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ANALYSIS OF SUCCESS FACTORS FOR MICRO AND SMALL FAMILY BUSINESSES: AN APPROACH FROM THE PERSPECTIVE OF CAPITALS

Judith Banda Guzmán
Department of Art & Business, University of Guanajuato, Guanajuato, México
judithbanda_guzman@hotmail.com

Alejandra López Salazar
Department of Finance & Administration, University of Guanajuato, Guanajuato, México
alelopez.salazar@yahoo.com

Abstract

The purpose of this research is to analyze the relationship between factors of genealogical structure, decision making, learning, corporate social responsibility (CSR), and business performance using Bourdieu's theory of capitals. This present research has used qualitative and quantitative methods. The qualitative method took the interpretation of the testimonies of employers. A second method which were interpreted and a quantitative method which is the quantitative used a descriptive analysis of the variables was performed through crosstabs. Relationships between variables of the 293 family businesses were statistically validated. The results showed that CSR and forms of learning have a positive influence on performance, to different extents. In contrast, genealogical structure and decision making style do not have a positive impact on family business performance. This document also discusses the theoretical framework, conceptual details, and the conclusions reached.

Keywords: success factors, performance, family businesses, capital theory, small and medium business

INTRODUCTION

Small and Medium Enterprises (SMEs) account for 99% of companies, generate 72% of jobs, and contribute 52% of the Gross National Product (GDP) (Secretaria de Economía, 2011). Most SMEs are family businesses and have a significant failure rate, about 70% of new enterprises fail in the third year of operations (KPMG, 2013).

One of the functional weaknesses of family companies in Mexico is the lack of direction by the board, only 45% of family businesses in Mexico surveyed by KPMG (2013) have an established a board of directors. In the majority of cases, the function is occupied by a sole administrator, who is usually the person that makes the decisions regarding strategy, and in some cases where council meetings are merely informal, for accounting purposes and to fulfill administrative requirements. Also, the decisions to propose a business project, 29% of companies do not estimate the investment required to execute and follow up, in other words, the business is piecemeal, reactionary decisions and those based on intuition are made (KPMG, 2013).

To improve the success rate of family businesses is necessary to identify the factors that are critical for success, but there are few studies that analyze the relationship between business performance and the factors that positively influence on it, most of these factors focused primarily on the process of succession, followed by organizational theory, corporate governance, organizational change, interpersonal family dynamics, among other issues related to family businesses (Benavides, Guzmán & Quintana, 2011). The objective of this research is to analyze the genealogical structure, decision making, learning, CSR and their effects on business performance, using Bourdieu's theory of capital.

However, assessing performance of Mexican SMEs is complicated, especially when it comes to financial performance. Also, whenever we talk about performance as a single measure without considering their characteristics, i.e. the types of performance that the company´s experience. Therefore, this study aims to first understand the types of performance experienced by family businesses and analyze the factors that are related to performance in the future in order to assess and weigh each type of performance.

LITERATURE REVIEW

To identify the effect of the factors like genealogical structure, decision making, learning, and CSR on the business performance of micro and small family businesses, it is necessary to conceptualize the factors of success or performance, which Eberhagen & Naseroladl (1992:4) define as "those few variables that cause a manager to achieve their goals in current or future areas of activity"

However, success or business performance can be conceptualized in different ways, in most cases it is evaluated through financial performance, but in small business other indicators are used to assess the success and/or performance, such as survival, growth in sales and/or profits, market share, customer and employees satisfaction, among others (Gorgievski, Ascalon & Stefan, 2011).

The purpose of this research is to analyze the performance of the micro and small family businesses using the theory of capital proposed by Bourdieu (2001), who identifies two dimensions from field theory to business organizations: field organization and the global field. The field of organizations analyzes the members involved in context and consists of different types of capital: social, symbolic, cultural, commercial, technological, and financial capital. The global field consists on external factors that coerce the company.

Social capital is defined as "the set of resources that are linked to possession of a sustainable network of more or less institutionalized relationships of intercommunications; in other words, they are related to a group membership, as a set of agents who are not gifted with common properties, but they are united by permanent and useful links " Bourdieu (1980:2).

Symbolic capital, which identifies the organization as a company that has earned the prestige, recognition, and trust of customers by offering products and services that relate to a "brand" and have a moral authority for the society, with a confidence and pride based on workers belonging to the company (Contreras, Molina & López, 2011).

Cultural capital, is defined by Contreras, Lopez & Molina (2001) as the set of skills possessed by the people involved in organizations (owners, managers, and workers), including their education level, experience in the sector, technical capacity, and skills to solve certain tasks. Therefore, the importance of intellectual capital lies in the accumulation of knowledge, skills, abilities and experience that are applied effectively in decision-making.

Similarly, Bourdieu (2001: 222) defines commercial capital, "as the commercial capital relative to the sales force, which obeys the dominion of distribution networks (transport and storage), marketing and post-sales services.

Moreover, productive capacity and company strength depends largely on its technological development. Technological capital is defined by Bourdieu (2001: 222) as "the portfolio of scientific or (research potential) technical (methods, skills, routines and competencies) resources that may be applied in the design and products manufacture...".

The last type of capital we consider here is financial. Financial capital has acquired paramount importance, due to its orientation towards profit, which requires an appropriate and strategic management of the company's resources or outsiders. An increase in the value of the business is considered the necessary condition for the accumulation and preservation of all forms of capital, and it entails the direct or indirect influence of financial resources. Bourdieu (2001: 222) defines financial capital as "the direct or indirect control (through access to banks) of financial resources, which are the necessary condition for the accumulation and conservation of all forms of capital."

Bourdieu's (2001) theory of capitals allows us to evaluate the performance of family businesses and understand how some factors can positively influence performance, such as genealogical structure, decision-making, learning, and CSR.

To better understand the factors that contributing to the success of family businesses, Dodero (2005) found that the following stood out as success factors "dedication and effort" which entail a learning process, and the "vision and strategy", which are a reflection of the passion and commitment that the family has to take as a company forward, which is usually a leading entrepreneur with a business vision. On the contrary, administrative issues are less attractive to the founders, however it is a factor that has harmed the growth of the companies, including "family conflicts due to failures in communication", "organizational problems" and "poor management", especially since management styles are not adapting to increase company structure, size, and complexity. However, moral values often take precedence over efficiency, and to a lesser degree are considered as a success factor along with the high quality of service provided, experience, and technology.

Yeh-Yun (1998) suggests that the human factor, such as the management skills of the founders for decision making, is more important than structure and technology, as well as customer focus as success factors in small and medium enterprises.

Ramírez, Mungaray, Ramírez & Texis (2011) found that informal learning processes in micro-companies affect increasing returns. Where learning is the result of experience, that is, as the activity is repeated, the worker acquires an improvement in manual dexterity that can contribute to the simplification of processes that positively impact the productivity levels of the company due to the reduction in time required to perform the task, it can even affect quality levels (Teplitz, 1991).

While the dynamics of family businesses are imperative, Benavides et al., (2011) suggests that much remains to be investigated, where most of the authors have focused mainly on the process of succession and corporate governance, however, they are studies of medium or large companies. Few studies have focused primarily on micro and small enterprises due to the complexity of obtaining information (Texis et al., 2011). So, the factors analyzed in this study are genealogical structure, decision making, learning, CSR, and the relationship with business performance from Bourdieu’s capital perspective.

Hypotheses Development

Genealogical structure of family businesses

The family business is defined by Giddens (2000: 735) as "a group of individuals linked by blood ties, marriage, or adoption that form an economic unit whose adult members are responsible for the upbringing of their children". Genealogical structure in family businesses, allows us to see a view of household structure in its various interactions, such as marriage, nuclear family, extended family, in-laws, family and friends, family and associates and Ego (Contreras, López & Rivers, 2013).

Giddens (2000: 190) defines marriage as a "socially recognized and approved sexual union between two adults". When two people get married they become relatives. However, marriage also links a wider group of family members. Parents, brothers, sisters, and other blood relatives become relatives of the spouse by marriage".

The nuclear family "consists of two adults living in a household with natural or adopted children. "The household can be a set of people who live in the same place: a marriage without children, a couple with one or more unmarried children or a parent with one or more unmarried children (Giddens, 2000: 190). Similarly, couples living in consensual unions are regarded as marriages (ONU, 2011).

The extended family "may include grandparents, siblings and their spouses, uncles, aunts, nieces, and nephews" Giddens (2000: 190). In a similar manner, Agudelo (2005: 133) defined it as "the makeup of people from two generations of the same family, which probably generates interactional processes that somewhat resemble those described for the extended family made up of three generations, care, and socialization, especially when it comes to families with small children".

Friends may form an integral part of the company. This kind of company may have a different combination of marriage or nuclear, extended, or political family or any other type of family including external members and friends who participate in the organization (Contreras, López & Ríos, 2013).

Family and associates, it is the family that has decided to integrate external members as partners to join the company. The partnership relationship is due to personal interest and intellectual or economic capacity (Contreras, López & Ríos, 2013).

Ego, in this form of the constitution of enterprise is a key family player, is one person to create a sole organization (Contreras, López & Ríos, 2013).

The first hypothesis concerns the genealogical structure, which allows us to view the family structure in different dimensions, such as marriage, nuclear family, extended family, in-laws, family and friends, family, associates and Ego (Contreras, López & Ríos, 2013), for which the following hypothesis is proposed:

H1: There is a positive and significant relationship between the genealogical structure and performance of family businesses.

Decision making

Decision making is defined by Bolt (2010) as "the process by which a choice is made between alternatives or ways to solve different life situations, they can occur in other contexts: at work, within the family, emotional, and in business, among others". However, the everyday business decisions of the company is a process to choose an alternative based on an analysis and not simply on the perception of the owners or managers who are making those decisions.

Brousseau, Driver, Hourihan & Larsson (2008) suggest four styles of decision making based on the use and creation of alternatives and the information available. As for the number of options, there are entrepreneurs who only define a single course of action due to their belief that focusing their energy in their own way to solve problems, while others generate a number of alternatives, undertaking various courses of action, while at the same time trying to adapt to circumstances. Regarding the use of information, there are entrepreneurs who use the large sources of external information for decision making, while for others it is enough just to obtain the vital decision-making data that is immediately at hand. Here, Brousseau et al. (2008) indicate that there are four styles of decision-making: a) decisive (little information, a course of action); b) flexible (limited information, many alternatives); c) hierarchical (lots of information, a course of action) and d) integrative (lots of information, many choices).

Acevedo (2006) found in a study of best corporate governance practices that the boards are made up of directors and committees who focus on specific activities, increase efficiency, and transparency and accountability is promoted. However, Acevedo noted that in 92% to 95% of family businesses, the family is engaged in management and direction respectively, and a trend towards the incorporation of external members is observed. Also, Balestri, Giorgis, Larrea, Castaldo, Poma & Pariani (2001) show that a high proportion of the decisions made by agricultural enterprises are primarily based on experience, while the level of education is lower, however, this form of decision making indicates a dangerous weakness in situations of uncertainty and significant change.

Therefore, according to Brousseau et al, (2008), there are different styles of decision making, which they classified for better understanding. The first style is autocratic, which occurs when the decision is executed by a head of household or a single individual. Democratic decision making takes into account the agreement of the majority, in search of the most satisfying decision. Also Balestri, et al. (2001) suggests that taking contingent decisions, refers to making decisions based on experience, and is based on the needs that arise in times of uncertainty and great change. Finally, relying on outside counsel, which concerns the consultation of external information in order to make the final decision. Therefore, the following hypothesis is proposed:

H2: There is a positive, and significant relationship between the way decisions are made in family businesses and performance.

Ways of learning

Learning is defined by Díaz (2012) "as a series of biological and psychological processes in the cerebral cortex, through meditation of thought, leading the subject to change their attitude, skill, knowledge and information, as well as forms of execution, through experience acquired in the interaction in the external environment, seeking to provide adequate answers". Díaz (2012) further suggests that only we can speak of "learning" when the change that occurs is lasting, and the practice is, therefore, essential.

Individuals do not all learn in the same way, we do not all have the same interests and abilities. Moreover, nobody can learn everything. Gardner (1998) classified the different forms of learning which are defined as the theory of multiple forms of intelligence, which include verbal-linguistic, spatial, intrapersonal, and interpersonal.

Verbal-linguistic intelligence is the ability to use words effectively, orally or in writing, which is learned by reading, listening, seeing words, speaking, writing, discussing and debating. Spatial learning is the ability to think in three dimensions, working with patterns and colors, visualizing, using the mind's eye, drawing. Interpersonal learning is the capacity to understand others and interact effectively with them, which includes sensitivity to facial expressions, gestures, posture, and the ability to respond. Intrapersonal learning is the ability to build a perception regarding oneself, to organize and direct his own life, which includes self-discipline, self-understanding, and self-esteem (Gardner, 1998).

Also, Lozano (2008) found in his research on the learning process of descendants that the learning process is influenced to varying degrees by the descendants and depends on the period of life they are in, which is transformed over time. As well as influencing ways of learning, the family and the business have a large impact on childhood, and the environment and the individual's own interests have a lesser impact. Meanwhile, Carrasco & Meroño (2010) suggest that the higher the level of training of the manager, the more positive the impact on employee motivation, and thus the performance of the organization is greater.

Therefore, the learning process is influenced by the different forms of learning: verbal language, spatial, intra- and interpersonal, for which the following hypothesis is proposed:
H3: There is a positive and significant relationship between the forms of learning and the performance of family businesses.

Social responsibility

The definition of social responsibility varies between countries. Despite the difference of opinion, there are convergent elements. The Centro Mexicano para la Filantropía (2008) (Mexican Center for Philanthropy), defines it as the "conscious and consistent commitment to fully comply with the purpose of the company, both internally and externally, considering the expectations of all participants, whether economic, social and environmental, demonstrating respect for ethical values, people, communities and the environment for the construction of the common good".

The incidence of social responsibility in the competitive success of companies has been significant, as several authors have published studies which suggest the existence of a positive relationship between social responsibility and business success (Díez, Blanco, Cruz & Prado, 2014; Gallardo & Sánchez, 2013; Martínez, Briones & Nieves, 2011). However, other authors have found that the mere economic benefit of the company is no longer enough, but those small firms that have implemented social responsibility practices have raised the probability of achieving improvements in the level of happiness of its employees, and respect from those who do not exploit their social orientation (García, Nieto & Carrera, 2014).

Therefore, the following hypothesis is proposed:
H4: There is a significant positive relationship between CSR activities and performance of family businesses.

RESEARCH METHOD

The Study

To achieve the objective set in the present work, we applied a qualitative method where the testimonies of employers are interpreted to measure e the kind of performance that family businesses experience according to their genealogical structure, decision making, learning, and corporate social responsibility (CSR).

Population and Sample

Non-probability sampling method was made by convenience, the owners were selected because they were readily available and appropriate to answer the interview. The sample selected for this study consisted of 293 family businesses.

The calculation was done with the program Decision Analyst STATS considering a margin of error of 5%, a selection probability of 50% and a confidence level of 95%, in accordance with INEGI (2010) of the Celaya municipality, Guanajuato. The family businesses studied are Micro 266 (90.8%), and small 27 (9.2%), the proportions of the different types of business are as follows (table 1):

Table 1. Type of family business studied

Type of business	Frequency	Percent
Other	8	2.7%
Trade	132	45.1%
Service	46	15.7%
Manufacturing	107	36.5%

Data Collection

Data collection was applied using open questions to encourage freedom in the responses received. Interviews were conducted with business owners or a member of the family. In some cases, we met with the managers of the company.

The semi-structured interview research technique was used to obtain more precise information on the topic under study, encourage participation of the business owner, and to gather the highest quality information possible.

The questions that guided the study were as follows: Who forms part of the family business? How are decisions made in the family business? Do others support the decision making of family members, such as experienced consultants? How did you learn to perform the activity or occupation? How would you like to help society? What have been your greatest achievements?

ANALYSIS

A descriptive analysis of the variables was performed through crosstabs, thus the relationship between variables of the 293 family businesses were statistically validated.

For the discussion of the genealogical structure of enterprises, we defined categories of the family structure according to the discourse of the entrepreneurs. We generated five categories representing the main ways that a family business is organized to perform their operations (Table 2). The nuclear family consists of "two adults living together in a household with their own or adopted children" (Giddens, 2000: 190); and can have various configurations: a parent with one or more unmarried children, iv) a mother with one or more unmarried children

i) childless marriage, ii) marriage with one or more unmarried children, iii) a father with one or more unmarried children, iv) a mother with one or more unmarried children. The extended family includes grandparents, brothers and their wives, sisters and spouses (Giddens, 2000), in-laws are included, where the members have no blood ties, but share relationships and processes of the internal dynamics of the family. Family-friendliness is where friends are an integral part of the business and the family business, in this structure, the family decides to integrate external members as partners, in either an economic or intellectual capacity.

Table 2. Description of the categories of genealogical structure

Categories	Specific Family Settings
Nuclear family	Only marriages Single mother and children Single father and children
Extended family	Siblings Political family
Family- Friendship	Marriage and family Nuclear family and friends In-laws with friends
Family business Non-relatives	Family and associates

Source: Compiled based on testimonies.

For the analysis of decision making, we defined categories according to the discourse of the entrepreneurs, leaving four categories representing the main decision making: autocratic, democratic, contingent, and outside counsel (Table 3).

Table 3. Categories of Decision Making

Categories	Description
Autocratic	Refers to the head or a single individual as the person who always makes decisions without asking for the opinion of any other member.
Democratic	Refers to a decision process that seeks not only the agreement of the majority of the participants but also aims to resolve or mitigate the objections of the minority to achieve the most satisfying decision. At the same time, the decision is also made by consensus which means: a) a general agreement and b) a process for reaching such an agreement. Decision making depending on the work to be done.
Contingent	Refers to decisions based on the needs that arise during the operation of the company.
Outside counsel	Consulting needed by business owners or family, experts in the field to reach a final decision.

Source: Compiled based on testimonies.

Regarding forms of learning of entrepreneurs, we obtained four categories according to the testimonies of the entrepreneurs: verbal-linguistic, spatial, intrapersonal, and interpersonal. Gardner (1998) defines the above categories in the theory of multiple intelligences, because not all individuals learn in the same way, or have the same interests and capabilities, and no-one today can learn everything that is possible to learn (Table 4).

Table 4. Description of categories of the variable learning

Categories	Description
Verbal-linguistic	This type of learning is acquired through formal education and training courses.
Spatial	It includes those who perform tasks through their creativity.
Intrapersonal	Their way of learning is through observation, on the initiative of the previous experience in similar work, by necessity and through practice.
Interpersonal	This way of learning is transmitted from one generation to another, or between political relatives.

Source: Compiled based on testimonies.

In this variable we categorize statements of those engaged in the family businesses studied, which was based on the proposal of Acción Empresarial (Business Action) (2001): managing the impact of business activities, relationships with community organizations, support for social projects, foster leadership for social benefit, and participation in social government projects (Table 5).

Table 5. Description of the categories of the variable of altruism and commitment to the community

Category	Description
Managing the impact of the activities of the company	This category focuses on lowering costs, maintaining and improving the quality of the product which is related to the type of business, generating more jobs and raising awareness for the protection of the environment, so there are three subcategories: business activity, employment, and environment.
Relations with community organizations	It focuses on the relationship between the company and its environment, organizations oriented towards community welfare activities.
Support for social projects	This category refers to support mechanisms and social investments.
Leadership to promote social benefit	It implies that the company is involved and engages with its environment.
Participation in government social projects	It is the link between the private and public sectors, such as paying tax, corporate finance scholarship programs, and partnership between public and private sector.

Source: Compiled based on testimonies.

Naseroladl Eberhagen (1992) relates business performance to a manager achieving their objectives, but in many cases it is determined by financial performance. However, in the case of small businesses it is necessary to find other indicators to evaluate performance. Therefore the present study aims to assess the performance of capital using theory proposed by Pierre Bourdieu (2001), which includes various types of capital which are described in Table 6.

Table 6. Description of different types of capital according to Pierre Bourdieu (2001)

Categories for Performance	Description
Symbolic capital	Refers to the quality of service and/or product brand recognition, building organizational values, product promotion, own design.
Economic capital	Capital generated to create their own business that has liquidity and economic stability.
Commercial Capital	Capital achieved through the permanence in the market, expanding the market and compliance with business goals.

Cultural Capital	Capital is reflected in the transfer of knowledge.
Technological capital	Capital generated when the company is able to improve their technology.
Internal social capital	The benefits that the leader has capitalized for family members due to the good performance of the company reflecting the close link between the family and the organization.

Source: Compiled based on testimonies and applying Bourdieau (2001).

Hypotheses Testing and Findings

We started with the analysis of the performance of family businesses and we found that a one third of the sample has focused its achievements through the development of commercial capital; that is, they have managed their strategy to stay in the market, establishing expansion, and meeting the business objectives proposed. Through economic capital, 18.8% of companies have shown success in achieving economic stability reflected mainly in the absence of liquidity problems of the company. Only 16.6% have developed a good brand that is associated with the quality and design of their products or services, which has generated brand recognition (what is called symbolic capital). With regard to internal capital, apparently family businesses have not taken advantage of the benefits that close ties between family members bring, due to only 15% have developed this capability in their relationships. Cultural and technological capitals are also underdeveloped.

Contingency tables were used to analyze the effect of that genealogical structure, decision making, learning, and corporate social responsibility, has an effect on family business performance, assessed using Bourdieu's theory of capital.

As for the relationship between the genealogical structure and business performance (Table 7), the results show that there is no significant relationship between these variables, according to the statistical chi -square ($p > 0.10$). Therefore, hypothesis 1 is not accepted. This means that there is no particular type of genealogical structure that may contribute to the development of certain types of performance. What the data showed regardless of the genealogical structure of the family business, they have nonetheless generated commercial capital. With regard to family business structure, success has also been created through brand recognition. The above may be due to the incorporation of partners to the administration who added a new vision of how to achieve and improve long term market position.

Table 7. Relationship of genealogical structure and business success

	Business-Capital Success					
Genealogical structure	Symbolic	Economic	Commercial	Cultural	Technological	Social
Nuclear family	15.4%	17.9%	33.8%	1%	2.5%	14.9%
Extended family	15%	16.7%	33.3%	0%	0%	21.7%
Family-friendly	33.3%	33.3%	33.3%	0%	0%	0%
Family-Business	40%	20%	40%	0%	0%	0%
Not related	14.3%	28.6%	28.6%	9.5%	0%	4.8%
Statistics						
Chi-square		Value	gl	Sig. Asymptotic (bilateral)		
Pearson Chi-square		23,401	24	0.496		
Likelihood Ratio		21,792	24	0.592		
Symmetrical measures		Value	F. Approximate			
Coefficient of contingency		0.273	0.496			

When the structure is based on the nuclear family, success is achieved through the development of all types of capital, although some may be weak, such as cultural and technological capital. This implies that in the nuclear family there is a tendency to have a better performance in the different types of capital, and their achievements are considered more balanced. In terms of the cultural capital of the nuclear family, it is underdeveloped due to the trend in family businesses to incorporate family members in the management and operation of the business, regardless of their profile, knowledge, or skills. On the contrary, in other kinds of companies, performance is tied to economic and commercial successes, and the transfer of knowledge (cultural capital) becomes important in this type of genealogical structure due to the professionalization of administration.

Decision making is another analysis factor. When analyzing the chi–square ratio ($p> .10$) (Table 8), the results show that there is no statistically significant relationship between the process of decision-making and business success, so hypothesis 2 is not accepted. This implies that there are no substantial differences in the characteristics of the decision-making process and the type of business performance of family businesses. However, the data show that when the decision is contingent (based on emerging needs), social capital becomes relevant because it implies that trust, support, solidarity, honesty, and teamwork among others and are the basis on which family members act to make decisions (without having to establish agreements and reach a consensus decision). On the other hand, when the decision is supported by external consultants, internal capital is irrelevant, that is, not the intangible benefits that a family business has developed.

Table 8. Relationship between decision-making and business success

	Business Success-Capitals					
Decision making	Symbolic	Economic	Commercial	Cultural	Technological	Social
Autocratic	16.3%	15%	35%	2.5%	2.5%	16.3%
Democratic	15.8%	21.6%	31.6%	1.2%	1.2%	15.2%
Contingent	11.8%	23.5%	35.3%	0%	0%	17.6%
With external consultation	10%	10%	60%	0%	10%	0%
No answer	26.7%	6.7%	20%	0%	0%	13.3%
Statistics						
Chi-square		Value	gl	Sig. Asymptotic		(bilateral)
Pearson Chi-square		20,398	24	0.674		
Plausibility Ratio		19,651	24	0.716		
			F.			
Symmetrical measures		Value	Approximate			
Coefficient of contingency		0.255	0.674			

The results also show that the performance focuses on technological capital, especially when consulting experts are used to make decisions; this implies that the experience of professionals helps generate investments to improve technology, guiding companies to reinvest profits in modernization. So when the decision rests solely on family members, it is difficult to manage the financial resources of the company and of the family members separately, making it difficult to define and establish savings and investment plans.

Regarding learning and its relation to business success (Table 9), the results show that there is a positive, and significant relationship between learning and commercial success (chi-square $p \leq 0.10$), so hypothesis 3 is accepted. However, according to the contingency coefficient (0.290), the strength of the relationship is weak. This means that depending on the form of learning, family businesses tend to develop certain types of capital, that is, their performance is focused on different areas.

Table 9. Learning and successful business relationship

	Commercial success – Capital					
Learning	Symbolic	Economic	Commercial	Cultural	Technological	Social
Verbal linguistic	31%	24.1%	31%	0%	3. 4%	6.9%
Spatial	0%	50%	0%	0%	0%	0%
Intrapersonal	14.6%	18.1%	38.2%	1.4%	2.8%	9.7%
Interpersonal	14.3%	18.1%	28.6%	1.9%	0%	22.9%
Chi-square		Value	Gl	Sig. Asymptotic (bilateral)		
Pearson Chi-square		25,737	18	0.100		
Likelihood Ratio		27,864	18	0.064		
			F.			
Symmetrical measures		Value	Approximate			
Coefficient of contingency		0.290	0.100			

Specifically, when companies learn through formal education (verbal language), businesses are able to develop mainly commercial and symbolic capital, because they have to stay focused to succeed in the market through brand recognition. We also found that technological improvements have been generated when learning is based on verbal language, since the courses and training as well as experience, support the development of knowledge and skills, thereby improving processes and products. We would also expect that when learning is verbal-linguistic, cultural capital is better developed because it implies that the level of education of staff has improved and that emphasis has been placed on developing staff capacity to solve certain tasks. However, the results show the opposite, perhaps because of the difficulty or absence of measurement of knowledge acquired over time, and therefore they are not yet considered part of the achievements of the company.

By analyzing spatial learning (through creativity), performance focuses on the economic, i.e., when staff are able to generate new ideas and implement them, performance is focused on profitability and economic stability. This means that innovation has a direct impact on the financial performance of the company. This is consistent with the findings of Ju, Zheng Yong & Lu (2013), and Domínguez & Brown (2004) who found a positive association between innovation and financial performance.

The differences that family businesses have, in relation to intrapersonal and interpersonal learning, are principally based on knowledge being transmitted from one generation to another, thereby developing greater domestic capital, while intrapersonal learning focuses on commercial capital. These results make sense because it is through the bonds of trust and commitment that develop internally in the family business that allows knowledge to be shared across generations. In fact, according to a study by Contreras López & Molina (2011), entrepreneurship of SMEs (micro, small and medium enterprises) is based mainly on family support, not only economic but also the learning that is transmitted to learn an activity or occupation.

Finally, with regard to CSR and its relation to business performance (Table 10), the results show that there is a positive and significant relationship between these two variables (chi -square, $p < .10$), where the strength of the ratio is high, according to contingency coefficient (0.496). Hence, hypothesis 4 is accepted. This means that depending on CSR activities that are implemented, the family business experiences certain types of performance.

Table 10. CSR and business success ratio

	Success Empresarial Capital					
CSR	Symbolic	Economic	Commercial	Cultural	Technological	Social
Impact of business activities	19.9%	22.0%	30.5%	0.7%	21%	11.3%
Relations with agencies	14.7%	20.6%	36.8%	2.9%	0%	13.2%
Support for social projects	0%	0%	0%	0%	100%	0%
Leadership social benefit	33.3%	33.3%	0%	0%	0%	16.7%
Social participation projects	11.1%	11.1%	55.6%	0%	0%	22.2%
Any	8.5%	10.6%	36.2%	21%	0%	19.1%
Does not know	0%	12.5%	31.3%	0%	6.3%	43.8%
Statistics						
Chi-square		Value	gl	Sig. (bilateral)	Asymptotic	
Pearson Chi-square		94,078	36	0.000		
Likelihood Ratio		49,827	36	0.062		
			F.			
Symmetrical measures		Value	Approximate			
Coefficient of contingency		0.496	0.000			

In this sense, companies whose activities generate a positive impact on society as those who engage in activities common good, their performance is oriented in the commercial capital, since they focus on maintaining its market through the offer quality products and improve its image to protect the environment. The performance of companies that perform social investment is focused on technological capital that is because his administration is aimed at saving and investment to renew its technology, using the same mechanism of investment to be considered a socially responsible company. When companies are involved and committed to the company's performance is heading in the symbolic and commercial capital, highlighting the recognition of the company and brand for its social commitment. Finally, businesses that are linked to the government to participate in social projects (funding scholarships), tend to develop their domestic capital, allowing the company to manage through the development of family values that are transmitted to the society as a whole .These results support the proposal Reyno (2006), Murdock (2008) and Machado (2004) and determines that CSR activities have a positive impact on business performance (especially in the symbolic and economic capital).

CONCLUSIONS

The objective of this research was to determine the types of performance experienced by family businesses and analyze the factors that are related to performance. Most studies have focused on analyzing the succession process, organizational theory, corporate governance, generational change, among others, however few studies examine other factors that may positively influence success such as the genealogical structure, decision making, learning, and corporate social responsibility (CSR), which have been gaining importance in small businesses.

Two factors of the four factors analyzed showed to be success factors of the 293 family businesses studied. The style of decision-making and family genealogical structure does not determine performance. In contrast, if social responsibility is positively related to performance, while forms of learning are also positively influence the strength of the relationship is weak.

First, genealogical structure does not positively influence the performance of family businesses. However, independent of the type of genealogical structure of the family company, they have managed to generate commercial capital, brand awareness, and incorporate partners that contribute to new visions and better positioning in the market, cultural and technological capital being the least developed. Furthermore, non-family firms, have better established commercial and cultural capital due to a professionalization of management.

Decision-making style showed no significant relationship with business success. However, it was observed that when the decision is contingent, and the capital becomes relevant, the businesses take advantage of the family cohesion derived from the trust, support, honesty, solidarity and teamwork, which are the basis of household members. Technological capital becomes important when consulting experts to make decisions.

We found a significant positive relationship between learning and business success. When companies develop a verbal-linguistic learning through formal education, it mainly attracts commercial and symbolic capital. When intrapersonal learning is developed, commercial capital is promoted, however, interpersonal learning produces more intense internal capital, allowing for knowledge to be passed down from generation to generation.

With regards to CSR, there is a positive and significant relationship with firm performance. In this sense, social responsibility activities involving joint welfare activities, to maintain their market position with quality products and to protect the environment, performance is oriented towards commercial capital success. Meanwhile, when the activities are aimed at the participation of society, performance is focused on symbolic and commercial capital. Showing the benefits of social responsibility (Reyno, 2006; Murdock, 2008; Machado, 2004), because it determines that CSR activities have a positive impact on business performance.

This study has significant implications for employers, researchers, and the public sector. In Mexico as in other countries, it is important to promote and generate awareness among small business entrepreneurs of the potential benefits of adopting CSR. The results of this study can help governments and institutions understand why it is important to adopt socially responsible practices and promote the importance of learning. There are different ways in which governments and universities may play an important role in providing the tools for small family companies to increase their performance.

This research contributes to the literature in small business because our study analyzed the performance of the micro and small family businesses through of the Bourdieu´s capital perspective, it shows a different panorama of the performance of this evaluation in especial for the small and medium business, where the performance is not limited to evaluate the financial resources, it has a largest perspective.

Finally, there are limitations to this study, which refers to the measurement of the variables, as they are subjective and perceptual elements of the employer, the sample also includes various economic sectors, so the results are not considered characteristic of every industry. Future studies on success factors should include other factors for example leadership, motivation, planning, gender, among others. Likewise, should undertake studies of specific sectors in order to analyze differences between them, because their environment is different.

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