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Catalyzing family-run business success: A confirmatory factor analysis of family motivation dynamics

 Akachai Apisakkul¹,  Suthawan Chirapanda^{2*}

^{1,2}*Business School, University of the Thai Chamber of Commerce, Bangkok, Thailand.*

Corresponding author: Suthawan Chirapanda (Email: Suthawan_chi@utcc.ac.th)

Abstract

This study aims to develop a family motivation model for families. The sample consists of 207 family members from family-owned businesses in Thailand. Data were collected using the family motivation scale. The data were analyzed using confirmatory factor analysis. The study demonstrates that family motivation, family functioning, work-family enrichment, and social exchange significantly influence Organizational Citizenship Behavior in family businesses. By fostering these elements, family firms can enhance employee engagement, job satisfaction, and overall organizational performance. This alignment of family and business goals is critical for the long-term success and sustainability of family enterprises.

Keywords: Doing well for family, Family advantages, Family enterprise, Family inspiration, Positive influence on family, Supporting family.

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1. Introduction

Family-run businesses often benefit from strong connections between management and employees, with such bonds—especially those built across generations—helping to enhance identity and elevate the value of the services provided to customers [1]. When a family shares common dreams and goals, its members are better able to maintain motivation and overcome obstacles, whether related to career success, personal growth, or creating a more meaningful and satisfying life [2]. Research on family motivation suggests that employees perform their best when working for their family, not solely for themselves. The family can serve as a powerful source of energy and motivation, driving individuals to give their best effort at work. These employees not only strive to earn enough to support their family but also aim to set a positive example for their children and other family members. Moreover, their achievements at work bring pride to the family, and employees are often energized by seeing the pride in their family's eyes when they succeed [3]. Family motivation also increases the chances of professional success. Employees supported by their families tend to work more effectively, feel greater job satisfaction, and have higher chances of career advancement. Therefore, family motivation plays a crucial role

in both professional success and personal happiness. Building strong relationships and mutual support creates an environment conducive to well-being both at home and in the workplace [2].

Family businesses face unique challenges that differ from those encountered by general businesses, particularly in the areas of business succession and the involvement of the next generation. When thinking about families, people often associate them with loyalty, mutual support, and unconditional love. However, these are idealized notions that many families strive to achieve. Especially when family members work together, interpersonal dynamics become complex, leading to significant challenges in communication and leadership. Relationships between family members are often influenced by emotions, trust, disappointment, and resentment, which can easily create tension within the family [4]. The involvement of family members in a business can increase motivation and a sense of ownership, but at the same time, it can lead to conflicts stemming from a lack of mutual respect. These conflicts tend to intensify if not properly managed, resulting in a toxic work environment and diminishing the motivation of family members to engage in the business [5].

Researchers have identified worrying statistics regarding the succession of family businesses. For example, the average lifespan of a family business is 24 years, roughly equivalent to one generation. Nearly 60% of family businesses fail to transition to the second generation, while almost 90% are unable to pass the business on to the third generation. Nearly half of these failures occur due to the death of the founder, with only 16.4% failing after a planned transition. As entrepreneurs, parents often spend their entire lives building their business, which represents the bulk of their estate. They expect their children to inherit the business along with their other assets. However, pressuring children to take over the family business or setting high expectations in this regard may lead to dissatisfaction and other negative emotions, resulting in a lack of interest or involvement in the business. It may also hinder the children's ability to develop relationships outside the family business and pursue their own goals [6]. A study conducted by the First Bank Center for Family-Owned Businesses, in collaboration with MacKenzie Corporation in 2023, examined the reasons why the next generation chooses to join the family business. The study found that 42% joined to continue the family legacy, 22% were asked to join, 15% did so out of a need for employment, and 11% felt obligated to take on the role [7]. The involvement of family members in a business often entails more complex emotional and relational dynamics than in non-family businesses, which can easily lead to conflict or discord. Therefore, creating the right motivation is crucial to fostering a sense of ownership and commitment among family members toward the family business. Proper management of family business rules and roles, as well as effective conflict resolution within the family, are key factors that influence family members' motivation to participate in the business [5].

In Thailand, there is currently no direct research on family motivation within the context of family businesses. Therefore, the findings from this study can serve as a foundation for further research on family motivation in various contexts. These insights will provide guidance for developing more successful and efficient family businesses. Additionally, studying and understanding the role of family motivation not only enhances the commitment of family members to running the business but also aids in strategic planning for effective business succession. This, in turn, will enable family businesses in Thailand to grow and operate sustainably in the long term.

2. Research Objectives

1. To develop a family motivation model for family businesses.
2. To examine the consistency of the developed family motivation model with empirical data.

3. Literature Review

3.1. Definition of Family Motivation

Family motivation is a fundamental topic in psychological and organizational studies because it explains the driving forces behind human actions. Understanding motivation is critical to explaining both individual and organizational behavior [8]. The concept of Family Motivation was first introduced by Menges, et al. [9] defining it as the desire to exert effort for the benefit of one's family. This concept has gained popularity and been widely applied in research. Family motivation can significantly enhance employee performance and is seen as a form of prosocial motivation, with the unique characteristic that the primary beneficiaries are family members. This type of motivation is driven by the need to care for loved ones and is considered a significant source of meaning and purpose at work Menges, et al. [9]. Erum, et al. [10] further describe family motivation as the internal drive that stems from the desire to do good for one's family, viewing the family as the recipient of the individual's efforts and work achievements. When individuals have family motivation, they perceive their work as meaningful and valuable because it supports and cares for their family. This aligns with Borres [2] who defines family motivation as the drive and commitment of family members to set and achieve shared goals. Family motivation not only affects personal relationships but also increases the likelihood of success in professional endeavors. Thus, family motivation plays a crucial role in both career success and personal happiness. Building strong relationships and providing mutual support fosters an atmosphere conducive to well-being at both home and work.

Although family motivation has not been extensively studied theoretically or empirically, it is considered a positive variable in the work-family relationship, drawing interest from researchers studying its underlying mechanisms [9]. Family serves as a sanctuary, a source of love, support, and encouragement that one can always rely on. Family motivation is a powerful force that drives individuals toward their goals and dreams, providing a solid foundation for personal development and success. Furthermore, strong family relationships help reduce work-related fatigue by fostering a balance between personal life and work. Families with shared motivation enable better management of tasks, care for well-being, and prioritize loved ones [2].

3.2. Components of Family Motivation

Family motivation is defined as the drive to work for the benefit of one's family. It consists of two main dimensions [11]:

1. Level of motivation: This refers to the extent to which an individual is driven by the desire to support their family. The higher the motivation, the more effort an individual puts into working for the family's benefit.
2. Degree of control (or Internalization): This dimension measures how much the motivation is integrated into the individual's personal beliefs. A high degree of internalization means that the individual works for the family because they value and believe in the importance of supporting the family. In contrast, a lower degree of internalization indicates that the individual works under external pressures, such as feeling obligated, rather than personal desire or belief in its value.

In the context of work motivation, these dimensions help explain how family motivation influences employee behavior and attitudes in the workplace. High levels of family motivation and internalization often lead to better work outcomes and increased job satisfaction [11].

This study measures the level of motivation based on the components of family motivation, adapted from the concepts of Ryan and Connell [12] and Grant [13]. The motivation to work in a family business is assessed using four components:

1. Family Benefits: The desire to work in the family business so the family can benefit from that work, utilizing skills and knowledge to contribute fully to the business.
2. Doing Good for Family: The intention to work in the family business as a way of doing something good for the family, including management and inheritance responsibilities.
3. Supporting Family: The wish to work in the family business to support the family's success and the continuity of the family legacy.
4. Positive Impact on Family: The aim to work in the family business to help it succeed, ensuring profitability and sustainability, thereby creating a positive impact on the family.

3.3. Relevant Research

Studies have shown that family motivation can be a key driver in improving work performance and is an important factor in enhancing effort and perseverance, particularly in contexts where intrinsic motivation is low [14]. Research by Schwartz, et al. [15] highlights the importance of family care as one of the core values universally recognized, noting that Family Motivation serves as a powerful driver for work. This aligns with studies on the interaction between work and family life, which suggest that family responsibilities can both enhance and hinder work performance. However, family motivation generally acts as a source of energy and purpose [16, 17]. Employees who view their work as a means to improve their skills and provide financial support for their families tend to have greater confidence in their own abilities [18]. When employees see their work as a meaningful activity that serves their family and meets family needs, they develop a stronger sense of self-worth and confidence in their skills and abilities [19].

Menges, et al. [9] proposed the concept of family motivation as a form of prosocial motivation, which drives employees to work in support of their families. They found that family motivation significantly enhances employee job performance, with supporting family one's family identified as the primary reason people work. Their research showed that family motivation boosts job performance, particularly when intrinsic motivation is low, by increasing energy without reducing stress. The study concluded that supporting one's family is a powerful motivational source that can enhance workplace performance. Similarly, Tariq and Ding [20] discovered that even when employees are treated poorly by supervisors, those with high family motivation are more likely to continue working and show a significantly lower intention to leave their jobs. This highlights the importance of family motivation in job retention and reducing turnover intention. family motivation acts as a key driver that encourages employees to persevere, even in less-than-ideal job situations. As a result, employees demonstrate improved workplace behaviors, such as adherence to rules, assisting colleagues, and a reduced intention to quit [10].

In line with Meng and Li [11] a study of employees across various organizations found that family motivation significantly impacts employee work behaviors. Employees with high family motivation are more likely to exhibit organizational citizenship behavior (OCB), such as helping colleagues and volunteering for additional tasks. Family motivation drives employees to work with commitment to support their families, which, in turn, benefits the organization. Similarly, Erum, et al. [10] found that family motivation, coupled with workplace civility, positively affects OCB by enhancing employees' self-efficacy. This self-perception of capability contributes to improved OCB, suggesting that family motivation is a crucial factor in fostering positive workplace behaviors like work engagement and OCB, while also reducing turnover intention and workplace deviance. Meng and Li [11] further emphasized that family motivation leads employees to engage more actively in the organization, as it drives them to work responsibly for their families. Leaders are more likely to respond positively to employees' OCB when they recognize that the motivation stems from a desire to care for family members, potentially offering more appropriate support. However, the response may vary depending on the leader's perception of the employees' motivation. Similarly, Umrani, et al. [21] found that employees with high family motivation tend to have greater self-efficacy, which enhances organizational citizenship behavior at the individual level (OCBI). Thus, family support acts as a powerful driver in the workplace, having a positive impact on employees' belief in their own abilities and fostering behaviors that benefit the organization.

Research by Zhang and Liao [22] highlights the complexity of family motivation, noting that while this type of motivation can enhance both job performance and creativity in employees, it can sometimes diminish creativity due to

stress and pressure from family responsibilities. In another study, Zhang, et al. [23] explored the differences between family motivation and controlled motivation based on self-determination theory. They proposed that family motivation may be controlled to varying degrees, depending on the family’s economic pressures. The study found that highly controlled family motivation can increase work commitment but may also reduce creativity in certain situations. This suggests that while family motivation is a significant factor in driving work performance, it may also introduce stress-related challenges, particularly in situations where family financial pressures are high. Balancing these pressures is essential for maintaining both work productivity and creativity.

4. Conceptual Framework

The researcher synthesized the components of family motivation to align with the characteristics of family businesses in this study, adapting and developing the concepts from Grant [13] and Ryan and Connell [12]. The family motivation model consists of four components: 1) family benefits, 2) doing good for family, 3) supporting family, and 4) positive impact on family. This model is illustrated in Figure 1 and forms the basis of the research hypothesis, which states that the developed family motivation model for family businesses aligns with empirical data based on the specified criteria.

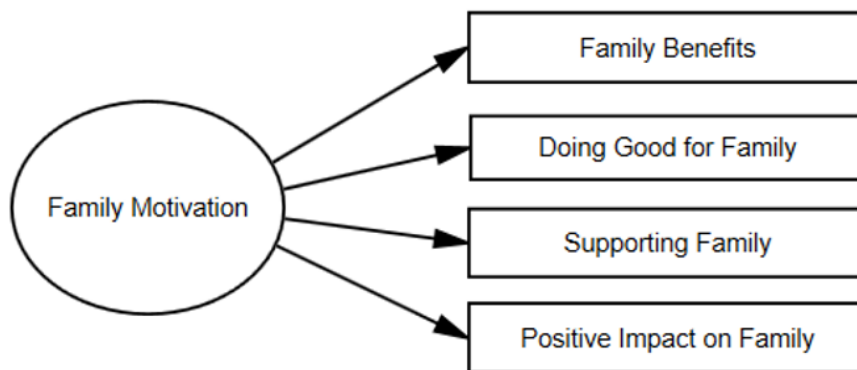


Figure 1. Measurement model of family motivation components for family businesses.

5. Research Methodology

This study is quantitative research aimed at developing a family motivation model for family businesses and testing the consistency of the developed model with empirical data using confirmatory factor analysis (CFA). The research procedure includes the following steps:

5.1. Population and Sample

The population consists of family members who own and work in their family businesses in Thailand. The sample was selected using purposive sampling, as there are four observable variables. According to Schumacker and Lomax [24]; Hair, et al. [25] and Kline [26] an appropriate sample size should be at least 10 to 20 times the number of observable variables, resulting in a required sample size of 40 to 80. The data collection was conducted through face-to-face and online surveys from August 4, 2023, to May 30, 2024, yielding a total of 207 samples. This number is sufficient and exceeds the minimum required sample size for conducting CFA.

5.2. Research Instruments

Data collection tools for analyzing the components of family motivation in family businesses consisted of two sections:

- **General Information Questionnaire:** This section was designed to gather general information about the sample group. It consisted of 6 questions related to gender, age, marital status, education level, generational rank in the family business, and the duration of work in the family business.
- **Family Motivation Scale:** Adapted from the Family Motivation Scale [12, 13].

This section included a lead question asking about the participants' motivation for working in the family business. There were four items for evaluation: (1) Family benefits from your work (family benefits), (2) Doing good for the family is important to you (doing good for family), (3) You care about supporting your family (supporting family), (4) You want to have a positive impact on your family (positive impact on family). Responses were measured using a 7-point Likert scale (7 = strongly agree, 1 = strongly disagree).

Instrument reliability and validity assessment: The content validity of the instruments was verified by three experts using the item-objective congruence (IOC) method, assessing the alignment between the questions and the intended objectives. Only items with an IOC index of .50 or higher were selected, and adjustments were made based on expert recommendations. The revised questionnaire was tested (try-out) on 30 family business members who were not part of the main sample to assess the reliability of the scale. Reliability was calculated using Cronbach’s alpha coefficients through SPSS, with the overall reliability coefficient being .982, which exceeds the .710 threshold [27] indicating high reliability. Therefore, the content of the questionnaire is considered credible and acceptable.

5.3. Data Analysis

Once data from the sample group were collected, they were analyzed in two stages:

Basic statistical analysis: The basic statistical methods used include percentage, mean, standard deviation, coefficient of variation, kurtosis, skewness, t-test for comparing arithmetic means, and F-test. Cronbach’s alpha coefficients were calculated for reliability using SPSS statistical software.

Data analysis to answer the research objectives:

- The relationship between the studied variables was analyzed using Bartlett’s Test of Sphericity, and the suitability of the variables was assessed using the Kaiser-Meyer-Olkin (KMO) test. These tests provided the basis for conducting confirmatory factor analysis (CFA) of the family motivation model for family businesses, using SPSS software.
- The consistency of the developed family motivation model with empirical data was tested using confirmatory factor analysis (CFA) through AMOS statistical software (Analysis of Moment Structure).

6. Research Findings

6.1. Results of Basic Statistical Analysis

The demographic analysis revealed that 45.40% of the sample were male, and 54.60% were female. The majority were married, accounting for 49.80%, followed by single individuals at 48.30%, and divorced or separated individuals at 1.90%. In terms of education, most participants held a master’s degree (54.60%), followed by a bachelor’s degree (43.50%). The majority were second-generation heirs (63.30%), followed by first-generation heirs at 16.14%. The largest age group was 31 to 40 years old, accounting for 28.50%, followed by those aged 18 to 30 years at 27.50%. Most participants had 1 to 10 years of experience working in the family business (60.90%), followed by 11 to 20 years of experience (19.30%).

6.2. Descriptive Statistics of Observed Variables

The analysis of the basic statistics for the variables used in the family motivation (FM) model revealed that, overall, the perception of family motivation was at a high level ($\bar{X} = 6.03$). When considering individual components, the average scores were as follows: family benefits ($\bar{X} = 6.07$), do good for family ($\bar{X} = 6.04$), supporting family ($\bar{X} = 6.03$), and positive impact on family ($\bar{X} = 5.98$). All variables had high mean scores, with standard deviations ranging from 0.82 to 0.89.

The coefficient of variation (CV) for the variables ranged between 13.64 and 15.02, indicating relatively low variability, meaning the means were representative of the sample. In terms of skewness (Sk), all variables were negatively skewed (left-skewed) with values between -2.33 and -1.92. For kurtosis (Ku), all variables exhibited higher peaks than a normal distribution (values greater than 0), with kurtosis values ranging from 3.83 to 6.52. The family benefits variable had a kurtosis value of 6.52, which exceeds 6 but is less than 10, indicating that the distribution is not abnormally peaked [26]. Additionally, Hair, et al. [25] noted that with a sample size greater than 200, strict adherence to normality assumptions is less critical, allowing the family benefits variable to be included in further analysis.

Table 1.

Descriptive statistics of observed variables in the family motivation model for family businesses. (n=207)

| Variables | Mean | Level | SD | Min | Max | CV | Sk | Ku |
|------------------------------|-------------|--------------|-----------|------------|------------|-----------|-----------|-----------|
| Family motivation | 6.03 | High | 0.89 | 1.00 | 7.00 | 14.81 | -2.38 | 7.88 |
| 1. family benefits | 6.07 | high | 0.89 | 1.00 | 7.00 | 14.78 | -2.33 | 6.52 |
| 2. do good for family | 6.04 | high | 0.89 | 1.00 | 7.00 | 14.87 | -2.11 | 5.35 |
| 3. supporting family | 6.03 | high | 0.82 | 1.00 | 7.00 | 13.64 | -2.01 | 4.73 |
| 4. positive impact on family | 5.98 | high | 0.89 | 1.00 | 7.00 | 15.02 | -1.92 | 3.83 |

6.3. Results of Comparing the Mean Values of Observed Variables in the Model

The mean values of the variables were compared based on gender, marital status, and education level. Preliminary assumptions were tested using Levene’s Test for equality of variances. The mean values of the variables were then compared using the t-test, and it was found that there were no statistically significant differences at the .05 level (Table 2).

The mean values of the variables were compared based on age and generation in the family business using the One-way ANOVA or F-test. Subsequently, pairwise comparisons were conducted using Post Hoc tests. It was found that the variables of age and generation in the family business showed no statistically significant differences at the .05 level. However, the variable of work experience in the family business showed statistically significant differences at the .05 level. The data collected were categorized as follows: 1-10 years of experience (126 participants), 11-20 years (40 participants), and over 21 years (41 participants).

Table 2.

Comparison of mean values of observed variables by gender, marital status, and education level. (n=207)

| Variables | Mean | | F | Sig. | t | Sig. |
|------------------------------|----------------------------|---------------------|-------|-------|--------|-------|
| | Male | Female | | | | |
| Gender | | | | | | |
| 1. family benefits | 6.15 | 6.00 | 0.304 | 0.582 | 0.891 | 0.205 |
| 2. do good for family | 6.10 | 5.99 | 0.241 | 0.624 | 0.624 | 0.533 |
| 3. supporting family | 6.07 | 5.99 | 0.008 | 0.929 | 0.487 | 0.627 |
| 4. positive impact on family | 5.88 | 6.05 | 5.347 | .002* | -0.921 | 0.358 |
| Marital Status | Single | Married | F | sig | t | sig |
| 1. family benefits | 5.96 | 6.17 | 1.056 | 0.305 | -1.268 | 0.206 |
| 2. do good for family | 5.97 | 6.10 | 2.402 | 0.123 | -0.749 | 0.455 |
| 3. supporting family | 5.98 | 6.10 | 0.066 | 0.798 | -0.679 | 0.498 |
| 4. positive impact on family | 6.11 | 5.85 | 6.258 | .013* | 1.409 | 0.161 |
| Education Level | Bachelor's Degree or Lower | Master's/ Doctorate | F | sig | t | sig |
| 1. family benefits | 6.00 | 6.12 | 1.392 | 0.239 | -0.734 | 0.464 |
| 2. do good for family | 5.92 | 6.13 | 1.391 | 0.24 | -1.237 | 0.217 |
| 3. supporting family | 6.01 | 6.04 | 0.211 | 0.646 | -0.193 | 0.847 |
| 4. positive impact on family | 5.91 | 6.02 | 0.048 | 0.827 | -0.619 | 0.537 |

Note: * = statistically significant at the .05 level.

When comparing the mean values of the observed variables using the One-way ANOVA or F-test, followed by Post Hoc tests, it was found that the family benefits variable showed significant differences in mean values between groups at the .05 level. Pairwise comparisons revealed that the group with 1-10 years of work experience had a significantly lower mean value compared to the group with 11-20 years of experience at the .05 level (Table 3).

Table 3.

Comparison of Mean Values of Observed Variables by Age, Generation in the Family Business, and Work Experience in the Family Business. (n=207)

| Variables | Mean | | | | F-test | | Post Hoc Tests | |
|------------------------------------|-------------|-------------|--------------------|--------------------|--------|-------|--------------------------|--------|
| | 18-30 years | 31-40 years | 41-50 years | 51 years and above | F | sig | Pairwise Comparisons | Sig. |
| Age | | | | | | | | |
| 1. family benefits | 5.84 | 6.12 | 6.05 | 6.36 | 1.444 | 0.231 | - | - |
| 2. do good for family | 5.98 | 6.05 | 5.98 | 6.19 | 0.285 | 0.836 | - | - |
| 3. supporting family | 5.88 | 6.17 | 5.98 | 6.11 | 0.631 | 0.596 | - | - |
| 4. positive impact on family | 6.07 | 5.92 | 5.96 | 5.94 | 0.15 | 0.93 | - | - |
| Generation in Family Business | 1st Gen | 2nd Gen | 3rd Gen and beyond | | F | sig | Pairwise Comparisons | Sig. |
| 1. family benefits | 6.00 | 6.06 | 6.23 | | 0.358 | 0.700 | - | - |
| 2. do good for family | 6.06 | 6.05 | 5.91 | | 0.179 | 0.836 | - | - |
| 3. supporting family | 6.00 | 6.02 | 6.06 | | 0.021 | 0.979 | - | - |
| 4. positive impact on family | 6.00 | 5.95 | 5.91 | | 0.038 | 0.963 | - | - |
| Work Experience in Family Business | 1-10 years | 11-20 years | 21 years and above | | F | sig | Pairwise Comparisons | Sig. |
| 1. family benefits | 5.87 | 6.50 | 6.27 | | 5.195 | .006* | 1-10 years - 11-20 years | 0.003* |
| 2. do good for family | 5.88 | 6.23 | 6.34 | | 2.939 | 0.055 | - | - |
| 3. supporting family | 5.87 | 6.27 | 6.29 | | 2.952 | 0.054 | - | - |
| 4. positive impact on family | 5.86 | 6.23 | 6.10 | | 1.451 | 0.237 | - | - |

Note: * = statistically significant at the .05 level.

6.4. Results of Confirmatory Factor Analysis of Family Motivation

6.4.1. Correlation Between Observed Variables of Family Motivation

The results of the Bartlett’s test showed that all variables had statistically significant correlations at the .05 level. When testing the suitability of the variables for confirmatory factor analysis using the Kaiser-Meyer-Olkin (KMO) method, the overall KMO value was .846, with individual variables ranging from .801 to .898. These values are greater than .50, which

indicates that the variables are suitable for confirmatory factor analysis [25]. Therefore, it can be concluded that the variables studied are appropriate for confirmatory factor analysis (Table 4).

Table 4.
Correlation between observed variables in the family motivation model.

| | Family Benefits | Doing Good for Family | Supporting Family | Positive Impact on Family |
|---------------------------|-----------------|-----------------------|-------------------|---------------------------|
| Family Benefits | 1 | | | |
| Doing Good for Family | 0.733 | 1 | | |
| Supporting Family | 0.715 | 0.825 | 1 | |
| Positive Impact on family | 0.636 | 0.725 | 0.717 | 1 |

Bartlett's test = 583.264 Sig.= .000 KMO= .846, MSA Between .801 to .898

6.4.2. Results of Confirmatory Factor Analysis of the Family Motivation Model

From Table 5, the results of the confirmatory factor analysis of the family motivation model, conducted using the Amos software, produced the following model fit indices:

$\chi^2 = .072$, $df = 2$, $relative \chi^2 = .036$, $p = .965$, $GFI=1.000$, $AGFI = 1.000$, $NFI = 1.000$, $CFI = 1.000$, $RMSEA = .000$, $RMR = .002$

These indices meet the specified criteria: relative χ^2 is less than 2, RMSEA and RMR are less than .05, and GFI, AGFI, NFI, and CFI are all greater than .95 [24, 28].

Table 5.
Results of confirmatory factor analysis of the family motivation model.

| Latent Variables Observed Variables | Family Motivation | | | R ² |
|--|-------------------|--------|-------|----------------|
| | β_i | b_i | S.E. | |
| Family Benefits | 0.798* | 0.868* | 0.058 | 0.637 |
| Doing Good for Family | 0.916* | 0.998* | 0.052 | 0.839 |
| Supporting Family | 0.900* | 1.000* | - | 0.810 |
| Positive Impact on family | 0.794* | 0.937* | 0.063 | 0.631 |

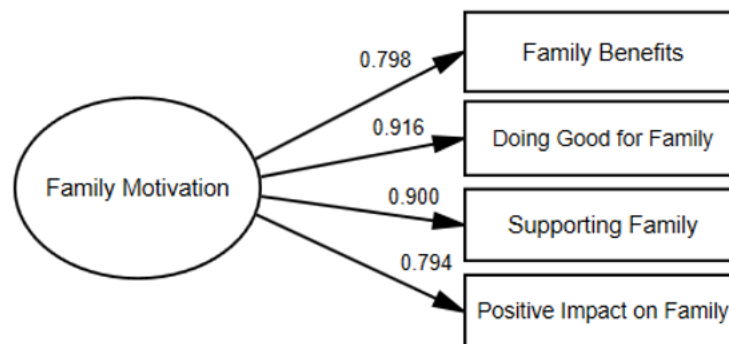
$\chi^2 = .072$, $df = 1$, $relative \chi^2 = .053$, $p = .965$, $GFI=1.000$, $AGFI=1.000$, $NFI= 1.000$, $CFI=1.000$, $RMSEA = .000$, $RMR = .002$

Note: * = statistically significant at the .05 level.

It can be concluded that the family motivation model consists of four components: family benefits, doing good for family, supporting family, and positive impact.

When considering the factor loadings of the four observed variables, based on the standardized coefficient weights, it was found that doing good for family is the most important variable, followed by supporting family, family benefits, and positive impact on family, with standardized coefficient weights of .916, .900, .798, and .794, respectively (Figure 2).

Thus, the results of the confirmatory factor analysis of the family motivation model indicate that the model is consistent with the empirical data. This confirms the main hypothesis that the developed model aligns with the empirical data.



Chi-Square = .072 ; $df = 2$
 ; Relative Chi-Square = .036 ; p-value = .965
 GFI = 1.000 ; AGFI = 1.000 ; NFI = 1.000 ; CFI = 1.000
 RMSEA = .000 ; RMR = .002

Figure 2.
Results of Confirmatory Factor Analysis of the Family Motivation Model for Family Businesses.

7. Conclusion and Discussion

The research findings conclude that family motivation consists of four components, ranked in order of importance: doing good for family as the most important, followed by supporting family, family benefits, and positive impact on family, respectively. The family motivation model developed for family businesses was found to be consistent with the empirical data, supporting the research hypothesis. This alignment may be attributed to several factors.

Family motivation is often considered a part of prosocial motivation because the family is a fundamental social unit that influences individual behavior. Family motivation can enhance the desire to engage in social activities that benefit the family, such as working hard to support the family or participating in activities that build social relationships, which can create networks to assist the family [29, 30]. Individuals with high family motivation tend to have a strong drive to engage in work that supports their family, such as striving for better family well-being. Additionally, working to gain social recognition can also strengthen family motivation, especially when this recognition elevates the family's status [31, 32]. This can be seen when asked about family motivation in entering the family business, where the key components are doing good for family, which is the most important, followed by supporting family, family benefits, and positive impact on family. All of these reflect the desire to support the family. Family motivation helps individuals feel that their work is valuable and meaningful because they see the results directly benefiting their family [33]. Several studies have found that the responsibility individuals feel towards their family is a key factor driving them to work harder [16]. This sense of responsibility may stem from the desire to improve the family's well-being or support the family in various areas, such as finances or education [34]. Values and beliefs instilled from childhood, such as the importance of hard work, sacrifice, and responsibility towards the family, play a critical role in shaping an individual's work motivation [31]. This can occur among family members regardless of gender, marital status, or educational level, as indicated by the research findings.

This feeling can also lead to increased effort at work and greater participation in activities that benefit others in the workplace [35]. Moreover, having family as a source of motivation can encourage individuals to work not only for their family but also for others outside the family, such as colleagues or the community [36]. Research suggests that individuals with family motivation tend to develop more prosocial behaviors in the workplace, such as helping colleagues or working for the collective benefit of the organization [37]. Although empirical research on family motivation is still limited, related studies indicate a connection between family motivation and organizational citizenship behaviors [10, 11, 37-40]. Additionally, studies have shown that family motivation and self-efficacy play an essential role in promoting workplace civility and affective commitment [10]. Family motivation and workplace civility have been found to positively affect affective commitment and organizational citizenship behavior, with self-efficacy acting as a mediator [41]. Furthermore, even in situations with abusive supervision, family motivation can encourage employees to continue working and reduce turnover intention [10, 20]. Family motivation not only decreases the intention to quit but also promotes positive workplace behaviors [9, 10, 14-17, 19, 20].

Family motivation not only impacts personal relationships but also enhances the likelihood of success in the workplace. Employees who receive family support often work more efficiently, experience higher job satisfaction, and have greater opportunities for advancement. When family members encourage and support one another, it fosters better understanding and collaboration, which can translate into more effective teamwork and a positive workplace atmosphere. Moreover, strong family relationships help reduce work-related fatigue by creating a better balance between personal life and work. Families with shared motivation tend to manage their tasks better, maintain their health, and prioritize their loved ones [2]. Clear and collective family goals, such as buying a house or ensuring that children receive a good education, often drive individuals to work hard to achieve these goals [42]. Furthermore, the research findings revealed that the family benefits variable in the group with 1-10 years of work experience had a significantly lower family motivation mean compared to the group with 11-20 years of work experience, and it also tended to be lower than the group with over 21 years of work experience. This trend was observed in other components as well, including the variables of age and generational rank within the family business. This aligns with the findings of Carr and Sequeira [34] which revealed that individuals with experience working in family businesses tend to have higher motivation to start their own businesses, inspired by the knowledge and support gained from their family. Similarly, Aldrich and Cliff [31] found that families play a crucial role in motivating entrepreneurs, both by providing assistance and serving as a source of inspiration. Family support in various forms helps ensure smoother business operations. Family motivation also serves as a key driver for family business owners, fueling their commitment to growing their businesses sustainably. This motivation is often tied to family responsibilities, maintaining the family's reputation, and passing the business on to the next generation. Furthermore, family motivation has been shown to help family businesses better cope with challenges and adapt to changing circumstances [43].

Having a family also enhances employees' commitment and determination at work. Knowing they have responsibilities to care for their family after work drives these employees to work efficiently during working hours. Moreover, employees with families often report being more dedicated to their work than single employees without children. While having a family was once thought to distract from work, in reality, a healthy family life can positively influence many aspects of work. Family motivation can also boost employees' self-confidence, making them feel capable of accomplishing their tasks. Positive family events further enhance motivation to work for the benefit of others (prosocial motivation). This is especially true in leadership roles, where family motivation leads to a more approachable and inspiring leader, improving team dynamics. These outcomes demonstrate that family is not just a part of employees' personal lives but also a critical factor in enhancing work performance and success [3]. Research also shows that family motivation improves work performance [9, 10, 14-17, 19, 20]. Furthermore, pride in being part of a family business and maintaining the family's reputation are key

motivators driving entrepreneurs to develop their businesses. Researchers suggest that family pride and the recognition of the value of the family business are essential factors for long-term business sustainability and growth [44].

However, while family motivation can enhance both work performance and creativity, family pressure may, in some cases, reduce creativity [22, 23]. If employees feel they are working too hard for their family, it can lead to stress and burnout. Additionally, family motivation may cause employees to avoid changing jobs or taking risks due to concerns about how these decisions might impact their family. For instance, an employee may stay in an unappealing job to avoid causing financial hardship for their family. To prevent these issues, organizations should support employees by fostering a positive and stable work environment. This can include offering family-related benefits, such as parental leave or flexible working hours, and creating a psychologically safe environment where employees feel secure in taking risks and trying new things without fear of losing their job or being viewed negatively. Prioritizing family motivation and finding the right balance can help organizations benefit from their employees' dedication while preventing the negative impacts that family-related pressure may cause [3].

8. Recommendations for Application and Future Research

8.1. Recommendations for Application

The model highlights family motivation as a critical determinant of employee engagement, job satisfaction, and Organizational Citizenship Behavior (OCB) within family businesses. By cultivating an environment where family values and business objectives are intricately aligned, family enterprises can harness this intrinsic motivation to elevate performance, enhance organizational commitment, and minimize employee turnover. To effectively foster motivation and ensure the active participation of family members in the business, family firms can implement the following strategic approaches:

1) **Establishing a Family Council:** Creating a family council comprising key family members involved in the business can enhance engagement in decision-making and strategic direction. This inclusive approach empowers family members, allowing them to feel valued and actively involved in shaping the business's future, thus deepening their motivation and commitment to its success [45].

2) **Implementing Robust Succession Planning:** A well-defined and transparent succession plan serves as a critical motivational tool for the younger generation. Structured opportunities for leadership development, mentorship, and participation in management processes ensure that younger family members recognize their vital role in the business's long-term continuity, fostering a deeper sense of purpose and responsibility [46].

3) **Promoting Transparent and Effective Communication:** Clear, consistent, and transparent communication about business operations, performance, and strategic vision among family members strengthens mutual understanding. This openness fosters trust and alignment, creating a collaborative environment where motivation flourishes as family members are more inclined to work together toward shared business goals [47].

4) **Cultivating a Shared Family Vision and Values:** Defining and promoting a shared family vision and core values that resonate with all family members is essential for cultivating a collective sense of purpose. When a business embodies values that the family cherishes and aspires to uphold, it becomes a legacy worth preserving, driving greater motivation for collective contribution and stewardship [48].

5) **Developing a Family Constitution:** A clearly articulated family constitution outlining the roles, responsibilities, and expectations of each family member can mitigate internal conflicts and provide a stable framework for collaboration. Such agreements are instrumental in reducing ambiguity and friction, thus preventing family members from feeling disheartened or alienated, which could otherwise lead to disengagement from the business [46].

By integrating these approaches, family businesses can effectively align personal and organizational goals, fostering an environment that not only motivates family members but also enhances their contributions to the long-term success and sustainability of the enterprise.

8.2. Recommendations for Future Research

While this study provides valuable insights into the factors influencing Organizational Citizenship Behavior (OCB) within family businesses, several areas remain open for further exploration, which could deepen our understanding of this dynamic.

1) **Longitudinal Studies on Generational Shifts:** Future research should focus on longitudinal studies to explore how Family Motivation, Family Functioning, and OCB evolve across different generational transitions in family businesses. Investigating these variables over time would provide critical insights into the long-term impact of generational shifts on family dynamics and organizational behavior. Such studies could help identify whether the drivers of OCB differ between founder-led businesses and successor-led enterprises, offering actionable strategies for ensuring continuity and enhancing intergenerational leadership.

2) **Exploring Mediating and Moderating Variables:** To further unravel the complexities of OCB in family businesses, future research should examine additional mediating and moderating factors. Variables such as psychological capital (e.g., resilience, optimism, and self-efficacy), emotional intelligence, or organizational justice could significantly influence the relationship between family dynamics and OCB. Moreover, power dynamics within the family firm, especially in the distribution of authority among family members, might act as a moderating factor, affecting how family relationships translate into organizational behavior. Exploring these variables would provide a more nuanced understanding of the mechanisms driving OCB in family enterprises.

3) Cross-Cultural Comparative Studies: While this study is centered on family businesses in Thailand, the findings may vary across different cultural and economic contexts. Future research should conduct cross-cultural comparative studies to investigate whether the relationships identified in this study are held in other settings. Differences in cultural dimensions, such as individualism vs. collectivism, power distance, and uncertainty avoidance, could moderate the effects of Family Motivation, Social Exchange, and other factors on OCB. Understanding these variations would enhance the generalizability of the proposed causal model and offer practical insights for family businesses globally.

4) Adopting Multi-Methodological Approaches: To capture the intricate dynamics of family businesses and OCB, future studies should consider adopting multi-methodological approaches. While quantitative methods, such as Structural Equation Modeling (SEM), provide valuable insights into variable relationships, qualitative methods—such as case studies, ethnographic research, or in-depth interviews—could offer deeper, context-rich understandings of the personal and relational complexities within family businesses. A mixed-methods approach would enrich the exploration of how family dynamics and organizational behavior interact, offering a more holistic view of OCB in family enterprises.

By addressing these areas, future research could not only expand the theoretical understanding of OCB within the unique context of family businesses but also contribute to the development of practical interventions that enhance both family cohesion and organizational performance.

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