

mpanies_that_Have_Completed _the_nstitutionalization_Proces s.docx

Yazar

Gönderim Tarihi: 20-May-2022 02:06PM (UTC+0300)

Gönderim Numarası: 1840550763

Dosya adı: mpanies_that_Have_Completed_the_nstitutionalization_Process.docx (94.4K)

Kelime sayısı: 7925

Karakter sayısı: 45763

The Structure and Characteristics of Family Businesses: Examples from Family Companies that Have Completed the Institutionalization Process

¹²
Lecturer **Vildan Bayram**

¹²
İstanbul Aydın Üniversitesi, Anadolu Bil Meslek Yüksekokulu

¹²
vildanbayram@aydin.edu.tr

Orcid No: 0000 0001 7526 6485

Emel Erbaşlı

emel.erbasli@hotmail.com

Orcid No: 0000 0002 6179 281X

Keywords: Company, Family Companies, Structure of Family Businesses, Characteristics of Family Businesses, Family Constitution

Introduction

Family is one of the most important building blocks that ensure the continuity of society and institutions, and bring the individual to society. Another factor that ensures the continuity of society is businesses. Businesses have to fulfill functions such as meeting human needs and demands, delivering the goods and services they produce to the places where consumers can reach at prices they can buy, and promoting the products produced to the consumers. When businesses around the world are examined in general, ⁹ it is revealed that the majority of them are family businesses.

Family businesses ⁸ are companies that are dominated and managed by founders, managers and entrepreneurs connected by blood ties. The family culture in these companies determines the company culture. The majority of the company's ⁸ board of directors is comprised of family members, and ⁸ the family members take the lead in decision making.

Miller (2015) states that family companies produce three-quarters of GNP in many countries. Galván et al. (2017), however, that family businesses are the backbone of many economies around the world; He states that it is estimated that approximately 90% of all businesses in the USA and Canada are family businesses.

More than 80% of businesses across the world, the family property in Turkey is a company 95% (Cagle & Ozen, 2019). Family businesses, which are the backbone of the economy, take the support of the family since their establishment and achieve their goals in the long term because they are in unison.

1. The Concept of Family

There are important values on the basis of institutions such as the state, education and law that form the social structure and regulate the relations between individuals (Aydın, 2011). The concept of family constitutes the core of all institutions and values in society. Because the family has many features such as raising, protecting and educating the individual and these features bring the individual to the society (Akman & Bastık, 2016). The concept of family, which deeply affects the vital characteristics of the individual, has different characteristics in every society and makes it easier for individuals to live together. The concept of a family plays a key role in both the formation of the society and the healthy running of the institutions in society. The family provides some information to its members about the values of the society to which it belongs and makes it a part of the society (Sezal et al., 2002). Thus, individuals exist in society by gaining identity and developing various positive characteristics.

When the literature on the concept of family is examined, many definitions are found, but it is seen that most of the accepted definitions meet on common ground. Basically, the concept of family is formed as a result of blood, legal and intimate relationships (Marshall, 1999). The family is of great importance for the continuity of society. When taken from a more general perspective, the family; is explained as the economic and small social union formed by men and women coming together for certain purposes (Gökçe, 1976).

The concept of family is accepted under the name of marriage in both traditional and modern societies. Marriage is defined as the sexual union of adult men and women approved by social rules (Giddens, 2012). Individuals who are a family together with marriage and usually share the same house, experience an expansion of the meaning of the concept of family when they have children. Because these individuals undertake some responsibilities such as the care and education of their children (Tekin Epik, Çiçek, & Altay, 2017). In addition, the family meets the psychological, cultural and social needs of the individuals. Most of the studies, while examining the concept of family, state that having blood ties between individuals is a mandatory criterion and that contrary formations are not accepted as families (Pehlivan, 2017).

This sensitivity to blood ties brings the importance of the child to the agenda for families because the child is of great importance for the continuity of both humanity and family lineage (Can, 2013). The sensitivity of families to blood ties has been shaken over time, but the value given to the concept of child has not lost its effect. Family members have children either naturally or by adopting them, and they continue their lineage by establishing dependent relationships through blood or legal means (Sönmez, 1998). Thus, a concept called relatives is born and this concept makes possible the formation of large masses of people formed among individuals. Individuals with the concept of kinship; uncle, grandmother, grandfather, uncle, grandchild and aunt. It is stated that family members are mostly shaped by the principle of kinship (Levy & Fallers, 1966). Families expanding with the concept of kinship provide the continuity of cultural structures rather than their ancestry characteristics. This cultural structure deeply affects social life.

The concept of family, its structures, characteristics and the impact it creates on individuals varies from society to society. This situation is explained by the different values of people such as geography, lifestyles, cultures, traditions and customs (Güngör, 2012).

Family structures that are of great importance in individual and social development in general; It is also named as extended family and nuclear family or traditional and modern family structures (Bilge Zafer, 2013). Extended family and nuclear family can be defined as family structures in every society. Extended family; It is defined as more than one generation, such as mother, father, child, grandmother and grandfather, living in the same house. In the extended family structure, kinship ties are very strong and traditions are at the forefront. The most important reason for this situation; is explained by the fact that the owner of the house is the grandfather or grandmother, who is described as the eldest member of the house (Ünal, 2013). The nuclear family, which is also defined as the modern family structure; is defined as a man and woman marrying and sharing the same house. Sometimes children or children are included

in this partnership (Yavuz & Yüceşahin, 2012). The most important feature of the nuclear family is explained as that children are not married. While traditions and customs are of great importance in the extended family structure, the fact that this effect is less in the nuclear family structure separates the two family structures from each other.

2. Business Concept

Producing goods and services to meet human needs is as old as human history. Production has gone through a variety of stages from hunting to established production order, from production for personal needs to large quantities and standard factory production, and to the stage of mass customization, according to individual customer needs, which we now call mass customization. Trade, which started with the exchange of products and continued with the emergence of money, gained momentum with the development of national and international trade. An enterprise is defined as units that produce goods or services by combining production factors to meet human needs directly or indirectly (Koçel, 2020). In the history of societies, these activities have been carried out by businesses of various sizes for centuries.

The concept of business, which is called the company, organization and institution, is defined as institutions that have functions such as production and service for profit. The main purpose of businesses is to obtain maximum profit by using the existing resources in the best way (Dündar, 2010). They are small or large commercial organizations established to carry out an activity that will benefit the society by producing goods and services that will meet the needs of the society we live in and to generate an income as a result of this activity (Ülgen & Mirze, 2018).

The objectives of the business can be listed as earning a profit, providing sales income, carrying social responsibility towards the society, survival and growth (Mucuk, 2018). The business has to find new resources or change the existing resources according to the conditions of the day, differentiate its goods and services, and find new markets for its products to achieve these goals and protect the profit from its field of activity (Eren & Özdemirci, 2018). Businesses can survive only in this way and get the opportunity to operate in national and international markets.

3. Family Business Concept

When the structures of companies around the world are examined, it is seen that they were generally established as family businesses or were established by family influence before. The concept of family deeply affects the life of the individual and is of great importance for both the individual and society (Durkheim, 2013). This situation makes family businesses very important. The concept of family expressed as one of the most important elements of society;

It is explained as the human community that individuals are connected to each other through blood ties (Ekici, 2014). The concepts of family and business, which are expressed as two separate institutions, are intertwined with the concept of family business and have been included in the literature as a new concept (Aldrich & Cliff, 2003). Family businesses aim to ensure the development of the family and provide a bright future for the family.

In family businesses, institutional goals, personal goals and family goals are intertwined (Carsrud, 2004). When the literature is examined, many definitions of family businesses are found. Handler (1989) states that the definitions in the literature regarding family companies do not meet on common ground (Handler, 1989). Because some of the definitions focus on the management style of family businesses, some of them on the property and others on the dominant power in the family business. The concept of a family business, which has a very broad meaning, has been studied in the light of different theories and has been the subject of research in many disciplines such as business and sociology.

Klein (2000) defines family businesses as businesses that are formed by one or more families who have a blood relationship between them. Blood ties are very important in family businesses. Karpuzoğlu (1999), on the other hand, describes family businesses as a source of livelihood and investment of the family in the most basic sense. Family businesses are defined as organizations formed by individuals with kinship to produce products or services for profit (Alayoğlu, 2003).

In family businesses, the management level is generally composed of family members and the company is managed by their decisions. In some sources, the concept of a family business is considered as an institution established by individuals with a husband-wife relationship and having a commercial partnership (Cagle & Özen, 2019). There is no blood bond between husband and wife, but because they combine their partnership under the name of marriage, it is legally and societally qualified as a family and the business they have established together can be defined as a family business.

Family businesses are also expressed as nuclear family, extended family or businesses that are formed by the combination of more than one family and whose management and ownership belongs to families (Chua, Chrisman, & Sharma, 1999). It is also considered as a commercial business where traditions are represented (Habbershon, Williams, & MacMillan, 2003). Traditions are extremely effective in the management of family businesses. This situation can be explained by the father figure being in charge of the management and the generations raised in this culture (Dyer, 1988). We can say that the ownership and management of family businesses are based on families. It is seen that family, ownership and business are important

¹¹ on the basis of family businesses (Pazarcık, 2004). Family businesses are generally defined as the state of the family that has established a business for certain purposes (Onay Özkaya & Muter Şengül, 2006). Based on these studies, it emphasizes that the most important point of the concept of family businesses is the family.

According to Yükselen (2018), family companies are ³⁵ one of the most important building blocks of the economy. ⁵ At least one member of the family has a say in the management of the company. All or most of the shares of the company are in the family and founding partners. Today, even when family businesses go public, it is seen that at least 25% ³ of the company's shares are held by the family and founding partners. ¹⁷ At least one family member is definitely on the board of directors of the company. Ownership and management of family members are present in the structure of family businesses.

According to Karpuzoğlu (2004), a family business is a company that was established to provide the family's livelihood and prevent the dispersal of the inheritance, where family members are intense at management levels, family members are effective in making decisions, and at least two generations of the family work in the business.

²⁷ 4. Structure and Characteristics of Family Businesses

The establishment purposes of family businesses include creating opportunities for their children, creating financial independence and wealth, immortalizing family heritage, providing financial security, keeping the family together, their retirement and personal plans, protecting competent employees, and being beneficial to the family and society (Vera & Dean, 2005; Ward, 1987).

According to Erdoğan (2007), Family Companies generally dominate and manage the entrepreneur and they are boss-based enterprises. Company and family activities are intertwined. During the decision phase, family principles and rules are observed more than the company's principles and rules. The family member, who is a founder, manager and entrepreneur, generally does not want to withdraw from management. For this reason, important problems are experienced in the transfer of management to the next generations in family businesses, the institutionalization of management and ensuring its continuity. It is difficult to implement human resources management functions such as promotion, selection and performance appraisal in family businesses according to business principles and rules.

When the management staff of family companies is examined, the person who is generally considered to be the founder of the company and also the oldest member of the family occupies the top position. This person ⁸ plays a key role both for the family and for the company and is described as "the boss". While the boss shows entrepreneurial, courageous and risk-taking

characteristics, just like in family relations, managers have features that are afraid of taking risks and abstain (Alayoğlu, 2003). The company manager has certain desires such as living in accordance with the culture, keeping the family together, avoiding conflicts and achieving success in the company. This dominant character at the head of the management of family businesses enables employees to be more efficient and tries to protect the future of the family (Bolat et al., 2016). Especially other family members in the management feel respect and gratitude to the person in the top position and behave more determined to achieve their goals.

4.1. Strengths and Positive Aspects of Family Businesses

There are many features that distinguish family businesses from other companies. As the most important of these features; It can be said that there is a blood bond between founders and management staff in family companies (Arıcıoğlu, Gökce, & Erdiren Çelebi, 2017). There are differences between the structure of family businesses and their business structures. These features cause the culture in family businesses to differ from the business culture. These differences can be listed as in Table 1:

FAMILY SYSTEM	BUSINESS SYSTEM
Raising a child	Gaining profit
Presence of observant people	Existence of productive people
Unconditional acceptance	Expectation of performance
Broad Authority	Authority depends on roles
Relationships last life-long	Temporary relationships

Table 1. Comparison of Family System and Business System

Resource: Vural, B., Sohodol, Ç., (2004), "Aile İşletmelerinde Kurumsal Kültür: Avantajlar-Dezavantajlar ve Öneriler Üzerine Bir Çalışma", 1.Aile İşletmeleri Kongre Kitabı, İstanbul Kültür Üniversitesi Yayınları, İstanbul, Yayın No: 40, ss. 325-332.

The individual, who is at the top of family businesses, also plays an important role in decision-making in the company due to his superior position in the family. Because the words of this person are considered as absolute correct and are respected by the employees (Murat & Aydemir, 2013). Thus, company management can take quick decisions and put them into action.

The importance given to the family in family businesses and the dominance of ideas such as protecting the reputation of the family is considered as important features that distinguish such businesses from other businesses. While non-family businesses are managed independently of emotions, family relationships and traditions, family businesses; It is influenced by emotions, culture, family relationships and traditions (Ekim İbiş & İpek, 2020). Family businesses also attach great importance to the quality of the products and services produced within the scope of their brands. The idea that their brands also represent the reputation of the family is explained as the main reason for this sensitivity to quality (Zorluoğlu & Kılınç Güven, 2018). The dominance of emotions and values in the management and operation of family businesses makes it different from other businesses.

Another important feature of family businesses is that the company aims to provide for the family. In particular, the desire to leave a legacy to future generations makes family businesses unique (Anderson, Mansi, & Reeb, 2003). The concept of a family business, which is also described as a legacy in many sources, is passed down from generation to generation. Family businesses that transfer power to new generations offer very important experiences to future generations (Handler, 1992). This situation highlights the impact of both family businesses on the new generations and that family businesses aim to survive more robustly than other companies. Family businesses are also defined as a member of the family. Family businesses, which aim to ensure the best performance by using the resources of the family in the most appropriate way, also make an impact in the field of entrepreneurship (Chrisman, Chua, & Steier, 2003). Thus, family businesses protect the family's wealth, heritage and future and ensure that it does not fall apart.

The fact that most of the employees in family businesses consist of family members is expressed as a very important feature that creates a sense of belonging to the business. However, the desire of family members to work in the department they find themselves successful or to work in the department they want sometimes creates conflict between family members (Yazıcıoğlu & Koç, 2009). It can be said that the most important reason for this situation is that the position of the individual in the company and the relations within the family affect each other.

Emotional ties and common interests, which are very strong in family businesses, play an important role in the success of such companies (Çitçi & Onur, 2020). However, sometimes feelings and interests lead to negative consequences. Because family relationships are critical to the success of the company (Bektaş & Köseoğlu, 2007). It also causes some confusion. The root cause of the complexity; The concept of family, in which emotional dynamics are defined as dominant, and the concepts such as profit, rationality and efficiency in the business create

contrasts (Yelkikalan, 2006).³² For this reason, it is important to regulate family relations and business relations for the future of the business.

Family businesses carry special loyalty to local communities and institutions and support local governments with joint projects. The importance of family businesses is that their owners feel extreme responsibility, the ability to make quick and flexible decisions, and the ability to use entrepreneurial intelligence with a trust-based and more personal approach (Yükselen, 2018).

A large part of the working capital of family businesses is generally composed of equities. The company's financing problems are resolved within the family. This situation is perceived as a power by the external environment of the business. In the face of a financial problem, the family can quickly solve this problem with its own assets since they see the company as a prestige and investment element (Alayoğlu, 2003).³⁴ Family businesses invest more in technology, mechanization, buildings and warehouses in order to transfer the business to future generations. Thus, the brand value of the company increases and positive perception is created for its quality and reputation in the market. Since the partners of the family business belong to the same family, they often meet or live together. This ensures that family members work in harmony with each other, as they have the same family culture. Since the company is founded by family members and the management is in the family, the sense of ownership is very high. It works hard for the success and efficiency of the business and the partnership continues in harmony (Akdoğan, 2000). Family businesses can survive in the long term thanks to close family ties and warm relationships between family and employees.

4.2. Weaknesses and Disadvantages of Family Businesses

Family businesses also have weaknesses and disadvantages. Since they are not willing to grow by increasing the number of partners, they have limited growth opportunities. Company owners do not lean towards institutionalization in order not to lose the management power they have in their hands. This situation endangers sustainability and causes professional managers not to see family businesses as institutions that will work for a long time (Yükselen, 2018).

Family relationships are prioritized rather than merit in the formation of management in family businesses (Kula, 2003). Relative relations or degrees of closeness are considered in recruitment. Even during company assignments or promotions, such relationships cause discrimination. This situation may cause employees who do not have the opportunity to rise to leave their jobs or to have some negative attitudes and behaviors towards the company (Alayoğlu, 2003). Due to these negative reasons, nepotism, autocracy, delegation difficulty, paternalism, confusion in cash flow, manipulations of family members and deficiencies in the definition of organizational structure emerge (Alcaraz, Kelly, Nelly, & Gomez, 2009). Not

employing employees according to the requirements of the job is a factor that will negatively affect the success and continuity of the enterprise in the long run.

Since the financial resources and borrowing capacities of the founders of family companies are limited, it may cause that the investments required for the growth of the business cannot be made sufficiently or on time (Akdoğan, 2000).

Organizational charts and job descriptions in Family Companies are often not written clearly. Powers and responsibilities are not clearly stated. In this case, the authorities are usually with the founder of the company or the family member at the top level. Therefore, some problems are encountered, such as not being able to look at the events from a broad perspective and other managers not being able to participate in the decision-making process (Alcaraz, Kelly, Nelly, & Gomez, 2009).

The founders of a family business or senior executives consisting of family members may be more conservative than corporate companies regarding measures or initiatives to be taken against changes in the environment (Alim, 2000). Therefore, job descriptions within the company should be clearly defined and signed with a written contract.

One of the main problems of family businesses is not being institutionalized. Other problems are business owners being in charge; bosses competing with professionals, reflecting family problems to the work, and finally, problems faced by the "second generation" (Özkaya & Şengül, 2006). Advantages and disadvantages of family businesses can be summarized as shown in Table 2:

ADVANTAGES OF FAMILY COMPANIES	DISADVANTAGES OF FAMILY COMPANIES
Making financial decisions easy	Nepotism
Quick decision making	Conservatism
Provided by the well-known family title social and business environment	Competition among family members
Dynamism	Transfer of management crisis
Making long term plans	Authority and responsibilities are not clearly defined
Ensuring the continuity of management policies	Difficulty in forming a management staff

Table 2: Summarized Advantages and Disadvantages of Family Businesses

Resource: Gürcan Papatya, Buğra Hamşioğlu; Rekabetin Yeni Gerçekliğinde Türk Aile İşletmelerinin Yeniden Yapılanma Sorunları ve Kars İli Merkez Aile İşletmelerinde Uygulama, 1. Aile İşletmeleri Kongresi Kongre Kitabı, İstanbul, 2004, s: 266-267

4.3. Management in Family Businesses

In family businesses, the culture of the founding family is reflected in the management style of the company. It is possible to talk about three types of management in family companies (Karpuzoğlu, 1999):

Centralized Management

In Centralized Management, all decisions are taken by the entrepreneur from a single source and nobody is given the right to speak (Karpuzoğlu, 2004). In this management policy, which is more common in first-generation family companies, the founder of the person determined by him is the only manager. This person sees himself as the sole manager of the family business and the protector of the family. The management takes decisions on its own and does not need to consult anyone. In this autocratic management, the founder keeps everything under control and employs individuals close to him that he can trust in the company (Us, 2003).

Participant Management

Participatory Management is a form of management that enables employees to participate in decisions on issues that concern them directly or through representatives (Ulutaş, 2003). The most suitable individuals for the job are selected and employed in the company. Technical staff and family members work together. This situation occasionally causes problems between employees from outside the family and family members.

Professional Management

For business management, it is a form of management in which professional managers are appointed by company founders and family members, where family business founders and family members do not take an active role in the management and execution of the business. Additionally, decisions regarding the entire company and its future such as investment decisions and general policies are made by family members who own the company (Karpuzoğlu, 2004). Within the framework of these general decisions, professional managers carry out operational works but report all activities to their family members. Family members generally supervise professional managers and the execution of the business by outsourcing (Alayoğlu; 2003).

4.4. Family Constitution

Various family agreements are created to adapt family businesses to changing environmental conditions and to determine the duties, authorities and responsibilities of family members. The most important and most comprehensive of these conventions is the family constitution. If there is more than one family partnership, sibling partnership or external partner in the business, it is very important to prepare a family constitution (Yükselen, 2018). The family constitution institutionalizes the relations between family and business. In this way, the decisions are discussed, different opinions are evaluated, and decisions are made by consensus. Thus, it provides an opportunity and environment for the development, growth and continuity of the company. The family constitution determines the principles and principles of relations between the family and the business and the rights, duties, powers and responsibilities between partners. The extent of who will be involved in the decision-making process is determined. The family constitution determines who will be the chairman of the board of directors of the business, and the period of review and regulation of the family constitution is determined according to the conditions of the day (Yükselen, 2018).

The family constitution consists of rules based on the family's unique culture. Each family constitution focuses on the concepts of family, business and property. In addition, each family constitution has its reasons and aims in its introduction. In addition to these, the last part of each family constitution includes an effective date and additional articles (Dirin & Tutan, 2015). The family constitution has the nature of a written contract.

	SMALL COMPANY	LARGE COMPANY
SMALL FAMILY	Business oriented and strict rules	Business-oriented and flexible rules
LARGE FAMILY	Family oriented and strict rules	Family oriented and flexible rules

Table 3. The Effects of Family and Business Size on the Family Constitution
Resource: Montemerlo & Ward (2011)

The number of family members, size of the business, age of children in the family, the role of the founding entrepreneur, etc. are factors that have an impact on the family constitution. As seen in Table 3, if the family and business are small, the authority of the role of the founding entrepreneur is more. In the establishment phase of the business, we can say that family

members give all kinds of struggles ³⁷ for the survival and survival of the business. As the family and business grow, the provisions in the constitution turn into flexible rules and focus on the protection and continuity of the business.

The family constitution determines the general principles regarding the basic family values, inheritance, determination of heirs, shareholding, marriage, divorce, retirement, death, inheritance. The satisfaction level of family members is increased by establishing a balance ²⁴ between the family and the business. In businesses that do not have a family constitution, damage to family relationships, opposition, lack of motivation in professional managers, distrust among family members; There are situations such as injustice, factionalism and creating an unfair competition environment (Karpuzoğlu, 2004).

5. Examples Of Family Companies That Have Completed The Institutionalization Process In Turkey

⁵ It is very difficult to ensure the continuity of family businesses. Businesses have difficulty in maintaining their existence with the death of their founders. In order to ensure the continuity of family businesses, many support methods such as institutionalization, company constitution and consultancy are applied. To reveal the successful and unsuccessful issues in family businesses and to learn from this is the first and biggest step to be taken.

Below are examples of family companies that have successfully completed the institutionalization process in Turkey:

Kurukahveci Mehmet Efendi was born in 1857 in Fatih, Istanbul. After studying at the Süleymaniye Madrasa, he started working in his father's shop. ¹ Mehmet Efendi, who took over the business in 1871, started to sell raw coffee to his customers by roasting and grinding it in mortars. Mehmet Efendi, who presented the coffee as ready by grinding for the first time, started to be known as "Kurukahveci Mehmet Efendi" with this innovation. After Mehmet Efendi died in 1931, his sons Hasan, Hulusi and Ahmet Bey continued their father's profession. The eldest of the family, Hasan Selahattin (1897-1944), ¹ comprehended the importance of abroad and participated in international events, so he began to promote Turkish Coffee by marketing it abroad as well as domestically. Hulusi Bey (1904-1934) ¹ realized mass production by not ignoring the developing technology of the period. The family ¹ took the surname "Kurukahveci" in 1934 with the Surname Law. Ahmet Rıza Kurukahveci, who was educated abroad, ¹ followed the developments in the world closely and took steps to institutionalize the company. ¹ Poster and calendar works, which were defined as great innovations in those years, the company's still ³⁹ used emblem, and domestic coffee distribution were carried out in this period. Today, Hulusi

Kurukahveci and Mehmet Kurukahveci took over the management. By developing the mortars in which Mehmet Efendi grinds coffee, new coffee machines serve the whole world.

(<https://kkahvecimehmetefendi.blogspot.com/2014/03/kuru-kahveci-mehmet-efendi-kimdir.html> 19.05.2022)

Vefa Bozacisi is a family business that started its service in Vefa district in 1876. The commercial life of two brothers, Sadık and İbrahim, who came from Kosovo during the Ottoman-Russian war and started with the production and sale of salep, must, and boza that they made in Zeyrek, has survived until today with the shop they bought in the Vefa district. Upon the death of Hacı Sadık Bey, his brother Hacı İbrahim Bey and his nephew Hacı İsmail took İsmail Hakkı Vefa and continued the construction of the Vefa Boza. İsmail Hakkı Vefa, who is studying at the Faculty of Letters, on the one hand, succeeded in the production of boza by machine, by cooperating with a relative working in the Golden Horn Shipyard, on the other hand, and increased the production of grape vinegar, which is the other business line. Today, the third generation has taken over the management and institutionalized the business. Vefa Boza is sold in markets, patisseries and cafes.

(<https://kulturelbellek.com/vefa-bozacisi-tarihi-kurulusu-hikayesi/> 17.05.2022)

Hacı Bekir Turkish Delights was established in 1777. The name of Hacı Bekir is an important name in the Ottoman and Turkish confectionery craft. Hacı Bekir came to Istanbul from the Araba district of Kastamonu and opened Turkish delight, akide, etc. in the small candy store he opened in Bahçekapı in 1777. He started to manufacture and sell confectionery himself. The first shop opened by Bekir Efendi is today the sales place of Ali Muhiddin Hacı Bekir Şekercilik A.Ş. in Bahçekapı. The shop, which was opened as a small shop in 1777 and where sugar production was made in the hearth in the back section, was enlarged over time. This shop has been used as a candy store for five generations by the Hacı Bekir family since 1777.

(<https://www.hakkindabilinmayan.com/haci-bekir-lokumlari-tarihcesi/> 15.05.2022)

Establishment of **Sabuncakis Cicekcilik** started with İstirati Sabuncakis, who immigrated from Crete to Lesbos and from there to Istanbul in the 1870s. İstirati's father worked as a soap maker in Crete and progressed in this business by giving fragrances to soaps with essences obtained from plant roots and flowers. The surname of the family comes from this profession of his father İstavro Sabuncakis. When İtirati Sabuncakis came to Istanbul, he started an apprenticeship with one of the two florists in the city and opened his first branch in Aynalı Pasaj in Beyoğlu in 1874.

Branches were opened in Beyoğlu in 1940 and in Galatasaray in 1945. Branches in Kadıköy in 1961, Bakırköy in 1966, Şişli in 1971, Yeşilköy in 1973, Caddebostan in 1974, and Göztepe in 1981 were opened and Sabuncakis flowers spread to Istanbul. After the death of İtirati Sabuncakis, the last representative of the fourth generation of the Sabuncakis family, Eyüp Daştan, the first degree partner of Sabuncakis Cicekçilik and the owner of two well-established branches in Istanbul, continues its existence in the floristry sector.

(<https://www.sabuncakiscicek.com/sabuncukis-tarihcesi> 14.05.2022)

Teksima Tekstil Makina Sanayi is a family company established in 1893 and today it is managed by the fourth generation. The business, whose foundations were laid when H. Mehmet Emin Botsalı started the yarn trade in 1893, passed under the management of his two sons, Hasan and Hüseyin Botsalı, after Botsalı's death in 1938. After the death of Hasan and Hüseyin Botsalı during their pilgrimage in 1950, M. İsmet Botsalı from the third generation took over the management. İsmet Botsalı developed yarn trade and brought yarn twisting machines from Europe and opened a workshop in this field. İsmet Botsalı, who operated a yarn manufacturing facility in Konya between 1970-1976, started to manufacture textile machinery under the name of Teksima since 1980. Teksima continues to manufacture machinery with the participation of the fourth generation. The fourth generation, E. Sertaç Botsalı, personally manages the facility in Konya 1st Organized Industry.

(http://www.teksima.com/?page_id=72&lang=tr 16.05.2022)

Conclusion

Family businesses have very important advantages over other types of companies in terms of being able to make quick decisions, using the power of the family unity, the formation of mutual respect and obedience, and the support of the family in financial problems (Curimbaba, 2002; Hatch, 1997). Job descriptions need to be made in order to use these advantages and ensure the continuity of family businesses. With the family constitution, the duties, authorities and responsibilities of family members can be determined, and some restrictions can be imposed on family members in the management of the business when necessary. With a written contract, it may be possible to eliminate many problems experienced by the family company. The family constitution is one of the most important works carried out to ensure the continuity of the family and business for generations. The family constitution, which is a contract and determines the basic rules specific to the family in writing, is used to solve management problems.

Professional management is necessary for the future success of the business, as well as the long-standing experience of family members. In addition, it is observed that there are some problems such as communication problems and the problem of new staff from time to time in family businesses (Ünlü & Selek, 2004). It is of great importance for the development and progress of the business that it is important to recruit external professional managers to the required levels in business management, to manage the business according to regulated principles and rules, to stretch the dominance of strict family rules in the business culture, to employ employees with the skills required by the business, to not use family members of the business as a privilege. bears.

It is a necessary element in terms of ensuring the continuity of family businesses and eliminating their weaknesses, strengthening the economy and gaining a superior position in international competition. Creating more sustainable management by developing its strengths and ensuring the survival of the family business in the long term is vital for the development of the economy.

In order for the business to be institutionalized, it is required to be transparent to the persons and institutions related to its activities, to be accountable when necessary, to act fairly towards the shareholders and to act with the awareness of social responsibility towards the laws and society (Haşit & Develioğlu, 2004). Necessary regulations should be made every day in order to institutionalize the management and maintain this institutionalization and prevent intergenerational conflicts.

References

- Akdoğan, A. (2000). Aile Şirketlerinin Özellikleri ve Aile İşletmelerinde Kurumsallaşma İhtiyacı. *Erciyes Üniversitesi İİBF Dergisi*(16), 31-47.
- Akman, Ö., & Bastık, U. (2016). Sosyal Bilimler Ders Kitabında İhtilaflı Konular İçerisinde Yer Alan "Aile" Kavramının İncelenmesi: Bir İçerik Analizi. *Trakya Üniversitesi Eğitim Fakültesi Dergisi*, 6(2), 247-263.
- Alayoğlu, N. (2003). *Aile Şirketlerinde Yönetim ve Kurumsallaşma*. İstanbul: MÜSİAD Yayınları.
- Alcaraz, J. A., Kelly, L., Treviño-Rodríguez, N. R. & Gomez, S. M. (2009). A family-based competitive advantage: handling key success family factors in mexican family businesses. *Cuadernos de Administración*, 22(39), 191-212.

- Aldrich, H. E., & Cliff, J. E. (2003). The Pervasive Effects of Family on Entrepreneurship: Toward a Family Embeddedness Perspective. *Journal of Business Venturing*, 18(5), 573-596.
- Alim, A. (2000). İnsan Kaynakları Yönetiminin Değişen Yüzü: Stratejik İnsan Kaynakları Yönetimi Modu. *Marmara Üniversitesi İşletme Fakültesi Öneri Dergisi*, 3(13), 77-84.
- Anderson, R. C., Mansi, S. A., & Reeb, D. (2003). Funding Family Ownership and The Agency Cost of Debt. *Journal of Financial Economics*, 68(2), 263-285.
- Arıcıoğlu, M. A., Gökce, Ş., & Erdiren Çelebi, M. (2017). Aile İşletmelerinin Sorunları ve Çözümlerine Akademik Yaklaşım: Lisansüstü Tezler Bağlamında Bir İnceleme. *Ordu Üniversitesi Sosyal Bilimler Araştırmaları Dergisi*, 7(1), 59-72.
- Aydın, M. (2011). Değerler, İşlevleri ve Ahlak. *Akademik Bakış Dergisi*, 7(19), 39-45.
- Bektaş, Ç., & Köseoğlu, M. A. (2007). Aile İşletmecilik Kültürünün Girişimcilik Eylemine Etkileri ve Bir Alan Araştırması. *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 2007(2), 297-317.
- Bilge Zafer, A. (2013). Cumhuriyet İle Birlikte Değişen Aile Yapısı ve Kadının Durumu. *Uludağ Üniversitesi Fen-Edebiyat Fakültesi Sosyal Bilimler Dergisi*, 14(24), 121-134.
- Bolat vd., T. (2016). Vekalet Kavramı Bakış Açısıyla Aile İşletmelerinde Kurumsallaşma ve Nepotizm İlişkisi: Kurumsallaşma ve Kurumsallık Arasında İlişki Aile Şirketlerinde Ajans Aracılığıyla Kayırmacılık Teori Perspektifi. *Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 19(36), 105-132.
- Cagle, M., & Özen, A. (2019). Girişimcilik Yönelimi ve Finansal Performans İlişkisinin Araştırılmasında Aile Şirketlerinin Moderatör Yönü. *Yönetim ve Ekonomi*, 26(3), 879-902.
- Can, İ. (2013). IX Tarih, Toplum ve Kültür Bağlamında Aile ve Kadın . M. Aydın (Dü.) içinde, *Sistematik Aile Sosyolojisi* (s. 215-243). Konya: Çizgi Kitabevi.
- Carsrud, A. L. (2004). Understanding the Complex Relationships Between Family, Business, and Ownership. *Kültür Üniversitesi 1. Aile İşletmeler Kongresi* (s. 4). İstanbul: 1. Aile İşletmeleri Kongresi Kongre Kitabı.

- Chrisman, J. J., Chua, J. H. & Steier, L. P. (2003). An Introduction to Theories of Family Business. *Journal of Business Venturing*, 18(4), 441-448.
- Chua, J. H., Chrisman, J. J. & Sharma, P. (1999). Defining The Family Business By Behavior. *Entrepreneurship Theory and Practice*, 23(4), 19-39.
- Curimbaba, F. (2002). The dynamics of women's roles as family business manager. *Family Business Review*, ABI/ INFORM Global, 15(3), 239.
- Çitçi, U. S. & Onur, T. (2020). Aile İşletmelerinde Büyüme Stratejisi Olarak Uluslararasılaşma Seçeneği: Nitel Bir Araştırma. *İşletme Araştırmaları Dergisi*, 12(1), 332-348.
- Dirin, F. & Tutan, M. U. (2015). Ekonomik Krizlerin Ardından Büyük Aile İşletmesi Anayasası: İzmir İli Merkezli Üç Aile İşletmesi Örneği. *E- Journal of Yasar University*, 10(38), 6478-6554.
- Durkheim, E. (2013). *Toplumbilimin Yöntem Kuralları* (1. b.). (Ö. Ozankaya, Çev.) İstanbul: Cem Yayınevi.
- Dündar, İ. P. (2010). *Kavram, Yöntem ve Fonksiyonlarla: İşletme* (2. b.). Ankara: Nobel Yayınları.
- Dyer, J. W. (1988). Culture and Continuity In Family Firms. *Family Business Review*, 1(1), 37-50.
- Ekim İbiş, F. Z. & İpek, A. (2020). Sürdürülebilir Aile İşletmesi Modeli: Uygulanabilirliği Üzerine Bir Araştırma. *Muhasebe Enstitüsü Dergisi*(62), 51-62.
- Erdoğan, N. (2007). *Aile İşletmeleri: Yönetim Devri ve İkinci Kuşağın Yetiştirilmesi* (2 b.). İstanbul: İgiad Yayınları.
- Eren, E. & Özdemirci, A. (2018). *Stratejik Yönetim ve İşletme Politikası*. İstanbul: Beta Yayınları.
- Galván, R. S., Martínez, A. B. & Rahman, M. H. (2017). Impact of Family Business on Economic Development: A Study of Spain's Family-owned Supermarkets. *Journal of Business and Economics*, 5(12), 243-259.
- Giddens, A. (2012). *Sosyoloji* (1. b.). (C. Güzel, Çev.) İstanbul: Kırmızı Yayınları.
- Gökçe, B. (1976). Aile Tipleri Üzerine Bir İnceleme. *Hacettepe Sosyal ve Beşeri Bilimler Dergisi*, 8(1-2), 46-67.

- Güngör, M. (2012). Üniversite Öğrencilerinin Problem Çözme Becerilerinin Aile Tipleri ve Aile Tutumları Açısından İncelenmesi. *Nwsa-Qualitative Studies*, 7(4), 40-51.
- Habbershon, T. G., Williams, M. & MacMillian, I. C. (2003). A Unified Systems Perspective of Family Firm Performance. *Journal of Business Venturing*, 18(4), 451-465.
- Handler, W. C. (1989). Methodological Issues and Considerations in Studying Family Businesses. *Family Business Review*, 2(3), 257-276.
- Handler, W. C. (1992). The Succession Experience of The Next Generation. *Family Business Review*, 5(3), 283-307.
- Haşit, G. & Develioğlu, K. (2004). Aile İşletmelerinde Kurumsallaşma Her Zaman Çözüm mü?: Vekalet Yaklaşımı ve Bir Uygulama. 1. *Aile İşletmeleri Kongresi Kongre kitabı* (s. 370-375). İstanbul: İstanbul Kültür Üniversitesi İİBF Aile İşletmeleri ve girişimcilik Araştırma Merkezi.
- Hatch, M. J. (1997). Organization Theory. *New York: Oxford University Press*, 200.
- Karpuzoğlu, E. (1999). Aile Şirketlerinin Kurumsallaşma Düzeyini Belirlemeye Yönelik Bir Araştırma. *İstanbul Üniversitesi Sosyal Bilimler Enstitüsü, İşletme-Personel Yönetimi ve Organizasyon Doktora Programı, Doktora Tezi*. İstanbul.
- Karpuzoğlu, E. (2004). *Büyüyen ve Gelişen Aile Şirketlerinde Kurumsallaşma*. İstanbul: Hayat Yayınları.
- Karpuzoğlu, E. (2004). Aile İşletmelerinin Sürekliliğinde Kurumsallaşma, 1.Aile İşletmeleri Kongresi, İstanbul, 44.
- Karpuzoğlu, E. (2004). Gelecek İçin Aile Anayasası. 1. *Aile işletmeleriKongresi kongre Kitabı* (s. 159-168). İstanbul: İstanbul Kültür Üniversitesi İİBF Aile İşletmeleri ve Girişimcilik Araştırma Merkezi.
- Klein, S. B. (2000). Family Business in Germany: Significance and Structure. *Family Business Review*, 13(3), 157-182.
- Koçel, T. (2020). *İşletme Yöneticiliği*. İstanbul: Beta Basım Yayım Dağıtım A.Ş.
- Kula, V. (2003). İşletmelerde Yönetim Devri Planlaması: Aile İşletmeleri Üzerine Bir Araştırma. 11. *Ulusal Yönetim ve Organizasyon Kongre Kitabı* (s. 679). Afyon: Afyon Kocatepe Üniversitesi Yayını.

- Levy, M. & Fallers, L. (1966). The Family: Some Comparative Considerations. B. Farber (Dü.) içinde, *Kinship and Family Organization* (s. 10-13). New York: John Wiley Sons, Inc.
- Marshall, G. (1999). *Sosyoloji Sözlüğü*. (O. Akınhay, & D. Kömürcü, Çev.) Ankara: Bilim ve Sanat Yayınları.
- Miller, S. P. (2015). Developing Next- Generation Leadership Talent in Family Businesses: The Family Effect . *Doctoral Dissertation, Case Western Reserve University*.
- Montemerlo, D. & Ward, J. L. (2011). The family Conditution, Family Business Consulting Group, *Palgrave MacMillan*, 13.
- Mucuk, İ. (2018). *Modern İşletmecilik*. İstanbul: Türkmen Kitabevi.
- Murat, G. & Aydemir, S. (2013). Aile İşletmelerinde Kurucuyla Yakınlık Bağının Yöneticilerin Stratejik Planlamaya İlişkin Algıları Üzerindeki Etkisi: Zonguldak-Bartın-Karabük Bölgesi Örneği. *Kocaeli Üniversitesi Sosyal Bilimler Dergisi*(26), 42-60.
- Onay Özkaya, M. & Muter Şengül, C. (2006). Aile Şirketlerinde Kurumsallaşma ve İkinci Kuşağın "Kurumsallaşma" Konusuna Bakış Açısı. *Dokuz Eylül Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 21(1), 109-126.
- Özkaya, M. O. & Şengül, C. M. (2006). Aile şirketlerinde Kurumsallaşma ve İkinci Kuşağın "Kurumsallaşma" Konusuna Bakış açısı. *D.E.Ü. İİBF Dergisi*, 21(1), 109-126.
- Papatya, G. & Hamşioğlu, B. (2004). Rekabetin Yeni Gerçekliğinde Türk Aile İşletmelerinin Yeniden Yapılanma Sorunları ve Kars İli Merkez Aile İşletmelerinde Uygulama, 1. Aile İşletmeleri Kongresi Kongre Kitabı, İstanbul, 266-267.
- Pazarcık, O. (2004). Aile İşletmelerinin Tanımı, Kurumsallaşması ve Yönetişimi. T. Koçel (Dü.), *Birinci Aile İşletmeleri Kongresi: Kongre Kitabı*. içinde 2, s. 33-41. İstanbul: İstanbul Kültür Üniversitesi Yayınları, İstanbul.
- Pehlivan, O. (2017). Aile Tanımı ve İlişkilerinin Toplumsal Olarak İnşası. *Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü, Sosyoloji Anabilim Dalı Doktora Tezi*. Ankara.
- Sezal, İ. (2002). *Sosyolojiye Giriş*. Ankara: Martı Yayınları.
- Sönmez, A. (1998). Toplumsal Araştırmalarda Analiz Birimleri Olarak Aile ve Hane Halkının Mahiyet ve Yapılarının Belirlenmesi Sorunu. *Hacettepe Üniversitesi Edebiyat Fakültesi Dergisi*, 15(1), 115-135.

- Tekin Epik, M., Çiçek, Ö. & Altay, S. (2017). Bir Sosyal Politika Aracı Olarak Tarihsel Süreçte Ailenin Değişen/Değişmeyen Roller. *Sosyal Politika Çalışmaları Dergisi*, 17(38), 35-58.
- Ulutaş, M. (2003). Katılımcı Yönetimin Örgütsel Bağlılık ve Yaratıcılığa Etkisi: İmalat Sektöründe Bir Uygulama. *S.İ.Ü. İİBF Sosyal ve Ekonomik Araştırmalar Dergisi*, 593-615.
- Us, A. T. (2003). Geleceğin Lideri. *İstanbul Müstakil Sanayici ve İş Adamları derneği Yayınları*, 29.
- Ülgen, H. & Mirze, S. K. (2018). *İşletmelerde Stratejik Yönetim*. İstanbul: İnkılap Kitabevi Yayın San. Tic. A. Ş.
- Ünal, V. (2013). Geleneksel Geniş Aileden Çekirdek Aileye Geçiş Sürecinde Boşanma Sorunu ve Din. *Uluslararası Sosyal Araştırmalar Dergisi*, 6(26), 587-602.
- Ünlü, E. S. & Selek, A. S. (2004). Aile İşletmelerinde Yönetim sorunları ve Yeniden yapılanma Gerekliliği. *1. Aile işletmeleri Kongresi* (s. 12-19). İstanbul: İstanbul Kültür Üniversitesi 1. Aile İşletmeleri Kongresi Kongre Kitabı.
- Vera, C. F. & Dean, M. A. (2005). An Examination of the Challenges Daughters Face in Family Business Succession. *Family business Review, ABI/ INFORM Global*, 18(4), 321.
- Vural, B. & Shodol, Ç. (2004). Aile İşletmelerinde Kurumsal Kültür:Avantajlar- Dezavantajlar ve Öneriler Üzerine Bir Çalışma. *1. Aile İşletmeleri Kongre Kitabı* (s. 325-332). İstanbul: Kültür Üniversitesi Yayınları.
- Ward, J. L. (1987). Keeping The Family Business Healty. *San Francisco, CA: Jossey Bass*, 145.
- Yaşar Ekici, F. (2014). Türk Aile Yapısının Değişim ve Dönüşümü ve Bu Değişim ve Dönüşüme Etki Eden Unsurların Değerlendirilmesi. *International Journal of Social Science*(30), 209-224.
- Yavuz, S. & Yücesahin, M. (2012). Türkiye'de Hane Halkı Kompozisyonlarında Değişimler ve Bölgesel Farklılaşmalar. *Sosyoloji Araştırmaları Dergisi*, 15(1), 75-118.

- Yazıcıoğlu, İ. & Koç, H. (2009). Aile İşletmelerinin Kurumsallaşma Düzeylerinin Belirlenmesine Yönelik Karşılaştırmalı Bir Araştırma. *Selçuk Üniversitesi Sosyal Bilimler Dergisi*(21), 497-507.
- Yelkikalan, N. (2006). Aile Şirketlerinde Çatışma ve Bir Çözüm Önerisi: Stratejik Planlama. *Kocaeli Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*(12), 195-209.
- Yükselen, C. (2018). *Aile İşletmelerinde Kurumsal Yönetim ve Aile Anayasası*. Ankara: Detay Yayıncılık.
- Zorluoğlu, H. İ. & Kılınç Güven, Y. (2018). Aile İşletmelerinde Sosyal Ağlar, Güç Odakları ve Yönetimin Devri Sürecinde Çatışmaların Yönetilmesi. *Uluslararası Sosyal Araştırmalar Dergisi*, 11(61), 1080-1095.

Online References

- (<https://kkahvecimehmetefendi.blogspot.com/2014/03/kuru-kahveci-mehmet-efendi-kimdir.html> 19.05.2022)
- (<https://kulturelbellek.com/vefa-bozacisi-tarihi-kurulusu-hikayesi/> 17.05.2022)
- (<https://www.hakkindabilinmeyen.com/haci-bekir-lokumlari-tarihcesi/> 15.05.2022)
- (<https://www.sabuncakiscicek.com/sabuncukis-tarihcesi> 14.05.2022)
- (http://www.teksima.com/?page_id=72&lang=tr 16.05.2022)

Tables

- Table 1. Comparison of Family System and Business System
- Table 2. Summarized Advantages and Disadvantages of Family Businesses
- Table 3. Effects of family and business size on family constitution

AUTOBIOGRAPHY

Lecturer Vildan Bayram

She was born on 12.01.1967. She completed her undergraduate education at Uludağ University, Faculty of Economics and Administrative Sciences / Business Administration (1993) and her master's degree in Istanbul Aydın University, Strategic Marketing and Brand Management (2013). She has been continuing her education in the Business Administration Doctorate Program at Istanbul Aydın University Graduate Education Institute since 2018.

She worked as a manager in different companies in beauty, shoes, glassware and underwear sectors, and as a teacher and workshop in educational institutions. She serves as Examiner and Exam Supervisor in MYK (Vocational Qualifications Authority) and TRKAK exams. She has been working as a full-time lecturer at Istanbul Aydın University since 2010.

She has conducted various studies, wrote articles and presented papers on customer relationship management, entrepreneurship, brand, ethical issues in social media, strategic management, purchasing behavior of consumers and the factors affecting these behaviors, leadership, talent management in human resources management.

Emel Erbařlı

She was born on 25.12.1994 in Artvin-Arhavi. She completed her undergraduate education in Ege University, Faculty of Communication, Department of Public Relations and Publicity in 2017. She completed her master's degree in the Department of Interpersonal Communication at Istanbul University Institute of Social Sciences in 2020 with her thesis named "Frequency of Use of New Communication Tools and Transforming Interpersonal Communication Form". She has studied and written on consumer behavior, the relationships between seller and consumer.

Companies that Have Completed the Institutionalization Proc...

ORJİNALLİK RAPORU

% **11**

BENZERLİK ENDEKSİ

% **8**

İNTERNET KAYNAKLARI

% **4**

YAYINLAR

% **5**

ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1

Submitted to Yeditepe University

Öğrenci Ödevi

% **2**

2

Submitted to Istanbul Kemerburgaz University

Öğrenci Ödevi

% **1**

3

zombiedoc.com

İnternet Kaynağı

% **1**

4

Submitted to Istanbul Aydin University

Öğrenci Ödevi

% **1**

5

repository.nwu.ac.za

İnternet Kaynağı

<% **1**

6

Submitted to Fatih University

Öğrenci Ödevi

<% **1**

7

eprints.glos.ac.uk

İnternet Kaynağı

<% **1**

8

www.scribd.com

İnternet Kaynağı

<% **1**

9

dro.deakin.edu.au

İnternet Kaynağı

<% **1**

10

mafiadoc.com

İnternet Kaynağı

<% 1

11

KARASOY, Hasan Alpay. "FAMILY BUSINESSES, INSTITUTIONAL ENTREPRENEURSHIP AND ROLE OF THE STATE", Abant İzzet Baysal Üniversitesi İktisadi ve İdari Bilimler Fakültesi, 2015.

Yayın

<% 1

12

Submitted to Middle East Technical University

Öğrenci Ödevi

<% 1

13

Submitted to Uludag University

Öğrenci Ödevi

<% 1

14

phd.lib.uni-corvinus.hu

İnternet Kaynağı

<% 1

15

epdf.pub

İnternet Kaynağı

<% 1

16

"The Effect of Performance Management on Perceived Justice in Family Businesses in Hungary", Corvinus University of Budapest, 2022

Yayın

<% 1

17

core.ac.uk

İnternet Kaynağı

<% 1

18

archive.kaposvar.uni-mate.hu

İnternet Kaynağı

<% 1

19	Submitted to Eiffel Corporation Öğrenci Ödevi	<% 1
20	doria.fi İnternet Kaynağı	<% 1
21	hdl.handle.net İnternet Kaynağı	<% 1
22	rcrm.uni-bge.hu İnternet Kaynağı	<% 1
23	eprints.lancs.ac.uk İnternet Kaynağı	<% 1
24	media.proquest.com İnternet Kaynağı	<% 1
25	researchleap.com İnternet Kaynağı	<% 1
26	www.jipat.org İnternet Kaynağı	<% 1
27	www.toros.edu.tr İnternet Kaynağı	<% 1
28	Manlio Del Giudice. "Understanding Family-Owned Business Groups", Springer Science and Business Media LLC, 2017 Yayın	<% 1
29	Meral Erdirencelebi, Mehmet Akif Cini. "chapter 10 Human Resources Management	<% 1

Understanding and Nepotism in Family Businesses", IGI Global, 2021

Yayın

-
- | | | |
|----|--|------|
| 30 | Shaheena Janjuha-Jivraj, Lynn Martin, Adriana Danko. "Internationalization of a 'Born-again Global': How a Family-led Crisis Enabled the Realization of Internationalization Opportunities", Journal of Small Business & Entrepreneurship, 2012
Yayın | <% 1 |
| 31 | doclib.uhasselt.be
İnternet Kaynağı | <% 1 |
| 32 | docplayer.net
İnternet Kaynağı | <% 1 |
| 33 | ikm.mk
İnternet Kaynağı | <% 1 |
| 34 | link.springer.com
İnternet Kaynağı | <% 1 |
| 35 | scholarcommons.usf.edu
İnternet Kaynağı | <% 1 |
| 36 | www.ailevecalisma.gov.tr
İnternet Kaynağı | <% 1 |
| 37 | www.frontiersin.org
İnternet Kaynağı | <% 1 |
| 38 | www.isarder.org
İnternet Kaynağı | <% 1 |

39

www.jointhefashion.com

İnternet Kaynağı

<% 1

40

www.qucosa.de

İnternet Kaynağı

<% 1

41

Journal of Family Business Management,
Volume 1, Issue 1 (2012-08-06)

Yayın

<% 1

Alıntıları çıkart

üzerinde

Eşleşmeleri çıkar

Kapat

Bibliyografyayı Çıkart

üzerinde