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RESEARCH ARTICLE

ORGANIZATIONAL CHANGE MANAGEMENT WITHIN FAMILY BUSINESS TOWARD A SOCIO-EMOTIONAL PERSPECTIVE : EMOTAIX-TROPES : ANALYZING EMOTIONS AND AFFECTS IN TEXT AND DISCOURSE

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Abstract

Recently the management field mainstream emphasized the idea that successful change management is decisive to any organization growth and success. Surprisingly enough, the available statistics indicate a high failure rate, approximately 70% of all change projects fails. In attempting to solve that issue, managers and scholars most of the times place their prime emphasis on the cognitive aspects of change, using mainly rational objective arguments. The main idea of this paper is to propose a whole new perspective that enhances the relevance of the employee's affective and emotional side during the change period. In order to do so, we have decided to examine how family firm's socio-emotional wealth interacts with the change process. Because these organizational forms appear to be a propitious environment to study emotional patterns. This research main contribution is to offer a dynamic description of how these variables interact. And propose particular change management approaches that takes into consideration the idiosyncratic criteria of the family business.

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Introduction:-

Considering the rapid pace of technological innovation, social demographic evolution in the current business environment. There should be no doubt that change has become an inevitable event in all modern organization's life cycle. The firm's ability to identify where it needs to be in the future, and how to manage the upcoming changes. It is a highly crucial task and a key success factor. The empirical evidence about change management it's appalling. As it points out a low success rate that is roughly under 30% of all change initiatives (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003). This prevailing situation is justified by the lack of a valid theoretical framework about how to implement and manage organizational changes, as well as a big part of what is available in the academic area, contains a wide range of contradictory and confusing models and theories (Burnes, 2004).

Hence family firms are the most dominant organizational form in modern economy, and since the change is often unpredictable, general, discontinuous, and triggered by a situation of crisis (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003). We can presume that family companies are highly concerned with these phenomena. Researchers for a long period of time argued that this organizational form is more resilient facing crisis and changes in comparison to non-family-controlled firms. As far as we know on the current body of literature, family firm's agility it's an obvious fact since family-controlled companies are known to be risk-adverse, oriented toward long term, and their strategic behavior is intrinsically different from any other organizational form.

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Moreover, family-based organizations have a particular attitude toward change. Because they tend to exhibit substantial differences in their goals, governance mode, and resources in comparison to their homologue. these differences have a strong implication on the way family business behave facing crucial changes. According to (Gomez,Mejia 2012), this dichotomy of behavior is explained by what they call it *socio-emotional wealth*. which is a common feature of all family-controlled organizations worldwide (Astrachan & Shanker, 2003; Chua, Chrisman, & Sharma, 1999). To be more precise the socioemotional endowment is conceptualized (Gomez and Mejia 2012), to elucidate the stock of affect-related value from the family controlling position of their firm. Other authors like Welbourne, and Wiseman (2013), have argued that this variable is usually reflected by several form of behavioral patterns for instance : *the desire for control over a business and guaranteed security for later generation, sense of dynasty, and emotional attachment as well as the fact that family members are willing to make decisions that are not driven by financial goals, and they are amenable to inquire some risk only to preserve that emotional endowment*. Because the value of that affective variable is more intrinsic, its preservation becomes a goal in itself, and it is anchored at a deep psychological level among family owners whose identity is inextricably tied to the organization” (Berrone et al., 2010, p. 87).

So, the purpose of this research is to understand how family firm's socio-emotional wealth interacts with the change process. We seek to provide the readers with a dynamic description of how these variables interact during the whole change process. Under a pragmatic perspective by using the outcomes of this article family firms managers will be able to operate their cognitive and affective forces and weaknesses related to change monitoring technics and procedures. As well as we aim to offer them a normative guideline for change management, specifically formulated to suits family-controlled firm.

Literature Review:

Organizational change:

Nowadays organizations are in constant evolution, as they operate in an environment in perpetual movement. The raise of artificial intelligence and the use of renewable energy as an alternative to gas in the production chains, all these are factors have made organizational change unavoidable. Facing this inevitability scholars have delivered an incredible effort trying to understand and describe the change process, under the presupposition that organizational change can and should be controlled. As the philosopher Herakleitos point out, the only thing that does not change is change itself, that quotes reflect the high recurrency of that complex phenomena. Beside the evolutionary nature of the internal factors of the firm, the external environment, it's also constantly changing. in order to play it safe family business shall follow and even anticipate these changes occurring around them and determine their plans and strategies accordingly (Berrone, 2012 & Davis, 1996; Ward, 1997).

Organizational change management can be defined as the application of new procedures or technologies reorganizing a business environment by changing requirements or taking advantage of business opportunities that emerge (Markovic, 2008, p.7; Cited by: Goswami, 2015, p.136). the change can rise because of several factors some of them are internal (strategic, structure changes) and others are external factors (new laws, industry main stream tranformation) (fig.). also, it can be managed following several approaches. 1-proactively as *planned changed* for creating the future, or reactively and adaptively, i.e. or following an *2-unplanned manner* (Attah, Obera and Isaac, 2017, p.39).

Planned change:

Planned change: Can be gradual or radical, for the sake of adaptation to new business conditions, all orrganizations may make gradual changes from time to time. these transformations may cover a wide variety of decisions and actions. As well as they can make a radical transformation to some activities. they often considered as a strategic move by the organization implemented with the objective of changing the nature of the business itself or the way in which an organization is doing its business several example can be regarded following this perspectives (Planned Internal Change, Changing the Administrative Systems ...) (Bertrand & Schoar, 2006).

Unplanned change:

Represent these changes that are not foreseen prior thier implementation need, often mad necessary by shifts in the organizational environment or a crisis situation. These changes are generally introduced in an unplanned manner in response crucial factors like economic uncertainties and changes in the government regulations, or due to performance gaps for instance (Change in the Demographic Composition, Governmental Regulation, Global Economic Competition....) (Zahra et al, 2004, Bloch et al, 2012).

Meanwhile, the current body of literature, provides an abundance of theoretical change management models. Three of them have stood as the orthodoxy among the researcher's community. (e.g the first one is (Kurt Lewin,1997) tactical three-step model for implementing change, ADKAR model (Jiff Hiatt, 2003) through the five-step the authors tried to help understand why change is complex and why some changes succeed while others are unsuccessful. The third one is the most known among managers community. Is the Eight steps model for change (Kotters 1994).the author has revealed one of the most convincing model, by studying over 100 companies (different sizes in different fields), He noticed that almost all change attempts failed, due to the same fatal mistakes made by the leaders. So, he suggested the eight steps as a way of avoiding fatal errors in the change process. Kotter the American leadership and change guru, propose to the practitioner the eight steps to improve their organization's ability to change and increase its chances of success.

The eight steps model for change proposed by Kotter:

Kotter on his famous book "leading change" he considered the change as a long-term process that can be divided to 8 interconnected phases listed below, He has identified and extracted the success factors and combined them into a one best way methodology. But Since the introduction of the 8 Steps, Dr. Kotter switched his focus from research to impact with the founding of Kotter. Together with the firm, he expanded the scope of the 8-Step Process from its original version in Leading Change to the version outlined in his 2014 book, Accelerate.

Step 1:

Create a sense of urgency: this phase consists on informing the concerned people that the change is not only a choice or an option but it is a necessity, this step requires providing the employees with the data underpinning the need for change, in a sense where the leader creates the motivation that drives them during the whole change period. Operationally speaking the main goal of that step is to help others see the need for change through a bold, aspirational opportunity statement that communicates the importance of acting immediately.

Step 2:

Form a powerful coalition: this phase is related to the constitution of a strong group, considered as leaders of the change. or "change champions". Those people supposed to be the most active people with a high status, expertise, and political importance. This volunteer's army needs to be effective and efficient as kotter describe it – born of its own ranks – to guide, coordinate, and communicate its activities.

Step 3:

Create a vision: Basically, a vision is a combination of ideas that justify the change implementation. The most important thing at this stage is: the vision must be clear, and it's better if it can be grasped easily by the people involved in the process. Through this steps the change champions needs to clarify to the reste of the employees how the future will be different from the past and how you can make that future a reality through initiatives linked directly to the vision.

Steps 4:

Communicate the vision: the vision needs to be communicated strongly and effectively. In a manner that helps taking actions, and reducing resistance, and inertial factors. In this step, the managers have to keep in mind that communication is a continuous endless process. For kotter Large-scale change can only occur when massive numbers of people rally around a common opportunity. They must be bought-in and urgent to drive change – moving in the same direction.

Step 5:

Removing obstacles: it consists of removing all the psychological financial or material obstacles that might prevent the change from happening. Removing barriers such as inefficient processes and hierarchies provides the freedom necessary to work across silos and generate real impact. Removing barriers constitutes a source of the freedom necessary to work across silos and generate real impact.

Step 6:

Create short term wins: some milestones (wins) supposed to be placed previously by the managers, passing by each one of them can motivate more than anything else. Give the employee a sense of pride and victory can be helpful for the coming steps. Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to track progress and energize volunteers to persist.

Step 7:

Build on the change: capitalized on what has been already achieved. it's important for what is coming. Press harder after the first successes. Your increasing credibility can improve systems, structures and policies. Be relentless with initiating change after change until the vision is a reality.

Step 8:

Anchor the change: the last phase includes making continuous efforts to ensure that the change has become a part of the organization culture and values system, that's supposed to be shown on the daily basis. Articulate the connections between the new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits.

At the end Kotter's models fig,1 provides a clear description and guidance step by step to successful change implementation. Also, he put emphasis on the importance of the employee's involvement and acceptability in the overall process. Family firms needs to be aware that change in that rapid pace may provoke some stress depression and anxiety to the stakeholders, as well as conflicts of interest, goals divergence, and increase agency cost, among the family members involved in the organization management, so for and effective change management strategy, these factors needs to be taking into consideration at the planification phase.

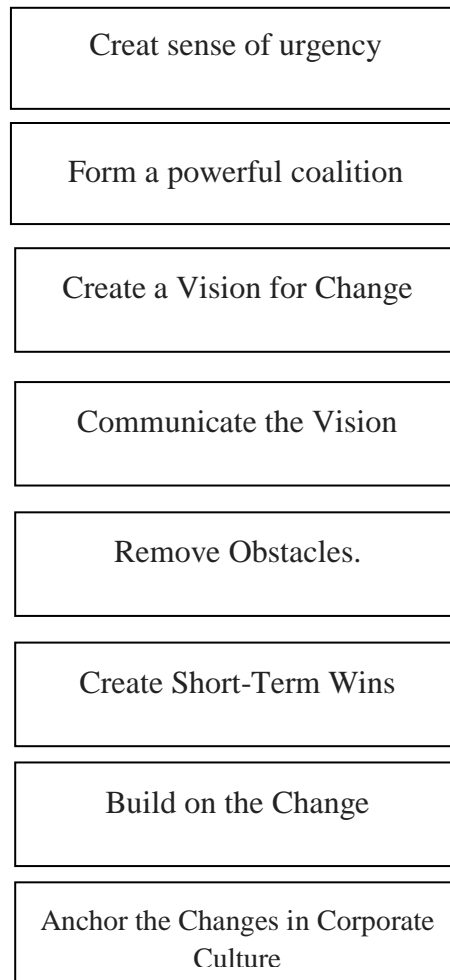


Figure 1:- The 8 Step model for change, Kotter

Source : (Kotter, 1988).

Family firm's socio-emotional wealth:

Defining what family business is represents a huge controversy among the social scientist's community, the literature dedicated to this subject is unable to give a definition that encompasses all aspects of that phenomena.

Paradoxically we have a diversity of incomplete definitions, which anchor a structural ambivalence in this area and generates a high level of skepticism about the value of the knowledge produced on the family business field (Khalis, M., al 2018).

The current body of knowledge, provide several definitions. Eg: mono-criteria definitions, which focus singularly on the criterion of ownership, or control, or Family / Enterprise interaction. For instance (BB Barnes, S.A. Hershon, 1976) focuses on the notion of control, they consider that a firm is qualified as family one, only if it is controlled owned by one or more members of the same family. The semantic amendment of this definition has been done by (Lansberg et al., 1988) when he integrated for the first time the notion of "legal control".

On the other hand (W.J. Dyer, 1986), emphasize the idea of ownership and management separation. He argued that a business is worthy of having family quality if it is owned or controlled by one or more family members. After (W.C Handler 1998) will present a virtually identical definition, the only point of difference is relative to the extended nature of the family.

Moreover, (Beckhard, R. and W.G. Dyer, 1983) had the exclusive right to approach the (family/business) interaction, as a defining criteria. They stipulate that the presence of family members on board of directors constitutes the bond that links these two universes (family/company) and that what gives the family essence to the company.

Although, facing the current changes in the macro and micro business environment. The family firm made no exception to maintain its existence. they are supposed to be flexible enough to manage changes. the socio emotional wealth has been introduced previously as defining element, of family business by Gomez and Mejia 2007, also it is used to explain the differences in terms of behavior (eg: risk-taking, governance arrangement executive pay) between family firms and non-family-controlled firms. (Gomez-Mejia, Nuñez-Nickel, & Gutierrez, 2001). According to (Miller & LeBreton-Miller, 2006; Zahra, Hayton, Neubaum, Dibrell, & Craig, 2008) the socio-emotional wealth can be resumed around five elements:

1. Emotional attachments: This variable reveals the fact that the family members have a deep emotional attachment to their company, and that's justifies why these organizational forms are pursuing not only financial goals but also social and societal goals.
2. Identification: the firm is considered as an extension of the family and a part of its identity. The siblings do not pursue only the financial benefit but they aims toward glorifying company reputation, dynastie preservation.
3. Family control and influence: Each one of the family members has wide perimetres of action and executes variety form of control. that explains the fact that company preservation, constitute a preservation of the control and the influence on itself.
4. Renewal of family bonds: it's the trans-generational vision that the founder of the business had at the beginning, family business owners always seeks to pass on the company to the next generation.
5. Binding social ties: that aspect is related to steading deeply social activities at the community level and building strong relationships with other stakeholders, based on trust and reciprocity.

Research Methodology:-

The exploratory nature of this research has directed us to choose case study as a research methodology. Because it helps us to have an in-depth understanding of the population experience, as well as it allows us to developed particular sub-theories for specific contexts. Basically, we found it necessary to mention that one of the authors was involved in the chosen company (PETIT FORESTIER). For one six months, as one of the change guideline team with various roles (e.g. training, monitoring,) this way authors were able to understand closely the employees change experience.

The case study method has numerous advantages. It facilitates the researcher immersion within a specific context to extracts some conclusion that are relevant and applicable for similar contexts. Furthermore, due to the long-term observation, the results of our research would have more internal and external validity (Yin 1984; Eisenhardt, 1989), moreover following qualitative case study method we had so much flexibility since we can use the primary or secondary data or both of them on a triangulation perspective.

The selected research technique has also some limitations. Comparing case study to the quantitative research the major inconvenience that manifested are the reliability and objectivity. The first issue (reliability) is related to the authenticity of the data used since it's only extracted from people during in depth interviews like we are trying to

turn opinion to knowledge. The second issue is the difficulty to find the same results following the same research approach on different contexts (Poper 1984; Carnap, 1989).

The three main goals behind our choice of the qualitative case study method are: 1) Analyse how the socio-emotional wealth of family business interacts with the change process from both perspectives (the family members involved in the firm management, as well as the non-family members). 2) Evaluate the degree of relevance and validity of the existing body of knowledge (theoretical models- operational guidelines). 3) Consider the potential negative side effect of the Kotter approach to change, and elaborate a path to mitigate these negative consequences for future organizational changes.

The data was collected through three main sources, the first one semi-structured open interviews structured upon the key elements extracted from the theoretical models (eg, change process implantation- socio-emotional reactions), as reviewing the seconde one is the secondary data already present in the firm's internal documentation, third on the participants observation. The interviews have been done over three months, the average length of each interview was approximately around 1 h .20 min, with an average of respondent ages (42 years), with range (25-51), all the interviews are divided to two main categories family members & non-family members. That choice is justified by the fact that through this research we seek to compare the two perceptions (i-g family members-no family members) to understand the family firm socioemotional wealth evolution within a period of change.

To put you in perspective we found it relevant to mention that the chosen firms have implemented the change following the eight steps proposed by Kotter. Down below a description of the change implementation strategy Table1:

Table 1:- The change implementation process followed by the firm.

Phases	Observation
Increase urgency	The firm has created a sense of urgency by implementing a good leadership system that focuses primarily on delivering clearly and constantly the needed messages to the employees in a straight forward manner. These messages had kept the employees updated about relevant questions like what's going to happen? and why it is going to happen? And in which time frame.
Building guiding team	The company at that level have concentrated on selecting the key people that are supposed to be a potentially good leader for the change. And their job is to convince people to support the change and positively orient their behavior. In our case study, the organization has chosen the family members that are involved in the management as a Guideline team "change champion".
Creat a vision	At this stage managers intended to develop a vision that helps the actors to understand the meaning of the change. The chosen company have established a value system, and strategy that has helped the concrete implementation of the vision.
Communicate the Vision	In response to questions concerning communication, the majority felt well informed. However, more than half of the population felt well informed about the reasons for the changes, agreeing that all the needed information had been presented effectively.
Empowering Actions	After communicating the change the firm has focused on identifying the change resisters from supporters, after that they reward the people that manifested a high level

	of implication in the change process, and they removed the remaining barriers psychological (fear-anxiety-resentfulness) or informational (lack of communication – lack of understating the vision) so they had fewer resisters.
Short term win	Nothing motivates more than success; the firm has created some milestones that helped the actors to be aware that the change is going in the right direction.
Build on the change	It is about keeping the momentum going and Build on what has been already achieved. that was visible on the company strategy when they celebrate the tangible achievements.
Anchor the change	To ensure that the different actors keep supporting the change, the managers, did a regular evaluation and discussion, to guarantee that all tasks are performed perfectly.

Source: PETIT FORESTIER, (2019) operational change plan.

Material and Method:-

We decided to use the software tropes 8.0 version for the text analysis. Because of its ability to present semantic analysis, Stylistics and syntactic analysis, and it offers more information comparing it to other software (Nvivo, Periscope Data). E.g : identifications of categories (verbs, connectors, modalities, sub modalities, adjectives) also (thematic analysis, reference fields, discursive/chronological structures).

Technically speaking, Tropes can qualify any quantity of text, to 20 000 classes (table 2), that can be divided into broad semantic categories. A class of (“concept “or “theme ”) is a combination of synonyms or related terms that are bundled together. In our case the text (gathered data through interviews-documents available on the firm) has been analyzed on three hierarchical levels: 1) the ” references identification” 2) After that the extracted references has been grouped to what (Pierre Molette 2014) called “field reference” 3) later on the field references are merged together in order to formulate « broader reference field ».

Table 2:- Distribution of 2,014 references and 4,921 words within the EMOTAIX scenario according to their valence.

MALEVOLENCE [365]	HATE [227]	Resentment [50]	Love [55]	AFFECTION [128]	BENEVOLENCE [183]
		Disgust [51]	Desire [24]		
	Disdain [48]	Admiration [18]			
	Irritation [78]	Attraction [31]			
AGRESSIVENESS [138]	INHUMANITY [116]	Inhumanity [116]	Goodness [33]	KINDNESS [55]	
		Rage [41]	Gentleness [17]		
	Anger [55]	Patience [2]			
	Pride [26]	Humility [3]			
SUFFERING [131]	TRAGEDY [112]	Tragedy [112]	Bliss [7]	HAPPINESS [51]	
		Pain [112]	Joy [21]		
	Tear [7]	Laugh [23]			
	MENTAL ILLNESS [36]	Mental illness [36]	Mental health [10]	LUCIDITY [17]	
ILL-BEING [772]	RAMBLING [40]	Rambling [40]	Common sense [7]	WELL-BEING [279]	
		Sadness [63]	Gaiety [20]		
	Weariness [74]	Vivacity [62]			
	Tropes [56]	Arousal [9]			
DISORDER [142]	TROUBLE [119]	Trouble [119]	Apposement [37]	RELIEF [59]	
		Remorse [23]	Release [22]		
	Humiliation [57]	Esteem [10]			
	FRUSTRATION [130]	Dissatisfaction [17]	Fulfillment [13]	SATISFACTION [61]	
ANXIETY [114]	DISPLEASURE [40]	Displeasure [40]	Pleasure [26]	COURAGE [31]	
		Regression [16]	Catharsis [12]		
	Terror [10]	Boldness [16]			
	Apprehension [37]	Self-confidence [10]			
TENSION [53]	SHYNESS [14]	Shyness [14]	Ease [5]	COMPOSEURE [73]	
		Panic [4]	Serenity [14]		
	Distress [18]	Tranquillity [16]			
	Concern [31]	Relaxation [12]			
SURPRISE [85]	UNSPECIFIED EMOTIONS [144]		IMPASSIVENESS [29]		

Source: Annie Piolat (2009).

By analyzing emotional and affective lexicon, we have encountered several problems using tropes, because. a) Emotional lexical units are distributed across a large number of references, some of which concern neither positive or negative valence; b) these units are classified according to their literal meaning, without taking their possible figurative use into account. The references are not organized around a hedonic axis (Pleasant vs. Unpleasant), which we regard as a vital structural criterion.

Thankfully enough Tropes allowed us to create a personalized scenario that meets our research expectations. So, we decided to use the Scenario (EMOATIX VERSION v1_2), constructed by (Annie Piolat 2018). EMOTAIX it is made up of 2014 references; those references can assess the current emotional state, emotional expressivity and appraisal processes of the interviewees, in addition to certain types of apprehensions and mental ruminations and alexithymia.

For the terms to be included in the Emotaix scenario it has to contain one of the semantic characteristics: affection character, emotional state, mood, psychological state, temperament personality traits. This scenario main goal is not only to classify the text in terms of lexical items, but is to classify them according to three different aspects: (1) valence (positive/negative), (2) use (literal/figurative meaning) and (3) nature (semantic category; cf. Table 3) that contains rubrics denoting aspects that are pleasant, attractive, desirable, satisfying, etc. or unpleasant, repulsive, undesirable, dissatisfying.

Table 3:- Distribution of 2,014 references and 4,921 words within the EMOTAIX scenario according to their valence.

References	Literal meanings	Figurative meanings	Total
Positive	294 (54.95%)	241 (45.05%)	535 (26.56%)
Negative	472 (37.73%)	779 (62.27%)	1,251 (62.12%)
Unspecified	53 (36.81%)	91 (63.19%)	144 (7.15%)
Surprise	14 (25.45%)	41 (74.55%)	55 (2.73%)
Impassiveness	11 (37.93%)	18 (62,07%)	29 (1.44%)
Total	844 (41.91%)	1,170 (58,09%)	2,014 (100%)
Terms included in the references	Literal meanings	Figurative meanings	Total
Positive	798 (61.01%)	510 (38.99%)	1,308 (26.58%)
Negative	1,294 (42.04%)	1,784 (57.96%)	3,078 (62.55%)
Unspecified	142 (42.26%)	194 (57.74%)	336 (6.83%)
Surprise	42 (29.17%)	102 (70.83%)	144 (2.93%)
Impassiveness	23 (41.82%)	32 (58.18%)	55 (1.12%)
Total	2,299 (46.72%)	2,622 (53.28%)	4,921 (100%)

Source: Annie Piolat (2009).

In order to have a clear idea about the respondent's emotional state before the change as well as during the period of change this scenario classifies the text in term of valence (negative /positive), not specified emotions (where the respondents are not able to define how they feel at the moment or they are perplex) Impassiveness (situation at which the situation where the respondents is unsusceptible to or destitute of emotions). In our text the negative-valence terms accounted for 62.12% (N = 1251) of the collection, while positive-valence ones represented just 26.56% (N = 535).

Participants & Procedure:

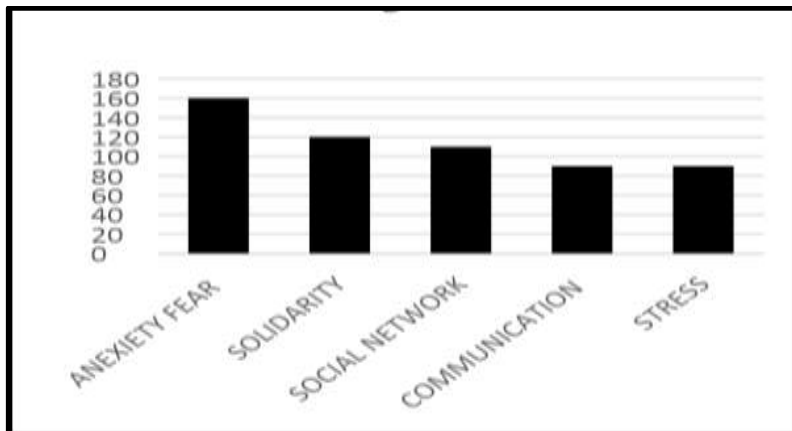
To examine family firm socio-emotional patterns during organizational changes. We decided to pick up a sample of 25 persons, 6 of them are family members with a percentage of 41.67% and 19 non-family members with 85.38%. We've conducted a one hour interview per person, those in-depth interviews were structured into three major phases (eg: phase number one is dedicated to establish a propitious environment with the interviewee's and to understand their current position within the family (for the family members) as well as the company (for both family members and non-family members). Phase number two was dedicated to assessing the work of the company managers regarding the organizational change implementation in terms (vision - vision communication - resistance management - type of leadership). Step three is related to a comparison of their socio-emotional variation during the change period, before and after it.

Results were subjected to the appropriate statistical calculations (Student's t-test and chi-square test) according to the nature of the dependent variables, to find out whether there were any significant differences between the two experimental conditions.

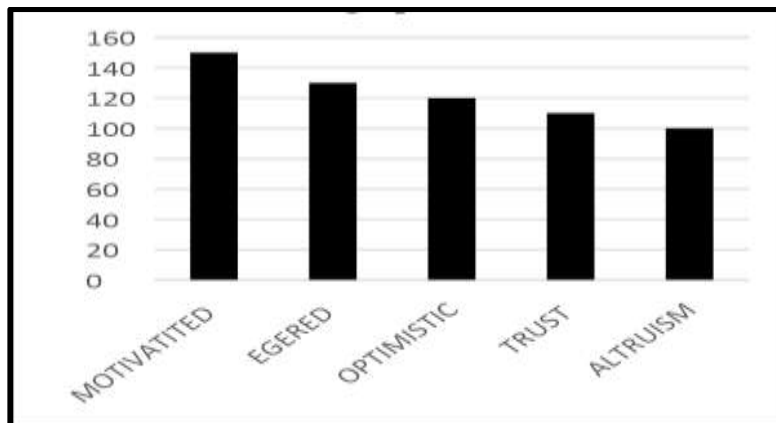
Results & Visualization:-

During the interviews, we have detected some common issues that the majority of participants have mentioned. The most recurrent ones are listed down below (Table 2). Since we presume that it is extremely relevant to consider them in our analysis process.

Participants did use significantly more words in their speech "during change" condition (1220; t (47) =1.2, ns) comparing to the "before change" condition. With the total number of terms, they used, they produced a significantly higher percentage of emotional items in the "before the change" condition (12.5%) than they did in the "during the change" one (11.3 %; t (17.4) =2.45, p<.02).

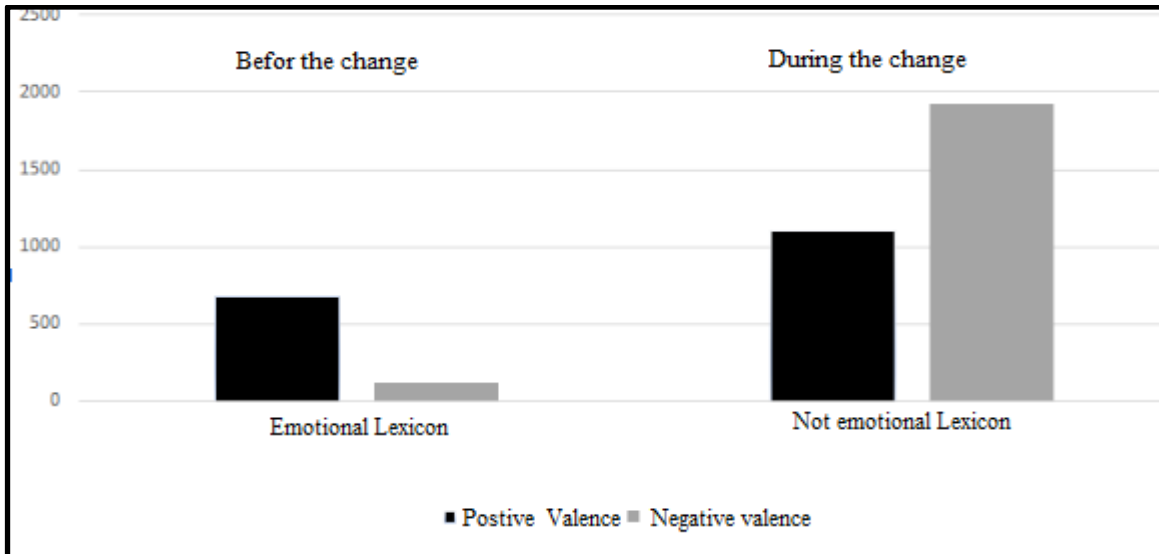


Graph 2:- The most used term during the change.



Graph 3:- The most used term before the change.

The level of positive-valence items was significantly dominant in the “before change” condition (67.7%) than “during the change” one (30.9%; $t(52)=8.72$, $p<.0001$; NB the percentage of the used terms do not match 100% since tropes classifies some term in the "impassiveness" or "unspecified emotion". at the end, in both situations, the interviewees used more literal items than figurative ones (“before the change” condition: 88% vs. 13%; $t(23)=20.12$, $p<.0001$; “during the change” condition: 85% vs. 17%; $t(24)=13.73$, $p<.0001$). There was no significant difference between the percentages of figurative items used by participants in the two conditions ($t(47)=1.14$, ns).



Graph 1:- The terms use in term of their emotionality and positive or negative valence.

Discussions:-

Basing our analysis on the previously presented data, we have concluded that the family socioemotional wealth reciprocally impacts the process of change, and it gets impacted by it as well. And that is described dynamically following two different scenario 1, scenario 2 respectively.

Scenario 1: the family firms' socioemotional wealth impact positively the change process.

The SEW influences positively the process of change implementation, because by comparing this family businesses to others organizational form, we have noticed that this variable (SEW) generate a form of « collective behavior » among the family members because all them shares the same finality which is implementing the change safely. And guide their firms to a better future. That factor is an important lever for change process since it reduce the resistance and the inertial factors.

The second level of our analysis is related to the communication process. The importance of communication during the change is indisputable. We have observed the crucial role that sew plays regarding the communication process. It facilitateit between the siblings at the first level, and with the outsider stakeholders at the second level. since the firms is a reflection of the family identity, and during the change, each one of them plays the role of « change champion » who burgeon to make the communication fluid as much as possible.

Finally, the third aspect is related to the social network synergy of family relatives. At the moment of change, the stakeholder's reactions and the company legitimacy from their perspectives are extremely relevant elements. The SEW helps the managers to use these elements wisely. That's possible if each one of the family member's personal network with the stakeholders in case they used it effectively at the period of change.

Scenario 2: the change process impacts the socioemotional wealth negatively.

The emergence of conflicts: the change by definition carries out stress, Fear, and anxiety. Sibling rivalry, marital problems, ownership depression,trans-generational involvement, altruistic inclinations, and succession issues. All these elements present a potential possibility for family conflicts, (Kellermanns and Eddleston, 2004). And family

conflicts can be divided into four categories 1) Friction: a normal disagreement which is a reflection of opinions divergence. 2) Destabilizing conflicts that are related, the firm management of these conflicts are dominated by dogmatic positions and emotions 3) Warfare can threaten the existence of an organization or relationship. At this stage, positions are so entrenched that for some people it becomes more of a priority to be right. And for sure impact negatively the socio emotional state of the firm.

Emotional dis-attachment: this factor is extremely related to the first one. Because the conflict emergence made it difficult to maintain the same emotional ties among the family members as well as with the outsiders. Worst sometimes the conflict can be exhausting at the long run and create a sense of vengeance and resentful behaviors.

Lack of trans-generational visibility: since the change sometimes threat the firm survival. It made hard for the fonder to plan the succession, and it creates what the interviewees call the now state of mind. Which means that all the efforts are focused on the current situation and nobody is sure about what it might happen in the future.

Conclusion:-

By describing clearly how family firms SEW interact with the change process, this paper contributes to a better understanding of how a family business can capitalize on their strong affective and emotional wealth, to induce others (stakeholders, suppliers, employee), to support the change and to commit themselves to its successful realization. Also, by explaining the nature of the reciprocal impact between the SEW and the change process. It will be an opportunity to help the operationist to establish a set of tools to absorb the negative impact and maintain the positive only. Although the literature provides very few direct insights on these relationships, research on innovation and succession in family firms suggests that the 'family' variable is likely to be an important driver of change.

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