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THE REASONS AND EFFECTS OF PERCEIVED CONFLICT ON THE PERFORMANCE OF PROFESSIONAL MANAGERS IN TURKISH FAMILY BUSINESSES

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ABSTRACT

The aim of this study is to examine the effects of conflict between family members and professional managers on the performance of professional managers in family-run businesses. The research was conducted on a sample consist of 199 family members and professional managers. Two significant findings emerged from the study. The first was that there is conflict between family members and professional managers in family-managed businesses. The second was that this conflict has an effect on the performance of professional managers. In particular, it was determined that non-conflicting situation had no significant effect on the task performance of professional managers, whereas it was concluded that there was a significant and positive effect on the contextual performance of professional managers. Findings of this study can make a contribution to be a guide for the relationships of top management and to make a positive effect to the behaviour of family members and professional managers in family businesses that have not established an institutional structure in Turkey.

Key Words: Family Business, Conflict, Task Performance, Contextual Performance.

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1.INTRODUCTION

Tn an article in *Turkishtime* magazine in 2013 entitled, ‘The history of the institutionalisation of 10 model family companies’, it was stated that 95% of Turkish companies and 75% of public companies consisted of family companies. In the same study, it was reported that 75% of the gross national product (GNP) was represented by family companies. According to the PWC Global Family Company Research, 3 Turkish family companies were in the list of the Top 100 Family Companies in Europe.

From an academic point of view, there is an increasing interest in research of management of family businesses in Turkey. The subject is discussed at a national level on academic platforms such as congresses and seminars. In this framework, the National Management and Organisation Congress and the Istanbul Kültür University Family Management of Business Congress have been pioneers in academic reports and research. In addition, studies conducted by the Turkey Family Business Management Association, as a leader civil society organisation, have attempted to direct the management of family businesses.

There are various studies in Turkish literature on the subject of ‘conflict’ in family businesses. The studies have shown the development of axes of internal family conflicts (Yelkikalan, 2006), generation conflicts (Yurttadur and Nakipoğlu, 2015), and work-family conflict (Aras and Karakiraz, 2013; Mustafayeva and Bayraktaroğlu, 2014; Özmete and Eker, 2013; Kanbur, 2015; Turunç, 2015). In addition, it can be said that the academic research in Turkish literature related to family management of businesses has been weighted towards the concept of ‘institutionalisation’ (Köseoğlu and Karayormuk, 2010).

When family-managed businesses were examined in practice, it was observed that rather than an incomplete process of institutionalisation or institutional structures as a whole, factors which could create an environment of ‘conflict’ were more evident in remote organisations. Formal processes (family constitution, job descriptions, organisation handbook, etc) which had created work-family conflict, generation conflict, internal family conflict or conflict between family members and professional managers were seen not to have been resolved. In this context, when the main subject of research constitutes a situation of conflict between the family and the representatives, it can be said not to have been removed with a formal mechanism but has been shaped according to current needs. In contrast,

in organisations with a high level of institutionalisation, it has been observed that there are formal processes regulating the relationships between family members and representatives associated with evident rules for the authority of their use. At this point, the research has been edited by observations directed more towards the tendency of family members and representatives to be within the conflict rather than the unformed organisational conditions. In addition, it has been determined that conflict may be experienced not only by the owner or owners of a business but also by other members of the family working at various professional levels in the organisation in interaction in a similar form with professionals. In face-to-face interviews with professional staff, it has sometimes been stated that this conflict creates negative effects on performance and motivation.

Therefore, with the consideration of these observations and this evidence, the aim of this study is to determine the effects of conflict between family members and professional managers in family businesses on the performance of the professional managers.

2. Conceptual Framework

The theoretical framework of the research was taken in the concept of the agency theory, the stewardship theory, nepotism, professionalisation, institutionalisation and the relationship of conflict and performance. To be able to better understand the theoretical concept, it is necessary to examine the relationship between the agent and principal, the formal placement of family members in organization and the interactions with professionals, the level of institutionalisation and the effects of conflict on the performance.

2.1. Agency and Stewardship Theories

The relationships between the owner of a business (principle) and professional managers (agent) has often been discussed in the framework of the 'agency theory'. The basic hypothesis of the theory is discussed on the basis of '*emerging conflicts*' between the principles and agents (Wasti, 2013). The basic theory question is how a resolution to conflicts between principles and agents should be developed systematically (Podrug et al, 2010). The nature of the evidence is that there are differences between principles and agents in respect of aims, approaches to risk, perceptions of trust, regulatory areas such as knowledge asymmetry and that there is sensitive interaction between the two parties. These conditions lay the ground for an environment of conflict between family members and professional managers. An environment of conflict between family members and professional managers threatens the organization on the basis of economic and other organisational outcomes (Bendickson et al, 2016).

With the perspective of the agency theory, Follett (1924) recommended three strategies to prevent conflict between principles and agents: i) rendering one side to the other side superior. This strategy is insufficient for two reasons. The first is that as the employment contract to be made with professional managers is within the labour market, it is not possible for the family to dictate some conditions. The second is that without making the agents be partner in the company, it is not possible for them to be in a position to defend the outgoings of the family members; ii) to provide a consensus between principles and agents. When both sides can not reach a consensus, contrary negative emotions will emerge, preparing the environment for conflict; iii) to provide integration between the sides.

In contrast, the Stewardship theory is driven by a different hypothesis. The Stewardship theory, contrary to the agency theory proposes that the relationship between principles and agents is based on motivation. In this context, the stewardship theory is based on a psycho-social human model, in a trust-based relationship and a status of mutual cooperation (Hiebl, 2015; McCuddy and Pirie, 2007). In contrast to the agency theory, the stewardship theory states that when principles and agents share associated goals, the agents are more motivated towards organisational outcomes. Similarly, the stewardship theory states that agents behaviours are collectivist (Davis et al, 1997; Vallejo, 2009), more focussed on organisational gains than individual outcomes and as trust constitutes the basis of the relationship with principles, so there is no need for a control mechanism (Suher and Yeşilyurt, 2012). In the stewardship theory, in contrast to the agency theory, it has been emphasised that there could not be any conflict on the basis of individual priorities (Preston, 1998).

2.2. Institutionalisation and Transition to Professional Management

In a project with the theme of 'successful planning in the institutionalisation of family businesses in small and medium-size businesses' financed by the European Union, it was revealed that only 70% of family businesses reached the next generation and of the remainder, 90% came to an end without reaching the third generation and of the subsequent remainder, 96% did not reach the fourth generation (Kaminski, 2012). In that study, institutionalisation seen as a condition of success of family businesses were based on 4 main pillars. These are, i) a professional management team, ii) standardization of all operational procedures, iii) written codes and regulations, and iv) the forming of a family constitution and council. The formation of a management board, the employment of a professional manager, the definition of the management decision-making mechanism (Karavardar, 2011) and the prevention of conflict are stated as basic indicators of institutional management.

There is a need for professional management, whether or not they are family members, in the organisation with the effect of factors such as the inability over time of the entrepreneur to deal with all tasks to due to limited time and energy, a weakening of the specialist power of the entrepreneur associated with developing information technology, growth related to increased workforce and range of processes and geographical spread of the growth. Expansion seen in the professional staff, especially when there is a low level of formalisation of management processes, engenders conflict in the relationships between managers.

The factors causing conflict in family businesses between family members in the position of shareholders and professional managers can be listed as follows (Adnan et al, 2013);

- a. Professional managers have to apply the decisions taken by family members,
- b. Managers with insufficient knowledge and authority have to undertake management activities,
- c. The difficulty of working in organisations run in a strict and inflexible manner where family values are prioritised and all the authority is in the hands of the entrepreneur,
- d. That the value given to the human aspects in family businesses is not as much as to the technical subsystems and the management problems related to this,
- e. That the functions of professional managers and the working conditions are not defined.

Barnes and Hershon (1976) offered a different explanation to the question of 'professional management or family management?' with the perspective of 'conflict management'. Barnes and Hershon stated that in family-run businesses that are growing it could be better over time to leave the management to professionals. However, it has been reported that in the long-term, the transfer to professional management could lead to confusion and collapse in respect of both the family and the organisation. A professional staff structure in the long-term is indicated by putting family policies second and placing the focus on the organisation being the best and growth of the organisation. It has been emphasised that this form of behaviour could be problematic and lead to conflict between family members and professionals.

In a study by Demir and Sezgin (2014), which was conducted in the TRB1 region, levels of institutionalisation of family-run businesses were evaluated and significant findings were determined in respect of conflict. Two findings were significant from this research of 325 family-run businesses in the TRB1 region. A negative response to the question, 'Are any managers employed who are independent of the family?' was given by 44.4% of the participating companies. In response to the question, 'Is there a manager outside the family who has signatory authority?', a negative was given by 58.8%. The research revealed a significant area of conflict between family members and professionals on the issues of employment and the use of authority.

Despite this, Schein (1968) listed the institutional gains of employing professional managers in family-run businesses as i) professional managers manage all the operations in the framework of defined principles and relatively independently, ii) they are specialist about the management and know what is correct for the customers, iii) customer relationships are positive and directed to the aim of the organisation, iv) they work towards gaining status with the performance shown, not to closeness to the family, and v) they willingly collaborate with other managers. When regarded from this perspective, the transfer to professional management can be said to strengthen the 'non-conflicting' environment.

2.3. Nepotism

In Webster's Third New International Dictionary, nepotism is defined as '*The favoring of relatives or personal friends because of their relationship rather than because of their abilities*'. From the definition of nepotism, it is evaluated as the placement within the specific hierarchical organisational staff of relatives who do not have the capabilities required for the related organisational position (Wong and Kleiner, 1994). This situation has the potential to create conflict between family members and professionals. Conflict starts at the moment of employment in the family-run business of family members who are looking for work and do not have the capabilities to provide the service at the level of profitability desired. At this point, several incompatibilities emerge between the family members and the professional staff. In some situations, this conflict can be the reason for managers leaving work (Wong and Kleiner, 1994) and may create effects which will lower the motivation and productivity of non-family member employees (Cowell and Saunders, 2010). Due to the high costs of employing managers (Tsai et al, 2009), it can be seen that keeping family members with a low level capability continues (Cassia et al, 2012). Nepotism causes conflict experienced not just between family members and professionals, but also behaviour-based role conflict for family members working in the organisation between the role in the family and the role expected of them at work (Beehr et al, 1997; Braun and Uhlaner, 2012). Especially when the conflict experienced is relationship-based, there is a decrease in the positive contributions of the family member to the organisation (Kidwell et al, 2012). Morris

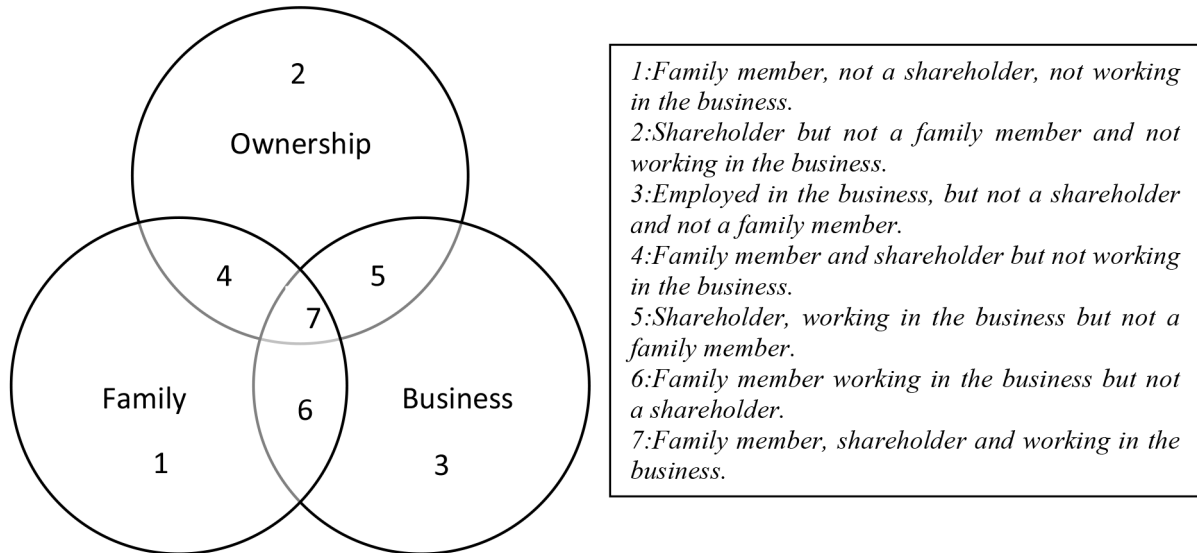
et al (1996) stated that the appointment of family members to upper management positions by the entrepreneur to create a dynamic structure, could cause uncertainty, confusion and conflict in the relationships with professionals. In another study, the term of nepotism is used as the equivalent of low level performance. (Liu et al, 2015).

2.4.The 3-Circle Model

In a study by Taigiuri and Davis (1996), published in the Family Business Review, it was stated that there are typically three different groups in family-run businesses that express the relationship and status of these groups. The 3-circle model comprises the interaction of 3 overlapping sub-systems. The sub-systems in the model are explained with the concepts of 'management, ownership, family' and the groups are defined as family members, employees and shareholders (Figure 1). The expectations of all 3 groups show differences from each other and this difference naturally creates the potential for 'conflict'. Therefore 'conflict' is a basic characteristic of family companies.

Different conflict situations are defined in the Taiguri and Davis (1996) studies: i) 'role conflicts' associated with the roles of family father, company owner and company manager, ii) conflict associated with each family member having the authority to speak on behalf of the family and to make different demands of the professionals [in this circumstance, each family member weakens the authority of other family members and creates uncertainty in the area of responsibility of family members. This can lay the ground for conflict between family members and professionals], iii) conflict between family members originating from not having clearly stated their own feelings.

Figure 1: 3-Circle Model



Reference: Taigiuri, R. & Davis, J. (1996). Bivalent Attributes of the Family Firm, *Family Business Review*, Vol: 9, No: 2, 199-208.

Within the framework of the 3-Circle Model, this research aimed to determine the potential effects on performance of conflict between family members working in the business who are and are not shareholders and professionals working in the business who are not family members and are not shareholders.

2.5. The Relationship between Conflict and Performance

Jehn (1995, 1997) stated 3 types of conflict, as relationship conflict, task conflict and procedural conflict. Relationship conflict is defined as incompatibility between individuals originating from factors such as personality, language and cultural differences. Task conflict is used to express differences of opinion directly associated with the content of the function. Procedural conflict refers to disagreements related to subjects such as the distribution of resources and the path followed to fulfill the tasks. A state of conflict between family members and professionals may emerge directly associated with all 3 types of conflict. For example, personality differences between family members and professionals, disagreements about function content or the design of operational procedures can each be a cause of conflict. However, the point questioned here is the effects of conflict on personal performance.

Task and contextual performance are the main sub-dimensions of employee performance. Goodman and Svyantek (1999) describe task performance as the activities written in the job descriptions that contribute the task performance. Contextual performance is viewed as discretionary behaviors not formally required by any particular job, yet helping to form the social context of all jobs (Javahar and Carr, 2007). Contextual performance includes behavioral elements such as helping and cooperating with others, volunteering for additional task activities, persisting with extra effort, following rules and procedures, and endorsing organizational objectives (Borman & Motowidlo, 1993). Borman and Motowidlo suggest that task and contextual performance have different meanings in four ways. First, task activities contribute either directly or indirectly to the technical core of the organization. Contextual activities, however, support the organizational, social, and psychological environment in which task performance occurs. Second, task activities vary between different jobs within the same organization. Contextual activities, however, are common to many (or all) jobs. Third, task activities are role-prescribed and are behaviors that employees perform in exchange for pay. Contextual behaviors, however, are less role-prescribed. Finally, the important human characteristics for completing task activities are knowledge, skills, and abilities. These knowledge, skills, and abilities usually covary with task proficiency. For contextual performance, the major sources of variation are employee predispositions and volition.

There are various studies relating the types of conflict to the employee performance. The study by Khan et al. (2009) revealed that the employee's performance is adversely affected in the wake of task conflict. It has been experienced that employee's performance depletes between 24 percent and 43 percent on account of task conflict and there is a strongly negative relationship between task conflict and an employee's performance. Another study carried out by Anwar et al. (2012) indicated that the task conflict is negatively related with employee's performance in banking sector. In other words, as the task conflicts increases the employee's performance declined. Meier et al. (2013) examined the effects of the relationship and task conflict on angry mood and somatic complaints. The research indicated that there is a prospective effect of relationship conflict on angry mood. Said et al. (2016) confirmed the relation between conflict and individual performance. In this study, Said and colleagues claimed that the conflict in communication affect the job performance. Researchers recommend that the organization increase their level of communication in order to reduce the conflict among employees so the employees can perform well in their works. Lu et al (2011) examined the effects of task and relationship conflict on the workplace behaviours of the individual and there was found to be a negative relationship between the organisational citizenship behaviour and knowledge sharing behaviour of individuals involved in conflicts. In another study, Perez et al (2015) stated that task and relational conflicts created a significant effect on bullying in the organisation. When the subject is evaluated in

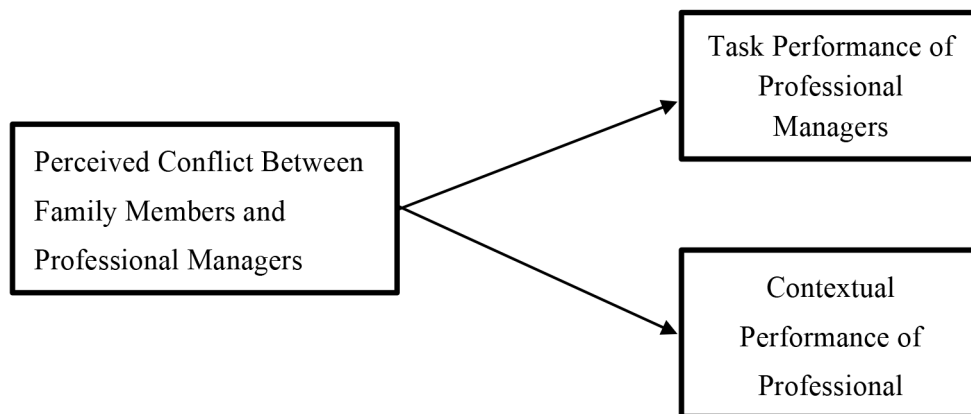
the context of work-family conflict, it has been found that work-family conflicts result in emotional burnout in individuals (Zhang et al, 2012). The above-mentioned studies demonstrate that conflicts which can be experienced between family members and professional managers could have negative effects on the 'individual' performance of both parties. In contrast, there are studies which have revealed that a state of conflict makes a positive contribution to innovative work processes (Chen et al, 2012).

In conflict management literature, not only individual based performance but also the team based performance examined in terms of conflict. The relationship between conflict and team performance has often been investigated by various studies (Jong et al, 2008; Jehn et al, 2012; Wood et al, 2011; Liu 2009; Ayub and Jehn, 2014). When a 'top management team' is formed of family members and professionals together, the team performance-conflict relationship can be said to be important. In particular, a conflict network structure to be formed in the context of social network theory, reveals which family member and which professionals are in most conflict. In this context, Jen (2013) researched the effects on individual work performance and job satisfaction of conflicts experienced by individuals defined within the social network. The findings of that study revealed a negative correlation between conflicts experienced within the social network and the performance and job satisfaction of individuals. As conflict increased, so individual performance and job satisfaction decreased. In that study, Jehn reported that situations of tension, enmity or harassment caused disagreements between individuals, with loss of time and energy by team members and a fall in general productivity. From the perspective of these studies mentioned above show that there is a relation between conflict and performance both individual and team based.

3. Research Model and Hypothesis

The research was conducted to analyse the effects of conflict between family members and professional managers on the performance of professional managers. In the framework of this aim, the model shown in Figure 2 was taken as the basis. The case of conflict was included as an independent variable in the model. The professional manager performance was taken as a dependent variable. The performance as a dependent variable was analysed by two sub-dimensions (task performance and contextual performance).

Figure 2: Research Model



In the framework of this model, there were 5 basic questions of the research in general.

1-Is there a perceived conflict between family members and professional managers?

2-If there is a perceived conflict between family members and professional managers, how is the performance of professional managers affected?

3-What are the fundamental reasons for perceived conflict between family members and professional managers?

The following hypotheses were formed taking the model as the base and including the above-stated research questions.

H1: There is a conflict between family members and professional managers.

H2: The perceived conflict between family members and professional managers have a statistically significant effect on the overall performance of the professional managers.

H2a: The perceived conflict between family members and professional managers have a statistically significant effect on the task performance of the professional managers.

H2b: The perceived conflict between family members and professional managers have a statistically significant effect on the contextual performance of the professional managers.

4. Method, Scales and Sampling

The research data was collected by survey. Questionnaires were completed either face-to-face or on the Internet. In the face-to-face applications, the researcher asked the questions to family members and professional managers. In the web applications, a link was provided on 'survey.com' for the participants to access the questionnaire.

Three scales were used to measure the dependent and independent variables in the study. In all the questionnaires, a 5-point Likert Scale was used from (1)= absolutely disagree to (5)= absolutely agree. The scales used in the study and statistical properties are given below.

4.1. Organizational Conflict Inventory

The Organizational Conflict Inventory (ROCI-I) developed by Rahim (1983) was the first scale to measure the level of organisational conflict and consists of 3 independent variables (inter-personal, intra-group, inter-group). The second scale developed by Rahim and Magner (1995), the ROCI-II, consist of 5 sub-scales (integrating, avoiding, dominating, obliging, and compromising) assessing how the managers deal with the conflicts. The ROCI-II was introduced into Turkish literature by Kozan and Ilter (1994) and with a scale consist of 28 statements. The Cronbach alpha coefficient of the scale has been determined as 0.76.

4.2. Performance Scale

Performance scale consist of 17 statements was developed to measure the performance perceptions of professional managers. The first 9 statements in the scale were developed by Goodman and Syvanteck (1999) to assess task performance. The other 8 statements were developed by Jawahar and Carr (2007) to measure contextual performance. The task and contextual performance scales were translated into Turkish literature and tested in terms of reliability and validity by Bağcı (2014). It was

reported that both scales are reliable ($\alpha=0.88$ for task performance and $\alpha=0.85$ for contextual performance).

4.3.Reasons of Conflict Scale

The reasons of conflict scale was formed based on the list of reasons stated in the study conducted by Baykal and Kovancı (2008). A total of 23 possible reasons for conflict between managers and subordinates were given in the study. The 23 reasons were reviewed and it was decided to include 13 reasons in the current study which were considered would contribute to the aim of the study. The reliability level of the scale is 0.79 for this study.

In addition, 5 items (gender, age, education, length of service, position) were added to determine the demographic characteristics of the respondents. The sections of the questionnaire, the measurement scales used and the number of statements in the scales are shown in Table 1.

Table 1: Questionnaire sections and number of statements

Questionnaire Sections	Statements
Organizational conflict inventory	28
Performance scale	17
Reasons of conflict scale	13
Demographic statements	6
Total	64

The main population of the study sample was all family-run businesses in Turkey. However, as it was not possible to contact the whole population in terms of time and cost, data were gathered with rational and snowball sampling methods. The criteria applied in the context of rational sampling were as follows:

- The business to be included in the research had the status of a family-run business,
- The family member to be included in the research was employed in a formal position in management,
- The professional manager to be included in the study was employed in a position with a function directly associated with a family member or members and was in regular contact with them.

Table 2: Demographic characteristics of the sample

		N	%
Gender	<i>Female</i>	73	36.7
	<i>Male</i>	126	63.3
Age	<i>20-30</i>	65	32.7
	<i>31-40</i>	76	38.2
	<i>41-50</i>	52	26.1
	<i>51 and above</i>	6	3
Education	<i>High school</i>	19	9.5
	<i>Associate degree</i>	10	5
	<i>Bachelor's degree</i>	129	64.8
	<i>Post-graduate degree</i>	39	19.7
	<i>Doctorate</i>	2	1
Length of service	<i><1 year</i>	7	3.5
	<i>1-5 years</i>	84	42.2
	<i>6-10 years</i>	44	22.1
	<i>11-15 years</i>	23	11.6
	<i>>16 years</i>	41	20.6
Position (Family Members)	<i>Owner of the Business, Manager, Assistant Manager</i>	56	97
	<i>Specialist</i>	2	3
Position (Professional Managers)	<i>Director, Manager, Supervisor</i>	108	79
	<i>Specialist, Analyst</i>	28	21

The research was applied to family-run businesses operating in the food, textile, automotive and service sectors. In this framework, a total of 199 individuals were surveyed, comprising 60 family members and 139 professional managers.

The demographic characteristics of the respondents are shown in Table 2. When the general profile is examined, it can be seen that the % 63.3 are males, % 70.9 aged 20-40 years, % 84.5 with a university degree or post-graduate qualifications and % 45.7 are below 5 years, % 45.3 are above 5 years length of service. In other words, it is possible to say that the respondents were relatively young, with a moderate length of service and high level of education, have a upper managerial position.

5.Results

In this study, reliability analysis of the scales was applied first. The results of the reliability analysis of the 3 separate scales and the sub-dimensions are shown in Table 3. It can be seen that the reliability levels of the scales were high.

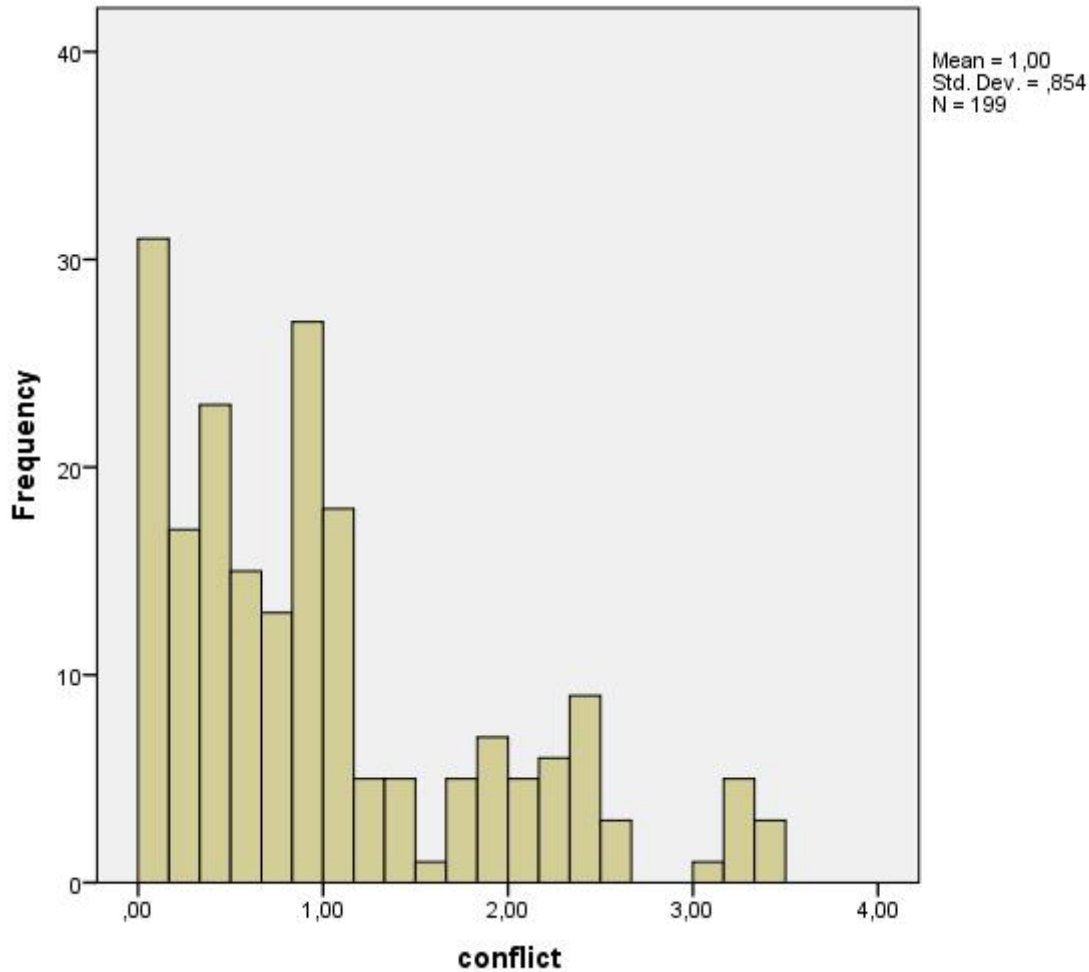
Table 3: Reliability Analysis Results

Scales	Cronbach Alpha
Organizational conflict inventory	0.72
Performance scale	0.86
<i>Task performance sub-scale</i>	<i>0.81</i>
<i>Contextual performance sub-scale</i>	<i>0.75</i>
Reasons of conflict scale	0.79

At this stage of the study, analysis was made which tested each of the hypothesis.

H1: There is a conflict between family members and professional managers.

First it was attempted to determine whether or not there was conflict between family members and professional managers. To find out the possible conflict, it was necessary to create an index. Using basic component analysis, means were calculated on the organizational conflict inventory and size reduction was made on the basis of mean values. To be able to see the compatibility of the size reduction of the basic component analysis in respect of the data set, firstly the KMO and Bartlett tests were applied. The test results (KMO 0.667, Bartlett sig. <0.05) showed that the size reduction was compatible with the basic components analysis of the data set. Following the compatibility test, the 28 statements in the organizational conflict inventory scale were reduced to 9 dimension. The 9 dimensions determined had an explanatory power of 68% of the 28 statements in the organizational conflict inventory. The 9 dimensions were reduced to a single factor for index studies. Values of 1 and above on the single reduced dimension expressed a 'non-conflict state' and values below 1 showed a 'state of conflict'. The states of conflict and non-conflict are shown in the histogram in Graph 1. Graph 1 shows 63.3% below 1 and 36.7% above 1. In this context, it was determined that the family members and professional managers have a general perception that they are in conflict. Therefore, H1 hypothesis was accepted.



Graph 1: Principle Components Analysis (Conflict Status)

H2: The perceived conflict between family members and professional managers have a statistically significant effect on the performance of the professional managers.

H2a: The perceived conflict between family members and professional managers have a statistically significant effect on the task performance of the professional managers.

H2b: The perceived conflict between family members and professional managers have a statistically significant effect on the contextual performance of the professional managers.

Before regression analysis, normal distribution and homogeneity variances was tested. The normality test results show that the skewness and kurtosis values of the 3 scales used in the study were between -1 and +1, which reflected that these values met the normality hypothesis (Kalayci, 2005). As seen in Table 4, it was determined that as all the scales were within acceptable limits, they met the normality hypothesis. In addition, in the normality tests all the scales were reviewed on the basis of 'outlier'. In this context, 4 outlier values which were determined in the organizational conflict inventory were removed from the data set and the normality analysis was applied. From another perspective, according to the Central Limit Theorem, whatever the distribution of the main mass, if the size of the sample is sufficiently large ($n > 30$), the distribution of the sample means conform to normal distribution. Therefore, as the sample size was 199 in this study, it can be said that the means conformed to normal distribution. The variance homogeneity test was applied as another pre-condition of regression analysis. As seen in Table 4, the variance of the data related to all the scales was homogenous ($p > 0.05$). Therefore, it can be said that the pre-assumptions were met for regression analysis.

Table 4: Normality and variance homogeneity test

	Normality Test		Variance Homogeneity Test			
	<i>Skewness</i>	<i>Kurtosis</i>	<i>Levene statistic</i>	<i>df1</i>	<i>df2</i>	<i>Sig.</i>
Performance	0.247	-0.835	0.158	1	197	0.691
Organizational conflict	0.244	-0.050	2.394	1	197	0.123
Reasons of conflict	0.310	-0.433	0.970	1	197	0.326

Linear regression analysis (Table 5) was applied to be able to determine how the overall, task and contextual performance of professional managers are affected by conflicts. The regression analysis was applied separately for the dimensions of general, task and contextual performance. The Anova results show that there is a statistically significant relationship ($F=4.463$, $p < 0.05$) between the general performance of the professional managers and the conflict between family members and professional managers.

When performance was examined on the basis of the sub-dimensions, no significant relationship was determined between the perceived conflict and task performance of professional managers ($F=0.425$, $p > 0.05$). In contrast, a significant relationship was determined between perceived conflict and the contextual performance of professional managers ($F=11.755$, $p < 0.05$). As seen from the Beta values, for every increase of one unit in the non-conflict status, there was a 0.917 unit increase in the general performance of professional managers. Similarly, for every increase of one unit in the non-conflict status, there was a 0.340 unit increase in the contextual performance of professional managers. While these findings confirm the acceptance of H2 and H2b hypotheses, H2a hypothesis

was rejected. The Durbin Watson test was applied to test whether or not there was any auto-correlation between variables. The results obtained (overall performance 1.706, task performance 1.558 and contextual performance 1.898) showed that there was no auto-correlation between statements.

Table 5: Regression analysis results of the effects of perceived conflict on the professional manager's performance

Enter Method N=139	Model summary			Anova			Coefficients		
	<i>R</i>	<i>R Square</i>	<i>Durbin Watson</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
Model 1:							0.197	2.113	0.036
Performance (overall)	0.178	0.032	1.706	1	4.463	0.036	3.651	12.100	0.000
Perceived conflict							(constant)	(constant)	(constant)
Model 2:							0.069	0.652	0.516
Task performance	0.056	0.003	1.558	1	0.425	0.516	4.075	11.903	0.000
Perceived conflict							(constant)	(constant)	(constant)
Model 3:							0.340	3.429	0.001
Contextual performance	0.281	0.079	1.898	1	11.755	0.001	3.173	9.861	0.000
Perceived conflict							(constant)	(constant)	(constant)

Another question in the research was what could be the reasons for conflict between family members and professional managers. In this context, the reasons of conflict scale was applied to the respondents. The mean and standard deviation values for each statement are presented in Table 6. As seen in Table 6, both family members and professional managers stated similar opinions on which factors caused or provoked conflict. This shows that the reasons of conflict are seen quite clearly by both parties. In these circumstances, as there is agreement by both sides on the reasons, deriving alternative solutions will provide a more rapid result.

When the mean values are considered, it can be seen that demographic factors (age, gender, education, seniority) are not perceived to be a cause of conflict between family members and professional managers. Thus it was determined that age, gender, education, and tenure do not constitute a reason for conflict between family members and professional managers. When examined in detail, it can be said that the difference in seniority between family members and professional managers was very clearly not perceived as a cause of conflict (3.10). The reason for this is that 67% of the participating family members, and 63% of the professional managers had seniority of 1-10 years. As the seniority range showed a great similarity for both family members and professional managers, the factor of seniority is not considered as a clear cause of conflict.

Similarly, when the age ranges are examined, 78% of the family members and 68% of the professional managers were in the 20-40 years age range. Thus, as a similar age range was determined, the factor of age was not considered as a cause of conflict (2.96). The same comment can be made for the factor of education as 80% of family members and 87% of professional managers had a university graduate or postgraduate level of education. In this context, that family members and professional managers had a similar level of education, indicates that the factor of education can not be included as a cause of conflict. When the gender of the study respondents was examined, it was seen that 63% of both family members and professional managers were male and 37% female. Despite the significant

difference in the male-female ratio, gender was not stated to be a cause of conflict by the respondents (2.30).

Of the reasons of conflict between family members and professional managers, lack of confidence had the highest score (4.18), and a relatively higher mean value was seen in the family members (4.28) than in the professional managers (4.14). This was perceived to be the most significant reason for conflict by both parties. The second most important factor perceived as a cause of conflict between family members and professional managers was a difference in management styles (4.12). It would not be wrong to say that significant differences were found in the approach to management styles of family members and professional managers.

The research determined that there was a lack of collaboration and co-ordination in the context of management activities between family members and professional managers. Therefore, lack of collaboration and co-ordination was seen as a cause of conflict (4.06). There were also found to be problems in information-sharing, which is the most critical pillar of collaboration and co-ordination. Thus it was seen that information was not shared effectively between the two sides and this was given as a reason for conflict (4.05). It must be said that a communication problem is one of the fundamentals of information-sharing behaviour that does not provide collaboration and co-ordination. It was determined that there was not effective communication between family members and professional managers and was perceived as a cause of conflict (4.02).

Another factor creating the perception of conflict was the difference in the rate of compliance to change of both sides (3.97). In other words, the incompatibility in the rate of the reaction to change in general was perceived as a cause of conflict. Similarly, other factors constituting a reason for conflict were found to be lack of clarity in the definition of the work of the professionals (3.97) and differences in objectives of both parties (3.84).

In the light of these findings, the reasons of conflict between family members and professional managers can be listed in order of importance as follows:

- 1-Lack of confidence
- 2-Difference in management styles
- 3-Lack of collaboration and co-ordination
- 4-Ineffective information sharing
- 5-Ineffective communication
- 6-Differences in the rate of compliance to change
- 7-Unclear definition of work
- 8-Differences in objectives

Table 6: Reasons of conflict mean and standard deviation values

Reasons	Family Members			Professional Managers			All Respondents		
	<i>N</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>N</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>N</i>	<i>Mean</i>	<i>Standard deviation</i>
Education difference	60	3.47	1.05	139	3.20	0.94	199	3.28	0.98
Seniority difference	60	3.20	1.07	139	3.05	1.06	199	3.10	1.06
Age difference	60	2.93	1.22	139	2.97	1.10	199	2.96	1.14
Gender difference	60	2.07	1.09	139	2.40	1.21	199	2.30	1.18
Personality differences	60	3.60	1.15	139	3.70	0.97	199	3.67	1.03
Ineffective communication	60	4.05	0.95	139	4.01	1.05	199	4.02	1.01
Lack of effective information-sharing	60	3.95	0.91	139	4.09	0.81	199	4.05	0.84
Lack of collaboration and co-ordination in work	60	4.17	1.03	139	4.01	0.91	199	4.06	0.95
Differences in the rate of compliance to change	60	4.12	0.78	139	3.91	0.81	199	3.97	0.81
Differences in management styles	60	4.13	1.00	139	4.12	0.82	199	4.12	0.87
Lack of confidence	60	4.28	0.80	139	4.14	0.83	199	4.18	0.82
Unclear definition of work	60	4.18	0.83	139	3.88	1.04	199	3.97	0.99
Differences in objectives	60	3.80	1.10	139	3.86	0.84	199	3.84	0.92

6. Conclusion and Suggestions

The most significant finding of the research was that there was a perception of conflict between family members and professional managers and this perception of conflict had an effect on the performance of professional managers. From a contrary perspective, it has been determined that a non-conflict status has an effect on the general performance of professional managers. However, this effect is different in the sub-dimensions of task and contextual performance. While the analysis results showed that a non-conflict status had no effect on the task performance of professional managers but there was determined a statistically significant and positive effect on contextual performance.

When there is a non-conflict status between family members and professional managers it is possible to say that will have a positive effect on the above-mentioned 5 basic dimensions of contextual performance. Therefore, it is of great benefit for family members in particular to create a non-conflict environment which will develop the contextual performance of professional managers.

Another question researched in the study was whether or not the perceptions of conflict were different according to family members or professional managers. The analysis results showed that the perceptions of conflict is similar in both parties. In this context, the reasons for conflict were questioned. The respondents stated that lack of confidence, differences in management styles of the two parties, lack of collaboration and co-ordination, ineffective information sharing, ineffective communication, differences in the rate of adaptation to change, unclear job descriptions and differences in objectives were all reasons of conflict. Policies taken against these reasons would strengthen the non-conflict status. In the context of lack of confidence, formal contracts would ensure job security on a legal basis and social interaction could strengthen greater trust in each other for both sides.

Differences in management styles could be removed by providing more effective mechanisms for professional managers to participate in management. It could be possible to create similar perspectives on management subjects through participation in training and development programs, which would

provide management development in particular. Effective communication takes a key role in collaboration and co-ordination processes between the two sides. Increased interaction should be provided through more active use of formal and informal communication channels and through information sharing via these channels. Regular formal meetings, reporting systems, databases with intranet support or dialogues established in informal environments will increase information sharing.

On the other hand, change requires a process showing a rapid reaction. Environmental conditions of varying rates require an increase in the speed of reactive and proactive reactions shown. This is directly related to the collaboration and information sharing demonstrated by both parties on the subject of change management. Unclear job descriptions are seen to be another reason for conflict. Therefore, it is important to clarify the task areas of professional managers and to establish a formal structure with job descriptions. A strategic management process that will be configured in family-run businesses must be created by both sides equally in respect of the clarification of targets.

The components shown to be potential reasons of conflict which were determined in this study can be said to be associated with the low level of institutionalisation of the family-run businesses in the research. Therefore, it would seem that most of the reason of conflict (communication, information sharing, management style, job description, co-ordination etc.) could be resolved with an institutional structure. Thus, it should not be ignored that with every step taken towards institutionalisation, conflict between family members and professional managers will significantly decrease.

7. Limitations and Future Research

The most significant limitation was the difficulty of contacting family members to participate in the study. Furthermore, the sample number was negatively affected by the avoidance of professional managers due to concerns about personal evaluations about the family members because of job security. The busy family members and professional managers that have limited time to join the research is another limitation of this study. So it was difficult for us to increase the number of participants. The future research would be designed in terms team based effects in the context of conflict management. So, the individual and team perspective will be integrated and could be compared.

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