

INSTITUTIONALIZATION AND SECOND GENERATION EFFECTS ON FAMILY BUSINESSES

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ABSTRACT

Family businesses constitute the majority of the Turkish economy. Family businesses face the danger of extinction as they pass from the founding generation to the next generations. Therefore, family business managers must have the foresight to see the importance of institutionalization and the future of the company.

In this study, it is aimed to investigate the institutionalization in family businesses and the effect of the second generation on this process. The study was planned as an empirical study. Questionnaire method was used as data collection tool in the study. Reliable and valid survey questions consist of two parts. The first part contains demographic characters, the second part contains information about the second generation. It was desired to reach 425 volunteers operating in the food and construction sector in Konya. 204 participants volunteered for the study. 202 questionnaires were included in the study, and the response rate was 53%. Initially, a pilot study was carried out with 30 volunteers. ANOVA test was applied to test the Homogeneity of Variances (Levene Statistics). In the sub-dimensions of institutionalization, the post-hoc test was applied to see the difference, since only the consistency sub-dimension was smaller than 0.05. In this study, it has been revealed that with the participation of the second generation in the business, businesses need structural arrangements for their transition to professional management and institutionalization. In the process of transferring from the first generation to the second generation, it has been determined that there is a need for patience and for the second generation to complete their individual development.

As a result, it can be said that in order for family companies to survive, it is necessary to attach importance to institutionalization and to transfer experience to the second generation.

Keywords: Institutionalization, Family Businesses, Second generation, Professionalization

AİLE ŞİRKETLERİNDE KURUMSALLAŞMA VE İKİNCİ KUŞAK ETKİSİ

ÖZET

Aile şirketleri Türk ekonomisinin büyük çoğunluğunu oluşturmaktadır. Aile şirketleri, kurucu nesilden sonraki nesillere geçtikçe yok olma tehlikesi ile karşı karşıyadır. Bu nedenle, aile şirketi yöneticilerinin kurumsallaşmanın önemini ve şirketin geleceğini görebilecek öngörüye sahip olmalıdır.

Bu araştırmada, aile işletmelerinde kurumsallaşma ve bu sürece ikinci kuşağın etkisi araştırılmak amaçlanmıştır. Çalışma, ampirik nitelikte bir çalışma olarak planlandı. Çalışmada veri toplama aracı olarak anket yöntemi kullanıldı. Güvenilir ve geçerli olan anket soruları iki bölümden oluşmaktadır. Birinci bölüm demografik karakterleri, ikinci bölüm ikinci kuşakla ilgili bilgileri içermektedir. Konya ilinde gıda ve inşaat sektöründe faaliyet gösteren 425 gönüllüye ulaşılmak istenmiştir. Çalışmaya 204 katılımcı gönüllü olmuştur. Çalışmaya 202 anket dahil edilmiş olup, geri dönüş oranı %53 olarak gerçekleşmiştir. Başlangıçta 30 gönüllü ile pilot uygulama gerçekleştirilmiştir. Varyansların Homojenliğini (Levene Statistics) test etmek için ANOVA testi yapılmıştır. Kurumsallaşmanın alt boyutlarında, sadece tutarlılık alt boyutu 0.05'ten küçük olduğu için arada farklılığı görmek için post-hoc testi uygulanmıştır. Bu çalışmada, ikinci neslin işletmeye katılımıyla, işletmelerin profesyonel yönetime geçişi ve kurumsallaşma için yapısal düzenlemelere ihtiyacı duyduğu ortaya çıkmıştır. Birinci nesilden ikinci nesle aktarım sürecinde, sabırlı olmaya ve ikinci neslin bireysel gelişimini tamamlamaya ihtiyaç olduğu

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tespit edilmiştir. Sonuç olarak, aile şirketlerin ayakta kalabilmeleri için kurumsallaşmaya önem verme ve ikinci nesile tecrübe aktarımı gerektiği söylenebilir.

Anahtar Kelimeler: Kurumsallaşma, Aile Şirketleri, İkinci nesil, Profesyonelleşme

INTRODUCTION

When the vast majority of family businesses which comprise about 95% of Turkish economy are transferred to the second generation, they are divided, pass into other hands or end in transfer phase because of structural problems.(Şengün, 2011). The founder of the company should be aware of the need for transfer management to another efficient family member or to a lower generation. It shouldn't be late for this issue. Family members should be aware that family is different from the company. The roles undertaken in the company and in the family should not be confused with each other.

Family-owned companies in Turkey may transfer from the first generation to the second generation, but success is steadily decreasing in the transition to the next generations. The most important reason emerging as an obstacle for family businesses in Turkey to continue their existence for years is the problems they experienced in efforts about institutionalization. Family companies in Turkey can not fulfill institutionalization well because of the reasons such as the disadvantages of being a family company; conflicts of interests that arise between family members, reflection of the family's values and beliefs on the work, jealousy, the entrepreneur who doesn't rely on subsequents. The aim of this study is to contribute to the elimination of defects and inadequacies in the area of institutionalization in family businesses through suggestions by examining the problems of institutionalization.

Weakness in terms of family companies becomes more evident as the management is transferred to new generations. The most important difference between the first generation and other generations is: the first generation has established business, it is bound to work wholeheartedly. The company is transferred to the second generation through heritage, namely, it is possible for the second generation not to love the job. The second generation has different dynamics and values from the first generation. This distinction is more evident in the third generation. Some of the heirs do not show even the slightest sympathy for the business, but they want to be a partner in wealth. Some of the shareholders of the wealth may not want to be in the family business. Perhaps the worst case is that different generations are involved in the management together. While the number of shareholders in the second generation can rise up to five, this number can reach fifteen in the third generation. Trees are increasingly branching, communication is getting more difficult due to the increasing number of shareholders and cultural differences of generations in which shareholders belong to. Young people defend more daring policies and they want to take radical decisions in the attempt of proving themselves. The previous generations curb them. The opposite situation is sometimes encountered. While the first generation works persistently to develop the business because of their commitment to work wholeheartedly, the second generation keeps the current situation to stabilize the welfare. They don't approach the work as enthusiastically as the first generation. The rate of family businesses is 96 percent in the United States, 99 percent in Italy, 80 percent in Spain, 75 percent in Britain, 70 percent in Portugal, about 90 percent in Switzerland. However, the average number of family businesses in the world that can survive in the management of the second generation does not exceed 5 percent (Odası, 2001).

CONCEPTUAL FRAMEWORK

Family Businesses

Family businesses are expressed in the form of businesses where managements are carried out by family members who have substantial shares in terms of ownership. In other words, family businesses are in general non-profit social organizations established by family members in order to produce goods and services. Today, however, "family business" concept which is frequently pronounced, despite its widespread use, can be defined in different ways according to different perspectives by taking into account its own characteristics, scope and limits.

There are different definitions regarding family businesses in the literature such as businesses bringing family and business together where more than one of the family members work in the same business and the majority of family members share the ownership of the business, and the businesses transferred to the second or the third generation.

Family business is a partnership founded in order to prevent the goods to be divided especially as a result of sharing out the inheritance, or to maintain economic order in the period when the family head lived, and thus not to give the family rough time after the head's death (Köprülü, 1989).

Merit based duty distribution not causing disagreement within the family should be carried out. If necessary, we usually think that it is, senior executives should be included in either the board of directors or the company, and they should be provided to be effective on taking decisions related to the company. Senior executives may be from outside the family or from the second generation within the family. The difference between the second generation family members and professionals should be only in terms of performance. Professionals worked together need to be given not only the responsibility but also authorisation. According to Bengt Karlöf evaluating the the concept of family business in terms of the ownership of the family fortune, the family business is "a special form of business established not to distribute the family fortune." (Karlöf, 1993).

Preparation of a family constitution involving the basic issues organizing the relationship between the family and the company has importance. That the constitution is written will always be in favor of the company. Since we will not have the luxury of choosing family members as in choosing professionals, this gap can be closed by educating the second generation family members. The second generation family members should be provided to gain experience in other companies in a limited time. According to Potobsky, family businesses are "the businesses where family members work in management positions" (Potobsky, 1992).

Family companies should be managed in a particular coordination of emotions and logic. The company's founder or leader has the most important role in ensuring this. That is, the family and the company should not be confused each other. Conflicts can only be prevented and the life of the company can be extended in this way. The need for early action about institutionalization should not be forgotten and preparations should be made already now for the future. In particular, the training of the second generation family members should be given great importance. It is necessary to strengthen their ties with the company. The future owners of the company will be the second and the third generation. Merit should be considered on assignments. Having a constitution approved by all family members will lead shareholders

to meet on the same ground. New goals should certainly be set for the proprietors after reaching certain financial satisfaction. According to David Bork, "the family business is a type of company founded by family members or the people who joined the family through marriage." According to this definition, those establishing the business and providing its continuity are the people in a close relationship with the family through marriage or birth. (Bork, 1995). According to Bozkurt looking family business in terms of dominance in management, the elements required for a business to be defined as a family business are that at least 2 or more family members must take place in the board of directors and these individuals must have at least 10% of company shares". (Bozkurt, 1997).

Institutionalization

Institutionalization is expressed as repeated actions and habits becoming standard or rules that must be followed in the community. Although institutionalization is generally a desirable phenomenon by all companies, it is generally quite difficult to see a company that has completed its institutionalization. This contrast is quite thought-provoking. So, what is institutionalization? Let's dwell on this issue first. We should immediately note that, institutionalization does not mean that the employer withdraws his duties and delegates his authority to the employees from outside. Because, the aim of the institutionalization is to put the company forward not the people, and also to suggest written rules explaining ways of doing business, communication channels and ensuring the employees to be aware of a variety of workplace rules. In this way, it is intended that every action in the company will be transparent and clear. Thus, there will be no apparent job waiting to be done.

The main objective of institutionalization is to make the company (the boss, manager, critical staff and so on.) independent from people and their "methods depending on their skills" and to ensure its continuity. The most important features of institutionalized companies are that they are permanent. Powers and responsibilities are specified, everyone from top to bottom knows their duties and responsibilities, complies with determined procedures or regulations about their duties. All the employees have knowledge about the purpose of the company and the work is carried out in accordance with this purpose.

When the literature is examined, various definitions of the institutionalization will be seen. March looked at the concept of the institutionalization in terms of environmental compliance and defined the concept as follows: "Providing the organizational change with environmental change and standardization in the line with the change" (March, 1996). Institutionalization is a structure created for a business to be able to continue and develop its activities without being dependent on the presence of people.

No job can be completed fully and properly in noninstitutionalized companies because everyone does every work. The degree of employees' dominance determines duties and powers which leads to conflicts within the company. Since defined communication channels are not available, reports and documents are brought not in periodic terms but when the managers want. Jobs take long time and can not usually be completed because they are tried to be finished in a confusing way. According to Selznick, institutionalization is a process for the organization to gain a distinct identity and become a sensitive and flexible organism as a natural product of social needs and pressures" (Selznick, 1996).

One of the most important issues of institutionalization is asking for change and managing it. Firstly, it is required to make a serious request for the institutionalization to the company's top management and it should be shared with the employees. Because, only babies who wet themselves like the change. Company owners should be open and leading to change. So it would have to be one of the primary tasks for the second generation involved in the business to be prepared for this.

According to Ozankaya's definition, "institutionalization is a whole created from thoughts, behavior patterns and values describing the ways to fulfill the functions of a business, organizing together and forming a harmonious unity, and symbols putting these in a visible form such as tools, flags, badges and colors" (Ertas, 1996). Institutionalization which has a vital importance for businesses is a process of a business to have rules, standards and procedures independent from the people, set up systems following the changing environmental conditions and create the organizational structure in accordance with the developments, convert its distinctive communication and working methods into culture, and have a distinguishing identity different from other businesses. (Karpuzoğlu, 2004).

Undoubtedly, institutionalization of family companies is not as easy as it is written. However, the company leader has the most important duty about that. Determination and willingness for institutionalization is the biggest step of institutionalization. Preventive approaches rather than therapeutic approaches should be preferred. That is, necessary precautions should be taken before works get out of control. These changes should be made in coordination with the company's own organization, the company should always have a process of change against opportunities and threats, the workers should be provided to adapt to these changes. Company's structure-specific organizational charts should be created, duties, powers and responsibilities should be written and procedures determining the way of doing business should be applied.

During all these changes, it is certain that the resistance can be put up both by the family and the company employees in organizational changes. Such resistance can only be reduced by being transparent and informing them. The employees should not be allowed to indulge in thoughts as if something was being hid and they would be fired. All communication channels should be provided to be open both among the second generation family members and among the employees. A reconciliatory and constructive attitude should be preferred instead of exhibiting a repellent and argumentative attitude. This will enable to benefit both from employees and family members more efficiently. Because, when we make the opposite side feel that their ideas are given importance, that magic what we call synergy will occur.

First and Second Generation

First generation businesses are family-owned and directed companies involving multiple family members, but managed by only the first and founding generation. The most prominent feature of founder boss is that he/she has an entrepreneurial spirit, a charismatic personality, a natural leadership ability and vision. The ability to take risks also needs to be added this.

The second and third generation family business are companies involving ownership and management of second or third generation. That is, siblings, children of siblings, even cousins take part in the management of the business. In such a situation it may be possible to replicate our questions (Gallo, 2004) (W. G., 1986) (Golden, 2003). Based on this

definitions, professionals should be incorporated into the company's senior management. If we look from the viewpoint of employers, it is not really easy to include, trust and assign an executive to one's company he raised as his own child. However, it must be regarded as the equipment of entrepreneurial spirit with intellectual capital rather than the transfer of all duties and powers. This situation can be explained by balancing logic with the emotions. Judging from another viewpoint, through institutionalization, it is aimed to provide the continuity of love and enthusiasm felt in the first years of the family businesses. This will happen by showing the company new goals. Because, when a certain material satisfaction is achieved in many family companies, the company can not continue its growth because of not being directed to new targets. As a result, it can lose its competitive advantage in time. Thus, that the owners boast of their past achievements should be avoided by presenting them new targets. Because, it is a great danger for companies to review the past wistfully. It is an indicator of complacency and aimlessness.

THEORETICAL MODEL AND HYPOTHESES

What is the impact of the second generation on the institutionalization of the family business?

Family companies should be managed in a particular coordination of emotions and logic. The company's founder or leader has the most important role in ensuring this. That is, the family and the company should not be confused each other, conflicts can only be prevented and the life of the company will extend in this way. The need for early action about institutionalization should not be forgotten and preparations should be made already now for the future. In particular, the training of the second generation family members should be given great importance. It is necessary to strengthen their ties with the company. The future owners of the company will be the second and the third generation. Merit should be considered on assignments. Having a constitution approved by all family members will lead shareholders to meet on the same ground. New goals should certainly be set for the proprietors after reaching certain financial satisfaction. Serious problems may be encountered while targeting institutionalization because of the fact that the second generation is unqualified. The following theoretical model has been developed for this purpose:

H1: The second generation is effective on institutionalization of family businesses.

When we look at the lifespan of family companies, we can see that their life usually lasts one generation, they rarely reach the second generation, and they have little or no possibility of reaching the third generation. Institutionalization is required for family businesses in order to achieve a sustainable long life and the power of competitiveness. However, while the institutionalization is aimed, the effect of the second generation joining the family businesses recently should be examined well. Hence, H1 hypothesis will be tested.

RESEARCH METHODOLOGY

Subject, Purpose and Importance of the study

The subject of this research is to test the effects of the second generation on institutionalization of family businesses. As it is known, interpersonal communication is generally based on confidence. That is, our confidence towards other people determines our behaviours and attitudes. The trust factor is also one of the reasons of the emergence of family companies. Because people trust their family most, then their relatives, that is the people they have a blood relation. While carrying out an economic formation (for example, when setting up a company) entrepreneurs often prefer to be with their families, which is a very natural choice.

The main purpose of the study is to dwell on the need for institutionalization in order for family businesses we appreciate in the point of dynamics, decision-making and application to have a sustainable long life and competitive power, and to answer the following questions: Is there a significant difference in terms of management mentality between the first generation and the second generation? If family businesses consist of systems involving family, family members and the business, how will the changes in this system affect each other?

However, when we look at the lifespan of family companies, we can see that their life usually lasts one generation, they rarely reach the second generation, and they have little or no possibility of reaching the third generation. In this study, we will focus on the need for institutionalization and the importance of the impact of the second generation in order for family businesses we appreciate in the point of dynamics, decision-making and application to have a sustainable long life and competitive power.

DATA COLLECTION AND MANAGEMENT MEASURES

Institutionalization Scale and Second Generation

The study is an empirical study. In the research, survey method has been used to collect data. In the survey it has been benefited from the scales with proven reliability and validity suggested in the literature. The survey has been developed from the scales with proven reliability and validity suggested in the literature. The survey consists of two parts. In the first part, demographic information about the second generation is collected. The second part was based on the scale compiled by Kaptanoğlu (2011) in masters thesis research for the measurement of institutionalization perception. A 5 point Likert Scale with Strongly Agree, Agree, Somewhat Agree, etc. was used.

UNIVERSE AND SAMPLE

The universe of the research is composed of family businesses operating in the manufacturing sector in Turkey. In the study, sampling has been applied rather than the entire universe by considering factors such as time, cost, and distance. With online sampling account at 95% confidence interval, sampling error of $\pm 5\%$, the sample size of 384 have been obtained. (Özdamar, 2001). In our study, it is expected to be reached 425 employees. Businesses operating in the food and construction industries in the Konya province have been investigated.

In this study, 204 participants have been reached. The number of questionnaires included in the analysis is 202, the rate of return is 53%.

RESEARCH LIMITATIONS

The main limitations of the study are that the firms included in the study were short of time and space, and only the survey method was used to obtain the data.

PILOT SCHEME

A pilot scheme (pre-test) was conducted before the main application in order to evaluate the questionnaire that will be the source of research data and find possible errors that may occur in obtaining data. For this purpose, initially 30 questionnaires were prepared and face to face questionnaires were carried out with 30 employees. In the conducted pilot study, participant employees were asked about the ideas and suggestions about the survey.

Discussion

In the article entitled 'institutionalization in family businesses and the second generation's apathy' published by Prof. Meltem Onay in the journal of organization and management sciences;

Research was conducted in 34 enterprises operating in Salihli Organized Industrial Zone. The results indicate that businesses consider themselves as quite "institutionalized" businesses. When the answers are combined with what they have said during the conversation, it is faced with a "negative profile". It is reported that second generation remains insensitive to it.

According to a survey conducted by the Global Family Business Consultants, family-owned companies die out because of

5% of family conflict,

14% of fighting among families,

19% of inheritance dispute,

19% of nephew, cousin, sibling conflict,

43% of the conflict among siblings

Some interviews about institutionalization and the effects of second generation made by Retailers association are as follows;

Gül Öztürk / General Manager of Öztürk Supermarkets

With reference to my company, I can say this; 95% of first generation recognize my authority and power. The opposite situation is already impossible. Because my father taught me and he relies on his efforts. 5% said no. Since the first generation, thanks to their experience, can predict the situations that can bring damage, they sometimes forestall my authority. When I first started to work full-time, I encountered some problems. But they were at minimum level. My father always trusted me. I generally solved problems that I encountered with numbers. I never, ever, said I feel like, this will be the case. For example; if someone from finance is inadequate in his

area, I say that we have so many damages in this area and if we do not change this, our loss will be as much as this number. I also show determination about that. There is nothing more painful than to say that because I've said.

Tanay Ulu / Snowy Ulu Kardeşler Finance Manager

The first generation rely on young people in individualistic sense. They believe that they are efficient and competent; but the main problem is that, they believe that the second generation can not run the company as cousins and they can live conflict among themselves. One must accept the fact that life is changing very fast. Habits and views of life are also changing. The first generation usually consists of siblings. These siblings' views of life are very compatible and parallel to each other; but it is not easy to say the same situation for the second generation. I think the real unrest in the first generation is because of conflict that may arise among the young and the negative impact of this process that can reflect the company rather than the efficiency or competence on company management in the individualistic sense.

Huseyin Parlak / The finance manager of Üçler

First generations accept the youth authority to a certain extent; but they want to give the important decisions themselves. The first generation always keeps control in their hands. In the past, this situation did not bother much. I think it is starting to bother with ageing. Because one does not want to stay in the same position all the time and wants to have more to say as he gains experience. For example, I had more authority conflicts with the first generation while I was working in the purchasing department.

These conflicts have reduced since I started to work in the finance. That the first generation has limited information on financial matters and finds it difficult to adapt to changing financial order lead young people to have more space to move around. Presenting reports based on reasonable explanations and numbers in financial matters helps to convince them. I confront them with detailed information by speculating on what they can ask. If there are related different departments, I talk about those issues with the department heads and receive their comments and approval. When we reach a the consensus, I confront them.

The strengths of the first generation are experience and courage, the weaknesses are technology and foreign languages. The second generation is practical, knowledgeable and educated. This makes them stronger. The weaknesses of the second generation can be listed as impatient and inexperienced.

CONCLUSION AND RECOMMENDATIONS

Next generations need to practise strategies that will highlight the outstanding aspects of the business and keep its weaknesses on a low level in order to maintain the continuity of the family businesses. For this, radical changes are required to be made especially in family members' attitudes, behaviors and viewpoints to the world.

The problems about who would have a say in management at the highest level in business and in which turn should be solved according to a plan based on education, knowledge and skills. A new organizational structure should be established in the business and the duties, powers and responsibilities of everyone taking place in this structure should be defined in writing. Thus, a step for institutionalization of the business can be taken.

This study aims at contributing to the relevant literature by determining the level of institutionalization phenomenon in family businesses operating in Konya province. As a result, in the globalized world of today where the change is dazzling, family businesses must be institutionalized in order to succeed and ensure their continuity for ages. In doing so, it is necessary to take into account the suggestions mentioned above.

Both the family affairs and the business should be turned into a system in order to ensure the continuity of the business to the next generations in a healthy way by preventing conflicts in the family and the business. The institutionalization of the business includes creating an organizational structure suitable for the purpose, switching to a professional management by distributing powers and responsibilities. In this study, that the businesses need structural reforms to be institutionalized by switching to the professional management with the participation of the second generation to the company has emerged clearly.

First of all, the second generation needs to have completed the process of individual development for the conclusion of the transfer process from the first generation to the second generation.

It should be recognized that the features of the first generations such as experience, knowledge and the crisis management require much time to be acquired by the second generation. For the very reason, they should not be in a hurry for the transfer process. Blending the features of the first generations with the features of the second generations and including them into company management bring greater benefits for companies. It will not be a big problem for a second generation who has completed training and experience period with this process to take over the flag. But the critical point is that they shouldn't certainly be in a hurry about this.

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