Family Businesses, Internal Resource Dependence and Institutionalization

Feride BAL
Editor: Olcay Bige AŞKUN

ÖZGÜR PRESS

Family Businesses, Internal Resource Dependence and Institutionalization

Feride BAL

Editor: Olcay Bige AŞKUN

ÖZGÜR PRESS

Published by
Özgür Yayın-Dağıtım Co. Ltd.
Certificate Number: 45503

15 Temmuz Mah. 148136. Sk. No: 9 Şehitkamil/Gaziantep
+90.850 260 09 97
+90.532 289 82 15
www.ozguryayınlari.com
info@ozguryayinlari.com

Family Businesses, Internal Resource Dependence and Institutionalization
Feride BAL • Editor: Olcay Bige AŞKUN

Language: English
Publication Date: 2023
Cover design by Mehmet Çakır
Cover design and image licensed under CC BY-NC 4.0
Print and digital versions typeset by Çizgi Medya Co. Ltd.

ISBN (PDF): 978-975-447-805-1

DOI: https://doi.org/10.58830/ozgur.pub333

Suggested citation:
Bal, F., Aşkun, O. B. (ed.) (2023). *Family Businesses, Internal Resource Dependence and Institutionalization.* Özgür Publications. DOI: https://doi.org/10.58830/ozgur.pub333. License: CC-BY-NC 4.0

This book is based on the author's thesis research in the field of Management and Organization at Marmara University, Department of Business Administration.

The full text of this book has been peer-reviewed to ensure high academic standards. For full review policies, see https://www.ozguryayinlari.com/

Contents

Introduction

Family businesses have been recognized throughout history as important economic entities. Family businesses are the longest-lived and most common institutions in the world. Family businesses are an important business group within the small and medium-sized enterprises (SMEs) sector, and family businesses also constitute the majority of large businesses in the world (Yılmaz & Tüzüner, 2021). Looking at the presence of family businesses around the world, it is seen that the weight of these businesses in national economies is quite high. In the past, family businesses were often perceived as the weakest type of business and if they were successful, it was concluded that this success was despite the family members. However, research shows that family businesses account for about 90% of all businesses (Astrachan & Shanker, 2003). These rates continue to be similar today (Yılmaz & Tüzüner, 2021).

Businesses that continue to exist in economic life are mostly either family businesses or businesses that have started commercial life as family businesses. The majority of Small and Medium-Sized Enterprises (SMEs) are family businesses and the ratio of these businesses to total businesses is 97.1% in the USA, 99.8% in Germany, 99.4% in Japan, 80% in Spain, 85% in Switzerland, 95% in Italy, 75% in Canada and 95% in Turkey (Güleş, Arıcıoğlu, & Erdirençelebi, 2013). In the light of all these data, it is seen that family businesses contribute significantly to the world economy and that these businesses have an importance worthy of research..

In addition to the globalization phenomenon, which has been in effect worldwide for a long time, successive economic crises make it necessary for businesses to restructure and show that existing management approaches are insufficient. Since the 1990s, a new concept has been added to the business world and this concept is “ Institutional Management”. While the concept of corporate governance was mentioned for the first time in Europe, the United States and Japan in the 80s, Turkey was introduced to this concept in the 90s. The ability of family businesses to operate in the sector, region, country and international areas where change and competition are very intense depends on the implementation of the institutionalization process (Güleş, Arıcıoğlu, & Erdirençelebi, 2013). Family businesses are the most complex of business types, and the operational and strategic problems caused by the intertwined ownership, control and management in these businesses increase the complexity. The failure of family businesses to institutionalize or deinstitutionalize not only harms them, but also the national economy (Craig & Moores, 2006). Corporate governance is not only about the corporate governance of the various parties (i.e. the shareholders, executives and investors) to improve relations between them. but also to ensure that appropriate resources are available among competing users. It is also a system that supports the provision of business objectives. It is also a system that supports the the structures in which objectives are formulated and the means of achieving them, as well as the performance also enables to examine whether or not it is realized (Brown & Caylor, 2006). Institutionalization process is a process in which certain problems in the structure of the enterprise is the organization of the system that develops a differentiated behavior towards its solution (Eisenhardt, 1989). This process is the process by which the informal norms of a formal structure to uncover, to operationalize improvements, to improve managerial As a result of the creation of rituals and paradigms, it involves the prioritization of business objectives in problem solving and adaptation (Selznick P. , 1996).

Organizations depend on their environment for the resources they need to survive and thrive. However, the supply of these resources depends on the complexity, dynamism and richness of the environment. In the event of changes in the environment, existing resources become more scarce and valuable and uncertainty increases due to reasons such as new competitors entering the market. There are two situations that indicate the degree to which organizations depend on another organization for a particular resource. The first is how important this resource is for the survival of the organization, and the second is the extent to which it can control the resources of other organizations. The fact that resources are scarce and valuable inputs is crucial for the survival of an organization. Organizations aim to minimize their dependence on other organizations for the scarce resources in their environment and to find ways to influence these organizations in order to access the necessary resources. In other words, it is necessary to use influence over other organizations to obtain resources and to respond to other needs and demands in the environment (Jones, 2017).

In the definitions of the concept of dependency, the explanations about "why dependent organizations are dependent despite being in a disadvantageous position in dependency and power relations" emphasize the belief that dependency is an undesirable situation. The undesirability of dependency is evaluated as the effects that dependent organizations are forced by powerful organizations in the dependency relationship (Crook & Combs, 2007). Resource dependence theory also assumes that organizations try to get rid of the dependency relationship (Pfeffer & Salancik, 2004). In this context, in the literature review on resource dependence theory, organizations take some strategic actions to get out of the dependency relationship (Wry, Cobb, & Aldrich, 2013).

The resource dependence theory explains the concept of dependency with a single aspect and it is thought that the studies conducted in this context are insufficient. In this respect, it can be said that there are some paradoxes and uncertainties in the definitions of the theory regarding the concept of dependency. These paradoxes and uncertainties have caused the studies in this field to remain limited within a narrow framework. One of the reasons for the design of this study is that there is no study on the question of "why organizations prefer to be in a dependency relationship" in the literature on resource dependence theory. In this context, this study focuses on internal resource dependence, which is almost never studied, and two different aspects of this dependence rather than the distinction between internal and external resource dependence within the scope of resource dependence theory. It is argued that dependence is not always necessary or undesirable, but in some cases desirable. Why dependency is desirable is investigated within the scope of this study and its place in the functioning of enterprises is tried to be revealed. Therefore, this study offers an alternative perspective to the dependency explanations in the resource dependence theory. In other words, this study argues that businesses have desired dependencies as well as undesired dependencies. It is tried to be presented with the justifications that dependencies may be desirable in some cases. How both desirable and undesirable dependencies may vary in different business structures is also questioned within the scope of this research. The problematic of whether or not businesses have a corporate structure or not, and how these dependencies differ in the perspective of these dependencies or in the preference of dependencies constitutes the scope of this study.

This study examines the institutionalization of family businesses and internal resource dependencies in these businesses. The aim of the study is to learn about the types of these dependencies by focusing on internal resource dependency from the perspective of resource dependency and to understand its relationship with the concept of institutionalization. In this context, internal resource dependencies seen in family businesses and their causes are investigated and ways to reduce and/or eliminate these dependencies are investigated. It is thought that reducing dependencies will also contribute to the institutionalization of businesses. In addition, it is aimed to expand the assumptions of resource dependency theory, to examine dependencies from the perspective of enterprises and to question why some enterprises willingly create dependencies. This study is designed with all these problematics in mind. Within the framework of all these objectives, the study consists of five chapters. Each chapter has a separate importance in the overall design of the study. In the first part of the study, family businesses and the differences and advantages of these businesses from other businesses are examined and the reasons why they are discussed in this study are explained. In the second part, resource dependence theory, its assumptions and basic arguments are explained and internal resource dependence and its types, which are the main subject of this study, are evaluated. In this context, it is aimed to provide a different perspective on resource dependence theory. The purpose of this section is to show that the resource dependence theory defines the phenomenon of dependence based on the same criteria and considers it as an undesirable situation, and in addition to this, this study aims to explain that there can be a desired type of dependence. How businesses see, evaluate and react to dependencies will be investigated. The third part of the study focuses on the institutionalization and deinstitutionalization of enterprises. Institutionalization is discussed from the perspective of family businesses, which are thought to be more difficult to institutionalize, and its impact on the structure and/or reduction of dependencies is evaluated. The fourth part of the study is the methodology of the research. The last section includes the conclusion and evaluation. In this section, the statements in the findings are discussed and suggestions are made for future research.

CHAPTER 1

1. The Concept and Scope of Family Businesses

Family businesses constitute one of the most important subjects of business administration. In this context, family businesses are seen as an important field that examines the relationship between the business and the founder and the founder's family. In family businesses, there are different forms of relationships and the dimensions of these relationships are as follows: Psychological, sociological, cultural, economic, legal, social and political. The fact that family businesses are seen very intensively in national economies increases the importance of this issue (Koçel, 2018).

Research on family businesses in recent years has mainly focused on defining family businesses and their basic characteristics. Although there are many definitions of family businesses, there is no general consensus on the concept. The most common definitions are used to understand the differences between family and non-family businesses and to explain the conceptual and operational definitions of family businesses. In general, much of the research on family businesses over the last decade has paid little attention to the organizational level and more attention to the individual or group levels. The focus is on organizational vision and culture, development, marketing strategies used, human resource practices, inter-organizational relationships and so on (Sharma, 2004).

1.1. Conceptual Framework and Characteristics of Family Businesses

Family businesses constitute the vast majority of the world and national economy and play an important role in increasing economic welfare and employment (Duh, 2012). Numerous attempts have been made to articulate conceptual and operational definitions of family businesses. However, none of these attempts have resulted in a generally accepted definition and no consensus on the concept of family business has been reached in the literature. The focus of most of these efforts has been on definitions that distinguish family businesses from non-family businesses. It is argued that the activities of family and non-family businesses differ in certain aspects. These differences include external and internal environmental perceptions, strategic orientation, corporate vision and culture, competitiveness, human resource management, and financing. In addition to these differences, the main feature that classifies a firm as a family business in this definition is the involvement of a family in the business and this is measured by its influence on the business through ownership, management and/or senior management (Zellweger, Eddleston, & Kellermanns, 2010). These studies also suggest that family businesses differ according to the degree of family involvement (Sharma P. , 2004). When family businesses are compared with non-family businesses, it is seen that family businesses have different developmental characteristics and it is also suggested that family businesses have significant differences from non-family businesses in strategic and organizational dimensions. The most important difference in the concept of family business is how a family influences the behavior of the business (Steier & Ward, 2006). The fact that family businesses are recognized as the most dominant form of business enterprise in the world and that their prevalence and influence have increased shows that definitions have changed significantly over time (Sharma, Chrisman, & Gersick, 2012). Different criteria can be used to define family businesses and distinguish them from non-family businesses. These criteria include ownership, strategic control, the involvement of more than one generation in the business, and the intention to remain family-owned. Depending on the stage of business life, these criteria are seen as important characteristics to identify a family business (Astrachan & Shanker, 2003). As a result, it is seen that it is not correct to express family businesses with a single definition and family businesses should be analyzed in different dimensions.

When the definitions of family businesses are analyzed since the past, many different opinions are reached as a result of different perspectives, experiences and observations. Some of these are as follows;

Researchers who focus on the number of generations in defining family businesses consider these businesses as businesses in which at least two generations of a family are involved and family relations interact with the policy of the business and the interests and goals of the family. Another definition in the literature emphasizes the concept of control, which in practice is considered as a type of business controlled by members of a single family. Barnes & Hershon (1994) also draws attention to the concept of control by defining it as businesses where the control of the business is in the hands of an individual or members of a single family. In definitions where the focus is on ownership and management, family businesses are defined as a partnership or a board with the aim of making a profit, and also as businesses managed by the family, even if some of the shares are publicly traded. In another definition, it is considered as a type of business in which family members influence the policy and management of the business and this influence is realized through ownership or through the participation of family members in management (Davis P. , 1983).

As the research on the concept of family businesses increases, different focal points are combined, new dimensions are added and definitions are further developed. In the definitions of family businesses, where it is argued that two or more family members influence the course of the business, the participation of family members in management is added to the emphasis on ownership and control. (Davis & Cobb, 2010). Focusing on the concept of management, Handler (1989) defines family businesses as businesses that are influenced by family members serving in management or on the board and where leadership succession by family members determines key operational decisions and plans (Handler, 1989).

In addition to all these definitions, Sonfield M. C., (2005) defines family businesses as businesses in which family members have legal control over ownership, Dreux (1990) defines family businesses as economic enterprises controlled by one or more families with sufficient influence in organizational management to substantially influence or mandate activities, Gallo & Sveen (1991) defines family businesses as businesses in which a single family owns the majority of shares and has complete control, Holland & Oliver (1992) defines family businesses as businesses in which decisions regarding ownership or management are influenced by a family or families.

Carsrud (1994) argues that the ownership and policy-making process of family businesses is dominated by members of the "emotional kinship group". Chua, Chrisman, Sharma (2003) explain it as a business that is managed for the purpose of shaping and sustaining the business vision of the family or families controlled by members of the same family or a small number of families in a potentially sustainable manner over generations.

There are many characteristics that differentiate family businesses from other types of businesses. These characteristics are suggested by different researchers in different studies and are seen in the vast majority of family businesses. Policy and management in family businesses are subject to the influence of one or more family members. This influence is realized either through ownership or through the participation of family members in management. It is the interaction between two groups of organizations, the family and the business, that creates the essential character and defines the uniqueness of family businesses (Davis P. , 1983).

The dynamics, culture, management, leadership styles, goals and strategies of family businesses differ from other businesses. The reason for this difference is that the business and family are considered together (Chrismana, Chua, & Steier, 2003). The founder or family member is the president and/or chief executive officer. The founder's own family members are employed by the business. The founder's family members can make decisions on issues brought to a shareholder vote. Managers accept the designation of their business as a family business (Holland & Boulton, 1984).

Another research summarizes the differences between family businesses and non-family businesses as follows (Morris, Williams, Allen, & Avila, 1997).

Table 1 Comparison of Family and Non-Family Businesses

Family Business	Non-Family Businesses
Family members in management positions have lifelong personal interests in the business.	The manager's interest in the enterprise is more limited to the specifics of the employment contract.
Family members can spend their entire careers in management positions.	Managers are rarely confined to a single firm for their entire career.
Family members have an indefinite sense of time	Managers have a shorter sense of time.
For family members (especially those in senior management positions), their own personalities and careers are seen as important indicators of business failure.	Business failure has relatively little personal impact on the manager.
A family member in a management position is unlikely to be dismissed.	A manager is more likely (or perceived likely) to be fired or to have his/her position eliminated.
Personal gain takes the form of a sense of pride in the organization's growth, success, job creation and family wealth creation.	Personal gains are in the form of development, promotion and increased salaries.
Organizational performance tends to be related to managerial skill.	Organizational performance tends to be less directly related to the skill of a particular manager.
Decision-making tends to be more centralized, but this can decline over generations.	Decision-making is often more participatory and team-based.
Internal control systems tend to be more informal.	Internal control systems tend to be more formalized.
Agency, even when planned, can be problematic and traumatic; rivalries may arise between family members, while conflicts may also arise between business management and heirs.	Agency may involve conflict and competition, but shareholders will monitor the process to ensure that it is carried out in a timely and orderly manner.
Managers who are family members are responsible to themselves and the family.	The manager is accountable to the shareholders.
Conflicts tend to advance a dynamic pattern that is cyclical; a conflict within the family can influence business decisions made at a much later date, which in turn affects future family dynamic	Conflicts tend to follow a more linear pattern such that their effects are more traceable and isolated over time.
Non-family employees can perceive the real limits of their upward mobility and personal opportunities within the enterprise.	Employees tend to have a greater equality of opportunity in terms of advancement and participation in decision-making; this can create more internal competition.
Family relationships can directly influence work relationships and vice versa.	While employees' personal lives affect their work performance, the impact is likely to be on the individual rather than the organization.

Table 1 shows the differences between family businesses and non-family businesses. There is no strictly accepted definition of family businesses in the literature. The studies that have been conducted offer definitions by focusing more on the differences. In this study, the unique characteristics of family businesses and the methods they have developed accordingly are taken into consideration. The importance of family businesses increases even more due to their high added value in national and international economies.

1.2. Advantages and Disadvantages of Family Businesses

Family businesses, which have an important place today, have some unique characteristics. Although family businesses share the same environment and economic conditions as non-family businesses, these businesses also have an additional family influence. While shareholders in non-family businesses do not have an emotional bond, there is an emotional bond that is usually prioritized in family businesses. The reasons for the existence of family and business differ from each other. This difference makes it necessary to manage both structures differently. The involvement of the family in the business can provide both advantages and disadvantages to businesses. These advantages and disadvantages are given in Table 2;

Table 2 Advantages and Disadvantages of Family Businesses (Kets de Vries, 1993)

ADVANTAGES	DİSADVANTAGES
Long-term adaptation process	Less access to capital markets
More freedom of movement	Having a complex organizational structure
Family culture is a source of honor	The phenomenon of nepotism
More flexibility in difficult times	Occurrence of spoiled child syndrome
Less bureaucracy and impersonality	Bringing family problems to work
Financial benefits	Centralized administration
Early work experience for family members	Financial tensions between family members
	The problem of devolution

From Table 2, where the advantages and disadvantages of family businesses are listed, some evaluations are made. The main advantages are as follows. (Kets de Vries, 1993);

- For family members, one of the main advantages of working in a family business is that they have the power to control the business and managing/controlling something in which they have a personal interest certainly creates a greater sense of independence.

- In family businesses, communication between family members leads to more realistic identification of business and individual goals, and thus organizational and personal goals are more accurately integrated.
- In family businesses, financing problems are mostly solved within the family and they can raise capital from their own partners and have financial resources that are difficult to obtain.
- Family businesses in general tend to take a longer-term view of their business. This means that family-owned managers may have a different perspective vis-à-vis their employees, customers, society and other important stakeholders, which can positively affect the quality of their products. Having the owners' names on the business makes them more conscious of their position vis-à-vis the community and more diligent in protecting their reputation. Often the business and its products affect the identity of family members and being associated with defective or poor quality products becomes a reflection on the self. For this reason alone, the family does not find it attractive to make short-term financial gains that could damage the reputation of the business.
- This long-term perspective brings more certainty about what kind of leadership will prevail in the firm. With effective succession planning, everyone knows who is next, which means less political behavior in the business. Family culture largely determines the prevailing attitudes, norms and values in the business. The values expressed by family members create a common purpose for employees and help to build a sense of identification and commitment. In well-managed family businesses, employees feel part of the family and have easier access to senior management. Such businesses generally have less bureaucracy and therefore faster and more effective decision-making.
- Another important advantage of family businesses is the extensive expertise of family members. The fact that family members have been in contact with the business since childhood enables them to gain more knowledge and experience.

The main disadvantages of family businesses are as follows (Kets de Vries, 1993);

- The biggest disadvantage of family businesses is "technical" difficulties. Another problem for family businesses is that they often have greater difficulty in capital markets. This hinders growth. The organizational structure of family businesses is often more complex and more difficult to understand. Authority and responsibility are not clearly defined and managers may do several different jobs. The decision-making hierarchy can be completely ignored.

- In family businesses, family logic often overrides business logic. Often family members are welcomed into the business regardless of their contribution and abilities. Senior managers show an extraordinary capacity to close their eyes to the weaknesses of their beloved sons or daughters. A non-family member working under a clearly incompetent family member causes him or her considerable resentment. When there is an imbalance between contribution and reputation, feelings of fairness cannot be sustained and the absence of fairness can undermine the need for trust, one of the foundations of business culture. Lack of trust affects the business climate, leading to lower job satisfaction, motivation and performance. The situation becomes even more ironic when, as in many family businesses, family members demand high levels of commitment from non-relatives. If management gives due credit to non-family members for work well done, such demands are seen as acceptable. However, when the family member employee adds little or no value, the business risks becoming a kind of welfare institution. Most businesses cannot afford to have too many of these people. Apart from the financial strain, it can lead to inefficiency and serious morale problems within the business. This jeopardizes the future of the business and also makes it difficult to attract talented managers who can help the business develop.
- One of the disadvantages of family businesses, which is emphasized by the concept of "spoiled child syndrome", is that busy family members rationalize this situation and cannot spare time for their families, resulting in a sense of guilt. In order to cope with this guilt, family members start bribing family members, which is seen as a compensation for being emotionally or otherwise unavailable.
- In family businesses that have survived for several generations and are run by large families, negative competition between family members is extremely common. As generations spread, it becomes more difficult to maintain a cohesive family unit. The danger in family businesses is that too much time is spent on conspiratorial activities and not enough attention is paid to the substance of the business.

- Family businesses are prone to autocratic management and founders tend to be authoritarian personalities. Ultimately, it is through their dominance and persistence that the business becomes successful.
- Of the many problems associated with family businesses, succession is the most insidious. And in succession planning, it is difficult for many people to accept the possibility of their own death. Some heads of family businesses (especially founder-owners) behave as if death is something that happens to everyone but them, and talking about their death is taboo. Raising the issue is seen as a hostile act and interpreted as wanting the person to die.

1.3. Contribution of Family Businesses to the Economy

Family businesses are the most basic form of organization. For thousands of years, children and parents have lived together and these families have engaged in hunting, gathering, agriculture and trade to make a living. The activities that have developed in this way are now transforming into large enterprises, ushering in a new era. These processes are considered normal in family and business relationships and are seen as the most natural course of life (Kaye, 2005).

Family businesses constitute an important input to the economic development and growth of the regions in which they are located and accelerate economic growth with their contributions (Zahra, Hayton, & Salvato, 2004). In addition to all these, the high proportion of family businesses in many countries also provides benefits such as increased employment. However, unfortunately, it is seen that the life span of family businesses, which have a serious place in the economy of many countries, is short. This situation seen all over the world is also valid for our country (Ward, 2004)

When we look at the “Fortune Global 500” list prepared by Fortune magazine every year according to the size of businesses, family businesses are ranked in the top 50 (Fortune, 2022).

Table 3 . Family Businesses in the Fortune Global 500 Top 50 in 2022

Order	Family Business	Annual Turnover (Billion $)
1	Walmart	572,754
10	Volkswagen	295,819
12	McKesson	263,966
15	Samsung Elektronics	244,335
23	Glencore	203,434

Table 3 shows that there is only one company from Turkey in the list. This is Koç Holding, ranked 357th with an annual turnover of 39,014 million dollars. What is noteworthy here is that Koç Holding is also a family business (some of the shares of some of the businesses within Koç Holding have partially lost their family business characteristics as they are traded on the stock exchange) (Fortune, 2022). When the entire list is analyzed, it is thought that the number of family businesses will increase even more..

1.3.1. Contribution to Turkish Economy

Family businesses, which are similar to the world average but even higher than this average in Turkey, constitute 95% of existing businesses. Family businesses are an important population that shapes and develops the business culture, entrepreneurial history, and social networks of a society. In addition to the unique characteristics of these businesses, they also reflect the characteristics of the society in which they are located, namely the pluralistic culture and the influence of religious norms (Umnu & Kesken, 2014). Values that examine paternalistic tendencies, conservatism, altruism, conformity and social order have the potential to shape economic and social relations (Schwartz, 1994).

When the life span of family businesses in our country is analyzed, the history of the businesses is only 70-80 years. Enterprises of a hundred years or more are generally small-scale enterprises. These businesses that have survived for many years are Cağaloğlu Hamamı (1741), Ali Muhittin Hacı Bekir (1777), Çukurova Gıda Sanayi (1783), Güllüoğlu (1885), İmam Çağdaş (1887), Tuzcuoğlu (1893). The common aspect of these enterprises is that they could not get out of their local character and could only survive by taking place on a small scale (Güleş, Arıcıoğlu, & Erdirençelebi, 2013). When we look at larger-scale businesses, Sabancı, Koç, Doğuş, Eczacıbaşı, etc. are among the family businesses in Turkey.

The characteristics of family businesses that can survive in Turkey are as follows (Erdoğmuş, 2007);

- In general, the fields of activity of the first generation founders and the development of that field in Turkey are parallel,
- Those who have not been involved in trade in their professional lives generally do not like it very much (e.g. Eczacıbaşı and Akkaya).
- Founders who grew up in a savings-loving family were prepared for business life by growing up in relatively good environments

In addition to the above-mentioned items, it is thought that businesses that can ensure institutionalization within the scope of this study will increase their continuity and develop the growth process by leaving the small-scale business group. Despite these general findings, there is a lack of in-depth studies on relationships in family businesses in Turkey.

1.3.2. Contribution to the World Economy

When we look at the businesses around the world, approximately 65-90% of them are family businesses. This rate varies according to the structure and economy of the countries. These rates are 99% in Italy, 80% in Mexico and Germany, and 90% in the USA (Yılmaz & Tüzüner, 2021). The contribution of family businesses to the economy is quite large and they are seen as the cornerstones of economic growth. However, there are problems in the transfer of these businesses to the next generations and it is understood from these rates how important the solution of these problems is.

Family businesses are the backbone of ancient economies and civilizations and have played an important role in the development of Western civilization. Families controlled most of the economic activities of the Greek civilization, and these conditions continued to prevail during the Roman Empire, the Middle Ages and the exploration of the New World. These family-controlled enterprises were the active force in the process of economic development in the early stages of the industrialization period. The pioneers of this period were Vanderbilt, Rockefeller, Ford in the USA, Zegna, Hienken in Europe and Salim, Formosa groups in Asia (Bird, Welsch, Astrachan, & Pistrui, 2002).

The world's oldest family business is known to be Kongo Gumi, founded in Japan in 578. This business, which was engaged in construction activities, dates back to the fortieth generation. Despite wars, earthquakes, crises, political problems, the success of this business, which has survived despite wars, earthquakes, crises and political problems, is thought to be the rapid adaptation to changes and focusing on its core business. However, in recent years, this business has been driven into bankruptcy due to its debts due to faulty investments in the field of construction and left the title of "oldest business" to the Japanese Hoshi Ryokan. The Japanese Hoshi Ryokan, which is now the oldest family business in the world, entered business life in 718 and today the 46th generation and the 47th generation continue to exist together. There is no business in Turkey that has been in existence for so many years. Japan is followed by Italy, which has reached the 25th generation, and the UK, which has reached the 15th generation. Considering that the life span of family businesses is very short and they hardly reach the third generation, the fact that these family businesses have been in existence for centuries is quite impressive and worthy of research. Businesses among the family businesses that have been in existence for many years always keep the ownership within the family (Güleş, Arıcıoğlu, & Erdirençelebi, 2013). In addition, the "tradition of adopting top managers" in Japan is thought to be one of the reasons for this success. In Japanese family businesses, if there is no son who has the competence to take over the management, a successful manager is adopted and/or married to the daughters of the family to become a family member and take the family name Aşkun & Bakoğlu, 2010). With this tradition, family businesses managed by adopted heirs are considered to perform much better than family and non-family businesses managed by professional managers. Another factor among the successes of Japanese family businesses is as follows (Sığrı, 2006);

- The Japanese have a high work ethic,
- The reflection of the "continuous improvement" philosophy in Japanese culture on businesses,
- The dominance of rules in all processes of Japanese family businesses and their institutionalization,
- The presence of professional managers in Japanese family businesses,
- In Japanese family businesses, employees are seen as family members and emotional attachment is very strong,
- Taking the opinions of employees about the functioning of Japanese family businesses,
- The fact that they form "business networks" called "Keiretsu" and base their relationships with the businesses in the network on trust carries them into the long term.

Research on long-lived family businesses reveals that these businesses are more sensitive to their environment and have a strong identity. The common goals of these businesses are to maximize the earnings of the partners. The rate of change of these businesses is much higher than other businesses. (Ülgen H. , 2003).

1.4. Structure of Family Businesses

Family businesses, just like human beings, go through the stages of birth, growth and maturation, and the process of these stages can sometimes take one generation and sometimes several generations (Quinn & Cameron, 1983). In this chapter, the development of family businesses is evaluated in four stages: first-generation family businesses, growing and developing family businesses, complex family businesses and family businesses that have managed to become permanent.

These transitional periods in the development of family businesses are the most critical and challenging processes. Transitions create opportunities for reassessment of the route followed by the business and for radical change (Gersick, Lansberg, Desjardins, & Dunn, 1999).

1.4.1. First Generation Family Businesses

First generation family businesses are defined as the first phase of the business in which the first and founding generation of the family is involved (Sonfield, et al., 2005). This process includes the phases in which the values, attitudes and culture to be passed on to future generations are determined (Santiago, 2000). The founder's role is crucial in selecting and communicating a set of deeply rooted values to potential successors as a way of facilitating a successful succession process and achieving success in family businesses (Alvarez, Sintas, & Gonzalvo, 2002). In this period, ownership of family businesses is concentrated in the founder or entrepreneur, and as the founder's experience develops, the organizational culture of the family business develops accordingly. It is argued that the managers of first-generation family businesses are entrepreneurs with the specialized technical or business background necessary to create the business (McConaughy & Phillips, 1999).

The vast majority of first-generation family businesses have a "paternalistic" management culture and style, but in subsequent generations most of these businesses have adopted a "professional" management style. The distinctive characteristics of this period include "patriarchal" management, hierarchical relationships, control of power and authority by top management, close supervision and distrust of outsiders. Another aspect of family business behavior is the distribution of decision-making authority in the business. Again, it is seen that decision-making is centralized in this period (Dyer W. G., 1988).

The primary goal of businesses in this period is to survive. There is no formal structure in enterprises and communication is realized through the founder. This intertwining of the founder and the business may cause problems when the business transitions to the growth process. In addition, conflicts can be seen in first generation family businesses when siblings, spouses or other relatives participate in management and/or ownership (Dyer W. G., 1986).

1.4.2. Growing and Developing Family Businesses

The transition from first-generation family businesses to growing and developing family businesses increases the importance of strengthening family unity. The founder/entrepreneur's business has grown compared to the first period and the need for siblings to take on roles in the business has become increasingly important. This period, also known as sibling partnership, necessitates cooperation. Sharing ownership, sibling managers look for ways to sustain the business together and build positive relationships with the children. However, since children are still in the process of education, they do not have a job description in the business. They are only at the stage of observing, helping and gaining experience (Dyer W. G., 1986).

In this period of family businesses, it is a challenging stage for the founder to transfer his/her powers to professional managers and to accept this newly emerging situation. In this period, only one person is replaced by developing departments and managers (Moores & Mula, 2000).

These businesses in the growth and development phase face two organizational problems. The first one is related to the creation of a formal structure and the second one is related to the organization of the business according to market conditions. In this phase, the importance of written procedures increases. In this period, the increase in the market share and the number of employees, the formalization of organizational structures and processes make the business less founder-centered and provide growth and development. (Gersick, Davis, Hampton, & Lansberg , 1997).

1.4.3. Complex Family Businesses

This period, also referred to as cousin business, is the last phase of the family business process in which the need for institutionalization is felt most intensely. In this period, business and family relationships are multidimensional, but with the structure brought about by growth, standards, principles, procedures and an organizational culture are needed. In these businesses, there are multiple generations and, in addition, outside professionals. Because of this situation, there are many and different expectations, values, needs and goals, and reconciling them is one of the biggest problems faced by such businesses (Ward, 1997).

In this period, as businesses become systemic, business objectives become more important than personal expectations and businesses are protected from personalization. In businesses where ownership is transferred to the third generation, the cultural values of the family shift from patriarchal to conflictual (Gersick, Davis, Hampton, & Lansberg , 1997).

Choosing a structure for a cousin consortium is more complex due to the wider age distribution, blurring of generations, politics and hierarchies between family branches, and the staggered sequence, and because family businesses take longer to shape this process, the system is more vulnerable to environmental changes and crises during the transition. Many new structures and policies need to be formulated in this process. Often, cousins begin to realize that resources will be stretched thin as they are divided among an expanding generation of cousins. With their wide range of interests, ages, competencies and commitments, they feel the need to reach a formal agreement on who gets what and when. Much of the work in these transitions is the process of designing and implementing a governance structure, which is often much more sophisticated than in previous phases (Gersick, Lansberg, Desjardins, & Dunn, 1999).

1.4.4. Family Businesses That Succeed in Being Continuous

Surviving family businesses are considered to be professionalized and institutionalized businesses, and businesses in this stage are family businesses with a vision, mission, long-term financial goals, strategic plans and policies. Functions such as training, development, performance evaluation, selection and placement, career management, promotion, and remuneration are carried out in a professional manner; in addition, at this stage, it is seen that the effects of family members on human resources planning and performance evaluation are reduced and more professional approach and characteristics such as knowledge, skills, and experience are included. The problem that may be encountered at this stage is that an organizational culture such as rigidity, status quoism, resistance to innovations, and strict adherence to principles and standards may occur in businesses. In addition, conflicts, disagreements or conflicts between professional managers and family members can be seen in this period of the business (Levinson, 1971).

1.5. Management Approach and Management Styles in Family Businesses

Management in family businesses differs from non-family businesses. While there are differences in management understanding even between any two businesses, these differences between family and non-family businesses are quite natural and acceptable. The source of this situation is the feelings, thoughts, understanding and cultural differences of the people who maintain the existence of businesses (Alaylıoğlu, 2003).

The most difficult period in family businesses starts with the second generation taking over the management. Looking at the world average, the success rate of the second generation in management is approximately 5%. It is a very challenging process when the successors, who have not taken the initiative and responsibility until then, suddenly rise to the position of manager and have to manage both the family and the business after the first generation family member who holds the control of the business (Doğan D. , 2006).

Family members can also delegate executive power to non-family managers or keep it under their control. Generally, in small family businesses, the preferred way of executive power is to have the management under their control (Nordqvist, Hall, & Melin, 2009).

Culturally, leader dependency, which is seen in many societies, is also experienced in family businesses. The leadership style of the leader who holds the executive authority in the business directly affects the management style in the business. In family businesses, the style of the founder or entrepreneur directly affects the management style in the business. The leaders of family businesses use different management models while conducting their business. There are three types of management styles in family businesses. These management styles are considered as centralized (paternalistic) management, participatory management and professional management (Alaylıoğlu, 2003).

1.5.1. Centralized Management

Centralized/patriarchal management is the most widely used model in family businesses. In this model, relationships are organized hierarchically. Leaders who are family members hold all power and authority and make all important decisions. The family does not trust non-family members and closely supervises employees. However, family members receive privileged treatment and are required to follow the family's orders without question. In patriarchal models, employees tend to be more proactive in dealing with the environment, new growth and the development of individual creativity, as the family places a great deal of responsibility on them. This model is well suited to situations where constant supervision of all the activities of the business is undesirable and requires employees to use their initiative and change quickly to meet new conditions. The greatest danger of this model is that employees may not act in a manner consistent with the family's core values and assumptions (Dyer W. G., 1988).

Centralization and/or high dependence on certain individuals makes it impossible for subordinates to develop decision-making skills. This leads to a failure to achieve a sustained and healthy growth trend for the organization. Lack of clear definition of authority and responsibilities makes businesses complex. These errors in the organization cause loss of time and cost for the top management (Dyer W. G., 1988).

1.5.2. Participatory Management

This model is rarely seen in family businesses. In this model, relationships tend to be more egalitarian and group-oriented. At the same time, the status and power of the family tends not to be emphasized. Employees are regarded as trustworthy and the family tries to give them the opportunity to develop their talents. In this model, "doing" things is not enough. What is important is that employees perform their work in a way that involves other people and results in personal development. Participative management tends to be proactive in managing their environment. It seeks input from employees to get to the truth and make the right decisions, and no one is assumed to have all the answers. A participative culture focuses on the present while at the same time looking to the future. Favoritism and other forms of favoritism have no place. In participative management, employees can often be creative in developing their skills. By participating in the decision-making process, they better understand and internalize the values of the organization and thus are more committed to the decisions made. This model works well in complex and changing environments and requires input from many different levels of employees to make the right decisions. The biggest weakness of participatory culture is in the decision-making process, which is often very time-consuming. The process of collecting data from employees can delay or undermine important decisions (Dyer W. G., 1988).

1.5.3. Professional Management

Professional management is where the management of the family business is delegated to non-family professional managers. Professional management introduces a set of assumptions that are quite different from other forms of management. In this model, relationships are individualistic, meaning that employees are focused on individual achievement and career development, and competition is fierce in this type of management. Professional managers take a highly impersonal, neutral stance towards employees and rely on their acquired expertise to make rational decisions. Employees are encouraged to do their jobs quickly and efficiently, and they implement "modern" management techniques and programs to increase the efficiency of the business and reduce costs (Dyer W. G., 1988).

It is argued that family businesses under the control of the second generation are more professional than family businesses under the control of the founder. Accordingly, it is stated that the first generation family managers have the technical and know-how necessary to establish the business, while the next generation offers differences in the business to increase the value of the business and ensure its continuity. One of these differences is the inclusion of non-family managers (McConaughy & Phillips, 1999). The tendency of businesses to grow in the second generation period increases and this tendency necessitates a professional management approach. This necessity accelerates the institutionalization process of businesses (Lussier & Sonfield, 2004).

The difference of professional managers from family members is that they have knowledge, experience and social networks in many areas such as international markets, new financial techniques and technologies. It is not possible for professional managers with these qualities to stay for a long time in an atmosphere where the management is completely in the hands of the family member and their own ideas and opinions remain in the background. In this sense, it is very important to ensure that these non-family professionals stay in the business. The main problem of professional managers is the lack of an institutional management system in the family businesses where they work. These businesses bring highly successful managers to work, but cannot offer the necessary institutional structure to these managers. These deficiencies result in loss of labor, time and cost for the parties. In family businesses, there is a problem of authority between professional managers and family members. In family businesses, every step of professional managers is followed and questioned. The decision-making and implementation power of professional managers, who have initiative in the corporate structure and can make autonomous decisions within certain limits, is hindered. All these reduce the motivation and productivity of professional managers (Wilson, 2008).

1.6. Conflicts in Family Businesses

Conflicts at various levels that arise in organizations and their management are situations that take a significant amount of time and energy of managers. Conflict is a disagreement between two or more individuals and/or groups arising from various sources. Conflicts can be classified in different groups such as non-functional conflicts that deviate the business from its objectives and functional conflicts that contribute to the realization of the objectives of the business (Koçel, 2018).

Family businesses are said to be "the most fertile ground for conflicts". Family businesses have the potential for a range of conflicts, such as the integration of family and business systems, competition between family members, the inability to balance business and family needs, marital disputes, or problems related to the division of family property. Although these conflicts, which are commonly observed in family businesses, can have devastating consequences, there is a lack of scientific studies in the literature on this topic (Kubíček & Machek, 2020).

Family involvement in family businesses is often considered both a distinctive feature of family businesses and a major source of conflict in these businesses. Family involvement triggers three main conflicts: family business, family ownership and family business ownership. In the family-business context, business owners experience work-family conflict created by other roles. Moreover, family members may also engage in conflicts with non-family employees. Under family ownership, conflicts arise between family and non-family shareholders and/or between majority and minority family shareholders. And finally, conflicts under family-business ownership involve a variety of intertwined parties and often arise or are exacerbated during the business succession process. However, some research shows that family-related conflicts involving different perspectives between business and family members can trigger productive discussions and help strategic planning. Therefore, although family involvement can lead to family businesses becoming "conflict-ridden", family-related conflicts can be managed in such a way that the conflict process is less destructive and the outcome of the conflict is more positive (Qiu & Freel, 2019).

According to the findings of various studies, the most serious problems faced by family businesses are lack of institutionalization, professional management problems, generational conflicts, and problems related to the transfer of ownership and management to the next generation. In addition to these, the main sources of conflict in family businesses include nepotism, intra-family conflicts, the intertwining of family and business concepts, and the influence of family members (Duh, 2012). Conflicts based on psychological competition are also observed in family businesses. Competition arises when one of the family members interferes in the business of the other, and this situation develops against the will of the founder or the member appointed as a manager. All this indicates that the conflict may get out of control. Conflict, which increases constant competition among family members, causes friction that constantly erodes capital and business performance (Neubauer & Lank, 1998). If conflicts in family businesses can be managed correctly, positive results can be achieved; otherwise, it will create an environment of chaos in family businesses.

Conflicts in family businesses are evaluated under three headings. These are task conflict, process conflict and relationship conflict.

1.7. Section Evaluation

As a result of the literature review on the definitions of family businesses, it is seen that the focus is mostly on the differences of family businesses from non-family businesses, and in addition to this, it is gathered on the basis of the classification of family businesses. National and international studies have not been able to go beyond these definitions and have not been able to provide serious effects on the level of critical and strategic approaches to the strategic problems of these businesses and their solutions.

When evaluated within the scope of this research, it is seen that it focuses on definitions rather than the institutionalization of family businesses and the requirements for this situation. This situation reveals the necessity of research that will enrich and develop the literature by complementing the studies conducted in both fields. Since family businesses have a significant area in Turkey and in the world, this type of business has been selected in this study with the idea that it will be a more effective determinant. Institutionalization of family businesses is very important; however, it is also possible that businesses do not want this process. Family businesses confuse the concept of institutionalization with professionalization and are hesitant to transfer their specific areas to foreigners. Family businesses, which have the tendency to complete the entire functioning of the business with family members, both complicate the institutionalization process and create internal resource dependency for themselves in this way. In this respect, it is thought that family businesses experience internal resource dependency more, especially the desired internal resource dependency. This situation is thought to affect the process of institutionalization or (a)deinstitutionalization.

CHAPTER 2

2. Internal Resource Dependence

Businesses are in a kind of dependency with their environment and every business tries to reduce or turn these dependencies in its favor. The resources that a business has are classified as internal and external resources (Nemati, Bhatti, Maqsal, Mansoor, & Naveed, 2010). In general, when the resource dependence theory is examined, it is thought to be a theory based on the dependence on external resources, but the dependence on the internal resources of the business is also very important (Bolel & Halis, 2018). If businesses can secure scarce and valuable competencies and resources outside the organization, they are managing outsourcing dependency correctly. If businesses can creatively coordinate resources with employee competencies to develop products and adapt to changing customer needs, they control internal resource dependency (Jones, 2017).

The reasons for the design of this study are that the explanations of resource dependence are insufficient, the theory is more oriented towards external resource dependence and dependence is only assumed as an undesirable situation. In order to present the research in a certain framework, basing it on a certain theory is one of the most basic methods. Since the focus of the research is on "dependency relationships" within the organization, the resource dependency theory constitutes the theoretical basis of this study. Although the concept of dependency is frequently used in the literature, it is seen that the resource dependency theory is insufficient to explain the dependency within the organization. In addition, it is noteworthy that there are almost no theoretical and empirical studies on the assumptions of the theory about internal resource dependence. It is thought that the reason for the lack of studies on internal resource dependence is that the parameters developed in the resource dependence theory are insufficient in conceptualizing the dependence. For these reasons, this study aims to focus on internal resource dependence and to expand its field by indicating its desirable and undesirable conditions. In this section, firstly, resource dependence theory is examined and then internal resource dependence is explained and its effects on businesses are evaluated.

2.1. Resource Dependency Theory

The resource dependence theory was proposed by Thompson in 1978 and later developed by Aldrick, Pfeffer and Salancik, who emphasized that the environment has a strong influence on strategic activities. According to this perspective, organizations are in a material-resource interaction with their environment. Organizations try to manage their interactions with their environment in order to guarantee their access to the resources they depend on in their environment and at the same time strive to ensure that their access to resources is as specific and under their control as possible. This is because certainty makes it easier to manage their sphere of activity. In this context, organizations aim to minimize their dependence on other organizations for the provision of the resources they depend on and to find ways to provide resources to other organizations in order to consolidate their power in the environment. Again, according to this theory, organizations try to keep their dependence on resources or their access to rare resources under their control (Jones, 2010).

While businesses can easily obtain some of the resources they need to obtain in order to produce goods and/or services, they have difficulty in accessing some resources. Problems in resource procurement directly affect the corporate performance of the business (Bakan, 2015). Organizations sustain their existence by adapting to their environment, and organizations that manage to make the most of the resources in their environment grow and develop. This theory argues that the structure and functioning of organizations are determined by the exchange of resources with their environment and focuses on the analysis of the power and dependency relations between organizations and their environment and, accordingly, with the organizations in their environment (Davis & Cobb, 2010).

Resource dependence theory considers the business as an open system and especially emphasizes its interaction with its environment. In this context, the resources that businesses have to provide in order to produce goods and/or services make them dependent on their environment, and management practices carried out in line with this dependence determine the organizational structure and have a direct impact on corporate performance. According to this theory, the availability and strategic importance of the resources needed by the organization determines the level and quality of dependence on its environment (Bakan, 2015). Since organizations cannot create the necessary resources on their own to achieve their goals and sustain their existence, they tend to exchange with other organizations in their environment. The resource supply needs of organizations cause them to enter into dependency relationships with their environment (Scott, 2003). This dependency leads to the development of relationships such as strategic alliances, mergers or acquisitions between organizations and other organizations in their environment. As part of an open system, all organizations exchange resources with their environment (Davis & Cobb, 2010).

Organizational decisions and actions are shaped by organizational actors with different goals and interests, and the actors who make up the organization or in the environment on which the organization depends are in constant conflict with the organization according to their own interests and goals. This conflict determines the behavior of the organization depending on the power relations between the parties. Organizational decisions and actions do not occur according to a formal structure that ignores these power relations and is determined only within the framework of a rational organizational model. These decisions are shaped by the coalitions formed by the actors both within and around the organization in line with their own interests and goals; they shape the nature of power relations and the behavior of the organization (Sayılar, 2013).

In order to understand the structure and behavior of organizations as well as the structure and outcomes of inter-organizational relationships, resource dependence theory seeks to understand the conditions surrounding organizations, the context in which resources are exchanged, and the power relations that are formed. Differences in the performance of organizations depend on their access to and control over resources (Pfeffer & Salancik, 2004). The control power of organizations over resources determines the form of dependency relationship with the environment (Sargut, et al., 2010).

Organizations try to manage their dependence on their environment by assuming a proactive role. The main goal of organizations is to reduce their dependence on their environment and thus on other organizations by preserving their autonomy, and in this case, managers are looking for ways to manage uncertainty and dependence in their environment. In this context, organizations continuously review their environment to identify environmental opportunities and threats and try to secure profitable deals (Hillman, Withers, & Collins, 2009).

Based on all these explanations, the basic assumptions of resource dependence theory can be summarized as follows (Pfeffer, 1997):

- Organizations are the unit of analysis in understanding inter-organizational relationships and the environment.
- Organizations are not autonomous, that is, they are constrained by networks of interdependence with other organizations.
- Uncertainty in inter-organizational exchange relationships creates a context in which organizational continuity and success are also uncertain.
- Organizations take actions to manage their external dependencies. These actions are not always in line with organizational goals, nor can they always be expected to result in success, and this leads to new forms of commitment and dependency.
- Inter-organizational forms of dependency lead to inter-organizational and intra-organizational power relations.
- Organizations tend to meet the demands of the party with power depending on the power relations in their environment. Therefore, the organizational environment and organizational factors change in line with the goals of the powerful party.

Resource dependence theory emphasizes analysis at the organizational level and the focus of the theory is on the resources and capabilities controlled by an organization that are at the root of performance differences between organizations. The theory focuses on performance differences between organizations. According to resource dependence theory, when organizations engage in conflictual situations with other organizations in their environment, such as ownership and control of resource supply, they are shaped not only by their own dynamics but also by the influence of environmental dynamics. In this context, the environment creates differences in organizational performance based on the resources of the organization (Sayılar, 2013).

2.1.1. Concepts Related to Resource Dependence Theory

In order to analyze resource dependence theory, it is necessary to understand its basic concepts. In this context, there are three basic concepts. These are resource, dependence and power.

Resource is any input that can be considered as a power for organizations and factors of production that have competitive effects on organizations are considered as resources (Barney & Clark, 2007). Resources include tangible or intangible assets of the organization. Examples of resources include brand names, knowledge, skills and abilities of employees, owned machinery and technology, capital, contracts, and effective procedures and processes. At the same time, an organization's resources are considered as strengths that help the organization compete better and achieve its mission, vision, strategy and goals (Porter, 1981).

The concept of resources is differentiated from the concept of capabilities. Since core capabilities are not observable assets and do not have a tangible equivalent, making it difficult to determine their value, capabilities are only considered as a part of the organization in which they are located (Miles, 2012). While resources constitute the financial, physical, individual and organizational capital elements of organizations, capabilities are explained as the characteristics that enable organizations to use their resources effectively. Therefore, basic capabilities are included in the scope of resources as immobile and inimitable characteristics of the organization. In addition, organizational theorists argue that knowledge is one of the most important resources that can be controlled by organizations. Thus, organizational theorists argue that organizations that can manage knowledge more effectively than other organizations exhibit higher performance (Barney & Clark, 2007).

The idea that organizations struggle with resource supply brings along the concept of dependency. Dependency is the inability of an organization to fully control all conditions or factors related to its ability to perform its action/activity within the social system or in social relations. The concept of dependency also leads to another concept. This emerging concept of "power" is defined as the ability of internal and external environmental factors with different interests in organizations to create dependence on each other and to influence the decisions of the organization in a way to produce results in its favor (Pfeffer & Salancik, 2004).

Another feature related to the concept of dependency is the view that dependency does not arise as the cause of any situation. Any event that occurs depending on more than one actor is an outcome based on the actors that are dependent on each other. In other words, the concept of dependency is not used in the sense of cause but in the sense of result. In social interactions, the concept of interdependence arises when one actor cannot control all of the circumstances necessary to perform an action. Almost all organizational outcomes result from interdependent causes. Dependency is very important for organizations because it has a significant impact on the ability of organizations to achieve their desired outcomes. In this context, interdependence does not refer to the outcome itself, but to the relationships between the actors that influence the outcome (Pfeffer & Salancik, 2004).

Resource dependence theory is categorized as internal and external resource dependence (Nemati, Bhatti, Maqsal, Mansoor, & Naveed, 2010). In this context, a brief explanation of external resource dependence and the main topic of the study, internal resource dependence and its types are discussed in detail.

2.2. Internal Resource Dependency and Types

Resource dependency theory focuses more on external resources and the environment; however, the internal resource dependency that may occur against the employees of the enterprises is not emphasized much. However, employees who have strong personal connections within the organization gain power and this power gain makes the organization dependent on its employees after a while. In this context, internal resources are defined as resources that are under the direct control of an organization, such as human resources, financial resources, technology, facilities and equipment, innovative capabilities, and internal process systems. It is very difficult for the business to continue its activities and to access resources, and accessing the resources needed becomes a critical situation for the business. People who provide access and continuity to these resources are in a stronger position against others in the organization (Bolel & Halis, 2018).

It is argued that in order to gain competitive advantage, it is necessary to develop different strategies by taking external resources into consideration and when to gain competitive advantage with these strategies will be determined through internal resources such as human resources and capital resources. Internal and external resources have a great impact on strategic decision making. Strategic decision making involves the selection of key factors that determine an organization's performance in the long term. Since these decisions take into account an organization's long-term strategy, internal resources and external resources are analyzed to gain competitive advantage and include the organization's external linkages and organizational behavior. Both types of resources are important for strategic decision making, but external resources are not influenced by an organization, while internal resources are influenced by an organization (Nemati, Bhatti, Maqsal, Mansoor, & Naveed, 2010).

Internal resource dependence allows managers to assess how effectively the organization performs its functions and functions. In order for an organization to be efficient, it must have a structure and culture that encourages it to adapt to changing environmental conditions and to react accurately and quickly. Organizations must also have a flexible structure in order to achieve this. Improvements that affect the coordination and motivation of employees in this type of dependency have a direct impact on the organization's ability to respond to its environment (Jones, 2017).

Organization theories are a field developed in social sciences since the first half of the 20th century and emerged not as a new management theory but as an accumulation of management ideas. Although organizational theories do not eliminate the validity of previous theories, each theory arises from a different research question, and all approaches and theories provide a wide body of knowledge about management and organizations. Therefore, organizational theories should not be seen as theories that are independent from each other and invalidate one another; on the contrary, they should be considered as a set of knowledge that has an eclectic structure and enables us to better understand organizations (Koçel, 2018).

Since the past, research on organizations has focused on how these resources are used or should be used, rather than how resources are obtained. While there are many studies on how an employee's work should be designed to increase his/her productivity or how the person should be motivated, there is no similar accumulation of knowledge on how to obtain the same resource, how it may depend on human resources, or how to manage this dependence. Organizations are shaped by the environment in which they operate and the conditions and constraints arising from that environment (Pfeffer & Salancik, 2004).

Organizations need various resources to continue their activities. The critical resources, constraints or uncertainties for an organization may arise from internal conditions and external conditions. In this sense, customers from whom the organization generates income by selling products and services, suppliers who provide the raw materials or semi-finished products required for production, organizations that provide the necessary funds to finance investments, investors who provide capital to the business, shareholders, experts or public administrators who have knowledge about market conditions, products, technological innovations and government interventions or regulations of various institutions; managers and employees who have the necessary professional expertise and experience to carry out the activities are the parties or actors who control the most important resources of the business. These actors have different levels of importance for the activities of the business in terms of resources and create a dependency relationship with the organization. Organizations do not have complete control over their activities. Organizations have to enter into an exchange process with other actors in their environment in order to survive, and the object of this exchange relationship is money, physical inputs, human resources or information (Sayılar, 2013).

Organizations often compete with each other for resources. Organizations must be able to manage their internal resources correctly in order to be successful in this competition. The type of dependency of organizations is determined by their position in the dependency relationship with the parties, the structure and level of the dependency relationship (Casciaro & Piskorski, 2005). In some cases, organizations can also create a dependency willingly. In this context, an answer to the question of why organizations prefer this way is sought. In this study, desirable internal resource dependencies and undesirable internal resource dependencies are discussed. In this context, two types of dependency and their reasons are examined. In this context, it is aimed to contribute to the resource dependency literature with the paradigms obtained.

2.2.1. Desired Internal Resource Dependency

The concept of dependency refers to how organizations are directed by the actors in their environment. In this relationship between actors, both parties are dependent on each other to a certain extent and the party with a lower level of dependence is more powerful than the other (Pfeffer & Salancik, 2004). Casciaro and Piskorski (2005) contributed to the resource dependence theory by providing a new theoretical framework for dependence. In their theory, they criticize Pfeffer and Salancik's unidirectional approach to the concept of dependency. According to Casciaro and Piskorski (2005), the interdependence of the two parties in the relationship between dependence and power should also be taken into account. Another criticism is related to the dimension of dependency, and it should be considered in two different structures as "power imbalance" and "interdependence". Power imbalance refers to the situation where one party is more dependent than the other or where one party has more power over the other. Interdependence refers to the level of total influence regardless of the difference in the level of dependence of the parties on each other. That is, interdependence is "the sum of A's dependence on B and B's dependence on A" (Lawler & Bacharach, 1987). Another criticism concerns the success of actions to reduce and/or prevent dependency. The most basic assumption of resource dependence theory is that organizations' ability to continue their activities depends on their ability to obtain critical resources that they consider as needs, and organizations strive to reduce their dependence. According to Casciaro and Piskorski (2005), regardless of whether the dependence between the parties is due to power imbalance or interdependence, it is insufficient to assess the ability of dependent organizations to take actions to reduce dependence. That is, different dimensions of dependence are based on different mechanisms of dependence, and the actions that dependent organizations will prefer will differ according to these dimensions. In the power imbalance dimension, the dependent party is eager to get rid of this dependency; however, in the interdependence dimension, since dependency creates a similar level of uncertainty and cost for both parties, both parties may have similar motivation and ability to overcome these constraints. In interdependence, the exchange relationship between the parties refers to the parties' need for each other at similar rates and shows the "embeddedness" of the parties in the exchange relationships between organizations. Thus, interdependence contributes positively to the performance of organizations through high joint actions between the parties, trust between the parties and the guiding effect of information exchange (Gulati & Sytch, 2007). In other words, since both parties have similar advantages in the interdependence dimension, this dependency relationship moves to a more cooperative level.

In this research, it is predicted that organizations may prefer to create dependencies instead of getting rid of dependency relationships. In this study, it is thought that organizations can create the desired dependencies themselves and that this situation is based on the current paradigms within the business. In other words, it is claimed that this dependency will be more effective in the sustainability of businesses.

Organizations have to be accepting in the face of pressure and demands made by powerful parties. The reason for this acceptance is that dependent organizations are aware that the breakdown of the existing relationship is a significant source of cost and uncertainty for them. That is, they find themselves obliged to maintain the existing relationship despite the pressures and demands of powerful parties. They continue the process because they think that they can gain competitive advantage by accepting the negative effects of this dependency (Casciaro & Piskorski, 2005). In other words, when organizations evaluate their situation and functioning in terms of cost-benefit, they think that some dependencies may put them in a more advantageous position and this study focuses on this point.

Organizations can create internal resource dependency themselves for certain reasons. In organizations, assigning an employee to more than one position can create internal resource dependency. The reasons for this include reducing costs and lack of trust. The separation of ownership and managerial control of the business is the most important and fundamental issue in the field of corporate governance. With modern business, this separation has become quite necessary and managerial delegation of authority has become an indispensable element in businesses. With this separation, agency problems have arisen. These problems arise due to the conflict of interest of the two parties and as a result, agency costs are incurred. These costs are the expenditures and expenses incurred in order to solve the problems between the principal and the agent and to unite their interests in the middle. These are control costs, collateral costs and residual costs (Davis, Schoorman, & Donaldson, 1997). Businesses, especially family businesses, may prefer merging instead of separation of duties by considering agency problems and agency costs. For these reasons, businesses create desired dependencies for themselves. However, this situation they prefer may cause a greater cost for them in the long run. The duties and powers of a member of the general assembly and the board of directors are defined by law. The general assembly has the authority and responsibility to "elect, discharge and dismiss the board of directors and auditors, approve the balance sheet, profit and loss account, and decide on the dissolution of the company in case of deterioration of its financial situation" (Deryal, 2009). Article 375 of the Draft TCC regulates the powers and duties of the members of the board of directors as follows "a. a. top level management of the company and issuance of related instructions. b. determination of the company's organization. c. establishment of the necessary order for accounting, financial auditing and financial planning to the extent required by the management of the company. d. appointment and dismissal of managers and persons with the same function and signing authority. e. supervision of the persons in charge of management, especially whether they act in accordance with the laws, articles of association, internal regulations and written instructions of the board of directors. f. keeping the share, resolution and general assembly minute books, preparing and submitting the annual report and corporate governance statement to the general assembly, preparing the general assembly meetings and executing the general assembly resolutions. g. notifying the court in case of insolvency" (Uysal, 2009). Despite all these job descriptions, assigning the same people to different positions may create problems in terms of functioning. In summary, the members of the general assembly are responsible for the supervision and planning of the business. The duties of board members are to supervise managers and determine strategies. Managers are responsible for the implementation and execution of the business. According to the principle of management by exception, important tasks should be delegated to senior management and routine tasks to subordinates. Contrary to this principle, it is thought that having a shareholder family member as a department manager may disrupt other important jobs and cause a serious cost loss for the business (Şimşek & Çelik, 2018).

How changes in an organization's environment affect or will affect the organization depends on how the managers in the organization perceive it rather than what is happening in the environment. In this context, it is the environmental conditions perceived by managers that should be taken into account when examining the behavior of businesses, and the perceived environment affects managerial decisions that determine the behavior of the organization. Environmental changes do not have an impact on the behavior of the organization unless they are perceived or taken into account by the management (Sayılar, 2013).

According to the resource dependence theory, organizations try to control resources and reduce their dependence on other organizations. In terms of transaction cost, which is another theory, the aim of an organization is to minimize the exchange cost of resources in the environment and the management costs of intra-organizational exchanges. In other words, organizations aim to make the total cost of exchanges with the environment and the execution of transactions within the organization as economical as possible. For organizations, every hour a manager spends negotiating with other organizations, or monitoring their behavior, or monitoring subordinates in his or her own organization is a non-value-creating cost, and so organizations seek to minimize all these internal and external transaction costs that steal productive time (Jones, 2017). At the same time, the separation of ownership and control in businesses creates an agency problem and accordingly, agency costs arise (Sargut, et al., 2012). In order to minimize all these costs, businesses can create a dependency on themselves. In addition to costs, internal resource dependency can be created due to lack of trust (Güleş, Arıcıoğlu, & Erdirençelebi, 2013).

Within the scope of this study, it is claimed that desired internal resource dependencies are created by family businesses. Generally, these dependencies are created with family members. For example, the general assembly and the board of directors are composed of the same people, and at the same time, these people operate as department managers. The reasons for willingly maintaining this situation can be summarized as follows;

- Trust in family members is the most important reason. The general understanding in family businesses is high loyalty, low risk, high performance, low labor turnover and high job satisfaction (Molofsky, 1998). In family businesses, lack of trust in non-family members brings to the forefront the concern that they will lose control of the business, trade secrets of the business and/or intra-family issues may be outsourced. This lack of trust may lead to an uneasy approach towards non-family employees (Yücel & Özkalan, 2012). It is thought that these concerns in family businesses make it reasonable for family members to work in many places.
- Working with people they know in family businesses creates a sense of security and this situation positively affects their performance (Özler, Ergun, & Gümüştekin, 2007), and this high performance affects the establishment of stable relationships and the long-term survival of the business (Nelton S. , 1998).
- It is thought that people who are considered reliable in family businesses will exhibit more altruistic behaviors in crisis situations and their loyalty will be higher than other people (Below, 2003).
- Especially in small family businesses, it is seen as the most effective, less costly and efficient method of determining personnel (Dailey & Reuschling, 1980).
- In family businesses, there is a desire to place family members in important positions in order for them to gain reputation. At the same time, it is thought that it will facilitate the transfer of businesses to future generations as it provides the training of family members. In addition, it will create competition among family members and this will benefit the business (Below, 2003).

2.2.2. Undesirable Internal Resource Dependency

Businesses are also exposed to undesirable internal resource dependencies. In this context, the risks of employees in important positions to the business and the dependence of the business on that person or persons and their reasons are included.

Power relations and dependency situations in the internal environment of enterprises have been brought to the agenda for the first time with the studies of Crozier (1964), Thompson (1967) and Perrow (1970) and have become a very important issue. According to these studies, different individuals, departments or units in the internal structure of organizations have different levels of power. The party or parties with power can direct the decisions taken in the organization in proportion to their power. In other words, it is not only the interests of the business, determining what is best for the business and implementing these decisions. The party or parties have their own priorities and interests and they try to protect these priorities and interests to the extent of their power. Individuals, departments or units, which are the most important source of uncertainty or are considered the most critical, also hold the most important powers within the organization. What is meant by the concept of power here is the ability of the party or parties to influence the decisions taken in the enterprise in a way that will produce results in their favor. In other words, it means that the party or parties within the enterprise, for example, the human resources, production, or finance department, have the potential to direct and influence business decisions in line with their own departmental goals or interests, and that the department in question has power. Another example is when a sales manager establishes close relations with customers, gains power over the business and carries risk and dependency for the business in case of leaving the business (Sayılar, 2013).

The power of the party or parties within the enterprise is based on several different reasons. The first of these reasons is that the party or parties have a high ability to cope with the uncertainties or constraints faced by the business. Here, the emphasis is on the ability of the party or parties in the business to solve the problem rather than the nature of the uncertainty or problem. Secondly, the extent to which the ability of the party or parties to deal with uncertainty or constraints is substitutable is important and if the ability of the party or parties is not easily substitutable, dependency increases. Finally, the extent to which the constraints or uncertainties faced by the organizational party or parties are effective for other departments of the business is considered as another determinant of power. In other words, the number of departments in the organization that are concerned or affected by the activities of the party or parties dealing with uncertainties or constraints is also very important in terms of the level of power controlled, and if these parties or parties carry out activities that have a wide impact on other departments and activities of the organization, this leads to the related party or parties having power in the organization. (Sayılar, 2013).

Organizational decisions are not only the result of rationally designed planning processes and calculations determined in accordance with the goals of the enterprise. These decisions are shaped by the power relations within the organization (i.e. the power that departments have and the balances established based on this power) and the result of the dependency processes that the organization experiences with its external environment. Resource dependence theory considers organizations, their decisions within the organization and their relations with the external environment as political phases. In other words, it considers organizations as a coalition of many people or individuals whose interests, goals and expectations differ (Pfeffer & Salancik, 2004).

The undesirable internal resource dependency in organizations can also be evaluated with the dimension of principal-agent relationship. When businesses are dependent on a single person or a small number of business partners, the potential for opportunism in organizations increases. The fact that businesses are obliged to work with these dependents enables them to use this situation as a power against the business. The contract between business owners (principal) and managers (agent) is of great importance in the formation and explanation of agency costs. When the formation of this contract between principal and agent is considered, it is thought that the power of the owners to control the managers and the power arising from the knowledge of the managers may be effective. The mutual power balance within this relationship, which is also defined as the principal-agent relationship, is within the scope of resource dependence theory. In this context, organizational policies and power relations within the organization, which are included in the resource dependence theory, have common points with the agency theory. The power provided to the agents by the information asymmetry in enterprises and the establishment of the contract between the principal and the agent with mutual agreement based on this power come to the fore. In this context, it is accepted that the two theories are complementary to each other regarding power relations in the formation of contracts. In addition, the common points of resource dependence theory and agency theory overlap in the board of directors. The adaptation of legal regulations to businesses and situations related to the control of joint investments are areas where resource dependence theory and agency theory are evaluated together. In other words, agency theory suggests that much of organizational life consists of individual interests, that information has a purchasable cost, and that the uncertainty of the future creates risks, thus revealing the importance of establishing certain control and incentive mechanisms in governance processes. This situation brings a new perspective to the understanding of organizational management in today's world where the understanding of professional management has become widespread (Sargut, et al., 2010).

One of the internal resource dependency problems that occur in businesses is the situation where an employee with high knowledge and experience of the business and at the same time with difficult-to-substitute skills leaves that business and establishes his own business in the same sector. The development of organizational communities often has a common pattern. The more organizations of a certain form there are in the environment, the higher the cognitive legitimacy of that form. The greater the number of organizations of a certain form, i.e. their organizational density, the more people see and take for granted such organizations. And the familiarity of businesses makes it easier for organizations to obtain resources from their environment. However, while the increase in the number of organizations with a certain form, i.e. organizational density, legitimizes the organizational form, it also increases the competition between organizations with this form. Increased competition limits the resources that organizations can obtain from their environment. For example, the number of deposit or loan customers that commercial banks can serve is limited. Therefore, the increase in the density of organizations with a form means an increase in competition for resources among them. Therefore, while the increase in organizational density provides cognitive legitimacy and provides advantage to organizations with a form, it also increases competition among these organizations and creates resource dependence (Önder, 2013). The source of competitive advantage in businesses is expert knowledge. The competitive advantage of the knowledge that organizations gain through their interactions with other organizations is due to the fact that they can access the specialized knowledge of other organizations much more easily as a result of their interactions in knowledge transfer (Grant, 1996). In other words, organizations have complementary effects on each other. In this context, dependent organizations can gain competitive advantage over their competitors by benefiting from the knowledge, skills and practices of other organizations through dependency relationships (Blomqvist, Hurmelinna, & Seppänen, 2005).

According to the resource dependence theory, in order to manage dependency relationships, organizations should be able to distinguish who the party or parties of the coalition are, the nature and direction of the relationships between them, and the expectations of the parties and their weight in the coalition, in other words, they should be aware of each of these variables (Keskin, Akgün, & Koçoğlu, 2016).

2.3. Outsourcing Dependency

Outsourcing is an outsourcing method that refers to the outsourcing of activities that take place within the organization and create value to be performed by another business (Jones, 2010). Outsourcing is defined as outsourcing the activities that are outside the core capabilities determined by the business management from other businesses. Businesses that use outsourcing transfer this process to other businesses that are specialized in their field by specifying to the outsourcer what kind of result they want to achieve at the end of the work. The reason for this is that the work that an enterprise outsources is usually the core competence of the other enterprise or the work that it does best. Businesses make extensive use of outsourcing. The reasons for this are listed as specialization, gaining flexibility, making quick decisions, reducing risk, increasing quality and reducing costs. It is not possible for an enterprise to be an expert in every field. Therefore, it is a much more rational approach to outsource the work that the business would have to bear high costs if it were to do it itself (Bakan, 2015)

Outsourcing allows businesses to gain competitive advantage by enabling them to focus on their core competencies. If businesses can correctly identify their core competencies, they can gain significant cost advantages by utilizing outsourcing in areas outside of these capabilities (Bakan, 2015). The external resources of an enterprise include resources such as production processes, external connections of the organization, organizational behavior (Bolel & Halis, 2018).

2.4. Theories Related to Internal Resource Dependence

In explaining internal resource dependence, it is thought that considering resource dependence theory together with agency, stakeholder and servant theories will provide a more accurate evaluation of this theory. Organization theories are eclectic. In other words, a newly added theory does not neutralize the previous theory, on the contrary, it contributes to it and improves it (Koçel, 2018).

2.4.1. Agency Theory

While agency theory mainly deals with the principal-agent relationship, it is also used to investigate the structure of boards of directors, and this is where the interests of resource dependence theory and agency theory converge. The board's task is to reduce dependence by obtaining resources. In this context, the board is used as a strategy to reduce dependence and uncertainty. The board of directors and the resource transfers it provides in this context constitute the subject of resource dependence theory. In addition, resource dependence theory and agency theory are used together to explain structures involving the control of joint investments. In addition, agency theory focuses on the contract between managers and business owners (Hillman, Withers, & Collins, 2009).

The basic assumption in agency theory is that organizations are studied through the conflict of interest between the principal and the agent and according to this theory, the principal authorizes the agent to do things on his/her behalf. In large modern businesses, the principals are the owners and shareholders of the business, while the managers to whom they delegate their decision-making authority according to a contract are the agents. According to this contract, the agent receives a fee in return for achieving the results desired by the principal. According to this theory, there are important problems in the principal-agent relationship. The first one is the agency problem due to the incompatibility of the principal's and agent's desires and objectives or the difficulty and cost of the principal's supervision of the agent. The second is the incompatibility between the principal and the agent's risk approach (Wastı, 2013). There are some methods to mitigate these problems. One of these methods is to establish a board of directors to closely monitor the decisions of senior management, and the main task of this board is to supervise the actions of senior managers (Jones, 2010). Because of this situation, the roles of the top manager and the chairman of the board of directors should be clearly separated and it is very important to keep their salaries high and to develop an understanding of organizational ethics in order to prevent them from abusing their power. In order to align the interests of managers and shareholders, rewarding managers according to their performance reduces conflicts of interest in the principal-agent relationship (Fama, 1980). Another method developed to solve agency and risk problems is to give managers a share of the company's shares. In this case, both the motivation of the managers and the interests of the top management and the company are harmonized and the conflict of interest between the principal and the agent is reduced (Eisenhardt, 1989). Factors such as the wealth of information provided by the board, the frequency of meetings, the number of long-term board members, and the number of board members with managerial and sectoral experience facilitate supervision and reduce costs and dependencies (Fama, 1980).

Agency costs arise between principal and agent. There are two important situations that often cause these costs. These are; wrong choice and moral hazard. Wrong choice occurs when the principal is misled in evaluating the agent and his/her characteristics. Moral hazard, on the other hand, is when the principal and the agent's interests are not aligned and the agent, who has more knowledge about organizational activities, acts against the principal's interests (Miles, 2012). Increased knowledge of the organization causes the employee to gain power, while it creates both a serious cost and dependency for the organization. At the heart of principal-agent theory is a reciprocal exchange between the cost of controlling the agent's actions and the cost of controlling its outcomes and increasing the risk assumed by the agent (Eisenhardt, 1989).

2.4.2. Stakeholder Theory

The foundations of the stakeholder theory are based on the criticisms of the agency theory, and in this theory, the purpose of the business is explained in a much broader way than the purpose of maximizing the welfare of its owners. When determining the purpose of the business, the existence of all segments that affect and will be affected by the success of the business in the long term is taken into account (Doğan, 2018).

These segments that affect or are affected by the activities of the business are internal and external stakeholders. While the internal stakeholder group consists of business owners and employees (Carroll & Buchholtz, 1996), the external stakeholder group includes customers, suppliers, trade unions, local governments, media organizations, competitors and the government (Özalp, 2001). It is much more difficult for businesses to control internal stakeholders than external stakeholders. In addition, internal stakeholders are seen as a channel to connect with external stakeholders, which increases the importance of internal stakeholders (Miller & Lewis, 1991).

According to this theory, as a solution to the management problems in businesses, corporate governance approach should ensure that managers design business management in a way that takes into account the welfare of all stakeholders related to the business. The agency theory, on the other hand, examines the responsibilities of the managers who control the business to the shareholders who are the owners of the business and carries various corporate governance mechanisms that will enable the fulfillment of these responsibilities. However, the interests of other groups must also be taken into account in order for the business to continue its continuity. In other words, the business also has responsibilities towards groups other than shareholders. According to this theory, all groups that have an interest relationship with the business are called "stakeholders" (Doğan, 2018).

One of the basic assumptions of stakeholder theory emphasizes that obtaining resources is the main task of management. According to this theory, when forming the board of directors, it should be ensured by bringing together the authorities of all stakeholders who are important for the success of the business. In this case, the business will be able to reach consensus among all important stakeholders. According to this theory, the concept of the board of directors is considered as the place where conflicting interests converge and the necessary unity is achieved (Donaldson & Preston, 1995).

2.4.3. Servant Theory

Servant theory is a theory that views the enterprise as a set of contracts and sees the contractual agency relationship as one in which one or more individuals/groups empower another individual/group to make certain decisions and direct them to act for their own benefit. This theory was first proposed by Jensen and Meckling (1976) and Alchian and Demsetz (1972). The reason for the development of this theory is to explain managerial behavior due to the fact that the agency theory prioritizes the self-interest of managers and the definition of managers acting in self-interest is limited. The assumptions of this theory are the opposite of the agency theory. According to this theory, when asked to choose between self-serving behaviors and organizational service behaviors, the servant's behaviors are inseparable from the interests of the organization. Servant theory is also more comfortable with separating the roles of chairmen of the board of directors and general managers, and it is a theory that explains the behavior of managers who are motivated to appropriately direct the interests and savings of shareholders (Doğan, 2018).

This theory is based on the model of the manager serving the common interest rather than the manager serving himself. In this theory, managers consider higher-level requirements such as achievement and self-actualization. In other words, managers are interested in a satisfactory return and pay more attention to the continuity of the business. According to this theory, the main task of the board of directors is not to control the managers as in the agency theory, but to provide services and advice to the managers. Again, the second important task of the board of directors is to provide resources. The board is a tool that should provide access to resources that are critical for the continuity and success of the business (Davis, Schoorman, & Donaldson, 1997).

This theory is particularly prevalent in family businesses where the managers are family members. These managers in family businesses (who are family members) are often committed to the mission of the business, creating value for the success of the entire business (Miller & Le Breton-Miller, 2006).

2.5. Factors Affecting Internal Resource Dependency

Organizations form a managerial framework that coordinates a multitude of activities among individuals and groups, and through this managerial framework, organizations need to discover the strategy that will enable them to make the most effective use of their resource base. However, there are some factors that hinder the performance and growth of organizations. The first of these factors is that organizations differ from each other in terms of the resources they control, that is, they may have different resources despite being in the same sector. This situation creates performance differences. Secondly, the assets that constitute the resource base of organizations do not only consist of static, physical or structural resources, but also dynamic and qualitative characteristics such as management teams, entrepreneurial skills, managerial capabilities, and these resources vary from business to business (Barney & Clark, 2007).

Organizational resources that enable organizations to implement value-creating strategies are generally evaluated in four categories. These are (Barney & Clark, 2007);

Physical Resources; This includes resources such as technology, tools, facilities, geographical location and accessibility to raw materials. These resources include assets such as an organization's plant and equipment, geographical location and access to raw materials. These resources contribute to a business's competitive advantage to the extent that they are valuable, rare, inimitable and non-substitutable. For example, businesses that believe they have a valuable location will ensure that this asset is further enhanced through entrepreneurial behavior and the expansion or modernization of facilities. Beyond location, having improved facilities and equipment increases a business's freedom (Barney J. , 1991)

Financial Resources: It includes all the earnings, debts, shares and profits of the business, etc. These resources are access to money and money equivalents that enable a business to conduct its day-to-day activities and position itself for the future (Barney & Clark, 2007).

Financial resources include the ability of businesses to raise capital through both debt and equity, retained earnings, cash and investments in financial instruments. Such resources have a key role in the strategic perspective of a business. Access to capital allows the business to compete more aggressively in its environment and is also a resource for the business that protects it from environmental setbacks (Bourgeois, 1981). It is also assumed that the financing of a business helps it to overcome the scarcity of other resources (Cyert & March, 1963). It is argued here that businesses with more financial resources have a broader strategic perspective and provide more opportunities to the business than businesses without these resources (Hambrick & Finkelstein, 1987).

An important determinant of a business's ability to generate the financial resources it needs is its positive reputation. Positive reputation makes it easier for businesses to charge high prices, improve their access to capital markets and attract investors (Fombrun, & Shanley, 1990). Reputational resources are argued to contribute significantly to differences in performance across businesses and are rare, socially complex and difficult to imitate. Reputation represents the knowledge and feelings that individuals have about a business and its goods and services (Hall, 1992). In the literature, this resource is referred to as "legitimacy", i.e. an intangible resource that raises the status of the business in society and helps in resource acquisition, thus affecting the survival of businesses (Rao, 1994).

Human Resources: It includes individual and social resources such as education, experience, individual judgments, intelligence, relationships and intuition. Human resources are defined as all of the knowledge, skills, abilities, talents and experience associated with organizational members and used by individuals (Hsu & Fang, 2008). These qualities are associated with employees' commitment to the organization, intelligence, education level, satisfaction, attitude, values, motivation, creativity, innovation, teamwork, problem solving and communication skills, behavioral styles, self-confidence, willingness to share information, entrepreneurship and leadership skills. In addition to these qualities, there are two other determinants: Employees' skills and their commitment to the organization (Chen, 2006).

Perhaps the most critical resource in a family business is its senior management team. They are directly responsible not only for the content of the business strategy but also for the process by which strategies are developed. The consistency between strategy content and process is crucial (Lado & Wilson, 1994).

Knowledge Resources: Knowledge is an important intangible resource that creates value for organizations (Miles, 2012). It is the intangible resources of valuable, rare, inimitable and non-substitutable resources that enable organizations to create real value rather than physical or financial resources that enable organizations to achieve sustainable competitive advantage (Nonaka & Takeuchi, 1995). This perspective emphasizes that organizations do not only have tangible resources, but that intangible and tacit knowledge resources create the real value for organizations.

The sustainability of organizations depends on their ability to manage knowledge more efficiently than other organizational structures. In addition to the roles of acquiring and creating knowledge, organizations also have the task of applying and using knowledge. For the use of this knowledge, organizations focus on the coordination of organizational members and the integration of their specialized knowledge in a positive effort. Knowledge is a strategic resource that provides sustainable competitive advantage. Knowledge is not only a valuable, rare, inimitable and immobile resource, but also a strategic resource that enables organizations to have knowledge-based capabilities through structures such as organizational culture, identity, norms and routines.

Considering the resources of the organization, it is argued that the knowledge created, stored and used is the resource with the greatest strategic importance. The reason why knowledge is such an important resource is that it is the source of individual productivity, that is, knowledge resources are an asset used to explain why organizations are more successful than others. Accordingly, it is accepted that knowledge is created, stored and used by individuals, not by organizations as a whole (Miles, 2012).

The way organizations manage their knowledge can determine their success or failure, and businesses that can protect their open knowledge perform better than those that cannot. Organizations can protect their open knowledge by using employment contracts or confidentiality agreements to prevent the dissemination of business secrets, or by paying various fees to departing employees through compensation (such as pension plans, stock options), or by designing work that prevents employees from seeing the whole picture. However, these methods are both costly and can harm the effectiveness of organizational processes (Miles, 2012). Organizations need to acquire knowledge from both internal and external environments, and to assimilate and use new knowledge.

2.6. Factors to Reduce and/or Eliminate Internal Resource Dependency in Family Businesses

Organizations aim to reduce the level of environmental complexity and reduce their degree of dependence in order to be able to secure resource endowments. Organizations have to develop various strategies to manage their resource dependencies and control their access to scarce resources. The strategies used to achieve these objectives are described in this section.

2.6.1. Family Assembly

The family assembly is a unique governance practice that is becoming increasingly common in family businesses. Family assemblies are often described by family business advisors and educators as a forum for discussing the relationship and issues of the owner family with the business. The family assembly is a “family” governance structure rather than a “corporate” governance structure. This means that it is a formal practice aimed at channeling the influence of the family institution on business and ownership institutions. Family assemblies are therefore formal structures through which institutional attributes such as values, norms, interests and expectations are legitimately applied. In relation to other formal governance structures, the family council typically occupies a position in the management chain above the board and parallel to the annual shareholders' meeting. In most countries, however, the family assembly is not a formally legitimate governance structure in relation to the organization of the board of directors and the shareholders' meeting (i.e. it is not specified in the Companies Act) (Melin & Nordqvist, 2007).

The family assembly is a structure that enables more effective decision-making in the business, more effective communication between family members, determines who or who will run the business in the future and how decision-making mechanisms will function. Therefore, the family assembly forms the basis of the family constitution (Yılmaz & Mert, 2021).

Family assemblies can consist of all family members, including children over the age of 15 and spouses, and usually meet several times a year. The chairperson of this assembly is usually the oldest member of the family or families or the person nominated by the members and elected by voting (Yükselen, 2018). The main purpose of the family assembly is to provide a forum where family members can voice their values, needs and expectations to the business and develop policies that protect the long-term interests of the family (Gersick, Davis, Hampton, & Lansberg, 1997). The governance practices of the family business need to be in balance with the priorities, values and interests of the family organization as well as with the business strategy (Melin & Nordqvist, 2007).

Small groups elected from family councils constitute the family council. The family council should do the work "necessary to govern the family and play a positive role at the interface between the family and the business". It should not have too many members, selected according to their ability to do the job (where possible, the criterion should not be representation of each branch of the family). There should be limited terms of office (so that more family members can gain experience) and no family board member or CEO should be eligible (to avoid conflicts of interest) (Neubauer & Lank, 1998).

2.6.2. Family Constitution

A family constitution is defined as a document that regulates family-business relations and covers all other family members and close relatives in the family council. The family constitution provides guidance to family members who join the family through marriage or blood ties and are entitled to bear the same surname in their family relations, their relations with third parties and their relations with the business. This constitution applies to all family members in the same way and requires certain sanctions in case of non-compliance. This constitution focuses on issues that are important to the family and that are highly conflictual or likely to conflict in the future (Güleş, Arıcıoğlu, & Erdirençelebi, 2013).

2.6.3. Board of directors

The board of directors provides the formal link between the owners and the managers responsible for the day-to-day operations of the business. The board is described as “the pinnacle of the decision control system of the business” (Brunninge, Nordqvist, & Wiklund, 2007). In general, the board influences the strategy of organizations in two ways. The board indirectly influences strategy through “decision control” activities such as evaluating past decisions made by top management, high-level review of strategic plans, and monitoring executive and business performance. The board also influences strategy through “decision management” activities, such as approving strategic proposals, asking questions about important issues, and helping to formulate, evaluate, and decide on strategic alternatives (Fiegener, 2005).

Variables such as the structure of the board of directors, its size, or whether its members are from outside the organization, as well as organizational strategy and performance can be explained by the resource dependence theory. The reason why boards of directors are discussed is that these boards support the organization in various ways. Boards of directors provide support in four different areas. These are providing the desired information, access to information channels between the organization and its environment, access to resources, and legitimacy (Hillman, Withers, & Collins, 2009). For example, it may be possible to bring representatives of other businesses with which the organization does business, experts from outside the organization or people with a wide sphere of influence to the board of directors. In this context, some businesses ensure that retired politicians and military officers are included in the board of directors due to their power and connections.

Organizations form boards of directors in order to reduce their dependence on the environment. The size and composition of these boards determine how they respond to environmental needs and dependency. Board composition is used by organizations as an effective way to manage environmental dependence. Organizations have people on the board who can have a positive societal impact and have a positive influence on their relationship with the environment (legal, economic, social). The presence of people in the board of directors who enable positive relations with the environment is known as cooptation strategy (the inclusion of new people in the structure or management level that determines the strategies of organizations in order to maintain their stability and existence) (Keskin, Akgün, & Koçoğlu, 2016).

Businesses face different levels of uncertainty and environmental dependencies, and therefore the size and composition of boards of directors also vary. Since board members are legally responsible for the performance of a business, they have strong incentives to be actively involved in strategic processes such as institutionalization. In addition to monitoring the CEO and senior management team, board members are involved in the actual planning and implementation of important strategies by sharing their experience, knowledge and contacts from previous ventures (Sanders & Carpenter, 1998).

The most common way to understand the degree of resource dependence is to investigate the extent to which external board members are represented on a board. Each board member brings certain qualities and links to external resources to the board. A higher proportion of outsiders on the board ensures a greater heterogeneity of resources such as expertise, skills and knowledge that can be utilized during strategies. In general, increased outside representation tends to trigger more strategic actions initiated by the board (Goodstein & Boeker, 1991). Moreover, outside board members are less involved in the day-to-day operations of the business. Therefore, they can think more freely about different strategic alternatives and focus on advising top management and acting as intermediaries for resource acquisition. Outsiders are more likely to see the board's tasks as distinctly different and complementary to management, while insiders may see board work as an extension of their managerial responsibilities (Westphal, 1999).

There is evidence that non-family board members can represent important resources in the strategic processes of family businesses (Corbetta & Salvato, 2004). When business-oriented family businesses have non-family board members, their connections to social and professional networks outside the family business make them important resource providers of advice, support and information (Johannisson & Huse, 2000). Research in SMEs shows that outsiders on the board have a positive impact on strategic change, including internationalization (Voordeckers, Gils, & Heuvel, 2007).

Experiences from contexts outside the organization also help to generate new perspectives and ideas and increase cognitive diversity. Cognitive diversity refers to the existence of multiple and different styles of data collection, analysis and interpretation among members of a group. Boards with different information gathering and interpretation styles and active external directors have to consider a wide range of data sources about their business' markets, competitors, operations and customers. This can increase their likelihood of participating in strategic decision-making in SMEs (Fiegener, 2005) and identify more needs and opportunities for strategic change. Therefore, external board members in close-knit businesses can point to new strategic directions, but also provide information and advice during a change process. By leveraging their personal connections, these external members are able to link the business with important stakeholders in its environment, act as intermediaries for resource acquisition (Boeker, 1997) and enhance the reputation and legitimacy of the business (Johannisson & Huse, 2000). Thus, businesses will facilitate favorable external conditions for change. In short, having non-family members on the board contributes to the development of the governance structure of family businesses (Brunninge, Nordqvist, & Wiklund, 2007).

The board of directors is the most important part of an effective corporate governance. The success of family businesses that want to ensure institutionalization depends on the effectiveness and independence of the boards of directors. Boards of directors have duties and responsibilities such as finding and assigning the right human resources to critical tasks, establishing and implementing the business philosophy, establishing and maintaining an effective organizational structure (Yılmaz & Mert, 2021).

The board of directors is a circle of wise men who think about daily policies together with the management. In fact, day-to-day management is not its task. Above all, the board should focus on the ethics of the organization in the long term, both in the internal environment and in the external environment, among other things, the reputation and trust of the business. The implementation of corporate governance can only be successful within a certain culture where the concern for quality and the care for the responsibility of each individual are natural realities. The open culture in organizations must also be present in the board of directors. The board of directors should also show an open mindset aimed at continuous improvement of the quality achieved (Siebens, 2002).

2.6.4. CEO

The CEO (Chief Executive Officer) is the most authorized manager elected by the boards of directors of joint stock companies and bears full responsibility for the internal affairs and external relations of that business, and this title has emerged with the spread of large enterprises (Koçel, 2018). The CEO is traditionally recognized as the motivating and driving force behind strategic change and expansion (Boeker, 1997). According to the resource dependency perspective, the CEO is a human resource that is controlled by the business through an employment contract, although not formally owned. Therefore, it is crucial for reducing uncertainty and following organizational strategies. Institutionalization requires human resources with high quality and managerial capabilities. Therefore, a knowledgeable CEO is a very important resource for businesses (Pfeffer & Salancik, 2004).

Lack of managerial talent is seen as an important constraint to the institutionalization of family businesses (Fernandez & Nieto, 2006). CEOs in family businesses have long tenure and are usually family members who own the business. Such a combination of ownership and management can lead to less risk-taking and greater managerial entrenchment. Moreover, family businesses that choose to hire a CEO from within the family may face a shortage of family members who are both trained to be CEOs and equipped to run international businesses (Brunninge, Nordqvist, & Wiklund, 2007). In contrast, a non-family CEO can provide connections to external resources or to such resources in the environment, allowing the implementation of strategies that were previously blocked by inertia or lack of resources. A non-family CEO brings additional skills, perspectives and ideas on how and where to compete (Boeker, 1997). He or she can also shift entrenched positions of power and disrupt political resistance and take new strategic actions based on control of resources not previously available to the organization (Pfeffer & Salancik, 2004).

2.6.5. Succession

Managers have a very important influence on the dependence of organizations on their environment and on the management of this dependence. Managers are the determinants of organizational decisions. Therefore, managers who have an appropriate level of matching with the conditions of the environment enable organizations to have a productive relationship with their environment. Therefore, environmental dependence affects manager turnover and selection criteria, and organizations' dependence on their environment increases manager turnover. Accordingly, as environmental uncertainty increases, the tenure of managers decreases. Organizations can both reduce the effects of environmental uncertainty by selecting managers who will enable them to take actions in harmony with their environment and ensure that they are managed by managers who adopt a strategy that is more compatible with the environment (Keskin, Akgün, & Koçoğlu, 2016).

2.6.6. Political Actions

Through political mechanisms, the organizations aim to get rid of environmental uncertainties and transform their economic environment in their favor by shaping state interventions. Organizations aim to preserve the positive effects of the economic, social, legal and political environment created for them by environmental actors by putting them in a position to benefit from it. Therefore, organizations use the power to direct legal, political, economic and social mechanisms that may have an impact on their actions, even if not directly (Keskin, Akgün, & Koçoğlu, 2016).

2.7. Section Evaluation

This chapter focuses on internal resource dependence and develops two concepts that have been applied in businesses but have not been used before in the literature and explains these two concepts with the support of the literature. Resource dependency is one of the most important problems for businesses. Businesses have to provide resources in order to ensure their continuity. These resources are internal and external resources. When we look at the level of dependence of businesses on their own employees, this level may also be related to the institutionalization of that business. Institutionalization of businesses is the process of removing the functioning from being dependent on individuals. However, family businesses create desired internal resource dependency by placing family members in many positions and even create desired internal resource dependency in order to prevent unwanted internal resource dependency.

The concept of internal resource dependence, which is considered within the scope of resource dependence, is examined in detail in this study. Desired and undesired internal resource dependencies developed in relation to this theory are concepts that exist in practice but do not have a theoretical framework in the literature. This study contributes to the field by establishing the framework of these concepts and presenting them as a new theory.

CHAPTER 3

3. The Concept and Scope of Institutionalization

Today, it is seen that institutionalization has a very important place in ensuring the sustainability of family businesses and non-family businesses and their successful transfer to new generations, and this situation is supported by many scientific studies. It is undesirable for family businesses to experience problems in intergenerational transition processes and to transfer or close down in this process. Institutionalization of family businesses is at the heart of academic studies to prevent these undesirable situations and to solve problems.

Corporate governance plays a vital role in creating a culture of corporate consciousness, transparency and openness for businesses. Corporate governance is defined as having legitimacy, accountability and competence in the delivery of policies and services while simultaneously respecting the law and human rights (Srivastava, 2009). Governance can be good or bad, effective or ineffective, but it depends on what is included in governance practices, as well as the quality or quality values associated with it. The concept of corporate governance emerged in the early 90s at a time when globalization was being promoted, demanding transparency, accountability and good performance from corporate managers and reflecting the necessity of corporate governance. However, due to a chain of unpredictable events in the business world, it started to gain momentum in early 2000. This recently emerged concept has become important for all businesses (Shehata, 2015).

3.1. Conceptual Framework and Importance of Institutionalization

The Turkish Language Association dictionary defines the concept of institution as “a structure or association, institution, which includes a deep-rooted structure such as marriage, family, partnership, ownership, and usually has a relationship with the state" and defines the concept of institutionalization as "becoming organized and gaining continuity" (Turkish Language Association, 2021). Institutionalization is the conduct of activities at all levels according to defined principles and rules and the management of the business by the family and other employees according to these principles and rules (Yükselen, 2018).

Organizations become institutions by creating a unique climate and differentiating themselves from others, reaching a level of skill and inertia. Institutionalization refers to the formation of regular, stable and socially integrated patterns from irregular and flexible organization or technical activities (Selznick P. , 1952).

The World Bank defines corporate governance as all kinds of laws, regulations, codes and practices that enable an organization to attract human and financial capital, operate efficiently and thus provide value to its shareholders in the long term while respecting the values of the society to which it belongs, while the Organization for Economic Cooperation and Development (OECD) defines corporate governance as the system through which businesses are directed and supervised (Attilla, 2016).

Corporate governance is defined as the totality of relations with shareholders, employees, suppliers, customers and other social institutions that see themselves as "right holders" on the enterprise for certain reasons while fulfilling their duties and responsibilities towards the top management (owners) responsible for the strategic management of the enterprise (Ülgen & Mirze, 2004). The concept of corporate governance emerges when business managers decide to delegate control authority, and this concept is explained as a collection of principles and standards that regulate the design, integration and activities of businesses by determining the rights and responsibilities of each of the management bodies (Attilla, 2016).

Corporate governance is both (technical) knowledge and the art of weighing the divergent interests of all stakeholders and choosing between alternative options for the success of a responsible enterprise supported by all kinds of information. Corporate governance is a set of institutional and organizational mechanisms for weighing the different and divided interests of all stakeholders and making the ethically optimal choice between alternative options (Siebens, 2002). According to Monks, & Minow (1995), corporate governance is "the relationship between different participants in defining the direction and performance of an organization".

Corporate governance is a system that determines the way businesses are managed. The effectiveness and efficiency of business activities, the reliability of the financial reporting system, compliance with laws and regulations and the protection of business assets are the main issues of corporate governance. The reasons for the emphasis on corporate governance today are private ownership, the increasing role of businesses in modern economies, the increasing interdependence between countries and businesses, and the emergence of new competitive conditions. Corporate governance should establish appropriate mechanisms to ensure that management is monitored by the board of directors and the board of directors is monitored by shareholders. The aim of corporate governance is to ensure that power relations are balanced within the board of directors and the entire enterprise and to prevent this power from being exercised solely on the basis of power relations without taking into account a well-established organizational structure, quality orientation and the real responsibility of authority (Siebens, 2002).

In family businesses, corporate governance provides a long-lasting place and process for owner/managers (insiders) to meet and work with non-owning shareholders (outsiders), non-owning managers (professional management) and others who have a stake in the long-term success of the business. Especially in family businesses with non-family shareholders and managers, there are many critical issues with potential for conflict. In family businesses, characteristics such as the management of the business, the chairmanship of the board of directors and the ownership of the business are often concentrated in the same person, and the shareholders are family members make it risky to use traditional views on corporate governance for family businesses without adapting to any changes (Ulukan, 2004).

Corporate governance is of great importance for family businesses. These can be summarized as follows (Yılmaz & Mert, 2021);

- The fact that family businesses reach a capacity that exceeds their physical strength due to growth necessitates the need to work with professional managers in business management. This necessity makes corporate governance practices mandatory for family businesses.
- Another requirement that increases the importance of corporate governance in family businesses is capital supply. Family businesses with effective corporate governance and structure have the ability to establish partnerships and cooperation with third parties more easily in terms of capital supply.

- Another important aspect of corporate governance practices for family businesses is to regulate family and business relations. Rationalization of family and business relations through corporate governance practices prevents possible situations that may harm the business. It eliminates the effect of emotional ties within the family on business relations.
- Another important aspect of corporate governance practices for family businesses is the control and audit weaknesses experienced in such businesses. Corporate governance practices established in family businesses, an effective risk management system, internal control system and the existence of an internal audit department ensure the formation of control awareness in such businesses.

In short, corporate governance practices aim to trust non-family managers, regulate relations with non-family shareholders, provide risk and crisis management, prepare the ground for strategic planning, and reassure financial institutions. All these objectives increase the efficiency of family businesses and ensure their continuity (Attilla, 2016).

3.2. Institutionalization Indicators

The existence of the concept of institution in organizations is an antecedent of the fact that businesses are not dependent on individuals, but within a system based on a certain perspective. As businesses grow, they face more risk of deterioration. In order to reduce or eliminate this risk, instead of familiar and simple practices, a more systematic model with more management steps and bureaucracy should be adopted. The concept of institutionalization is very important precisely at this point; because it is a system that prevents these deteriorations and makes it easier for the business to adapt to innovations (Narmambetova, Avcı, & Barlı, 2016). The concept of institutionalization in businesses also has indicators in general terms. These can be listed as business constitution, formal organizational structure, professionalization, delegation of authority and authorization, management approach, decision-making style, establishment of an effective communication system, internal audit and accountability (Yazıcıoğlu & Koç, 2009).

3.2.1. Business Constitution

Constitution; It is a basic text that determines the form of government of a state, how the legislative, executive and judicial powers will be, the rights and responsibilities of the citizens of that state. From this point of view, the business constitution also serves as a basic law for businesses. The business constitution is a written text that specifies how, how and by whom the activities in the business will be carried out, as well as the duties, rights and obligations of everyone in the business. In family businesses, where family members are more influential than professionals, having a business constitution is much more necessary and prioritized than in non-family businesses. In the business constitution prepared in family businesses; "the purpose and principles of this constitution, the shares and change conditions of the business, the formation and activities of the family council, the formation and activities of the board of directors, the training and adaptation of new generations to the business, the rights and responsibilities of family members, the status of non-family employees in the organizational structure, payments to family members, etc." (Koç, 2017).

Family businesses differ from all other businesses in terms of the quality of their employees. Family businesses include not only family members but also non-family employees. Within the framework of the rules set out in the business constitution, the possibility of any problems arising between family members or non-family employees is minimized (Tagiuri & Davis, 1992).

Family businesses have a unique cultural structure due to their structure. In this context, it is very important for family businesses to create the right constitution that is suitable for them.

3.2.2. Formal Organizational Structure

It is the structure that emerges through the organizing process and organizational design, and in this structure shown by the organizational chart, the classification and hierarchy of jobs, positions and titles, and the positions of employees within the organization are determined (Şimşek & Çelik, 2018). The focus of the formal structure is to transform business functions into systematic processes independent of individuals by basing them on norms. Formal structures ensure the coordination of business functions and activities carried out within this framework (Karacaoğlu & Sözbilen, 2013).

Thanks to formal structures, it contributes to the systematization of the activities of enterprises through rules, procedures and instructions, independent of individuals and situational factors. Since the focus of institutionalization is the transformation of businesses into models that grow and develop independently of individuals, a successful formal structure will also contribute to the institutionalization of family businesses and will be able to continue its continuity successfully.

3.2.3. Professionalization

These two disciplines have evaluated the concept of institutionalization at different levels and with different dimensions. When the evaluations of the institutionalization literature on the concept are examined, it is seen that there is a shallow perspective on professionalization. In this context, it is thought that an in-depth examination and explanation of the concept of professionalization will contribute to the enrichment of the literature. In this study, it is aimed to evaluate the concept of professionalization in a different way from the way it is usually handled in the literature and to contribute in this way. In a sociological study, professionalism was considered in two scopes and this classification was determined as value system and ideology. With the value system, professionalism is part of a normative social system and is a mechanism that plays an important role in maintaining social balance and order (Evetts, 2003). This value-based theory was also supported by Durkheim (1992) and characterized as a form of moral community. Johnson (1972), on the other hand, considered the concept of professionalization as an ideology, and saw it as a successful ideology that captured the imagination of various activity groups. Two elements are emphasized in these explanations of professionalization. The first one is that this concept has an important role in ensuring the social system with its normative aspect. With its normative aspect, it functions as a mechanism of conformity and this has a serious impact on the formation and balancing of the social system. This normative aspect of professionalization provides professionals with significant power, making them one of the important actors on the social plane. The second element that comes to the fore in relation to professionalism is an issue in this context. Professionals can achieve a significant degree of community power and control on the social plane with the power they obtain from the system (Johnson, 1972). Professionals gain this power through their knowledge and expertise. The reason why professionalization is considered as one of the indicators of institutionalization is that the knowledge power of professionals plays an important role in the continuity of businesses. The employment of professional managers by businesses increases the knowledge and experience of organizations and contributes to the increase and development of the adaptability of businesses with their environment (Karacaoğlu & Sözbilen, 2013).

Professionalization is a management approach in which the balance of duties, powers and responsibilities is determined on the basis of expertise, in addition to the transfer of all business and operations in the enterprise to experts in that field. The transition to professional management can lead to disruption, obstruction and even disintegration of the family in growing businesses. Professional managers focus on questioning what is right for the development of the business rather than family politics. This can lead to conflicts (Barnes & Hershon, 1994).

An important indicator of the professionalization of businesses is the ratio of existing professionals to the number of employees in the business, and this high ratio is a very important force. Professional managers who increase their financial opportunities in order to develop their careers can be transferred to different businesses and this is a serious risk factor for businesses (Apaydın, 2009).

3.2.4. Delegation of Authority and Authorization

Delegation of authority is the transfer of the decision-making authority defined to the manager in any field to his/her subordinate within the framework determined by his/her own will. The manager has the authority to take back this right when necessary, and even if the authority is delegated, the person responsible for the work is still the manager himself (Karavardar, 2011).

Considering the most common definition of a manager as “a person who works through others”, delegation of authority and authorization is the most important element that distinguishes managers from non-managers (Wells, 1993). Delegation of authority is indispensable for an organization that wants to ensure the process of institutionalization in business. In order to institutionalize, businesses must also give the necessary authority to those they give responsibility to (Şimşek & Çelik, 2018). This also applies to family members in the business. As with non-family members, family members should be authorized in line with their expertise and education. The authority given to family members should not be given because they are from that family (Koç, 2017).

Delegation of authority is very important for a successful management process. Delegation of authority is to ensure that the use of resources is more effective and to create a stronger and more flexible organizational structure. In this context, delegation of authority has the power to increase the performance of the organization (Fontaine-Ortiz, Gorita, & Vislykh, 2004).

3.2.5. Understanding of Management and Participation in Management

Businesses are generally managed with a centralized or professional management approach. However, when we look at the enterprises with an advanced level of institutionalization, it is seen that the management style is closer to the democratic management style, in other words, to the participatory understanding, from these two extremes. Participatory management approach is considered as all employees in the enterprise adopting the goals and objectives of the enterprise and working in this direction (Koç, 2017).

The management approaches preferred by businesses are one of the indicators of institutionalization. Especially in family businesses, it is seen that the management approach is central. However, as these businesses grow and the need for institutionalization increases, they have to change their management approach and make it suitable for the corporate structure (Yılmaz & Tüzüner, 2021).

3.2.6. Decision Making

Decision-making is the conscious choice of one of a group of options in a field to be implemented. When a decision is to be made, the decision maker needs to know and explain the options related to that field and, as a result of all these, analyze them in order to decide on the choice of one of the options (Porter & Applewhite, 1968).

One of the important indicators of the institutionalization of businesses is the participation of professional managers in decision-making processes. In the decision-making processes in institutionalized businesses, professional managers participate and are among the people who have a say in the decisions taken (Yazıcıoğlu & Koç, 2009).

In family businesses, board meetings are mostly held on paper and decisions are taken with the influence of family members who are shareholders. Even if there are professional managers, they are mostly involved in the follow-up process. Therefore, a family business should systematize this whole process and increase its functions in order to institutionalize.

3.2.7. Creating Effective Communication Systems

An effective communication system will make the process more accurate by increasing the interaction and harmony of family members and professionals with each other in line with the determined goals. In family businesses, the communication between family members often takes precedence over the main purpose of the business itself, causing the business to become complex and shortening the life span of these businesses compared to non-family businesses (Yazıcıoğlu & Koç, 2009).

In order for businesses to be institutionalized, it is imperative to have an effective and accurate communication system. Thanks to these effective communication systems, businesses contribute to businesses by ensuring unity of purpose. The way to work harmoniously from the lowest unit to the highest unit within the enterprise depends on the existence of dynamic and effective communication systems (Karavardar, 2011).

3.2.8. Internal Control and Responsibility

One of the main tasks of managers in businesses is to fulfill the control in the most accurate and complete way. Determining the extent to which the planned targets are realized, identifying and correcting deviations between the set target and the actual target constitute the steps of this process (Şimşek & Çelik, 2018).

Responsibility means recording the activities that take place, providing information, identifying the people responsible for that work, and explaining the transactions that are fulfilled or not fulfilled when necessary (Forrer, Kee, Newcomer, & Boyer, 2010). In other words, responsibility can be explained as the ability of individuals to take responsibility for their actions (Burke, Sims, Lazzara, & Salas, 2007). Internal control, on the other hand, constitutes issues such as the policies followed by the organization, the methods applied, the programs determined and the quality of management. Internal control is also very important in terms of auditing the financial and numerical transactions of the organization (Yazıcıoğlu & Koç, 2009).

Since the process of institutionalization gives importance to social values, with this contract, businesses become a part of the society and become acceptable. Businesses become accountable by complying with certain standards and principles. These principles include concepts such as trustworthiness, respect, responsibility, rights and acting in accordance with the law. All this allows competition to benefit not only society but also businesses. Businesses are forced to be responsible due to pressure from stakeholders. Businesses need to be accountable for their principles, standards and rules, and for their actions, because if businesses do not enable accountability, stakeholders do not provide the necessary support for businesses. Transparency of business information for stakeholders facilitates legitimacy, which in turn supports the institutionalization of businesses. Responsibility and transparency increase the credibility of businesses. As a result, businesses gain trust (Zajac & Westphal, 2004). The actions of businesses should be recorded in accordance with the norms of environmental organizations, be transparent, and be approved by the relevant sector and professional organizations. In order for businesses to gain legitimacy, they need to have accountability, which is considered as a kind of contract between the business and society (Warren, 2003).

Establishing internal control and accountability, which is one of the indicators of institutionalization, plays an important role in assuming responsibilities and ensuring mutual trust for all businesses. Businesses should understand the importance of internal control and accountability and should be made a pioneer in realizing institutionalization. In order to achieve this, businesses have their businesses audited by an independent audit firm in order to foresee deficiencies or errors in their own organization and to take precautions. According to the results of these audits, the business improves itself (Koç, 2017).

3.3. Institutionalization of Family Businesses

The vast majority of family businesses are established by an entrepreneur with a limited capital and his/her own labor, starting with a single person or his/her partner and then adding family members and growing unplanned (Develioğlu, 2010). Family businesses are a form of organization where emotions are dominant. The commercial orientation of these businesses, where emotions are so prominent, requires a certain systematic structure and rules (Fındıkçı, 2011). If these businesses are still small, they can survive only with family members. However, if these businesses have reached a certain size, new structures become necessary instead of personal initiatives (Yıldız, 2008). Family businesses should create an organizational structure based on corporate governance at the right stage in order to ensure their continuity, to transfer them to future generations and to have a place worldwide (Fındıkçı, 2011). Institutionalization in family businesses can be explained as a system that operates according to rules with the unique characteristics of the businesses, a strong culture, a system in which businesses are independent from individuals, standards are established, seen as legitimate by stakeholders, and family-business relations act according to certain rules (Çakıcı & Özer, 2007).

Institutionalization is generally understood to mean that family members completely delegate the operation of the business to professionals. However, institutionalization is the pragmatic working spirit of competent family members and non-family members. In order to achieve institutionalization, both family members and non-family members must adapt to this process (Chua, Chrisman, & Sharma, 2003).

In order to ensure sustainability, family businesses must be ready for change and constantly act in accordance with the conditions of the day. One of the weaknesses of family businesses is the confusion between the concepts of family and business. Family members are hired and promoted in the organizational hierarchy regardless of their skills and knowledge, and sometimes even special positions are created for them. However, factors such as intense competition, technological and information superiority, and the speed of change brought about by globalization force family businesses to change and move away from their current organizational levels (Pazarcık, 2004). In addition, family members do not trust non-family members and are reluctant to delegate authority to them. For such reasons, institutionalization in family businesses is a very difficult and troublesome process (Ak, 2006). The main reasons for the failure of family businesses are lack of institutionalization and inadequacy in management (Fındıkçı, 2011).

In order to ensure an effective institutionalization process in family businesses, steps should be taken in two different aspects and simultaneously. These are; "institutionalization of businesses" and "institutionalization of the family". What needs to be done for the institutionalization of businesses in family businesses can be listed as follows (Güney, 2008);

- Analyzing the current situation of the enterprise and determining its strengths and weaknesses accordingly,
- Understanding the importance of change and institutionalization in the family and the business and convincing the shareholders,
- Establishing job and job descriptions by creating an organizational form in line with the objectives of the enterprises,
- All family members and non-family members in the business should be informed about institutionalization, trainings should be provided and necessary motivation should be provided for this process,
- A professional management should be established and authorities and responsibilities should be distributed correctly,
- Family members who will work in the business in the future should be developed in line with these duties and responsibilities,
- Be sensitive to social values,
- Continuity in this process should be maintained and changing conditions and practices should be followed,
- Decisions need to be taken quickly and implemented.

What needs to be done within the framework of institutionalizing family relations can be listed as follows (Güney, 2008);

- A 'family council' should be established to ensure professional evaluation of family and business issues, and 'family constitutions' should be created to regulate family relations and include family values, mission and vision.

- Intergenerational succession plans should be drawn up and family relations should be tied to certain norms,
- Strengthening communication within the family and resolving problems that may arise between family members is extremely important for institutionalization.

Institutionalization, which is discussed in this study, refers to "ensuring that the existing activities of an enterprise are carried out without being dependent on individuals with an organizational structure suitable for the purposes, facilitating the adaptation of enterprises to environmental changes, ensuring that market conditions are at the forefront rather than the influence of the family, adopting a management approach created through professional managers and consultants, and with all these effects, it is aimed that the enterprise can build a structure with a unique identity.

3.4. The Importance and Necessity of Institutionalization in Family Businesses

Institutionalization is the structure and process created in order for the organization to establish its own methods without depending on the individual methods of the people in maintaining the activities of the organization, and to ensure that the functioning can be carried out without any disruption even if the people leave the organization. In other words, institutionalization is the creation of systems in which there is no dependence on individuals in the activities of enterprises. Institutionalization does not mean that the founders of the enterprise are excluded from the system and / or that the human factor is put into the second plan and the system and processes are at the forefront. Because in any case, the founders have a great role in the establishment, development and reaching the current structure of the enterprises and their knowledge and experience will form the basis of institutionalization. However, what is emphasized here about institutionalization is the necessity of experiencing disruptions in functioning in the absence of founders (Bezirci, 2016). Regarding this issue, Baykal (2002) argued that in order to understand whether a business is institutionalized, it is necessary to look at whether its senior managers take a vacation. If the operation can continue without these managers and even develop positively without any problems, that business is institutionalized (Baykal, 2002). In other words; in institutionalized enterprises, it is defined by whom and how the work should be done and it is aimed to minimize the supervision and evaluation processes of enterprises by managers and founders (Selznick P. , 1996).

In our country and in the world, businesses are established and started on a small scale by one or a few entrepreneurs without serious planning. In the following time, they can turn into large-scale enterprises. While businesses are small-scale, they can be managed by the founder and / or founders. However, when these businesses start to grow, it becomes very difficult to manage the business and maintain its existence. When such difficulties are recognized, it is aimed to overcome this problem by involving professionals in the business. This solution is more of a short-term solution, because unless the hired professionals are given the necessary authority, they cannot provide any effectiveness other than just performing the assigned tasks like other employees. The most important reason for this situation is the lack of institutionalization (Bezirci, 2016).

A business with well-developed universal governance rules and practices has no weaknesses such as dependence on individuals/organizations. However, in enterprises with less developed management rules, even if the enterprise is in such a good position that it does not need any additional resources, the smallest management change seriously affects and risks the future of the enterprise. In other words, systematic management approach in enterprises with a high level of institutionalization provides flexibility to these enterprises and at the same time improves their ability to adapt to changing individuals and/or organizations (Ural, 2004). Since the equivalence of duties, authorities and responsibilities is ensured in institutionalized enterprises, disruptions are at minimum level in these enterprises. This situation prevents conflicts between employees and departments. The absence of conflicts makes it easier for the business to achieve its goals and makes the organizational structure stronger. In addition, institutionalization has a very important role in creating strategies and achieving long-term success (Koç, 2017).

Organizations show similar reactions to similar situations in different places and times with institutionalization. Because the behavior of the organization is determined according to certain, consistent and established principles and policies, and businesses that react at this level provide stability and trust in the society and in the area where they are located. In addition, institutionalization is not only a system created to keep individuals and organizations under control, but also has positive effects on the quality of the goods and / or services offered by the enterprises, the correct determination of customer demands and directing the resources of the enterprises to future production channels in line with these demands. The importance of institutionalization for family businesses can be listed as follows (Ak, 2006);

- Ensures the formation of organizational culture in family businesses
- Ensures the formation and functioning of a systematic structure in family businesses
- Family businesses determine the formation of the financial structure and ensure the establishment of a financial audit system.
- It establishes standards in determining the distribution and use of property of family members and non-family members in the business.
- It enables the realization of the purpose of social responsibility in family businesses.
- It provides timely and clear information to all stakeholders of the enterprises.

The need for institutionalization varies depending on the size, structure and characteristics of the enterprises.

Institutionalization contributes to the growth and development of enterprises and it is seen that the size reached as a result necessarily requires a more institutional structure. There are general evaluations on the necessity of institutionalization. Institutionalization is a necessity especially for businesses that have reached a certain size and have reached a departmental structure such as finance, human resources, marketing and sales (Cevher, 2014). In growing and developing businesses, it is stated that the founder cannot manage all the business and institutionalization is a necessity rather than an alternative way. Because institutionalization is a prerequisite for the business to continue its existence for a long time (Baykal, 2002). However, the situation is different in small-scale enterprises. For small-scale enterprises and individuals who can meet their economic needs, institutionalization brings harm instead of benefit. For small-scale businesses, establishing a system and trying to carry out the operation with rules does not go beyond increasing bureaucracy and slowing down and disrupting the process (Koç, 2017). Therefore, the important point for small businesses is to institutionalize at the right time. In addition, unlike large enterprises, these enterprises should pay more attention to issues such as getting consultant support for this process, providing training to employees on institutionalization, ensuring sufficient standardization, leaving a wiggle room and working with professional managers as the process progresses (Koç, 2017).

Within the scope of this research, institutionalization is a very important model for decision-making, operational processes and creating an auditable business. If institutionalization is not ensured in businesses, these three mechanisms, which we can call the separation of powers, are gathered in one hand, creating a serious danger for the business. By placing family members at these points, family businesses both create dependency and disrupt the functioning. The fact that the people and/or units that run the business and the people and/or units that supervise it are the same can be an indication that institutionalization is not fully realized and creates problems for businesses.

3.5. Fields where Institutionalization is Effective in Family Businesses

The structure and functioning of businesses change with corporate governance practices. In addition to these, family businesses also differ in behavioral terms. These differences and their effects are evaluated under four headings.

3.5.1. The Effect of Institutionalization on Nepotism

The concept of nepotism is derived from the Latin word "nepot" and its English equivalent is "nephew" (Garih, 2005). It is seen that the concept of nepotism in Turkish is used synonymously with the concept of favoritism, but the concept of favoritism is actually broader than nepotism. Nepotism is a type of favoritism that focuses on similarities such as spouse-friends, friends, compatriots, and the same political views. In other words, the concept of nepotism refers to the situation of providing employment opportunities for one's own relatives and family members regardless of their abilities by using one's own power and authority (Asunakutlu & Avcı, 2010). Nepotism is defined as the use of preferences primarily in favor of relatives in appointments to important units in enterprises (Nelton, 1998). In this sense, institutionalization enables family businesses to move away from nepotism, ensure that the right people are employed in the right jobs, establish a balance between family members and professional managers, and thus increase the efficiency of businesses.

3.5.2. The Effect of Institutionalization on Power Conflict

The presence of family members at the management level in family businesses causes power conflicts in important issues related to the business. In family businesses, family members affect all processes of the business and the most important of these processes is the decision-making process. In non-institutionalized businesses, this process takes place with an unplanned and authoritarian management approach and decision-making occurs in a sphere of influence in which family members are involved. In enterprises where institutionalization is achieved, this process is implemented with a participatory model (Harris, Martinez, & Ward , 1994).

3.5.3. The Effect of Institutionalization on Managerial Problems

There are some factors that drive the institutionalization of family businesses. Power centers in family businesses are family, shareholders, employees and managers. The common point of these power centers is the management system consisting of family-business-ownership triad. There is a strong relationship between the family and the business and this relationship affects all structural and functional activities of the business. These relationships lead to some problems in the business over time. The fact that family members at the head of the family business are in competition with each other, the inability to establish a workload balance, injustice in wages and the formation of personal work due to differences of opinion, power and control fights are the main factors that create competition (Yılmaz & Mert, 2021). All these problems that may occur with institutionalization can be solved.

3.5.4. The Effect of Institutionalization on Business Continuity

Businesses can ensure their continuity when they can adapt to constantly changing conditions and create an institutional structure. The factors that pose a major problem for family businesses are mostly internal, in-house factors, but mostly stem from emotional relationships within the family. It is thought that the majority of family businesses cannot sustain their existence due to lack of institutionalization. When institutionalization takes place, the business becomes independent from individuals and becomes successful in maintaining its existence (Athanassiou, Crittenden, Kelly, & Marquez, 2002).

3.6. Institutionalizing Family Businesses

When family businesses in Turkey are handed over to the next generation, it is not uncommon for them to disintegrate and disappear. The most important reason for this end is the situation of "conducting business according to people, not according to rules". The source of this situation is the (in)institutionalization of businesses (Dinçkal, 2020).

Family businesses in Turkey have a highly hierarchical management structure. The business owner holds almost all of the authority regarding the management and execution of the business. Although this situation seems to accelerate the functioning of the business in terms of quickly adapting to changes and seizing opportunities, it reveals intra-family conflicts, especially in the next generation of the business. At this point, the concept of institutionalization starts a new era for businesses. Businesses start the first stage of this process with the creation of a family constitution. This process is followed by the formation of a professional board of directors, determination of independent members, and distribution of powers and duties. In addition to these steps, family businesses that succeed in institutionalization in Turkey emphasize the separation of powers in management. It is stated that institutionalization increases operational and financial efficiency, provides easy access to equity capital and financing (external sources), reduces the cost of capital by increasing the enterprise value, reduces agency costs, and provides confidence to all stakeholders of the enterprise. When the data on family businesses in Turkey are analyzed, it is seen that 58% of these businesses have a family council, 36% have a family constitution and 19% have a shareholder agreement. Among the enterprises that have succeeded in institutionalization are İnci Holding, Aras Holding, Keskinoğlu, Abalıoğlu, Şölen (Alacaklıoğlu, 2013).

There are businesses in Turkey that can set an example for institutionalized family businesses. The businesses established by pioneering entrepreneurs in our country are generally within the scope of family businesses. There are businesses established as family businesses and among the largest businesses. According to these businesses, institutionalization is very important in order to reduce the negativities of being a family business and to ensure the continuity of businesses. These businesses include Koç, Sabancı, Eczacıbaşı, Yaşar Holding, etc. In the process of institutionalization of family businesses, professional managers can be employed from outside as well as family members. However, it is very difficult in practice for family businesses to include professional managers from outside the family. In this case, family businesses generally prefer to prioritize family members in management and prepare them for business management. For example, the management models of the Boyner and Konukoğlu families are similar and the board of directors of both businesses includes family members who do not work in the organization. In addition, there are committees consisting of experts on many issues related to the business. These committees are oriented towards increasing the profitability of the business rather than the family (Güleş, Arıcıoğlu, & Erdirençelebi, 2013).

When the examples of family businesses in the world are analyzed, it is seen that only 3 out of 100 family businesses established by the first generation can continue until the third generation. In addition to family businesses that can continue their continuity until the third generation, it is also known that there are family businesses that live for 750 years. When it is investigated what this success in businesses depends on, the result obtained is institutionalization. Within the scope of institutionalization here, it is not only the institutionalization of business, but also the institutionalization of family relations (Alacaklıoğlu, 2013).

3.7. Do family businesses not want to institutionalize or cannot institutionalize?

As stated in The Social Contract, "Every free act has two causes that give rise to it: One of them is moral, that is, the will that determines the action, and the other is material, that is, the power that performs it". Will and power are also required for the institutionalization process to begin in businesses. That is, for this process, the will to institutionalize (legislative power) and the executive power for institutionalization are necessary in the leader of the organization. Despite the leader of the organization, there is no possibility of institutionalization (Rousseau, 2020). When the non-institutionalization of family businesses is examined, it is seen that it is caused by two problems. The first of these is the preference of family businesses, that is, they think that there is no need for institutionalization in their businesses and that this process is a stage that makes their work difficult. The second problem is that businesses want to institutionalize; however, in the realization of this process, family businesses face problems due to their unique characteristics and cannot institutionalize. In this context, this section evaluates these two problems related to family businesses and their causes.

The main problem seen in family businesses in terms of institutionalization is the lack of institutionalization. Why can family businesses not institutionalize? What are the situations that make it difficult to institutionalize? Within the scope of this study, the answers to these questions are evaluated and it is aimed to contribute to a more detailed understanding of the enterprises in the research part of the study, to identify and solve their problems.

1) The institutionalization process of family businesses is more difficult and painful than non-family businesses. Because the founding family members see the business as their own children and ensure that it grows and develops in that way. Family members find it very difficult to leave their businesses, to which they pay so much attention, to the initiative of others. In addition, situations such as family members competing with professionals from time to time and/or reflecting family problems to the business also make institutionalization difficult (Özkaya & Şengül, 2006).

2) One of the problems related to the institutionalization of family businesses is the over-centralized approach to business management. All decisions taken in these enterprises are independent of professional managers and consultants and there is no desire to transfer management to younger and more educated generations. Even if there are professional people in these businesses, since these people are responsible for the implementation of the decisions taken, businesses cannot use these resources efficiently and effectively (Güney, 2008).

3) Family members and/or relatives are usually involved in the management of family businesses. This situation creates competition between family members who have managerial positions in the business and other non-managerial members of the family and causes power and conflict of interest. It also creates an environment of insecurity for employees other than family members and relatives. This management approach adopted in the business makes institutionalization difficult (Dal, 2008).

4) The problem of mixing the roles in the family and the roles in the business in family businesses also makes it difficult for them to institutionalize. In order for these businesses to compete, they need to establish a democratic and independent structure (Kiracı & Alkara, 2009).

5) Another problem faced by family businesses in the process of institutionalization is financial inadequacy. Inadequate financial capital of the family and not being close to borrowing slow down and/or prevent the growth and institutionalization of businesses (Koç, 2017). This financial capital is the family's livelihood. Since family businesses are mostly small-scale businesses, it is very difficult for them to compete with large businesses (Bayer, 2005).

6) Differences of opinion and management between first-generation family members and subsequent generations is also a very important problem. Generally, first-generation family members cannot adapt to the change brought by institutionalization and create resistance by remaining more traditionalist in the business (Kiracı & Alkara, 2009).

7) Another problem that makes it difficult for family businesses to institutionalize is external relations. In non-institutionalized businesses, family members (usually the founder) provide communication with external stakeholders. Therefore, since external stakeholders take the family member as an interlocutor, the functioning and relations are always carried out through that person. While this situation does not pose a problem in a small-scale business, when the business starts to grow, this situation is a big problem for the business (Koç, 2017).

8) One of the reasons why family businesses cannot be institutionalized is that they are "seemingly institutional". What is meant by the concept of "apparent institutionalization" is the idea that "the representatives of the enterprises attach importance to institutionalization, they are seen as institutional by their representatives, but in reality they are not institutional enterprises". It becomes much more difficult for these businesses, which have not fully realized the institutionalization process, want to be seen as corporate against their stakeholders or even believe that they are institutionalized, to become institutionalized (Atilla & Küskü, 2006).

9) The institutionalization problems of family businesses are summarized as follows (Basım, Meydan, & Şeşen, 2008);

- The influence of family culture on business culture,
- Insufficient professionalization and high labor turnover,
- Shareholder disputes and conflicts of interest due to the increasing number of generations,
- The founder's desire to retain cash control and power,
- Failure to make internal audit independent,
- Single source of information, stakeholders' inability to access data about the business and the resulting lack of communication,
- Resistance to new practices and the use of modern technologies (Güney, 2008),
- Inability to adapt to the changing environment (Bayer, 2005),
- The corporate culture structure is not adopted by everyone (Bayer, 2005),
- Low awareness of institutionalization.

10) The perspective of businesses on institutionalization can also be a problem. The fact that businesses do not fully understand institutionalization prevents the realization of the process, as business owners see this process as an effort to be carried out in spare time (Alacaklıoğlu, 2013).

The problems that make it difficult for family businesses to institutionalize can be summarized as follows in terms of management functions. The correct or incorrect execution of the planning process, which is the first stage of management functions, affects the other stages in that direction. Among the most common mistakes encountered in family businesses at the planning stage are not expressing the mission and vision correctly, failing to identify a common goal and/or making short-term plans. Determining goals and objectives is a priority for family businesses. Because in family businesses, it is very important for the family and the business to benefit, but in some businesses, the interests and values of the family are prioritized more. In this context, it is quite common for the goals and objectives of family businesses to differ from those of non-family businesses (Sharma, Chrisman, & Chua, 1977). In the organizing phase, which is the second function, the biggest risks and damages for the business are situations such as transferring jobs that require knowledge and experience to family members who generally do not have competence and trying to complete them with them, not determining a correct system in the selection of employees, and putting family before business. One of the reasons why family businesses cannot be institutionalized is that in promotions in the business, the fact that employees are from the family and/or have blood ties is taken into consideration more than their performance and career development (İlter, 2001: 15). In other words, even if the knowledge and experience of the person is not sufficient, the fact that he/she is from the family is sufficient for him/her to take important positions in the organization. This practice shows that family is prioritized before work. Problems arise in these businesses where nepotism is experienced and the life span of the business is shortened (Koç, 2017). The third function, execution, is related to all functions, but it is the stage that covers all management functions related to ensuring that subordinates work effectively and efficiently in the short and long term (Şimşek & Çelik, 2018). In family businesses, since it is sufficient for the people appointed as managers to be family members, these people may lack knowledge, skills and leadership qualities. The communication of a manager designated in this way with employees is inadequate and this causes low motivation and lack of trust, especially in employees other than family members. Another problem at this stage is the neglect of the concepts of work-wage balance and overtime. In some cases due to family relations, low performances may be tolerated, which reduces the commitment of employees (other than family members) to the organization (Tanta, Uçkun, & Latif, 2004). The fourth function, coordination, is directly proportional to the complexity of the business (Şimşek & Çelik, 2018). The understanding that "everyone should do everything", which is common in family businesses, can prevent the balanced execution of relationships with other people. The fact that each manager develops a unique relationship style and that the evaluation criteria of employees are shaped depending on these value halves causes uncoordination between units and creates problems in institutionalization. The last function, the control phase, covers the problems that arise in family businesses due to acting on hunches rather than a professional approach. Instead of written documents, statistical reports and analyses, managers in these businesses give importance to the opinions and thoughts of trusted family members working in the business. In this preferred control method, the possibility of obtaining false information increases and it becomes difficult to realize an effective control (Tanta, Uçkun, & Latif, 2004). Family businesses often claim that they have the best management and control systems and that their businesses are very special. They think that new strategies, management practices and controls are not better than their own systems and do not believe that they are necessary for their businesses. However, no matter how successful businesses are, businesses have to take into account changing conditions and systematize their business (Ural, 2004).

Family businesses do not prefer institutionalization for some reasons. These reasons can be listed as follows (Baraz, 2006);

- The idea that the institutionalization process is costly,
- The decision-making process takes a long time,
- For shareholders, management is out of their control,
- The idea that it prevents rapid response to environmental conditions,
- The idea that it will turn businesses into a cumbersome and bureaucratic structure,
- The idea that productivity in businesses will decrease,

In the early stages of growth in family businesses, it is argued that family management is a low-cost and efficient form of management. These small-scale businesses emphasize that they turn their unique characteristics into advantages by taking advantage of the power of the family (Genç & Karcıoğlu, 2004). The general perception in family businesses is that the management of the business is also maintained by the family. The appointment of professional managers to senior positions is a psychological perception that shows the inadequacy of the family in management according to the culture of some families. Institutionalization is not preferred in family businesses that cannot overcome this perception (Koçel, 2022).

The fact that family businesses do not prefer institutionalization is thought to be due to incomplete knowledge, different attitudes and understandings about this process. However, the most important problem that comes to the fore for family businesses from the moment they are established is the survival of the business. The most valid way for this purpose is to have an institutional infrastructure. Scientific research and living examples in the national and international literature on the subject support the necessity of institutionalization (Değer Danışmanlık, 2020).

3.8. Section Evaluation

It is known that institutionalization is necessary for the continuity of family businesses. In this context, the process of institutionalization and the areas where institutionalization is effective are expressed. In areas where institutionalization is effective, the concepts of power and nepotism directly affect the subject of the study. The power factor that causes the formation of undesirable internal resource dependency can be neutralized by ensuring institutionalization. Another concept, nepotism, i.e. favoritism, is one of the most important problems of family businesses. This problem can be solved through institutionalization.

Institutionalization is a process that will support family businesses in ensuring formality, including the right people in the functioning and creating a system. In this context, the effect of internal resource dependence is very important in the institutionalization of family businesses. In the recruitment processes carried out regardless of the skills and experience of family members, institutions slow down or fail to realize the institutionalization process by creating dependency on themselves.

CHAPTER 4

4. Developing Theoretical Framework and Research Assumptions

This research investigates the impact of internal resource dependencies on institutionalization in family businesses. In the relevant literature, there are a number of studies on the institutionalization of family businesses. However, a study investigating the effect of internal resource dependence on the process of institutionalization of family businesses has not been found in either national or international literature. In this respect, this research brings a new perspective to the literature and draws attention to internal resource dependence by addressing the institutionalization of family businesses within the theoretical framework.

In this research, it was found appropriate to include family businesses among the types of businesses. There are some reasons for this. The major contribution of family businesses to the world economy (Zahra, Hayton, & Salvato, 2004), the fact that they have an important role in employment growth (Ward, 2004), the fact that they constitute the largest business type in many countries (Güleş, Arıcıoğlu, & Erdirençelebi, 2013) -which is also the case for Turkey-, the fact that these businesses are more sensitive to their environment and have a strong identity and that the rate of change is much higher than other businesses (Ülgen H. , 2003), such information has brought the concept of family businesses to the forefront in this study. The fact that family businesses have unique characteristics compared to other businesses (Genç & Karcıoğlu, 2004). The reasons such as the sustainability and the more difficult transfer to the next generations make it more essential to understand these businesses. When the examples of family businesses in the world are examined, it is seen that only 3 out of 100 family businesses established by the first generation can continue until the third generation. In addition to family businesses that can continue their continuity until the third generation, it is known that there are family businesses that live for 750 years (Alacaklıoğlu, 2013). When it is investigated what this success or failure in businesses depends on, the concept that comes up is institutionalization (Fındıkçı, 2011). Institutionalization in family businesses can be explained as a system that operates according to rules with the unique characteristics of the businesses, a strong culture, a system in which businesses are independent from individuals, standards are established, seen as legitimate by stakeholders and family-business relations act according to certain rules (Çakıcı & Özer, 2007).

Will and power are also required for the institutionalization process to begin in businesses. In other words, the desire for institutionalization (legislative power) and the executive power for institutionalization are necessary for this process (Rousseau, 2020). When the reasons for (in) institutionalization in family businesses are examined, two situations are encountered. The first of these is the preference of family businesses, that is, they think that there is no need for institutionalization in their businesses and that this process is a stage that makes their business difficult. Business owners may evaluate this process negatively with the idea that control may become difficult, lack of coordination may occur (Eryeşil, Bedük, & Fındık, 2013), bureaucracy may increase in the business, time loss may occur and workload may increase (Cevher E. , 2014). The second situation is that businesses want to institutionalize; however, in the realization of this process, family businesses face problems and cannot institutionalize due to their unique characteristics. When family businesses in Turkey are handed over to the next generation, the disintegration and disappearance of these businesses is a familiar issue. The most important reason for this problem is the situation of "conducting business according to people, not according to rules". The source of this situation is the (in)institutionalization of businesses (Dinçkal, 2020).

Family businesses in Turkey have a highly hierarchical management structure. The owner retains almost all the authority for the management and execution of the business. Although this situation seems to accelerate the functioning of the business in terms of quickly adapting to changes and seizing opportunities at first, in later times (especially in the next generation of the business), it reveals intra-family conflicts. At this point, the concept of institutionalization starts a new era for businesses. Businesses start the first stage of this process with the creation of a family constitution. This process is followed by the formation of a professional board of directors, determination of independent members, and distribution of powers and duties. In addition to these steps, family businesses that succeed in institutionalization in Turkey emphasize the separation of powers in management. It is stated that institutionalization increases operational and financial efficiency in enterprises, provides easy access to equity capital and financing (external resources), reduces the cost of capital by increasing enterprise value, reduces agency costs, and provides confidence to all stakeholders of the enterprise. (Alacaklıoğlu, 2013).

Institutionalization is the structure and process created in order for the organization to create its own methods without depending on the individual methods of the people in maintaining the functioning of the organization and to ensure that the functioning can be carried out without any disruption even if the people leave the organization. In other words, institutionalization is the creation of systems that do not depend on individuals in the activities of businesses. Within the scope of this study, institutionalization is a very important model for decision-making in an enterprise, carrying out operational processes and creating an auditable enterprise. If institutionalization is not ensured in businesses, these three mechanisms, which we can call the separation of powers, are gathered in one hand and create a serious danger for the business. By placing family members at these points, family businesses both create dependency and disrupt the functioning. The fact that the people and/or units that carry out the work and the people and/or units that supervise the work are the same can be an indication that institutionalization is not fully realized and creates problems for businesses. In this context, the research process was initiated by taking into account the dependencies experienced while examining the institutionalization process of family businesses.

A review of national and international literature reveals that there are many studies that deal with the concepts of family businesses and institutionalization together. In these studies, the management approaches of countries, the specific characteristics of family businesses, the concepts of family and business, the conflicts seen in these businesses, and the elements necessary for sustainability have been investigated. However, while investigating all these, the dependencies experienced in businesses have not been taken into consideration. The situation that this study aims to reveal is the question of how the institutionalization process is affected when the dependencies of enterprises are taken into account. In the literature review, the resource dependency theory has been handled mostly from a theoretical perspective and the concept of dependency has been evaluated only as a situation that is exposed. However, some studies (Casciaro & Piskorski,

2005) argue that businesses themselves prefer the concept of dependency and use it as a strategy.

The ability of businesses to sustain their existence is proportional to their ability to obtain resources. Again, as a result of the literature review, the concept that comes to the forefront when it comes to resource dependence is external resource dependence. However, businesses are also dependent on internal resources and try to manage these resources and external resources. From this point of view, this study focuses on the internal dependencies of the business and examines the dependencies that the business has experienced with its internal stakeholders. These dependencies seen in enterprises are considered as desired and undesired internal resource dependencies and categorized as such. In this study, there are some grounds for creating the design at this level. Institutionalization is much more difficult in family businesses than in other businesses. Among the reasons for this difficulty, the place of internal resource dependence is investigated and discussed in the theoretical framework. The reason for determining family businesses in this study is due to their importance in the economic environment. In this study, it was discovered that there are differences in practice and theory and the reason for this was investigated. Although there are general frameworks set for businesses (how the general assembly is formed, how the people on the board of directors are determined, etc.), businesses continue these on paper and prefer this method with the idea that this method is more accurate. However, this right, which they prefer in the visible or short term, prevents the institutionalization of enterprises. This situation occurs especially in family businesses within businesses. Businesses based on family logic want family members to be present at almost every level of the business. Institutionalization is the creation of planning, organizing, execution, organization and control systems necessary for sustainable success by removing businesses from being dependent on individuals, and in addition to these, the more important element is the provision of decision mechanisms. Family businesses confuse institutionalization with professionalization and therefore do not want the institutionalization process. In fact, institutionalization is the establishment of systems and the formalization of the functioning of the business from being dependent on individuals. This process can be achieved either with professional managers or with family members (Yılmaz & Tüzüner, 2021). As a result of this study, it will be tried to reveal what family businesses can manage, change and develop in terms of internal resource dependency in order to institutionalize and to bring solutions to these businesses.

Another paradigm to be emphasized in this research is the evaluation of the concept of dependency. The concept of dependency is considered as an undesirable situation in resource dependency theory and organizations strive to get rid of this situation. However, in this study, it is assumed that organizations can create dependency voluntarily. When different definitions made in different disciplines are examined, there are many studies that the concept of dependency is an undesirable situation, while almost no studies have been found that it can be a desirable situation. However, when the functioning of organizational structures is examined, it is concluded that some dependencies are willingly created and maintained by enterprises. Based on these examinations, the questions of why businesses create a desired dependency within themselves and why businesses rationalize these dependencies are among the phenomena to be investigated. In addition, the methods of reducing or eliminating undesirable dependencies are questioned and evaluated. In this respect, the study aims to contribute to the literature and to create a framework on desirable and undesirable resource dependencies.

According to resource dependency theory, every organization aims to be able to escape from the coercive effects of dependency. This research acknowledges the undesirability of dependencies for organizations, but also considers the assumption that organizations may prefer these dependency relationships. For some reasons, organizations may see these desirable dependencies within and between organizations as a preference. In other words, organizations may prefer desired dependencies and base their functioning on this basis. The research focuses on problematics such as why businesses prefer desirable dependencies, what strategies they use to cope with undesirable dependencies, and how the institutionalization or deinstitutionalization of businesses can have an impact on dependencies. In this context, it is aimed to contribute to a gap in the resource dependency literature within the scope of the type of dependency created by organizations' own preferences (i.e., the so-called desired resource dependency in this study).

This research is expected to make theoretical, methodological and practical contributions to the literature. The theoretical contribution of the research will be to expand the framework of the theory by evaluating different aspects of the resource dependence theory. One of the issues addressed within the scope of the theory is the phenomenon of "dependency". However, it is thought that the arguments of the theory are insufficient regarding the content and classification of the concept of dependency. In this study, while it is accepted that organizations make efforts to get rid of dependency, it is also claimed that sometimes they may prefer this situation and their justifications are investigated. This is the most important theoretical contribution of the study. Within the scope of the literature, addiction is an undesirable situation and there are no or very few studies that addiction can be considered as a desirable situation (Casciaro & Piskorski, 2005). When the resource dependency theory is examined, individuals or organizations try to get rid of dependencies; however, Casciaro and Piskorski (2005) argue against this situation, and depending on the nature of the dependency, it may be preferable to maintain the dependency relationship. In this context, the national and international literature review shows that the arguments of the theory are not sufficiently analyzed and mostly conceptual explanations are included. In order to overcome this deficiency, it is aimed to examine the arguments of the theory in different contexts. The research also contributes in terms of methodology. In this research, qualitative analysis method is selected and applied in the leading enterprises of the sector and information on the subject is obtained from the leaders of these enterprises. How this dependency process will take shape with the institutionalization process is discussed through existing practices. It is thought that this methodological fiction will contribute to the infrastructure for future studies.

It is noteworthy that some of the operations in enterprises are only on paper but have a very different functioning in practice. In this research, assumptions have been developed by observing the practices in enterprises and providing the theoretical infrastructure that is researched based on these observations. From this point, the following research questions were developed around the general problem of the research.

Research Question: Does internal resource dependence affect institutionalization in family businesses?

a) How do internal resource dependencies affect the perceptions of family businesses on the institutionalization process?

b) How and why internal resource dependencies occur in family businesses?

c) How do family businesses manage internal resource dependencies?

d) Is the current structure of family businesses effective in internal resource dependency?

- **Sub-Research Question 1: How does the desired internal resource dependency affect institutionalization in family businesses?**

1a) Why do family businesses create a dependency for themselves despite their relatively disadvantaged position in the dependency relationship?

1b) What are the positive and negative effects of desired internal resource dependencies in family businesses?

1c) The desired internal resource dependency of family businesses is incompatible with the principle of separation of powers, and how does this affect the institutionalization process?

1d) How does the current structure of family businesses affect the desired internal resource dependency?

- **Sub-Research Question 2: How does undesirable internal resource dependency in family businesses affect institutionalization?**

2a) What are the undesirable internal resource dependencies in family businesses and how can they be prevented?

2b) How does undesirable internal resource dependency affect the institutionalization of family businesses?

2c) How does the current structure of family businesses affect undesirable internal resource dependency?

In order to explain the above research questions, it is necessary to establish relationships and conduct detailed interviews with business owner families. However, this process is quite difficult. Turkey's unique contextual characteristics, limited theoretical background and differences from practice make the answers to the questions developed in this study even more important. Rather than explaining the theory of resource dependence, the research prefers to present classifications within the scope of dependence. In this respect, the study aims to contribute to the theoretical infrastructure and to provide contributions to businesses.

CHAPTER 5

5. Implementation

In this section of the research, the research process is discussed in detail and the methodology followed is explained.

5.1. Methodology of the Research

In this section, information on the purpose, method, limitations, ensuring validity and reliability, data collection, analysis method and findings are given.

5.1.1. Aim of the Research

In this research, institutionalization in family businesses and internal resource dependencies in these businesses are discussed. The aim of this research is to focus on internal resource dependency from the perspective of resource dependency and to learn about the types of these dependencies and to understand their relationship with the concept of institutionalization. Another element aimed within the scope of this research is to consider the resource dependence theory from a different perspective and to evaluate a situation that exists in practice in a theoretical framework. However, while there are many articles on family businesses and institutionalization in both national and international literature, there is no research on internal resource dependence. It is curious how the internal resource dependence in family businesses in Turkey will affect the institutionalization and/or deinstitutionalization of these businesses. In this context, internal resource dependencies in family businesses and their causes were investigated and strategies to reduce these dependencies were examined. It is thought that reducing dependencies will also contribute to the institutionalization of enterprises. This research is designed with the aim of all these problematics.

5.1.2. Methodology of the Research

This research investigates the effects of internal resource dependence on the institutionalization of family businesses. In this context, it is aimed to reveal all the experiences of family businesses regarding the institutionalization process, to determine what internal resource dependencies are seen in family businesses, and to understand how businesses manage these dependencies. The institutionalization efforts of businesses, the reasons for (a)institutionalization, and the successes and failures in these processes have different histories within the framework of the unique structure of each family business. The fact that the dependencies seen in businesses are affected by this institutionalization process in different ways leads this study to obtain in-depth information. In this context, it was decided to choose the method considering that each business exhibits different behaviors and can make different choices. Depending on the focus of the study, these factors indicate that it would be much more appropriate to adopt an interpretive approach. Because the search for legitimacy and harmony with organizations overlaps not with positivism's assumption of rationality and objectivity, but with the unique epistemology of interpretive epistemology, which also includes subjectivity. For interpretivist researchers, the main purpose of research in the social sciences is to develop an understanding of social life and to reveal how people construct meanings in their contexts and how these meanings affect their perceptions and thus their preferences and behaviors (Neuman, 2008). The interpretive approach aims to simplify what is difficult to understand. It provides a very close and detailed examination of the text in order to reach a dense and deep understanding. It seeks to discover what is embedded in the text, deeper and richer meanings (Blaikie, 1993). Research designed to adopt an interpretive approach seeks to understand what is important and meaningful about the people being evaluated and the events being understood, how individuals experience their daily lives and/or how and why events unfold as they do in the relevant context. In doing so, it tries to look at the event-events from the perspective of the individuals. The interpretivist approach places considerable emphasis on the need for the researcher to take into account both the macro-level social context of an action as well as other micro contexts. It is seen that these emphases of the interpretivist approach overlap with the emphases of the main focus of the research. In the light of these findings and explanations, the qualitative research method, which adopts the interpretivist approach, was chosen and the study was designed accordingly. This research method is frequently preferred in recent studies in the field of social sciences (Neuman, 2008). Qualitative research is considered as an effort to process and abstract concrete information with an inductive method that develops from the idea that studies carried out to understand human beings and social phenomena in which human beings exist require a certain depth. In recent years, the use of qualitative methods that focus on understanding the reasons for individuals' behaviors has become increasingly common in Turkey instead of quantitative methods that try to measure and explain individuals' behaviors with numbers (Sığrı, 2018). Within the scope of the subject addressed in this study, it was decided to utilize qualitative research methods in order to have in-depth information. In qualitative research, an event/fact-based path is followed, focusing on events, not variables. In this framework, qualitative research focuses on and examines many different dimensions of one or more events (Neuman, 2008). Qualitative research provides the researcher with the opportunity to evaluate important processes related to the subject researched and to access detailed and in-depth data about the past (Silverman, 2021).

In qualitative research, it is also important to determine the appropriate techniques for collecting and/or analyzing data. Qualitative research, which focuses more on meaning, requires the use of a data collection tool that is sensitive to revealing meaning while collecting and interpreting data. The most frequently used data collection tools are interviews, observations, secondary data, etc. (Merriam, 2007). Considering the problematic of this study, it was decided that the most appropriate data collection tool would be the interview method and the interviews were conducted face-to-face. Face-to-face interviews are the surveys with the highest response rates (Neuman, 2008) and in this study, it was thought to be the best data collection tool to obtain in-depth information specific to businesses.

The questions guiding the research are the most important elements of the research design. These questions determine which methods and techniques the researcher will deal with in a fictional plane. Considering this situation, determining the research questions at the required level and level is a very important parameter in terms of the quality of scientific research. In this case, the necessary steps were followed in determining the research questions. As a result of the literature review; since there is no accepted scale for internal resource dependence, the semi-structured questions prepared for the interview were prepared with the support of the information in the literature and experts in the field. In the preparation of the questions, family members in the board of directors of family businesses were consulted, and the finalized questions were checked and supported by the researchers who are experts in their fields. A pilot study was conducted with these questions, which were created by selecting one business from Gaziantep and Istanbul provinces, and the questions were re-evaluated and updated. In the prepared interview form, information about the subject of the thesis was given, a statement was added that the data would be kept confidential, and in the questions section, first demographic questions and then questions about the study topics were added and finalized. After all these evaluations and arrangements, appointments were made with 16 family businesses in the textile sector in Gaziantep province for the research and interviews were conducted face-to-face.

The research was conducted in family businesses operating in the textile sector. The reason for determining the textile sector in the interviews to be conducted in family businesses is that this sector has the highest rate in the region and the number of employees is the highest in this field according to Gaziantep Chamber of Industry data (Gaziantep Chamber of Industry, 2022).

One of the important issues within the scope of the study is the determination of the people to be interviewed. It is known that the correct and qualified determination of the participants, which is one of the most important decisions regarding the research, has an important place in the desired quality of both quantitative and qualitative research. So much so that many methodologists emphasize that the participants are much more important than the subject of the research and that the participants should be examined more than the subject of the research (Birch & Miller, 2002). The reason for this situation stems from the idea that the data needed in research can be accessed through the participants' open and clear answers. This situation is much more important especially in qualitative research rather than quantitative research. Because the openness of the participants and their willingness to share give direction to the study. In this context, the participants to be included in the study were determined by the researcher and the thesis monitoring committee. The issues taken into consideration in the focus of the research topic were as follows: First, the fact that family businesses were determined as the type of business is the necessity for the interviewee to be a family member. Because family members are in a very effective position in the functioning structure of family businesses and are usually the decision makers. In the second case, the board of directors, which is an important board in both dependency and institutionalization processes, was taken into consideration and the family member to be interviewed was asked to be on the board of directors. The third condition is that these people should be the representative and leader of the sector. Within the scope of these three elements, people who met these criteria were interviewed in each enterprise and data were collected. Considering all these criteria, data were obtained by using the face-to-face interview method with the leaders on the board of directors of the enterprises in the textile sector.

5.1.3. Limitations of the Research

Although the participants were informed that information about themselves would be kept confidential, it was observed that some participants refrained from providing detailed information about the business and family members. This constraint stems from the fact that family businesses inherently involve a number of intimate issues specific to the family. In this context, it was difficult to obtain data on issues where family influence was at the forefront during the data collection phase and the data obtained remained limited. One of the limitations of the research is that the study was conducted only in family businesses located in Gaziantep province and only the textile sector was selected as the sector. Another limitation of the research is that the research is limited to 16 interviewees and the findings are evaluated within the scope of this sample.

5.1.4. Ensuring the Validity and Reliability of the Research

The most important factor that makes scientific research scientific is the credibility of the studies. This situation has been evaluated as validity and reliability in the social sciences literature and has been emphasized as a sensitive issue in measurements in all scientific research (Sığrı, 2018). Reliability is essential for validity and easier to achieve than validity, and these two concepts are generally complementary (Neuman, 2008).

5.1.4.1. Ensuring Validity

Validity is the accuracy of the research results and the correct measurement of the phenomenon that the measurement tool aims to measure. Validity in qualitative research is the researcher's unbiased handling of the phenomenon as it is. In qualitative research, the flexibility of the researcher, collecting data directly from the place where the event took place, proximity to the research area, returning to the field and collecting additional information, long-term and in-depth data collection are the situations that support validity (Sığrı, 2018).

Validity means accuracy. Instead of finding a single type of "truth", qualitative research tries to reach its fidelity. What is meant by authenticity is to provide a fair, honest and balanced explanation of social life from the perspective of someone who lives it every day. Instead of matching an abstract construct with empirical data, the emphasis is on drawing an intimate portrait of social life that is faithful to the experiences of the people we study, and on capturing an insider's view and providing a detailed account (Neuman, 2008).

In order to ensure validity, it is very important that the interview questions are both related to the phenomenon to be measured and that this phenomenon is measured accurately and correctly. In this research, in order to ensure validity, opinions were obtained from experts in the field and family members on the board of directors of family businesses to determine the interview questions, and then a pilot study was conducted and finalized.

Validity is addressed in two scopes: internal and external validity. Internal validity shows whether there are errors in the design of the research process and to what extent the process measures what is intended to be measured. In order for qualitative research to be accepted as scientific, the research process and results must be clear, consistent and confirmable by other researchers. Otherwise, doubts may arise about the credibility of the research. In order to increase internal validity, long-term interaction, in-depth data collection, diversification of data sources and collection methods are required. In addition to these, getting the opinion of experts, getting the confirmation of the participants, i.e. data sources, about the results, and ensuring that the categories are homogeneous, distinctive, objective, holistic, and appropriate for the purpose are factors that increase internal validity. The fact that the researcher constantly questions and controls himself/herself and the process with a critical eye, and that the explanations about how the controls in the study are carried out are clear and clear in a way that satisfies the reader are also issues that increase internal validity (Sığrı, 2018). Within the scope of this study, all necessary steps were carefully followed and carried out to ensure internal validity.

External validity in qualitative research is related to the generalizability of research results. In order to ensure external validity, the researcher should explain the research process in detail (Sığrı, 2018). Within the scope of this study, in order to ensure external validity, the necessary information about the research process was specified under the main title of the methodology of the research, detailed information about the sampling was included and care was taken to select the sample correctly.

5.1.4.2. Ensuring Reliability

Reliability is related to the repeatability of research results. Reliability means consistency or robustness (Neuman, 2008). While external reliability indicates whether the research results will be obtained in the same way in similar settings, internal reliability is related to whether other researchers will reach the same results using the same data. The meaning of reliability in qualitative research is different from quantitative research. Since the focus of qualitative research is on people and their behaviors and these vary, it is very difficult to ensure reliability. Reliability in qualitative research is evaluated in two scopes: internal reliability and external reliability. In order to ensure internal reliability in qualitative research, consistency should be ensured and the interview texts should be included in the research without adding comments. In analyzing these data, results from other researchers should also be evaluated (Sığrı, 2018). Within the scope of the research, the following issues were carefully emphasized in order to ensure internal reliability;

During the interview, the questions were clearly stated and the impartiality of the researcher was ensured.

- Care was taken to ensure that the environments where the participants were interviewed were quiet.
- Participants were not asked leading questions and there was no intervention.
- During the interview, the questions were asked in an open-ended and understandable way and the questions were asked in a conversational style.
- With the permission of the participants, the interviews were audio recorded and later transcribed into written text.
- The full text of the interviews with the board members of 16 family businesses is included in the appendices of the study.
- The researcher and the research consultant checked the themes, sub-themes and codes obtained within the scope of content analysis and checked whether the data were related to the results.

In qualitative research, in order to ensure external reliability, the researcher should constantly confirm the data obtained by the researcher, explain his/her own position clearly, and the codes should be clear and distinct. In addition to these, explaining the individuals who are data sources, explaining the social environment and process of the research well, explaining the assumptions and conceptual framework used well, providing detailed explanations about the data collection method and analysis, and providing information in the best way are also very important in increasing external reliability (Sığrı, 2018). In this research, in order to ensure external reliability, information about the research process was included in detail, information about the data collection process and the data analysis process was explained, and the relationship between the data and the results was checked by the thesis advisor in terms of consistency.

5.1.5. Collection of Data

The data obtained within the scope of this research were obtained through the interview method and each interview lasted approximately 40-50 minutes. Participants were informed about the research topic during the interview and were informed about the confidentiality of their personal information. There are a total of 16 enterprises within the scope of the study and the participants in these enterprises were reached through mutual acquaintances. Of the participants interviewed, 15 were family members on the board of directors and 1 participant was a professional manager on the board of directors of that business. The reason why this 1 participant is a professional manager is because of a decision taken by the enterprise. Accordingly, family members do not participate in the interview in any way, but the interview was recorded and allowed to be used as data after the control, editing and approval of the family member. Participants were contacted before the interview, informed about the research topic and an appointment was requested for a face-to-face interview. In order not to miss important data during face-to-face interviews, audio recordings were used in the interviews where permission was granted. In all of these interviews, audio recordings were made by obtaining the permission of the participants, and in cases where the audio recording was not approved, the process was progressed by taking notes and then turned into minutes. In the whole process, utmost attention was paid to the principles that should be followed to ensure validity and reliability.

5.1.6. Method of Analysis

Analyzing data in a qualitative research is one of the most difficult aspects of designing and conducting the research. Data analysis in qualitative research is a very challenging process and there are no standardized methods for data analysis. In these studies, knowledge production is shaped by the individual and collective experiences that exist at the beginning, and in this case, there may be a gap between the findings of the research and the goals that guide the research (Miller & Bell, 2002).

In this research, the content analysis method, which is frequently preferred in the relevant literature, was utilized. In qualitative studies, content analysis does not only reveal and count the meanings that may be hidden in certain paragraphs or texts, but also goes beyond that and enables researchers to understand social reality in a scientific way. The success of content analysis depends significantly on the coding process. In addition, content analysis aims to present any problem objectively and in an organized manner. Content analysis aims to reveal the meanings in texts. In content analysis, structures are operationalized with a coding system. A coding system is a set of instructions and/or rules that describe how to observe and record the content of a text (Neuman, 2008).

Content analysis is an inductive approach that aims to identify the concepts underlying the data and the relationships between these concepts through coding. In this analysis, coding is the process of subjecting the data to content analysis, that is, naming the meaningful parts of the data (such as a word, sentence, paragraph) and concepts, which are the basic unit of analysis, are used in coding. A concept is the meaning given to the meaningful parts of the data (such as a word, sentence, paragraph) and events, and sub-themes are formed by limiting and classifying the codes obtained in content analysis under certain categories. While themes point to a more general phenomenon, codes related to each other are brought together to form a sub-theme (Sığrı, 2018).

Within the scope of the research, after the interviews were transcribed, codes were first identified and sub-themes related to similar codes were determined and sub-themes enabled the determination of themes in sub-themes. The content analysis in the research was carried out using Maxqda 2020, a qualitative data analysis program. The use of software to analyze qualitative materials is becoming widespread. These software allow us to see the document in the same way that a word processor allows you to see the document. They also make it easier to search documents for a specific feature, such as a particular word or phrase. In other words, they help the researcher to gain speed, reduce the margin of error and create a more rigorous research plane (Silverman, 2021).

5.1.7. Findings

This section includes the data obtained as a result of the interviews with 16 participants, including general questions about the participants and the enterprises represented by the participants, and the analysis of the data obtained from 9 questions related to the research topic.

Table 6 Information on the Interviewed Enterprises and Participants

	Age of Family Member Interviewed	Education Level of the Family Member Interviewed	Year of Establishment of the Company	Number of Generations in the Company	Number of Family Members Working in Companies	Total Number of Employees in Companies
Business/Participant 1	58	High School Graduate	1978	3	10	750
Business/Participant 2	50	High School Graduate	2002	2	2	165
Business/Participant 3	34	University Graduate	1989	2	20	1500
Business/Participant 4	63	Primary School Graduate	1955	2	4	1800
Business/Participant 5	44	University Graduate	1972	2	4	650
Business/Participant 6	45	University Graduate	1965	3	4	180
Business/Participant 7	61	University Graduate	1976	3	11	3000
Business/Participant 8	46	Primary Education Graduate	2002	2	2	330
Business/Participant 9	52	High School Graduate	1982	2	2	500+
Business/Participant 10	63	Primary School Graduate	1971	2	4	5700/16000
Business/Participant 11	50	Primary School Graduate	1972	2	8	260
Business/Participant 12	53	Primary School Graduate	1980	2	8	320
Business/Participant 13	46	University Graduate	1977	3	16	1500/14000
Business/Participant 14	33	University Graduate	1989	2	8	2500
Business/Participant 15	58	University Graduate	2000	1	5	800
Business/Participant 16	51	University Graduate	1980	1	4	350

Table 6 provides information about the general questions asked to the participants, the participants and the enterprises represented by the participants. In line with this information, 5 of the 16 interviewees are primary and elementary school graduates, 3 are high school graduates, 8 are university graduates, and the age of the participants is generally 50 and above. The establishment date of the enterprises in the study is between 1955-2002 and the number of generations is 1, 2 and 3. In these enterprises, the data of the enterprise in the textile sector were taken into consideration in the data such as year of establishment, number of generations, number of employees, etc. In other words, in enterprises that are also located in other sectors or whose beginnings are in different sectors, it is accepted to be located in the textile sector instead of the data of that period. The number of family members working in the enterprises varies between 2 and 20. It is seen that the total number of employees of the enterprises is between 165 and 5700.

The 9 questions related to the study topic were classified as themes, sub-themes and codes by content analysis method and patterns were formed. In other words, the data obtained as a result of the interviews were categorized by the researcher and the research consultant. These data are summarized in Table 7:

Table 7 Themes, Sub-themes and Codes

THEME	SUB-THEME	CODES
Family Businesses	Structure of Family Businesses	First Generation Family Businesses
	Management Style of Family Businesses	Thriving Family Businesses, Complex Family Businesses, Sustainable Family Businesses
Internal Resource Dependency	Desired Internal Resource Dependency	Centralized, Professional
	Undesirable Internal Resource Dependency	Trust, Cost, Feeling Valued, Hardware Presence of Authority, Speed of Process, Customer Satisfaction, Timeliness of Information
Institutionalization	Family Constitution	Sustainability, Arrangements for Family Members, Business Values, Family Conflicts
	Board of Directors	Professional Managers, Expertise, Success, Morality, Social Environment
	Professionalization	Professional People, Nepotism, Merit, Recruitment of the Right People, Trust in the Organization, Process Success, Immediate Family Members

As seen in Table 7 above, 3 themes and 7 sub-themes were identified within the scope of the study. Each sub-theme was coded and explained in detail under the relevant topic.

5.1.7.1. Findings on Family Businesses

In this section, the responses of the participants regarding the family businesses represented by the participants were analyzed by content analysis using Maxqda 2020, a qualitative data analysis program. The themes, sub-themes and patterns of codes obtained through content analysis are given under the relevant heading.

Within the scope of the study, as a result of the content analysis, two sub-themes, namely “Structure of Family Businesses” and “Management Style of

Family Businesses", were determined for the theme of "Family Businesses". Table 8 shows the sub-themes and codes related to family businesses.

Table 8 Subthemes and Codes Related to Family Businesses

Theme	Sub-theme	Codes
Family Businesses	Structure of Family Businesses	First Generation Family Businesses Thriving Family Businesses Complex Family Businesses Family Businesses that Succeed in Sustainability
	Management Style of Family Businesses	Centralized, Professional

5.1.7.1.1. Structure of Family Businesses

Within the scope of content analysis, the findings obtained from the question "Can you give information about the ownership structure of your business?" are discussed. Table 9 shows the codes and frequencies related to the sub-theme "Ownership Structure of Family Businesses".

Table 9 Codes and Frequencies Related to the Subtheme of Ownership Structure of Family Businesses

Sub-theme	Codes	Frequency
Ownership Structure of Family Businesses	First Generation Family Businesses	**2**
	Thriving Family Businesses	**3**
	Complex Family Businesses	**7**
	Family Businesses that Succeed in Sustainability	**4**

The statements of the participants regarding the **code "First Generation Family Businesses"** are given below:

P15: *We are 3 siblings in the company and we have our children....*

P16: *My brother and I founded this business together, we want our children to inherit it....*

The statements of the participants regarding the **"Developing Family Businesses"** code are given below:

P1: *We are 3 siblings in the company and we have our children....*

P2: *Shared shares between me and the children after taking over from my father....*

P8: *Currently, shares are shared between my father, me and the children....*

The statements of the participants regarding the **"Complex Family Businesses**" code are given below:

P3: *My 2 uncles and my father are the main shareholders. 7 children also have shares*

P5: *We are 3 siblings and our children are divided into shares....*

P6: *There are 5 partners. In the form of siblings and cousins....*

P9: *When our father was there, it was 33%, now it is 50-50% between me and my brother. There are also sistersK11: It is shared between three siblings, there are 2 shares on children....*

P12: *Me and my brother have the biggest share. 10% shares, one of which is owned by my son and the other by my brother's son....*

P14: *The company was owned by my 2 uncles and my late father. Now it is divided into shares for my 2 uncles, me and my 2 sisters.......*

The statements of the participants regarding the code **"Family Businesses that Succeed in Being Continuous"** are given below:

P4: *We are three siblings, we are equally divided....*

P7: *It is divided between me, cousins and children.....*

P10: *40% for me, 40% for my brother, and the rest for my sister, brother-in-law and mother in 3 equal shares.....*

P13: *Family members have different financial partnerships according to the generation level....*

When the answers given by the participants were analyzed, it was concluded that two participants (P15, P16) had a first generation business structure, three participants (P1, P2, KP8) stated that their current business structure was among the growing and developing businesses, seven participants (P3, P5, P6, P9, P11, P12, P14) stated that their current structure was within the scope of complex family businesses, and four participants (P4, P7, P10, P13) stated that they were in the structure of family businesses that managed to be continuous.

5.1 7.1.2. Management Style of Family Businesses

As a result of the content analysis, the findings obtained from the question "How do the decision-making stages take place in your business?" are discussed. Table 10 shows the codes and frequencies related to the sub-theme of "Management Style of Family Businesses".

Table 10 Codes and Frequencies Related to the Subtheme of Management Style of Family Businesses

Sub-theme	**Codes**	**Frequency**
Management Style of Family Businesses	Centralized Governance	**12**
	Professional Management	**4**

The statements of the participants regarding the "**Centralized Management**" code are given below:

P1: *We have equal shares. If 2 brothers say yes to something, it is also okay for the other. We all want the company to be better, so if one of us says no, he/she thinks again. We have never had any problems related to this. We share both the decision and the responsibility....*

P2: *Only I am involved in decision-making. I have the whole process because of my experience. We are still trying to acclimatize the children.....*

P3: *General managers do the necessary research and present it to the management and the management reaches a common decision.....*

P5: *It is divided into shares for the children. Children do not have a say in decision-making, we make all decisions together.....*

P6: *We have equal shares. We take joint decisions .....*

P8: *All decisions are made by me (son)......*

P9: *Decisions are made through the same hierarchy. We make decisions accordingly. Since the shares are equal in decision-making, we don't have that kind of problem. If we believe that the work is right, we both approve it anyway.....*

P11: *Decisions are made by the joint decision of 3 siblings. Consultation is very important for us, if it is right, we approve it.....*

P12: *Decision making is done through consultation. There is no such thing as having a high share. We don't have 4 people making decisions, it is me and my brother. Children are not involved in decisions.....*

P14: *Share size is not very important, every decision is made after collective consultation.....*

P15: *3 siblings have a say in decisions. Children cannot intervene in the decision-making process. It is much faster and more accurate to reach a common decision between us.....*

P16: *My brother and I have equal shares and rights. In addition to us, my niece and son are also involved in the decisions. Our aim is to involve them in the business....The other children work but they are not involved in the decision-making process yet....*

The statements of the participants regarding the **"Professional Management"** code are given below:

P4: *If whoever is good in which field believes that it will be right, a joint decision is taken. In these decisions, the situation is clarified by taking the opinions of both us and the members of the board of directors in addition......*

P7: *We have a board of directors and an executive board. The executive board monitors the responsibilities of the relevant managers and this board reports to our board of directors. We are a corporate enterprise. Decisions do not belong to one person....*

P10: *Decisions are taken under the control of the chairman and members of the board of directors. Approval is taken from the managers. You cannot say I have a lot of money and a lot of shares. Only the right decisions are supported....*

P13: *Investment areas, location and investment size are evaluated at the Board of Directors meetings held 4 times/year as part of the Strategic Plan according to the Holding's resources and the country's situation, and are decided by the VOTE of the full members. In our companies where International Financial Reporting is made, Investment Analysis of international quality is submitted to the Board of Directors for approval and defense is made. Everyone has "1" vote regardless of the share ratio...*

When the answers given by the participants are examined, it is thought that ten participants (P1, P2, P3, P5, P6, P8, P9, P11, P12, P14, P15, P16) adopted a centralized management style and four participants (P4, P7, P10, P13) adopted a professional management style.

5.1.7.2. Findings on Internal Resource Dependency

In this section, as a result of the content analysis, two sub-themes were identified for the theme of "Internal Resource Dependency": "Desired Internal Resource Dependency and Undesired Internal Resource Dependency". Table 11 shows the sub-themes and codes related to internal resource dependency.

Table 11 Subthemes and Codes Related to Internal Resource Dependency

Theme	Sub-theme	Codes
Internal Resource Dependency	Desired Internal Resource Dependency	Trust, Cost, Feeling Valued, Hardware Presence of Authority, Speed of Process, Customer Satisfaction, Timeliness of Information
	Undesirable Internal Resource Dependency	Key Positions, Contract, Moral Support, Rights, Information Flow, Technology, Effective HRM, Family Members, Compensation, Cultivation, Moral Values, High Risk, Qualified Employee Requirement, Customer, Control, Reputation

5.1.7.2.1. Desired Internal Resource Dependency

As a result of the content analysis, the findings obtained from the questions "Why do you prefer situations where the same people are in different positions as a business? Can you tell us about its contributions to your organization?" are discussed. Table 9 shows the codes and frequencies related to the sub-theme of "Desired Internal Resource Dependency".

In all of the enterprises represented by 16 participants, it was stated that the same person held more than one position. Enterprises state the reasons for the preference of the same person in more than one position. The reasons for preferring this situation are coded and the data on their frequencies are listed in Table 12.

Table 12 Codes and Frequencies for Reasons for Preference for Desired Internal Source Dependency

Sub-theme	**Codes**	**Frequency**
Desired Internal Resource Dependency	Trust	**9**
	Cost	**4**
	Making You Feel Valued	**2**
	Hardware	**2**
	Timeliness of Information	**1**
	Existence of Authority	**2**
	Acceleration of the Process	**4**
	Customer Satisfaction	**1**

The statements of the participants regarding the **"Trust"** code are given below:

Those who stated family members as the reason for their preference;

P1: *The biggest reason for this is that we trust family members more, we generally want us to know the important points and carry them out.....*

P2: *In addition to this, we take care to collect the important work ourselves so that we will not have problems if the man leaves.....*

P5: *We trust family members completely. For this reason.....*

P9: *We trust the one from the family. We had problems when we brought an outsider to an important place for the business, so we do a lot of different jobs to keep track of many things.*

P15: *We give place to family members...It is always difficult, but it is even more difficult to trust others in these times....*

P16:: *We prefer family members as much as we can...Family members are more correct in every respect...Even if there are deficiencies in the functioning, the intention is not bad...We think that as long as it is the person we trust, the rest will be fine.....*

Those who stated the reason for preferring non-family members;

P8: *For example, in the general assembly, in the board of directors and also our finance manager is the same person. We prefer this for reliability.....*

P10: *We increase the responsibilities of trustworthy people who have been working with us for a long time.*

P11: *And the people we trust dominate the business.*

The statements of the participants regarding the **"Cost"** code are given below:

P2: *We do not pay additional wages for the work that we can do.....*

P6: *Being in the board of directors and general assembly is not a burden, we try to be more active and more efficient. We do many things we can handle.....*

P11: *We do not pay additional wages....*

P12: *We have not needed such a distinction so far. It causes us more financial damage...*

The statements of the participants regarding the code **"Making them feel valued"** are given below:

P10: *Especially for non-family members who are also included in the board of directors, we try to honor them......*

P13: *Making people feel valuable.....*

The statements of the participants regarding the "**Hardware**" code are given below:

P4: *People whose experience, knowledge and success we trust also have more responsibilities.....*

P7: *Since experience is compulsory for us, the two remain the same since they have already been promoted somewhere.....*

The statements of the participants regarding the code **"Timeliness of Information**" are given below:

P13: *In addition, the fact that they are also involved in execution is important in directing the company management to keep up to date.....*

The statements of the participants regarding the code **"Presence of Authority**" are as follows

P2: *Procedures seem to be slower elements.....*

P14: *If you have authority at the same time, then....*

The statements of the participants regarding the **"Acceleration of the Process"** code are given below:

P2: *The fact that it is from a single source speeds up every process.*

P3: *And at the same time, our process is moving faster.....*

P14: *This is because it speeds things up.....*

P16: *Things are moving faster.... If it were someone else, they would ask us and come back again...But with us, everything is faster.....*

The statements of the participants regarding the **"Customer Satisfaction"** code are given below:

P3: *There are such situations, the reason for our preference is that, for example, in sales, customers want to see someone from the management. This changes their perspective on the business and they see it more prestigious. It provides trust, especially in places where we export....*

When the answers given by the participants are analyzed, it is seen that the frequencies related to the code of trust and cost are the highest. While the statements of nine participants (P1, P2, P5, P8, P9, P10, P11, P15, P16) emphasized the trust code, the statements of four participants (P2, P6, P11, P12) were associated with the cost code. P2 and P11 are included in both trust and cost codes. It is seen that trust is the most important factor in preferring the same people for different positions. However, six participants (P1, P2, P5, P9, P15, P16) stated that they only trust family members and prefer them frequently for this reason, while the other three participants (P8, P10, P11) stated that they also prefer people outside the family and that they take trust into consideration when choosing them. Another prominent code is cost. Participants (P2, P6, P11, P12) can evaluate the same person in more than one position in order to reduce costs.

5.1.7.2.2. Undesirable Internal Resource Dependency

As a result of the content analysis, "If there are people among the employees trained by your business who leave your business and transfer to another company that you are a competitor in the same sector or if there are people who establish a new business in the same sector among the employees trained by you, what do you do or what should be done to prevent such situations? When you think about the units in your business, which unit do you think is more prioritized and what are your reasons for prioritizing these units? What kind of different practices do you apply to the employees in these units?" Table 13 presents the codes and frequencies related to the sub-theme of "Undesirable Internal Resource Dependency".

Table 13 Codes and Frequencies Related to the Subtheme of Unintended Internal Resource Dependency

Sub-theme	Codes	Frequency
Undesirable Internal Resource Dependency	Key Positions	**16**
	Contract	**7**
	Spiritual Support	**3**
	Rights	**8**
	Information Flow	**1**
	Technology	**1**
	Effective HRM	**3**
	Family Members	**9**
	Fee	**18**
	Corporate Reputation	**4**
	High Risk	**3**
	Qualified Employee Requirement	**5**
	Customer	**4**
	Control	**3**
	Moral Values	**9**

The statements of the participants regarding the "**Key Positions**" code are given below:

P1: *Production, finance, sales are very important. For example, we have established different tracking systems in finance, these are systems that only we have.....*

P2: *Foreign trade, sales, production are very important. Every employee who provides innovation is very valuable.....*

P3: *Marketing, Finance and Planning.....*

P4: *Design, sales and finance....*

P5: *I can say finance and sales department.....*

K6: *I think the key positions are sales, export and finance....*

P7: *We don't want to lose anyone with experience. For us, for example, the person to be hired for sales is very important. We try to choose the right person when hiring......*

P8: *I would say finance department for the key position.......*

P9: *They are all a chain. Sales and foreign trade are also very important.....*

P10*: I think finance, design, security are key positions.....*

P11: *Design and sales are very important....*

P12: *Export and foreign exchange, software, design are very important for us.....*

P13: *R&D, product development, Sales-Marketing social/customer network......*

P14: *They are all very important. Like purchasing, finance.......*

P15: *Of course finance and sales......*

P16: *Every department is important but finance is the most important....*

Table 14 Participants and Frequencies in Key Positions

Key Positions	Participants	Frequency
Finance	P1, P3, P4, P5, P6, P8, P10, P14, P15, P16	**10**
Sale	P1, P2, P5, P6, P9, P11, P13, P15	**8**
Foreign Trade	P2, P6, P9, P12	**4**
Design	P4, P10, P11	**3**
Production	P1, P2	**1**
Marketing	P3, P13	**1**
Planning	P13	**1**
R&D	P13	**1**
Purchasing	P14	**1**
Product Development	P13	**1**
Security	P10	**1**

Table 14 shows the frequencies of the units that the respondents identified as key positions. Accordingly, the top three prioritized units are finance, sales and foreign trade.

The statements of the participants regarding the "**Contract**" code are given below:

P2: *We add clauses to the contract......*

P7: *Even if we add a clause to the contract, there is not much enforcement in Turkey.....*

P8: *In addition to these, we add conditions to the contract in this regard.....*

P9: *Even in the contract, we don't add things like "cannot be in this sector for such and such a period of time".....*

P14: *We make a contract, but the employee is always right against the employer. So the contract is not a very effective method.....*

P15: *There is a contract but it does not do anything, but we continue to do it as a deterrent.....*

P16: *We prepare a contract so that it is not easy to leave, but we are still victimized.....*

The statements of the participants regarding the "**Spiritual Support"** code are given below:

P4: *We show that we are with our employees both morally and spiritually. Our moral support is always valid for everything....*

P7: *or we try to fulfill their spiritual expectations. It is important for us to provide the standards that the person aims for....*

P8: *We provide an environment of peace and trust in the organization,....*

The statements of the participants regarding the "**Rights**" code are given below:

P2: *We try to give them their rights.....*

P6: *We take care to give them their rights as much as possible. We also offer independent powers....*

P10: *We provide more in terms of rights and law.... I provide all the ranks......*

P13: *can reduce risk through policies such as dividends and/or small shareholders....*

P14: *We are sensitive about providing our employees with their rights.... We provide more opportunities to these people in situations such as leave.... we are supportive about rights.....*

The statements of the participants regarding the "**Information Flow"** code are given below:

P13: *With our weekly meetings, monthly Board of Directors and 4 times/ year Holding General Assembly, monopolization and information retention are reduced with a large number of information flow....*

The statements of the participants regarding the "**Technology**" code are given below:

P13: *Our ERP infrastructure in these units....*

The statements of the participants regarding the "**Effective HRM**" code are as follows

P7: *We make career plans*

P13: *effective HR management.... our transparent structure, HR activities to increase loyalty, trainings......*

The statements of the participants regarding the *"Family Members"* code are given below:

P1: *We do not put professionals in these positions, either we are in these positions or we are raising our children in these positions. In the future, we aim to hand them over to the children completely. Knowledge and experience are also very important for us in our employees. Regardless of the field, experienced people are very important....*

P3: *In order to prevent such situations, we usually put people from the family at key points.... We find it risky to have people outside the family in these units and we choose the people responsible for all these units from family members. We are currently continuing with this system....*

P5: *We place family members in these units....*

P6: *We have all critical positions....*

P12: *Of course it happens, he learns the job here and leaves. When the man leaves, all the information goes with him. It's a problem when an outsider comes in. We raise the children from him..... If we put our own people in this department, we will not have the problem of losing them. Otherwise, when we turn our backs, there are many problems.....*

P15: *We try to take part in these units, at least .....*

P16: *We make decisions and manage these units.... There are employees within the unit, but they are subordinate to us.....*

The statements of the participants regarding the "**Wage**" code are given below:

P2: *We can increase the wage if it is good....*

P3: *We also follow the market in terms of wages and try to keep it above......*

P4: *We both financially....*

P6: *It is a plus that we also support this situation with financial conditions..... we also increase the financial support part for the employees in those important parts.....*

P7: *We think about the wage policy accordingly.....*

P8: W*e keep the wage high.....*

P9: *If we are satisfied, we support in terms of wages.... We offer better opportunities in terms of wages than market conditions.....*

P10: *If they are successful, I pay them very seriously in terms of salary....... wages....*

P11: *Increasing the wage is one way, but that may not work either..... Our support is much more in these units.....*

P12: *Even if we pay very high wages, it may not be a solution, you cannot keep them.... We increase the wage as a solution, but that doesn't always work.....*

P13: *Remuneration....*

P14: *Wage.....*

P15: *We increase the wage......*

The statements of the participants regarding the "**Institutional Reputation"** code are given below:

P1: *Anything does not work most of the time. We are the 2nd biggest company in production in Turkey. Our working conditions and financial opportunities are very good compared to the market conditions. Generally, employees are aware of this. Leaving us is bad for them. Of course, we try to keep them with our name value and the conditions we provide.....*

***P4**: Of course it happened, this is a school. He comes, learns and can leave. If they leave our business and believe that they can do better, we will even support them. However, many things in our business are above market conditions.....*

***P10**: There have been many people. This is a school, we already train and teach here. We do not prevent any employee who insists on leaving, we do not add an article to the contract. However, few people want to leave us.... Our infrastructure is strong. No one can deceive us easily. Because we started from the bottom of the business and got here.......*

The statements of the participants regarding the "High Risk" code are given below:

***P2**: Otherwise, it would cause serious damage to the company....*

***P3**: The reason why these are prioritized is because they are risky departments.*

***P13**: These are the units that directly increase the risky and sustainability of the business....*

*The statements of the participants regarding the code "**Necessity of Qualified Employees**" are given below:*

***P2**: Every employee who provides innovation is very valuable.... It is very important that he/she speaks 3-4 languages, and we have such an employee. It mediates our relationship development....*

***P3**: The high level of knowledge and experience of the employees working here....*

***P4**: It is a place that differentiates our products and adds value, and the people here are at the forefront with their skills. Maybe many things can be taught, but talent is different...*

***P12**: We are exporting and we need well-equipped people in this field, for example, they should speak a language...*

*The statements of the participants regarding the "**Customer**" code are given below:*

***P1**: It prioritizes the sale of all customer information. Unfortunately, finance is one of the areas that require the most follow-up. For example, we have established different tracking systems in finance, these are systems that only we have. Production is the unit that shows our quality.....*

***P4**: Naturally, this is a difficult request and we keep control at a very high level in these units....*

***P10**: Control is much higher in these areas. In addition to my supervision, employees also control each other.*

***P14**: People in this position have much more control....*

*The statements of the participants regarding the "**Control**" code are given below:*

***P1**: It prioritizes the sale of all customer information of the company.....*

***P2**: We have seen this situation a lot, those who maintain the connection with the company's customers and take them elsewhere...*

***P11**: Our customer connections depend on this unit.....*

*The statements of the participants regarding the "**Moral Values**" code are given below:*

***P2**: The people working here should be reliable.....*

***P3**: but more importantly, they should be solid people. I mean, they should continue with me for many years, they should be reliable.....*

***P4**: There should be people who will not steal, kidnap or commit irregularities in finance..... Everything is learned and taught except moral values.....*

***P5**: Reliability and honesty are the most important and hardest to replace....*

***P6**: As for employees, I can say that the most difficult ones are reliability and hardworking.*

***P8**: I trust him endlessly, even if we give him someone to train him, the knowledge is taught, but unfortunately, if it is not in honesty, it does not exist. Merit is what we look for the most......*

***P10**: Security will be strong so that there is no stealing. It starts from there and goes all the way to the top. Finance and security are more important..... We are trying to place more righteous people in these areas. What I mean by integrity is that they are reliable and honest....*

The codes "contract, moral support, rights, information flow, technology, effective HRM, remuneration, family members and corporate reputation" were obtained from the answers of the participants to the question "If there is a person / persons among the employees trained by your business who leave your business and transfer to another company that you are a competitor in the same sector or a person / persons who establish a new business in the same sector from the employees you have trained, what do you do or what should be done to prevent such situations?". Among the codes obtained from here, "wages, rights and family members" also have the highest frequencies. In this context, the question "When you think about the units in your organization, which unit do you think is more prioritized and what are your reasons for prioritizing these units? What kind of different practices do you apply to the employees in these units?", the priority units were coded as "key positions" and the participants frequently mentioned "finance, sales and foreign trade" units. The details regarding this are given in Table 11. In the continuation of the same question, the reason for the prioritized units was questioned. In the answers of the participants to this question, the codes "high risk, control, customer and qualified employees" were obtained.

5.1.7.3. Findings on Institutionalization

In this section, as a result of the content analysis, three sub-themes were identified for the theme of "Institutionalization": "Family Constitution, Board of Directors, Professionalization". Table 15 shows the sub-themes and codes related to institutionalization.

Table 15 Subthemes and Codes Related to Institutionalization

THEMES	SUB-THEMES	CODES
Institutionalization	Family Constitution	Sustainability, Arrangements for Family Members, Business Values, Family Conflicts
	Board of Directors	Professional Managers, Expertise, Success, Morality, Social Environment
	Professionalization	Professional People, Nepotism, Merit, Recruitment of the Right People, Trust in the Organization, Process Success, Immediate Family Members

5.1.7.3.1. Family Constitution

As a result of the content analysis, the findings obtained from the question "In which areas do you think the existence of your family constitution is necessary?" "In which areas do you think the existence of your family constitution is necessary?" "In which problems that occur in your business is it useful in solving?" are discussed. Table 16 shows the codes and frequencies related to the sub-theme of "Family Constitution".

Table 16 Codes and Frequencies Related to the Family Constitution Subtheme

Sub-theme	**Codes**	**Frequency**
Family Constitution	Sustainability	**9**
	Regulations on Family Members	**8**
	Business Values	**6**
	Family Conflicts	**8**

Information on the existence of a family constitution in the 16 enterprises interviewed is given in Table 17:

Table 17 Family Constitution Status in Enterprises

Businesses with a Family Constitution	**Businesses without a Family Constitution**	**Businesses in the Process of Completing the Family Constitution**
P4	P2	P1
P10	P5	P3
P13	P6	P7
	P8	P14
	P9	
	P11	
	P12	
	P15	
	P16	

Participants' views on the necessity of a family constitution were coded as "Continuity, Regulations Regarding Family Members, Business Values, Conflicts within the Family".

The statements of the participants regarding the "**Continuity"** code are given below:

P1: *Companies are permanent, individuals are temporary... Therefore, I would say that a family constitution is essential. It is a guide to ensure the sustainability of the company....*

P2*: I know that it is very important for new generations, but unfortunately we do not have one yet...*

P3: *This issue is very important for* sustainability....

P4: *This is a trust to us and a family constitution is essential for us to carry it forward and pass it on.....*

P7*: I believe it is very necessary for the continuity of the company....*

P11*: We do not have a family constitution. But I know it is necessary for the next generations.....*

P13: *To break the inertia of the company and ensure its sustainable growth......*

P15: *We do not have a family constitution, we do not need one at the moment, but I think it will extend the life of the company.....*

P16: *It is necessary for the transfer to future generations, but our business has not yet reached that stage.....*

The statements of the participants regarding the code **"Regulations Regarding Family Members"** are given below:

P4: *This is a trust to us and a family constitution is essential for us to carry it forward and pass it on. Everything is determined by the family constitution. Failure to comply is out of the question....*

P7: *The rights and interests of family member employees within the organizational structure should be determined by a protocol between family members.... Authorizations and responsibilities within the enterprise, financial opportunities, work arrangements of family members, criteria for starting work for family members, performance of family members, all these issues are included in our family constitution......*

P9: *We have rules among ourselves. It is necessary for passion. For the continuation of our unity and solidarity, business problems are never carried to the family or family problems do not come here.......*

P10: *There are issues such as how much we will be paid in which position, job distributions, promotion conditions.... What we care about is success. Again, we have the obligation to take care of all relatives in our constitution. It is not a condition of giving a job in the company, but financial support for those in difficulty. Everyone working in the factory is considered a family member and this is also included in our family constitution.....*

P11: *When our business grows a little more and we are at the stage of handing it over, we should establish this order....*

P13: *Training of new generations - conditions for their inclusion in the company. Activities and investments of family members outside the company. Duration of membership and chairmanship of the company's board of directors and how to be elected Principles of appointing senior managers to companies New investment decision-making mechanism - growth areas Rules for leaving the company, Determination of areas of responsibility and powers, limits and accountability in the area of responsibility.....*

The statements of the participants regarding the "**Business Values**" code are given below:

P3: *Equality and justice are very important.....*

P4: *The values of our organization take priority over everything, even our family...*

P6: *Unfortunately, we do not have a written constitution. I believe it is necessary, but we have not yet realized it. However, we have a verbal harmony.*

For example, partners have to be open with each other, there has to be at least 2 signatures on the decisions taken, otherwise the work is not approved. No one can act on their own. We have verbal rules like this....

P8*: We do not have a family constitution. In our business, family business is kept far away from each other.....*

P10*: We do not discriminate between boys and girls. We completely look at success.... Right, law are things we value very much...*

The statements of the participants regarding the code "**Family Conflicts**" are given below:

P1*: Our family constitution is being prepared now. Problems increase as the children grow up...*

P3*: We have verbal rules that are not written down at the moment. For example, spouses (women) and daughters cannot work here. Another rule is that 80% of the profit has to be invested......*

P9*: I take care of all the problems with my brother. As the business grows and the children grow up, this will become more necessary and it will be better if we provide this.....*

P10*: Only one of the spouses can work. If the daughter works, we don't have the son-in-law, if the son-in-law works, we don't have the daughter..... No one can take money for themselves. Everyone's money is deposited in the bank, everything is official. Commercial profits are invested and not shared. Money is not discussed within the family....*

P12*: We do not have a family constitution but I think it is necessary. It will be even more important especially when the children grow up....*

P13*: To be able to manage family frictions more effectively....*

P14*: We have actually been working on this for the last 1 year. It is about to be completed... I believe it is quite necessary. Actually, we have some verbal rules even if they are not written. For example, to turn dividends into investments. There is never any question of sharing. In family businesses, the family constitution becomes indispensable for the next generations.....*

5.1.7.3.2. Board of Directors

As a result of the content analysis, "What factors does the general assembly consider when deciding on the election of board members? What are the competencies of family members who have shares in the board of directors? How many and who are in the general assembly and the board of directors in your organization? If your board has professional directors other than family members proposed by the general assembly, how many are they and what are their main occupations? How do their reputation in the community and their social networks contribute to the business? Can you tell us about the importance of the services provided by these members in connecting with government agencies for your business?" Table 18 presents the codes and frequencies related to the "Board of Directors" sub-them

Table 18 Codes and Frequency Related to the Board of Directors Subtheme

Sub-theme	**Codes**	**Frequency**
Board of Directors	Professional Managers	**6**
	Specialization	**11**
	Success	**5**
	Morality	**4**
	Social Environment	**2**

The statements of the participants regarding the "Professional Managers" code are given below:

P3: *There are 12 people on the board of directors. We have 2 professional managers.....*

P4*: There are professionals, changes are made both in them and in the family.....*

P7*: There are 5 people in the board of directors, 4 from the family and 1 from outside the family who is an expert in sales strategies and cost analysis.....*

P8: *There are 8 people in total, and in addition to me and my father, there are 6 professional managers.....*

P10: *There are 4 family members on the board of directors and 3 people from outside.....*

P13: *The number of board members of the companies and the Holding varies between 5 and 9 people. Most of the Boards of Directors of the companies do not have family members.....*

The statements of the participants regarding the "**Expertise**" code are given below:

P3: *For those outside the family, they have experience and.... others are people we transfer, people whose knowledge we trust very much.....*

P4: *Knowledgeable, experienced and......*

P7: *Having worked in the company for a certain period of time in order to be on the board of directors.... We need at least 10 years of experience. Whoever meets these conditions can be included in the board of directors.....*

P8: *We make sure that the board consists of people who are experts in their field and sometimes people who have a very high level of work experience despite their low level of education.... The fields of professional managers are law, computer engineering, business administration, finance. Being experts in their fields....*

P10: *We give according to experience..... Those from outside the family are accountants, financiers, we have a strategic research officer. We have someone who develops social networks in another business, but not in the board.....*

P13: *Technical and/or managerial competence and skills have come to the fore. Recently, we have also started to appoint independent board members to our company..... Has 15-20 years of sectoral experience and works as a Senior Executive in our Holding companies or outside......*

The statements of the participants regarding the "**Success**" code are given below:

P4: *Success is very important. We are with and support everyone who is successful. Not a single person who is not successful is added to the board of directors.... To include the employee in the board of directors is to honor the employee.... For this reason, we offer such opportunities to successful people and changes are made. For example, non-family members....*

P7: *There are conditions such as achieving certain successes in the place where they worked during that period.....*

P10: *The decision is based on success and...*

P13: *All Professional Board Members who are not family members (most of our companies are like this) have at least a Bachelor's Degree...*

The statements of the participants regarding the "**Morality**" code are given below:

P3: *It is very important that he/she is a trustworthy person, it is mostly decided according to this....*

P4: *It is taken according to being honest....*

P15: *Must be reliable....*

P16: *Morality is above everything......*

The statements of the participants regarding the "**Social Environment**" code are given below:

P8: *Those with a strong social environment...*

P13: The reputations and social networks of our Senior Executives and Board Members play a very important role in the professional development of employees, leadership, productivity, product and market development....

Codes were created from the answers given by the participants regarding the sub-theme of the board of directors. As a result of these codes, six participants (P3, P4, P7, P8, P10, P13) stated that there are professional managers in the board of directors of their enterprises. The other eight participants stated that they did not include any professional managers and that they only consisted of family members. According to the literature, in non-institutionalized family businesses, non-family members are not included in the board of directors and it is important that the board of directors consists only of family members. Family members do not want to have professional managers on the board of directors because they think that it may harm the family. For this reason, they prefer family members to manage the business (Kets de Vries, 1993). The codes of "expertise, success, morality and social environment" were obtained from the answers given by the participants within the scope of the characteristics sought in the people to be included in the board of directors. The most frequently mentioned of these codes was "expertise".

5.1.7.3.3. Professionalization

As a result of the content analysis, *"What are the different criteria you apply to family members and acquaintances versus non-family members in the recruitment and promotion stages? Are the person or persons who have a say in determining new hires professional managers? What are the effects of this situation on the organization?"* Table 19 shows the codes and frequencies related to the "Professionalization" sub-theme.

Table 19: Codes and Frequencies Related to Professionalization Subtheme

Sub-theme	**Codes**	**Frequency**
Professionalization	Non-Family Members	**13**
	Nepotism	**3**
	Merit	**9**
	Recruiting the Right People	**10**
	Trust in the Institution	**1**
	Process Success	**3**
	Immediate Family Members	**11**

The statements of the participants regarding the **"Non-Family Members"** code are given below:

P1: *Procurement is done by professionals....*

P2: *It is completely in the hands of professionals....*

P3: *The HR department consists entirely of professionals....*

P4: *It is completely in charge of professionals.....*

P5: *This unit also consists entirely of professionals....*

P6: *If a senior person is to be recruited, we provide negotiations there. All other decisions are in the relevant unit.....*

P7: *We have a human resources department for recruitment. In addition to that, we also have a board, and if it is suitable for both the board and HR, it is accepted......*

P8: *Recruitment is made with the decision of the human resources unit and the board of directors. Since human resources and the board of directors are almost entirely composed of professionals, they are the ones who have a say....*

P10: *It is completely the choice of professionals.....*

P11: *Yes, professionals decide....*

P12: We left all purchases to professionals......

P13: *Definitely the professional management of the company....*

P14: *Professional managers maintain this process.....*

The statements of the participants regarding the "**Nepotism**" code are given below:

P9: *We prioritize family members and acquaintances....*

P15: *We want to benefit those who are with us first....Family and friends are of course prioritized....*

P16: *Our business is a family business, so the employees should be like that as much as possible......*

The statements of the participants regarding the "**Merit**" code are given below:

P3: *There is no difference. We definitely keep them equal. Sometimes we even put more pressure on family members and acquaintances. I can say this as the only difference....*

P4: *There are no different criteria, it is the same for my own son. If he deserves it, I will start another job outside if he doesn't.....*

P5: In the case of acquaintances, they are referred to the HR department and if they are found suitable, they are hired, there is no difference there. As for the promotion of family members, it happens if they deserve it. Otherwise, there is no such thing that everyone hired will be in a good position.....

P6: *However, we never interfere with acquaintances. I direct them to the relevant unit and follow the process.....*

P7: *And at the same time, merit is ensured...*

P8: *We recruit according to merit. Other than that, there is no difference.....*

P10*: Everyone is equal, there is no discrimination. The same is true for my son and daughter. For us, business is even ahead of family. If I want to contribute to my children, I give them money and they can do whatever they want outside the company, but I do not randomly recruit and place them in the enterprise. If my children want to work here, they must be successful and competent. Whatever the criteria of the relevant unit are, the same applies to everyone......*

P12: *We try not to recruit from family and acquaintances except for necessities. There are no different criteria, but sometimes there are very compulsory situations....*

P13: *Especially for the last 10 years, family members do not put any pressure on company management and HR policies regarding the hiring of their acquaintances and/or the promotion status of existing family members working in our companies. Competence, qualification and experience are essential....*

The statements of the participants regarding the code "**Recruitment of the Right People**" are given below:

P2: *This way we get the right people.....*

P3: *In this way, we try to select the best employees.....*

P4: *We work with the right people in this way. Every job should be done by the one who knows best. Those who know this job are experts in their field and not all of them are family members....*

P7: *Ensures that effective and competent people are hired....*

P8: *In this way, the people that the business really needs are hired.....*

P9: *Professionals choose more suitable people, which is important for the business at this point....*

P10: *This is how we try to get the right people. This is very important for the continuity of the business.....*

P11: *The right people are hired. They lighten our burden and a limit is drawn in acquaintances and so on. They know the conditions better, people are hired according to the requirements....*

P13: *Not having a job situation according to the man, the company, ...*

P14: *The right person is found,....*

The statements of the participants regarding the "**Trust in the Organization**" code are given below:

P13: *Trust in the company and management....*

The statements of the participants regarding the code **"Process Success"** are given below:

P6: *Intervening in this part will create problems for both the organization and us.....*

P12: *Years ago, when we made purchases, we chose people who were not suitable and we had lawsuits with many people. When we saw them, we don't interfere anymore.....*

P13*: Supports professional development.....*

The statements of the participants regarding the code **"Immediate Family Members"** are given below:

P1: *We definitely place family members somewhere. But other than that, he has no superiority, he has no chance to say I am the boss's son. He cannot make decisions without learning the job completely....*

P2: *We already hire family members.....*

P3: *First-degree family members are taken in any way. But other than that, everyone is equal.....*

P5: *Family members are taken in any way.....*

P6*: Family members are settled.....*

P7: *There is actually such a distinction. We try to place family members in a position, we find a suitable job for family members according to their skills. However, this method is only valid in the placement part. For example, a family member who cannot do his/her job properly can never become a general manager....*

P9: *We prioritize family members and acquaintances. Because family members are always more loyal to the organization. Of course, it is also very important that they know the job and are ethical. Honesty is very important in every recruitment....*

P11: *We place family members in appropriate units......*

P14: *However, the family member is taken in any way, but they are given authority according to their competence. If he/she is successful, he/she is promoted....*

P15: *Of course there are family members.....*

P16: *Family members are included no matter what........*

"What are the different criteria you apply to family members and acquaintances versus non-family members during the recruitment and promotion stages? Are the person or persons who have a say in determining new hires professional managers? What are the effects of this situation on the business?" Eleven participants (P1, P2, P3, P5, P6, P7, P9, P11, P14, P15, P16) stated that immediate family members are placed in any position they see fit in the business. When asked about the different criteria applied in the business, one participant (P13) made explanations that led to the code "nepotism". Other participants emphasized the code "merit". Almost all of the participants stated that the recruitment processes were carried out by managers from outside the family. The reasons for preferring this situation were coded as "hiring the right people, trust in the organization and process success".

Nepotism, which causes distrust among stakeholders in family businesses and prevents the employment of talented people, is the biggest obstacle to the institutionalization of family businesses. The desire of family members to maintain their presence in the business, the sense of trust in keeping their relatives in key positions and the possibility of learning the demands of customers in a shorter time may be effective in the occurrence of nepotism in family businesses. In family businesses, the experience of the trusted family member is taken into account rather than education (Yılmaz & Tüzüner, 2021).

CHAPTER 6

6. Discussion and Conclusion

Today, in most developed countries, businesses that continue to exist in economic life are either family businesses or businesses that have started commercial life as family businesses. In this context, family businesses constitute one of the most important subjects of business administration. In these days of intense change and competition, the ability of family businesses to operate by preserving their existence and to achieve a structure away from being dependent on individuals depends on the implementation of the institutionalization process (Güleş, Arıcıoğlu, & Erdirençelebi, 2013). Family businesses are the most complex of business types, and the operational and strategic problems caused by the intertwined ownership, control and management in these businesses increase the complexity. The failure of family businesses to institutionalize or deinstitutionalize is not only damaging to themselves but also to the national economy (Craig & Moores, 2006). Corporate governance is a system that not only improves the relationships between various parties, but also supports the provision of appropriate resources among competing parties (Brown & Caylor, 2006). It is argued that in order to gain competitive advantage, it is necessary to develop different strategies by taking external resources into consideration and when to gain competitive advantage with these strategies will be determined by internal resources such as human resources and capital resources.

Since the past, research on businesses has focused on how these resources are used or should be used, rather than how they are obtained. While there are many studies on how to design an employee's work or how to motivate an employee in order to increase his/her productivity, there is no similar body of knowledge on how to acquire the same resource, how it may depend on human resources, or how to manage this dependence. Businesses are shaped according to the environment in which they operate and the conditions and constraints arising from that environment (Pfeffer & Salancik, 2004).

This research focuses on institutionalization in family businesses and internal resource dependencies in these businesses. The aim of this research is to focus on internal resource dependence from the resource dependence perspective, to learn about the types of these dependencies and to understand their relationship with the concept of institutionalization. However, while there are many studies on family businesses and institutionalization in both national and international literature, there is no study on internal resource dependence. Again, in the national and international literature review, it has been observed that external resource dependence is emphasized in the studies on resource dependence. However, internal resource dependency is a serious risk factor for businesses and for this reason, internal resource dependency is questioned in this study. It is wondered how internal resource dependency in family businesses in Turkey will affect the institutionalization and/or deinstitutionalization of these businesses. In this context, internal resource dependencies in family businesses and their causes are investigated and ways to reduce these dependencies are examined. It is thought that reducing dependencies will also contribute to the institutionalization of enterprises. This research is designed with the aim of all these problematics.

Based on the questions stated in the theoretical framework and research assumptions section of the research, the application was carried out and as a result, the evaluations developed in line with these questions can be stated as follows;

Research Question: Does internal resource dependency affect institutionalization in family businesses?

a) How do internal resource dependencies affect the perceptions of family businesses about the institutionalization process?

b) How and why do internal resource dependencies occur in family businesses?

c) How do family businesses manage internal resource dependencies?

d) Is the current structure of family businesses effective in internal resource dependency?

On the basis of this research question, it is thought that internal resource dependency is effective in the institutionalization process; the decrease in the level of dependency makes the institutionalization process more flexible. It is concluded that if businesses create the desired internal resource dependency for themselves, they move away from the institutionalization process and that there are discourses that they do not actually prefer the institutionalization process or that they have concerns about this process. It has been observed that family members have thoughts about the institutionalization process such as that they may lose control power and/or that the functioning will slow down. In the case of undesirable internal resource dependencies, it is concluded that enterprises prefer institutionalization but have difficulties. Each interviewed business perceives and manages dependencies in different ways. It can be said that there are many factors affecting this. Factors such as the current structure of the business, management style, the perspective of family members and education reveal different practices. It can be said that the existing structure in family businesses changes its desired or undesired dependency levels. It can be thought that in businesses that succeed in being continuous, desired dependencies are created less and unwanted dependencies are more controllable.

- **Sub-Research Question 1: How does the desired internal resource dependency affect institutionalization in family businesses?**

1a) Why do family businesses create a dependency for themselves despite their relatively disadvantaged position in the dependency relationship?

1b) What are the positive and negative effects of desired internal resource dependencies in family businesses?

1c) The desired internal resource dependency of family businesses is incompatible with the principle of separation of powers, and how does this affect the institutionalization process?

1d) How does the current structure of family businesses affect the desired internal resource dependency?

Businesses create the desired dependencies first of all because of the security situation, and then because of reasons such as cost and the rapid progress of the process. Businesses create these dependencies due to the belief that these dependencies are positive, but this situation creates an obstacle to the institutionalization process. When the current structures of family businesses are examined, this type of dependency is highly preferred and practiced especially in first generation businesses.

- **Sub-Research Question 2: How does undesirable internal resource dependency affect institutionalization in family businesses?**

2a) What are the undesirable internal resource dependencies in family businesses and how can they be prevented?

2b) How does undesirable internal resource dependency affect the institutionalization of family businesses?

2c) How does the current structure of family businesses affect undesirable internal resource dependency?

Unwanted internal resource dependencies are a dependency that most businesses try to manage but are still exposed to. It can be concluded that the better businesses can manage this type of dependency, the more successful they will be in the process of institutionalization. Family businesses try to eliminate this type of dependency in order to maintain their continuity.

In the study, data were collected by interviewing family members in the board of directors of 16 enterprises in the textile sector in Gaziantep. Content analysis method was used in this qualitative study. The data obtained were classified as themes, sub-themes and codes and the interviewee's statements were organized into categories. The data obtained as a result of the codes created are given in detail in the "findings" section of the study. Some evaluations were made as a result of these findings. In order to support the research questions with the discourses emerging from the interviews, inferences were made based on the statements in the findings section. The views on these inferences are listed below:

As a result of the findings obtained through content analysis in the study, three participants (P4, P10, P13) stated that there is a family constitution in the business they represent, while four participants (P1, P3, P7, P14) stated that there is no family constitution but it is about to be completed. The other nine participants stated that there is no family constitution in the business they represent and that they have not yet made any attempts to do so, but they believe that it is necessary. The family constitution, which is the most important step in the institutionalization of family businesses, is a process that starts when family members believe that it is necessary and decide to complete this process. The main reason for creating a constitution is to ensure that the functioning of the organization is not according to a random order, but according to a certain systematics. The family constitution is created to ensure the continuity of the organization, to facilitate the functioning, to ensure that the organization becomes more dynamic by adapting to change and to reduce conflicts (Güleş, Arıcıoğlu, & Erdirençelebi, 2013). The weakest aspect of family businesses is that family and business cannot be separated from each other. However, an institutional structure must be established for the continuity of these businesses. In order to establish institutionalization, a family constitution is essential (Karpuzoğlu E., 2004). From this point of view, when the enterprises in the study are examined, it is seen that seven enterprises that have a family constitution and are about to be completed have taken or are about to take the most important step towards institutionalization. And it can be considered that these seven enterprises have a more institutionalized structure compared to other enterprises. When asked in which areas the family constitution is necessary for businesses, it is seen that the participants emphasized continuity and intra-family conflicts most frequently in support of the literature.

Inference 1: Most of the interviewed family businesses do not have a family constitution, which is one of the most important criteria of institutionalization.

When the findings obtained through content analysis in the study were continued to be analyzed, it was determined how the management styles of the family businesses in the study were. In this direction, it was determined that twelve participants adopted a centralized management style, while four participants (P4, P7, P10, P13) adopted a professional management style. It is known that three of the four participants who adopted a professional management style have a family constitution, while the other one is about to be completed. Professional management style is one of the indicators of institutionalization (Karavardar, 2011). Centralized management is the most widely used model in family businesses. In this model, relationships are organized hierarchically. Leaders, who are family members, hold all power and authority and make all important decisions (Dyer W. G., 1988). Centralized management is generally preferred in family businesses and this study supports this information.

Inference 2: The management style in family businesses is generally centralized.

Inference 3: In enterprises with a family constitution, professional management style is more preferred.

When the findings obtained by content analysis in the study are continued to be analyzed, the answers given by four participants (P4, P7, P10, P13) who have a family constitution regarding the ownership structure of the family businesses in the study and who also adopt the professional management style are evaluated as family businesses that have managed to be continuous. Family businesses that maintain their continuity are considered to be professionalized and institutionalized businesses, and businesses at this stage are family businesses with a vision, mission, long-term financial goals, strategic plans and policies (Levinson, 1971).

Inference 4: Businesses that have a family constitution and also adopt a professional management style are in the group of businesses that succeed in being sustainable.

The information determined by the content analysis conducted as a result of the answers obtained regarding the desired internal resource dependence in the study is as follows. All of the participants stated that they created desired internal resource dependency in their enterprises. In other words, this situation is the dependencies that occur when the same people are in more than one position in the enterprises. In addition to the fact that the general assembly and the board of directors are the same, these members are also the managers of units such as finance, sales and foreign trade. They mentioned trust and cost as the reasons for preferring this dependency. As a result of professional management practices, family members cannot easily share work and information with business employees, cannot establish concepts such as transparency and equality in the business, want to take control again, and state that they cannot trust professional managers (Yılmaz & Tüzüner, 2021). Businesses that cite cost as a reason for preference think that they will reduce costs, but in fact increase them even more. It is much more difficult for businesses to control internal stakeholders than external stakeholders. In addition, internal stakeholders are seen as a channel to connect with external stakeholders, which increases the importance of internal stakeholders (Miller & Lewis, 1991). In addition, three participants (P2, P3, P12) stated that they prefer this situation because the process moves faster. Family businesses spend less time on bureaucracy in business processes and this provides managers with the ability to make decisions faster. As a result, they are able to respond faster to the expectations and needs of customers. However, concentrating the authority in one or a few people is a method contrary to the institutionalization process (Yılmaz & Tüzüner, 2021).

Inference 5: There is desirable internal resource dependency in all family businesses.

The information identified in the content analysis conducted as a result of the answers obtained in the study regarding the undesirable internal resource dependence is as follows. Most of the enterprises consider finance, sales and foreign trade units as key positions. The reasons for considering these as key positions are that these positions are high-risk, it is difficult to find qualified employees, the possibility of damaging or breaking the connection of the business with its customers, and require high control and moral values. Different individuals, departments or units within organizations have different levels of power. The party or parties with power can direct the decisions taken in the business in proportion to their power. In other words, it is not only the interests of the business, determining what is best for the business and implementing this decision. The party or parties have their own priorities and interests and they try to protect these priorities and interests to the extent of their power. Individuals, departments or units that are the most important source of uncertainty or considered the most critical within the organization also hold the most important powers within the organization. What is meant by the concept of power here is the ability of the party or parties to influence the decisions taken in the enterprise in a way that will produce results in their favor. In other words, it means that the party or parties within the enterprise, for example, the human resources, production, or finance department, have the potential to direct and influence business decisions in line with their own departmental goals or interests, and that the department in question has power. Another example is when a sales manager establishes close relations with customers, gains power against the business and creates risk and dependency for the business in case of leaving the business (Sayılar, 2013). Businesses state that they take some measures to solve these unwanted dependencies. Among these measures, the most frequently mentioned ones are wages, rights and the training and placement of family members in these key positions. It has been seen that businesses create desired dependencies in order to manage their unwanted dependencies. Seven participants (P1, P3, P5, P6 and P12, P15, P16) stated that they placed family members in key positions. It has been determined that the placement of family members in these positions in order not to risk losing employees in key positions and the knowledge that these members are also in the general assembly and board of directors lead businesses to a new dependency while avoiding a dependency. Professional managers in family businesses are in the business as implementers of the decisions made by family members in the top management rather than making strategic decisions (Yılmaz & Tüzüner, 2021). Another important finding is that when we look at the enterprises that do not mention the placement of family members as a precautionary measure, it is concluded that there are no enterprises that have adopted the professional management style (P4, P7, P10, P13) and at the same time there are no enterprises that state that the family constitution is being prepared. In other words, it was concluded with the help of the information obtained from the interviews that the enterprises that take steps towards institutionalization do not include this path as a precautionary measure.

Inference 6: Undesirable insourcing is observed in key positions.

Inference 7: Enterprises create desirable internal resource dependency in order to prevent undesirable internal resource dependency.

Inference 8: When the solution suggestions of the enterprises that are closer to the institutionalization process and the enterprises that are further away are compared, it is seen that they are different from each other.

When the findings obtained by content analysis in the study are continued to be analyzed, six of the participants (P3, P4, P7, P8, P10, P13) stated that they include professional managers in the board of directors, while the other participants stated that the board of directors consists only of family members. Generally, in family businesses, the board of directors consists of owners and family members. The board of directors is a very important body for all businesses; however, family businesses do not structure the board of directors in accordance with its real functions and keep it in a more passive position. Family businesses especially prefer this situation. Because they believe that they will lose their autonomy and cannot protect their confidentiality (Lado & Wilson, 1994). In almost all family businesses, the board of directors is maintained mostly on paper and without any function (Gersick, Lansberg, Desjardins, & Dunn, 1999). Another important point is that the most common way to understand the degree of resource dependence in organizations is to investigate the extent to which outside directors are represented on a board (Goodstein & Boeker, 1991). Considering all the information in this literature, the eight participants who stated that the board of directors is composed of only family members mentioned the concept of trust as the reason for this. These businesses, which create the desired internal resource dependency, also harm the process of corporate governance. The board of directors is actually a criterion for institutionalization. And these enterprises that cannot realize the institutionalization process willingly create an internal resource dependency and feel more secure in this way. However, this method is a very wrong decision for the continuity of these enterprises. Six participants (P3, P4, P7, P8, P10, P13) who stated that there are professional managers in the board of directors are trying to create a corporate structure and ensure the continuity of the enterprises. These six participants stated that they choose the people they include in the board of directors according to the criteria of expertise and success in the field and added that they also want to create motivation in these selected people. In businesses where the board of directors is active, there is rapid growth and a corporate process. If the board of directors consists only of family members, the risk of indecision is very high (Lane, Astrachan, Keyt, & McMillan, 2006). The appointment of professional directors to the board of directors contributes to the transformation of this body into an independent structure and increases trust in the business (Gersick, Lansberg, Desjardins, & Dunn, 1999). Professional managers can overcome the managerial weaknesses of family members, contribute to their development and represent the organization. The most important responsibility for the implementation of corporate governance falls to the board of directors. Especially in family businesses, it affects the continuity of the business and improves the quality of management (Sargut, et al., 2012). When the four participants are evaluated in many respects, they are in the group of enterprises that have succeeded in being continuous with their family constitution, board of directors and management style. At this point, when re-evaluation is made, it is seen that another supportive element has been added. It is concluded that these enterprises reduce the degree of desired internal resource dependency to lower levels compared to other enterprises and reduce the undesired internal resource dependency considerably with an institutional structure.

Inference 9: In most family businesses, the board of directors is composed of family members.

Continuing to analyze the findings obtained through content analysis, almost all participants stated that they leave the recruitment processes to professional management teams. Since delegating human resources management to professional managers creates value for the employer, it is concluded that professionals rather than family members are preferred in these areas. Participants stated that with this method, more accurate people are hired and they can reduce the pressure of acquaintances. Almost all of the participants stated that everyone is hired equally and on merit, except for immediate family members. Owners of family businesses want their own children and other family members to take part in the management of the business. However, this is a form of favoritism (Yılmaz & Tüzüner, 2021). However, nine participants added that first-degree family members are placed in a position in any way, but there is still an equal application in the advancement and promotion processes. Five participants (P4, P8, P10, P12, P13) stated that merit is essential even for immediate family members. Some participants even stated that in order to prevent family members from harming the business, they provide financial support to those family members and direct them to start businesses in other areas. This approach of the business, i.e. the understanding of "business before family", is a basis for the fact that the business attaches great importance to institutionalization.

Inference 10: Most of the family businesses do not see the placement of immediate family members in the business as favoritism. However, if a different practice is applied to people other than these members, they consider this as favoritism.

Inference 11: Family businesses are willing to delegate the human resources management process to professional managers. The main reason for this is thought to be that it is more suitable for the interests of the business.

Inference 12: Businesses that are closer to the institutionalization process take merit into account even in the first-degree family members.

Inference 13: As a result of all these findings, it has been revealed as a result of the interviews that family businesses with a more institutionalized structure have less desired and undesired internal resource dependencies, but family businesses that cannot advance the institutionalization process have more desired and undesired internal resource dependencies.

Inference 14: Family businesses create desirable internal resource dependency in order to protect their own existence. This situation creates a much greater risk for them in the long run and increases the costs of the enterprises instead of reducing them. It is concluded that the majority of family businesses cannot foresee this possible situation and that these businesses focus more on short-term goals.

Inference 15: In the light of the conclusions reached as a result of the research, family businesses should realize the necessity of transitioning to a more corporate structure in order to reduce all these dependencies and take steps in this direction.

Within the scope of this study, inferences have been made and the questions that are the starting point of the research have been tried to be explained. The basis of the study is the successful continuation of the existence of all family businesses, ensuring their transfer to the next generations and accelerating the process by reducing dependencies. In this context, the reasons for successful businesses were also examined and some steps were suggested. When family businesses that have survived for many years are examined, there are some common steps among the reasons for this success. These are (Mehrotra, Morck, Shim, & Wiwattanakantang, 2013);

- Reducing family influence on the business,
- To provide professional counseling and effective management structures,
- Supporting the development of future generations,
- Previous generations always realize the handover of work to the next generations while they are still alive,

- Supporting family members for other jobs, i.e. the aim of this practice is to reduce the number of family members who want to work in the business,
- Giving the new generation a say in the problems of the business and involving them in the functioning of the business,
- Setting rules and always acting in accordance with them,
- Always work with discipline,
- To prioritize the spirit of innovation and entrepreneurship at all times,
- Choosing and motivating the right people for success,

This research offers a number of recommendations for family businesses. The most comprehensive expression of these recommendations is that family businesses should move towards institutionalization and reduce internal resource dependency. In this context;

- Family businesses need to create family constitutions.
- It is to ensure that the general assembly and the board of directors are made more active by restoring them to their original functions.
- In accordance with the relevant articles of the Turkish Commercial Code, the separation of duties, powers and responsibilities for the General Assembly (Article 408), the Board of Directors (Article 375) and the Managers (Article 623/3), and in this context, it is very important and necessary for businesses that family members do not hold more than one position and assume duties in businesses.
- Professional managers should be included in the board of directors.
- General Assembly and Board of Directors meetings should be held as they should be, not on paper, and decisions should be made by meeting and discussing the items on the agenda, in other words, they should provide a professional management style.
- Care should be taken to ensure that the Chairman of the Board of Directors and the General Manager are not members of the same family.
- Human Resources Management should be left to a professional management and should not be interfered by family members. It is also very important that all conditions become valid for family members.

- Family business owners should be aware of the objectionable aspects of nepotism, demonstrate an open and transparent management and show objective management skills.
- It is recommended that not only family members but also non-family members should be placed in key positions for the business and measures should be taken against possible risks by providing control systems.
- Increasing the loyalty of employees to the business is a factor that increases the efficiency of the business and it is recommended to create the necessary efforts to ensure this.

This research was applied to family businesses in the textile sector in Gaziantep province. In this context, some suggestions are presented in order to contribute to future researchers. These are; adding more than one province instead of a single province, including other sectors, changing the number of participants, and further examining internal resource dependency.

References

Ak, B. G. (2006). Aile İşletmelerinin Kurumsallaşmasında Gelecek Nesillerin Eğitiminin Rolü. *3. Aile İşletmeleri Kongresi* (s. 71). İstanbul: İstanbul Kültür Üniversitesi.

Alacaklıoğlu, H. (2013, Mayıs 20). *Family-Advisor*. Eylül 1, 2022 tarihinde Dönüşümü Başaranlar:http://familyadvisor.com/press/article/2013_Turkish_Time_Donusumu_Basaranlar.pdf

Alaylıoğlu, N. (2003). *Aile İşletmelerinde Yönetim ve Kurumsallaşma.* İstanbul: Müsiad Yayınları.

Alchian, A. A., & Demsetz, H. (1972). Production, information costs, and economic organization. *The American Economic Review, 62*(5), 777-795.

Alvarez, E. G., Sintas, J. L., & Gonzalvo, P. S. (2002). Socialization Patterns of Successors in First- to Second-Generation Family Business. *Family Business Review*, 189-203.

Apaydın, F. (2009). Kurumsal Teori ve İşletmelerin Kurumsallaşması. *C.Ü. İktisadi ve İdari Bilimler Dergisi*, 1-22.

Ashworth, R., Boyne, G., & Delbridge, R. (2005). *Institutional Pressures on Public Organizations: An Empirical Test of Isomorphism.* Los Angeles: Public Management Research Association Conference.

Astrachan, J. H., & Shanker, M. C. (2003). Family Businesses' Contribution to the U.S. Economy: A Closer Look. *Family Business Review*, 211-219.

Asunakutlu, T., & Avcı, U. (2010). Aile Đşletmelerinde Nepotizm Algısı ve Đş Tatmini Đlişkisi Üzerine. *Süleyman Demirel Üniversitesi Fakülte Dergisi*, 93-109.

Aşkun, B., & Bakoğlu, R. (2010). Can Innovation be the reason for a long term survival?. Journal of Global Strategic Management, 4(2), 113-125.

Athanassiou, N., Crittenden, W. F., Kelly, L. M., & Marquez, P. (2002). Founder Centrality Effects On The Mexican Family Firm's Top Management Group: Firm Culture, Strategic Vision And Goals, And Firm Performance. *Journal of World Business*, 139-150.

Atilla, E., & Küskü, F. (2006). Görünürde Kurumsallık: Aile İşletmeleri Örneği. T. Koçel (Dü.), *2.Aile İşletmeleri Kongresi Kongre Kitabı* içinde (s. 191-199). İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Attilla, İ. (2016). *Aile Şirketlerinde Kurumsallaşma ve Kurumsal Yönetim Uygulamaları*. İstanbul: Türkmen.

Bakan, İ. (2015). *Çağdaş Yönetim Yaklaşımı*. İstanbul: Beta.

Baraz, B. (2006). Aile İşletmelerinde Kurumsallaşma Ölçütleri. T. Koçel (Dü.), *2.Aile İşletmeleri Kongresi Kongre Kitabı* içinde (s. 120-129). İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Barnes, I. B., & Hershon, S. A. (1994). Transferring Power in the Family Business. *Family Business Review*, 377-392.

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 7*(1), 99-120.

Barney, J. B., & Clark, D. N. (2007). *Resource-Based Theory: Creating and Sustaining Competitive Advantage*. Oxford University Press.

Basım, H. N., Meydan, C. H., & Şeşen, H. (2008). Aile Şirketlerinde Şeffaflık: Kıdemli. T. Koçel (Dü.), *3.Aile İşletmeleri Kongresi, Kongre Kitabı* içinde (s. 191-201). İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Bayer, E. (2005). İşletmelerde Kurumsallaşmanın Sorunsal Haline Gelmesi ve Kurumsallaşamama Nedenlerinin Belirlenmesi. *Gazi Üniversitesi İktisadi ve İdari Bilimler Dergisi, 7*(3), 120-135.

Baykal, A. N. (2002). *Babalar, Oğullar ve Kızlar: Aile İşletmelerinde Kurumsallaşma*. İstanbul: Sistem.

Below, A. (2003). *In Praise of Nepotism: A Natural History"*. New York: Doubleday Publishing.

Bezirci, M. K. (2016, Şubat 10). *Kurumsallaşma Nedir? Ne değildir?* Ağustos 15, 2022 tarihinde Sılo.Tıps: https://silo.tips/download/kurumsallama-nedr-ne-deldr

Birch, M., & Miller, T. (2002). Encouraging participation: Ethics and Responsibilities. *Ethics in Qualitative Research*, 91-105.

Bird, B., Welsch, H., Astrachan, J. H., & Pistrui, D. (2002). Family Business Research: The Evolution of an Academic Field. *Family Business Review*, 337-350.

Blaikie, N. (1993). *Approaches to Social Enquiry*. Cambridge MA: Polity Press.

Blomqvist, K., Hurmelinna, P., & Seppänen, R. (2005). Playing the Collaboration Game Right-Balancing Trust and Contracting. *Technovation, 25*(5), 497-504.

Boeker, W. (1997). Strategic Change: The Influence Of Managerial Characteristics And Organizational Growth. *Academy of Management Journal, 40*(1), 152-170.

Bolel, B., & Halis, M. (2018, Ekim 26-29). İç Kaynak Bağımlılığı ve Personel Güçlendirme Arasındaki İlişki Üzerine Bir İnceleme. *Bilge Kağan 1. Uluslararası Bilim Kongresi*, s. 219-223.

Boons, F., & Strannegard, L. (2000). Organizations Coping with Their Natural Environment. *International Studies of Management & Organization*, 7-17.

Bourgeois, L. J. (1981). On the measurement of organizational slack. *Academy of Management*, 29-39.

Boxenbaum , E., & Jonsson, S. (2008). Isomorphism, Diffusion and Decoupling. R. Greenwood, C. Oliver, R. Suddaby, & K. Sahlin içinde, *Handbook of Organizational Institutionalism* (s. 78-98). SAGE.

Brown, L. D., & Caylor, M. L. (2006). Corporate governance and firm valuation. *Journal of Accounting and Public Policy*, 409-434.

Brunninge, O., Nordqvist, M., & Wiklund, J. (2007). Corporate governance and strategic change in SMEs: The effects of ownership, board structure and top management teams. *Small Business Economics, 29*(3), 295-308.

Burke, C. S., Sims, D. E., Lazzara, E. H., & Salas, E. (2007). Trust in Leadership: A Multi-Level Review And İntegration. *The Leadership Quarterly, 18*(6), 606-632.

Carroll, A. B., & Buchholtz, A. K. (1996). *Business and Society: Ethics and Stakeholder Management.* Cincinnati: Thomson South Western.

Carsrud, A. L. (1994). Meanderings of a resurrected psychologist or, lessons learned in creating a family business program. *Entrepreneurship theory and practice, 19*(1), 19-48.

Casciaro, T., & Piskorski, M. J. (2005). Power Imbalance, Mutual Dependence and Constraint Absorption: A Closer Look at Resource Dependence Theory. *Administrative Science Quarterly, 50*(2), 167-199.

Cevher, E. (2014). Kurumsallaşma Küçük İşletmeler İçin Bir Çözüm Müdür Yoksa Yok Olma Nedeni midir? *Uluslararası Sosyal Araştırmalar Dergisi, 7*(32), 583-593.

Cevher, E. (2014). Kurumsallaşma Küçük İşletmeler İçin Bir Çözüm Müdür Yoksa Yok Olma Nedeni Midir? *Uluslararası Sosyal Araştırmalar Dergisi, 7*(32), 583-593.

Chen, M. (2006). Teacher Learning and Professional Development the Perspective of Tacit Knowledge. *Instruction Quarterly*, 1-13.

Chrismana, J. J., Chua, J. H., & Steier, L. P. (2003). An Introduction to Theories of Family Business. *Journal of Business Venturing*, 441-448.

Chua, J. H., Chrisman, J. J., & Sharma, P. (2003). Succession and Nonsuccession Concerns of Family Firms and Agency Relationship with Nonfamily Managers. *Family Business Review, 16*(2), 89-107.

Corbetta, G., & Salvato, C. A. (2004). The Board of Directors in Family Firms: One Size Fits All? *Family Business Review, 17*(2), 119-134.

Craig , J. B., & Moores, K. (2006). A 10-Year Longitudinal Investigation of Strategy, Systems, and Environment on Innovation in Family Firms. *Family Business Review*, 1-10.

Crook, T. R., & Combs, J. G. (2007). Sources and consequences of bargaining power in supply chains. *Journal of Operations Management, 25*(2), 546-555.

Cyert, R. M., & March, J. G. (1963). *A behavioral theory of the firm.* Englewood Cliffs, NJ: Prentice-Hall.

Çakıcı, A., & Özer, B. Ş. (2007). Mersin'de Faaliyet Gösteren Küçük Ve Orta Ölçekli İşletmelerin Kurumsallaşma Göstergeleri Açısından İncelenmesi. *Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 10*(18), 87-110.

Dailey, R. C., & Reuschling, L. T. (1980). Managing continuity in the familyowned company. *Journal of General Management, 5*(3), 49-56.

Dal, S. (2008). "Türk Ticaret Kanunu (TTK) Tasarısı Işığında Aile Şirketlerinde Kurumsal Yönetim. T. Koçel (Dü.), *3.Aile İşletmeleri Kongresi Kongre Kitabı* içinde (s. 387-397). İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Dascher, P. E., & Jens, W. G. (1999). Family business succession planning. *Business Horizons*, 2-4.

Davis, G. F., & Cobb, J. A. (2010). Resource Dependence Theory: Past and Future. *Stanford's organization theory renaissance*, 21-42.

Davis, J., Schoorman, D., & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, 24-27.

Davis, P. (1983). Realizing the Potential of the Family Business. *Organizational Dynamics,*, 47.

Deephouse, D. L., & Carter, S. M. (2005). An Examination of Differences Between Organizational Legitimacy and Organizational Reputation. *Journal of Management Studies*, 329-360.

Değer Danışmanlık. (2020, Ağustos 5). *Aile şirketi nedir? Nasıl kurulur? Aile şirketlerinde kurumsallaşma nasıl olmalı?* Değer Danışmanlık: https://www.degerdanismanlik.com.tr/tr/doktor/guncel-yazilar/aile-sirketi-nedir-nasil-kurulur-aile-sirketlerinde-kurumsallasma-nasil-olmali

Deryal, Y. (2009). *Ticaret Hukuku Bilgisi.* Trabzon: Derya Kitabevi.

Develioğlu, M. (2010). *İşletmelerde Kurumsallaşma ve Kurumsal İletişimin önemi.* İstanbul: İstanbul Ticaret Odası.

Dinçkal, E. (2020, Nisan 13). *Aile Şirketlerinde Kurumsallaşmanın Önündeki Engeller Ve Çözüm Yolları*. Quality Line: https://www.qualityline.com.tr/makaleler/aile-sirketlerinde-kurumsallasmanin-onundeki-engeller-ve-cozum-yollari/

Doğan, D. (2006). Aile Şirketlerinde Yönetim. T. Koçel (Dü.), *2.Aile İşletmeleri Kongresi Kongre Kitabı* içinde (s. 663-665). İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Doğan, M. (2018). Kurumsal Yönetimin Teorik Temelleri. *Uluslararası Yönetim Akademisi Dergisi*, 84-96.

Donaldson, T., & Preston, L. E. (1995). The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications. *Academy of Management*, 65-91.

Dreux, D. R. (1990). Financing family business: Alternatives to selling out or going public. *Family Business Review, 3*(3), 225-243.

Duh, M. (2012). Family Businesses: The Extensiveness of Succession Problems and Possible Solutions. *ReInTech*, 209-234.

Dyer, W. G. (1986). *Cultural Change in Family Firms: Anticipating and Managing Business and Family Transitions.* San Francisco: Jossey-Bass Inc. Publishers.

Dyer, W. G. (1988). Culture and continuity in family firms. *Family Business Review*, 7-50.

Eisenhardt, K. M. (1989). Agency Theory: An Assessment and Review. *Academy of Management*, 57-74.

Erdoğmuş, N. (2007). *Aile İşletmeleri Yönetim Devri ve İkinci Kuşağın Yetiştirilmesi.* İstanbul: İGİAD Yayınları.

Eryeşil, K., Bedük, A., & Fındık, M. (2013). A Field Research for Investigating the Effect of Strategic Management on Institutionalization Levels of Enterprises. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering, 7*(5), 1265-1270.

Evetts, J. (2003). The Sociological Analysis of Professionalism: Occupational Change in the Modern World. *International Sociology, 18*(2), 395-415.

Fama, E. F. (1980). Agency Problems and the Theory of the Firm. *Journal of Political Economy*, 268-307.

Fernandez, Z., & Nieto, M. J. (2006). Impact of Ownership on the International Involvment of SMEs. *ournal of International Business Studies, 37*(3), 340-351.

Fiegener, M. K. (2005). Determinants of Board Participation in the Strategic Decisions of Small Corporations. *Entrepreneurship Theory and Practice, 29*(5), 627-650.

Fındıkçı, İ. (2011). *Aile Şirketlerinde Yönetim Ve Kurumsallaşma.* İstanbul: Alfa.

Fombrun,, C., & Shanley, M. (1990). What's in a Name? Reputation Building and Corporate Strategy. *Academy of Management Journal, 33*(2), 233-258.

Fontaine-Ortiz, E., Gorita, I., & Vislykh, V. (2004). *Delegation of Authority and Accountability Part II Series on Managing For Results In The United Natıons System.* Geneva: Joint Inspection Unıt.

Forrer, J., Kee, J. E., Newcomer, K. E., & Boyer, E. (2010). Public-Private Partnerships And The Public Accountability Question". Public Administration Review. *Public Administration Review, 70*(3), 475-484.

Fortune. (2022, Ağustos 15). Küresel 500 : https://fortune.com/global500/search/ adresinden alındı

Gallo, M. A., & Sveen, J. (1991). Internationalizing the family business: Facilitating and restraining factors. *Family Business Review, 4*(2), 181-190.

Garih, Ü. (2005). *Yönetim İlkeleri.* İstanbul: Hayat.

Gaziantep Sanayi Odası. (2022, Mart 5). *Sektörel Yapı.* Gaziantep Sanayi Odası: https://gso.org.tr/tr/genel-sayfa/gaziantep-sanayisi/sektorel-yapi-54.html

Genç, N., & Karcıoğlu, F. (2004). Aile İşletmelerinin Karşılaştıkları Sorunlar ve. T. Koçel (Dü.), *1.Aile İşletmeleri Kongresi Kongre Kitabı* içinde (s. 20-32). İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Gersick, K. E., Lansberg, I., Desjardins, M., & Dunn, B. (1999). Stages and Transitions: Managing Change in the Family Business. *Family Business Review*, 287-297.

Gersick, K., Davis, J. A., Hampton, M., & Lansberg , I. (1997). *Generation to Generation: Life cycles of the family business.* USA: Harvard Business Press.

Goodstein , J., & Boeker, W. (1991). Turbulence at the Top: A New Perspective on Governance Structure Changes and Strategic Change. *Academy of Management Journal, 34*(2), 306-330.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic management journal, 17*(2), 109-122.

Gulati, R., & Sytch, M. (2007). Dependence Asymmetry and Joint Dependence in Interorganizational Reletionships: Effects of Embeddedness on a Manufacturer's Performance in Procurement Relationships.*Administrative Science Quarterly, 52*(1), 32-69.

Güleş, H. K., Arıcıoğlu, M. A., & Erdirençelebi, M. (2013). *Aile İşletmeleri: Kurumsallaşma, Sürdürülebilirlik, Uyum.* Ankara: Gazi Kitabevi.

Güney, S. (2008). *Aile İşletmelerinde Güncel Konu Ve Sorunlar.* Ankara: Siyasal Kitabevi.

Hall, R. (1992). The strategic analysis of intangible resources. *Strategic Management Journal, 13*(2), 135-144.

Hambrick, D. C., & Finkelstein, S. (1987). Managerial discretion: A bridge between polar views of organizational outcomes. *Research in Organizational Behavior*, 369-466.

Handler, W. C. (1989). Methodological Issues and Considerations in Studying Family Businesses. *Family Business Review, 2*(3), 257-276.

Harris, D., Martinez, J. I., & Ward , J. L. (1994). Is Strategy Different for the Family-Owned Business? *Family Business Review*, 159-176.

Hatch, M. J., & Conliffe, A. L. (2006). Organization Theory, Modern, Symbolic and Postmodern Perspectives. *Oxford University Press*, 320-351.

Hillman, A. J., Withers, M. C., & Collins, B. J. (2009). Resource Dependence Theory: A Review. *Journal of Management* , 1404-1427.

Holland , P. G., & Boulton, W. R. (1984). Balancing the "Family" and the "Business" in family business. *Business Horizons*, 17.

Hsu, Y. H., & Fang, W. (2008). Intellectual Capital and New Product Development Performance: The Mediating Role of Organizational Learning Capability. *Technological Forecasting & Social Change*, 1-14.

İlter, H. M. (2001). *Aile İşletmelerinde Kurumsallaşma ve Kobilerin Yönetim Sorunları.* İstanbul: İstanbul Ticaret Odası.

Jensen, M. C., & Meckling, W. H. (1979). Rights and Production Functions: An application to Labor managed Firms and Codetermination. *Journal of Business, 52*(4), 469-506.

Johannisson, B., & Huse, M. (2000). Recruiting outside board members in the small family business: an ideological challenge. *Entrepreneurship and Regional Development, 12*(4), 353-378.

Johnson, T. (1972). *Professions and Power.* Londra: Macmillan.

Jones, G. R. (2010). *Organizational Theory, Design and Change.* Saddle River: Pearson.

Jones, G. R. (2017). *Örgüt Kuramı, Örgüt Tasarımı ve Örgütsel Değişim.* (A. Altın Gülova, L. Oral Ataç, & D. Dirik, Çev.) Ankara: Gazi Kitabevi.

Karacaoğlu, K., & Sözbilen, G. (2013). Kurumsallaşmanın Konaklama İşletmelerinin Kurumsal Girişimcilik Düzeyleri Üzerine Etkisi: Nevşehir İlinde Bir Uygulama. *Anatolia: Turizm Araştırmaları Dergisi*, 41-56.

Karavardar, G. (2011). Aile İşletmelerinde Kurumsallaşma, Yetki Devri Ve Belirsizliğe Tolerans. *Kırıkkale Üniversitesi Sosyal Bilimler Dergisi*, 157-179.

Karpuzoğlu, E. (2002). *Büyüyen ve Gelişen Aile Şirketlerinde Kurumsallaşma.* İstanbul: Hayat.

Karpuzoğlu, E. (2004). Aile Şirketlerinin Sürekliliğinde Kurumsallaşma. *1. Aile İşletmeleri Kongresi* (s. 42-53). İstanbul: Kongre Kitabı.

Karpuzoğlu, E. (2004). Gelecek İçin Aile Anayasası. *1. Aile İşletmeleri Kongresi* (s. 159-168). İstanbul: İstanbul Kültür Üniversitesi.

Kaye, K. (2005). *The dynamics of family business: Building trust and resolving conflict.* United States of America: iUniverse.

Keskin, H., Akgün, A. E., & Koçoğlu, İ. (2016). *Örgüt Teorisi.* Ankara: Nobel.

Keskin, H., Akgün, A. E., & Koçoğlu, İ. (2016). *Örgüt Teorisi.* Ankara: Nobel.

Kets de Vries, l. (1993). The dynamics of family controlled firms: The good and the bad news. *Organizational Dynamics*, 59-71.

Kiracı, M., & Alkara, İ. (2009). Aile İşletmelerinde Kurumsallaşmaya Verilen Önem ve Turizm Sektöründeki Konaklama İşletmeleri Üzerine Bir Araştırma: Alanya-Eskişehir Örneği. *Afyon Kocahisar Üniversitesi İ.İ.B.F. Dergisi, 11*(1), 167-197.

Koç, H. (2017). *İşletmelerde Kurumsallaşma ve Yeniden Yapılanma*. Ankara: Seçkin.

Koçel, T. (2018). *İşletme Yöneticiliği*. İstanbul: Beta Yayınları.

Koçel, T. (2022). *Aile Şirketlerinin Kurumsallaşamama Sorunu*. Ağustos 5, 2022 tarihinde Ortak Akıl: https://www.ortakakildanismanlik.com/aile-sirketlerinin-kurumsallasamama-sorunu adresinden alındı

Kogut , B., & Zander, U. (1992). Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology. *Organization Science*, 383-397.

Kubíček, A., & Machek, O. (2020). Intrafamily Conflicts in Family Businesses: A Systematic Review of the Literature and Agenda for Future Research. *Family Business Review*, 1-34.

Lado, A., & Wilson, M. C. (1994). Human Resource Systems and Sustained Competitive Advantage: A Competency-Based Perspective. *Academy of Management, 19*(4), 699-727.

Lane, S., Astrachan, J., Keyt, A., & McMillan, K. (2006). Guidelines for Family Business Boards of Directors. *FAMILY BUSINESS REVIEW*, 147-167.

Lawler, E. J., & Bacharach, S. B. (1987). Comparison of dependence and punitive forms of power. *Social Forces, 66*(2), 446-462.

Levinson, H. (1971). *Conflicts That Plague Family Businesses,*. USA: Harvard Business Review.

Lussier, R. N., & Sonfield, M. C. (2004). Family Business Management Activities, Styles and Characteristics: A Correlational Study. *American Journal of Business, 19*(1), 47-54.

McConaughy, D. L., & Phillips, G. M. (1999). Founders versus Descendants: The Profitability, Efficiency, Growth Characteristics and Financing in Large, Public, Founding-Family-Controlled Firms. *Family Business Review*, 123-131.

McConaughy, D. L., & Phıllips, M. G. (1999). Founders versus Descendants: The Profitability, Efficiency, Growth Characteristics and Financing in Large, Public, Founding-Family-Controlled Firms. *Family Business Review, 12*(2), 123-131.

McNally, R. (2002). The Institutionalization of Relationship Marketing. *American Marketing Association, Conference Proceedings*, 179-184.

Mehrotra, V., Morck, R., Shim, J., & Wiwattanakantang, Y. (2013). Adoptive expectations: Rising sons in Japanese family firms. *Journal of Financial Economics*, 840-854.

Melin, L., & Nordqvist, M. (2007). The Reflexive Dynamics of İnstitutionalization: The Case of the Family Business. *Strategic Organization, 5*(3), 321-333.

Merriam, S. B. (2007). *Qualitative Resesarch: A Guide to Desing and Implementation*. San Francisco, CA: Jossey-Bass.

Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. *American Journal of Sociology*, 340-363.

Miles, J. A. (2012). *Management and organization theory.* San Francisco: ossey-Bass.

Miller, D., & Le Breton-Miller, I. (2006). Family Governance and Firm Performance: Agency, Stewardship, and Capabilities. *FAMILY BUSINESS REVIEW,*, 73-87.

Miller, R. L., & Lewis, W. F. (1991). A stakeholder approach to marketing management using the value exchange models. *European Journal of Marketing*, 55-68.

Miller, T., & Bell, I. (2002). Consenting to What? Issues of Access, Gate Keeping and 'Informed'Consent,. *Ethics in Qualitative Research*, 53-69.

Molofsky, I. (1998). A plug for nepotism. *Benefits and Compensation Solutions, 21*(4), 36-38.

Monks, R., & Minow, N. (1995). Corporate governance on equity ownership and corporate value. *Journal of financial Economics, 20*(3), 293-315.

Moores, K., & Mula, J. (2000). The Salience of Market, Bureaucratic, and Clan Controls in the Management of Family Firm Transitions: Some Tentative Australian Evidence. *Family Business Review*, 91-106.

Morris, M. H., Williams, R. O., Allen, J. A., & Avila, R. A. (1997). Correlates Of Success In Famıly Busınesss Transıtıons. *Journal of Business Venturing*, 385-401.

Narmambetova, A., Avcı, S. B., & Barlı, Ö. (2016). Kurumsallaşma göstergelerinin doğrulayıcı faktör analizi ile incelenmesi ve kurumsallaşma algılarını farklılaştıran etmenlerin belirlenmesi: kırgısiztan örneği. *Bartın Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 186-207.

Nelton, S. (1998). The bright side of nepotism. *Nation's Business*, 72.

Nelton, S. (1998). The bright side of nepotism. *Nation's Business, 86*(5), 72.

Nemati, A. R., Bhatti, A. M., Maqsal, M., Mansoor, I., & Naveed, F. (2010). Impact of Resource Based View and Resource Dependence Theory on Strategic Decision Making. *International Journal of Business and Management*, 110-115.

Neubauer, F., & Lank, A. G. (1998). *The Family Business Its Governance for Sustainability.* London: McMillian Press Ltd.

Neuman, L. W. (2008). *Toplumsal Araştırma Yöntemleri.* (S. Özge, Çev.) İstanbul: Yayınodası.

Nonaka , I., & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation.* New York: Oxford University Press,.

Nordqvist, M., Hall, A., & Melin, L. (2009). Qualitative Research on Family Business: The Relevance and Usefuleness of the Interpretive Approach. *Journal of Management & Organization, 15*(3), 294-308.

Önder, Ç. (2013). Örgütsel Ekoloji Kuramı. D. Taşçı, & E. Erdemir içinde, *Örgüt Kuramı* (s. 84-103). Eskişehir: AÖF Yayınları.

Özalp, İ. (2001). İşletmelerde Paydaş Kavramı ve Paydaş Yönetimi: Arçelik ve Tusaş'ta Yapılan bir Uygulama. *9. Ulusal Yönetim ve Organizasyon Kongresi* (s. 24-26). İstanbul: İstanbul Üniversitesi.

Özen, H., & Özen, Ş. (2011). Interactions in and between Strategic Action Fields: A Comparative Analysis of Two Environmental Conflicts in Gold-Mining Fields in Turkey. *Organization & Environment*, 343-363.

Özkaya, O. M., & Şengül, C. M. (2006). Aile Şirketlerinde Kurumsallaşma Ve Đkinci Kuşağın "Kurumsallaşma" Konusuna Bakış Açısı. *Dokuz Eylül Üniversitesi İ.İ.B.F. Dergisi, 21*(1), 109-126.

Özler, H., Ergun, D. Ö., & Gümüştekin, G. E. (2007). Aile işletmelerinde nepotizmin gelişim evreleri ve kurumsallaşma. *Selçuk Üniversitesi SBE Dergisi, 17*, 437-450.

Pazarcık, O. (2004). Aile İşletmelerinin Tanımı, Kurumsallaşması ve Yönetişimi. *1.Aile İşletmeleri Kongresi* (s. 33-41). İstabul: Kongre Kitabı.

Pfeffer, J. (1997). *New Directions for Organization Theory.* New York: Oxford University Press.

Pfeffer, J., & Salancik, G. R. (2004). *External Control of Organizations—Resource Dependence Perspective.* Stanford, CA: Stanford university Press.

Porter, D. E., & Applewhite, P. B. (1968). *Studies In Organizational Behavior and Management.* Scranton Pennsylvania: International Textbook Company,.

Porter, M. E. (1981). The Contributions of Industrial Organization to Strategic Management. *Academy of Management* , 609-620.

Qiu, H., & Freel, M. (2019). Managing Family-Related Conflicts in Family Businesses: A Review and Research Agenda. *Family Business Review*, 1-24.

Quinn, R. E., & Cameron, K. (1983, January). Organizational Life Cycles and Shifting Criteria of Effectiveness: Some Preliminary Evidence. *Management Science, 29*(1), 33-51.

Rao, H. (1994). The Social Construction of Reputation: Certification Contests, Legitimation, and the Survival of Organizations in the American Automobile Industry: 1895–1912. *Strategic Management Journal, 15*(1), 29-44.

Rousseau, J. J. (2020). *Toplum Sözleşmesi: ya da Siyaset Hukuku İlkeleri.* (İ. Yerguz, Çev.) İstanbul: Say Yayınları.

Sanders, W. G., & Carpenter, M. A. (1998). Internationalization and Firm Governance: The Roles of CEO Compensation, Top Team Composition, and Board Structure. *Academy of Management Journal, 41*(2), 158-178.

Santiago, A. L. (2000). Succession Experiences in Philippine Family Businesses. *Family Business Review*, 15-40.

Sargut, A. S. (2001). *Kültürler Arası Farklılaşma ve Yönetim.* İstanbul: İmge.

Sargut, A. S., Danışman, A., Fıkırkoca, A., Sözen, H. C., Basım, H. N., Yeloğlu, H. O., . . . Çakar, M. (2012). *Örgüt Kuramları.* (H. C. Sözen, & H. N. Basım, Dü) İstanbul: Beta.

Sargut, A. S., Özen, Ş., Gökşen, N., Oğuz, F., Önder, Ç., Üsdiken, B., & Yıldırım, E. (2010). *Örgüt Kuramları.* (A. S. Sargut, & Ş. Özen, Dü) Ankara: İmge Kitabevi.

Sargut, S. A., & Özen, Ş. (2010). *Örgüt Kuramları.* Ankara: İmge.

Sayılar, Y. (2013). Kaynak Bağımlılığı Kuramı. D. Taşcı, & E. Erdemir (Dü) içinde, *Örgüt Kuramı* (s. 48-80). Eskişehir: Anadolu Üniversitesi Açıköğretim Fakültesi Yayını.

Schwartz, S. H. (1994). Beyond individualism/collectivism: New cultural dimensions of values. *Sage*, 85-119.

Scott, W. R. (1987). The Adolescence of Institutional Theory. *Administrative Science Quarterly*, 493-511.

Scott, W. R. (2003). *Organizations: Rational, Natural, and Open Systems.* New Jersey: Prentice Hall.

Selznick, P. (1952). *The Organizational Weapon:A Study of Bolshevik Strategy and Tactics.* . New York: The Free Press.

Selznick, P. (1996). Institutionalism "Old" and "New". *Administrative Science Quarterly,*, 270-277.

Selznick, P. (1996). Institutionalism "Old" and "New", Administrative Science Quarterly,. *Administrative Science Quarterly*, 270-277.

Sharma, P. (2004). An Overview of the Field of Family Business Studies: Current Status and Directions for the Future,. *Family Business Review*, 1-36.

Sharma, P., Chrisman, J. J., & Chua, J. H. (1977). Strategic management of the family business: Past research and future challenges. *Family Business Review*, 1-35.

Sharma, P., Chrisman, J. J., & Gersick, K. E. (2012). 25 Years of Family Business Review: Reflections on the Past and Perspectives for the Future. *Family Business Review, 25*(1), 5-15.

Shehata, N. F. (2015). Development of corporate governance codes in the GCC: an overview. *Emerald Group Publishing Limited*, 315-338.

Siebens, H. (2002). Concepts and Instruments for Corporate Governance. *Journal of Business Ethics*, 39.

Sığrı, Ü. (2006). Japonların Kültürel Özellikler, Bağlamında; Yönetsel, Ekonomik ve Sosyal Süreçlerinin Analizi. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi*, 29-47.

Sığrı, Ü. (2018). *Nitel Araştırma Yöntemleri.* İstanbul: Beta Yayınları.

Silverman, D. (2021). *Nitel Araştırma Nasıl Yapılır?* İstanbul: Küre Yayınları.

Sonfield, M. C., Lussier, R. N., Pfeifer, S., Manikutty, S., Maherault , L., & Verdier, L. (2005). A Cross-Natıonal Investıgatıon Of Fırst-Generatıon, Secondgeneratıon, And Thırd-Generatıon Famıly Busınesses: A Four Country Anova Comparıson. *Journal of Small Business Strategy*, 9-26.

Sözen, C. H., & Basım, N. H. (2012). *Örgüt Kuramları.* İstanbul: Beta .

Srivastava, M. (2009). Good governance - concept, meaning and features: A detailed study. *Soc. Sci. Res.Network*, 1-23.

Steier, L. P., & Ward, J. L. (2006). If Theories of Family Enterprise Really Do Matter, So Does Change in Management Education. *Entrepreneurship Theory and Practice*, 887-895.

Şimşek, M. Ş. (2001). *İşletme Bilimlerine Giriş.* Konya: Günay Ofset.

Şimşek, M. Ş., & Çelik, A. (2018). *Yönetim ve Organizasyon.* Konya: Eğitim Yayınevi.

Tagiuri, R., & Davis, J. A. (1992). On the Goals of Successful Family Companies. *Family Business Review*, 105-117.

Tanta, G., Uçkun, G., & Latif, H. (2004). Küçük ve Orta Büyüklükteki Aile İşletmelerinde Yönetim Sorunları (Sakarya İli Örneği). T. Koçel (Dü.), *1.Aile İşletmeleri Kongresi Kongre Kitabı* içinde (s. 582-594). İstanbul: İstanbul: İstanbul Kültür Üniversitesi Yayınları.

Taşçı, D., & Erdemir, E. (2013). *Örgüt Kuramı.* Eskişehir: Anadolu Üniversitesi Yayınları.

Türk Dil Kurumu. (2021, Ekim 7). Türk Dil Kurumu Web Sitesi: www.tdk.gov.tr adresinden alındı

Ulukan, C. (2004). Aile İşletmeleri Kurumsal Yönetim İçin Ne Kadar Hazır? Eskişehir'de Faaliyet Gösteren Aile İşletmeleri Üzerine Bir Araştırma. *1. Aile İşletmeleri Kongresi* (s. 212-220). İstanbul: Kongre Kitabı.

Umnu, N. A., & Kesken, J. (2014). Diagnosing the effects of leader-member exchange quality on performance in the context of organizational culture:

a case from Turkish family-owned businesses. *Journal of Business Economics and Management*, 174-195.

Ural, A. (2004). *Aile İşletmelerinde "Kurumsallaşma" Sendromu*. İstanbul: Sistem.

Uysal, L. (2009). 6762 Sayılı Türk Ticaret Kanunu Ve Türk Ticaret Kanunu Tasarısı Kapsamında Anonim Şirketlerdeyönetim Kurulu Ve Yönetim Kurulu Üyelerinin Hukuki Sorumluluğu -I. *TBB Dergisi*, 315-366.

Ülgen, H. (2003, Mayıs 1). *Büyükler Değil, Hızlılar Uzun Yaşıyor.* Capital: https://www.capital.com.tr/yonetim/liderlik/buyukler-degil-hizlilar-uzun-yasiyor

Ülgen, H., & Mirze, K. (2004). *İşletmelerde Stratejik Yönetim*. İstanbul: Literatür.

Voordeckers, W., Gils, A. V., & Heuvel, J. V. (2007). Board Composition in Small and Medium Sized Family Firms. *Journal of Small Business Management, 45*(1), 137-156.

Ward, J. L. (1997). Growing the Family Business: Special Challenges and Best Practices. *Family Business Review*, 323-338.

Ward, J. L. (2004). *Perpetuating The Family Business. (50 Lessons Learned From Long-Lasting, Successful Families İn Business.)*. Newyork USA: Palgrave Mcmillan.

Warren, R. C. (2003). The Evolution of Business Legitimacy. *European Business Review, 15*(3), 153-163.

Wastı, N. (2013). İktisadi Örgüt Kuramları. D. Taşcı, & E. Erdemir içinde, *Örgüt Kuramı* (s. 104-118). Eskişehir: Anadolu Üniversitesi.

Wells, R. G. (1993). *Kişisel Gelişim ve Yönetim Dizisi Yetki Devri*. İstanbul: Rota.

Westphal, J. D. (1999). Collaboration in the Boardroom: Behavioral and Performance Consequences of CEO-Board Social Ties. *Academy of Management Journal, 42*(1), 7-24.

Wilson, H. C. (2008). Profesyonellerin Gözünden Aile Şirketlerinde Çalışmak. *Family Business Türkiye*, 18.

Wry, T., Cobb, J. A., & Aldrich, H. E. (2013). More than a metaphor: Assessing the historical legacy of resource dependence and its contemporary promise as a theory of environmental complexity. *The Academy of Management Annals, 7*(1), 441-488.

Yazıcıoğlu, İ., & Koç, H. (2009). Aile İşletmelerinin Kurumsallaşma Düzeylerinin Belirlenmesine Yönelik Karşılaştırmalı Bir Araştırma. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 497-507.

Yıldız, A. (2008). *Aile İşletmelerine Tavsiyeler ve Konya'da Aile İşletmeleri Üzerine Yapılmış Bir Araştırma*. İstanbul: Sistem Yayıncılık.

Yılmaz, O., & Mert, G. (Dü). (2021). *Aile İşletmelerinde Kurumsallaşma ve Aile Anayasası*. Ankara: Nobel Yayınları.

Yılmaz, O., & Tüzüner, V. L. (Dü). (2021). *Aile İşletmelerinde Yönetim ve İnsan Kaynakları*. Ankara: Gazi Kitabevi.

Yücel, İ., & Özkalan, S. Ö. (2012). Aile işletmeleri kurumsallaşma ve nepotizm. *Erzincan Üniversitesi, SBE Dergisi, 2*, 247-276.

Yükselen, C. (2018). *Aile İşletmelerinde Kurumsal Yönetim ve Aile Anayasası.* Ankara: Detay Yayıncılık.

Zahra, S. A., Hayton, J. C., & Salvato, C. (2004). Entrepreneurship in Family vs. Non–Family Firms: A Resource–Based Analysis of the Effect of Organizational Culture. *Entrepreneurship theory and Practice*, 363-381.

Zajac, E. J., & Westphal, J. D. (2004). The Social Construction of Market Value: Institutionalization and Learning Perspectives on Stock Market Reactions. *American Sociological Review*, 433-457.

Zellweger, T. M., Eddleston, K. A., & Kellermanns, F. W. (2010). Exploring the Concept of Familiness: Introducing Family Firm Identity. *Journal of Family Business Strategy*, 54-63.

Family Businesses, Internal Resource Dependence and Institutionalization

Feride BAL
Editor: Olcay Bige AŞKUN

ÖZGÜR PRESS

ISBN 978-975-447-805-1
9 789754 478051