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MASTER THESIS

Topic: “Managing trust, support and conflict in family businesses”

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Declaration

I can declare in a sincere manner that this Master thesis is an individual work, it's structure and content do not composes others people's work and opinion. The whole literature that is used in order to complete my thesis is a part of the mentioned bibliography, and also the remarks and the references are extracts of this bibliography. I am aware that if there happen any difference or irregularity of the rules, all of this work will be called theft and the consequences will be serious.

Acknowledgment

The first and the biggest gratitude from the bottom of my heart goes to Almighty God for giving me the will, opportunity, trust, courage and above all patience to work for my Master thesis.

The second gratitude is for my family, they have been my motivation and inspiration to walk through the success steps. Their expression was “*Learn and work to become the master of yourself*” and I think that I have realized their desire, while working hard and showing positive results.

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It has been a pleasure and a big luck to work with Prof. Dr. Gadaf and to learn from his comprehensive knowledge. I will always hold your advices like earring in ear.

Abstract

The main research is to find which is the good way to hold one family business and to manage it well. Throughout this study we want to inform that the success of having one family business is managing the trust properly by functioning throughout the law rules and by producing trustful products. Also we want to give advices that managing support in family businesses helps the business from the employee and business disasters. And the last the manage conflict helps the business to improve the employee relationships and creates a quiet business life.

Based on the research results from 78 respondents in different private businesses we have concluded that the trust manage in family businesses has a positive results because the trust in the business exists and the most important thing is that the trust difference between family and non family employees does not exist in the biggest amount of the employees.

From the answers of the respondents we have concluded that support manage in family businesses exist because family employees are always supported than non family employees.

The conflict manage in family businesses exist because there always have difference between family and non family employees in achieving the problem resolution.

Based on correlation results and the regression coefficient that are gained from SPSS here are made all the studies about trust manage in family businesses, support manage in family businesses and conflict manage in family businesses.

These kind of results contain good and value facts to have a general idea how to be confronted with the good and bad ways of one family business. It is known now that a family business needs a strong manage, a genuine qualification, hard work, dexterity and justice.

If all these steps are treated, observed and in the end are realized properly then we are secured that we can build one successful family business firstly for us and then for the society.

Key words: family business, managing trust, managing support, managing conflict

Abstrakt

Arsyeja kryesore eshte qe te gjejme se cila eshte rruga me e mire qe te mbash nje biznes dhe ta menaxhosh ate mire. Nepermjet ketij studimi ne duam qe te informojme se suksesi I te pasurit nje biznes familjar eshte menaxhimi ni duhur I besimit duke funksionuar sipas regullave ligjore dhe duke prodhuar produkte te besueshme. Gjithashtu ne duam qe te japim keshilla qe menaxhimi I mbrojtjes ne bizneset familjare e ndihmon biznesin nga fatkeqsite e punetoreve dhe te biznesit. The e fundit menaxhimi I konfliktit e ndihmon biznesin qe te permiresoj mardheniet e punetoreve dhe qe te krijoje ambient te qete ne pune.

Bazuar nga rezultatet e kerkimeve nga 78 punonjes ne biznese te ndryshme private ne kemi konkluduar qe menaxhimi I besimit ne bizneset familjare ka rezultate pozitive sepse besimi ne bizneset familjare egziston dhe gjeja me kryesore eshte qe dallimi ne besim mes punetoreve familjar dhe atyre jo familjar nuk egziston tek nje pjese e madhe e punetoreve.

Nga pergjigjet e punetoreve ne kemi konkluduar qe menaxhimi I mbrojtjes ne bizneset familjare egziston sepse punetoret familjar jane gjithmon te mbrojtur kundrejt punetoret jo familjar.

Menaxhimi I konfliktit ne bizneset familjare egziston sepse atje gjithmon egziston dallimi mes punetoret famijar dhe ato jo familjar ne arritjen e zgjidhjes se problemit.

Bazuar ne rezultatet e korelacionit dhe koeficientin e regresionit te cilat jane fituar nga SPSS, ketu jane beret e gjitha studimet per menaxhimin e besimit ne bizneset familjare, menaxhimin e mbrojtjes ne bizneset familjare dhe menaxhimin e konfliktit ne bizneset familjare.

Keto lloje te rezultateve permbajne fakte te mira dhe te vlefshme qe te kene nje ide te pergjithshme se si te ballafaqohen me anet e mira dhe te keqija ne nje biznes familjar. Tashme eshte e ditur qe biznesi famijar ka nevojte per nje menaxhim te forte, kualifikim te mirfillte, pune te pa nderprere, shkathtesi dhe drejtesi.

Nese te gjitha keto hapa trajtohen, vezhgohen dhe ne fund realizohen sic duhet ateher ne jemi te sigurte se ne mundemi te ndertojme nje biznes te suksesshem familjar, fillimisht per ne dhe me pas per shoqerine.

Fjalet kyce: biznesi familjar, menaxhimi I besimit, menaxhimi I mbrojtjes, menaxhimi I konfliktit

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FIRST CHAPTER

1. Introduction

The reason why I chose this theme, is because the theme is characteristic and useful for everyone who has a family business. As we know a family business is a business in which members of the same family function as owners, major or managers. One of the most important reasons of family businesses is rising and expanding the business within new generations of the family.

Family businesses are the oldest form of rising, organizing and expanding a specific business. The early and first forms of family businesses were farms which belonged to a normal small family, which latter are developed in big and successful businesses. These kinds of businesses contain trust, sustainability, flexibility, brand, employee care, costumer support and the one that is the most important quality products. Family businesses always have had a great part in developing the world economy. These kinds of businesses are formed from two kinds of systems such as business and family.

Family businesses begin to be built and function in United States between 1870s and the 1890s. The first businesses were: food industry, cigarette industry, electrical industry, beverages industry, metal processing industry etc. It has been very difficult to built a new business because the difficulties has been enormous, has had lack of ideas, lack of the conditions, low economy, lack of adequate strategy etc.

According to Sciascia and Mazzola the family controls the business through involvement in ownership and management positions (Sciarica and Mazzola, Family Business Rewiev, Vol.21, 2008) from this expression we understand that family involved in ownership and also family involved in management are the key points to form a success and productive business.

The advantages of family businesses are: the good relationship of family members with each other; the business is inherited generation after generation; the managers in the family businesses are trained how to manage their business from their grandparents and parents; the effective structure helps the business to have longevity etc.

Disadvantages of family businesses: the conflicts for a better post and also the ownership conflicts between members of the family; siblings disagreements after the death of the parents for business possession; the family members are employed in a big number and only in the highest positions, while on the other hand only a few outsiders are employed and also they are not allowed to express a new idea about the business; the absence of the future plans and intentions; the business is inherited to the family members even though they do not have experience and are not competent etc.

1.1 Research problem

Firstly the problem that will be explored in this study is: It is valuable to built a family business or not? The next problem to be research is the functioning of the family businesses which plays a great role in having a successful and a long life business. The well functioning of a specific family business is the best formula to achieve and expand it.

The employees and consumers treatment and care is another problem that will be explained during this study because they are the main parts that one family business exists. On the other hand another problem that require attention is the salary of the employees and their security.

The problem that will be discussed is also the employees and consumer satisfactions and dissatisfactions. Threw the satisfactions and dissatisfactions we can understand if the business is in a right way or not.

The conditions in one family business are the characteristics which provide to consumers and visitors secure and trust from its beauties, its renovations and its purity. This is the most important and the most needed problem that should be explored during this study.

1.2 Research goals and objectives

The main goal of the research is to find the main role of the family businesses, and which is the reason of their achievements. How the family businesses can be successful, what kind of strategy should the owners or managers use.

The way of control, the way of function, the way of behavior, the way of managing are the main goals to hold one business always in the first place and very frequenting. Another important goal to explore is the implementation of the business rules and find what kind of influence they display.

The objective of our researches is to find the method which gives to the family businesses a perennial function.

In our objectives an important role has also the conflicts resolution between the family members which is the fight of enrichment and the fight of heritage. I can also mention here the conflicts resolution of the employments and their reasons.

The most important objective is to find how the family businesses born, in what structure they are based, how many years lasts their function and also how ends their career. At the end our objective is to find if its better to have a family business or not.

1.3 Research case

My research case firstly is to explain how to manage the trust in family businesses. A trust is defined as a confident on individual or something, but in this study we have the trust of creating something that will be firstly valuable and productive for the owner and its family and then for the society. Trust refers to the person who has in his mind the realization of a huge business, a business that will have a lifelong career, a business that will have a great success, a business that will realize the consumer requirements and a business that will employ a certain amount of people.

Managing the trust has an important impact in the family businesses and everywhere because only threw trust we can go ahead. Building a trust it's the crucial thing of holding one business open, best seller and famous. Trust is the thing that provides and changes completely the course of business.

Managing support is another important thing of helping the business to throw the first steps, this means that the support it's the base of creating one business. A support is better to be used or managed in the parts where the business has shortages. A support has a great influence if the business has problems or it is bankrupt, it improves the conditions. The support has a great influence in specific businesses if they want to be expanded.

The support managing it is shown also throughout advertising our products everywhere and being always the firsts. The support is needed in one business because it shows secure in every sphere of the business. On the other hand we have to know how to manage supporting our business from every danger such as: the danger of competitors, the danger of low and high prices, the danger of losing the consumers etc.

From the first side the word conflict expresses disagreement, discontent or opposing action. The conflict in family businesses are very actual and casual especially in businesses which have a great success. Managing the conflicts in family businesses its very important because the main conflicts begin within the family members, conflicts about higher post, conflicts about heritage, conflicts about equal rights and so on.

The conflicts in family businesses happen for inconsistency of ideas, not implementing the business rules, strategy disagreement etc. Every business has its own system of working but when the family is attached the situation becomes difficult and begin the conflicts.

The conflicts should be managed and controlled in the best manner because the conflicts weaken the business structure and divide the family. So from all this we can say that is better to trust in our future and perspective, support and help each other and avoid the conflicts because only through these things we can achieve success and profits in our family business.

SECOND CHAPTER: 2. Literature review

2.1 FAMILY BUSINESS MANAGEMENT

2.1.1 Introduction to family business management

“Family is the fundamental pillar of society” (Balzak)

The family business is defined as an organization where the family manages its function, controls its work, and at the end aims to pass the business and wealth to the next generations (Astrachan & Shanker, 2003). According to (Babicky, 1987, as in Chua, Chrisman and Sharma, 1999, Boateng, 2015) a family business first of all is a small business that is built by one or few individuals who had an idea, who with limited capital and by working hard maintain majority ownership and achieve to build a big organization. Family firms are those businesses where a big number from the members of the same family are included and working as major, owners or managers for a short or long period of time (Miller, Lester, Canella, 2007, Vol.13). A family business is a company where more than 50% of voting are investigated and controlled by one family. The firm is controlled by the family members and family groups, while the senior manager who plays the most important role in the company is also a member of the same family (Leach et al., 1990).

A family business is a business which is a part of a family and it is managed or directed from the family. Two or more family members are included within the business. Most of the wealth and also the business control belongs and is managed from the hands of one family (Bowman-Upton, 1991). According to Chandler and Hikino, family businesses begin to be built between 1870s and the 1890s in the United States. This happened as a result of the innovations in technology, transport and products, this period is named as “the second industrial revolution”. The industries that were born in this period were: cigarette industry, beverage industry, electrical industry, food industry, chemical industry etc (Chandler and Hikino, 1997).

Firstly family businesses are formed from two systems a family and a business, these are two different types of systems but on the other hand interrelated with each other. Latter is matched also the system of ownership (Bowman-Upton). Family system is formed by elements and structure. The elements are the members of the family, they have their own characteristics and interconnected relationship which form the structure of the family business (Morgaine, 2001). Business system is a kind of a system that studies the way how the business function, tends to develop and improve the work operations, contributes in exploring the main points in the business for example: the cooperation between employees, the manner of working, the produce of qualitative products, the creation of the business strategy etc (Rope, Millar, 1999, p.1). A

ownership system includes the people that are not parts or members of the family but are employed; the owners that are the members of the family and also family members that are employed; owners of the business that are members of the family who are unemployed but are owners; exterior owner (Ramadani, 2013, p.338). Based on Colli (1850- 2000) family businesses are the main pillar of one big number of nowadays industrialized economies, but also they have been stimulating point in old industries in the departments of many sectors which are: intensive work, labor ability and qualified suppliers. From the researches that I have made and also based on the Ernest J. Poza family businesses are the most successful businesses than non-family businesses. Also these businesses have contributed in the growth of the economy all around the world. On the other hand only 85% of the new family businesses fail or stop their function during their first five years of working and only 30% have success and are able to inherit their business to the second generation (Poza, 2010).

The four main points that define family businesses are: 1. A family group that manages more than 50% of the shares; 2. A business group that contains family members and each one efforts to work like in their own business; 3. The business is directed and administered by a single family group; 4. A business that is managed by family members and inherited generation after generation (Fletcher, 2002, p.20). According to Ernesto J. Poza in the United States around 90% of the businesses are family businesses and directed from the family, they also produce 64% of the gross domestic products, they have 85% of the private sector employments and also 86% of all jobs that are created in the previous decade. In Germany family businesses include around 80% of the businesses and employ 80% of the population. In France and Spain family businesses play an important role and compose 80% of all companies and employ 75% of the population. In Italy, India and Latin America family businesses are estimated to be 90% to 98% of the businesses (Poza, 2010).

Based on Giudice, Peruta, Carayannis (2011, p.74) strong points of the family businesses are:

- The recognition of business nature and genuine training of the family members
- The prevalence of business culture, obligation, motivation and leadership performance
- Focused on business longevity, producing qualitative products
- Being able to manage difficult times, taking the decisions in a fast manner
- Have enormous possibilities of success, have financial benefits

Weak points of family businesses are:

- Imbalance of donations, rewards, contributions between family business employees. Financial problems and tensions within the company.
- The organizational structure is not divided in clearly manner
- The existence of restraint in capital market

- Great tolerance between family members not managing properly the managerial positions
- Family problems are involved into the company. The appearance of “spilt child” fact
- The existence of unequal punitive system, difficulties in professional management
- Great tensions and conflicts because of the business succession
- Endurance towards changes, unlimited rules

Below are mentioned some of the most famous and successful family businesses all around the world:

Arcelor Mittal the steel industry, is the largest private business in Luxemburg, the business is called Mittel like the last name of the family.

Mars is another family business in the United States, it is an industry that produces several products for example the famous mars chocolates, produces also drinks, M&M candy and gums. When these products became famous and the demand was risen the Mars family members build the Milky Way candy bar.

Hundai the car factory, which is the world’s fourth largest car business in South Korea, and has had a very successful career because of the quality and stability that has shown. The family of this business is called Chung.

Wal-Mart is another family business in the United States, the largest and famous retail company, it contains qualitative and various products, it is built by the family called Walton.

BMW a car factory is another powerful business which produces luxury and strong vehicles, this business is built by the Quandt family in Germany.

Samsung Electronics is another global business in South Korea, a very successful and expanded company, this company is the smartphone markets leader, and the family of this business is called Lee.

Volkswagen is a car factory in Germany, it is built by Piech and Porsche family, this industry produces commode, sophisticated and luxury vehicles. It’s an industry with long and safe career, its products are known all around the world.

Ford is a very well-known car factory in the United States, produces sophisticated and qualitative cars, it is a worldwide known industry and is built from the family called Ford.

2.1.2. The importance of family business management

First of all family businesses are important because they develop and increase the world's economy. With their expansion they tend to reduce the unemployment and create a better life for the population (Venter, Farrington, 2009, p.139). Family businesses are important because they firstly symbolize the family and its values, while on the other hand they show the specific management of the business (Sweet, 2010). Based on Krishnan (2012, p.8) the importance of family businesses that are in development process and businesses that have had a great success is that they tend to bring up new projects, experiences and chances in the country.

The creation of the mission and vision, the righteous management of the business, the build of the good communication, the implementation of the skills, the creation of the values, the exploration of the new ideas, the use of creativity, the formation of the new methods and the production of quality products have a great importance in the management of the family businesses (Ceja, Agulles, Tapies, 2010).

As we know big family businesses face a different problems during the business function, the importance here is the creation of the family council which contains qualified persons, and is formulated by oral or written elections of the business members. Every agreement, decision and development is reviewed in family forums. These family councils contain and include the new and the old generations of the family to build a consensus when undertake big decisions and examine big issues. The business longevity depends on the size of the family, the way of management, the education of the members etc. Some businesses like Australia ROI business to have a success career, motivate their new generation to work outside the business and gain experience before managing their own business, but on the other hand there are many family businesses that involve their children to observe the business function. The importance of the family businesses is to be managed by professional people and to invest in the business and to expand it. Also the great idea is to include the outsider investors time after time to introduce new plans, new management and new function (Caspar, Dias, Elstrodt, January 2010).

According to Lobel (2017) the most important aspects that one family business should have are: character, innovation and equilibrium. *Character*- the presence of powerful character and strong intention have a great effect in business survival and longevity. *Innovation*- the creation of innovations, continued improvement of work, the use of sophisticated techniques, producing unique products helps the business success. *Equilibrium*- to hold a balance within one family business is very difficult because the presence of family members makes it hard. The crucial thing is to leave the business issues in the office. If we want the best for our business is better to find the work-life balance, that will function equal for us and the members of the family.

2.1.3 The models of the family business

Related to this part (Ramadani, 2013, p.338) explains that first model of family businesses is the two- dimensional model that contains the family and business system, then into this model is joined also the ownership system so the model changed the name into three dimensional model. This three dimensional model system is established by Renato Tagiuri and John Davis in 1970. This three dimensional system is simple and valuable, formed by property, family and business system. Property system and it's function phases are: the leader control, partner, siblings and cousins. From this we can understand that the business first becomes individual property, then is made consortium. Family system is focused in family dynamics and its development phase are: *business introduction*- the employment of the new generations; *the family involved in business*- the old generation; *the business interaction*- new and old generation and the last one the *business heritage*. The business system is focused on business and its development phase are: the beginning, enlargement and ripeness (Ramadani, 2013, p.341-342).

According to (Gimeno, Baulenas and Coma- Cros, 2010, pg. 57-69) there are five family business models:

Captain model- Exists in the small businesses and also in average businesses, their longevity is around 28 years. The owner manages this work. To divide the ownership with the other members of the family, first of all the division begins to their wives and then to their kids. It is important to mention that here the complexity between the family and the business is lower. These models are captain models because there prevails the commitment of one person, his work lasts for years and as a result he gains fame, capacity and authority to lead the business. Here the family and business complexity is lower.

Emperor model- The complexity here between the family and the business is higher than in the Captain model. Here are working two generations but only one person manages the business and the family. In this model the success or failure depends on one person especially a hard working person. The important here is that as time passes the family and business work becomes harder because the business expansion needs time. In this model the average number of the shareholders is 5.1, while the stocks are the part of some family members from different generations.

Family Team model- The characteristic of this model is that the family complexity is higher than the business complexity. It is interesting because the family complexity is limited, because there are allowed some restrictions for the family members to enter in the family business, it is mentioned here that only 36% of the shareholders are working. This situation obliges the other part of the family members to work and develop their profession in other businesses. In the future the family complexity can be grown, for example the number of the shareholders can be grown 48%, these results have negative function for the business only the development of the business is the right choice (government bodies, the leader time etc). The main thing to do is to

not create danger situations to rescue from these situations the alternations about the future are: to encourage development, to reduce the number of the owners.

Professional family model- This model has the opposite structure than Family team model, the business complexity here is higher than family complexity, in this model the businesses have higher development. The family that has used these models, has used a personalized managing model from this they have gained a great development. In this situation the family members have only three professional managing posts. The family role here is managing, and the focus is in well functioning of the business.

Corporation model- The role of this model is the great development- in some dimensions. Here the family and business complexity is higher, while the workers age has the highest average of 61 year, and the development is higher. The businesses in this model scarcely employ family members in managerial sphere, from this we understand that the businesses that are managed from the family members can enter working in businesses that have non familiar leader.

Family investment group- This model is familiar in the rich families or in the families that have gained great wealth. These models include families that realize common investments, the importance here is that family do not undertakes the business management. In the end these kinds of models, are appeared into the families that are not interested in choosing any from these five models. In this situation the family decides to sell the business, the family members gain a great fortune and the last work that remains is to decide how to exploit that great fortune.

2.1.4 The family business measurement

Measurement function in family businesses is to assess the two types of variables such as observed and latent. Observed variables are things that can be measured, are visible, can be counted etc. For example: the number of the people in one business. Latent variables are things that can't be seen and measured for example family goals for their own business. It is very important to have a valid and reliable construct of measurement in family businesses, otherwise the business will face a lot of difficulties and slow development. If the business has unreliable and not a valid construct of the measurement the results will be weak and unsuccessful (Pearson and Lumpkin, 2011).

The business performances are; 1.the financial performances that includes the financial measures such as: the return investment, the growth of the salaries, probability, the earnings of

the shared products; 2. the business performance that deals with the financial works such as: the value of manufacturing, the new product involvement, market share etc. 3. The organizational effectiveness performance contains parts from the two first performances, it also includes the effects of business activities when the stakeholders are different (Williams Jr, 2015). The important things in family businesses are the measurement techniques that have a great role in researching the new fields in business. The crucial things to have a better measurement are the high standards for measurement construct. The best measurement practices have a great importance in having a fast advance in the family business researches (Pearson and Lumpkin, 2011).

“If the measures used in a discipline have not been demonstrated to have a high degree of validity, that discipline is not a science”(Peter, 1979, p.6).

There exist three areas when applying the business performance measurement: the first is that the business performance measurement is used in theory development. The second is that the business performance is measured in the manner of studying the strategy theories threw the effect of performance results. The third is that the decision importance, is weighted by the performance results (Williams Jr, 2015). The pyramid of performance measurement is built in this manner: in the highest level is placed the corporate mission; in the second level are placed the financial issue and also the market; in the third level are placed the productivity and also the customer satisfaction which are the most important processes for the business success; and in the last level or in the lowest level are placed the operational issues that include the waste and cycle time (Williams Jr, 2015).

As a conclusion I can say that the role of a performance measurement in one family business is the achieving of the business goals and their realization. The goals have a great importance in the business success. These goals are: the personal goals, family goals, business goals and community goals.

2.1.5 Forms and manners of improving family businesses

One important form for improving the family business, is the training of the family members before being employed into the business, the training of the successor generation, holding the additional course works and also training the employers on different companies in the developed countries (Sherman, 1996). The technology is a very special form about the business improvement because it influences the development of the new products, creates sophisticated products, offers fast work and secured products (Bigliardi, Cassia, De Masis, Frattini, 2013).

The conflict resolution between all the members of the business is another form that plays a great role in the family business improvement. The family and non family employees should be treated in the same manner, for the reason to slow the conflict probability. Another thing is

neither to reward nor to punish the family and non family employees in front of each other (Brown, 2011). A crucial manner to improve the family business, is also the business preparation for every change that will appear in the future and the protection from the inevitable changes. The plan manage and the change manage in one side and on the other the efforts to control the changes will help the business to improve it's activity and also the success will be greater (Sherman, 1996). The free and honestly communication inside the business life, is a great success because as we know is very difficult to have an effective communication and relationship between all the members of the business organization. For example: the employees can express their dissatisfactions in front of their majors and the opposite; the discussion about the business progress and analyses; and also the allowance of asking the questions about the business state and future intentions (Brown, 2011). Another manner of improving the family businesses is the holding of the meetings, about every bad and good thing that will happen in the business. In these meetings are shared the ideas, future intentions, storages, aspirations, goals, the resource managing etc. Also the advisory boards are very important forms to be created because they advice the employees how to behave and work in their business, also advice the board of directors how to direct the business (Caspar, Dias, Elstrodt, 2010). Based on Carolyn M. Brown some manners of improving the family businesses are: an educated and careful accountant, because he will hold and manage every financial data that is related with the business. The avoid of overpaying the family members with different kind of working levels, this situation will create conflicts between the business employees and also will destroy the whole business activity. The hire of the unqualified family members is a bad action, and the consequences will be higher because the family relationships will be destroyed (Brown, 2011).

2.2 THE TRUST MANAGE IN FAMILY BUSINESSES

2.2.1 The definition of trust manage in family businesses

As we know the trust is defined as a confidence that we have in someone or something.

Based on Pyles(2013) the powerful relationship forms trust and communication, all of this comes as a result of respect and equality and not from power and control.

“Without trust between family members, ruining a multi-generation ranch is very difficult”(Rutherford, 2011). According to Burt Rutherford a trust has an important place in managing the family businesses, from this we understand that if we do a family meetings, if we build a business plan, if we establish a board of directions or a leadership succession and if there is included the trust all these functions will have meaning and the business will have a lifelong activity (Rutherford, 2011).

The three most important types of trust in the literature of the organizational studies are: trust in organization which means the (employee-organization trust); trust in supervisor which means the (employee-supervisor trust); and the trust in coworker which means the (employee-employee trust). If there exists the lack between the employee and the organization, then the employees are felt less secured and less confident, this situation do not allows to be developed the feeling of trust towards their coworkers and supervisors (Saruhan, 2013).

Based on Fenech (2016) the trust and the mutual understanding in one family business are formed by harmony. Those leaders that do not trust in building something big and new, always are known as pessimistic and passive persons. They rare speak in a positive manner to a non family members, while on the other hand the leaders that trust are characterized as pro- active, transparent, optimism person and deeply involved in the business. Based on John P.Hewlett trust in the family businesses is very important because it is needed when we take a long-term decisions. Here it is mentioned the business invest, that for the first years can't be as much profitable as planned but latter in the long term, it reaches an incredible profitability, we can mention here the invest in a service, in a market or products. In these situations the trust helps a lot, especialy when we take difficult decisions (Hewlett, 2011).

To build a trust in one family business are needed these criteria (Hauswald, 2013; Edelman, 2014; Horowitz, 2008):

- “Listen to customer needs and feedback”.
- “Treat all employees well”.
- “Communicate frequently and honestly”.
- “Develop a transparent, open and ethical business practice”.
- “Act responsibly in times of crises”.
- “Offer high quality products or services”.
- “Innovate by creating new products or services”.
- “Protect and improve the environment”.
- “Address society’s needs in everyday business”.
- “Create programs that positively impact your local community”.

The lack of trust is a thing that forms conflicts in one business.

2.2.2 The importance of trust manage in family businesses

Based on Braskin (2001) the key of trust in a family business is the good relationship between the generations. When the business is developed the number of the managers, majors and employees is grown, and their relationship is very important, if the trust don’t exist then the business has to be sold. She said that holding a family business without a trust and a good relationship between the employees, is very difficult. Based on Fenech (2016) to form a trust in one business the communication and being open to the business family and non family members is really great idea. Open communication, meetings help the business and also enhance the trust when there exist difficulties. While the advisers and consultants can form a trust inside the business by building and inspiring all the members of the business to trust each other.

A trust in a family business offers a loyalty, long-term thinking, stewardship etc. The ability of trust is to take a risk in a business. The trust makes more easy one work in a family business. The three main drivers of establishing the trust are (Faherty, 2016):

Integrity: Here are included the trust and honesty, all in all the given and unchangeable word.

Competence: Searching and finding the adequate persons to be able to work the profession, to have the technical knowledge and to have the ability to complete the given work.

Benevolence: Includes people or employees that want to help the others, the evaluation of the good people is included.

Trust pays a great attention in every family business. The trust in one business is created by the things that we do, not by the things that we say (Faherty, 2016).

Based on Andrewartha (2016) who said that if the trust breaks down, then between the family and non-family members in one family business will begin to appear the conflict and weak relationships. His five tips for maintaining the trust in family businesses are:

“Be clear and open about the status of different family members within the business”. This explains that we don’t need to make differences between the employees with different work levels, and also to treat all of them equal. This situation will help us to continue our business generation after generation.

“Maintain a shared sense of certainty and uncertainty”. From this expression we understand that the most important think for one business are the future intentions and the creation of one secured future. The searching of the most certain family members for the business future, and searching of the best strategy will develop the business activity. And the last, the control of the risk and the planning of certainty for the creation of one secured future business.

“Be clear about who has control and over what”. This sentence means that the employees should be educated and qualified, to work in a family business. They should have the ability to face every risk that is included in business management. Also they have to work carefully so the work can be more secured and the problem probability will decrease.

“Be comfortable with differences of opinion and disagreement”. Here is important the relationships between the family members, and the safe communication with each other. When there are present the conflicts or disagreements the stability and safety is very important. The respect, protection and free communication should be present between all the business members while the insults and judges will be omitted.

“Ensure a consistent sense of fairness”. The agreements between the family members should not be broken, also the equal treatment between the employees should always exist. The things always should be told in the eyes and not to use the fear as a protection.

Based on Braskin (2001) trust is very important thing also in the business transaction, we can mention here knowing different people, face to face meetings etc.

2.2.3 The changes of trust manage in family businesses

Exist one thing that for every business, family, economy, civilization is common, and if this thing changes will destroy the most successful business, the most powerful government and the most thriving economy. That thing is called Trust (Covey, 2006). The base thing here is the trust built and the right manage of its characteristics, with the only reason to not allow the trust of the employees and consumers be changed (Botsman, 2015). As is known the trust of the consumer in one business or organization is a really important fact, the business should fight to increase this trust to have a long working function. The change management is very important because the achievements are bigger. There is formed a great impact when are promoted high quality products from the change management and the trust is increased. To change the level of trust in one business, and make it higher, the company should use methods to create and serve quality (Skvarciany, Iljins, 2015).

“Don’t survive the mighty from the appearance, or the intelligent, but those that react faster from the changes” (Charls Darwin).

It is very important to exist the good relationship and a big trust between the employee and the manager, especially in the situations of changes. When one company faces changes in software program or informs about departmental changes included in organization, the employees are interested to know how the changes will affect each staff member. To form secured changes within the organization, the employees should trust the managers that they will supply with accurate information, these kinds of situations happen when there are spread rumors about the employee layoff all over the company. So as a conclusion if in one company happen any change and to realize them successfully, the employees should and must trust the managers (Root).

“Your sage should be open for changes in an uninterrupted manner. Act in a manner that changes will be welcomed and in a widespread scale. Make progress those that verify and re-examine their ideas and decisions” (Garnergie).

2.2.4 The implementation of changes in trust manage to family businesses

First of all the implementation of changes to be done in the best manner, needs to have a good communication between the employees, then the changes implementation should be made timeline to affect the employees and the process itself. The importance of timeline is that it helps

the business to be supplied with new training, new equipments etc. The implementation without a logical order can cause problems such as frustration of the persons who are responsible for the changing process (Lotich, 2014). The implementation of the changes in trust manage is made in this manner: The employers should “be clear and honest about what’s changing and why”- because only in this manner they will gain the trust of the employees. The simple explanation, the given information about what is changing and why, makes them feel valued, respectful and motivated (Limeade, 2014).

Evaluate, review and report on change- every change and process that is happening is important to be controlled and observed because only in that manner can be seen the effect and also it’s success. The employees should know all the procedures, they know when the changes occurred, how are the benefits and what have to be done if anything else is needed (Kirke, 2013).

The employers should “explain how the change will happen”- that explanation should be told step-by-step in details to be more understandable. Holding meetings, using graphics, making dialogues, finding websites and methods is a kind of preparation before the implementation of the changes (Limeade, 2014). The implementation of trust manage takes a great effect, when it’s methods are explained one by one in small pieces, otherwise it can not be implemented in the right manner (Kirke, 2013).

2.3 SUPPORT MANAGE IN FAMILY BUSINESSES

2.3.1 Support manage in family businesses

When in one business is offered a management support, helps the employees to be developed, are explored new methods, strengthen security standards and creating an wonderful company culture where the employees can feel secured and safe (Collins, p.51). The support in businesses is done when there is served a secured work department. There are offered training seminars so the employers will be able to work in a secure manner and also the obstacles while working will be omitted. The control of machines if they function correctly, the employee equipment with protective tools helps the employee and business security. These kinds of businesses create security, prevent the damages and increase the employee skills (Gartenstein, 2018). A family business is supported and has a long function when there are used new technologies, because being supported and competitive require a big investment (Paisner).

The support of family businesses can be managed by fighting for the best and being competitive in front of other businesses. The unique manner of working and managing and also the culture are the main aspects that strengthen the business. Things that support the business and

make it competitive are: cheap products and qualitative, designed products and functional products. Such family business that has these characteristics is IKEA (LeCouvie and Rhodes).

Based on Tasman, Jones., (2015) a support in family businesses can be managed by advertising the product of our brand. The products can be advertised from the website of the company, radio, television, newspaper etc, in this manner we can understand what is this brand; what offers the company; what kind of product is and what offers. It is verified that consumers have a great trust in family businesses, so we have to put an emblem of the family members on the product to be known that it is a family business product. The members of the family are focused and pay a great attention to the design and package of the product, in this manner the product looks secured, protected and certified. Based on Bricknell (2011) the support helps the family business from the bankruptcy. There exist a situation when a shareholder faces a business bankruptcy, the adequate support for the business is to sell its products for the best possible price.

The loosing of the consumers is one difficult part for one business. The businesses should improve the strategy of defections, also there should be created intelligent gathering about consumer needs and application of consumer data and forming a strategy to place the right kind of consumers in the very first place by motivating with privilege and opportunities (Lowenstein, 2012). A success business knows how to behave with its consumers to buy its products, this thing is done by realizing consumer needs and creating strategies to prevail consumers that the products have quality. To gain a big number of consumers the business should communicate with them, give information and promote products. Also the number of consumers is increased when the needs of consumers are better, faster and cheaper realized then other competitors. The key here is that our products are valuable and fulfill the expectations of consumers. (Markgraf, 2018). The creation of high and low prices of products, should be analyzed and observed properly to support our business from product sales problems. The low prices of one product are not estimated too much from the consumers, because they call them as cheap products, and the belief is that high prices products contain quality. On the other hand business should be protected from the competitors because they can sell the same products with cheap price which brings lost for our business. (Catherine Lovering). The business to be strong and protected should form: 1. The prices based on costs- here is included the cost of providing the services such as the material cost, labor cost, overhead costs and also the price of profit; 2. The prices based on competition- be aware about the price change for similar products of our competitors, and we should convince the consumers that we are giving them a quality product with perfect price; 3. The prices based on market price- in this case the attention should be in testing the new prices, new offers of the competitors that will help us to sell more of our products at a better and better price, attention is also paid to the consumers desires and potential which means we have to realize their wishes by creating an adequate price (Wasserman, 2009).

2.3.2 Support motivation in family businesses

Based on Baron (1991) the motivation is defined as “Internal process that activate, guide, and maintain behavior (especially goal-directed behavior)”.

According to Ambrose & Kulik (1999) the three factors that fulfill motivation are: creativity, group and culture.

Creativity: means that the individuals must be motivated and creative because in this manner the organization will be effective.

Groups : studies the importance of creating and having groups and teams in one organization with the aim to be successful.

Culture: Businesses and individuals should understand the differences of every culture in order to be competitive and successful in the business market.

The motivation can be explained as an process that tends to increase, improve and develop the employees performance and satisfaction, with the reason to fulfill organizational goals and intentions (Steers, Mowday & Shapiro, 2004). Based on Larsen (2014) the employers should encourage and suggest the employees, also they should let them increase their imagination and creativity because only in this manner the employees will work hard, give new ideas, carry and support their work. This makes them to love their work, makes them feel important and evaluated with the work that they do.

A crucial thing to motivate the employees, is to form a workplace culture within the organization, also there should be served right tools and services (Clowes, 2015). Another motivation about the employees is the teamwork. Working together helps you to be more creative, helps to learn new methods, makes you ambitious and working person despite other employees, and also makes you explorer and researcher person. When working in a group the teammates help you in difficulties situations, so the work becomes supportive and the motivation grows (Dickson, 2016).

According to (Hall, 2014) everything depends on the way how the employer behaves with their employees. The employer should go above their personality and help its employees with the work issues. If there has happened a conflict between the client and employee, in this case the employer should protect the employee and if is necessary he can hire the client without any fear because if the employee is talented, the client will be there back. Also the employer should be creative in the professional and personal life. Another important thing about the employer is to be transparent and real with the employees, this is the manner how should the employees be supported and treated.

The four important things that motivate the employees are: pay, benefits such as health care, job security, retirements benefits and the safety in work (Heathfield, 2016). If the employees understand or feel that they are protected from the majors and the company, their work will be effective, qualitative and careful (Nagy, Vilela). When the staff works with desire and shows a success, to motivate them is good to discuss these achievement, to reward and give a financial bonuses (Hogg, 2017).

2.3.3 The support build in family businesses

The support in family businesses is build by forming or creating supportive teams within the business. Their first task is to realize the aims to achieve their intentions and missions. The team tries to support the business by solving the problems, creating a clear vision, making good planning, building mutual communication between employees etc. The team should be able to know how to form a genuine work between the employees. The team gives support to the employees, include in work the new employees, spread respect, estimate employee skills and contribution (Wilkes, 2001).

Based on Searle (2016) to build a support in our family business, first of all we need to know what kind of support we need and then find the adequate person to help us for a certain issue.

The person with the function of advisor- is a person that in situations when we want to hire an employee he will explain to us the process of hiring, the positive and negative sides of hiring.

The person with the function of mentor- is a person that has had a long experience in business and from its experience leads us in the right direction for our business.

The person with the function of coach- is a person who through questions, makes us creating our own vision and explaining our desires for our business. Reaches our trust and confidence in taking decisions.

According to (Johnson ,2016) building a support for our family business requires to listen the needs and wishes of the consumers. If there exist the necessity for change we should be prepared and realize it. We should be open, spread positive energy and serve to our consumers in a dignified manner. We should employ members that are available to realize our intentions and visions and members that are supportive and motivational in good and bad situations during the business existence.

2.3.4 The reality of support manage in family businesses

Based on Collins (2005, p.215) to prevail the genuine support in a family business is important to exist these kinds of abilities at employees:

The ability to communicate clearly and positively.

The ability to find which methods, programs and equipments are needed for security and support.

The ability of finding problem-solving manners.

Having ability for business secure and support training.

Having the ability in electronic and technological equipments, hardware and software applications.

According to (Fishman ,2009, p.111) to gain support, success and longevity of our business we should find a successor with these characteristics:

A successor with vision, educated, potential, optimist

A successor that is interested and requires help outside the business boundaries

A successor with great dare

A successor that cares for the relationships and harmony within the family

To support the family business the family members should form these kinds of rules (Fletcher, 2002, p.139):

The oldest child should be the director

Choosing temporarily a non-family director

Finding the best and skillful applicant from the group

Finding a honesty, accountability and proficient person to do the director function

2.4 CONFLICT MANAGE IN FAMILY BUSINESSES

2.4.1 What presents the conflict

“ Treat the family like family, the business like business and the ownership with respect” (Gersik Et Al).

In family businesses the relationships between the employees are same like the wheels on a chariot. When the wheels are in balance there exist the energy, productivity but on the other hand if one thing once will be broken than everything will slow or shuts down.(Pyles, 2013)

It is mentioned that the conflicts in family businesses are created and grown when there are built poor boundaries between family and business environment, but on the other side the conflicts can be diminished when there are built powerful boundaries between family and business environments (Stewart, 2013, p.2). Based on Levinson (1971) to achieve a successful family business function is very difficult because there often can be appeared conflicts between father and son, brothers or other family members. These conflicts can be extended which can cause business death.

Based on Lea (2006) the causes of conflicts are five such as: compensation, control, carry-over, confusion and competitiveness.

Compensation: The reason of what the conflicts begin is the money. The compensation conflicts are formed “not over who gets paid how much, but over who gets paid how much for doing what”. These kinds of conflicts are made when those who are family members and give a little contribute to the company, are compared or compensated equal with those family members that work hard and make many efforts. Another situation of conflict is appeared when spouses are involved.

Control: The thing that destroys the conflicts in one business. The control is a kind of system that helps the business to function legally, gainful and efficiently.

Sometimes the control gives restrictions in choices and actions. The situation with the succession is really a difficult process, because sometimes the parents do not trust their children’s abilities, they put the children in senior positions, make the decisions and at the end criticize the work of them who have no power and experience. The parents fear is the future issue and not having dare to give the ownership function to their successors.

Carry-over: The conflict that come from the “carry-over” is called the tragedy of unforgiven sins because they never escape from the yesterday conflicts. The new generations of the family are treated as children, are perceived as incapable while on the other hand the parents(majors)

have strong position, are persistent, controlled and compeller. These families have shortcoming, of not letting each other to be helped and do their best. The only manner of protecting these kinds of conflicts are: creating structured programs, supplying the business with educated persons and not letting the business to be surrounded with debates and insults because they can descend the family business.

Confusion: Exists in family businesses because there has a lack in lucidity of roles, improving relationships, hope existence and expressing needs. Most of the times conflicts are born from confusions in the cases when there is a failure of communication and also a lack of transparency. Confusion happens when there is a big lack of communication, there is no necessary information, no explanation of processes or lack of aspiration. The reasons of conflicts come from the uncertainties, inability, fear and at the end they fight or vanish.

The best manner of avoiding the conflict is to establish reasonable organizational structure, to form a strategic and heritage plans, to be clear among all family members and other employees.

Competitiveness: We can say that from one side the competitiveness is considered as the point of success in one business but it can bring also many conflicts in the business. As always every business have to be competitive in order to survive but on the other hand the families have to be supportive to overcome the challenges. In reality businesses have success when they form and choose the very best ideas and people. The conflicts in businesses begin when the brothers and sisters become one another's biggest competitors for example: Cucci brothers that have been the heirs to the Italian leather goods family, most of the times they have ended the meetings with fist fights. Competitive conflicts happen also between generations, in this case conflicts between parent- children.

As a conclusion in the competitive situations, things that we should do are: the realization and focus on goals that have effect for the business, rules must be formed and established and holding the business issues inside the business whereas the family issues and relationships outside the business.

Based on Janka E. (2013) the most casual causes of creating conflicts in one family business are:

The choice of an incapable and helpless inheritor- as a result of this, the company has obstacles in function and the conflicts are appeared because of the irregularities.

The marital problems- cause conflicts in family businesses when there exist lack of care to the wife and focus is the business, discussing with each other about who works more and who deserves to get more, spending little time with each other, the lost of patience etc.

The entrepreneurial bad manage- happen when the business members are focused on realizing only the business objectives, neglecting the family relationships, not respecting the family employees and forgetting the family consequences.

The spoiled and uneducated child- as a consequence bad management, bad treatment and bad behavior of the new generations firstly causes conflicts within the business and then destroys all the business.

According to (Oni-Ojo; O.O; A.O, 2014) the conflicts in family businesses can be appeared because of these issues:

There are various methods and paths where the employees have the same aims but different ways to reach the goals.

Suspicious and dissatisfactions that employees have about their colleagues.

There are different aspects about different issues that are caused because of different people's age, ideas, gender, culture etc.

The creation of great competition for financial aims.

The presence of actions, manners, communication that create stress.

Various intentions and aims that are contrary with the intentions and aims of other employees.

Conflicts are family business greatest enemies. Conflicts are appeared when family owners understand that their needs are not accomplished, when situations are blurred and and not properly clarified. The genuine management, understanding and communication of conflicts is the crucial thing which helps the business and family to survive.(Nasser, 2014)

According to (Ruiz ,2013- 2014, p.31) the appearance of the conflicts can be appeared when there the property of the company is distributed because of the lack of leader and organizational structure. The structure of the company should be built and established before the arrival of the succession period, so this omits the personal interests disputes between parents and children. Based on LaRose (2012) conflicts are always present when in a family business are employed a family members that are not capable to accomplish the duties in the given position. The conflict between the employer end the employee happen when, the employees are not payed enough in compensation with the work that they have done.(Bianca, 2017).

Psychologists have concluded that, the conflicts have started from the beginning of the business build. The desire of the managers is to build a huge and valuable business, but the conflicts will always exist. *Generation conflicts* are present when the son and daughter are in searching for their independence and decide to rise their responsibilities, while parents try to calm and omit these kinds of ideas. *Siblings conflicts* begin from different kinds of reasons such as: the oldest child is selected as successor while on the younger child exist the idea that his brother has always been father's favorite, conflicts are formed also when father protects more his daughter than his son, and wants her to become independent and to have formed the career for herself beyond the motherhood. *Spouse conflicts* happen when the child will be married and spouses will create defamation and find reasons to create conflict about earning and heritage the wealth. *Son-in-law* conflict are formed when the father want to make him the successor of the business, in some cases their skills have achieved to grow the business success but on the other hand the conflicts and relationships between children and parent become sorely.(Painser)

Based on the results of one study in USA: The reasons of 800 family businesses that do not exist or have failed in their function are the big and outstanding conflicts between all the family members, and also the different conflicts between the employees and the family members. While another study that is made in 673 family businesses explains that the conflicts in family businesses became bigger and intolerable when the there is a lack of the incomes (Ademi, 2008, p.30).

2.4.2 Which are the management methods of conflict

The growth of consciousness for conflict sources- sometimes the conflicts in one business are formed because of the people misunderstanding or uncertainties while communicating. If this thing happens regularly the people consciousness grows about this problem and it is necessary to find a solution. The managers are the main source that can help in this situation, by solving the problem in a functional manner, by giving advices for an adequate communication and also by giving advices to minimize the linguistic mistakes (Zeqiri, 2011, p.508).

Fulfillment of needs- Is another reason to manage the conflict. There are situations when three departments make a request for monetary funds in order to renovate and reconstruct the offices. The majors to not allow to have conflicts between the employees and also knowing sufficient enough the monetary position, decide to fulfill the needs and to improve the conditions to all departments of the business (Llaci, 2006, p.244).

Understand and evaluate people's emotional responses- There exist employees when they are characterized with strong emotional reactions in a workplace conflicts. When they attempt to protect their self from any mistake, they response in a fight reaction while the attempts to think and resolve the problem are less important. The only manner and the best method to deal with these situations, is to talk with the employees after their nervous moments to avoid the conflicts (Boutet, 2015).

The growth of consciousness of employees distinction and abilities- the conflicts has been evident and actual when in a business distinction between the gender and age has existed. In a business when the major is female and the rest of the employees are male exist the chance to work in a group manner. This situation usually happen when a decision is contested from someone, the best manner to not create conflicts is taken from the group which is gathering and discussing it in general. In this manner is made the successful management of the conflict situations (Zeqiri, 2011, p.508).

Hit conflict head-on: It is difficult to control and to solve the conflict. We should observe the areas where the conflict chances are big, and we should immediately intervene to do the best for our business by calming the situations, because this action will prevent every disaster in and out the business (Muatt, 2012).

Mediation- functions in a conflict situations and peoples that are dealing with this are called mediating experts. The interference of the mediators against members conflicts is quickly resolved by using free, open, voluntary and independent decision. The good here is that members of conflicts are free to show their interests and fearless to show their objectives, all this is done by the help of mediation (Ruiz, 2013- 2014, p.37).

The working rotation or the division of temporary loads- It is normal to face with conflicts within the organization, the mentioned method is applied when the conflicts begin to be develop. The reasons of the conflicts happen, because employees are not able or do not recognize their work function. To stay away from the conflicts it is used the working rotation, where are changed the working places to one that is easier, or are given practical exercises that will help the employees to develop their weaknesses (Zeqiri, 2011, p.508).

Family meetings- are important and effective tools to manage the conflicts in family businesses. These meetings are created for the business family members, where there can be discussed, clarified, learnt and described the family and business conflicts. The family meetings, intentions and results are to create and form safe environment for all (Stewart, 2013, p.6). The importance of creating family meetings is that it's structure helps to build decisions to solve the problems and conflicts within the organization (Carlock and Ward, 2001, p.81).

Family business policies- are indispensable because from the history of the family businesses we have understand that conflicts there are predictable, that's why family businesses create policies to be prepared to resolve the conflicts before they happen. These kinds of policies tend to create equal boundaries between family and business (Stewart,2013, p.9).

The improvement of reward and qualification system- These kinds of systems are formed and applied when the workers duties are not realized and are not carried out properly, other case when the communication and relationship between the employees is low. This method is very efficient because the chances of conflicts are reduced while on the other hand the employee motivation, care and education grows (Llaci, 2006, p.244). The changes of organization structure and culture- the strategy application plays a great role in conflict solution. The employees values and skills cause conflicts, they motivate themselves to work harder than their colleagues, from here begins the employee competition. The conflict become smaller when the focus is on building organizational structure and organizational culture, this is done by working in community. The conflict resolution can help in changing culture, manners and rules within the organization (Zeqiri, 2011, p.508-509).

2.4.3 Conflict and it's manage in family businesses

The process of contribution, service, operating in one business is realized by one big group of majors, workers, managers, directors and laborers that have been people with qualified education, needs, skills, different nationalities, values, different beliefs who make inevitable and inescapable the presence and the creation of various conflicts (Llaci, 2006, p.240). The conflicts are the main reasons which adversely affect in the family business function and are the crucial things that do not allow the family business to survive into the next generation (Painsier).

The best form and manner to overcome and avoid the conflict is being free to talk, making conversations and discussions about their good and bad manage. This helps all the members of the family business to face with each other, to clarify the cause of conflict, to bear responsibility for the creation of the conflict and find the manner to solve the problem. As a result the members of the business will learn that they should be focused on how to collaborate, use their skills, contribute for the business progress and in this manner the employee relationships will be stabilized (Gregory, 2018). According to (Llaci, 2006, p.241) it is a mistake when conflict in most cases is defined as a negative side for one business. It brings positive effects if we treat and manage it properly. The conflict stimulates, helps the growth, functioning and development of the business. Based on Harland (2015) businesses have their own strategy, structure and intentions. To hold the business under control the rules and collocation enforce it's activity and

performance. In the family businesses the conflicts usually begin when business problems and affairs are implemented to the family or when family issues become part of the business environment.

Conflict management helps in forming the strategies and methods to minimize the conflict chances and exploring the function structure of the conflict to improve the business development (Rahim, 2001, p.76).

Conflict manage styles according to (Zeqiri, 2011, p.514):

Avoidance: Conflict minimization it is done while being not cooperative but on the other side affirmative. To cease the conflict and to not have negative and disastrous consequences we should get away from the situation and to have a neutral attitude.

Compromise: The best manner to behave is being collaborative and modest. In these situations we can discuss the accepted and desired choices and as a result one group wins something and the other one loses something.

Acomodation: In these cases we should be affirmative, collaborative and tolerant because in this manner the employees can be capable to act according to their will and desires. Conflicts can be resolved and overcome while letting people achieving their intentions and aspirations by themselves.

Competition or authoritarian order: Working and acting against others desires, making competition kind of *win* or *lost* can be made while being not collaborative but on the other side affirmative and authoritative.

Cooperation or problem solution: The attempts and researches of finding the manners to have satisfaction and calmness between the employees its being collaborative and affirmative.

THIRD CHAPTER

3.METHODOLOGY

This is the chapter that we will describe the methodology that is used in this master research. The most important issues that we have paid a great attention are the research methods, which helped us to achieve conclusions, the method of data selection, data analyses, data collection, the interpretation of data etc.

3.1 Types of data and data sources

This master research is a descriptive research and is based on primary source data collection. We have collected materials from different kinds of books and pages in order to give information about all types of family businesses. Also we have created hypothesis for the only reason to achieve right results that are related to our requirements. Our first step was to create questionnaires, that includes our requirements related to our master thesis. We have made two kind of questionnaires one for the employees with managing roles for example: supervisors, directors, managers etc and the other one for the employees.

3.2 Sample selection techniques

Sample is the main technique to make statistic researches. The questionnaire is the main part that fulfills the statistic research. The questionnaire includes questions from those that are personal to those that are general and related to their working function.

The first part of the questionnaire includes questions about the gender, age, working place, the company which is working for, working years, education and questions about the manage of family businesses. Through these questions we can understand if employees are satisfied with the business that are managing, if there have innovations, if there exist the equality, discipline, conditions etc.

The second part includes the questions about the trust manage in family businesses. The questions here are formed to understand if the organization creates quality products, if are realized the employee and consumer desires, if there are implemented the legal rules, the relationships between employees etc.

The third part includes the questions about the support manage in family businesses. The main reason of this part is to understand the employee secure, the competition between the companies, does there exist the motivation and creativity, if there function the business and employee protection, are there created methods and techniques for business protection etc.

The fourth part includes the questions about the conflict manage in family businesses. The crucial thing in this part to understand is the conflict treatment and the problem minimizing, equality of the employees, the build of organizational structure, the announcement of conflict advices, the manner of managers treatment in cases of conflicts etc.

3.3 Data interpretation and analyse

In each question the respondent is asked to answer in the statement wich best matches their personality and attitude. The main answers in the appeared questions are: “Always”, “Usually”, “Sometimes”, “Never”. On the other hand based on the question they were evaluated with 4; 3; 2 and 1 point. From all the calculations for each section we have found the result in order to have final research result.

3.4 The organization of the study

This study is devided into fifth chapters. The first chapter of this study includes the introduction part, where there is written in general the content. Here are treated the the problems, reasons and the researches that are needed for making a perfect study.

The second chapter deals with the theory and the description of all types of family businesses. In this part is written about family business manage, their importance, their models, their measurement and also the forms an manners of their improvement. Then is treated the trust manage in family businesses their definition, importance, changes and change implementation. Then we continue with the support manage in family businesses, motivation, build and reality of manage. The last one is studied the conflict manage in family businesses, its appearance, manage methods and conflict and its manage.

The third chapter deals with the methodology. The things that are analysed are the data types, data techniques, data analyses and the organization of the study all in all they explain the build of this master thesis and the used techniques.

The fourth chapter deals with data analyses and their interpretation. The research result is the first part and threw the SPSS program here is defined the position of the employees, the number of employees supervised by the managers, the gender of the employees, the education degree, the company profile, the marital status, the age of employees, the experience in current work, the business performance, trust manage in family business index, support manage in family business index, the conflict manage in family business index and differences between family and non family employees. Then we continue with data analysis in SPSS program, variable description and correlation. And the last one the hypothesis testing,

the first hypothesis deals with the differences in trust between family and non family employees, the second hypothesis with differences in support between family and non family employees, the third hypothesis with differences in achieving the problem resolution in family and non family employees and the fourth hypothesis with managing trust, support and conflict and their positive impact in performance.

The fifth chapter is the last part of this study and deals with conclusions, recommendations, restrictions and future suggestions all in all a general explanation about our study and the benefits from it.

FOURTH CHAPTER

4. RESEARCH RESULT AND DATA ANALYSIS

4.1 Research Result

In this part are presented the research results, gained from the questionnaire distributed to 27 Managers/Directors and 51 Employees from Macedonian different private organizations.

4.1.1 Position at work

Based on the answers that we have from respondent we have this evidence regarding their position at work:

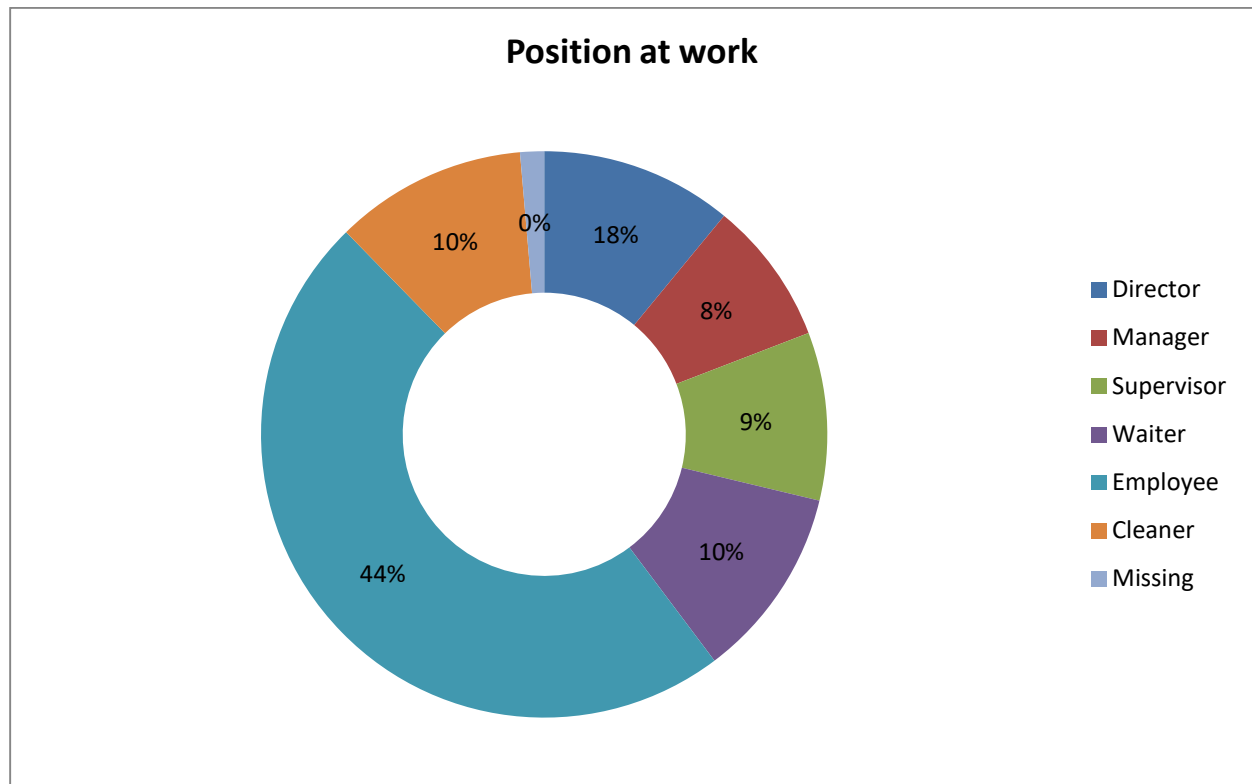


Figure 4.1 Position at work

These results show us that from 78 employee respondent in different businesses, those that are with director position are 14 or 17.72%, 6 of them are with manager position or 7.59%, 7 of them are with supervisor position or 8.86%, 8 of them are with waiter position or 10.13%, 35 are with employee position or 44.3%, and 8 of them are with cleaner position or 10.13%.

4.1.2 Number of employees supervised by managers

In Managers Questionnaire we have asked also to answer in the question regarding the number employees which they supervise.

According to the result we have this overview:

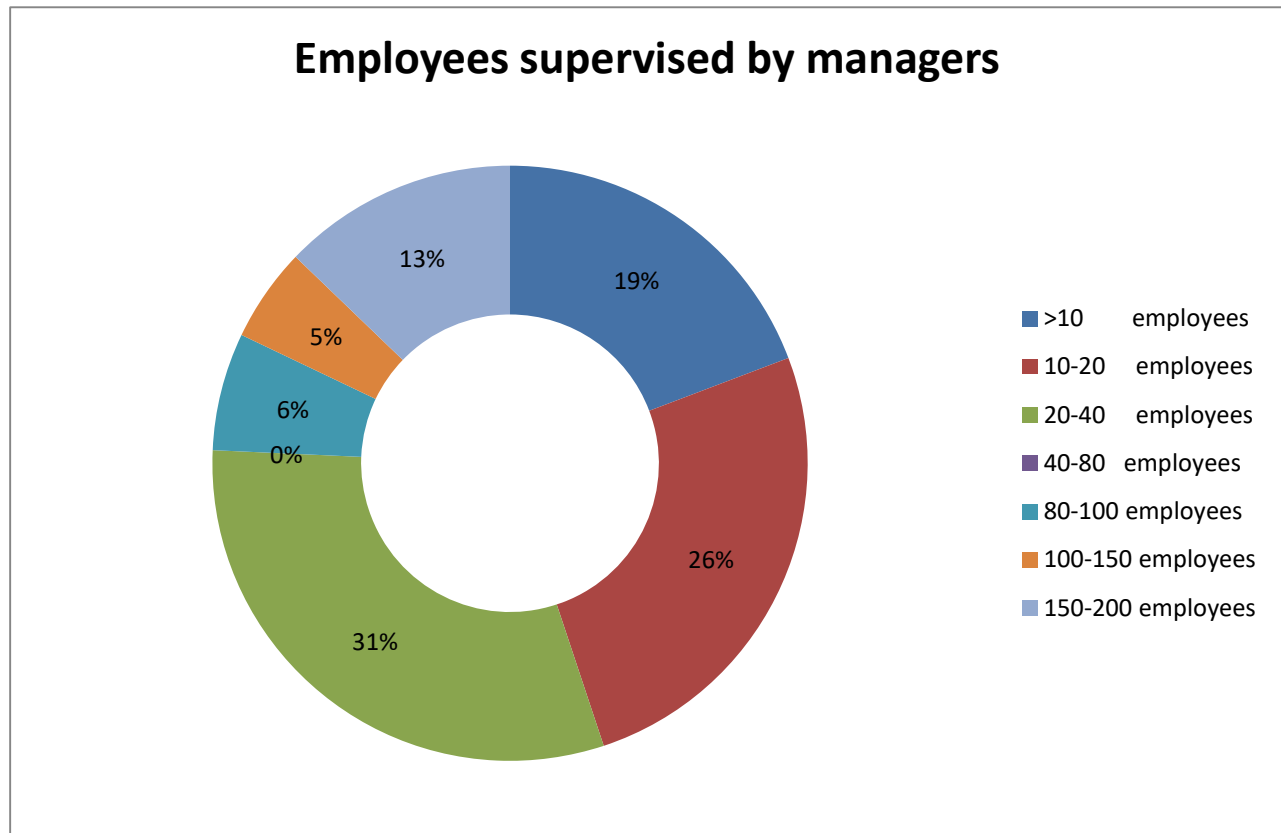


Figure 4.2 Number of employees supervised by managers

According to the results, businesses that supervise to 10 employees are 15 or 19.25% of total number of respondents. Businesses that supervise from 10 to 20 employees are 20 or 25.65% of total number of respondents. Then we continue with business that supervises 20 to 40 employees are 24 or 30.80%. We do not have businesses that supervise 40 to 80 employees. Then we continue with business that supervise 80 to 100 employees is 5 or 6.40% of total respondents. A business that has 100 to 150 employees is 4 or 5.10% of total respondents. The

last business that includes employees from 150 to 200 is 10 or 12.80% of total number of respondents.

4.1.3 The gender

Based on the questionnaires this is a general description of the employee's gender:

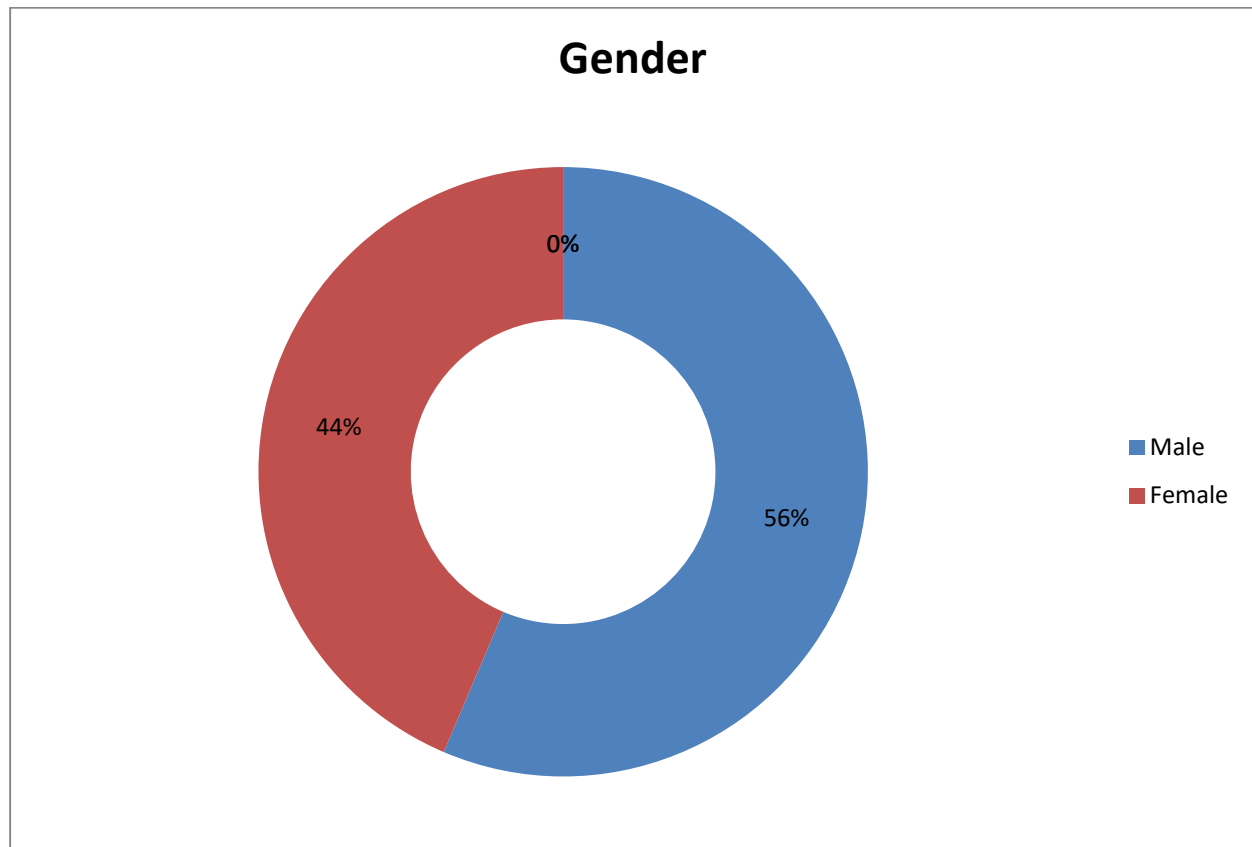


Figure 4.3 The gender

As we can see 44 of the respondents are male or in percentage 56.41%, and 34 of the respondents are female or in percentage 43.59%.

4.1.4 Education Degree

According to questionnaire answers, we have these evidences about the education of the employees:

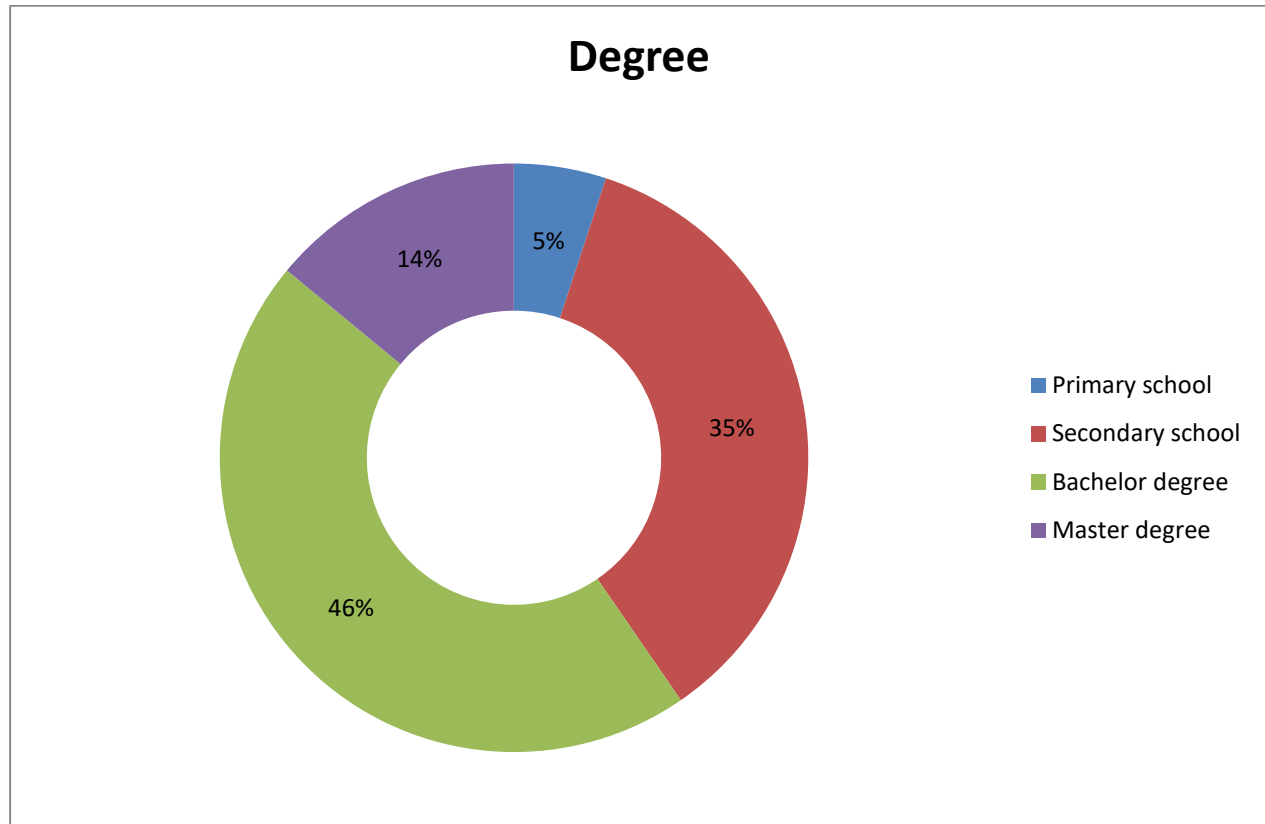


Figure 4.4 Education Degree

Based on the figure above from 78 respondents in general, only 4 of them are with primary school or 5%, then 27 of them are with secondary school or 35%, 36 of them are with bachelor degree or 46% , and 11 of them are with master degree or 14%.

4.1.5 Company Profile

The questionnaires are distributed in private organization.

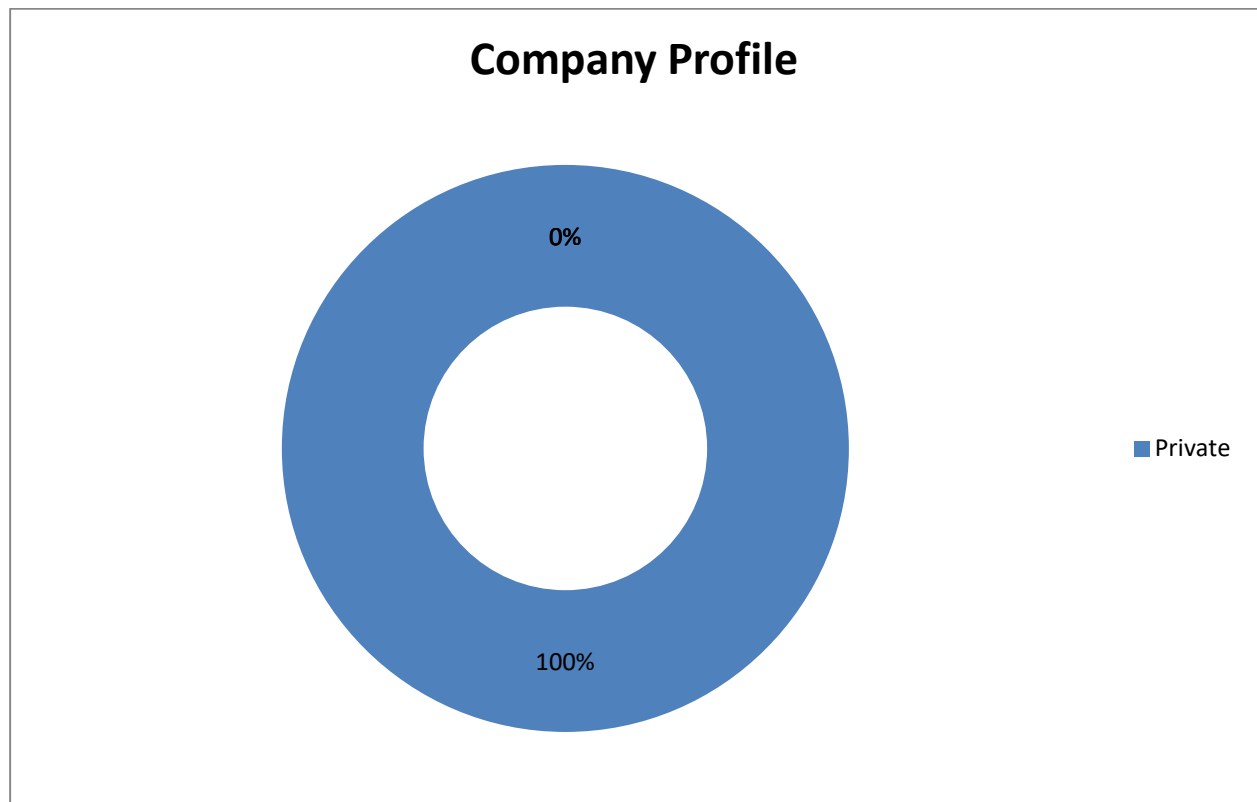


Figure 4.5 Company profile

From this description we can understand that 78 respondents are working in private companies or in percentage 100%.

4.1.6 Marital Status

According to the answers of the questionnaires we have come in these conclusions about the status of the employees:

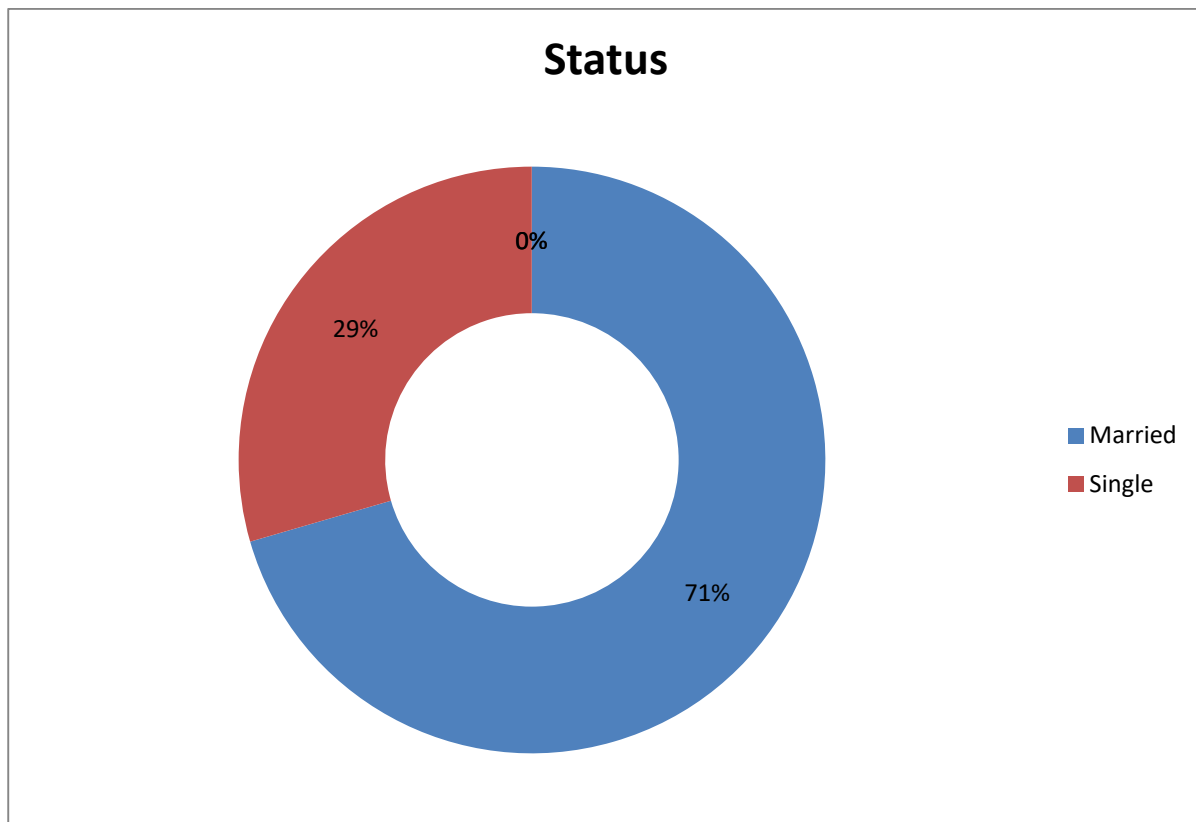


Figure 4.6 Status

It is evident that 55 from the respondents are married or 70.51%, and on the other hand 23 of them are single or in percentage 29.49%.

4.1.7 The age of respondents

In this part we are interested to know the age of the employees, the figure below shows the division of the age:

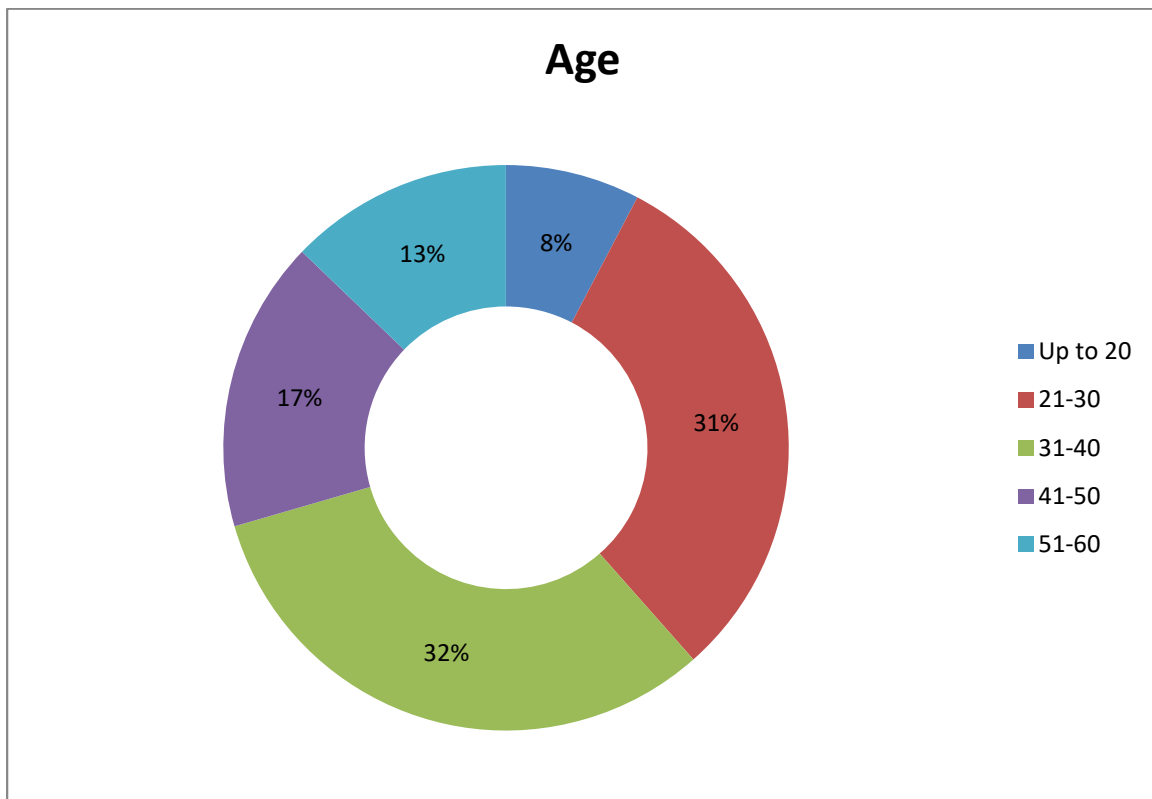


Figure 4.7 Ages of respondent

According to results we have come in a conclusion that 5 of respondents are up to 20 years or 7.69%, 24 of respondents are between 21-30 years or 30.77%, 25 of respondents are between 31- 40 years or 32.05%, 13 of respondents are between 41-50 years or 16.67%, and 10 of respondents are between 51-60 years or 12.82%.

4.1.8 Experience in current work

Regarding the question of starting year of current job, we have these answers:

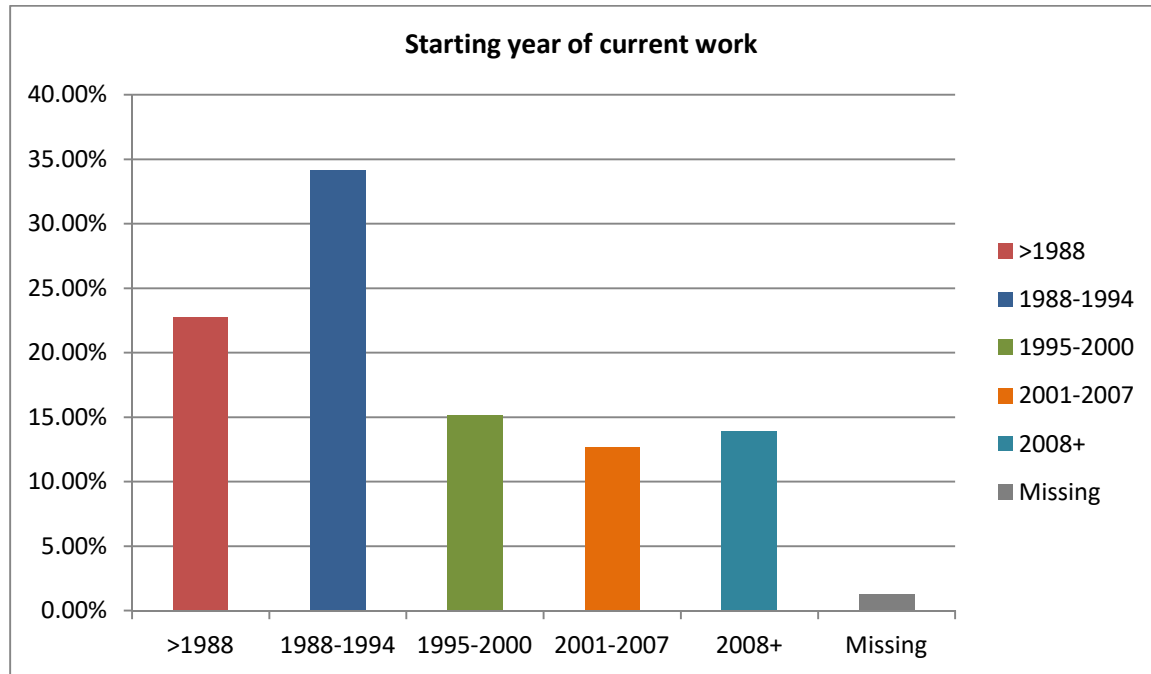


Figure 4.8 Year of current work

From total 78 respondents we miss 1 respondent in this question or 1.27 %. In the first group we have employees that are employed in their current job before 1988, here we have 18 respondents and from total we have 22.78 %. In the second groups belong employees that are employed between 1988 and 1994, we have 26 employees or 34.18 %. In third group we have 12 respondent or 15.19%, respectively between 1995 and 2000. In 2001-2007 group we have 10 employees or 12.66 % .And in the last group we have 11 employees which are employee from 2008 onward.

4.1.9 Businesses Performance

To measure the performance of businesses we have asked employees 10 questions, and according to the answers we have formulated the index depending the value of each question. The minimum index is 10 if in all question the respondent will take the minimum result, and the maximum index is 40 if respondent will take the maximum result. The result we have grouped into 4 groups, and we have this overview:

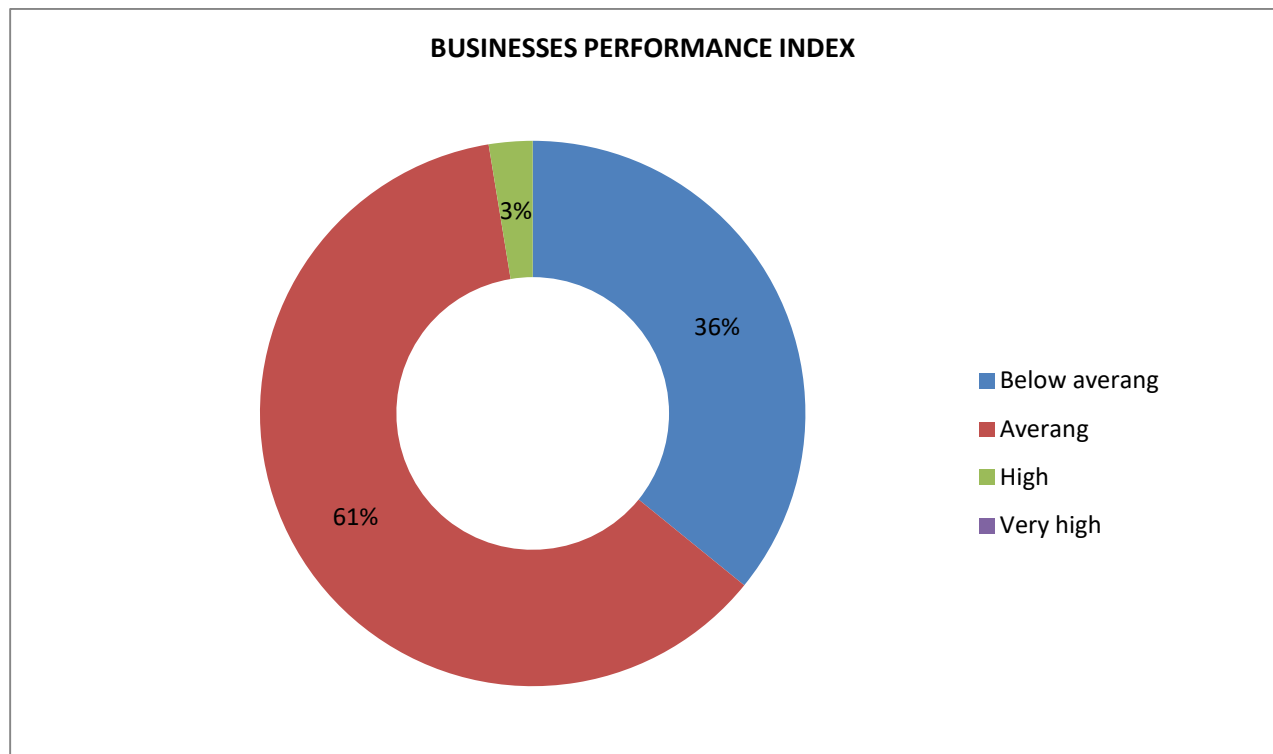


Figure 4.9 Business performance indeks

In the below average level of **Family Business Performance Index** we have 28 or 36% of respondent. In second level average we have 48 or 61 % of respondent. In high level we have 2 or 3 % from total number of respondent. And finally in the highest level of Family Business Management and Performance Index we don't have anyone or 0 % of respondent.

4.1.10 The trust mange in family businesses index

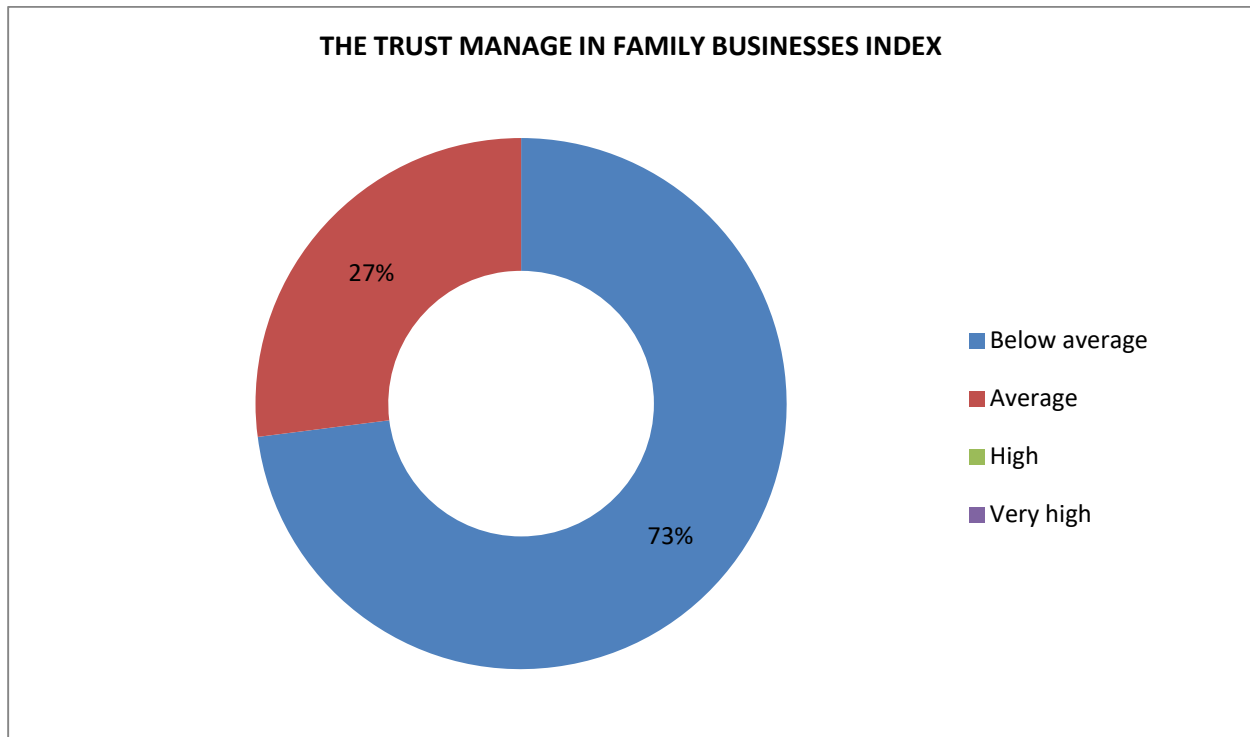


Figure 4.10 The trust manage in family business index

In the below average level of **The Trust Manage in Family Businesses Index** we have 58 or 73% of respondent. In second level average we have 20 or 27 % of respondent. In high level and very high level we don't have anyone or 0 % from total number of respondent.

4.1.11 Support manage in family businesses index

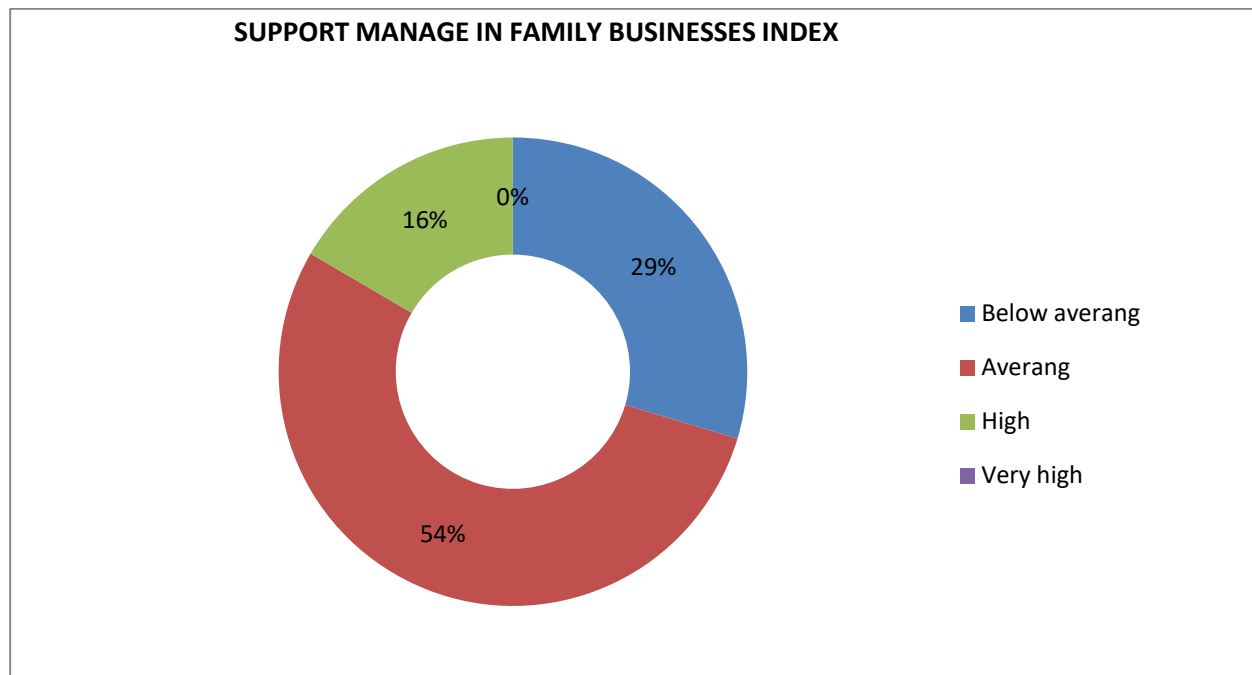


Figure 4.11 Support manage in family business index

In the below average level of **Support Manage in Family Businesses Index** we have 23 or 29% of respondent. In second level average we have 42 or 54 % of respondent. In high level we have 13 or 16 % from total number of respondent. And finally in the highest level of Support manage in family businesses index we don't have anyone or 0 % of respondent.

4.1.12 Conflict manage in family businesses index

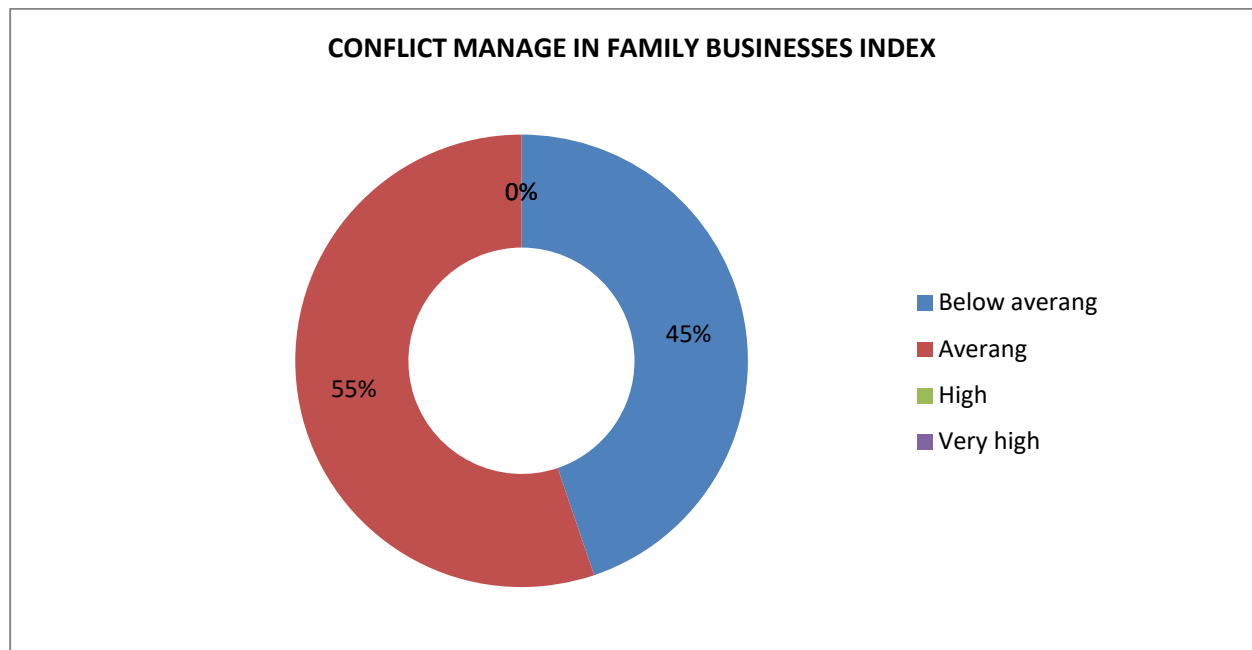


Figure 4.12 Conflict manage in family businesses index

In the below average level of **Conflict Manage in Family Businesses Index** we have 35 or 45% of respondent. In second level average we have 43 or 55 % of respondent. In high level and very high level we don't have anyone or 0 % from total number of respondent.

4.1.13 Are there made differences between family and non family employees?

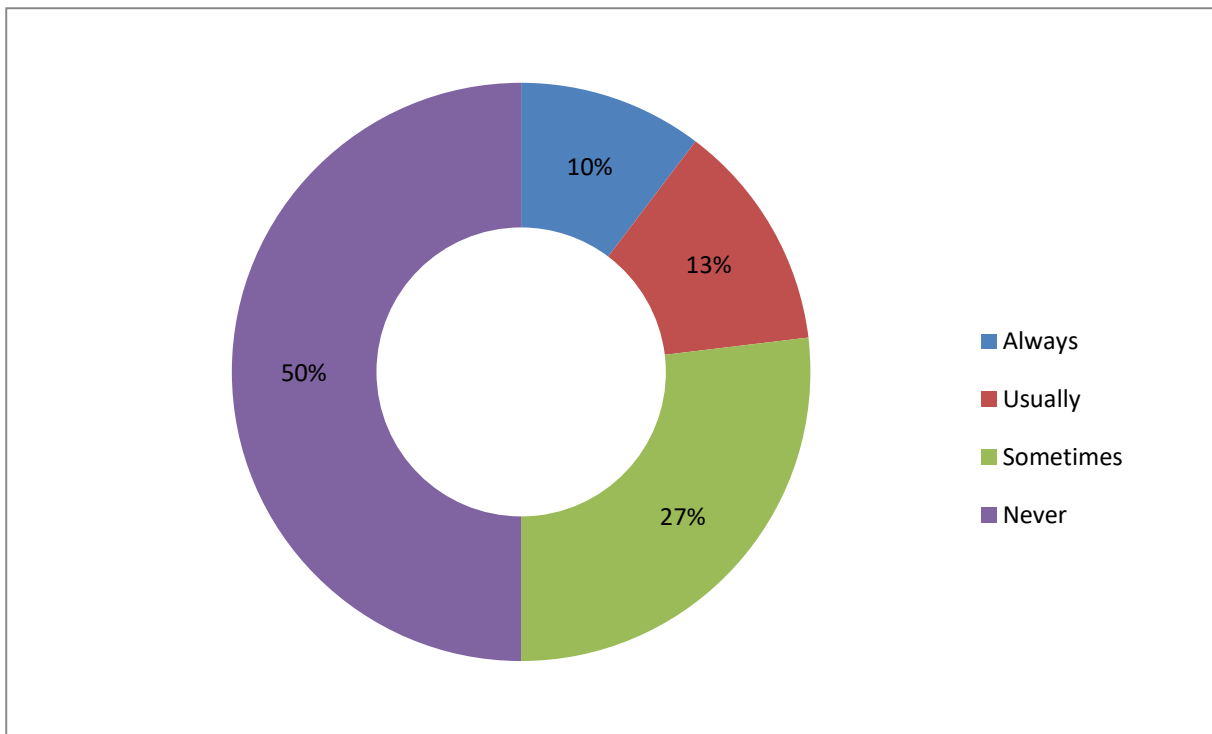


Figure 4.13 Are there made differences between family and non family employees?

From total 78 respondents we can understand that 8 employees or 10% think that in the business are made differences between family and non family employees, 10 employees or 13% think that in the business are made differences between family and non family employees, 21 employees or 27% think that in the business are made differences between family and non family employees, 39 employees or 50% think that in the business have never differences between family and non family employees.

4.2 Data Analysis

Analyze of gained data is done for SPSS. The data base is created based on questionnaire responded from 20 managers and 58 employees from different private and public organization. We had different kind of variables, but used are only those which we were able to include and to analyze.

4.2.1 Variable description

Main variables which are used in regression analysis are index variable, and these are converted in value from 1 to 4.

| Descriptive Statistics | | | | | |
|------------------------------|----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Businesses Performance Index | 78 | 1.20 | 3.20 | 2.1167 | .41480 |
| The trust manage Index | 78 | 1.00 | 2.92 | 1.7105 | .39333 |
| Support manage Index | 78 | 1.11 | 3.56 | 2.3020 | .62698 |
| Conflict manage Index | 78 | 1.33 | 3.22 | 2.0484 | .44896 |
| Valid N (list wise) | 78 | | | | |

Table 4.1 Variable Description

The minimum of Businesses Performance Index is 1.20, the maximum 3.20, mean 2.1167 and Std. Deviation is 0.41480.

The minimum of the Trust manage Index is 1.00, the maximum 3.92, mean 1.7105 and Std. Deviation is 0.39333

The minimum of Support manage Index is 1.11, the maximum 3.56, mean 2.3020 and Std. Deviation is 0.62698.

The minimum of Conflict manage Index is 1.33, the maximum 3.22, mean 2.0484 and Std. Deviation is 0.44896.

Converting of Indexes on range 1 to 4 is done for the purpose of easy measurement of regression analysis, respectively with measuring the effect of one variable over other variable.

4.2.2 Correlation

According to correlation result gained from SPSS with main variables of our analysis, such as: Management and Performance Index, The trusts manage in family businesses Index, Index of conflict manage in family businesses and Support manages in family businesses.

| | | Correlations | | | |
|---------------------------------|---------------------|------------------------------------|---------------------------|-------------------------|--------------------------|
| | | Businesses Performance Index | The trust manage Index | Support manage Index | Conflict manage Index |
| Businesses Performance Index | Pearson Correlation | 1 | .598** | .609** | .601** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 78 | 78 | 78 | 78 |
| The trust manage Index | Pearson Correlation | .598** | 1 | .635** | .524** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 78 | 78 | 78 | 78 |
| Support manage Index | Pearson Correlation | .609** | .635** | 1 | .706** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 78 | 78 | 78 | 78 |
| Conflict manage Index | Pearson Correlation | .601** | .524** | .706** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 78 | 78 | 78 | 78 |

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.2 General correlation between main variables

Positive correlations we have between the Trust Manage Index and the Performance of Businesses Index, the coefficient of correlation is 0.598 and is significant in 0.01 levels.

Scatter plot between Trust Manage Index and Performance Index

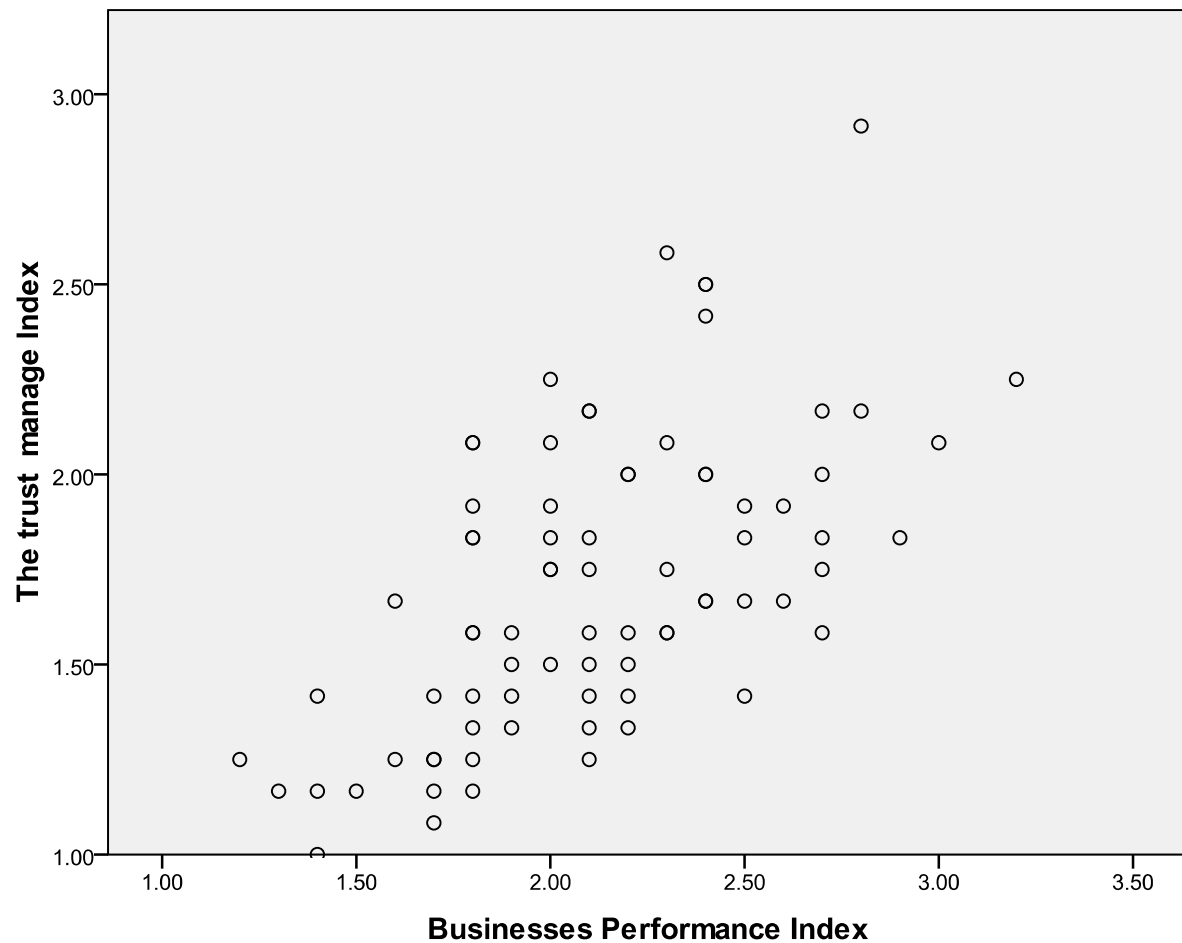


Figure 4.14 Scatter Plot between Trust Manage Index and Performance Index

The most important correlation is between the Support Manage Index and Performance Index with coefficient 0.609 which means that we have positive correlation between mentioned variables and they are significant in alpha 0.01.

Scatter plot between Support Manage Index and Performance Index

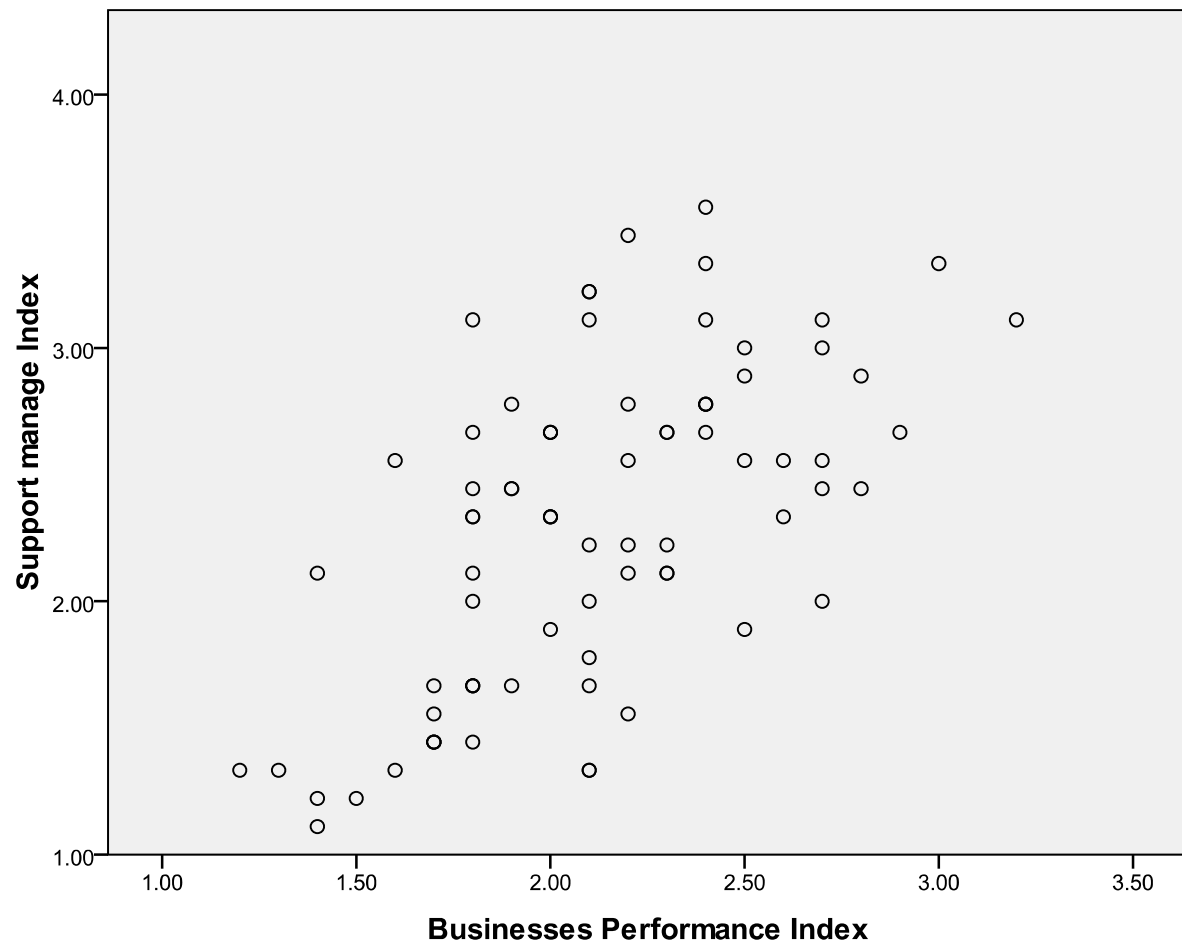


Figure 4.15 Scatter Plot between Support Manage Index and Performance Index

The third parameter which gives to us important information is also the correlation of the Conflict Manage Index and Performance Index. We have positive correlation with positive coefficient of 0.601 which means that the Level of Conflict Manage in family businesses has positive impact and correlated with Performance Index, coefficient is significant in 0.01 levels.

Scatter plot between Conflict Manage Index and Performance Index

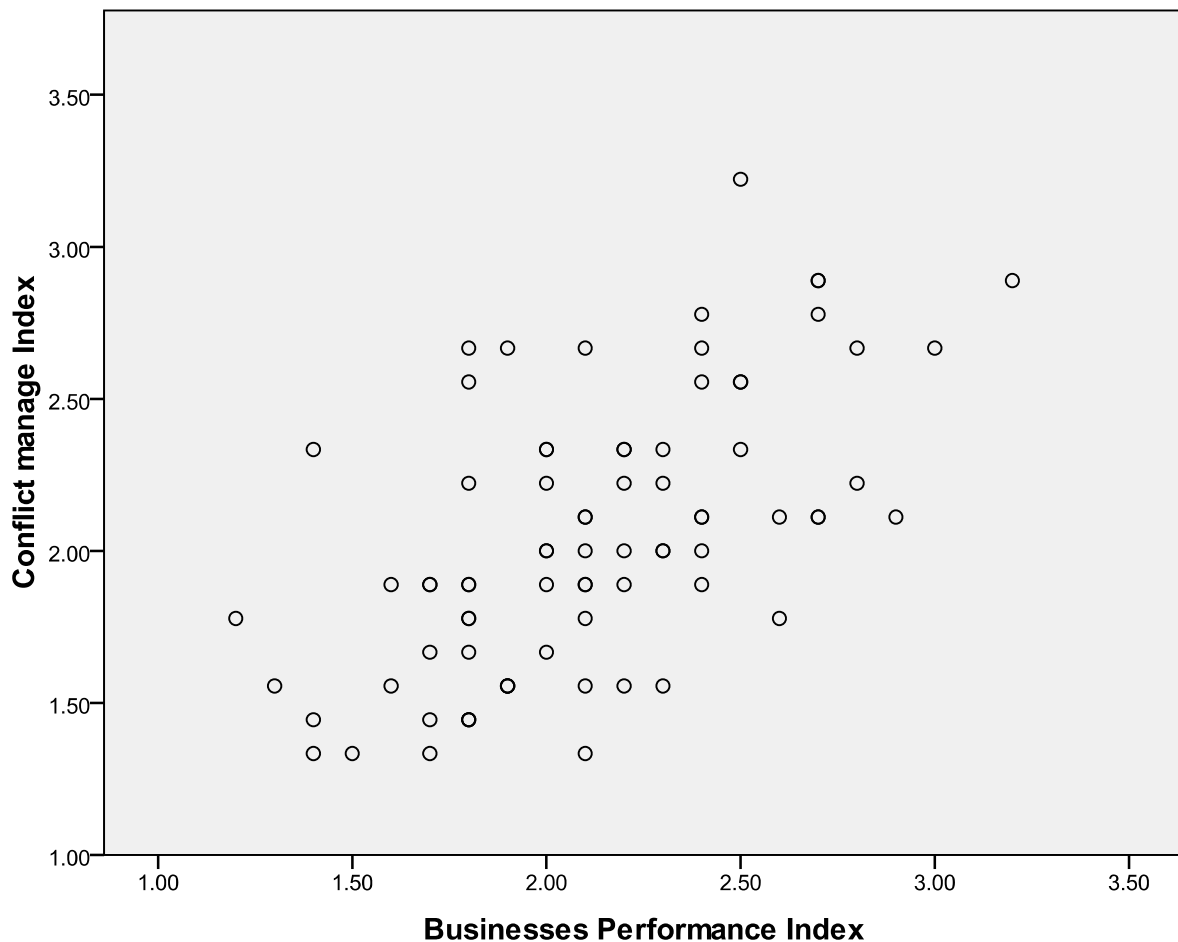


Figure 4.16 Scatter Plot between Conflict Manage Index and Performance Index

4.3 Hypotheses Testing

HYPOTHESIS

H1: Does there exist difference in trust between family and non family members

Are there made differences between family and non family employees?

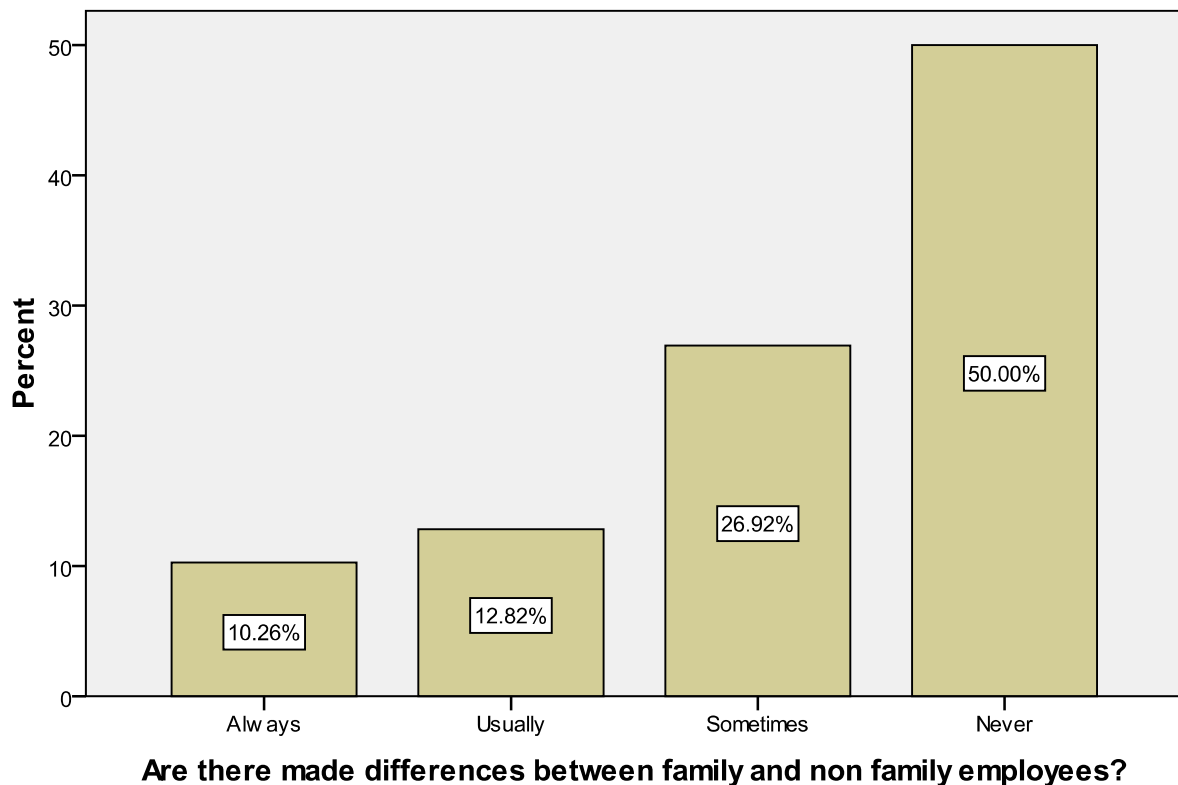


Figure 4.17 Are there made differences between family and non family employees?

From the answers of the respondents in the question: Does there exist the difference in trust between family and non family members? we can understand that there does not exist this kind of difference, because 50% of the respondents are answered with never.

H2: Does there exist the difference in support between family and non family employees

Are the family employees supported during the conflict resolution than non family employees?

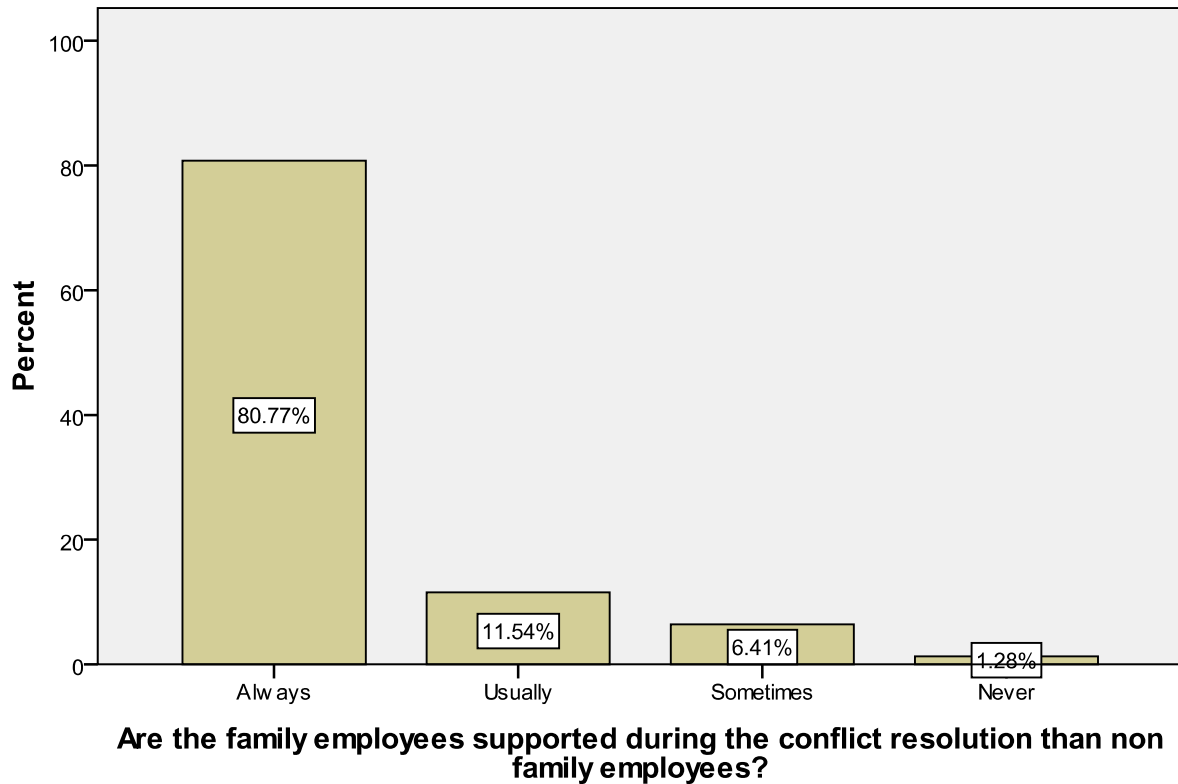


Figure 4.18 Are the family employees supported during the conflict resolution than non family employees?

In the question: Does there exist the difference in support between family and non family employees? from the respondent's answers we understand this, that in family businesses family employees are always supported against non family employees. 80.77% of the respondents are responded with the answer always.

H3: Does there exist the difference in achieving the problem resolution in family and non family employees?

Are the employees consulted how to be protected from the conflict situations or there is a difference between them ?

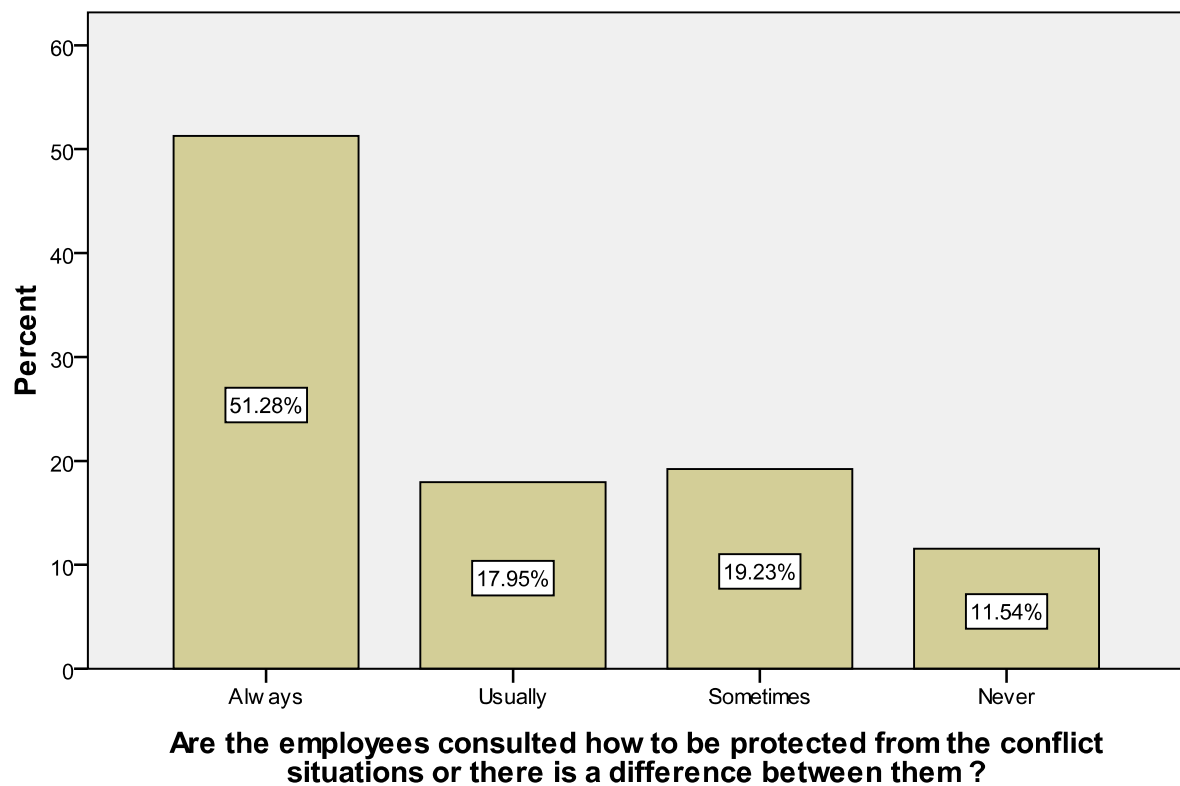


Figure 4.19 Are the employees consulted how to be protected from the conflict situations or there is a difference between them?

From the question above: Does there exist the difference in achieving the problem resolution in family and non family employees? We have come in a conclusion that 51.28% of the respondents are answered that in family businesses always exist the difference between family and non family employees in achieving the problem resolution.

H4: Managing trust, support and conflict has positive impact in organization performance

Multiple Regression Analysis includes: Conflict manage Index, the trust manage Index and Support manage Index

Table 4.3 Regression analysis of Fourth Hypothesis

| Variables Entered/Removed | | | |
|---------------------------|--|-------------------|--------|
| Model | Variables Entered | Variables Removed | Method |
| 1 | Conflict manage Index, The trust manage Index, Support manage Index ^a | | Enter |

a. All requested variables entered.

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .698 ^a | .488 | .467 | .30286 |

a. Predictors: (Constant), Conflict manage Index, The trust manage Index, Support manage Index

| ANOVA ^b | | | | | |
|--------------------|------------|----------------|----|-------------|--------|
| Model | | Sum of Squares | df | Mean Square | Sig. |
| 1 | Regression | 6.461 | 3 | 2.154 | 23.480 |
| | Residual | 6.787 | 74 | .092 | |
| | Total | 13.248 | 77 | | |

a. Predictors: (Constant), Conflict manage Index, The trust manage Index, Support manage Index

b. Dependent Variable: Businesses Performance Index

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .685 | .180 | | 3.804 | .000 |
| The trust manage Index | .334 | .115 | .316 | 2.909 | .005 |
| Support manage Index | .134 | .086 | .202 | 1.544 | .127 |
| Conflict manage Index | .270 | .110 | .292 | 2.464 | .016 |

a. Dependent Variable: Businesses Performance Index

Variable Description:

- *(Dependent)* Businesses Performance Index is in range between 1.00 to 4.00
- *(Independent)* Trust Manage Index is in range between 1.00 to 4.00
- *(Independent)* Support Manage Index is in range between 1.00 to 4.00
- *(Independent)* Conflict Manage Index is in range between 1.00 to 4.00

Regression Model

$$\text{Businesses Performance} = \beta_0 + \beta_1 TM + \beta_2 SM + \beta_3 CM$$

$$\beta_0 = 0.685$$

$$\beta_1 = 0.334$$

$$\beta_2 = 0.134$$

$$\beta_3 = 0.270$$

$$\text{Businesses Performance} = 0.685 + 0.334TM + 0.134SM + 0.270CM$$

Comments

According to the result we can conclude that the Trust Manage has positive impact on Businesses Performance, regression analysis coefficient $\beta_1 = 0.334$ shows that for 1 value increase

in Trust Manage Index, the index of Businesses Performance will be increased for 0.334, this coefficient is significant at 0.001 level.

Also the Support Manage has positive impact on Businesses Performance, the index of Businesses Performance will be increased for 0.134, this coefficient is significant at 0.001 level.

Conflict Manage has impact on businesses performance. Based on the result from multiple regression analysis coefficient $\beta_3 = 0.270$ shows that for 1 value increase in Conflict Manage Index, the businesses performance index will be increased for 0.270.

R² knows as coefficient of determination in our analysis is 0.488 or 51.2% at shows that the independent variables explain dependent variable for 48.8%.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

From research analysis we have come in a conclusion that Managing trust, support and conflict in family businesses, has had a great influence in building or creating a successful business organization because they are the most important issues which allow the business to have a lifetime function.

The first hypothesis: “Does there exist difference in trust between family and non family members” has a positive conclusion and also increases the trust of the employees because 50% of the employees are answered that in family businesses never exist the difference between family and non family members, 26.92% of the employees are answered that in family businesses sometimes exist the difference between family and non family members, 12.82% of the employees are answered that in family businesses usually exist the difference between family and non family members and only 10.26% are answered that in family businesses always exist the difference between family and non family members.

The second hypothesis: “Does there exist the difference in support between family and non family employees” gives the conclusion and informs us that inside family businesses the family employees are protected more than non family employees because 80.77% of the employees are answered that in family businesses family employees are always supported against non family employees, 11.54% of the employees are answered that in family businesses family employees are usually supported against non family employees, 6.41% of the employees are answered that in family businesses family employees are sometimes supported against non family employees and only 1.28% of the employees are answered that in family businesses family employees are never supported against non family employees.

The third hypothesis: “Does there exist the difference in achieving the problem resolution in family and non family employees” has this conclusion that the difference is always evident and the family employees have more privilege in situations of conflicts and problems resolutions. 51.28% of employees are answered that in family businesses always exist the difference between family and non family employees in achieving the problem resolution. 17.95% of employees are answered that in family businesses usually exist the difference between family and non family employees in achieving the problem resolution. 19.23% of employees are answered that in family businesses sometimes exist the difference between family and non family employees in achieving the problem resolution. 11.54% of employees are answered that in family businesses

never exist the difference between family and non family employees in achieving the problem resolution.

The fourth hypothesis: “Managing trust, support and conflict has positive impact in organization performance” gives the information that every business will have a successful function if there are included the trust manage, support manage and conflict manage. From all the analysis we have understand that Trust manage has positive impact on Business Performance, the regression analysis coefficient $\beta_1 = 0.334$ shows that for 1 value increase in trust manage index, the index of business performance will be increased for 0.334, this coefficient is significant at 0.001 level. On the other side the Support manage has a positive impact on Business Performance, the index of Business Performance will be increased for 0.134, this coefficient is significant at 0.001 level. And at the last one Conflict manage which is based on the results from multiple regression analysis coefficient $\beta_3 = 0.270$ shows that for 1 value increase in Conflict Manage Index, the business performance index will be increased for 0.270.

5.2 Recommendation

Our main reason is to understand the benefits and the effect of the Trust manage, Support manage and Conflict manage in family businesses. According to all collected results we would like to give our advices, suggestions and ideas to all private organizations. Our advices are written below:

- Trust manage in family businesses is an important step for building one private business especially a family business with strong foundations. The trust is build when there are offered high quality products; the employees are treated well; when are listened the consumer needs; when are created new products; when are created new programs; when the crises situations are easy overcome etc.

-Support manage in family businesses is a crucial thing that helps the business to be developed in the right way. With other words this step is functioning when there are created cheap and qualitative products; being competitive by using new technologies; the creativity of employees; advetising the products; the employee protection and satisfaction; health care; listen to the consumer wishes and needs; creating methods for secure and support; employing qualified persons etc.

-Conflict manage in family businesses is another important and inevitable thing inside one business. They are appeared when in the business are build poor boundaries between employees and the organization. Control is the thing that destroys the conflicts. The conflicts are disappeared when there are formed structured programs; organizational structure; equal treatment of employees; solving problems in clearly manner; free communication and explanations etc.

5.3 Restrictions

From all 78 spread questionnaires, we have received ideas and responds from 78 respondents. It is understandable that for many companies and their employees was difficult to give informations and opinions related to their working function, even though they have been informed that all their responses will be cared and used in a confident manner.

Some of the employees asked us if is allowed to let the questions without an answer or to give the negative answer, we informed them that they have to tell the truth because that is worthy for us.

First of all we have given explanations to all the participants what kind of questionnaire is it and also what we want from their answers. To understand if the participants have given the true answers, shortly we have asked each of them about their satisfactions and dissatisfactions in their work and business.

5.4 Suggestion for future research

The suggestion related to trust manage, support manage and conflict manage in family businesses are that we should expand our researches beyond Macedonian boundaries and make the comparison between companies.

Also our intention is to continue our researches in even more detailed manner by making analyses with prestigious family businesses and know if these three steps are included into businesses and if they have possitive efect. Also we will add new questionnaires to enrich our researches.

We will make also analyses for the family businesses life length and discover the key of their success. Also we will try to research if family businesses are better functioning in our country or in other countries.

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APPENDIX

Pyetsor(Menaxher)

Per temen e masterit: “Menaxhimi I besimit, mbrojtjes dhe konfliktit ne bizneset familjare”

E vlersoj shume vullnetin tuaj qe pranuat te beheni pjese e ketij hulumtimi. Une quhem Zoga Shehu, master student ne studime post- diplomike ne Universitetin e Evropes Juglindore, Fakulteti i Biznesit dhe Ekonomise, drejtimi Menaxhment.

Faleminderim I posatshem per te gjith ju qe do t’ju pergjigjeni pyetjeve te me poshtme, dhe gjithashtu dua tju informoj se te gjitha te dhenat do te sigurohen ne menyren me te mire te mundshme, dhe nuk do te shfaqen apo transmetohen tek personat e tjer. Cdo e dhene do te mbahet ne anonimitet.

Emri I Kompanise Tuaj: _____

Pozita e juaj: _____ (Drejtor, Menaxher, Mbikqyres etj)

Numri I punetoreve qe menaxhoni: _____

Gjinia juaj:

Femer _____

Mashkull _____

Viti ne te cilin keni filluar punen: _____

Mosha juaj:

Me pak se 20 vjet _____

21- 30 vjet _____

31- 40 vjet _____

41- 50 vjet _____

Edukimi juaj:

Shkollim fillor _____

Shkollim I mesem _____

Studime Universitare _____

Studime Post- Universitare _____

51- 60 vjet_____

Me shume se 60 vjet_____

Ju punoni ne:

Statusi juaj:

Organizate(Firme) Private_____

I/e martuar_____

Institusion Publik_____

Beqar/e_____

Ju lutem rrethoni njerën nga përgjigjet e më poshtme, që të kuptojmë qëndrimin tuaj dhe funksionimin e kompanisë tuaj.

Pjesa e parë: Menaxhimi i bizneseve familjare

1. Ndjehe ni i/e kenaqur me biznesin që po menaxhoni?
Cdoher Zakonisht Ndonjeher Asnjeher
2. Përpiqeni që të krijoni ide të reja dhe inovacione në biznesin tuaj?
Cdoher Zakonisht Ndonjeher Asnjeher
3. Shpërndani energji pozitive edhe në situata kur biznesi ballafaqohet me vështirësi nga me të ndryshmet?
Cdoher Zakonisht Ndonjeher Asnjeher
4. Behen dallime mes punonjësve familjar dhe atyre jo familjar?
Cdoher Zakonisht Ndonjeher Asnjeher
5. Është e pranishme disiplina gjatë aktivitetit ditor?
Cdoher Zakonisht Ndonjeher Asnjeher
6. Egzistojnë sanksionet për punëtorët nëse vërehet ndonjë përegullsi në biznes?
Cdoher Zakonisht Ndonjeher Asnjeher
7. Sigurohen kushte të volitshme në biznes për punëtorët?
Cdoher Zakonisht Ndonjeher Asnjeher
8. Si e vlerësoni performancën e tyre?
Cdoher Zakonisht Ndonjeher Asnjeher
9. A jeni të kenaqur me punën e tyre?
Cdoher Zakonisht Ndonjeher Asnjeher
10. A i promovoni punëtorët tuaj?
Cdoher Zakonisht Ndonjeher Asnjeher

Pjesa e dyte: Menaxhimi I besimit ne bizneset familjare

1. Prodhoni produkte cilesore dhe kualitative?
Cdoher Zakonisht Ndonjeher Asnjeher
2. A I realizoni nevojat e konsumatoreve?
Cdoher Zakonisht Ndonjeher Asnjeher
3. A veproni me pergjegjsi per te fituar besim ne raste kur biznesi ballafaqohet me kriza?
Cdoher Zakonisht Ndonjeher Asnjeher
4. Kur miren vendime te rendesishme egziston besimi mes punonjesve ne biznes?
Cdoher Zakonisht Ndonjeher Asnjeher
5. Kujdeseni per mbrojtjen e ambientit dhe natyren?
Cdoher Zakonisht Ndonjeher Asnjeher
6. Funksiononi sipas planit biznesor?
Cdoher Zakonisht Ndonjeher Asnjeher
7. Shperndani reklamacion per produktet qe i prodhoni?
Cdoher Zakonisht Ndonjeher Asnjeher
8. Mbani mardhenie te mira mes gjeneratave te familjes qe jane te perfshire ne biznes?
Cdoher Zakonisht Ndonjeher Asnjeher
9. Punesohen persona adekuat dhe te kualifikuar?
Cdoher Zakonisht Ndonjeher Asnjeher
10. A keni fituar besim tek klientet?
Cdoher Zakonisht Ndonjeher Asnjeher
11. A I zbatoni regullat ligjore?
Cdoher Zakonisht Ndonjeher Asnjeher
12. Keni regullsi ne dhenien/pranimin e pagave?
Cdoher Zakonisht Ndonjeher Asnjeher

Pjesa e trete: Menaxhimi I mbrojtjes ne bizneset familjare

1. Sigurohen punetoret ne rast fatkeqsie?
Cdoher Zakonisht Ndonjeher Asnjeher
2. Ofroni risi qe te mos I humbni konsumatoret?
Cdoher Zakonisht Ndonjeher Asnjeher
3. Siguroni cmime te volitshme ne krahasim me konkurentet?
Cdoher Zakonisht Ndonjeher Asnjeher
4. Jepni ide dhe kreativitet ne vazhdimsi?

- | | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
|---|--------|-----------|-----------|----------|
| 5. Motivohen punetoret me shperblime? | | | | |
| 6. Perdorni metoda, programe, paisje per mbrojtjen e biznesit? | | | | |
| 7. Mbrohen punonjesit ne ceshtjet e punes? | | | | |
| 8. Sigurohen trashegimtar te biznesit me kualifikim dhe edukim? | | | | |
| 9. Krijoni ekiye mbrojtese? | | | | |

Pjesa e katert: Menaxhimi I konfliktit ne bizneset familjare

- | | | | | |
|---|--------|-----------|-----------|----------|
| 1. A trajtohen punetoret ne menyre te barabarte? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 2. A jane te pranishme konfliktet mes punonjesve familjar dhe atyre jo familjar? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 3. Keni ndertuar structure organizative? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 4. Miren masa ndaj personave te cilet e shkaktone konfliktin? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 5. Ndryshon sjellja e menaxhereve ne rastet kur ndodhin konfliktet? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 6. Zgjidhja e konflikteve mes punonjesve ne biznes perfundon me qetesi? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 7. Mundesoni komunikim te lire, metoda dhe strategji per qetesimin e situatave konfliktuoze? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 8. E menaxhoni garimin mes punonjesve? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |
| 9. Keshillohen punonjesit se si te kujdesen ndaj situatave konfliktuoze apo ka dallim mes tyre? | Cdoher | Zakonisht | Ndonjeher | Asnjeher |

Pyetsor(Punetor)

Per temen e masterit: “Menaxhimi I besimit, mbrojtjes dhe konfliktit ne bizneset familjare”

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Emri I Kompanise Tuaj: _____

Pozita e juaj: _____ (Drejtor, Menaxher, Mbikqyres etj)

Numri I punetoreve qe menaxhoni: _____

Gjinia juaj:

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Viti ne te cilin keni filluar punen: _____

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Edukimi juaj:

Shkollim fillor _____

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Cdoher Zakonisht Ndonjeher Asnjeher
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Cdoher Zakonisht Ndonjeher Asnjeher
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Cdoher Zakonisht Ndonjeher Asnjeher
9. Punesohen persona adekuat dhe te kualifikuar?
Cdoher Zakonisht Ndonjeher Asnjeher
10. A keni fituar besim tek klientet?
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11. A I zbatoni regullat ligjore?
Cdoher Zakonisht Ndonjeher Asnjeher
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Cdoher Zakonisht Ndonjeher Asnjeher

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Cdoher Zakonisht Ndonjeher Asnjeher
3. Siguroni cmime te volitshme ne krahasim me konkurentet?
Cdoher Zakonisht Ndonjeher Asnjeher
4. Jepni ide dhe kreativitet ne vazhdimsi?
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5. Motivohen punetoret me shperblime?
Cdoher Zakonisht Ndonjeher Asnjeher

6. Perdorni metoda, programe, paisje per mbrojtjen e biznesit?
Cdoher Zakonisht Ndonjeher Asnjeher
7. Mbrohen punonjesit ne ceshtjet e punes?
Cdoher Zakonisht Ndonjeher Asnjeher
8. Sigurohen trashegimtar te biznesit me kualifikim dhe edukim?
Cdoher Zakonisht Ndonjeher Asnjeher
9. Krijoni ekiye mbrojtese?
Cdoher Zakonisht Ndonjeher Asnjeher

Pjesa e katert: Menaxhimi I konfliktit ne bizneset familjare

1. A trajtohen punetoret ne menyre te barabarte?
Cdoher Zakonisht Ndonjeher Asnjeher
2. A jane te pranishme konfliktet mes punonjesve familjar dhe atyre jo familjar?
Cdoher Zakonisht Ndonjeher Asnjeher
3. Keni ndertuar structure organizative?
Cdoher Zakonisht Ndonjeher Asnjeher
4. Miren masa ndaj personave te cilet e shkaktojne konfliktin?
Cdoher Zakonisht Ndonjeher Asnjeher
5. Ndryshon sjellja e menaxhereve ne rastet kur ndodhin konfliktet?
Cdoher Zakonisht Ndonjeher Asnjeher
6. Zgjidhja e konflikteve mes punonjesve ne biznes perfundon me qetesi?
Cdoher Zakonisht Ndonjeher Asnjeher
7. Mundesoni komunikim te lire, metoda dhe strategji per qetesimin e situatave konfliktuoze?
Cdoher Zakonisht Ndonjeher Asnjeher
8. E menaxhoni garimin mes punonjesve?
Cdoher Zakonisht Ndonjeher Asnjeher
9. Keshillohen punonjesit se si te kujdesen ndaj situatave konfliktuoze apo ka dallim mes tyre?
Cdoher Zakonisht Ndonjeher Asnjeher

Survey Questionnaire (Managers)

For master thesis: “Managing trust, support and conflict in family businesses”

I really appreciate your will that accepted to be part of this research. My name is Zoga Shehu, post graduate student in the South East European University, Faculty of Business and Economics, studying the Management sciences.

A great thanks to all of you that will be answering to below questions, also I want to inform you that all the clues will be secured in the best possible manner, and also they will not be appeared or transmitted to the other people. Each clue will be held in anonymous manner.

The name of your company: _____

Your position: _____ (Director, manager, supervisor)

The number of the employees that you supervise: _____

Gender:

Female _____

Male _____

Year in which you have started current employment _____

Age:

Up to 20 years _____

21-30 years _____

31-40 years _____

41-50 years _____

51-60 years _____

More than 60 _____

Education:

Primary School _____

Secondary School _____

Bachelor Degree _____

Master Degree _____

PhD Degree _____

Your company profile:

Private Organization_____

Public Organization_____

Marital Status:

Married_____

Single_____

Please circle one of the below answers, to understand your attitude and also the function of your company.

First part: Family Business Management

1. Are you satisfied with the business that you are managing?
Always Usually Sometimes Never
2. Are you trying to create new ideas and innovations in your business?
Always Usually Sometimes Never
3. Do you spread positive energy even in situations when your business faces different difficulties?
Always Usually Sometimes Never
4. Are there made differences between family and non family employees?
Always Usually Sometimes Never
5. It is the discipline present during the daily activity?
Always Usually Sometimes Never
6. Do the sanctions exist for the employees if there is noted any irregularity in business?
Always Usually Sometimes Never
7. Are there provided affordable conditions for the employees?
Always Usually Sometimes Never
8. How do you evaluate their performance?
Always Usually Sometimes Never
9. Are you satisfied with their job?
Always Usually Sometimes Never
10. Do you promote your employees?
Always Usually Sometimes Never

Second Part: The trust manage in family businesses

1. Do you produce qualitative products?
Always Usually Sometimes Never
2. Do you realize consumer needs?
Always Usually Sometimes Never
3. Do you act with accountability to gain trust in cases when business faces crisis?
Always Usually Sometimes Never
4. When there are taken important decisions the trust between employees exist?
Always Usually Sometimes Never
5. Do you give attention to the environment and nature?
Always Usually Sometimes Never
6. Do you function according to Business plan?
Always Usually Sometimes Never
7. Do you spread reclamation about the produced products?
Always Usually Sometimes Never
8. Do you hold good relationships between the family generations that are included into business?
Always Usually Sometimes Never
9. Are there employed adequate and qualified persons?
Always Usually Sometimes Never
10. Have you gained the consumer trust?
Always Usually Sometimes Never
11. Do you apply legal rules?
Always Usually Sometimes Never
12. Do you give/ receive salaries properly?
Always Usually Sometimes Never

Third part: Support manage in family businesses

1. Are the employees secured in disastrous cases?
Always Usually Sometimes Never
2. Are there offered innovations to not lost your consumers?
Always Usually Sometimes Never
3. Are there provided affordable prices in comparison with competitors?
Always Usually Sometimes Never
4. Do you give ideas and creativity in continuity?
Always Usually Sometimes Never
5. Are the employees motivated with rewards?
Always Usually Sometimes Never

6. Are there used methods, programs and equipments for business protection?
Always Usually Sometimes Never
7. Are the employees protected in work issues?
Always Usually Sometimes Never
8. Are there provided educated and qualified business inheritor?
Always Usually Sometimes Never
9. Have you created protected teams?
Always Usually Sometimes Never

Fourth part: Conflict manage in family businesses

1. Are the employees treated in equal manner?
Always Usually Sometimes Never
2. Are the conflicts present between family and non family employees?
Always Usually Sometimes Never
3. Have you built organizational structure?
Always Usually Sometimes Never
4. Are there taken measures to the people that have caused conflicts?
Always Usually Sometimes Never
5. Do the managers behave changes in cases when the conflicts happen?
Always Usually Sometimes Never
6. Do the conflict resolution between the business employees ends in silence?
Always Usually Sometimes Never
7. Are there allowed free communications, methods and strategies for calming the conflict situations?
Always Usually Sometimes Never
8. Have you managed the competition between the employees?
Always Usually Sometimes Never
9. Are the employees consulted how to be protected from the conflict situations or there is a difference between them?
Always Usually Sometimes Never

Survey Questionnaire (Employees)

For master thesis: Managing trust, support and conflict in family businesses

I really appreciate your will that accepted to be part of this research. My name is Zoga Shehu, post graduate student in the South East European University, Faculty of Business and Economics, studying the Management sciences.

A great thanks to all of you that will be answering to below questions, also I want to inform you that all the clues will be secured in the best possible manner, and also they will not be appeared or transmitted to the other people. Each clue will be held in anonymous manner.

The name of your company: _____

Your position: _____ (Director, manager, supervisor)

The number of the employees that you supervise: _____

Gender:

Female _____

Male _____

Year in which you have started current employment _____

Age:

Up to 20 years _____

21-30 years _____

31-40 years _____

41-50 years _____

51-60 years _____

More than 60 _____

Education:

Primary School _____

Secondary School _____

Bachelor Degree _____

Master Degree _____

PhD Degree _____

Your company profile:

Private Organization_____

Public Organization_____

Marital Status:

Married_____

Single_____

Please circle one of the below answers, to understand your attitude and also the function of your company.

First part: Family Business Management

1. Are you satisfied with the business that you are managing?
Always Usually Sometimes Never
2. Are you trying to create new ideas and innovations in your business?
Always Usually Sometimes Never
3. Do you spread positive energy even in situations when your business faces different difficulties?
Always Usually Sometimes Never
4. Are there made differences between family and non family employees?
Always Usually Sometimes Never
5. It is the discipline present during the daily activity?
Always Usually Sometimes Never
6. Do the sanctions exist for the employees if there is noted any irregularity in business?
Always Usually Sometimes Never
7. Are there provided affordable conditions for the employees?
Always Usually Sometimes Never
8. How do you evaluate their performance?
Always Usually Sometimes Never
9. Are you satisfied with their job?
Always Usually Sometimes Never
10. Do you promote your employees?
Always Usually Sometimes Never

Second Part: The trust manage in family businesses

1. Do you produce qualitative products?
Always Usually Sometimes Never
2. Do you realize consumer needs?
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3. Do you act with accountability to gain trust in cases when business faces crisis?
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4. When there are taken important decisions the trust between employees exist?
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12. Do you give/ receive salaries properly?
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Third part: Support manage in family businesses

1. Are the employees secured in disastrous cases?
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2. Are there offered innovations to not lost your consumers?
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3. Are there provided affordable prices in comparison with competitors?
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4. Do you give ideas and creativity in continuity?
Always Usually Sometimes Never
5. Are the employees motivated with rewards?
Always Usually Sometimes Never

6. Are there used methods, programs and equipments for business protection?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
7. Are the employees protected in work issues?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
8. Are there provided educated and qualified business inheritor?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
9. Have you created protected teams?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|

Fourth part: Conflict manage in family businesses

1. Are the employees treated in equal manner?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
2. Are the conflicts present between family and non family employees?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
3. Have you built organizational structure?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
4. Are there taken measures to the people that have caused conflicts?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
5. Do the managers behave changes in cases when the conflicts happen?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
6. Do the conflict resolution between the business employees ends in silence?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
7. Are there allowed free communications, methods and strategies for calming the conflict situations?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
8. Have you managed the competition between the employees?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|
9. Are the employees consulted how to be protected from the conflict situations or there is a difference between them?

| | | | |
|--------|---------|-----------|-------|
| Always | Usually | Sometimes | Never |
|--------|---------|-----------|-------|

ПРАШАЛНИК(МЕНАџЕР)

За темата на мастерот: „Управувањето на довербата , одбраната и конфликтот во семејните бизниси,,

Го ценам многу вашата подготвеност да бидете дел од оваа истражување.Јас се викам Зога Шеху ,мастер студент во постдипломските студии во Универзитетот на Југоисточна Европа,Факултетот за Бизнис и Економија ,насока Менаџмент.

Посебна благодарност за сите вие што ќе одговарате на прашањата што следуваат подолу, а исто така сакам да ве известам дека сите податоци ќе бидат обезбедени на најдобар можен начин и нема да бидат прикажани или пренесени на други лица. Сите податоци ќе бидат анонимни.

Име на вашата Компаниа: _____

Вашата позиција : _____(Директор,Менаџер,Надзорник)

Број на вработени кои ги менаџирате. _____

Вашиот пол:

Женско _____

Машко _____

Година во која сте почнале да работите : _____

Вашата возраст :

Вашето образование

Помала од 20 години _____

Основно образование _____

21—30 години _____

Средно образование _____

31---40 години _____

Додипломски студии _____

41---50 години _____

Постдипломски студии _____

51---60 години _____

Повеќе од 60 години _____

Вие работите :

Вашиот статут :

Приватна(организација)приватна_____

Женет/Мажена_____

Јавна институција _____

Неоженет/а _____

Ве молиме заокружете еден од одговорите подолу за да го разбереме вашиот став и функционирањето на вашата компанија.

Прв дел: Управување со семејните бизниси

1. Дали сте задоволни од деловното работење со кое управувате?

Секогаш Обично Понекогаш Никогаш

2. Се обидувате да креирате нови идеи и иновации во вашиот бизнис?

Секогаш Обично Понекогаш Никогаш

3. Дистрибуирајте позитивна енергија дури и во ситуации кога бизнисот се соочува со различни тешкотии?

Секогаш Обично Понекогаш Никогаш

4. Дали постојат разлики меѓу семејните работници и не-семејните работници?

Секогаш Обично Понекогаш Никогаш

5. Дали дисциплината е присутна за време на дневната активност?

Секогаш Обично Понекогаш Никогаш

6. Дали постојат санкции за работниците ако се забележат било какви неправилности во работењето?

Секогаш Обично Понекогаш Никогаш

7. Обезбедувате поволни услови во бизнисот за работниците?

Секогаш Обично Понекогаш Никогаш

8. Како ја оценувате нивната перформанција?

Секогаш Обично Понекогаш Никогаш

9. Дали сте задоволни со нивната работа?

Секогаш Обично Понекогаш Никогаш

10. Дали ги промовирате вашите работници?
Секогаш Обично Понекогаш Никогаш

Втор дел: Бизнис менаџмент во семејни бизниси

1. Произведувате ли квалитативни и квалитетни производи?
Секогаш Обично Понекогаш Никогаш
2. Дали ги реализирате потребите на потрошувачите?
Секогаш Обично Понекогаш Никогаш
3. Дали постапувате одговорно за да стекнете доверба во случаите кога бизнисот се соочува со криза?
Секогаш Обично Понекогаш Никогаш
4. Кога донесувате важни одлуки, дали постои доверба кај бизнисмените?
Секогаш Обично Понекогаш Никогаш
5. Се грижите за заштита на животната средина и природата?
Секогаш Обично Понекогаш Никогаш
6. Дали работите според бизнис планот?
Секогаш Обично Понекогаш Никогаш
7. Дистрибуирате реклама за производите што ги произведувате?
Секогаш Обично Понекогаш Никогаш
8. Одржувајте добри односи меѓу семејните генерации кои се вклучени во бизнисот?
Секогаш Обично Понекогаш Никогаш
9. Дали вработувате соодветни и квалификувани лица?
Секогаш Обично Понекогаш Никогаш
10. Дали вашите клиенти стекнале Доверба во вас?
Секогаш Обично Понекогаш Никогаш
11. Дали ги почитувате законските правила?
Секогаш Обично Понекогаш Никогаш
12. Дали имате регуларност во давањето / примањето на платите?
Секогаш Обично Понекогаш Никогаш

Третиот дел: Управување со заштитата во семејни бизниси

1. Да ли се осигуруват работниците во случај на катастрофа?
Секогаш Обично Понекогаш Никогаш
2. Понудувате иновации да не губите клиентите?
Секогаш Обично Понекогаш Никогаш
3. Дали вие давате прифатливи цени во споредба со конкурентите?
Секогаш Обично Понекогаш Никогаш
4. Давате идеи и и кривитет постојано?
Секогаш Обично Понекогаш Никогаш
5. Дали работниците ги мотивирате со награди?
Секогаш Обично Понекогаш Никогаш
6. Употребувате методи, програми, деловна заштита за вашиот бизнис?
Секогаш Обично Понекогаш Никогаш
7. Дали ги заштитувате работниците на работното место?
Секогаш Обично Понекогаш Никогаш
8. Обезбедувате деловно наследство со образованието и обука?
Секогаш Обично Понекогаш Никога
9. Создавате одбранбени тимови?
Секогаш Обично Понекогаш Никогаш

Четвртиот дел: Управување со конфликти во семејни бизниси

1. Дали работниците се третираат подеднакво?
Секогаш Обично Понекогаш Никогаш
2. Дали се присутни конфликти помеѓу семејните работници и членовите кои не се членови на семејството?
Секогаш Обично Понекогаш Никогаш
3. Имате изградено организациона структура?
Секогаш Обично Понекогаш Никогаш
4. Се земат мерки против лицата кои предизвикуваат конфликт?
Секогаш Обично Понекогаш Никогаш

5. Се менува однесувањето на менаџерите во случај на конфликти?
Секогаш Обично Понекогаш Никогаш
6. Разврската на конфликтот помеѓу вработените во бизнисот, дали завршува со договор?
Секогаш Обично Понекогаш Никогаш
7. Овозможуваат бесплатна комуникација, методи и стратегии за смирување на конфликтните ситуации?
Секогаш Обично Понекогаш Никогаш
8. Дали го управувате конкуренцијата помеѓу вработените?
Секогаш Обично Понекогаш Никогаш
9. Дали соработуваат како да се грижат околу конфликтните настани, или има разлика помеѓу нив?
Секогаш Обично Понекогаш Никогаш

ПРАШАЛНИК(Работник)

За темата на мастерот: „Управувањето на довербата , одбраната и конфликтот во семејните бизниси,,

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Женско _____

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Вашата возраст :

Вашето образование

Помала од 20 години _____

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21—30 години _____

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31---40 години _____

Додипломски студии _____

41---50 години _____

Постдипломски студии _____

51---60 години _____

Повеќе од 60 години _____

Вие работите :

Вашиот статут :

Приватна(организација)приватна_____

Женет/Мажена_____

Јавна институција _____

Неоженет/а _____

Ве молиме заокружете еден од одговорите подолу за да го разбереме вашиот став и функционирањето на вашата компанија.

Прв дел: Управување со семејните бизниси

1. Дали сте задоволни од деловното работење со кое управувате?

Секогаш Обично Понекогаш Никогаш

2. Се обидувате да креирате нови идеи и иновации во вашиот бизнис?

Секогаш Обично Понекогаш Никогаш

3. Дистрибуирајте позитивна енергија дури и во ситуации кога бизнисот се соочува со различни тешкотии?

Секогаш Обично Понекогаш Никогаш

4. Дали постојат разлики меѓу семејните работници и не-семејните работници?

Секогаш Обично Понекогаш Никогаш

5. Дали дисциплината е присутна за време на дневната активност?

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6. Дали постојат санкции за работниците ако се забележат било какви неправилности во работењето?

Секогаш Обично Понекогаш Никогаш

7. Обезбедувате поволни услови во бизнисот за работниците?

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Секогаш Обично Понекогаш Никогаш

10. Дали ги промовирате вашите работници?
Секогаш Обично Понекогаш Никогаш

Втор дел: Бизнес менаџмент во семејни бизниси

1. Произведувате ли квалитативни и квалитетни производи?
Секогаш Обично Понекогаш Никогаш

2. Дали ги реализирате потребите на потрошувачите?
Секогаш Обично Понекогаш Никогаш

3. Дали постапувате одговорно за да стекнете доверба во случаите кога бизнисот се соочува со криза?
Секогаш Обично Понекогаш Никогаш

4. Кога донесувате важни одлуки, дали постои доверба кај бизнисмените?
Секогаш Обично Понекогаш Никогаш

5. Се грижите за заштита на животната средина и природата?
Секогаш Обично Понекогаш Никогаш

6. Дали работите според бизнис планот?
Секогаш Обично Понекогаш Никогаш

7. Дистрибуирате реклама за производите што ги произведувате?
Секогаш Обично Понекогаш Никогаш

8. Одржувајте добри односи меѓу семејните генерации кои се вклучени во бизнисот?
Секогаш Обично Понекогаш Никогаш

9. Дали вработувате соодветни и квалификувани лица?
Секогаш Обично Понекогаш Никогаш

10. Дали вашите клиенти стекнале Доверба во вас?
Секогаш Обично Понекогаш Никогаш

11. Дали ги почитувате законските правила?
Секогаш Обично Понекогаш Никогаш

12. Дали имате регуларност во давањето / примањето на платите?
Секогаш Обично Понекогаш Никогаш

Третиот дел: Управување со заштитата во семејни бизниси

1. Да ли се осигуруват работниците во случај на катастрофа?
Секогаш Обично Понекогаш Никогаш
2. Понудувате иновации да не губите клиентите?
Секогаш Обично Понекогаш Никогаш
3. Дали вие давате прифатливи цени во споредба со конкурентите?
Секогаш Обично Понекогаш Никогаш
4. Давате идеи и и кривитет постојано?
Секогаш Обично Понекогаш Никогаш
5. Дали работниците ги мотивирате со награди?
Секогаш Обично Понекогаш Никогаш
6. Употребувате методи, програми, деловна заштита за вашиот бизнис?
Секогаш Обично Понекогаш Никогаш
7. Дали ги заштитувате работниците на работното место?
Секогаш Обично Понекогаш Никогаш
8. Обезбедувате деловно наследство со образованието и обука?
Секогаш Обично Понекогаш Никога
9. Создавате одбранбени тимови?
Секогаш Обично Понекогаш Никогаш

Четвртиот дел: Управување со конфликти во семејни бизниси

1. Дали работниците се третираат подеднакво?
Секогаш Обично Понекогаш Никогаш
2. Дали се присутни конфликти помеѓу семејните работници и членовите кои не се членови на семејството?
Секогаш Обично Понекогаш Никогаш
3. Имате изградено организациона структура?
Секогаш Обично Понекогаш Никогаш
4. Се земат мерки против лицата кои предизвикуваат конфликт?
Секогаш Обично Понекогаш Никогаш

5. Се менува однесувањето на менаџерите во случај на конфликти?

Секогаш Обично Понекогаш Никогаш

6. Разврската на конфликтот помеѓу вработените во бизнисот, дали завршува со договор?

Секогаш Обично Понекогаш Никогаш

7. Овозможуваат бесплатна комуникација, методи и стратегии за смирување на конфликтните ситуации?

Секогаш Обично Понекогаш Никогаш

8. Дали го управувате конкуренцијата помеѓу вработените?

Секогаш Обично Понекогаш Никогаш

9. Дали соработуваат како да се грижат околу конфликтните настани, или има разлика помеѓу нив?

Секогаш Обично Понекогаш Никогаш

