to insecurities and the constant fear of being discovered as a fraud.

Thus, when faced with job duties, impostors do not have extra personal resources to invest after this resource loss in an employment context. In an entrepreneurial context, I believe a similar situation will occur. As impostor successors take over the family business, they will be faced with new leadership duties that will exacerbate their existing feelings of inadequacy.

Furthermore, impostors exhibit an external locus of control because they feel that their successes are due to external factors (i.e., timing, good team, etc.), and they are not risk takers (Sightler & Wilson, 2001). In contrast, successful entrepreneurs exhibit a high internal locus of control because they believe in their abilities to influence and achieve business goals; as a result, they are willing to take risks in a context rife with uncertainty (Brockhaus, 1982). This is not an ideal situation, and probably not a good career choice, for impostors who fear the unknown and failure. Furthermore, in their meta-analysis of dispositional traits of effective leaders, Judge, Bono, Ilies, and Gerhardt (2002) found that effective leadership is negatively related to neuroticism and an external locus of control, which are both traits of impostors.

Finally, I predict that successor psychological entitlement will also negatively relate to transformational leadership. Resick et al. (2009) found that narcissism is negatively related to transformational leadership. The authors reason that the leader's entitlement will prevent equitable leader-follower exchanges because the leader will automatically expect loyalty from their followers (Resick et al., 2009). Furthermore, the leader's arrogance prevents him or her from gaining commitment to his or her vision, building meaningful relationships, and creating a positive culture because these individuals care little for others (Resick et al., 2009). Because entitlement is a component of narcissism, I predict similar relationships between entitlement and

transformational leadership. Accordingly, I predict a mediated path between predecessor parenting style and successor transformational leadership style via the successor type.

H4a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and successor transformational leadership.

H4b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and successor transformational leadership.

H4c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and successor transformational leadership.

Successor Type and Employee-Level Succession Outcomes

Commitment. Affective commitment is defined as an intrinsic desire to follow a course of action (Meyer & Allen, 1991; Sharma & Irving, 2005). It is based on an individual's "emotional attachment to, identification with, and involvement in the organization" (Meyer & Allen, 1991, pg. 67). It is strongly and negatively correlated with turnover (Meyer & Allen, 1991), and it is strongly and positively related to intention to remain, job satisfaction, job involvement, positive affect, management receptiveness, organizational support, and transformational leadership (Allen & Meyer, 1996). There are also personal dispositions that influence one's level of commitment. For example, a need for achievement and an internal locus of control are found to positively correlate with commitment (Meyer & Allen, 1991). Finally, affective commitment to an organization determines how individuals move forward from project failure (Shepherd, Patzelt, & Wolfe, 2011). Also, a supervisor's affective commitment influences his or her subordinates' affective commitment, which then positively affects the subordinates' task performance and extra-role behavior (Loi, Lai, & Lam, 2012).

The commitment variable is very important in family business research because it predicts willingness to develop a professional career in the family firm and assume leadership (Cabrera-Suarez, 2005; Sharma & Irving, 2005; Cabrera-Suarez & Martin-Santana, 2012).

Commitment is mostly analyzed as a unidimensional construct in the family business literature and is synonymous with affective commitment in the employment literature (Sharma & Irving, 2005). In a family firm, this type of commitment stems from identity and career interest alignment (Sharma & Irving, 2005). For example, the strong socialization that successors experience in the family firm from childhood may lead to perceptions of their own identity being associated with the firm (Cabrera-Suarez et al., 2001; Cabrera-Suarez & Martin-Santana, 2012). This type of commitment stems from the successor's perception of autonomy in his or her decision to join the family firm, and it results in the highest level of perceived success in the succession process (Cabrera-Suarez & Martin-Santana, 2012). Additionally, it is thought that a high-quality relationship (i.e., one that is characterized by trust, mutual support, and good communication) between predecessor and successor results in higher levels of commitment (Cabrera-Suarez & Martin-Santana, 2012).

Because I theorized that emotionally balanced successors, via psychological well-being, will have the highest levels of autonomy and the healthiest relationship with their parents compared to the other two types of successors, I predict that emotionally balanced successors, and, thus, their employees (Loi et al., 2012), will exhibit affective commitment. Emotionally balanced successors are more likely to join the family firm of their own accord and an intrinsic desire to be involved in the business. Furthermore, I predict that emotionally balanced successors will be transformational leaders, and this type of leadership is strongly and positively associated with affective commitment among employees (Bycio et al., 1995).

Whereas impostor successors do not have autonomy in their decision-making, nor do they have an internal locus of control. They also do not have high-quality relationship with their parents. Accordingly, they are more likely to feel a sense of obligation, or that they are being

forced, to join the family firm. Thus, I predict that their employees will similarly not exhibit affective commitment (Loi et al., 2012). Furthermore, I predict that impostor successors will not become transformational leaders. Because affective commitment is strongly and positively related to transformational leadership (Allen & Meyer, 1996), it should be negatively related to the impostor phenomenon because of the negative predicted relationship between the impostor phenomenon and transformational leadership.

Entitled successors also do not have high-quality relationships with their parents. Even though they have more autonomy in their decision-making, entitled successors are likely involved in the family firm out of necessity due to their impulsive behavior or out of a need for attention rather than an intrinsic desire. Thus, I predict that their employees will also not exhibit affective commitment (Loi et al., 2012). Furthermore, I predict that an entitled successor is negatively related to transformational leadership, so an entitled successor should also be negatively related to employee affective commitment as a result (Bycio et al., 1995).

Accordingly, I predict a mediated path between predecessor parenting style and affective commitment via the successor type.

H5a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee affective commitment.

H5b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee affective commitment.

H5c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive parenting style and employee affective commitment.

Organizational citizenship behaviors. Organizational citizenship behaviors (OCBs) are discretionary job behaviors that are not formally recognized by the organization's reward system, but promote overall effectiveness within the organization (Organ, 1988; Moorman & Blakely, 1995). OCBs are considered extra-role performance in that individuals who engage in OCBs go "above and beyond" their in-role, job specific duties. Katz (1964) alluded to this concept as one

of the three basic types of behavior essential to a well-functioning organization (Smith, Organ, & Near, 1983). He notes that there must be innovative and spontaneous activity that goes beyond job descriptions, described as “acts of cooperation, helpfulness, suggestions, gestures of goodwill, altruism, and other instances of what we might call citizenship behavior” (Katz, 1964, pg. 132; Smith et al., 1983). Thus, OCB is a multidimensional construct that includes: interpersonal helping (i.e., goes out of his/her way to help co-workers with work-related problems), individual initiative (i.e., often motivates others to express their ideas and opinions), personal industry (i.e., performs his/her duties with unusually few errors), and loyal boosterism (i.e., defends the organization when other employees criticize it) (Moorman & Blakely, 1995). Predictors include perceived fairness and organizational commitment (Organ & Ryan, 1995), as well as job satisfaction, leader supportiveness, education, and a negative relationship with neuroticism (Smith et al., 1983). The correlate that has been most examined in relation to OCBs is job satisfaction (Williams & Anderson, 1991). Logic dictates that employees with positive job attitudes will be more willing to engage in extra-role behaviors that benefit the organization. Indeed, empirical evidence shows that job satisfaction is positively related to OCBs via meta-analysis results (Organ & Ryan, 1995; LePine et al., 2002). Because OCBs are indicative of employee performance, I am also interested in this variable as an overall indicator of family firm performance.

Because I predict that emotionally balanced successors, via psychological well-being, will have committed followers due to their transformational leadership, and commitment is a significant predictor of OCBs (Organ & Ryan, 1995), I also predict that emotionally balanced successors will be positively related to employee OCBs. Because I predict that impostor successors will not have committed followers due to their lack of great leadership, I also predict

that impostor successors will be negatively related to employee OCBs. Finally, because I predict that entitled successors will also not have committed followers due to their negative relationship with transformational leadership, I also predict that entitled successors will be negatively related to employee OCBs. Accordingly, I predict a mediated path between predecessor parenting style and employee OCBs via the successor type.

H6a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee organizational citizenship behaviors (OCBs).

H6b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee OCBs.

H6c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive parenting style and employee OCBs.

Deviance. Workplace deviance is defined as a voluntary violation of an organizational norm, which threatens the well-being of the organization and/or its members (Robinson & Bennett, 1997). Deviance can be directed at the organization (i.e., organizational deviance), and/or individuals (i.e., interpersonal deviance). Deviant behaviors often include insubordination, sabotage, theft, and aggression, among others (Robinson & Bennett, 1997). Deviance is more likely to occur when an employee does not perceive the firm to be of value; thus, he or she will lack the motivation to conform to organizational norms. In contrast, an individual who values his or her organization will be motivated to not engage in deviant behavior so as to not jeopardize his or her job (Huiras, Uggen, & McMorris, 2000; Robinson & Bennett, 1997; Eddleston & Kidwell, 2012). Hollinger (1986) also argued that an employee's attachment, commitment, and involvement with a firm influence his or her level of deviant behavior (Eddleston & Kidwell, 2012). Other antecedents of workplace deviance include frustration, injustices (Bennett & Robinson, 2003), abusive supervision (Mitchell & Ambrose, 2007), ethical leadership (Mayer,

Kuenzi, Greenbaum, Bardes, & Salvador, 2009), and psychological contract breach (Bordia, Restubog, & Tang, 2008).

I predict that successor entitlement and impostor phenomenon will be positively related to employee deviance, and successor psychological well-being will be negatively related to employee deviance. Entitled successors have Indulgent Permissive parents, and a parent's generosity or altruism in family firms may lead children to engage in deviance due to perceived family status (Eddleston & Kidwell, 2012). If the leadership of a firm engages in deviant and unethical behavior, this sets a standard and norm within the organization that implies employees can likewise engage in deviant behaviors and not be punished; thus, there is a trickle-down effect (Mayer et al., 2009). Furthermore, I argue that entitled successors will be negatively related to employee commitment, and attachment to an organization is a significant negative predictor of deviant behavior (Hollinger, 1986; Eddleston & Kidwell, 2012). I also argued that successor impostor phenomenon should be negatively related to employee commitment due to a negative relationship with transformational leadership. This type of situation will undoubtedly cause frustration among employees and even perhaps a sense of injustice. From an equity and justice theoretical perspective, deviant behavior is considered an intentional act to restore equity and seek retributive justice (Bordia et al., 2008). Thus, an impostor successor will break psychological contracts with employees due to his or her ineffective leadership, which will ultimately lead employees to engage in deviant behaviors in an effort to restore equity (Bordia et al., 2008). In contrast, because an employee's attachment, commitment, and involvement with a firm negatively influence his or her level of deviant behavior (Hollinger, 1986), an emotionally balanced successor should be less likely to induce deviant behaviors among employees. For example, based on my theory, I propose that an emotionally balanced successor will most likely

have been involved in the firm from an early age and mentored due to his or her Authoritative parents. Thus, this type of successor will have higher levels of involvement, attachment, and affective commitment compared to impostor and entitled successors. Accordingly, I predict a mediated path between predecessor parenting style and employee deviance via the successor type.

H7a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee deviance.

H7b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee deviance.

H7c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and employee deviance.

Turnover intentions. Turnover intentions are defined as an individual's conscious and purposeful willingness to leave an organization (Tett & Meyer, 1993). Turnover intentions are the single best predictor of actual turnover (Abrams, Ando, & Hinkle, 1998; Lee & Mowday, 1987; Michaels & Spector, 1982). Job satisfaction and commitment are consistently negatively related to turnover intentions (Hollenbeck & Williams, 1986; Tett & Meyer, 1993; Mathieu & Zajac, 1990). The underlying logic is that if an individual is not happy with various aspects of his or her job (e.g., pay, promotion opportunities, etc.) or attached to his or her organization, he or she will resolve to voluntarily leave the organization. Turnover intention is an important variable in my study because of the costs voluntary turnover has on an organization's performance. On average, it costs an organization 150 percent of an employee's base salary to replace him or her (Schlesinger & Heskett, 1991).

Because I predicted that successor psychological well-being will be positively related to employee commitment due to the positive relationship with transformational leadership, I also predict that successor psychological well-being will be negatively related to employee turnover intentions. A great, and even good, leader inspires employees to remain with their organization

out of an intrinsic desire. Because I predicted that successor impostor phenomenon will be negatively related to employee commitment due to the negative relationship with transformational leadership, I also predict that successor impostor phenomenon will be positively related to employee turnover intentions. A non-existent leader, or one who believes if it “isn’t broke, don’t fix it,” does not inspire any kind of attachment to the organization in his or her followers. Finally, because I predicted that successor entitlement will also be negatively related to employee commitment, I predict that successor entitlement will be positively related to employee turnover intentions. A narcissistic leader will not be able to inspire commitment among employees because he or she does not care for anyone else. Accordingly, I predict a mediated path between predecessor parenting style and employee turnover intentions via the successor type.

H8a: The successor’s psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee turnover intentions.

H8b: The successor’s impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee turnover intentions.

H8c: The successor’s psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and employee turnover intentions.

Successor Type and Firm-Level Succession Outcomes

Exploitation, exploration, and ambidexterity. An exploitation strategic orientation refers to the firm’s use of existing technologies to meet environmental demands (Harry & Schroeder, 2000; Lubatkin, Simsek, Ling, & Veiga, 2006). An exploration strategic orientation refers to the firm’s creation of new markets and innovative technologies to meet environmental demands (Nonaka, 1994; Lubatkin et al., 2006). An ambidexterity strategic orientation refers to firms that are able to exploit existing competences, as well as explore new opportunities with equal dexterity (Lubatkin et al., 2006).

Both exploration and exploitation are important for organizations; however, these strategies are at odds with one another because they compete for scarce resources (March, 1991). Thus, most organizations make a choice between exploration and exploitation. Some research argues that a balance of exploration and exploitation may weaken performance because firms with this type of ambidexterity orientation may promote mediocrity (March, 1991). Other research supports the assertion that there is a positive relationship between ambidexterity and firm performance (Gibson & Birkinshaw, 2004; He & Wong, 2004). For example, research finds that small and medium ambidextrous organizations have higher performance (Lubatkin et al., 2006). Furthermore, Raisch and Birkinshaw (2008) argue that resources are important to the concept of ambidexterity. For example, Ebben and Johnson (2005) demonstrate that small firms benefit more from a one-sided orientation than from mixed because a joint pursuit of both strategies decreases a unit's slack. This may not always be the case, especially with family businesses. One of the main goals of family firms is long-term survival, which means family firms should engage in some explorative strategies. On the other hand, family firms are often concerned with quality and reputation, which means they also should engage in some exploitative strategies. One recent empirical study confirms the positive relationship between ambidexterity and family firm performance (Stubner, Blarr, Brands, & Wulf, 2012).

Based on my theory, I predict that an impostor successor will implement an exploitation strategy, an entitled successor will implement an exploration strategy, and an emotionally balanced successor, via psychological well-being, will implement an ambidexterity strategy. I proposed earlier that an impostor successor has an Authoritarian parent (i.e., one that is resolute, imposing, and over-controlling) (Baumrind, 1971). A domineering parent can weaken a child's independence and create timidity in the child (Mahler, Pine, & Bergman, 1975; Miller et al.,

2003). Because an impostor has a fear of failure, a strong sense of risk aversion, and insecurity issues, he or she will be hesitant to deviate from the predecessor's strategy. However, an entitled successor will most likely engage in an aggressive, rebellious strategy due to his or her need for attention (Miller et al., 2003). Thus, I predict that this type of successor will feel a need to deviate from the predecessor's strategy in order to establish his or her own legacy. This will result in a more risky, exploration strategy. Furthermore, Chatterjee and Hambrick (2007) found that narcissistic CEOs typically develop ostentatious strategic initiatives, which results in wide fluctuations of firm performance. In contrast, an emotionally balanced successor has a healthy relationship with his or her predecessor, characterized by respect and independence. This type of successor will feel confident to engage in a strategy of his or her choice. He or she will not be laden with emotional issues and will, thus, make the most rational decision for his or her family firm. Thus, I predict that this type of successor will engage in an ambidexterity strategy. Accordingly, I predict a mediated path between predecessor parenting style and family firm strategic orientation via the successor type.

H9a: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and an exploitation strategy.

H9b: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and an ambidexterity strategy.

H9c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and an exploration strategy.

CHAPTER 4

METHODS AND RESULTS

Part 1: Scale Development

One purpose of this study is to develop a parenting style scale that includes the fourth parenting style dimension identified by Maccoby and Martin (1983). The Buri (1991) parenting style scale, although well-validated and used in the literature, only includes three dimensions: Authoritative, Authoritarian, and Permissive. The Permissive dimension blended Indulgent and Negligent Permissive items. Because I anticipate that Negligent Permissive parenting will not result in successful successions, I focus on Indulgent Permissive parenting. Thus, I needed a scale that differentiated between the two Permissive types of parenting. The Bourcet (1994) scale measures parenting style and includes four distinct dimensions, but it contains language focused on children (e.g., school- and curfew-related statements). Thus, because the parenting styles are key variables in my dissertation model, I followed the steps to develop a parenting scale as outlined in Hinkin (1998).

Step 1: Item Generation

In order to measure Authoritative, Authoritarian, and Indulgent Permissive parenting styles, items were adapted from the Parental Authority Questionnaire (Buri, 1991). It is a self-report measure that consists of 30 items. The Authoritative scale includes ten items (e.g., “Once family policy had been established, my parents discussed the reasoning behind the policy with the children in the family”), the Authoritarian scale includes ten items (e.g. “My parents would get very upset if I tried to disagree with them”), and the Indulgent Permissive scale includes ten

items (e.g., “Most of the time, my parents did what the children in the family wanted when making family decisions”). In order to develop a fourth Negligent Permissive subscale in accordance with the Maccoby and Martin (1983) theoretical extension of Baumrind’s (1971) theory of parental control, I used a deductive approach (i.e., I allowed theory and the definition to guide my item development) to create ten items (e.g., “I knew that I could do whatever I wanted because my parents were focused on their own lives”) based on the Negligent Permissive parenting style definition (Maccoby & Martin, 1983). The overall measure uses a five-point Likert-type scale (1=strongly disagree, 5=strongly agree).

Step 2: Content Validity

In order to assess the content validity of the items that were generated, I administered a questionnaire to a group of 23 subject matter experts that included educators, psychologists, sociologists, as well as management PhDs and doctoral students. The respondents were provided with the construct definitions and asked to match items with their corresponding definition (MacKenzie, Podsakoff, & Fetter, 1991; Hinkin, 1998). I considered re-wording items with an agreement index of less than 75% at this stage. Based on these results, I re-worded three items.

Step 3: EFA

The 40 parenting style items were administered via an online survey to undergraduate management and sociology students at The University of Alabama. A cover letter instructed all students that their participation was voluntary and their responses were anonymous. Extra credit was offered as an incentive, and the students completed the survey outside of normal class time. The data collection produced 242 responses. I used pairwise deletion to address missing data, which produced a usable sample size of 233. Sixty percent of the respondents were seniors, 44% of the respondents were male, and 88% were Caucasian.

In order to assess the underlying factor structure of the new parenting style measure, I conducted a principal axis factor analysis with an oblimin oblique rotation using SPSS 21.0 statistical software. The Kaiser-Meyer-Olkin (KMO; Kaiser, 1974) measure and Bartlett's (BTS; 1951) test of sphericity indicated that the data were appropriate for running a factor analysis (KMO=.90; BTS=4653.39; $df=780$, $p < .001$). This information indicated that there is sufficient correlation among the items to be used in the factor analysis. I forced four-factors based on the theoretical definition of parenting style (Baumrind, 1971; Maccoby & Martin, 1983). The initial eigenvalues for these four factors were 8.78, 6.37, 2.19, and 1.01, and together they explained 46% of the variance. I used a factor loading of .50 as the minimum cutoff for an item to be retained (Hair, Black, Babin, Anderson, & Tatham, 2006). If an item cross-loaded with a factor loading greater than .50, this item was removed. As a result, I dropped 14 items. After this step, the Negligent Permissive scale had 9 items, the Authoritative scale had 6 items, the Authoritarian scale had 5 items, and the Indulgent Permissive scale had 6 items. The final eigenvalues for the four factors were 6.54, 4.11, 1.50, and .86, and together they explained 50% of the variance. See Table 3 for the factor loadings. The reliabilities for the Authoritative, Authoritarian, Indulgent Permissive, and Negligent Permissive subscales were .83, .71, .79, and .93, respectively. These are all acceptable reliabilities (Hair et al., 2006).

Table 3

Scale Development EFA Results

Item	Factor Loading
Indulgent Permissive	
1. My parents felt that in a well-run home, the children should be listened to and have their way in the family as often as the parents do.	.567
7. My parents always felt that what children need is to be free to make up their own minds and to do what they want to do, even if this does not agree with what their parents might want.	.574
15. My parents seldom gave me expectations and guidelines for my behavior, but they were very responsive to my desires and wishes.	.578
16. Most of the time, my parents did what the children in the family wanted when making family decisions.	.551
21. My parents thought it was best if they allowed me to decide most things for myself.	.707
30. My parents allowed me to form my own point of view on family matters, and they generally allowed me to decide for myself what I was going to do.	.600
Authoritarian	
13. My parents felt that wise parents should teach their children early just who is boss in the family.	.522

18. My parents would get very upset if I tried to disagree with them.	.522
20. My parents let me know what behavior was expected of me, and if I didn't meet those expectations, they punished me.	.611
34. My parents often told me exactly what they wanted me to do, and how they expected me to do it.	.559
37. I knew what my parents expected of me in the family, and they insisted that I conform to those expectations simply out of respect for their authority.	.625
Authoritative	
5. Once family policy had been established, my parents discussed the reasoning behind the policy with the children in the family.	.635
12. I knew what my parents expected of me in my family, but I also felt free to discuss those expectations with my parents when I felt that they were unreasonable.	.604
26. My parents had clear standards of behavior for the children in our home, but they were willing to adjust those standards to the needs of each individual child in the family.	.587
28. My parents gave me direction for my behavior and activities, and they expected me to follow their direction, but they were always willing to listen to my concerns and to discuss that direction with me.	.597
35. My parents gave me clear direction for my behaviors and activities, but they were also understanding when I disagreed with them.	.749
38. If my parents made a decision in the family that hurt me, they were willing to discuss that decision with me and to admit it if they had made a mistake.	.607
Negligent Permissive	
14. My parents were always too involved in their own affairs to notice me or worry about what I did.	.686
23. My parents never took the time to let me know what behavior was expected of me or to punish me.	.719

25. I knew that I could do whatever I wanted because my parents were focused on their own lives.	.860
27. My parents did not take the time to direct the behaviors, activities, and desires of the children in the family.	.640
29. If my parents made a decision in the family that hurt me, they weren't concerned with how I felt because they were uninvolved in my life.	.756
31. My parents were focused elsewhere, so they never told me what was expected of me.	.848
32. My parents never established family policy or reasons for what they did because they were completely absent.	.939
39. My parents never gave me clear direction for my behaviors and activities because they were uninvolved in my life.	.737
40. My parents never concerned themselves with whether I conformed to what they felt was right.	.599

Step 4: CFA

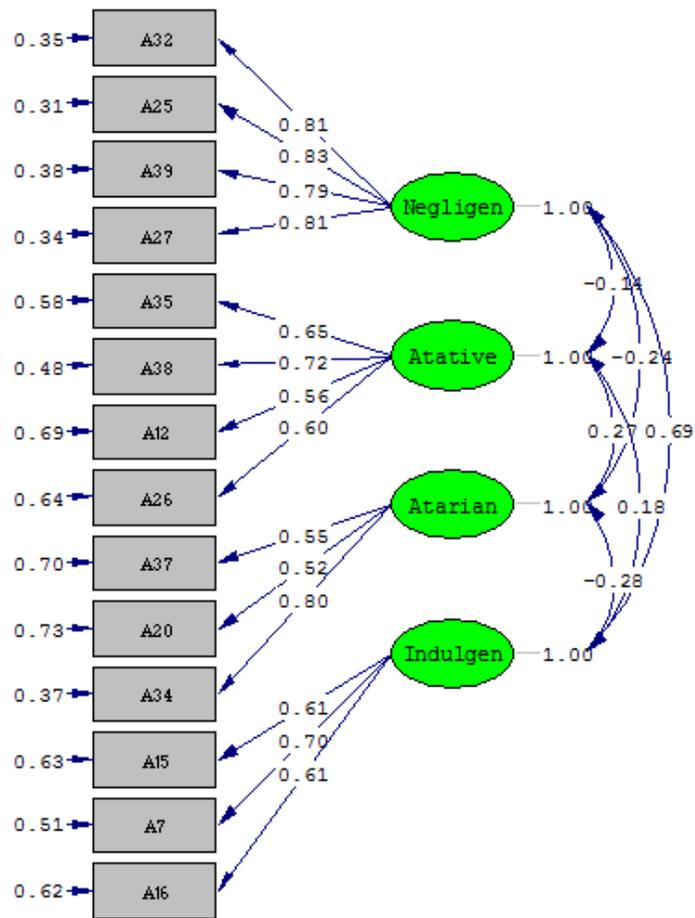
In order to confirm the four-factor structure of the new parenting style measure, I asked University of Alabama management students to each recruit up to five working adults. The working adults were administered an electronic survey that included the items identified in step 3, as well as several other scales to test the validity of the new items. A cover letter instructed all respondents that their participation was voluntary and their responses were anonymous. Extra credit was offered to the students as an incentive to recruit respondents. The data collection produced 286 responses. Missing data was addressed using listwise deletion, which produced a usable sample size of 260. The mean age was 38.72 years, 48% of the respondents were male, and 89% were Caucasian.

In order to confirm the factor structure of the new parenting style measure, I used LISREL 8.8 statistical software. Any item that had completely standardized factor loadings of less than .50 was removed (Bagozzi & Yi, 1988; DeVillis, 1991). I used a higher, but acceptable, threshold to remove items because I had numerous Negligent Permissive items with loadings above .40. Also, if an item had a large residual or was strongly associated with multiple factors according to the modification indices, it was removed. Thus, I removed 12 items. In order to estimate model fit, I calculated chi-square, root mean square error of approximation (RMSEA), comparative fit index (CFI), and the non-normed fit index (NNFI). An RMSEA value of .08 or lower and a CFI/NNFI value of .95 or higher indicate good model fit (Hair et al., 2006). Accordingly, my four-factor model produced acceptable fit ($\chi^2 = 137.98$, $df = 71$, $CFI = .96$, $NNFI = .95$, $RMSEA = .06$, $p < .01$). Additionally, all items had significant ($p < .05$), standardized factor loadings. After this step, the Negligent Permissive scale had 4 items, the Authoritative scale had 4 items, the Authoritarian scale had 3 items, and the Indulgent Permissive scale had 3

items. Figure 2 illustrates the standardized results of the confirmatory factor analysis of the final 14-item scale. Table 4 illustrates the final items that were retained compared to the original items.

Figure 2

Scale Development CFA Results



Chi-Square=137.98, df=71, P-value=0.00000, RMSEA=0.060

Table 4

Parenting Style Scale Item Retention

1. My parents felt that in a well-run home, the children should be listened to and have their way in the family as often as the parents do.
2. Even if their children didn't agree with them, my parents felt that it was for our own good if we were forced to conform to what they thought was right.
3. My parents never took the time to establish rules and restrictions.
4. Whenever my parents told me to do something, they expected me to do it immediately without asking any questions.
5. Once family policy had been established, my parents discussed the reasoning behind the policy with the children in the family.
6. My parents always encouraged verbal give-and-take whenever I felt that family rules and restrictions were unreasonable.
- 7. My parents always felt that what children need is to be free to make up their own minds and to do what they want to do, even if this does not agree with what their parents might want.**
8. My parents did not allow me to question any decision they made.
9. My parents directed the activities and decisions of the children in the family through reasoning and discipline.
10. My parents always felt that more force should be used in order to get their children to behave the way they were supposed to.
11. My parents felt that establishing rules and regulations might limit the children's freedom to express themselves.
- 12. I knew what my parents expected of me in my family, but I also felt free to discuss those expectations with my parents when I felt that they were unreasonable.**
13. My parents felt that wise parents should teach their children early just who is boss in the family.
14. My parents were always too involved in their own affairs to notice me or worry about what I did.
- 15. My parents seldom gave me expectations and guidelines for my behavior, but they were very responsive to my desires and wishes.**

16. Most of the time, my parents did what the children in the family wanted when making family decisions.

17. My parents consistently gave me direction and guidance in rational and objective ways.

18. My parents would get very upset if I tried to disagree with them.

19. My parents felt that most problems in society would be solved if parents would not restrict their children's activities, decisions, and desires as they are growing up.

20. My parents let me know what behavior was expected of me, and if I didn't meet those expectations, they punished me.

21. My parents thought it was best if they allowed me to decide most things for myself.

22. My parents took the children's opinions into consideration when making family decisions, but they would not decide for something simply because the children wanted it.

23. My parents never took the time to let me know what behavior was expected of me or to punish me.

24. My parents did not think it was best for me if they directed and guided my behavior.

25. I knew that I could do whatever I wanted because my parents were focused on their own lives.

26. My parents had clear standards of behavior for the children in our home, but they were willing to adjust those standards to the needs of each individual child in the family.

27. My parents did not take the time to direct the behaviors, activities, and desires of the children in the family.

28. My parents gave me direction for my behavior and activities, and they expected me to follow their direction, but they were always willing to listen to my concerns and to discuss that direction with me.

29. If my parents made a decision in the family that hurt me, they weren't concerned with how I felt because they were uninvolved in my life.

30. My parents allowed me to form my own point of view on family matters, and they generally allowed me to decide for myself what I was going to do.

31. My parents were focused elsewhere, so they never told me what was expected of me.

32. My parents never established family policy or reasons for what they did because they were completely absent.

33. My parents have always felt that most problems in society would be solved if we could get parents to strictly and forcibly deal with their children when they don't do what they are supposed to as they are growing up.

34. My parents often told me exactly what they wanted me to do, and how they expected me to do it.

35. My parents gave me clear direction for my behaviors and activities, but they were also understanding when I disagreed with them.

36. My parents did not believe they should direct the behaviors, activities, and desires of the children in the family.

37. I knew what my parents expected of me in the family, and they insisted that I conform to those expectations simply out of respect for their authority.

38. If my parents made a decision in the family that hurt me, they were willing to discuss that decision with me and to admit it if they had made a mistake.

39. My parents never gave me clear direction for my behaviors and activities because they were uninvolved in my life.

40. My parents never concerned themselves with whether I conformed to what they felt was right.

Indulgent Permissive items: 1, 7, 11, **15, 16**, 19, 21, 24, 30, 36

Negligent Permissive items: 3, 14, 23, **25, 27**, 29, 31, **32, 39**, 40

Authoritative items: 5, 6, 9, **12**, 17, 22, **26**, 28, **35, 38**

Authoritarian items: 2, 4, 8, 10, 13, 18, **20**, 33, **34, 37**

Note: Items in bold are the ones retained after the EFA and CFA steps.

Step 5: Validity Testing

In order to test convergent, discriminant, nomological, and predictive validity of the new scale, I administered several scales to the working adult sample identified in step 4. All participants responded to these self-report measures on a five-point Likert-type scale (1=strongly disagree, 5=strongly agree) and were instructed to refer to their childhood and adolescence.

Parenting style. I translated a 31-item Parenting Style (Bourcet, 1994) measure from French to English and had it back-translated to assess the participants' perceptions of their parents' Authoritative, Authoritarian, Negligent Permissive, and Indulgent Permissive parenting styles. Sample items, respectively, are "My parents considered my opinion," "My parents controlled my schoolwork at home," "My parents were not attentive to how I did in school," and "Whatever the gravity of my mistakes, my parents were against the principle of punishment" ($\alpha=.84$).

Autonomy. This variable was measured using the 10-item Autonomy Granting Subscale of the Parenting Behavior Measure (Bush, Peterson, Cobas, & Supple, 2002). It assesses the participants' perceptions of their parents' level of autonomy granting behavior. A sample item is "My parents give me enough freedom" ($\alpha=.91$).

Monitoring. This variable was measured using the 6-item Monitoring Subscale of the Parenting Behavior Measure (Bush et al., 2002). It assesses the participants' perceptions of their parents' level of monitoring. A sample item is "My parents know where I am after school" ($\alpha=.89$).

Support. This variable was measured using the 4-item Support Subscale of the Parenting Behavior Measure (Bush et al., 2002). It assesses the participants' perceptions of their parents' level of support. A sample item is "My parents say nice things about me" ($\alpha=.91$).

Self-efficacy. This variable was measured using the 8-item Self-Efficacy Scale (Chen, Gully, & Eden, 2001). It assesses the participants' perceptions of their own level of self-efficacy. A sample item is "I will be able to achieve most of the goals that I have set for myself" ($\alpha=.93$).

Achievement striving. This variable was measured using a 10-item Achievement Striving Scale from the International Personality Item Pool (Goldberg, Johnson, Eber, Hogan, Ashton, Cloninger, & Gough, 2006). It assesses the participants' perceptions of their own level of achievement striving orientation. A sample item is "I want to be the very best" ($\alpha=.86$).

Social intelligence. This variable was measured using a 7-item Social Intelligence Scale from the International Personality Item Pool (Goldberg et al., 2006). It assesses the participants' perceptions of their own level of social intelligence. A sample item is "I am able to fit into any situation" ($\alpha=.77$).

First, according to Baumrind's theory, the parenting style subscales are conceptually related, but distinct from one another. Thus, in order to establish **discriminant validity**, I analyzed the intercorrelations among the subscales compared to the average variance extracted (AVE) for each subscale (Fornell & Larcker, 1981). The square root of the AVE must exceed the corresponding latent variable correlations in the same row and column. In other words, the amount of variance within the scale must be greater than the amount of variance between the variables. Because the square root of the AVE for each subscale was greater than the subscale intercorrelations, the subscales are sufficiently discriminable from one another. See Table 5 for the discriminant validity results.

Table 5

Scale Development Discriminant Validity Results

Variable	1	2	3	4
1. Authoritarian	0.64			
2. Authoritative	0.17**	0.64		
3. Negligent Permissive	-0.18**	-0.08	0.81	
4. Indulgent Permissive	-0.21***	0.15*	0.53***	0.64

Note: The square root of the average variance extracted (AVE) is presented in bold along the diagonal.

*(p<.05); **(p<.01); ***(p<.001)

Second, in order to establish **convergent validity**, I determined whether each indicator's loading on the underlying construct was significant (Anderson & Gerbing, 1988). Because all confirmatory factor loadings for the subscales exceed .50 and are significant with *t* values that range from 7.16 to 15.74, I have sufficient evidence of convergent validity.

Third, in order to establish **nomological validity**, I examined the relationship between the new overall parenting scale and an existing overall parenting scale, as well as the relationships among the new parenting subscales and existing monitoring, support, and autonomy subscales of the Parenting Behavior Measure (Bush et al., 2002). These measures are similar in nature and exist in the same nomological network.

Overall parenting. The relationship between an existing overall measure of Baumrind's parenting scale (Bourcet, 1994) and the new overall measure should be positively and moderately correlated because both measures contain the two subscales in common (i.e., Authoritarian and Authoritative). I also expected only a moderate correlation because one scale

is from an adolescent's perspective (Bourcet, 1994) and the new scale is from an adult perspective; therefore, they contain different types of items (e.g., school- and curfew-related statements compared to more general statements). This prediction was supported ($r = .50$, $p < .001$).

Monitoring. Monitoring assesses an individual's perception of his or her parents' level of monitoring. Because Authoritarian parents also exhibit strong monitoring tendencies, I expected the relationship between monitoring and Authoritarian parenting to be positive. This prediction was supported ($r = .33$, $p < .001$). Additionally, because Indulgent Permissive parents do not monitor or regulate their children's activities, I expected the relationship between monitoring and Indulgent Permissive parenting to be negative. This prediction was supported ($r = -.18$, $p < .01$).

Support. Support assesses an individual's perception of his or her parents' level of support. Because Authoritative parents also demonstrate strong supporting behavior of their children, I expected the relationship between support and Authoritative parenting to be positive. This prediction was supported ($r = .39$, $p < .001$). Additionally, because Negligent Permissive parents are absent and do not support their children, I expected the relationship between support and Negligent Permissive parenting to be negative. This prediction was supported ($r = -.45$, $p < .001$).

Autonomy. Autonomy assesses an individual's perception of his or her parents' level of autonomy granting behavior. Because Authoritative parents respect their children and teach them to be independent, I expected the relationship between autonomy and Authoritative parenting to be positive. This prediction was supported ($r = .28$, $p < .001$). See Table 6 for the nomological validity results.

Table 6

Scale Development Nomological Validity Results

Variable	1	2	3	4	5	6	7	8	9	10	11
1. Parenting_Old											
2. Parenting_New	0.50***										
3. Authoritarian_New	-0.04	0.22***									
4. Authoritative_New	0.05	0.51***	0.17**								
5. Negligent Permissive_New	0.52***	0.71***	-0.18**	-0.08							
6. Indulgent Permissive_New	0.45***	0.72***	-0.21***	0.15*	0.53***						
7. Autonomy	0.00	0.03	-0.04	0.28***	-0.21***	0.09					
8. Monitoring	-0.12	-0.09	0.33***	0.25***	-0.41***	-0.18**	0.25***				
9. Support	-0.14*	-0.12	0.03	0.39***	-0.45***	-0.09	0.48***	0.54***			
10. Self-Efficacy	-0.09	-0.19**	0.25***	0.15*	-0.43***	-0.22***	0.35***	0.49***	0.48***		
11. Achievement Striving	0.07	0.04	0.22***	0.13*	-0.13*	-0.02	0.19**	0.26***	0.28***	0.65***	
12. Social Intelligence	-0.12	-0.06	0.19**	0.19**	-0.25***	-0.16*	0.30***	0.32***	0.41***	0.51***	0.43***

N=252

*(p<.05); **(p<.01); ***(p<.001)

Finally, in order to establish **predictive validity**, I analyzed the relationships among the parenting subscales and social intelligence, achievement striving, and self-efficacy. Because children of Authoritative parents are well adjusted and socially competent, I expected the relationship between social intelligence and Authoritative parenting to be positive. This prediction was supported ($r=.19$, $p<.01$). Because Authoritarian parents emphasize the importance of work, I expected the relationship between achievement striving and Authoritarian parenting to be positive. This prediction was supported ($r=.22$, $p<.001$). Because Negligent Permissive parents are not involved in their children's lives to provide for their emotional needs, I expected the relationship between self-efficacy and Negligent Permissive parenting to be negative. This prediction was supported ($r=-.43$, $p<.001$). Finally, because children of Indulgent Permissive parents are not emotionally balanced and display entitlement tendencies, I expected the relationship between social intelligence and Indulgent Permissive parenting to be negative. This prediction was supported ($r=-.16$, $p<.05$). Because these associations are significant, predictive validity has been established.

Part 2: Hypotheses Testing

Participants and Procedures

Once scale development efforts were complete, I proceeded to test my hypotheses about the impact of predecessor parenting styles on successors and post-succession firm outcomes in family firms. An important aspect of this study's procedure was to collect data from family businesses in at least their second generation. Doing so is necessary to understand the indirect effect of parenting styles on firm outcomes through successor personality *post*-succession. In order to obtain a sample of family businesses, I used a combination of sampling techniques that included convenience, student-recruited, and third-party panel sampling. The majority of my data were collected via the latter method. The third-party company partners with panels of potential

subjects that have been pre-recruited to complete surveys. The company offers incentives to the panel members to complete surveys. In order to reach my specific sample, I used a small number of screening parameters at the beginning of the survey to determine if the respondents were family business owners and leaders in at least their second generation, and if they, along with their employees, were willing to participate in the study. If the businesses met these filtering criteria, they completed the remainder of the survey and provided employee email addresses so that I could forward a survey to their employees. I then offered a Starbucks gift card as an incentive to the employee to complete the survey, and I sent weekly reminders to those who had not completed surveys for the following 12 weeks.

I received a total of 130 completed next-generation family firm leader responses and 81 completed employee responses. Out of the 81 employee responses, 79 were matched with leader responses. The matched responses represent 52 separate firms, and the firm is the unit of analysis. For each firm, I measured items about the leaders' parents, personality (i.e., psychological well-being, impostor phenomenon, and entitlement), and their leadership style via a survey of the second-generation leader – i.e., the “successor survey”. To understand how the leader affects the firm's employees, I asked leaders to provide email addresses for up to five employees that they work with closely. I asked employees to respond to questions related to organizational citizenship behaviors, organizational commitment, organizational deviance, turnover from the organization, and organizational strategies (i.e., exploration, exploitation, and ambidexterity) – i.e., the “employee survey”.

Leader respondents were 47% female, 69% Caucasian, and the mean respondent age was 46 years. Respondents' firms had been in business for an average of 28 years and had 324 employees, on average. Seventy-one percent of respondents shared ownership with their family;

the others were sole owners. Thirty-one percent of respondents still experience parental involvement in the firm, and 27% have a board of directors. Twenty-seven percent were in industries traditional for women entrepreneurs, such as service and retail industries (Anna, Chandler, Jansen, & Mero, 2000). Leader respondents had, on average, eight years of work experience prior to ownership and 58% are college graduates. Employee respondents were 46% female, 73% Caucasian, and the mean age was 39. Additionally, 87% are college graduates.

Measures

All participants responded to these self-report measures on a five-point Likert-type scale (1=strongly disagree, 5=strongly agree), unless otherwise indicated.

Independent variable: parenting style. Predecessor parenting style was collected using the successor survey and assessed using the New Parenting Style scale that I developed. It is a self-report measure that consists of 14 items. The Authoritative scale includes four items (e.g., “My parents gave me clear direction for my behaviors and activities, but they were also understanding when I disagreed with them”) ($\alpha=.89$), the Authoritarian scale includes three items (e.g. “My parents often told me exactly what they wanted me to do, and how they expected me to do it”) ($\alpha=.75$), the Indulgent Permissive scale includes three items (e.g., “Most of the time, my parents did what the children in the family wanted when making family decisions”) ($\alpha=.74$), and the Negligent Permissive scale includes four items (e.g., “My parents never gave me clear direction for my behaviors and activities because they were uninvolved in my life”) ($\alpha=.93$).

Mediator variable: psychological well-being. This successor variable was collected using the successor survey and measured using the shortened version of the Ryff (1989) Psychological Well-Being scale (Diener, Wirtz, Biswas-Diener, Tov, Kim-Prieto, Choi, & Oishi, 2009). It is a

self-report measure that consists of eight items. Sample items are “I lead a purposeful and meaningful life” and “My social relationships are supportive and rewarding” ($\alpha=.93$).

Mediator variable: psychological entitlement. This variable was collected using the successor survey and measured using the Psychological Entitlement scale (Campbell et al., 2004). It is a self-report measure that consists of nine items. Sample items are “Great things should come to me” and “I demand the best because I’m worth it” ($\alpha=.93$).

Mediator variable: imposter phenomenon. This variable was collected using the successor survey and measured using the shortened version of the Clance (1985) Impostor Phenomenon scale. It is a self-report measure that consists of six items. Sample items are “When people praise me for something I've accomplished, I'm afraid I won't be able to live up to their expectations of me in the future” and “Sometimes I'm afraid others will discover how much knowledge or ability I really lack” ($\alpha=.92$).

Dependent variable: transformational leadership style. This individual-level outcome variable was collected using the successor survey and assessed using the 12-item Transformational Leadership (Bass, 1985) subscale of the 21-item Multifactor Leadership Questionnaire (Form 6s). Transformational leadership includes four dimensions: Idealized Influence (e.g., I make others feel good to be around me), Inspirational Motivation (e.g., I express with a few simple words what we could and should do), Intellectual Stimulation (e.g., I enable others to think about old problems in new ways), and Individualized Consideration (e.g., I help others develop themselves) ($\alpha=.90$).

Dependent variable: affective commitment. This employee-level outcome variable was collected using the employee survey and assessed using the Affective Commitment scale (Allen & Meyer, 1990). This measure evaluates employee perceptions of their own levels of

commitment toward the organization. It is a self-report scale that consists of eight items. A sample item is “I would be very happy to spend the rest of my career with this organization” ($\alpha=.73$).

Dependent variable: organizational citizenship behavior. This employee-level outcome variable was collected using the employee survey and assessed using the brief version of the Organizational Citizenship Behavior scale (i.e., OCB) (Spector, Bauer, & Fox, 2010). This measure evaluates individual perceptions of their level of citizenship toward the organization. The items evoke aggregate judgments consistent with Organ’s concept that OCB “in the aggregate, makes for a more effective organization” (Organ, 1988, pg. 6; Koys, 2001). This scale is a self-report measure that consists of ten items. The measure uses a five-point Likert-type scale (1=never, 5=every day). A sample item is “Took time to advise, coach, or mentor a co-worker” ($\alpha=.91$).

Dependent variable: deviance. This employee-level outcome variable was collected using the employee survey and assessed using the Organizational Deviance subscale of the Workplace Deviance scale (Bennett & Robinson, 2000). This measure evaluates individual perceptions of their level of deviance toward the organization. The Organizational Deviance subscale is a self-report measure that consists of twelve items. The measure uses a five-point Likert-type scale (1=never, 5=every day) and asks respondents to indicate the extent to which they engaged in each of the behaviors in the last year. A sample item is “Taken property from work without permission” ($\alpha=.98$).

Dependent variable: turnover intentions. This employee-level outcome variable was collected using the employee survey and assessed using the Intentions to Quit scale (Crossley, Grauer, Lin, & Stanton, 2002). This measure evaluates individual perceptions of their intent to

leave the organization. It is a self-report scale that consists of five items. The measure asks respondents to indicate the extent to which they intend to leave their organization. Sample items include “I intend to leave this organization soon” and “I will quit this organization as soon as possible” ($\alpha=.87$).

Dependent variables: exploration, exploitation, and ambidexterity. These firm-level outcome variables were collected using the employee survey. I measured these strategic orientation variables using an Ambidexterity scale (Lubatkin, Simsek, Ling, & Veiga, 2006). The measure consists of 12 items. Six items measure an exploration strategy: a) looks for novel technological ideas by thinking outside the box, b) bases its success on its ability to explore new technologies, c) creates goods or services that are innovative to the firm, d) looks for creative ways to satisfy its customers’ needs, e) aggressively ventures into new market segments, and f) actively targets new customer groups ($\alpha=.81$). Regarding the six items that measure exploitation strategy: a) commits to improve quality and lower cost, b) continuously improves the reliability of its products and services, c) increases the levels of automation in its operations, d) constantly surveys existing customers’ satisfaction, e) fine-tunes what it offers to keep its current customers satisfied, and f) penetrates more deeply into its existing customer base ($\alpha=.76$). Finally, I measured ambidexterity as the sum of all 12 items ($\alpha=.87$).

Control variables. I controlled for variables that could have an impact on the relationships in this study. If not controlled, they could create bias and artificially inflate the results in my study. Because a majority of the leaders shared ownership with other family members, I controlled for ownership with family using an indicator variable depicting whether or not the leader was the sole owner. Because a minority of the respondents were only managers and not owners, I controlled for position. Because one response was not based in the U.S., I

controlled for country. Also, because about a third of the firms still have some parental involvement, it was possible that some of the effects that I find could be the result of direct parental influence, and not through the current generation's leadership. Thus, I controlled for parental involvement using an indicator variable depicting whether or not the parents were still involved. Finally, firm size (i.e., number of full-time employees) was controlled because large firms are more bureaucratic, and the impact of the leader's personality is likely to have smaller effects in large firms.

Results

Table 7 shows the descriptive statistics and correlations for the study variables. In order to test my model, it was necessary for me to analyze my data using my final matched successor-employee sample. The measurement model was tested in LISREL 8.8, and all of the hypotheses tests were conducted via SPSS 21.0 statistical software. I analyzed the matched dyad data (N=52) using mediation regression analysis via the PROCESS macro (Hayes, 2013). I addressed three cases with missing data using mean substitution. I used mean substitution in order to preserve degrees of freedom because the amount of missing data was minimal. In order to assess mediation, I tested the significance of the mediating effect with bootstrapping and 95% confidence intervals. Bootstrapping repeatedly resamples the data and calculates the indirect effect for each sampling. After bootstrapping, the results are not sample specific, and they do not violate the assumption of normality, which is a problem with the Sobel test. I resampled 10,000 times with bootstrapping, and the end result was an estimate of the indirect effect and confidence intervals. If the confidence interval contained 0, then the indirect effect was not significant. Additionally, I used one-tailed tests because my hypotheses are directional and based on prior theory development (Cohen, 1988).

Table 7

Means, Standard Deviations, and Intercorrelations

Variable	Mean	Std Dev	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. Country	0.98	0.14																			
2. Firm size	324.09	1003.41	0.04																		
3. Own with family	0.74	0.45	-0.08	-0.01																	
4. Ownership position	0.94	0.23	-0.04	0.06	-0.20																
5. Parent involvement	0.31	0.47	0.09	0.21	0.39**	-0.19															
6. Authoritative	3.77	0.79	-0.09	0.05	0.15	0.09	0.25*														
7. Authoritarian	3.46	0.85	0.08	0.11	-0.01	0.20	0.23	0.16													
8. Indulgent Permissive	2.81	0.96	-0.18	0.12	0.28*	0.15	0.12	0.41***	0.03												
9. Psychological well-being	4.25	0.59	0.12	-0.07	-0.05	0.09	-0.00	0.46***	0.00	0.09											
10. Impostor phenomenon	2.59	0.91	-0.09	0.24*	0.01	-0.04	0.25*	-0.25*	0.19	0.13	-0.47***										
11. Entitlement	3.08	0.87	-0.02	0.05	0.11	0.15	0.12	0.39**	0.35**	0.56***	0.14	0.02									
12. Transformational leadership	4.00	0.49	0.05	0.04	0.01	0.20	-0.01	0.47***	0.08	-0.03	0.80***	-0.33**	0.16								
13. Commitment_mean	3.58	0.41	0.07	0.09	-0.22	0.09	-0.28*	0.01	-0.28*	-0.24*	0.37**	-0.36**	-0.24*	0.34**							
14. Organizational citizenship behavior_mean	3.21	0.77	0.08	0.17	0.15	-0.06	0.18	0.38**	-0.10	0.36**	0.34**	-0.10	0.11	0.28*	0.04						
15. Deviance mean	1.51	0.86	0.01	0.28*	0.14	0.13	0.21	0.09	0.26*	0.40**	-0.07	0.46***	0.40**	-0.05	-0.20	0.35**					
16. Turnover mean	1.90	0.75	-0.13	0.27*	0.10	0.08	0.19	-0.05	0.20	0.38**	-0.24*	0.44***	0.39**	-0.14	-0.54***	0.17	0.63***				
17. Ambidexterity_mean	7.74	1.13	0.03	0.01	-0.05	0.24*	-0.02	0.37**	-0.05	0.48***	0.46***	-0.04	0.37**	0.41***	0.13	0.36**	0.15	0.06			
18. Exploitation mean	3.92	0.56	0.06	0.02	-0.11	0.24*	-0.12	0.24*	-0.06	0.38**	0.47***	-0.02	0.29*	0.46***	0.16	0.33**	0.16	0.05	0.93***		
19. Exploration mean	3.83	0.64	0.00	-0.01	-0.02	0.22	0.06	0.46***	-0.02	0.49***	0.44***	-0.08	0.35**	0.33**	0.11	0.34**	0.12	0.05	0.95***	0.78***	

N=52

Notes: Mean-level variables (i.e., organizational citizenship behavior, turnover, commitment, deviance, exploration, exploitation, and ambidexterity) have been aggregated.

Categorical variables are country (1=U.S., 0=non-U.S.), own with family (1=yes, 0=no), ownership position (1=yes, 0=no), and parent involvement (1=yes, 0=no).

*(p<.05); **(p<.01); ***(p<.001)

Prior to conducting regression analysis, I aggregated the employee responses to the firm-level, and prior to aggregation, I calculated the average intraclass correlation (2), or ICC (2), and the intraclass correlation (1), or ICC (1), to assess the interrater reliability among employees within the same family firms. ICC (2) provides a reliability estimate of the higher level unit's group means within a sample (Woehr, Loignon, Schmidt, Loughry, and Ohland, 2015). ICC (1) indicates the degree to which any member of the unit can serve as a reliable estimate of the aggregated variable (Woehr et al., 2015). The mean ICC (2) values for my employee-level variables all exceeded the 0.66 average threshold value of other studies (Woehher et al., 2015) (OCB=0.94, Turnover=0.92, Commitment=0.72, Deviance=0.99, Exploration=0.79, and Exploitation=0.72). The ICC (1) values for my employee-level variables also exceeded the 0.21 average threshold value of other studies (Woehr et al., 2015) (OCB=0.59, Turnover=0.39, Commitment=0.40, Deviance=0.82, Exploration=0.72, and Exploitation=0.45). Thus, aggregation is justified. It makes sense to aggregate exploration and exploitation because these variables measure items at the firm level. The other variables, after aggregation, theoretically become collective measures of group attitudes toward the organization. Although I acknowledge that these variables measure individual behaviors, they have also been considered in the literature at the group level (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012; Gardner, Wright, & Moynihan, 2011; Trevor & Nyberg, 2008; Brown & Trevino, 2006).

Measurement model. I ran a measurement model with all of the model variables. The fit could be improved ($\chi^2 = 5730.35$, $df = 4564$, CFI = .75, NNFI= .74, RMSEA=.07, $p < .05$). See Figure 3 for the completely standardized factor loadings. With the exception of the fourth turnover item and the fifth, sixth, and seventh commitment items, all of the items had significant loadings ($t > 1.64$).

Figure 3

Factor Loadings

	Ind	Ative	Arian	Lead	Pwb	Imp	Ent	Ocb	Turn
	-----	-----	-----	-----	-----	-----	-----	-----	-----
IND2_1	0.51	--	--	--	--	--	--	--	--
IND3_1	0.78	--	--	--	--	--	--	--	--
IND4_1	0.81	--	--	--	--	--	--	--	--
ATIVE2_1	--	0.79	--	--	--	--	--	--	--
ATIVE3_1	--	0.83	--	--	--	--	--	--	--
ATIVE5_1	--	0.88	--	--	--	--	--	--	--
ATIVE6_1	--	0.71	--	--	--	--	--	--	--
ARIAN3_1	--	--	0.66	--	--	--	--	--	--
ARIAN4_1	--	--	0.88	--	--	--	--	--	--
ARIAN5_1	--	--	0.61	--	--	--	--	--	--
LEAD1_1	--	--	--	0.77	--	--	--	--	--
LEAD8_1	--	--	--	0.58	--	--	--	--	--
LEAD15_1	--	--	--	0.88	--	--	--	--	--
LEAD2_1	--	--	--	0.27	--	--	--	--	--
LEAD9_1	--	--	--	0.7	--	--	--	--	--
LEAD16_1	--	--	--	0.85	--	--	--	--	--
LEAD3_1	--	--	--	0.67	--	--	--	--	--
LEAD10_1	--	--	--	0.65	--	--	--	--	--
LEAD17_1	--	--	--	0.7	--	--	--	--	--
LEAD4_1	--	--	--	0.53	--	--	--	--	--
LEAD11_1	--	--	--	0.6	--	--	--	--	--
LEAD18_1	--	--	--	0.57	--	--	--	--	--
PWB1_1	--	--	--	--	0.8	--	--	--	--
PWB2_1	--	--	--	--	0.82	--	--	--	--
PWB3_1	--	--	--	--	0.82	--	--	--	--

PWB4_1	--	--	--	--	0.82	--	--	--	--
PWB5_1	--	--	--	--	0.76	--	--	--	--
PWB6_1	--	--	--	--	0.79	--	--	--	--
PWB7_1	--	--	--	--	0.75	--	--	--	--
PWB8_1	--	--	--	--	0.76	--	--	--	--
IMP1_1	--	--	--	--	--	0.85	--	--	--
IMP2_1	--	--	--	--	--	0.9	--	--	--
IMP3_1	--	--	--	--	--	0.67	--	--	--
IMP4_1	--	--	--	--	--	0.92	--	--	--
IMP5_1	--	--	--	--	--	0.84	--	--	--
IMP6_1	--	--	--	--	--	0.66	--	--	--
ENT1_1	--	--	--	--	--	--	0.72	--	--
ENT2_1	--	--	--	--	--	--	0.8	--	--
ENT3_1	--	--	--	--	--	--	0.73	--	--
ENT4_1	--	--	--	--	--	--	0.81	--	--
ENT5R_1	--	--	--	--	--	--	0.43	--	--
ENT6_1	--	--	--	--	--	--	0.87	--	--
ENT7_1	--	--	--	--	--	--	0.92	--	--
ENT8_1	--	--	--	--	--	--	0.76	--	--
ENT9_1	--	--	--	--	--	--	0.74	--	--
OCB1_1	--	--	--	--	--	--	--	0.77	--
OCB2_1	--	--	--	--	--	--	--	0.82	--
OCB3_1	--	--	--	--	--	--	--	0.76	--
OCB4_1	--	--	--	--	--	--	--	0.7	--
OCB5_1	--	--	--	--	--	--	--	0.74	--
OCB6_1	--	--	--	--	--	--	--	0.69	--
OCB7_1	--	--	--	--	--	--	--	0.77	--
OCB8_1	--	--	--	--	--	--	--	0.4	--
OCB9_1	--	--	--	--	--	--	--	0.71	--
OCB10_1	--	--	--	--	--	--	--	0.49	--
TURN1_1	--	--	--	--	--	--	--	--	0.96

TURN2_1	--	--	--	--	--	--	--	--	0.79
TURN3_1	--	--	--	--	--	--	--	--	0.92
TURN4R_1	--	--	--	--	--	--	--	--	0.18
TURN5_1	--	--	--	--	--	--	--	--	0.71

	Comm	Dev	Expre	Explt	Ambid				
	-----	-----	-----	-----	-----				
COMM1R_1	0.88	--	--	--	--	--	--	--	--
COMM2R_1	0.86	--	--	--	--	--	--	--	--
COMM3_1	0.28	--	--	--	--	--	--	--	--
COMM4R_1	0.89	--	--	--	--	--	--	--	--
COMM5_1	0.16	--	--	--	--	--	--	--	--
COMM6_1	0.09	--	--	--	--	--	--	--	--
COMM7_1	-0.05	--	--	--	--	--	--	--	--
COMM8R_1	0.49	--	--	--	--	--	--	--	--
DEV1_1	--	0.94	--	--	--	--	--	--	--
DEV2_1	--	0.79	--	--	--	--	--	--	--
DEV3_1	--	0.93	--	--	--	--	--	--	--
DEV4_1	--	0.75	--	--	--	--	--	--	--
DEV5_1	--	0.83	--	--	--	--	--	--	--
DEV6_1	--	0.9	--	--	--	--	--	--	--
DEV7_1	--	0.93	--	--	--	--	--	--	--
DEV8_1	--	0.93	--	--	--	--	--	--	--
DEV9_1	--	0.92	--	--	--	--	--	--	--
DEV10_1	--	0.96	--	--	--	--	--	--	--
DEV11_1	--	0.89	--	--	--	--	--	--	--
DEV12_1	--	0.91	--	--	--	--	--	--	--
EXPRE1_1	--	--	0.73	--	--	--	--	--	--
EXPRE2_1	--	--	0.82	--	--	--	--	--	--
EXPRE3_1	--	--	0.63	--	--	--	--	--	--
EXPRE4_1	--	--	0.48	--	--	--	--	--	--

EXPRES5_1	--	--	0.81	--	--	--	--	--	--
EXPRES6_1	--	--	0.59	--	--	--	--	--	--
EXPLT1_1	--	--	--	0.58	--	--	--	--	--
EXPLT2_1	--	--	--	0.69	--	--	--	--	--
EXPLT3_1	--	--	--	0.66	--	--	--	--	--
EXPLT4_1	--	--	--	0.55	--	--	--	--	--
EXPLT5_1	--	--	--	0.66	--	--	--	--	--
EXPLT6_1	--	--	--	0.47	--	--	--	--	--
AMBID1_1	--	--	--	--	0.77	--	--	--	--
AMBID2_1	--	--	--	--	0.86	--	--	--	--
AMBID3_1	--	--	--	--	0.76	--	--	--	--
AMBID4_1	--	--	--	--	0.68	--	--	--	--
AMBID5_1	--	--	--	--	0.84	--	--	--	--
AMBID6_1	--	--	--	--	0.65	--	--	--	--

Hypotheses tests. See Table 8 and Figure 4 for the regression results.

Hypothesis 1 predicted a positive relationship between Authoritative predecessor parenting and successor psychological well-being in a family-owned firm. The regression results show that Authoritative parenting and successor psychological well-being are significantly and positively related ($\beta = .38, p < .001$), supporting Hypothesis 1.

Hypothesis 2 predicted a positive relationship between Authoritarian predecessor parenting and successor impostor phenomenon in a family-owned firm. The regression results show that Authoritarian parenting and successor impostor phenomenon are not significantly related ($\beta = .15, ns$). Thus, Hypothesis 2 is not supported.

Hypothesis 3 predicted a positive relationship between Indulgent Permissive predecessor parenting and successor entitlement in a family-owned firm. The regression results show that Indulgent Permissive parenting and successor entitlement are significantly and positively related ($\beta = .52, p < .001$), supporting Hypothesis 3.

Hypothesis 4a predicted that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and successor transformational leadership. The indirect effect of Authoritative predecessor parenting on successor transformational leadership via psychological well-being was .24 (bootstrap 95% confidence intervals [.07, .47]). The confidence interval did not contain 0, providing support for mediation and Hypothesis 4a.

Table 8

Regression Results

The Impact of Predecessor Parenting Styles on Successor Personality

	Psychological Well-Being	Impostor Phenomenon	Entitlement
Country	0.74	-0.91	0.43
	<i>0.55</i>	<i>0.92</i>	<i>0.78</i>
Firm Size	0	0	0
	<i>0</i>	<i>0</i>	<i>0</i>
Ownership with Family	-0.09	-0.19	-0.13
	<i>0.19</i>	<i>0.31</i>	<i>0.27</i>
Position	0.06	-0.22	0.28
	<i>0.33</i>	<i>0.57</i>	<i>0.47</i>
Parent Involvement	-0.13	0.43	0.19
	<i>0.19</i>	<i>0.32</i>	<i>0.26</i>
Independent Variables:			
Authoritative	0.38***		

	<i>0.10</i>		
Authoritarian		0.15	
		<i>0.16</i>	
Indulgent Permissive			0.52***
			<i>0.12</i>
<hr/>	<hr/>	<hr/>	<hr/>
R ²	0.27	0.14	0.34
<hr/>	<hr/>	<hr/>	<hr/>

N=52

Notes: Unstandardized results are reported.

Standard errors are reported in italics.

*p<.05, **p<.01, ***p<.001

Table 8 (continued)

The Impact of Predecessor Parenting Styles and Successor Personality on Succession Outcomes

	Leadership	Commitment	OCB	Deviance	Turnover	Ambidexterity
Country	-0.08	0.06	0.36	0.13	-0.71	0.11
	<i>0.31</i>	<i>0.4</i>	<i>0.76</i>	<i>0.9</i>	<i>0.77</i>	<i>1.08</i>
Firm Size	0	0	0	0	0	0
	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Ownership with Family	0.08	-0.07	0.18	0.2	0.07	-0.02
	<i>0.1</i>	<i>0.13</i>	<i>0.25</i>	<i>0.3</i>	<i>0.25</i>	<i>0.36</i>
Ownership Position	0.25	-0.03	-0.28	0.6	0.39	0.87
	<i>0.19</i>	<i>0.24</i>	<i>0.45</i>	<i>0.53</i>	<i>0.46</i>	<i>0.64</i>
Parent Involvement	-0.06	-0.23*	0.03	0.25	0.28	-0.08
	<i>0.11</i>	<i>0.13</i>	<i>0.26</i>	<i>0.3</i>	<i>0.26</i>	<i>0.37</i>
Independent: Authoritative	0.07	-0.06	0.24	0.06	-0.04	0.29
	<i>0.06</i>	<i>0.08</i>	<i>0.16</i>	<i>0.18</i>	<i>0.16</i>	<i>0.22</i>
Mediator: Well-being	0.62***	0.29**	0.32	-0.13	-0.25	0.68**
	<i>0.08</i>	<i>0.1</i>	<i>0.2</i>	<i>0.24</i>	<i>0.2</i>	<i>0.29</i>
Indirect Effect	0.24	0.11	0.12	-0.05	-0.09	0.26
Bootstrap CI	(0.07, 0.47)	(0.02, 0.36)	(-0.04, 0.54)	(-0.45, 0.09)	(-0.40, 0.03)	(-0.01, 0.88)
R ²	0.68	0.26	0.24	0.14	0.17	0.28

Table 8 (continued)

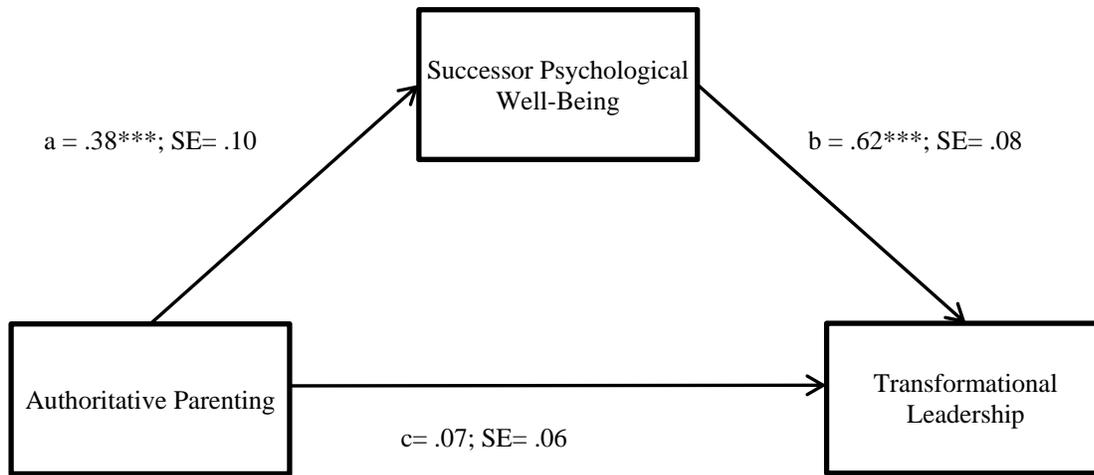
	Leadership	Commitment	OCB	Deviance	Turnover	Exploitation
Country	0.02 <i>0.5</i>	0.15 <i>0.39</i>	0.31 <i>0.81</i>	0.31 <i>0.8</i>	-0.58 <i>0.72</i>	0.35 <i>0.6</i>
Firm Size	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>
Ownership with Family	0.03 <i>0.17</i>	-0.14 <i>0.13</i>	0.15 <i>0.27</i>	0.31 <i>0.27</i>	0.16 <i>0.24</i>	-0.04 <i>0.2</i>
Ownership Position	0.37 <i>0.3</i>	0.1 <i>0.24</i>	0.01 <i>0.5</i>	0.5 <i>0.49</i>	0.25 <i>0.44</i>	0.59 <i>0.37</i>
Parent Involvement	0.07 <i>0.17</i>	-0.11 <i>0.13</i>	0.29 <i>0.28</i>	0 <i>0.28</i>	0.04 <i>0.25</i>	-0.07 <i>0.21</i>
Independent: Authoritarian	0.05 <i>0.09</i>	-0.11* <i>0.07</i>	-0.13 <i>0.14</i>	0.14 <i>0.14</i>	0.09 <i>0.12</i>	-0.08 <i>0.1</i>
Mediator: Impostor	-0.20** <i>0.08</i>	-0.15** <i>0.06</i>	-0.14 <i>0.13</i>	0.38** <i>0.13</i>	0.30** <i>0.12</i>	0.02 <i>0.1</i>
Indirect Effect	-0.03	-0.02	-0.02	0.06	0.04	0
Bootstrap CI	(-0.12, 0.03)	(-0.08, 0.03)	(-0.18, 0.03)	(-0.05, 0.31)	(-0.05, 0.21)	(-0.04, 0.09)
R ²	0.17	0.28	0.11	0.31	0.26	0.08

Table 8 (continued)

	Leadership	Commitment	OCB	Deviance	Turnover	Exploration
Country	0.1 <i>0.52</i>	0.18 <i>0.42</i>	0.76 <i>0.78</i>	0.26 <i>0.81</i>	-0.63 <i>0.72</i>	0.35 <i>0.59</i>
Firm Size	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>	0 <i>0</i>
Ownership with Family	0.11 <i>0.18</i>	-0.05 <i>0.14</i>	0 <i>0.27</i>	0.05 <i>0.28</i>	-0.05 <i>0.25</i>	-0.24 <i>0.2</i>
Ownership Position	0.43 <i>0.32</i>	0.11 <i>0.25</i>	-0.3 <i>0.47</i>	0.27 <i>0.49</i>	0.02 <i>0.44</i>	0.34 <i>0.36</i>
Parent Involvement	-0.03 <i>0.17</i>	-0.23 <i>0.14</i>	0.15 <i>0.26</i>	0.2 <i>0.27</i>	0.18 <i>0.24</i>	0.14 <i>0.2</i>
Independent: Indulgent Permissive	-0.12 <i>0.1</i>	-0.06 <i>0.08</i>	0.37** <i>0.14</i>	0.18 <i>0.15</i>	0.14 <i>0.13</i>	0.33** <i>0.11</i>
Mediator: Entitlement	0.14 <i>0.1</i>	-0.07 <i>0.08</i>	-0.13 <i>0.15</i>	0.25 <i>0.16</i>	0.23* <i>0.14</i>	0.05 <i>0.11</i>
Indirect Effect	0.07	-0.03	-0.07	0.13	0.12	0.03
Bootstrap CI	(-0.03, 0.19)	(-0.14, 0.06)	(-0.30, 0.11)	(-0.01, 0.37)	(-0.06, 0.31)	(-0.09, 0.16)
R ²	0.09	0.17	0.2	0.28	0.27	0.31

Figure 4

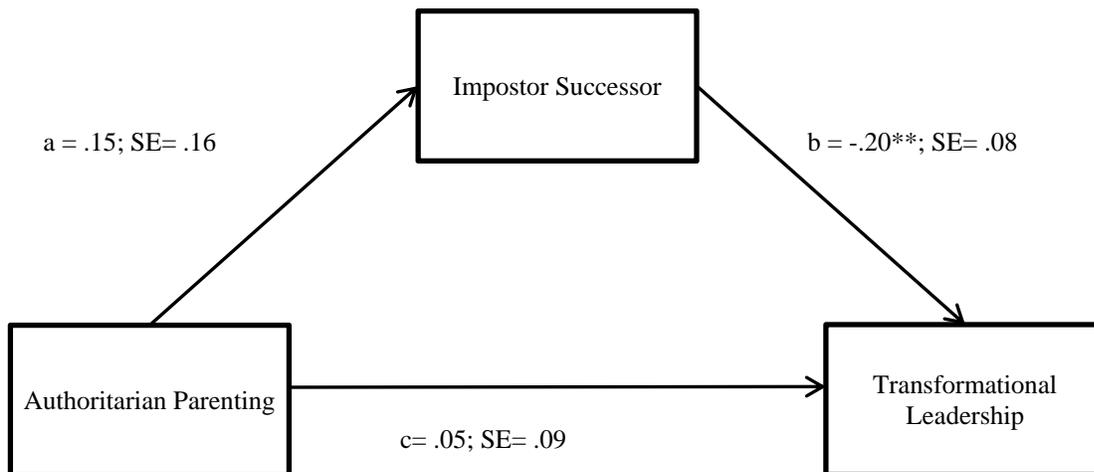
Mediating effects

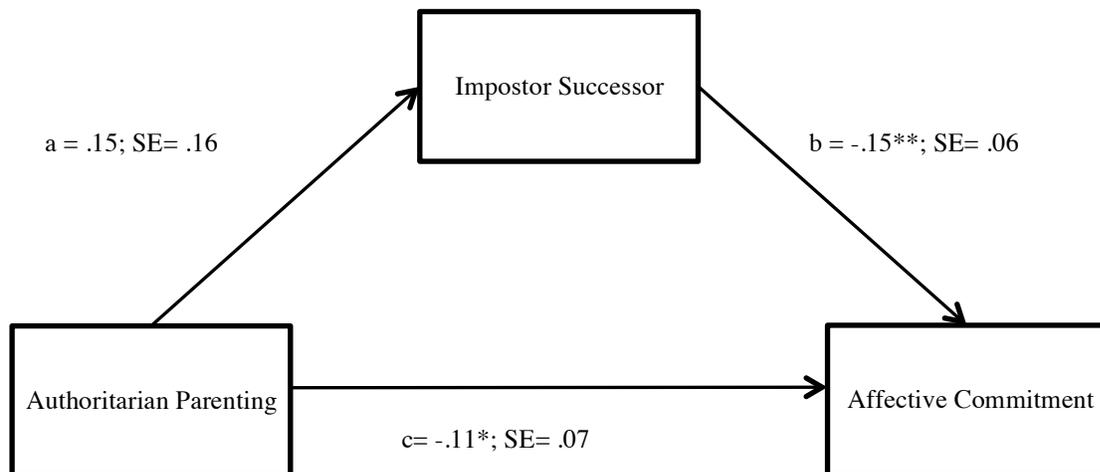
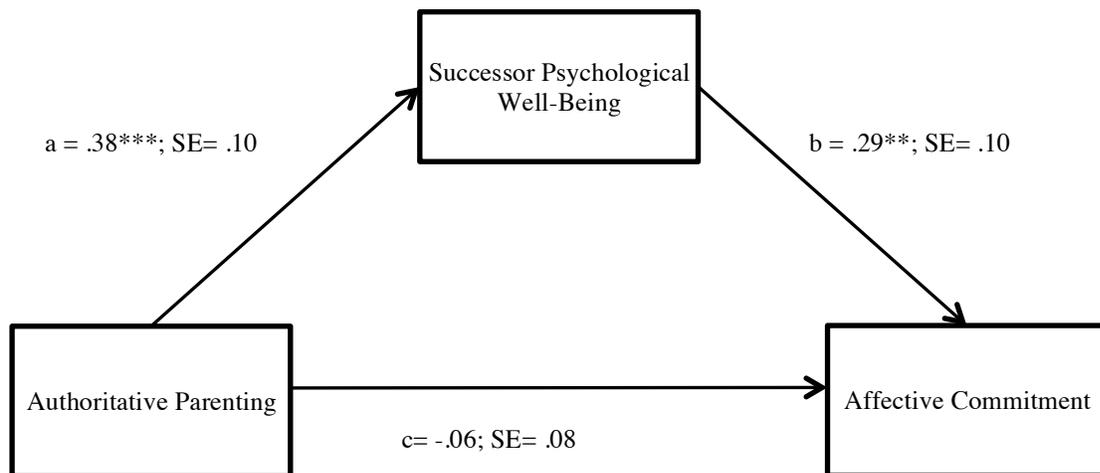
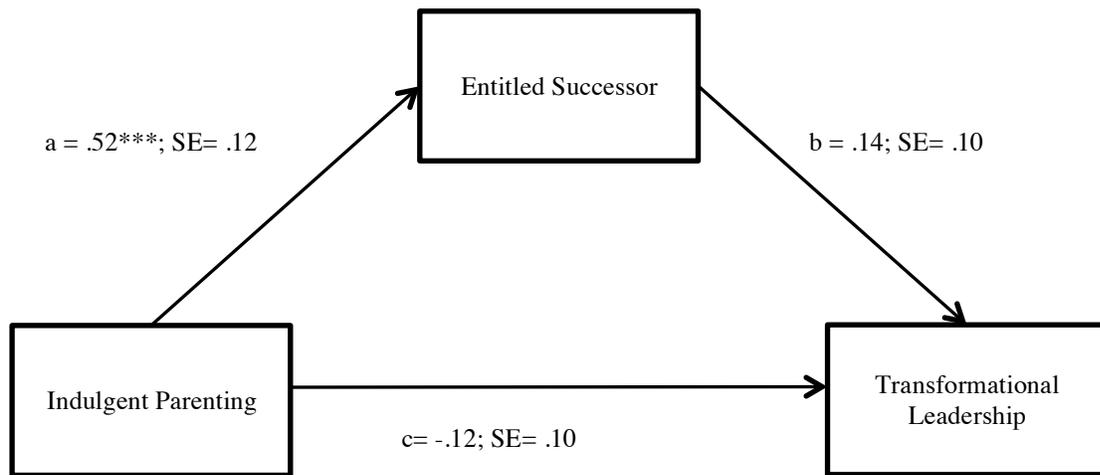


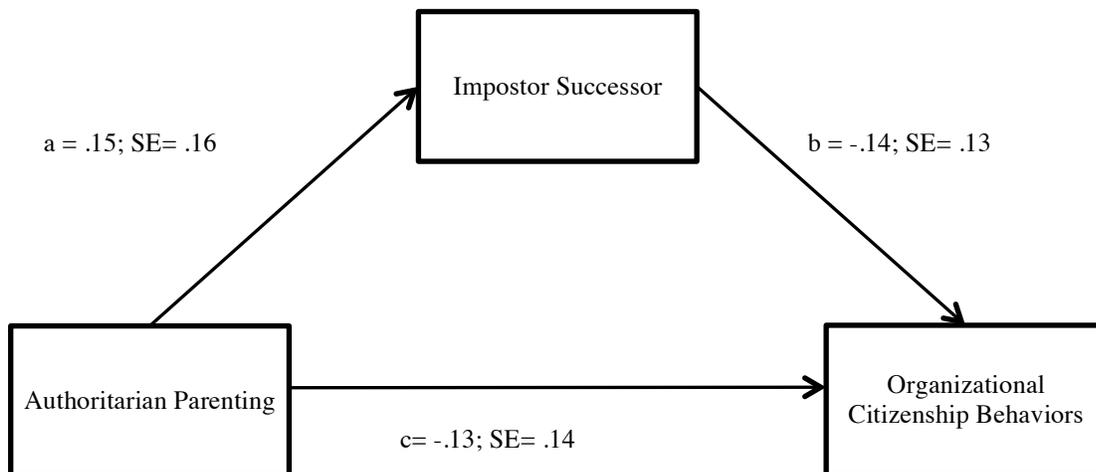
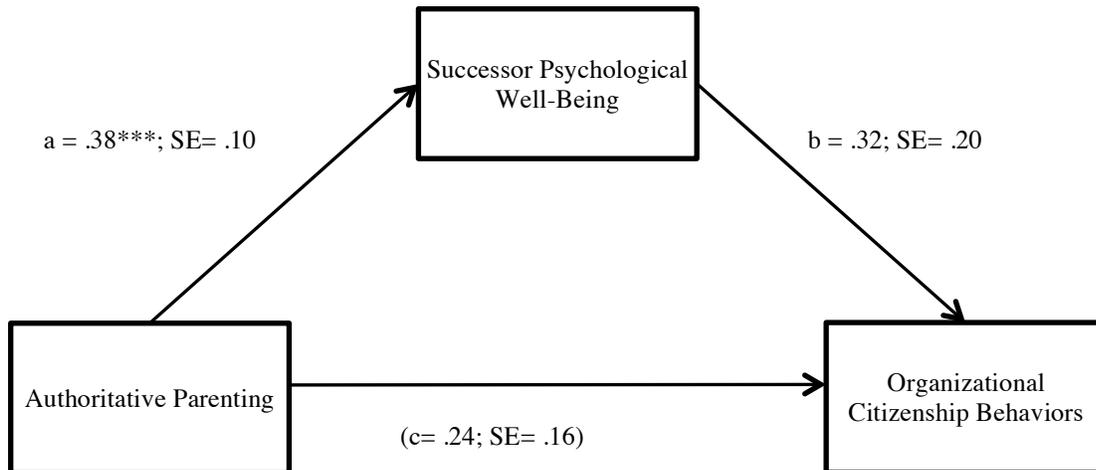
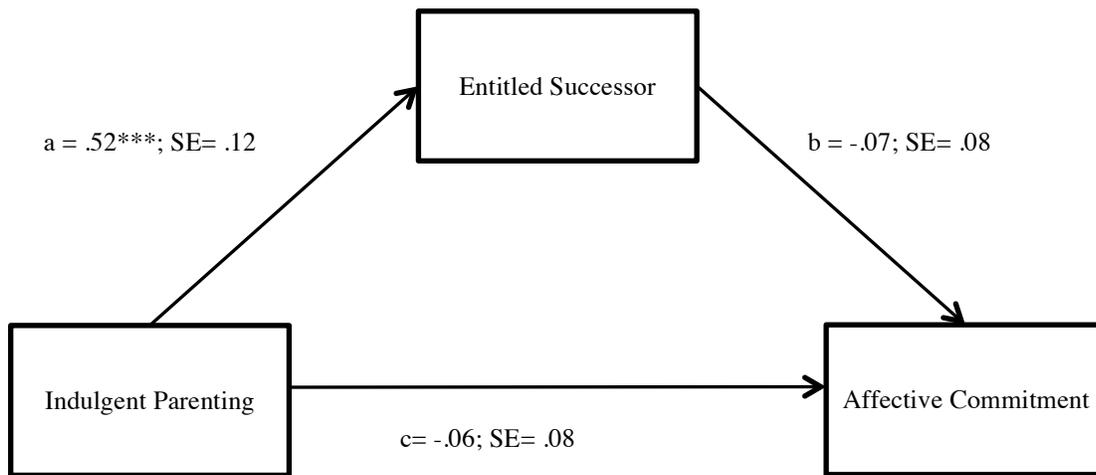
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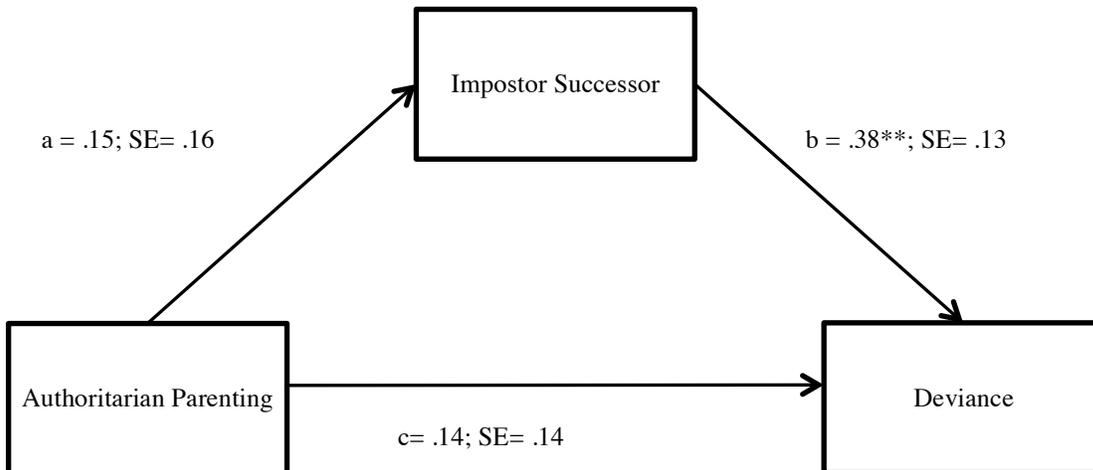
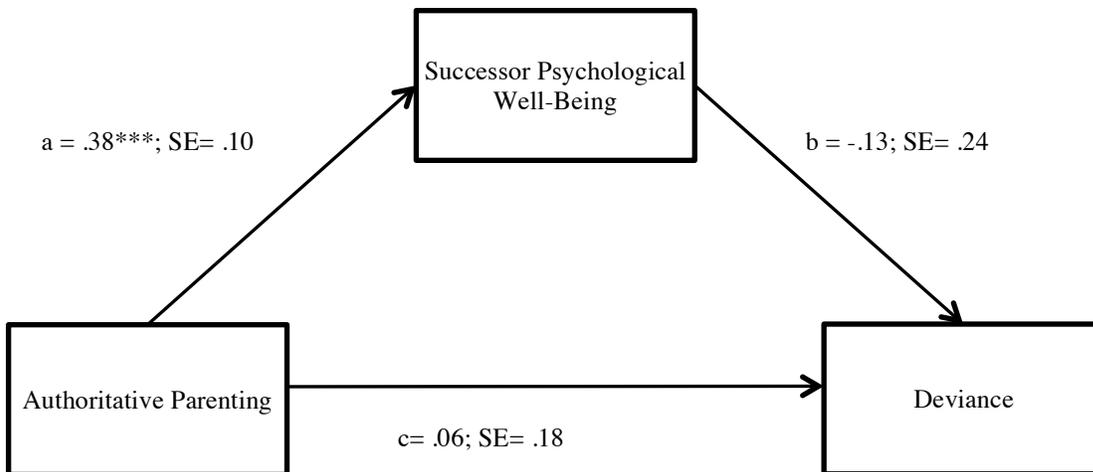
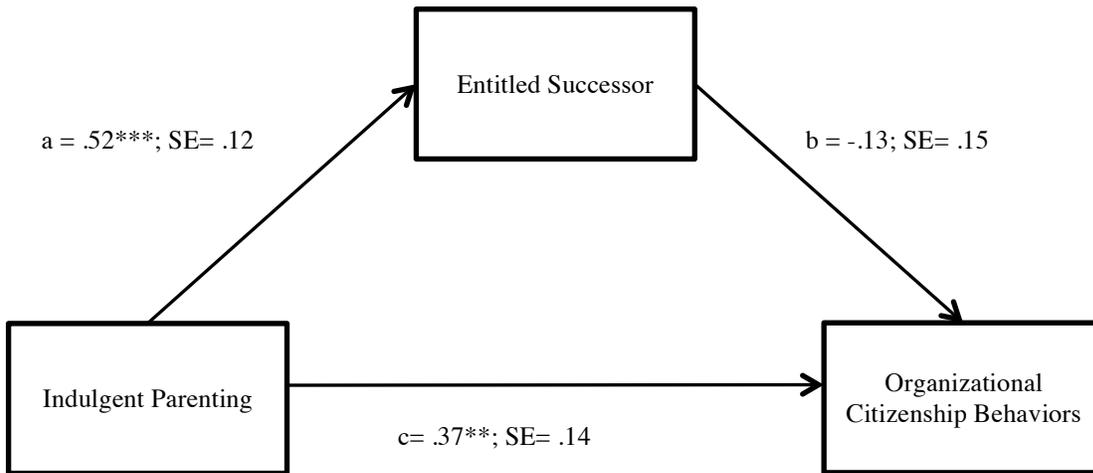
Note: Country, firm size, ownership, position, and parental involvement were included as covariates but are not represented here.

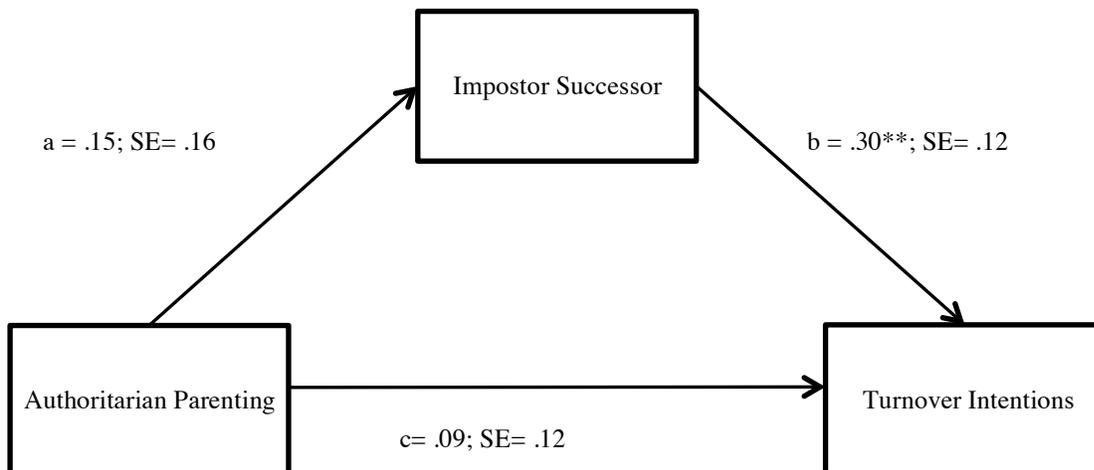
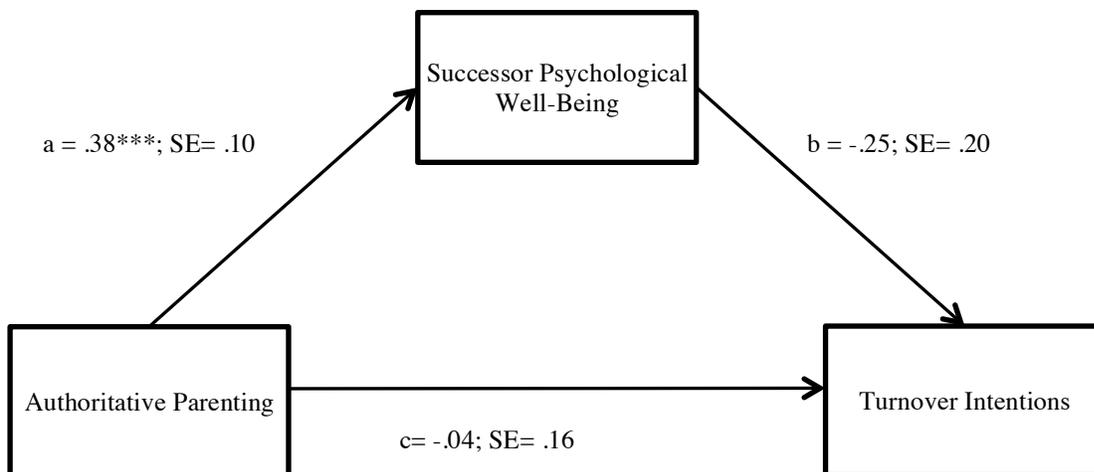
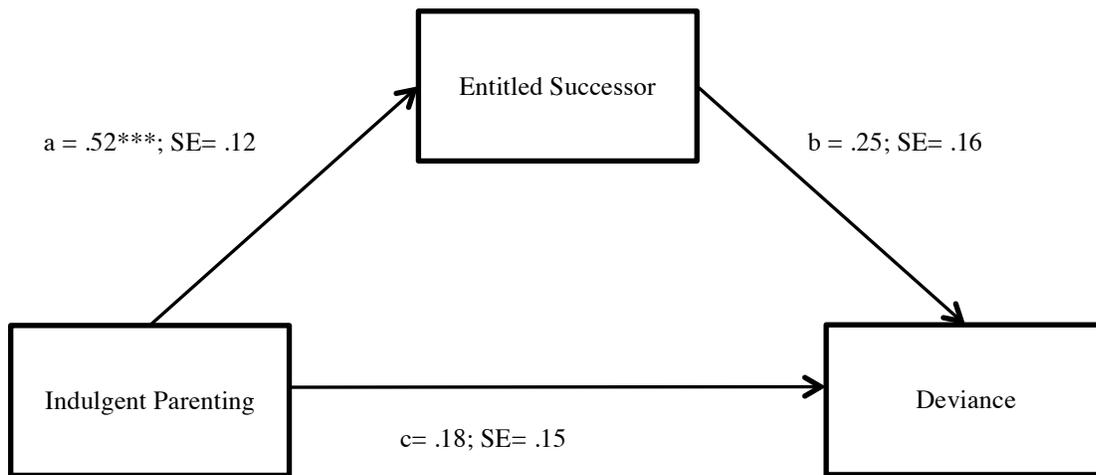
* $p < .05$, ** $p < .01$, *** $p < .001$

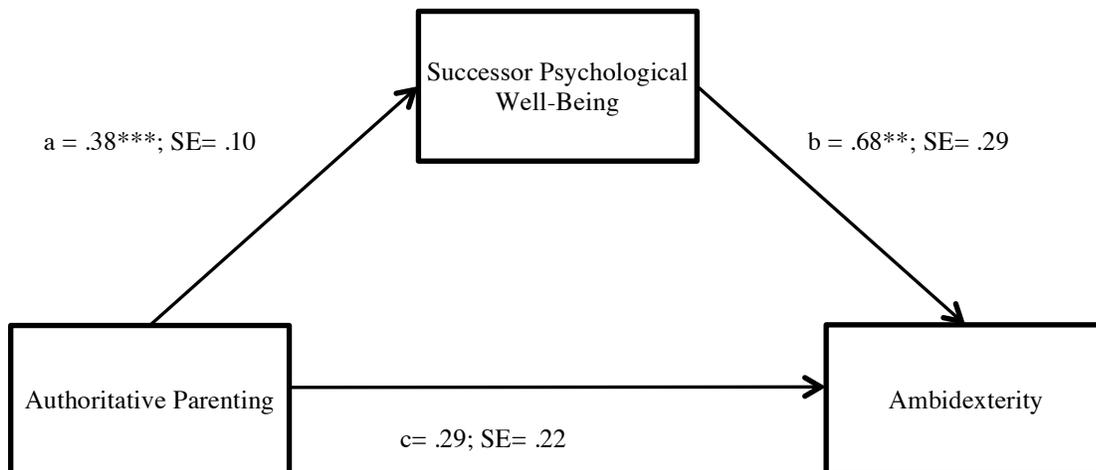
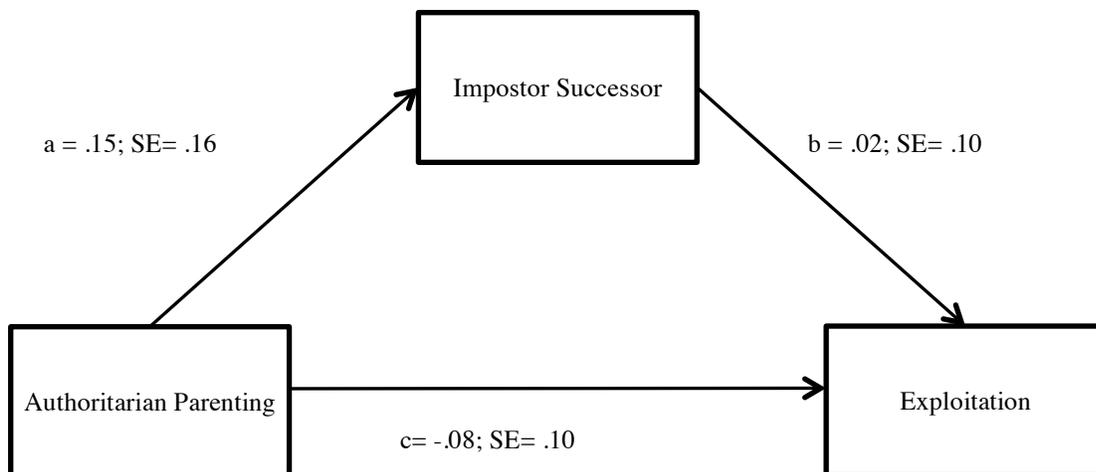
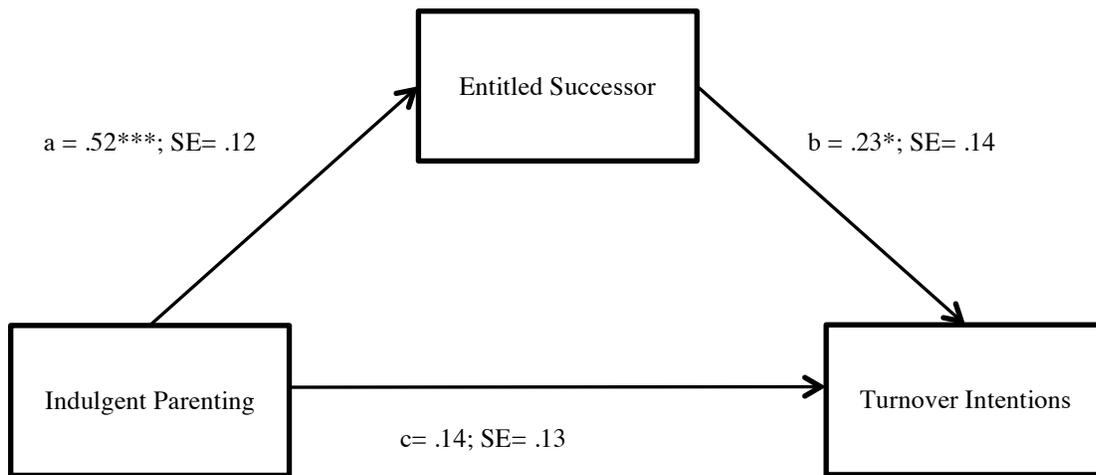


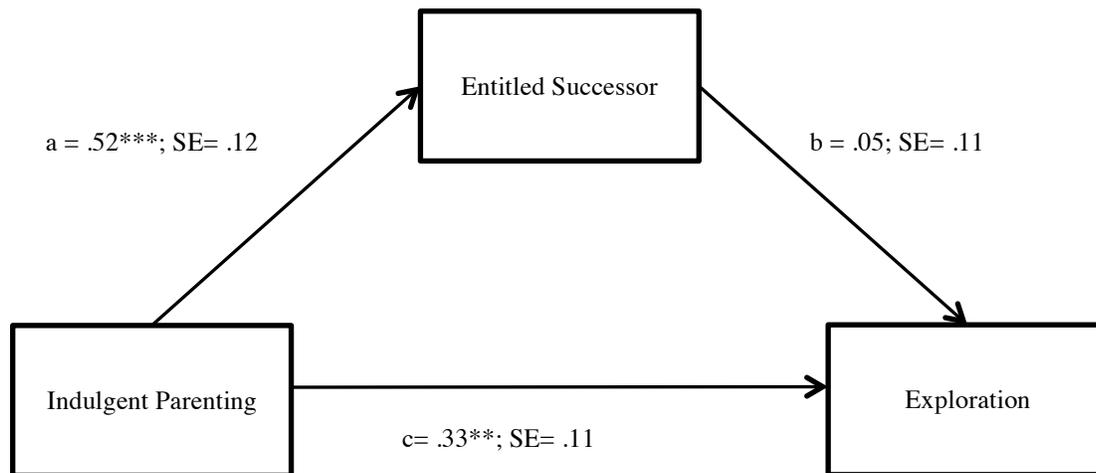












Hypothesis 4b predicted that successor impostor phenomenon mediates the relationship between Authoritarian predecessor parenting and successor transformational leadership. The indirect effect of Authoritarian predecessor parenting on successor transformational leadership via successor impostor phenomenon was $-.03$ (bootstrap 95% confidence intervals $[-.12, .03]$). The confidence interval contained 0, thus, mediation and Hypothesis 4b are not supported.

Hypothesis 4c predicted that successor entitlement mediates the relationship between Indulgent Permissive predecessor parenting and successor transformational leadership. The indirect effect of Indulgent Permissive predecessor parenting on successor transformational leadership via successor entitlement was $.07$ (bootstrap 95% confidence intervals $[-.03, .19]$). Hypothesis 4c was not supported because the confidence interval contained 0.

Hypothesis 5a predicted that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and employee affective commitment. The indirect effect of Authoritative predecessor parenting on employee affective commitment via psychological well-being was $.11$ (bootstrap 95% confidence intervals $[.02, .36]$). The

confidence interval did not contain 0, thus, this provides support for mediation and Hypothesis 5a.

Hypothesis 5b predicted that successor impostor phenomenon mediates the relationship between Authoritarian predecessor parenting and employee affective commitment. The indirect effect of Authoritarian predecessor parenting on employee affective commitment via successor impostor phenomenon was $-.02$ (bootstrap 95% confidence intervals $[-.08, .03]$). The confidence interval contained 0, thus, mediation and Hypothesis 5b are not supported.

Hypothesis 5c predicted that successor entitlement mediates the relationship between Indulgent Permissive predecessor parenting and employee affective commitment. The indirect effect of Indulgent Permissive predecessor parenting on employee affective commitment via successor entitlement was $-.03$ (bootstrap 95% confidence intervals $[-.14, .06]$). The confidence interval contained 0, thus, mediation and Hypothesis 5c are not supported.

Hypothesis 6a predicted that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and employee organizational citizenship behaviors (OCBs). The indirect effect of Authoritative predecessor parenting on employee OCBs via psychological well-being was $.12$ (bootstrap 95% confidence intervals $[-.04, .54]$). The confidence interval did contain 0, thus, this does not provide support for mediation and Hypothesis 6a.

Hypothesis 6b predicted that successor impostor phenomenon mediates the relationship between Authoritarian predecessor parenting and employee OCBs. The indirect effect of Authoritarian predecessor parenting on employee OCBs via successor impostor phenomenon was $-.02$ (bootstrap 95% confidence intervals $[-.18, .03]$). The confidence interval contained 0, thus, mediation and Hypothesis 6b are not supported.

Hypothesis 6c predicted that successor entitlement mediates the relationship between Indulgent Permissive predecessor parenting and employee OCBs. The indirect effect of Indulgent Permissive predecessor parenting on employee OCBs via successor entitlement was -.07 (bootstrap 95% confidence intervals [-.30, .11]). The confidence interval contained 0, thus, mediation and Hypothesis 6c are not supported.

Hypothesis 7a predicted that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and employee deviance. The indirect effect of Authoritative predecessor parenting on employee deviance via psychological well-being was -.05 (bootstrap 95% confidence intervals [-.45, .09]). The confidence interval did contain 0, thus, this does not provide support for mediation and Hypothesis 7a.

Hypothesis 7b predicted that successor impostor phenomenon mediates the relationship between Authoritarian predecessor parenting and employee deviance. The indirect effect of Authoritarian predecessor parenting on employee deviance via successor impostor phenomenon was .06 (bootstrap 95% confidence intervals [-.05, .31]). The confidence interval contained 0, thus, mediation and Hypothesis 7b are not supported.

Hypothesis 7c predicted that successor entitlement mediates the relationship between Indulgent Permissive predecessor parenting and employee deviance. The indirect effect of Indulgent Permissive predecessor parenting on employee deviance via successor entitlement was .13 (bootstrap 95% confidence intervals [-.01, .37]). The confidence interval did contain 0, thus, mediation and Hypothesis 7c are not supported.

Hypothesis 8a predicted that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and employee turnover intentions. The indirect effect of Authoritative predecessor parenting on employee turnover intentions via

psychological well-being was $-.09$ (bootstrap 95% confidence intervals $[-.40, .03]$). The confidence interval did contain 0, thus, this does not provide support for mediation and Hypothesis 8a.

Hypothesis 8b predicted that successor impostor phenomenon mediates the relationship between Authoritarian predecessor parenting and employee turnover intentions. The indirect effect of Authoritarian predecessor parenting on employee turnover intentions via successor impostor phenomenon was $.04$ (bootstrap 95% confidence intervals $[-.05, .21]$). The confidence interval contained 0, thus, mediation and Hypothesis 8b are not supported.

Hypothesis 8c predicted that successor entitlement mediates the relationship between Indulgent Permissive predecessor parenting and employee turnover intentions. The indirect effect of Indulgent Permissive predecessor parenting on employee turnover intentions via successor entitlement was $.12$ (bootstrap 95% confidence intervals $[-.06, .31]$). The confidence interval did contain 0, thus, mediation and Hypothesis 8c are not supported.

Hypothesis 9a predicted that successor impostor phenomenon mediates the relationship between Authoritarian predecessor parenting and an exploitation firm strategy. The indirect effect of Authoritarian predecessor parenting on exploitation via successor impostor phenomenon was $.00$ (bootstrap 95% confidence intervals $[-.04, .09]$). The confidence interval contained 0, thus, mediation and Hypothesis 9a are not supported.

Hypothesis 9b predicted that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and an ambidexterity firm strategy. The indirect effect of Authoritative predecessor parenting on ambidexterity via psychological well-being was $.26$ (bootstrap 95% confidence intervals $[-.01, .88]$). The confidence interval did contain 0, thus, this does not provide support for mediation and Hypothesis 9b.

Hypothesis 9c predicted that successor entitlement mediates the relationship between Indulgent Permissive predecessor parenting and an exploration firm strategy. The indirect effect of Indulgent Permissive predecessor parenting on exploration via successor entitlement was .03 (bootstrap 95% confidence intervals [-.09, .16]). The confidence interval did contain 0, thus, mediation and Hypothesis 9c are not supported.

Common method bias tests. In order to test for common method bias, I first used the Lindell and Whitney (2001) marker variable approach. The authors suggest that a marker variable (i.e., a variable that is theoretically unrelated to the study variables) be included in the data collection and a partial correlation analysis be conducted to determine the extent common method bias is present. Thus, I conducted a partial correlation analysis, using successor and employee survey role shopping (Arnold & Reynolds, 2003) marker variables (e.g., I enjoy shopping for my friends and family). These variables are theoretically unrelated to the study variables. The marker variables were significantly correlated with the other variables in my model and the correlations among the study variables changed, so it appears that common method bias might be an issue with my study.

I then conducted the Harman's single factor test. This is the most widely used test for common method bias influence in the literature (Podsakoff et al., 2003). I loaded all of the independent variables into a factor analysis and constrained the number of factors to "1." The total variance explained was 24.5%, which is less than the 50% cut-off point. Thus, while there is some evidence that common method bias might affect my results, it does not seem to be severe.

Robustness tests. I ran all of the analyses without the country control variable that filters out the non-US response and results did not change. I also used G*Power software 3.1.3 (Faul, Erdfelder, Buchner, and Lang, 2009) to conduct a post-hoc power analysis. I entered a one-tailed

test, a sample size of 52, five predictor variables (i.e., one independent, one mediator, and three control variables) to represent each mediation analysis, an effect size of 0.15 and an alpha of 0.05. This generated a power level of 0.87, which is acceptable (Cohen, 1988).

Additionally, I used another test to determine the amount of variance in my data due to common method bias. I added a common method bias (i.e., method) factor to my measurement model and uncorrelated the method factor from the substantive factors. I then conducted a chi-square difference test between the two models. The fit improved when I added the method factor, so I can again conclude that there is evidence of common method bias in my data. See Table 9 for the model comparison results.

Table 9

Model Comparison Results

	χ^2 values	df	CFI	RMSEA	$\Delta\chi^2$	Δ df
Measurement Model	5730.35	4564	.75	.07		
Method and Trait Model	5322.69	4466	.77	.06	407.66***	98

*(p<.05); **(p<.01); ***(p<.001)

I then calculated the average variance extracted (i.e., AVE) values to determine how much variance is due to each of the substantive factors and how much is due to the method factor. The AVE for the method factor was 10%. This means that only 10% of the variance in my data is due to common method bias, which is less than half the average of 25% found by Williams, Cote, and Buckley (1989).

Finally, I used Mplus 7.0 and a form of multilevel analysis to further test the mediated relationships between the Level 2 (i.e., Authoritative, Authoritarian, and Indulgent Permissive

parenting, as well as psychological well-being, entitlement, and the impostor phenomenon) and Level 1 variables (i.e., OCB, commitment, turnover, deviance, exploration, exploitation, and ambidexterity). I grouped employees by firm (N=79 employees and 52 firms) in order to acknowledge that the data are nested. The complex analysis reports robust standard errors to account for the grouping. All of the hypothesized results remained the same with the exception of the mediated relationship between Authoritative parenting and an ambidexterity firm strategy via successor psychological well-being, which became significant (indirect effect=0.30, $p < .05$) See Table 10 for the multilevel regression results.

Table 10

Multilevel Regression Results

The Impact of Predecessor Parenting Styles on Successor Personality

	Psychological Well-Being	Impostor Phenomenon	Entitlement
Country	0.74***	-0.79**	0.43*
	0.10	0.29	0.24
Firm Size	0	0**	0
	0	0	0
Ownership with Family	0	-0.19	-0.27
	0.18	0.38	0.31
Position	0.16	-0.16	0.41
	0.13	0.43	0.42
Parent Involvement	-0.04	0.40	0.41
	0.15	0.37	0.31
Independent Variables:			
Authoritative	0.40***		

	<i>0.11</i>		
Authoritarian		-0.07	
		<i>0.21</i>	
Indulgent Permissive			0.60***
			<i>0.13</i>
<hr/> R ²	0.40	0.15	0.44

N=52 firms and 79 employees

Notes: Unstandardized results are reported.

Robust standard errors are reported in italics.

*p<.05, **p<.01, ***p<.001

Table 10 (continued)

The Impact of Predecessor Parenting Styles and Successor Personality on Succession Outcomes

	Commitment	OCB	Deviance	Turnover	Ambidexterity
Country	0.26	0.33	0.05	-0.82***	-0.18
	<i>0.16</i>	<i>0.30</i>	<i>0.25</i>	<i>0.21</i>	<i>0.37</i>
Firm Size	0	0**	0**	0***	0
	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Ownership with Family	0.03	0.15	0.15	0.03	-0.22
	<i>0.14</i>	<i>0.34</i>	<i>0.19</i>	<i>0.20</i>	<i>0.32</i>
Ownership Position	-0.23	-0.24	0.63**	0.54**	0.89***
	<i>0.20</i>	<i>0.33</i>	<i>0.26</i>	<i>0.18</i>	<i>0.24</i>
Parent Involvement	-0.46*	0.25	0.56	0.54	0.19
	<i>0.22</i>	<i>0.27</i>	<i>0.40</i>	<i>0.30</i>	<i>0.34</i>
Independent: Authoritative	-0.13	0.10	0.08	-0.08	0.13
	<i>0.10</i>	<i>0.25</i>	<i>0.16</i>	<i>0.12</i>	<i>0.18</i>
Mediator: Well-being	0.45***	0.29	-0.06	-0.13	0.74**
	<i>0.16</i>	<i>0.25</i>	<i>0.22</i>	<i>0.18</i>	<i>0.31</i>
Indirect Effect	0.18*	0.12	-0.02	-0.05	0.30*
R ²	0.23	0.17	0.35	0.24	0.26

Table 10 (continued)

	Commitment	OCB	Deviance	Turnover	Exploitation
Country	0.45***	0.39*	0.22	-0.66***	0.25*
	<i>0.13</i>	<i>0.21</i>	<i>0.25</i>	<i>0.16</i>	<i>0.14</i>
Firm Size	0	0	0*	0**	0
	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Ownership with Family	-0.01	0.12	0.24	0.10	-0.13
	<i>0.16</i>	<i>0.30</i>	<i>0.22</i>	<i>0.20</i>	<i>0.17</i>
Ownership Position	-0.02	0.09	0.50*	0.37*	0.64***
	<i>0.19</i>	<i>0.38</i>	<i>0.28</i>	<i>0.21</i>	<i>0.15</i>
Parent Involvement	-0.27	0.55*	0.29	0.25	0.13
	<i>0.20</i>	<i>0.30</i>	<i>0.30</i>	<i>0.25</i>	<i>0.18</i>
Independent: Authoritarian	-0.14*	-0.18	0.20*	0.14	-0.08
	<i>0.08</i>	<i>0.14</i>	<i>0.11</i>	<i>0.08</i>	<i>0.08</i>
Mediator: Impostor Phenomenon	-0.20***	-0.10	0.40**	0.29**	0.01
	<i>0.06</i>	<i>0.13</i>	<i>0.16</i>	<i>0.11</i>	<i>0.08</i>
Indirect Effect	0.01	0.01	-0.03	-0.02	-0.00
R ²	0.23	0.14	0.48	0.31	0.08

Table 10 (continued)

	Commitment	OCB	Deviance	Turnover	Exploration
Country	0.46**	0.83***	0.23	-0.68***	0.30*
	<i>0.18</i>	<i>0.19</i>	<i>0.32</i>	<i>0.22</i>	<i>0.17</i>
Firm Size	0	0	0***	0***	0**
	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Ownership with Family	0.06	-0.04	0.08	-0.01	-0.29*
	<i>0.17</i>	<i>0.30</i>	<i>0.17</i>	<i>0.22</i>	<i>0.16</i>
Ownership Position	0.02	-0.28	0.27	0.18	0.30
	<i>0.21</i>	<i>0.33</i>	<i>0.29</i>	<i>0.22</i>	<i>0.25</i>
Parent Involvement	-0.34	0.28	0.31	0.24	0.13
	<i>0.22</i>	<i>0.26</i>	<i>0.35</i>	<i>0.26</i>	<i>0.16</i>
Independent: Indulgent Permissive	-0.05	0.40**	0.15	0.08	0.33***
	<i>0.11</i>	<i>0.14</i>	<i>0.23</i>	<i>0.17</i>	<i>0.10</i>
Mediator: Entitlement	-0.10	-0.20	0.25	0.22	0.04
	<i>0.12</i>	<i>0.17</i>	<i>0.17</i>	<i>0.18</i>	<i>0.11</i>
Indirect Effect	-0.06	-0.12	0.15	0.13	0.03
R ²	0.17	0.21	0.43	0.28	0.34

Other findings. Although many of the mediation hypotheses were not supported, these hypotheses anticipated significant paths between predecessor parenting style and key succession outcomes, and between successor personality type and succession outcomes, and many of these anticipated paths were as expected. These results can be seen in in Table 10. Regarding the Authoritative parenting mediated relationships, although successor psychological well-being was not a mediator between Authoritative parenting and ambidexterity, psychological well-being and ambidexterity were directly related ($\beta = .68, p < .01$). This relationship was expected given the findings in the literature that ambidexterity is the best firm strategy because it balances exploitation and exploration (Lubatkin et al., 2006). Thus, it makes sense that an emotionally balanced leader, in terms of psychological well-being, would choose the balanced strategy.

Regarding the Authoritarian parenting mediated relationships, I found a significant direct effect between Authoritarian parenting and employee commitment ($\beta = -.11, p < .05$). This relationship was expected given the negative child outcomes that are associated with this style of parenting (Baumrind, 1971). Although the impostor phenomenon did not mediate any of the relationships between Authoritarian parenting and key outcomes, I did find significant direct effects between the impostor phenomenon and transformational leadership ($\beta = -.20, p < .01$), employee commitment ($\beta = -.15, p < .01$), employee deviance ($\beta = .38, p < .01$), and employee turnover ($\beta = .30, p < .01$). These relationships were expected because effective leadership is negatively related to an external locus of control and neuroticism, which are both traits of impostors. The ineffective leadership then has a subsequent negative impact on the employees in the firms.

Regarding the Indulgent Permissive parenting mediated relationships, I found significant direct effects between Indulgent Permissive parenting and exploration ($\beta = .33, p < .01$) and

Indulgent Permissive parenting and employee OCBs ($\beta = .37, p < .01$). Although successor entitlement did not mediate any of the relationships between Indulgent Permissive parenting and key outcomes, I did find a significant direct effect between successor entitlement and employee turnover ($\beta = .23, p < .05$). The relationship between Indulgent Permissive parenting and exploration was expected given that parental altruism leads to deviant behaviors (Eddleston & Kidwell, 2012). The relationship between successor entitlement and employee turnover was also expected given the positive relationship between narcissism and employee turnover (Weaver & Yancey, 2010). The relationship between Indulgent Permissive parenting and OCBs was somewhat surprising. I discuss this in the next chapter with implications for future research.

Finally, although I did not generate hypotheses about Negligent Permissive parenting and successor personality, I conducted extra mediation analyses that involved a relationship between Negligent Permissive parenting and the impostor phenomenon. Although I found significant relationships between Authoritative parenting and psychological well-being, as well as Indulgent Permissive parenting and entitlement, I did not find a significant relationship between Authoritarian parenting and the impostor phenomenon. I wanted to further investigate a parenting style predictor of the impostor phenomenon. I focused on this successor personality type because it seemed likely that children from Negligent Permissive parenting might experience parentification (i.e., when the child and parent roles are reversed) (Castro, Jones, & Misralimi, 2004), which has been linked to the imposter phenomenon. The relationship between Negligent Permissive parenting and the impostor phenomenon was positive ($\beta = .30, p < .01$). The mediations were not supported. However, with the exception of the exploitation outcome, all of the indirect effects were borderline in that either the upper bound or lower bound confidence interval was 0.

CHAPTER 5

DISCUSSION AND CONCLUSION

Due to the importance of family firms throughout the world, and the important economic and social costs that result from ineffective successions, researchers have sought to understand attributes of family firm predecessors, the next generation, and relationships among potential successors, their parents, and other family members that lead to effective succession. While these studies describe important characteristics of actors and the relationships among them that affect succession outcomes, they do not yet fully describe the “family effect” on succession outcomes and performance variance among family firms. For example, Dyer (2006) noted in his review of the family firm literature that researchers need to unravel the impact of family factors that affect firm performance, and he directed future researchers to consider the types of families or family patterns that are conducive to high firm performance. I attempt to address this black box in my study by examining the impact of predecessor parenting styles on successor personality and subsequent succession outcomes including successor leadership style, employee commitment, organizational citizenship behaviors, deviance, and turnover intentions, as well as firm strategies (i.e., exploration, exploitation, and ambidexterity). My theory describes why some successors are successful and others are not, which ultimately addresses the family succession failure problem. In this chapter, I will discuss my findings, contributions, directions for future research, and the limitations of my research.

Summaries of the results are presented in Table 11 and Figure 5.

Table 11

Result Summary

H1: Authoritative predecessor parenting is positively related to successor psychological well-being in a family-owned firm. **Supported.**

H2: Authoritarian predecessor parenting is positively related to successor impostor phenomenon in a family-owned firm. **Not supported.**

H3: Indulgent Permissive predecessor parenting is positively related to successor psychological entitlement in a family-owned firm. **Supported.**

H4a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and successor transformational leadership. **Supported.**

H4b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and successor transformational leadership. **Not supported.**

H4c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and successor transformational leadership. **Not Supported.**

H5a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee affective commitment. **Supported.**

H5b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee affective commitment. **Not supported.**

H5c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive parenting style and employee affective commitment. **Not supported.**

H6a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee organizational citizenship behaviors (OCBs). **Not supported.**

H6b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee OCBs. **Not supported.**

H6c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive parenting style and employee OCBs. **Not supported.**

H7a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee deviance. **Not supported.**

H7b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee deviance. **Not supported.**

H7c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and employee deviance. **Not Supported.**

H8a: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and employee turnover intentions. **Not supported.**

H8b: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and employee turnover intentions. **Not supported.**

H8c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and employee turnover intentions. **Not supported.**

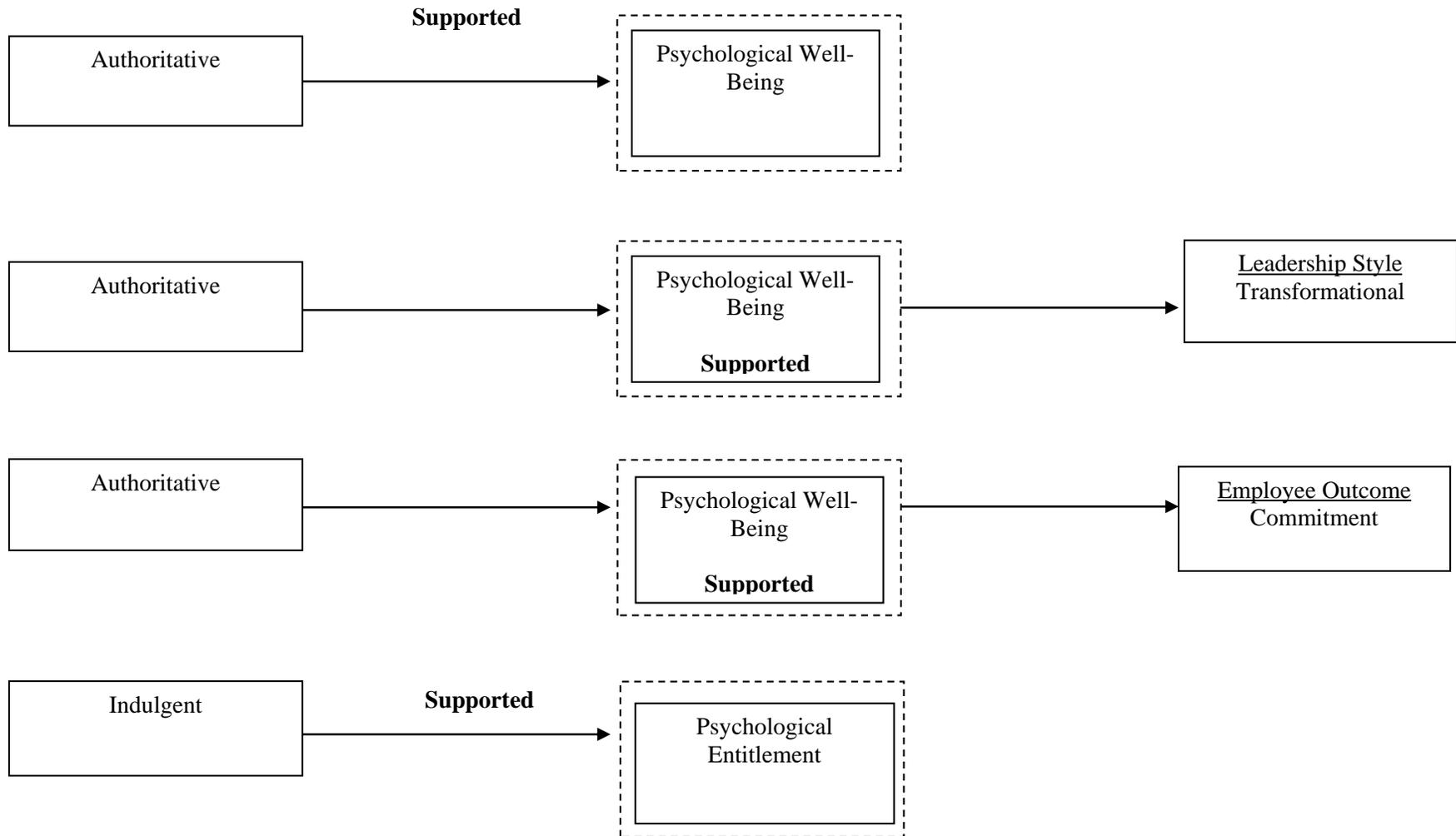
H9a: The successor's impostor phenomenon mediates the relationship between an Authoritarian predecessor parenting style and an exploitation strategy. **Not supported.**

H9b: The successor's psychological well-being mediates the relationship between an Authoritative predecessor parenting style and an ambidexterity strategy. **Not Supported.**

H9c: The successor's psychological entitlement mediates the relationship between an Indulgent Permissive predecessor parenting style and an exploration strategy. **Not supported.**

Figure 5

Supported Results Summary



Authoritative parenting. Authoritative parents are demanding, but also responsive to their children; this parenting style has the most positive child outcomes in terms of well-being and achievement in the family science literature (Baumrind, 1971). In terms of successor personality, I predicted and found that Authoritative predecessor parenting leads to successor psychological well-being. This finding is supported by the many family science studies that demonstrate that balanced parenting produces balanced children. For example, Steinberg et al. (1989) found that the positive impact of Authoritative parenting on child achievement is mediated by the child's healthy sense of autonomy and psychological work orientation.

I also predicted that the successor's psychological well-being would mediate the relationships between Authoritative parenting and a number of key successor outcomes in terms of the successor's leadership style, employee-level outcomes, and firm strategy. In terms of successor leadership, I found that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and successor transformational leadership. Good leaders are self-confident, independent, and alert (Bass, 1990). Thus, it makes sense that Authoritative parenting, via psychological well-being, produces good leadership. In terms of employee-level outcomes, I found that successor psychological well-being mediates the relationship between Authoritative predecessor parenting and affective commitment. These findings make sense together in that transformational leadership is strongly and positively associated with affective commitment among employees (Bycio et al., 1995). According to my findings, successor psychological well-being is a predictor of good leadership, so it follows that their employees would be committed and dedicated to these family firms. Overall, it appears that Authoritative parenting matters in that it has a positive impact on the successor's personality, which in turn affects their leadership style and their employee's commitment.

Authoritarian parenting. Authoritarian parents are very demanding and not responsive to their children; this parenting style has many negative child outcomes in terms of well-being (e.g., anxiety and low self-esteem) (Baumrind, 1971). I predicted that Authoritarian parenting would lead to successor impostor phenomenon and that the impostor phenomenon would mediate relationships between Authoritarian parenting and key successor outcomes in terms of the successor's leadership style, employee-level outcomes, and firm strategy. However, while impostor personality leads to several important successor outcomes as anticipated, such as a negative relationship with successor transformational leadership and employee affective commitment, as well as positive relationships with employee deviance and turnover, I did not find evidence that Authoritarian parenting played a factor in the development of the impostor personality. Overall, there is insufficient evidence to suggest that Authoritarian parenting has a negative impact on successor leadership, employee outcomes, and firm strategy via the impostor phenomenon.

Indulgent permissive parenting. Indulgent Permissive parents are not demanding at all and very responsive to their children; this type of parenting has both positive and negative child outcomes in the family science literature in that children from these homes have healthy self-esteem, but they develop discipline issues (Baumrind, 1971). In terms of successor personality, I predicted and found that Indulgent Permissive predecessor parenting leads to an entitled successor. Family science research shows that when a parent continually protects his or her child and provides assistance, the child may feel that he or she deserves this same treatment from others (Segrin et al., 2012). In essence, Indulgent Permissive parenting produces spoiled children. These findings are supported in a family firm environment. I also predicted that successor entitlement would mediate relationships between Indulgent Permissive parenting and

key succession outcomes in terms of the successor's leadership style, employee-level outcomes, and firm strategy. While successor entitlement did lead to greater employee turnover, as expected, entitlement did not mediate this or any of the other key outcomes I investigated. I did, however, find found positive direct relationships between Indulgent Permissive parenting and both exploration employee OCBs. I was surprised that employee OCBs would be higher among successors whose parents provided Indulgent Permissive parenting. I discuss implications for this finding in the future research section of this chapter. Overall, while Indulgent Permissive parenting seems to create entitled successors, there is insufficient evidence to suggest that such successors, in turn, have negative effects on successor leadership, employee outcomes, and firm strategy.

In sum, it appears that Authoritative predecessor parenting has the most positive impact on successors and employees in family firms. This comes as no surprise given all of the positive outcomes in the family science literature that are associated with this style of parenting. As predicted, I found that good predecessor parenting (i.e., Authoritative) leads to successor psychological well-being. It also leads to good, transformational leadership and employee commitment via successor psychological well-being. There is insufficient evidence to suggest that Authoritarian parenting has a negative impact on successor leadership, employee outcomes, and firm strategy via the impostor phenomenon. Finally, while Indulgent Permissive parenting leads to successor entitlement as predicted, there is insufficient evidence to suggest that Indulgent Permissive parenting has a negative impact on successor leadership, employee outcomes, and firm strategy via successor entitlement.

Contributions

This study broadly contributes to family science and management theory, as well as succession research. By integrating literature from family science on parenting styles into family business research, I offer a more complete theory of how family dynamics impact successors in family firms. Specifically, I drew from both sociology and family business literatures with the intent to determine how they can enrich and extend one another (Rogoff & Heck, 2003; James et al., 2012). As part of my theoretical framework, I integrate family science and management theories to better understand the underlying mechanisms of how family influences business in family firms.

By also examining the impact of an owner's parenting style on his or her children and its subsequent impact on family firm succession outcomes, I address another significant gap in the literature regarding youth. Jennings et al. (2013) call for more focus on child and youth-well-being and business ownership as a potential contributing factor in whether entrepreneurship is good for families or not. My findings indicate that it can be both good and bad depending on the owner's type of parenting. This is important for practitioners to understand when they consider the long-term health of their family firm. For example, it would be easy for an owner to engage in Negligent Permissive parenting, especially if he or she is the founder of the firm. A start-up requires a lot of attention, and this may come at the expense of his or her children. However, if an owner wishes to see his or her child become an effective successor and to see his or her firm survive into future generations, then he or she should engage in more Authoritative and balanced parenting.

Finally, I make an empirical contribution by developing a parenting style scale that contains the four parenting style dimensions and language targeted at working adults. I also make an empirical contribution via my findings that: 1) Authoritative parenting leads to successor psychological well-being, 2) successor psychological well-being mediates the relationships between Authoritative parenting, successor transformational leadership, and employee commitment, and 3) Indulgent Permissive parenting leads to successor entitlement. I show that predecessor parenting matters in family firms and good predecessor parenting (i.e., Authoritative) has the best results.

Broadly speaking, my theory and findings have implications for future inquiry in that they point to the importance of family dynamics in family firms. Research in family science shows that parenting affects the behavior of family members (see Table 1), and my study is among the first to show how this research might be leveraged to better explain key attributes and outcomes of family firms. Beyond these broad implications, my study has implications for the family science and succession literatures.

Implications for Future Research Drawing on Family Science

There are still many contributions that can be made by applying different family science theories to family business research in order to further address the family effect “black box”. One theory, in particular, is family communication patterns theory (Fitzpatrick & Ritchie, 1994; Ritchie & Fitzpatrick, 1990). The communication patterns are based on conversation and conformity orientations within families. High conversation occurs when family members are encouraged to discuss any topic, and high conformity occurs when family members embrace the same attitudes, values, and beliefs. As such, there are four patterns that include: consensual (high conformity, high conversation), protective (high conformity, low conversation), pluralistic (low

conformity, high conversation), and laissez-faire (low conformity, low conversation). Given my findings regarding the impact of good parenting on good leadership, there could also be an important relationship between a successor's family communication pattern and his or her own individual communication style. Specifically, parenting styles and communication patterns might interact and using them together might help better explain key outcomes. For example, perhaps a successor who grows up in a pluralistic household with Authoritative parents will be more likely to adopt a knowledge sharing attitude with his or her employees. This could have an overall positive impact on the family firm.

Another theory from family science that could offer a useful lens is The Family Niche Model of Birth Order and Personality (Sulloway, 1996). This theory says that siblings adopt specialized niches based on their birth order in order to gain access to parental resources. For example, an older sibling might adopt a conscientiousness attitude and strong work ethic to gain attention from his or her parents, and, in response, the younger sibling might adopt a more rebellious attitude to gain the remaining attentional resources from their parents. My findings indicate that predecessor parenting influences personality, however, research also shows that birth order can influence an individual's behavioral patterns. Thus, the interaction between parenting style and birth order might be an interesting avenue to explore in how they both influence family firm outcomes.

An additional avenue for future succession research is the relationship between successor impostor phenomenon and Negligent Permissive predecessor parenting. Although the relationship between Authoritarian parenting and the impostor phenomenon was not significant in my results, a post-hoc test revealed a positive and significant relationship between predecessor Negligent Permissive parenting and the impostor phenomenon among successors ($\beta = .30, p <$

.01), and it revealed many borderline significant indirect effects among the variables in my model. These findings indicate that Negligent Permissive parenting via the impostor phenomenon has the most negative outcomes for family firms. Although this relationship was not predicted, there is some evidence in the family science and psychology literatures that it exists.

For example, although theory pointed to a relationship between a strict disciplinarian parent and the impostor phenomenon, there is also literature that supports a relationship between an absent parent and feelings of inadequacy. For example, attachment theory (Bowlby, 1958, 1969; Ainsworth, 1967, 1969) suggests that Authoritarian parenting may lead to a disorganized attachment pattern, however, some of the characteristics of this attachment pattern are also similar to Negligent Permissive parenting. The caregiver in this attachment pattern is negative and displays forms of maltreatment (Main & Solomon, 1986). Also, the child in this type of attachment pattern displays contradictory behaviors, such as clinging to the parent, but sharply averting his or her gaze, as well as smiling, while fearful of parent (Ainsworth et al., 1978; Main & Solomon, 1986). The contradictory behavior associated with this type of attachment pattern is similar to the impostor phenomenon tendency to hide feelings of inadequacy.

Furthermore, there are really two different kinds of family environments that can predict the impostor phenomenon. For example, overly involved parents that push their children to excel can create feelings of impostor phenomenon within their children because these children constantly feel that they fall short of their parents' idea of perfection (Clance, Dingman, Reviere, & Stober, 1995). It was this type of family environment that led me to hypothesize that Authoritarian parenting would lead to successor impostor phenomenon. However, there is also a situation called parentification that can create feelings of impostor phenomenon (Castro, Jones,

& Mirsalimi, 2004). Parentification occurs when the parent and child roles are reversed, and Castro et al. (2004) found a positive relationship between parentification and the impostor phenomenon. Because these children sacrifice their needs to take care of their parents' needs, they do not develop a healthy sense of self. One could say that these parents are also negligent, and, perhaps, this is likely to occur in first-generation family firm households when the founder parent is absorbed in the start-up of his or her firm. Overall, my post hoc tests and theory about attachment and parentification suggest that there is merit in further investigation of the negative impact of Negligent Permissive predecessor parenting on successors and succession outcomes in family firms.

Implications for Future Succession Research

One future research possibility is that parenting styles might help predict whether or not succession occurs at all, which could also explain some of the null mediation results. For example, research shows that children of Authoritarian parents suffer poorer self-conceptions compared to other children (Lamborn et al., 1991). Thus, children of Authoritarian parents might possess such low esteem that they do not feel they are capable enough to assume ownership of the family firm, or perhaps they try and fail quickly. Research also shows that children of Indulgent Permissive parents engage in more misconduct compared to other children (Lamborn et al., 1991), and they later also exhibit impulsive behaviors related to money. Thus, perhaps successors with Indulgent Permissive predecessor parents either become so deviant that they refuse to assume ownership of the family firm, or they become so impulsive that they quickly sell the firm. Future research might consider the role of parenting style on the sale of the firm.

Also, my results show that parenting matters. Thus, parenting might also impact the succession process or succession patterns. For example, Miller, Steier, and Le Breton-Miller

(2003) theorize that there are three different problematic succession processes that result in firm failure. They call these processes “patterns” in that they have distinctive strategy, organization, and governance characteristics, as well as other “symptoms” (Miller et al., 2003, pg. 371). Specifically, they propose intergenerational family dynamics that emphasize subservience will result in conservative succession patterns, dynamics that de-emphasize conflict resolution will result in a wavering succession pattern, and dynamics that emphasize rejection and independence will result in a rebellious succession pattern. Thus, perhaps some of the parenting styles that I did not find results for don’t affect the firm as I anticipated, but they might affect succession patterns. For example, Negligent Permissive parents might de-emphasize conflict resolution, which would then lead to a wavering succession pattern.

My findings of the relationship between Authoritative parenting and successor psychological well-being, as well as between Indulgent Permissive parenting and successor entitlement, might prompt future research to further examine the relationships between parenting style, successor personality, and the predecessor’s choice of successor. That is, parenting style might also impact the predecessor’s decision of which child to select as successor if there are multiple children in the family. For example, Authoritarian parents might choose the child in the family who is the most obedient, while Indulgent Permissive parents might choose the child with the highest sense of entitlement as the successor. Conversely, Authoritative parents might discuss the decision with the potential successors and come to a more rational decision based on ability and willingness.

Finally, I found a significant path between Indulgent Permissive parenting and employee OCBs ($\beta = .37, p < .01$). This is somewhat surprising given existing research that predicts parental altruism leads to deviance in family firms (Eddleston & Kidwell, 2012). Future research

might want to more closely examine the role of parental altruism in family firms. For example, perhaps a parent's altruism in a family firm has mixed effects in that it not only creates deviance among some employees, but also inspires some employees to adopt extra responsibilities in reciprocation for of their freedoms. A potential moderator that might predict the conditions under which we might expect one versus the other could be employee personality. For example, if an employee feels entitled, he or she might take advantage of the altruism and engage in deviance. Conversely, if an employee is emotionally balanced, he or she might view the situation more rationally and reciprocate those freedoms.

Limitations

My study was subject to some limitations. First, despite a proactive study design, social desirability appears to be an issue with my study, particularly with regard to the high ICC values among the employee-level variables (i.e., OCB, commitment, deviance, turnover, exploration, and exploitation) and the very high correlations between the ambidexterity and exploration ($r=.95$, $p < .001$) and exploitation scales ($r=.93$, $p < .001$). This essentially means that the exploration and exploitation scales measure the same concepts. These variables were collected from employees, and I suspect they wanted to portray the firm in a positive manner; thus, they rated themselves and their firms high in these areas. Although I made it clear that employee responses would remain anonymous and confidential, future researchers should make better study design decisions with regard to social desirability effects. For example, future research should consider adding a social desirability scale to their study design to test for this effect.

Second, another major limitation of my study is the small amount of firms that were included in the analyses, which is potentially one reason that I did not find significance for many relationships. One reason for this problem is that I needed to sample second- or later- generation

leaders. Although it is not known exactly how many firms are being managed by second- or later-generation leaders, it is a very small percentage of the overall population of firms. First, the firm must be family managed. Research estimates 65% to 90% of all businesses are family-owned (Sharma et al., 2001). Second, the firm has to be old enough to be in its second generation. Third, leadership had to be passed to someone in the family. Finding the firms that meet these hurdles proved to be very difficult. Additionally, these firms had to be willing to let me survey their employees, which further reduced my sample. In order to avoid this problem, future research should make better use of multiple data collection techniques, such as panel data, student-recruited samples, and convenience samples. This will likely result in a non-random sample, as I have here, but it is better to have data and to statistically control for potential sample selection bias than it is to have no information on how families impact their firms through the successor.

Finally, there is a possibility that common method bias is an issue with this study because of my use of self-report measures. As such, I tested for common method bias by using the Lindell and Whitney (2001) marker variable approach and Harman's single factor test. The marker variable approach indicated there was some common method bias, however, the results from Harman's test indicated it was not a significant issue. I attempted to control for these issues by using multi-level responses, multiple response scales, and item randomization. Additionally, I placed the independent and dependent variables on different surveys to remove any priming effects that would suggest a causal relationship between those variables. I found a significant mediated relationship between Authoritative parenting and employee affective commitment via successor psychological well-being where the independent and dependent variables were on different surveys, however, my other significant results contained independent and dependent

variables on the same survey. Future research should consider these issues in the study design and perhaps collect leadership data from employees.

Conclusion

In conclusion, most family firms fail to transfer control to the next generation and, when they do, the next generation's leadership often fails to meet expectations. Although the succession literature describes characteristics of key actors and relationships that shape effective successions, it does not leverage sociology research and theory to describe the overall family effect. Consequently, current theory does not explain how parenting influences successors' personality, nor does it explain how personality, in turn, affects other employees and the firm's future prospects. I, therefore, developed new theory and extended parental control theory from sociology to explain how parents in family firms influence successors, employees, and family firm strategy. Specifically, my theory describes how parents impact the learned personalities, emotional well-being, and behavioral patterns of their offspring and future successors, which, in turn, has consequences for employees and firm strategy. In essence, the best kind of predecessor parenting (i.e., Authoritative) has the most positive succession outcomes in family firms compared to the other types of parenting (i.e., Authoritarian and Indulgent Permissive). My theory helps to explain why some family successors are more successful than others.

Overall, I hope that my research will help raise awareness among family firm consultants and owners about the impact of good parenting on succession outcomes and eventual survival of the firm into future generations. I hope that my research will guide consultants to place more emphasis on parenting and family environment when examining succession issues. I also hope that this study will encourage other family business researchers to extend more theories from family science to examine family firm phenomena.

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Appendix

Survey Questions

Scale development questions:

New Parenting Scale Items:

New Parenting Scale Items-Adapted from Parental Authority Questionnaire (PAQ) (Buri, 1991)
(1=strongly disagree, 5=strongly agree)

indulgent permissive, **authoritarian, *authoritative, ****negligent permissive*

As I was growing up....

1. My parents felt that in a well-run home, the children should have their way in the family as often as the parents do. *
2. Even if their children didn't agree with them, my parents felt that it was for our own good if we were forced to conform to what they thought was right. **
3. Whenever my parents told me to do something, they expected me to do it immediately without asking any questions. **
4. Once family policy had been established, my parents discussed the reasoning behind the policy with the children in the family. ***
5. My parents always encouraged verbal give-and-take whenever I felt that family rules and restrictions were unreasonable. ***
6. My parents always felt that what children need is to be free to make up their own minds and to do what they want to do, even if this does not agree with what their parents might want. *
7. My parents did not allow me to question any decision they made. **
8. My parents directed the activities and decisions of the children in the family through reasoning and discipline. ***
9. My parents always felt that more force should be used in order to get their children to behave the way they were supposed to. **
10. My parents did not feel that I needed to obey rules and regulations of behavior simply because someone in authority had established them. *
11. I knew what my parents expected of me in my family, but I also felt free to discuss those expectations with my parents when I felt that they were unreasonable. ***
12. My parents felt that wise parents should teach their children early just who is boss in the family. **
13. My parents seldom gave me expectations and guidelines for my behavior, but they were very responsive to my desires and wishes. *
14. Most of the time, my parents did what the children in the family wanted when making family decisions. *
15. My parents consistently gave me direction and guidance in rational and objective ways. ***
16. My parents would get very upset if I tried to disagree with them. **
17. My parents felt that most problems in society would be solved if parents would not restrict their children's activities, decisions, and desires as they are growing up. *

18. My parents let me know what behavior was expected of me, and if I didn't meet those expectations, they punished me. **
19. My parents allowed me to decide most things for myself without a lot of direction from them. *
20. My parents took the children's opinions into consideration when making family decisions, but they would not decide for something simply because the children wanted it. ***
21. My parents did not think it was best for me if they directed and guided my behavior. *
22. My parents had clear standards of behavior for the children in our home, but they were willing to adjust those standards to the needs of each individual child in the family. ***

23. My parents gave me direction for my behavior and activities, and they expected me to follow their direction, but they were always willing to listen to my concerns and to discuss that direction with me. ***
24. My parents allowed me to form my own point of view on family matters, and they generally allowed me to decide for myself what I was going to do.*
25. My parents have always felt that most problems in society would be solved if we could get parents to strictly and forcibly deal with their children when they don't do what they are supposed to as they are growing up.**
26. My parents often told me exactly what they wanted me to do, and how they expected me to do it. **
27. My parents gave me clear direction for my behaviors and activities, but they were also understanding when I disagreed with them. ***
28. My parents did not believe they should direct the behaviors, activities, and desires of the children in the family. *
29. I knew what my parents expected of me in the family, and they insisted that I conform to those expectations simply out of respect for their authority. **
30. If my parents made a decision in the family that hurt me, they were willing to discuss that decision with me and to admit it if they had made a mistake. ***
31. If my parents made a decision in the family that hurt me, they weren't concerned with how I felt because they were uninvolved in my life.****
32. I knew that I could do whatever I wanted because my parents were focused on their own lives. ****
33. My parents were focused elsewhere, so they never told me what was expected of me. ****
34. My parents never gave me clear direction for my behaviors and activities because they were uninvolved in my life. ****
35. My parents never took the time to let me know what behavior was expected of me or to punish me. ****
36. My parents never established family policy or reasons for what they did because they were completely absent. ****
37. My parents were always too involved in their own affairs to notice me or worry about what I did. ****
38. My parents never took the time to establish rules and restrictions. ****
39. My parents did not take the time to direct the behaviors, activities, and desires of the children in the family. ****
40. My parents never concerned themselves to whether I conformed to what they felt was right. ****

Convergent/Discriminant Validity:

Parenting Style Measure (Bourcet, 1994)

(1=definitely wrong, 4=definitely right)

Authoritarian

My parents thought they were always right.

My parents controlled my schoolwork at home.

My parents thought I was too young to give my opinion when having a discussion.

My parents tracked my academic and professional career.

When there were important concerns to my affairs, my parents decided without me.

Even if my grades were good, my parents always thought that they could be even better.

When I went out at night, regardless of the circumstances (the place where I went, people with me, etc.), my parents always wanted me to return at the same time.

My parents required me to work every night after school, even though I was tired.

Authoritative

My parents were interested in my opinions and encouraged me to express them.

When I had some choices at school (options, languages, orientation), the decision came as much from me as from my parents.

I participated in family decisions (about outings together, vacations).

On my report card, where certain grades or comments from some teachers were not good, I still had the opportunity to discuss it with my parents.

Sometimes my parents recognized that I was right.

My parents trusted me in my schoolwork.

In general, my parents trusted me.

My parents considered my opinion.

Most often, my parents respected my choices for my affairs.

My parents set rules for me (for example, my curfew), but it was still possible to discuss and change them in some cases.

Negligent Permissive

I sometimes wanted my parents to set rules and limitations.

My parents were too occupied with their own affairs to care what I did in school.

My parents did not care about anything that I did.

My parents were not attentive to how I did in school.

At home, everyone did what he wanted, as he wanted, without others.

My parents were not very attentive to my grades.

My parents did not care at all about what I did outside of the house.

My parents did not help me even when I needed advice.

Indulgent Permissive

My parents were interested in how I did in school, but they did not blame me when I had bad grades, no matter what the reasons were.

Whatever the gravity of my mistakes, my parents were against the principle of punishment.

Although my choice of pursuing certain studies did not quite fit the wishes of my parents, they did not seek to influence my decision.

My parents always let me decide and preferred to only influence me by giving feedback.

31. My parents were not involved in my education, yet I know they were interested in it.

Psychological Control Scale (Barber, 1996)

My mother (father) is a person who ...

1. Changes the subject, whenever I have something to say.
2. Finishes my sentences whenever I talk.
3. Often interrupts me.
4. Acts like she (he) knows what I'm thinking or feeling.

5. Would like to be able to tell me how to feel or think about things all the time.
6. Is always trying to change how I feel or think about things.
7. Blames me for other family members' problems.
8. Brings up my past mistakes when she (he) criticizes me.
9. Tells me that I am not a loyal or good member of the family.
10. Tells me of all the things she (he) had done for me.
11. Says, if I really cared for her (him), I would not do things that cause her (him) to worry.
12. Is less friendly with me, if I do not see things her (his) way.
13. Will avoid looking at me when I have disappointed her (him).
14. If I have hurt her (his) feelings, stops talking to me until I please her (him) again.
15. Often changes his (her) moods when with me.
16. Goes back and forth between being warm and critical toward me.

Support Subscale of Parenting Behavior Measure (Bush et al., 2002)

- My parents made me feel that they would be there for me if I needed them.
 My parents seem to approve of me and the things that I do.
 My parents tell me how much they love me.
 4. My parents say nice things about me.

Monitoring Subscale of Parenting Behavior Measure (Bush et al., 2002)

- My parents know where I am after school.
 I tell my parents where I am going to be when I go out.
 When I go out, my parents know where I am.
 My parents know the parents of my friends.
 My parents know who my friends are.
 6. My parents know how I spend my money.

Autonomy Granting Subscale of Parenting Behavior Measure (Bush et al., 2002)

- My parents give me enough freedom.
 My parents allow me to choose my friends without interfering.
 My parents allow me to decide what is right and wrong without interfering.
 My parents allow me to decide what clothes to wear without interfering.
 My parents allow me to choose my own dating partner without interfering.
 My parents have confidence in my ability to make my own decisions.
 My parents encourage me to help in making decisions about family matters.
 My parents allow me to make my own decisions regarding career goals.
 My parents allow me to make my own decisions about educational goals.
 10. My parents lets me be my "own person" in enough situations.

Predictive Validity:

Self-Efficacy (Chen, Gully, & Eden, 2001)

1. I will be able to achieve most of the goals that I have set for myself.
2. When facing difficult tasks, I am certain that I will accomplish them.
3. In general, I think that I can obtain outcomes that are important to me.
4. I am confident that I can perform effectively on many different tasks.

5. I believe I can succeed at most any endeavor to which I set my mind.
6. I will be able to successfully overcome many challenges.
7. Compared to other people, I can do most tasks very well.
8. Even when things are tough, I can perform quite well.

Achievement Striving (IPIP P3 .78)

- Want to be the very best.
- Want to be in charge.
- Go straight for the goal.
- Continue until everything is perfect.
- Try to surpass others' accomplishments.
- Try to outdo others.
- Take control of things.
- Never give up.
- Try to lead others.
- 10. Am not highly motivated to succeed. *

Social Intelligence (IPIP VIA: Soc .76)

- Am able to fit into any situation.
- Have the ability to make others feel interesting.
- Know what makes others tick.
- Get along well with people I have just met.
- Am good at sensing what others are feeling.
- Know what to say to make people feel good.
- 7. Don't know how to handle myself in a new social situation. *

Owner/successor questions:

Adapted Parental Authority Questionnaire (PAQ) (Buri, 1991) 14-item shortened version from scale development portion of project

1. My parents always felt that what children need is to be free to make up their own minds and to do what they want to do, even if this does not agree with what their parents might want.
2. I knew what my parents expected of me in my family, but I also felt free to discuss those expectations with my parents when I felt that they were unreasonable.
3. My parents seldom gave me expectations and guidelines for my behavior, but they were very responsive to my desires and wishes.
4. Most of the time, my parents did what the children in the family wanted when making family decisions.
5. My parents let me know what behavior was expected of me, and if I didn't meet those expectations, they punished me.
6. My parents had clear standards of behavior for the children in our home, but they were willing to adjust those standards to the needs of each individual child in the family.

7. My parents often told me exactly what they wanted me to do, and how they expected me to do it.
8. My parents gave me clear direction for my behaviors and activities, but they were also understanding when I disagreed with them.
9. I knew what my parents expected of me in the family, and they insisted that I conform to those expectations simply out of respect for their authority.
10. If my parents made a decision in the family that hurt me, they were willing to discuss that decision with me and to admit it if they had made a mistake.
11. I knew that I could do whatever I wanted because my parents were focused on their own lives.
12. My parents did not take the time to direct the behaviors, activities, and desires of the children in the family.
13. My parents never established family policy or reasons for what they did because they were completely absent.
14. My parents never gave me clear direction for my behaviors and activities because they were uninvolved in my life.

Indulgent Permissive items-1, 3, 4

Authoritative items-2, 6, 8, 10

Authoritarian items-5, 7, 9

Negligent Permissive items-11, 12, 13, 14

Scale of Psychological Well-Being Brief Version (New Measures of Well-Being, Diener et al., 2009)

1. I lead a purposeful and meaningful life.
2. My social relationships are supportive and rewarding.
3. I am engaged and interested in my daily activities.
4. I actively contribute to the happiness and well-being of others.
5. I am competent and capable in the activities that are important to me.
6. I am a good person and live a good life
7. I am optimistic about my future.
8. People respect me.

Psychological Entitlement (Campbell et al., 2004)

- I honestly feel I'm just more deserving than others.
 Great things should come to me.
 If I were on the Titanic, I would deserve to be on the first lifeboat.
 I demand the best because I'm worth it.
 I do not necessarily deserve special treatment.*
 I deserve more things in my life.
 People like me deserve an extra break now and then.
 Things should go my way.
 9. I feel entitled to more of everything.

Impostor Phenomenon Shortened Version (Clance, 1985)

When people praise me for something I've accomplished, I'm afraid I won't be able to live up to their expectations of me in the future.

I'm afraid people important to me may find out that I'm not as capable as they think I am.

It's hard for me to accept compliments or praise about my intelligence or accomplishments.

Sometimes I'm afraid others will discover how much knowledge or ability I really lack.

I'm often afraid that I may fail at a new assignment or undertaking even though I generally do well at what I attempt.

6. I often worry about not succeeding with a project or on an examination, even though others around me have considerable confidence that I will do well.

Multifactor Leadership Questionnaire Form 6s (Bass, 1985)

1. I make others feel good to be around me
2. I express with a few simple words what we could and should do
3. I enable others to think about old problems in new ways
4. I help others develop themselves
5. I tell others what to do if they want to be rewarded for their work
6. I am satisfied when others meet agreed-upon standards
7. I am content to let others continue working in the same ways always
8. Others have complete faith in me
9. I provide appealing images about what we can do
10. I provide others with new ways of looking at puzzling things
11. I let others know how I think they are doing
12. I provide recognition/rewards when others reach their goals
13. As long as things are working, I do not try to change anything
14. Whatever others want to do is OK with me
15. Others are proud to be associated with me
16. I help others find meaning in their work
17. I get others to rethink ideas that they had never questioned before
18. I give personal attention to others who seem rejected
19. I call attention to what others can get for what they accomplish
20. I tell others the standards they have to know to carry out their work
21. I ask no more of others than what is absolutely essential

Transformational Items-1, 2, 3, 4, 8, 9, 10, 11, 15, 16, 17, 18

Transactional Items- 5, 6, 12, 13, 19, 20

Laissez Faire Items- 7, 14, 21

Owner/successor control variables:

What industry is your business in? _____

In what country do you operate? _____

How many years has your organization been in operation? _____

How many people does your organization employ? _____

What is your gender? ___1___ Male ___2___ Female
 What is your age? _____
 What is your race/ethnicity? ___1___ Asian ___2___ African-American ___3___ Hispanic ___4___ White
 ___5___ Other
 Please indicate your highest level of formal education: ___1___ Some high school ___2___ High school
 graduate ___3___ Some college ___4___ College graduate ___5___ Graduate school degree
 What is your marital status? ___1___ Single ___2___ Married ___3___ Separated ___4___ Divorced
 ___5___ Widow
 How many siblings do you have? _____ How many siblings work in the family business? _____ What
 is your birth order? _____
 Were you the last child born into the family? ___1___ Yes ___2___ No
 Do you own your business with family members? ___1___ Yes ___2___ No
 Do one or more family members work in your business? ___1___ Yes ___2___ No
 Are your parents still involved in the business of the family firm? ___1___ Yes ___2___ No
 Which best describes your current position in your business? _____ Owner/Manager _____ Owner/Not
 manager _____ Manager/not owner
 Before joining the family business, did you have previous work experience related to your industry?
 ___1___ Yes ___2___ No If so, how many years? _____
 Do you have a board of directors? ___1___ Yes ___2___ No If so, what percentage are family members?

Role Shopping (Arnold & Reynolds, 2003)

1. I like shopping for others because when they feel good I feel good.
2. I enjoy shopping around to find the perfect gift for someone.
3. I enjoy shopping for my friends and family.

Core self-evaluations (locus of control, neuroticism, self-efficacy, self-esteem) (Judge et al., 2003)

*=reverse coded

I am confident that I get the success I deserve in life.
 Sometimes I feel depressed. *
 When I try, I generally succeed.
 Sometimes when I fail, I feel worthless. *
 I complete tasks successfully.
 Sometimes, I do not feel in control of my work. *
 Overall, I am satisfied with myself.
 I am filled with doubts about my competence. *
 I determine what will happen in my life.
 I do not feel in control of my success in my career. *
 I am capable of coping with most of my problems.
 12. There are times when things look pretty bleak and hopeless to me. *

Firm Performance Scale (Eddleston & Kellermanns, 2007)

How would you rate your firm's current and past three years performance as compared to your competitors?

(1=much worse, 5=much better)

1. Growth in sales
2. Growth in market share
3. Growth in number of employees
4. Growth in profitability
5. Return on equity
6. Return on total assets
7. Profit margin on sales
8. Ability to fund growth from profits

Employee questions:

Organizational Citizenship Behavior

Brief version (Spector, Bauer, & Fox, 2010)

How often have you done each of the following things on your present job? (1=never, 5=daily)

1. Took time to advise, coach, or mentor a co-worker.
2. Helped co-worker learn new skills or shared job knowledge.
3. Helped new employees get oriented to the job.
4. Lent a compassionate ear when someone had a work problem.
5. Offered suggestions to improve how work is done.
6. Helped a co-worker who had too much to do.
7. Volunteered for extra work assignments.
8. Worked weekends or other days off to complete a project or task.
9. Volunteered to attend meetings or work on committees on own time.
10. Gave up meal and other breaks to complete work.

Workplace Deviance (Bennett & Robinson, 2000)

Indicate the extent to which you have engaged in each of the behaviors in the last year (1=never, 5=daily)

Organizational Deviance

- Taken property from work without permission
- Spent too much time fantasizing or daydreaming instead of working
- Falsified a receipt to get reimbursed for more money than you spent on business expenses
- Taken an additional or longer break than is acceptable at your workplace
- Come in late to work without permission
- Littered your work environment
- Neglected to follow your boss's instructions
- Intentionally worked slower than you could have worked
- Discussed confidential company information with an unauthorized person
- Used an illegal drug or consumed alcohol on the job
- Put little effort into your work
- 12. Dragged out work in order to get overtime

Affective Commitment Scale (Allen & Meyer, 1990)

Affective Commitment

- 1.* I do not feel a strong sense of belonging to my organization.
- 2.* I do not feel "emotionally attached" to this organization.
3. This organization has a great deal of personal meaning for me.
- 4.* I do not feel like "part of the family" at this organization.
5. I would be very happy to spend the rest of my career with this organization.
6. I enjoy discussing my organization with people outside it.
7. I really feel as if this organization's problems are my own.
- 8.* I think I could easily become as attached to another organization as I am to this one.

Intentions to Quit (Crossley, Grauer, Lin, & Stanton, 2002)

1. I intend to leave this organization soon.
2. I plan to leave this organization in the next little while.
3. I will quit this organization as soon as possible.
4. I do not plan on leaving this organization soon. *
5. I may leave this organization before too long.

Ambidexterity (Lubatkin, Simsek, Ling, & Veiga, 2006)

Exploration

- a) This firm looks for novel technological ideas by thinking outside the box
- b) This firm bases its success on its ability to explore new technologies
- c) This firm creates goods or services that are innovative to the firm
- d) This firm looks for creative ways to satisfy its customers' needs
- e) This firm aggressively ventures into new market segments
- 6) This firm actively targets new customer groups

Exploitation

- a) This firm commits to improve quality and lower cost
- b) This firm continuously improves the reliability of its products and services
- c) This firm increases the levels of automation in its operations
- d) This firm constantly surveys existing customers' satisfaction
- e) This firm fine-tunes what it offers to keep its current customers satisfied
- f) This firm penetrates more deeply into its existing customer base

Employee control variables:

What is your gender? ___1___ Male ___2___ Female

What is your age? _____

What is your race/ethnicity? ___1___ Asian ___2___ African-American ___3___ Hispanic ___4___ White
___5___ Other

Please indicate your highest level of formal education: ___1___ Some high school ___2___ High school graduate
___3___ Some college ___4___ College graduate ___5___ Graduate school degree

Are you a family member of the owner of the family business? ___1___ Yes ___2___ No

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Overall, I am satisfied with myself.

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I determine what will happen in my life.

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I am capable of coping with most of my problems.

12. There are times when things look pretty bleak and hopeless to me. *

Office for Research
Institutional Review Board for the
Protection of Human Subjects

February 18, 2015

THE UNIVERSITY OF
ALABAMA
R E S E A R C H

Kristen Shanine
Department of Management & Marketing
College of Commerce & Business Administration
The University of Alabama
Box 870225

Re: IRB # 14-OR-356 (Revision # 2) "Sins of the Parents: How Parenting Style Affects Successors and Key Family Firm Succession Outcomes"

Dear Ms. Shanine:

The University of Alabama Institutional Review Board has reviewed the revision to your previously approved expedited protocol. The board has approved the change in your protocol.

Please remember that your approval period expires one year from the date of your original approval, October 21, 2014, not the date of this revision approval.

Should you need to submit any further correspondence regarding this proposal, please include the assigned IRB application number. Changes in this study cannot be initiated without IRB approval, except when necessary to eliminate apparent immediate hazards to participants.

Good luck with your research.

Sincerely,



358 Rose Administration Building
Box 870127
Tuscaloosa, Alabama 35487-0127
(205) 348-8461
FAX (205) 348-7189
TOLL FREE (877) 820-3066

IRB Project #: 14-OR-356

UNIVERSITY OF ALABAMA
INSTITUTIONAL REVIEW BOARD FOR THE PROTECTION OF HUMAN SUBJECTS
REQUEST FOR APPROVAL OF RESEARCH INVOLVING HUMAN SUBJECTS

I Identifying information

	Principal Investigator	Second Investigator	Third Investigator
Names:	Kristen Shanine	James Combs	
Department:	Management	Management	
College:	Commerce & Business Administration	Commerce & Business Administration	
University:	University of Alabama	University of Alabama	
Address:	Box 870225 Tuscaloosa, AL 35487	Box 870225 Tuscaloosa, AL 35487	
Telephone:	309-397-2941	850-241-3028	
FAX:			
E-mail:	kshanina@cba.ua.edu	jcombs@cba.ua.edu	

Title of Research Project: Sins of the Parents: How Parenting Style Affects Successors and Key Family Firm Succession Outcomes

Date Submitted: 2-9-15
Funding Source: none

Type of Proposal New Revision Renewal Completed Exempt

Please attach a renewal application

Please attach a continuing review of studies form

Please enter the original IRB # at the top of the page

UA faculty or staff member signature _____

II. NOTIFICATION OF IRB ACTION (to be completed by IRB):

Type of Review: _____ Full board Expedited

IRB Action:

Rejected **Date:** _____

Tabled Pending Revisions **Date:** _____

Approved Pending Revisions **Date:** _____

Approved-this proposal complies with University and federal regulations for the protection of human subjects.

Approval is effective until the following date: 10-20-15

Items approved:

<input type="checkbox"/> Research protocol	(dated _____)
<input type="checkbox"/> Informed consent	(dated _____)
<input type="checkbox"/> Recruitment materials	(dated _____)
<input checked="" type="checkbox"/> Other	(dated _____)

Approval signature _____

Date: 2/18/2015