

Title	同族会社におけるファミリネスの探究 - ミャンマーでの事例研究 -
Author(s)	Nay, Zar Aung
Citation	
Issue Date	2018-06
Type	Thesis or Dissertation
Text version	ETD
URL	http://hdl.handle.net/10119/15426
Rights	
Description	Supervisor:神田 陽治, 知識科学研究科, 博士

氏名	Nay, Zar Aung		
学位の種類	博士(知識科学)		
学位記番号	博知第 227 号		
学位授与年月日	平成 30 年 6 月 22 日		
論文題目	Exploring the Familiness in Family-Owned Business: The Case of Myanmar		
論文審査委員	主査	神田 陽治	北陸先端科学技術大学院大学 教授
		敷田 麻実	同 教授
		ヒュン ナム ヤン	同 准教授
		姜 理 恵	同 准教授
		東 出 浩 教	早稲田大学ビジネススクール 教授

論文の内容の要旨

Familiness is a well-known phenomenon of the family business, which represents a kind of intrinsic resource. It has been accepted as an interaction results from the family, individuals and business entities that occurs while members are working together in the business. However, it is still difficult to grasp the occurrence of familiness. Indeed, previous studies have not investigated the sources of resources which engender familiness so as to explain which integral parts of the family supports to occur this phenomenon. Therefore, this study aims to develop an understanding of embedded family resources that are generative of familiness. During clarification of the resource configuration, the resource-based view aspect helps to examine tacit and explicit features of family resources relating to familiness. The research also explores the association of familiness to the business performance by the strategy and performance aspects.

This research used the qualitative case-based study due to their flexibility so that it can design the appropriate research framework with the breadth and depth of study. This study conducted the Myanmar family-owned businesses as the cases due to their more recent ventures into the world of business compared to other neighboring countries. Specifically, this research applied multiple case study to observe the majorities of person's behavior, characteristic and performance at business. In this study, thirteen cases are conducted in six different cities of Myanmar FOBs. During the analysis, grounded theory analysis is used to observe the family-owned business of resources.

Three main resource dimensions were found to construct the *familiness*. There are *family resource dimension* (internal governance system and family leading patterns), *individual resource dimension* (family unity and members of engagement), and *business resource dimension* (family attitude which regulates the institutional form and heading the way of doing business). These three resource dimensions are naturally inseparable and interdependent in daily activities, even though the study considered the particular phenomena. Through findings, familiness model is verified with facts and figure.

In particular, the family dimension accounts for the institution and govern form of all family matters, such as nurturing system, parent-child of cognitive and emotional relation, and family bond system. This background is important foundation of family members' behaviors to generate the implicit shape of resource viz. familiness. From individual perspective, member's engagement and unity mindset is essential in working at business. In fact, the family conflicts, selfishness and competitiveness are main cause of terminating the business and this two features can help to digest those family breaking. Accordingly, the way of thinking and behaving (family institution) have shaped the ways of doing business and it could affect business behaviors, such as strategical usage and business performance. Those three dimensions regulate the background family nature as the resource profiles for familiness. Findings show that Myanmar's business families have two types of institutional forms: traditional and cooperative that regulate the different background family nature and behaviors. Based on this, the study can categorize into two kinds of familiness: stable and flexible. Also, the study suggests that different familial resources may shape to develop the different business performance.

Therefore, this study provides the working definition of familiness is that "*a sense of awareness that occurred on the collective mindset and effort to support the business*". Based on the definition, the study suggests two assumptions: *resource shape* and *resource conversion* of familiness. The first assumption is that the involvement of resources are necessary for the harmony and interrelated to support familiness within the business. The second assumption is that familiness doesn't emerge instantaneously, it is rather initiated as a tacit nature and then develops as a background resource that later appear as the inseparable form. By combining these significant findings, this research suggests that familiness acts as the strategic resource rather than a pure resource because the familiness can be seen as a mechanism rather than a fixed condition. This study has three facts that illustrate originality of the research in terms of research approach (i.e., family-centered approach), findings (i.e., two types of familiness and its associated five resources) and business performance measurement (i.e., non-financial performance indicators by KPIs). Thus, this research is one empirical research that articulate sources and consequence of familiness by family perspective with the Resource-Based view theory.

This research contributes our knowledge into three communities: the academic, knowledge science and family business communities. This research is one of the empirical studies examining the sources and consequence of familiness by resource-based view aspect and grounded theory analysis. Therefore, the uniqueness and trustworthiness of findings illustrate the significance of study. Secondly, this study offers to share knowledge as feedback to Myanmar FOBs that was aimed at encouraging their socio-economic development. Thirdly, it offers to complement the family business literature by adding our three-dimensional resource concept to the original concept. Therefore, this research does not only encourage an understanding of the phenomenon of familiness but also helps to enhance the business competency and continuity. Although this study depicted the case evidence from Myanmar, which may represent the emerging economies of the FOB's nature, it might be replicated in small and medium-sized

of FOBs in Asia.

Keywords: *family-owned business, familiness, resource-based view, family member, strategy, performance*

論文審査の結果の要旨

本論文は、同族経営企業が持っている経営上のアドバンテージを、ミャンマーの同族経営企業の事例研究を通して明らかにしようとするものである。ミャンマーは、同族経営企業の研究を遂行するにあたり、興味深い特徴を持つ。第一に、ミャンマーは、戦乱を経て経済が復興している過程にあり、戦乱後にいっせいに復興が開始されたため、同族経営企業は世代交代において、類似の段階（創業世代から第二世代に移行している段階）にある。それゆえ、同族経営企業の研究において重要なトピックである、世代交代について知見が得られると期待できた。第二に、ミャンマーにおいて人の名前には、姓がなく名しかない。そのため、夫婦間の絆は強い一方で、子供が生まれた順番で特別に扱われるということもなく、また、親類等が経営において特別に扱われるということがない。それゆえ、家族の特徴が経営の特徴にどのように反映されるかについて、鮮明に分析できると期待できた。

研究では、ミャンマーの13の企業を、地域（都市・地方）、取り扱い商品、対象顧客が様々となるよう広くに選んだ。経営の特徴については、経営者のインタビュー調査結果から分析した。家族の特徴については経営者に加え、経営者以外の家族へのインタビュー調査結果から分析した。

インタビュー調査の質的分析の結果、ミャンマーの企業の特徴は、地域、取り扱い商品、対象顧客には依らず、家族の特徴が事業の特徴に直接結び付くことがわかった点が主たる結果である。質的分析では家族の特徴が5つの概念で記述できることがわかったが、実態として、ミャンマーの家族の特徴は大きくは2つに分類できることがわかった（家長が配偶者や子供を支配しているタイプと、家長が力を持っていても配偶者や子供の意見を取り入れるタイプ）。そして、家族の特徴が事業の特徴と対応していること（既存製品を大切に守る経営スタイルと、多角化を許容する経営スタイルに対応）、および、世代交代においても、家族の特徴が事業の継承法の特徴と対応していることがわかった（世代が代わっても同じ事業を行う継承法と、次世代は親世代の経済基盤の上に別の事業を始める継承法に対応）。

これらの結果は、従来と大きく異なる知見ではなく、また、ミャンマー独特の知見が見い出せたとも言えない。しかし、ミャンマーの歴史的、文化的背景のもとで、同族経営企業の事業の特徴が、その中核となる家族の特徴を強く反映していることを実証したものである。以上、本論文は、同族経営企業の経営上の特徴について、実証的な研究をしたものであり、学術的に貢献する点があると認める。よって博士（知識科学）の学位論文として

十分価値あるものと認めた。