THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Managing Conflict towards the Sustainability of Family Owned Businesses

Dr. Okoli, Ifeanyi Emmanuel
Lecturer, Department of Entrepreneurial Studies, Nnamdi Azikiwe University, Nigeria
Dr. Nnabuife, Ezimma K. N.
Lecturer, Department of Business Administration, Nnamdi Azikiwe University, Nigeria
Nwogwugwu, Ngozi Ogechukwu
Lecturer, Department of Business Administration, Nnamdi Azikiwe University, Nigeria
Adani, Nnenne Ifechi
Lecturer, Department of Entrepreneurial Studies, Nnamdi Azikiwe University, Nigeria

Abstract:
Family owned businesses (FOBs) contribute immensely to the economic growth of nations. However, just a very small percentage of these businesses survive after the death of their owner/founder. The major reasons for this huge failure rate were traced to lack of succession planning and the presence conflicts in the families of FOBs. Hence, this study reviewed conflict, its sources, causes, its management and preventive measures, the significance of sequence development and the role all play in the sustainability of FOBs. The study concluded that conflict definitely has a negative effect on FOBs if not handled properly and has a direct bearing on the sustainability of the businesses. Sequel to this, the study recommended among other things that negative conflicts should be carefully managed towards improving commitment and performance of FOBs.

Keywords: *Family Businesses, Conflict, Conflict Management, Conflict Prevention and Sustainability*

1. Introduction

Family Owned Businesses (FOBs) are generally seen as the most popular form of business world over and contribute enormously to the economic growth of nations. Narva (2001) posits that throughout history, families and businesses have always existed to a large extent in tandem. They dominate the world economies (Morck & Yeung, 2003). According to Heck & Stafford (2001) and Klein (2000), FOBs are playing a significant role for most of the nations. A huge percentage of private sectors are under this. As per Nkam, Sena & Ndamsa (2017), it provides a significant weightage for creation of employability. It contributes significantly to GDP of different nations. Both Europe and USA had shown 70 per cent and 80 per cent of GDP consists of FOBs in 2014 (Cooper et al., 2013).

The beauty of FOB lies in its ability to survive beyond the owner/founder and transition to other generations. This is however not the case as many of them die immediately after the death of the founder/owner while only very few survive till the third generation. Corroborating this fact, Trippe & Baumoel (2015), maintain that FOBs tend to have short life span as 95% of them do not survive third generation of ownership. The major reason most of the FOBs close shop at the demise of the founder is as a result of conflict. Most FOBs wish for business prosperity and family harmony; however, they often are confronted with underperforming business units and unresolved family conflicts (Kotlar & De Massis, 2013). It is as a result of conflicts prevalent in FOBs that they find it difficult to transit and sustain their survival.

Conflict in this context is seen as disagreement between or among members of a family that own or run a business. It could also be a misunderstanding between management and owners or among owners, management and shareholders or stakeholders in the business. Conflict may arise as a result of communication gap, profit sharing or ownership formula, disagreement over expenditure and day to day running of the business. It could also arise from the role each person plays or relationships between or among members. There could also be disagreement as to who will take over the business or how best to transform the business for better performance. These conflicting issues have the potentials of negatively affecting the working of business and even in some cases it may destroy the operation of ventures. Disputes may take place in both family and non-family business. But the degree of dispute seems higher for family businesses. To highlight the reason of it Trippe & Baumoel (2015), mentioned that in family business unlike any other, family and business relation cannot be kept separate prominently. Both family and business-related issues interfere with each other. This is the reason why FOBs are well known for disputes. Conflicts frequently occur for role conflicts of persons as co-ownership as well as a family member (Kotlar & De Massis, 2013).

It is pertinent to note however that not all conflicting issues are bad as some have the potential of energizing the members of the family and spurring them to do better. This is however only possible when the conflict is managed properly. What managing conflict appropriately does to organizations and in this case FOBs, is to turn the destructive tendencies of conflict to becoming constructive so as to make the business better for it. Constructive conflict as a result of proper management can drive the business toward its objectives (Ward, 2006).

Hence, this work sought to look at how conflict and its management affect the sustainability of family owned businesses. Five specific objectives were formulated to that effect as follows: to explore the concept of conflict as it relates to FOBs; to examine the various causes of conflict in FOBs; to identify the strategies that can be used in managing conflicts in FOBs; to ascertain the impact of unmanaged conflict on FOBs and to identify ways of minimizing negative conflicts in FOBs.

2. Review of Related Literature

2.1. Family Business

Family owned businesses (FOBs), just like the name implies, are businesses that have a close link with a family or families either in the form of ownership or management. Over the years, definitions of this form of business have been evolving with changing culture and demography leading to lack of a single accepted definition of the term. Nkam, Sena & Ndamsa (2017), had highlighted the evolution phase of FOBs w.r.t demographic structure of different countries along with different scenarios. For Nkam et. Al. (2017), socio-cultural frames also drive FOBs.

It is also known as family entrepreneurship, as unlike entrepreneurship it has no such standard definitions or procedures. BirdThistle (2009), mentioned that FOBs vary with culture. Notwithstanding the definitional challenges, what remains important is the fact that it has to do with family ownership and management of business in varying forms and degrees. Carr & Hmieleski (2015), highlighted FOBs as a unique type of business where the entrepreneur and the family member accompany with each other. FOBs are basically special type of business where one or more than one family impacts many business-related decisions like ownership, capital, company directors, resources etc. (Allouche& Amann,2008). It generally has characteristics that business will transmit to the next generation and objective needs to align with family and business both. Chrisman et al. (2013) called FOBs as a participation of family into business and its related thoughts like ownership, control, and continuation. According to Onuoha (2012), FOBs are a unique type of business where nuclear or extended family members hold maximum shares.

2.2. Classifications/Categories of Family Owned Businesses

FOBs have been classified as follows:

- Founder – owned and managed businesses, whether sole proprietorship, partnership, private limited companies etc.
- Family owned businesses, where the family runs and manages the business
- Family owned businesses where management is in the hands of the professionals but control, governance and supervision rests with the family.
- Family controlled businesses, where apart from family members, there are many other stakeholders;

Publicly listed companies are under this category (Lambrecht & Naudts, 2008. p.18).

There are mainly three potential categories of employees within family businesses**:**

- The owner (or an heir of the founder) head of the company;
- Other family members for performance and taking internal decision; and
- Non-family members as employees and generally prejudiced unfalteringly in their events by the family group (p. 19).

2.3. Conflict

Conflict is strongly associated with misunderstanding, incongruity, hatred and discontent. Formal and informal interactions can be caused due to this (Fadipe, 2000). According to Schramm-Nielsen(2002), it is collection of serious disagreement which is important for at least one party. Wilmont & Hocker (2001), mentioned it as disagreement or dissonance among many parties. Schermerhorn, Hunt & Osborn (2000), it is disagreements present in social situation. Miller and King (2005) opined that conflict is anargument between two or more individuals or groups while aim to target goals.

Contradiction found in agreement for companies, FOBs can also be known as conflicts (Kazimoto, 2013). Opposition of needs, contradiction in values creates conflict (Oseremen & Osemeke, 2015). Jehn & Mannix (2001), called it as issues arise due to divergence, mismatched needs. Kazimoto (2013) mentioned it as slight difference in opinions. Robbins & Judge (2009), highlighted it as "a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about". When a party's interest harms another party, this may occur (Nnabuife, 2009). Darling& Walker (2007), mentioned it as a natural incident which can be managed in an organization. For life cycle of a company it creates adverse effect (Caputo, Marzi, Pellegrini & Rialti, 2018). Corbetta & Salvato (2012), revealed that it may occur due to interfere of family members with scarcepractice and knowledge into the management team of the business. Ultimately if createspersonal relationship conflicts inside the family.

2.4. Dispute Arises in FOBs

Some main types of disputes arise in FOBs are being mentioned below:

- Arrangement of future planning of the business.
- Role and duties of family members vigorously concerned with business.

- Finalizing compensation for family members keenly associated with the business.
- Settle who can and cannot associated in the business.
- Family members associated with the business but not taking decisions on important issues.
- Deciding between the reinvestment of profits and the payment of dividends.
- The role 'in-laws' should or should not play in the business.
- How and when family shareholders exit the business
- Agreeing on the basis valuation of shares in the business for those exiting the business.
- Choosing the future leaders of the family and business (succession issues)
- Polygamous families and its intricacies in the business.
- Death of a key individual.
- Matrimonial disputes.
- Tax problems.
- Competency of heirs to manage the business or the absence of a clear Succession Plan.
- The level of benefits to be appropriated and on what basis?
- Excessive spending by some members of the family.
- Role of spouses in the business.
- Information sharing.
- Communication pattern/gaps.
- Sibling rivalry.
- Son-father rivalry.
- Conflict with Managers and Executives.
- Nepotism

2.5. Types of Conflicts in Family Owned Businesses

Conflict in FOBs has been categorized into four and they have implications on firms, teams and workplaces (Jehn, 1995, 1997a). These include:

- The task conflict as regards issues that may arise in the discussion of the objectives and business strategies. This type of conflicts can improve decision quality; however only moderate task conflict models can bring benefit to teamwork. Companies with high levels of task conflict, in fact, may have problems in completing their goals for excess of conflicts, while companies with low levels of task conflict often remain stagnant and have a lack of development of new strategies because of low intensity discussions on business objectives.
- The process conflict is the conflict that arises from disagreement on how to do the work and internal processes, and what the tasks to be performed by employees/members are. So, this conflict refers to responsibilities and tasks that are assigned to the various individuals within the company.
- Relationship Conflict has many types of affective components where many disputes occur among personal and human employees. Due to its stress, hostile behaviour, it causes many negative effects.
- Cognitive conflict is related to disagreements linked to operational work and strategies to be pursued (Jehn, 1997b). It improves decision making by articulating more discussion on what specific tasks need to be addressed. Cognitive conflict facilitates the critical assessment of problems, ensuring that the major alternatives would not be neglected and also more innovative or non-conforming solutions would be evaluated (Jehn, 1995). The presence of cognitive conflict can be particularly useful in family businesses in order to allow these companies to constantly analyze their strategies and their goals.

Ruiz (2014) explores two criteria for classifying different types of conflicts namely;

A. Conflicts classification by its content: Thomas (1992) based on content tried to categorise conflicts:

- Interest conflicts: based on goals. Occurs due to limited resources.
- Opinion conflicts: occurs due to many contradictory thought or different beliefs before a fact.
- Normative conflicts: Evaluation of behaviour of one partywith the other. Ethical and moral standards are the main components.
- Conflict Classification by its effects: Pondy (1967) and Deutsch (1973) classified conflicts considering the effects that conflicts had.
- Relationship conflicts: Focus on the relations that settle down between the members of the organization, without effectinghierarchy and other operational procedures.
- Strategic conflicts: Organizational structures are getting affected by this.
- Constructive conflicts: aims to achieve win-win situation for all.
- Destructive conflicts: Win of one party leads to loss for another. The purpose is to affect pessimistically to other part, rather than protecting.

2.6. Conflict Management

Conflict management is one of the most essential issues in the conflict literature (Balay, 2007). Management of conflict makes conflicts to be functional and functional conflicts are beneficial to organizations. This is because functional conflict results in positive outcomes to individuals, groups and or the organization (Schermerhon, Hunt & Osborn, 2000). Schermerhorn et al., (2000), mentioned it as a unique and problem-solving approach. It reduces negative effects and channels positive approaches. Restricting negative and encouraging positives are the main aspects of conflict management (Rahim, 2002). Group outcomes are getting prominent with this (Alpert, Tjosvaldo & Law, 2000). Decision making power can be improved through this (Knippen, Yohan & Ghalla, 2011). For Prentice (2006), diverting negative energy of both the parties is the main purpose of conflict management. Blake & Mouton (2009) framed it as strategy to shift components (behavior and attitudinal) from competitive to cooperative.

It is the ability to gripdisputeproductively (Gordon, 2003). It is an approach to restrict conflict via a number of ways. Conflict management strategies refer to the interior mechanisms used by the various authorities in solving conflict (Adeyemi & Ademilua, 2012).

Mullins (1996) and Sev (2006) suggest different ways in which harmful effects of conflict can be avoided through their effective management. They posit that the strategies adopted will vary according to the nature and sources of conflict. These strategies include:

- Clarification of goals and objectives
- Appropriate resource distribution
- Personnel policies and procedures
- Non – monetary rewards
- Development of interpersonal group process skills
- Group Activities
- Leadership and Management
- Organizational Processes
- Socio- technical approach
- Negotiation
- Separating family crisis from business.
- Being fair and unbiased and distribution of responsibilities and resources.

2.7. Conflict Management Styles that FOBs Can Adopt

The various methods that may be applied in managing conflicts in family owned businesses include; (Hutt &Milligan, 1990; Ivancevich, 2005 in Nnabuife, 2009):

2.7.1. Competition

It refers to the urge to meet one's desire at the expense of others win of loss criteria. Any means of available and acceptable power is being used by the competitor. Depending on the situation, it has many styles that may be appropriate and effective.

2.7.2. Accommodation

It is all about keeping other party's needs and concerns above one's own. If one side is less concerned compared to other, it can be effective. It enhances good connections.

2.7.3. Avoidance

It is a type of short-term plan to reduce conflict. With more amount of information, it can be proved beneficial while using.

2.7.4. Collaboration

An approach to convince the needs and concerns of both parties involved (win/win).Collaboration requires more commitment, more time and energy. With this style, the parties often are more committed to the resolution because an outcome that meets the needs of both parties is more likely to be supported.

2.7.5. Compromise

It is related with partial fulfillment of the needs, concerns. Here few issues are being confronted. Compromise is apposite when time is less and parties are reluctant to use effort.

2.7.6. Dominating

This involves the use of power to overshadow one party resulting primarily to a win-lose situation. It works better if the loosing group will have sufficient power to force its resolution on the other group; such power can be acquired if the group is placed higher in the organizational hierarchy having more authority which can result from its controlling critical resources.

2.8. Impact of Unmanaged Conflict on FOBs

Parker (1974); Knippen & Green (1999); and Henry (2009) opined that unmanaged conflicts in family business can have the following impact:

- Lack of Cooperation.
- Poor communication and cohesion.
- Delay of work.
- Disinterest and lack of action.
- Unwillingness to participate in family business activities.

- Withdrawal of individual family members.
- Waste of resources.
- Distraction with organizational operations.
- Low Productivity.
- Complete breakdown of the family business.

2.9. Conflict Preventive Measures in Family Owned Businesses

Stewart (2019) stressed that majority of family firm conflicts are predictable and as such can be prevented using the following tips:

- Family Meetings: To solidify the existence of FOBs, periodic family meetings must be in place. This will help to ensure that there is a forum for family and ownership issues to be discussed.
- Establish shared family values, goals & objectives: The unity and bonding in families are aided when members share their values and aspirations. These shared values, objectives and goals therefore become a veritable tool in participative decision making.
- A conflict resolution process: Conflict is inevitable. A clearly defined and agreed conflict resolution process for rising and working through conflicts might include: First, an agreement and to attempt to resolve conflicts through facilitation or through the input of family elders; Second, engage in a formal mediation process with professionally qualified mediators; Third, that the dispute be resolved through binding private arbitration; and if all of the above fails, then litigation in the court system.
- Code of Conduct: To checkmate the behaviours and attitudes of family members in FOBs, it is imperative for the establishment of code of conduct. Important code of conduct rules can include commitments that each family member will: (a) Take responsibility for managing their own emotional reactions; (b) Invest time in the relationships with their fellow family shareholders, (c) Speak with one voice to the non-family directors, staff and the public.
- Family business policies: Many conflicts in FOBs are foreseeable. Therefore, preparing written family policies before conflicts arise will mean there are specified ways to resolve conflicts, if and when they do occur. Family business policies help to define the boundary between family and business, and to strike a fair balance between ownership and business. Examples include a family employment policy, a dividend policy, a liquidity policy and a compensation policy etc.
- An exit plan: This is a process through which a family member shareholder can sell some shares in the family business, reducing their stake or ultimately completely exiting from ownership. It is usually documented in a legally binding shareholders agreement. An exit plan gives shareholders a way out if they do not believe in the direction that the business is being taken. An exit plan can prevent disagreements over the valuation of shares or stockholding.
- External Directors: One of the best ways to strengthen a family business is to ensure that there are several non-family, non-executive directors on the board of the company. External directors can help to bring an objective view, particularly with respect to the performance and skills of family members in management roles. External directors can help to mediate disputes between family members.
- Family Elders: In many Nigerian families, there is often a communication gap between the generations. Electing someone who can be trusted by both the senior generation and by the next generation is a good way to help to bridge this communication gap. A family elder can be an uncle, aunt or an in-law; or they could even be a well-trusted non-family member. A family elder can help to mediate disputes between family members.
- Education & development of family members: Family members that plan to work together should invest time to attend external training and development activities to learn tangible skills, such as: leadership skills, listening skills, conflict and negotiation skills, interpersonal skills, understanding people & personalities, understanding family cultural dynamics, family owned businesses.
- Constitution: A family constitution is a written document, developed collaboratively by the family members, which incorporate all that is needed in preventing family conflict. The family constitution can either include key family policies, or it can define the process for developing family policies. It should set out a fair decision-making process for the family to follow. The process of creating a family constitution will also provide an opportunity for the family members to clarify the different roles and responsibilities that exist within their family business.

2.10. Succession Planning and Family Owned Business Survival

Sharma & Dave (2013) defined family business succession as the process of transitioning management and ownership of business to the next generation of family members. It is the ability of the founder of a family business to peacefully and successfully transfer the operation of the business to the next generation who are mostly, family members. The transition may also include family assets as part of the process. Family members play a controlling role in both the management succession as well as the ownership succession. As such the effective integration and management of the family component will have a determining effect on the success of the succession process (Walsh, 2011) and the death of the family business.

Nnabuife & Okoli (2017) posit that a host of factors has been attributed to the death of FOB's all over the world. Some of the factors include lack of succession planning, not keeping abreast with the economic situations, paucity of funds, reckless spending. However, more importantly is conflict arising due to cultural dynamics (Nnabuife, Okoli & Arachie,

2018) and absence or lack of succession planning in these businesses. Onuoha (2013) opines that the key to FOBs survival depends to a large extent, on its ability to be well managed which entails professionalizing the enterprise. Since family businesses are more vulnerable to harsh business environments and have more mortality rate, it will be in their interest to professionalize. Professionalizing FOBs in this context is also seen as an antidote to successful management of conflicts that may ensue in the operation of the business. According to Onuoha (2013), lack of accountability, control, delegation power creates problem in FOBs. Mistrust occurs for people-relations and non-relations. Ego problem, expectancy of family disputes, favouritism, role confusion, the unwillingness of non-family members, particularly trained and professionals: unwillingness to work in family enterprises. Professionalizing FOBs is not an easy work. Clinton & Diaz (2015) aver that tensions and disagreement in family businesses occur at various times and for many different reasons, but generally they appear when the business is undergoing a transition. The transition, from an informal to a more formal management structure, can result in rising conflict among family members in the business. As a matter of necessity, every key stakeholder involved — the owners, the family members, and the business— are expected to consider the four dimensions that sit at the heart of every successful succession: leadership, ownership, legacy and values, and wealth transition (Englisch, 2015).

Understanding the professionalization process and how to prepare for it enables family business managers to reduce the likelihood of conflict. Family firms consider professionalizing their business for several reasons: to achieve best practice, to increase competitiveness, to aid the succession process, to enable business restructuring and so on. Whatever the motivation is family business owners must facilitate the process and understand the needs of their business (Clinton & Diaz, 2015). Onuoha (2013) explores strategies for professionalizing family owned businesses namely; incorporation of family businesses, clearly defining vision and mission statements, active involvement in strategic management, employing graduates and professionals, having functional Boards of Directors, registering as members of professional and trade associations, employing the services of consultants, and strive to be the best at something. In the same vein, Davis (2019) stresses that professionalizing family business is not all about getting rid of family members and replacing with non-family members but by implementing the following six pillars: attract, develop and retain great family and non-family talent; insure that the organization can always make timely big decisions; strengthen family discipline and commitment toward the business; respect the management hierarchy and empower employees to make decisions; create systems to ensure consistently high performance and fairness; and guarding business core values like a hawk. Bhatnagar & Ramachandran (2017) suggest the processes of professionalizing family business to include:

- Leader's clarity of the road ahead.
- Family members preparedness for change
- Emotional preparedness of the leader to define and adhere to role redefinition
- Cognizance of the degree of freedom
- Role of board and mentors
- Quality of family governance
- Structural influences on family and business governance

Similarly, other ways of professionalizing family businesses are: improving the educational level of the next generation of family leaders; hiring experienced and professional non-family employees; upgrading the business professional advisors; establishing a formidable human resources department; establishing a Board of advisors; **c**learly defining who has the responsibility for succession and **d**efining the power structure in the business.

Moreover, the followings five step process of succession planning in family owned businesses can go a long toward successfully sustaining the business operation:

- Identify key areas and positions that are critical to the family business.
- Identify relevant capabilities needed for achieving business goals.
- Identify interested employees matching them with the relevant capabilities.
- Develop and implement succession and knowledge transfer plans.
- Evaluate and monitor the succession planning efforts.

2.11. Sustainability

Sustainability is drawn from the word sustain which in the context of this write-up means to maintain or to keep in existence. A business is said to be a going concern and to achieve that lofty goal, the business must be sustained for a very long time.

Some authors have mentioned sustainability as a process through which life of organization can be expanded (Ogundele, Idris & Ahmed-Ogundipe, 2012). It gives a special type of resource theory which provides competitive advantages (Aaker, 1992; Nolte, 1999). For Wigmore (2013), Business sustainability or corporate sustainability is about managing and coordinating of social, monetary and environmental responsibilities, to give success. These are the most important reasons behind survival of a business entity. It also ensures growth of nation and development as well. Abdullah, Hamid & Hashim(2011), revealed that SMEs are also being impacted heavily due to existence and sustainable development of FOBs. FOBs in long run are getting effected by the conflict and lack of foreseen (Ward, 2006).

3. Conclusion

In conclusion, conflicts are part of every business establishment whether big or small. But they appear to be prevalent in FOBs as a result of the interconnectivity of different people ranging from owners, family members, management, shareholder, stakeholders and workers. Conflicts have negative effects on business if not handled properly and these can also stifle the sustainability of the business. Lack proper succession planning can also hamper the sustainability of family owned businesses though professionalizing such businesses have been found proffer better and more effective ways of managing conflicts towards longer lasting sustainability of FOBs.

4. Recommendations

The following are recommended:

- Conflicts should not always be frowned at as some can improve commitment and performance when handled properly.
- FOBs should explore different strategies of managing conflict as different conflicting situations and conditions come with their own peculiarity.
- Disagreements in families should not be carried into the business as these could snowball into failure of the business.
- FOBs as much as possible should be professionalized to ensure more effective ways of managing conflicts as well as make way for surer sustainability of such businesses.

5. References

i. Aaker, D. A. (1992). *Strategic market management*, 4th ed., New York: John Wiley and Sons.

ii. Abdullah, M.A., Hamid, Z.A., & Hashim, J. (2011). Family-owned businesses: towards a model of succession planning in Malaysia. *International Review of Business Research Papers*, 251 - 264

iii. Adedayo, S. O., & Ojo, J. O. (2016). Family Conflict and Sustainability of Family Owned Businesses in Lagos and Ogun States, Nigeria. *Pyrex Journal of Business and Finance Management Research, 2*(8), 89-96.

iv. Adeyemi, T. O. & Ademilua, S. O. (2012). Conflict Management Strategies and Administrative Effectiveness in Nigerian Universities. *Journal of Emerging Trends in Educational Research and Policy Studies,* 3(3): 368-375.

v. Allouche, J., Amann, B., Jaussad, J., & Kurishina, T. (2008). The impact of family control on the performance of financial characteristics of family versus non-family businesses in Japan. A matched-pair investigation: *Family business review;* 21, 315- 329

vi. Alper, S., Tjosvold, D. & Law, K. S. (2000). "Conflict management, efficacy, and performance in organizational teams". Personnel Psychology 53: 625–642.

vii. Balay, R. (2007). Predicting Conflict Management Based on Organizational Commitment and Selected Demographic Variables. *Asia Pacific Education Review; 8*(2), 321-336.

viii. Bhatnagar, N. & Ramachandran, K. (2017). Professionalization of Family Business: Managing Process and Governance Challenges. Retrieve on 13th August 2019 fromhttps://isbinsight.isb.edu/professionalisation-of-family-business-managing-process-and-governance-challenges/.

ix. BirdThistle N, (2009). "Under the microscope: A profile of the family business in Ireland" The *Irish Journal of Management*, 136-169.

x. Blake, S.T. & Mouton, R.E. (2009). Organizational conflicts affecting technology commercialization from non- profit laboratories. *Journal of Product Brand Management, 4*(5), 5-15.

xi. Caputo, A., Marzi, G., Pellegrini, M. M., & Rialti, R. (2018). "Conflict management in family businesses: A bibliometric analysis and systematic literature review". *Journal of Conflict Managemen*t © Emerald Publishing Limited 1044-4068 DOI 10.1108/IJCMA-02-2018-0027

xii. Carr, J.C., & Hmieleski, K.M. (2015). "Differences in the outcomes of work and family conflict between family-and nonfamily businesses: an examination of business founders". *Entrepreneurship Theory and Practice, 39*(6), 1413-1432.

xiii. Chrisman J. J, Chua J. H. & Sharma, P. (2003). Current trends and future directions in family business management studies: toward a theory of the family firm, Coleman White Paper, Retrieved on 12th August 2019, from www.usasbe.org/knowledge/ whitepapers.).

xiv. Clinton, E. & Diaz, V. (2015). Starting the Family Business Professionalising Process. Centre for Family Business. Academic Article, Harvard Business School, Cambridge, Massachusetts.

xv. Corbetta, G. & Salvato, C. (2012). Strategies for Longevity in Family Firms: A European Perspective, Palgrave Macmillan, New York, NY.

xvi. Darling, J., & Walker, W. (2007). Effective Conflict Management: Use of the Behavioural Style Model, *Leadership and Organisation Development Journal*, 22(5).

xvii. Davis, J. A. (2019). Professionalizing the Family Business: It's Not What You Think It Is. Retrieved on 12th August, 2019 from https://cfeg.com/wp-content/uploads/2018/10/Professionalizing-the-Family-Business-1.pdf

xviii. Deutsch, M. (1973). The resolution of conflict. New Haven: C.T. Yale University Press.

xix. Englisch, P. (2015). Succession Planning: Are You Planning For Tomorrow, Today? Retrieve on 11th August 2019 from https://www.forbes.com/sites/ey/2015/09/17/succession-planning-are-you-planning-for-tomorrow-today/#117285d931dd.

xx. Fadipe J. O. (2000). Efficiency Indicators for Quality Control on Nigeria. A Journal of NIEPA Ondo (Nigeria).

xxi. Heck, R.K.Z., & Stafford, K. (2001). "The Vital Institution of Family Business: Economic Benefits Hidden in Plain Sight": In G.K. McCann & N. Upton (Eds.), Destroying myths and Creating value in Family Business (pp. 9-17). Deland, FL: Stetson University Press.

xxii. Hellriegel, N.T. (2010). Conflict Management and Mediation: Key Leadership Skills for the Millennium. *Journal of Industrial and Commercial Training*, 30(6).

xxiii. Henry O. (2009). Organizational Conflict and its effects on Organizational Performance. *Research Journal of Business Management*, 2 (1):16-24.

xxiv. Hutt, G. K. & Milligan, R. A. (1990). "Managing Conflict on the Farm." Managing Farm Personnel In-service Workshop for Extension Agents and Specialists. Kansas City.

xxv. Ivancevich, John M., Konopaske., Robert & Matteson Michael T. (2005). Organizational Behaviour. 7th ed. Boston: McGraw Hill Irwin.

xxvi. Jehn K. A. (1997b). Affective and cognitive conflict in work groups: increasing performance through value-based intragroup conflict. *In: Dreu D, Van de Vliert E, editors. Using conflict in organizations. London: Sage*; 87–100.

xxvii. Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, *44*(2), 238–251.

xxviii. Jehn, K.A., (1995). A multi-method examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 256–282.

xxix. Jehn, K.A., (1997a). A qualitative analysis of conflict types and dimensions in organizational. *Administrative Science Quarterly*, 530–557

xxx. Kazimoto, P. (2013). Analysis of Conflict Management and Leadership for Organizational Change. *International Journal of Research in Social Sciences, Sept, 3*(1).

xxxi. Klein, S. (2000). "Family Businesses in Germany: Significance and Structure". Family Business Review, 13, 157-181.

xxxii. Knippen, J. T, & Green T. B, (1999). Handling Conflicts. *Journal of Workplace Learning*, 11(1): 27-32.

xxxiii. Knippen, W.R., Yohan, D.E. & Ghalla, R.B. (2011). Effective Conflict Management: *Use of the Behavioural Style Model, Leadership and Organisation Development Journal*, *22*(5).

xxxiv. Kotlar, J. & De Massis, A. (2013). Goal Setting in Family Firms: Goal Diversity, Social Interactions, and Collective Commitment to Family-Centered Goals, Entrepreneurship Theory and Practice, 37(6): 1263-1288.

xxxv. Lambrecht, J. & Naudts, W. (2008). Overview of family business relevant issues. Country fiche Belgium, Austrian institute for SME Research on behalf of the European Commission, Wien.

xxxvi. Miller, E. C. & King, M. E. (2005). A Glossan of Years and Concepts in Peace and Conflict Studies (2nd Edition), Addis Ababa: University Of Peace African Program.

xxxvii. Morck, R. & Yeung, B (2003). Agency Problems in Large Family Business Groups." *Entrepreneurship Theory & Practice 27*(4), 367-382.

xxxviii. Mullins, L. J. (1996). *Management and Organizational Behaviour*. 4th edition; London: Pitman Publishing.

xxxix. Narva, R.L. (2001). Heritage and tradition in family business: How family controlled enterprises connect the experience of their past to the promise of their future. Paper presented at the 2nd Annual Family Business Gathering, Stetson University, Florida. Retrieved on 13th August 2019 from www.genusresources.com.

xl. Nkam, M. C., Sena, O., & Ndamsa, D (2017). Factors Affecting the Sustainability of Family Businesses in Cameroon: An Empirical Study in Northwest and Southwest Regions of Cameroon. *Journal of Entrepreneurship: Research & Practice,* 1-19. Article ID 658737, DOI: 10.5171/2017.658737.

xli. Nnabuife, E. K. N. (2009). Organizational Behaviour and Management Theory. Nimo: Rex Charles & Patrick Limited.

xlii. Nnabuife, E. K., & Okoli, I. E. (2017). Succession Planning and Sustainability of Selected Family Owned Businesses in Anambra State, Nigeria. *European Journal of Business and Management, 9*(34), 155-167.

xliii. Nnabuife, K. N. E., Okoli, I. E., & Arachie, A. E. (2018). Cultural Dynamics and Performance of Family Owned Businesses in Anambra State. *Asian Journal of Economics, Business and Accounting, 8*(4), 1-12

xliv. Nolte, H. (1999). Organisation: Ressourcenorientierte Unternehmensgestaltung, Series: Corsten, H. (Ed.), Lehr- und Handbücher der Betriebswirtschaftslehre. München, Wien: Oldenbourg.

xlv. Ogundele O.J.K., Idris A. A & Ahmed-Ogundipe K. A. (2012). Entrepreneurial succession problems In Nigeria's family businesses: A threat to sustainability, *European Scientific Journal 8* (7)

xlvi. Onuoha C. (2012). Professionalizing family businesses in the south-east region of Nigeria. *International Journal of Academic Research in Business and Social Sciences, 2*(9) 199-215

xlvii. Onuoha, B.C. (2013). Challenges and Problems of Professionalizing Family Businesses in South-East, Nigeria. *American International Journal of Contemporary Research*. 3(4)

xlviii. Oseremen, E., & Osemeke, M. (2015). Conflict Management: Managerial Approach towards Improving Organizational Performance. *International Review of Social Sciences and Humanities 9*(1), 51-60.

xlix. Parker, J., (1974). Some Ideas about Working with People Individually and in Groups. Cooperative Extension Service, Ohio.

l. Pondy, L. R. (1967). Organizational Conflict: Concepts and Models. Administrative Science Quarterly, 13, 296-320.

li. Prentice, D. E. (2006). The Handbook of Conflict Resolution. San Francisco: Jossy Bass.

lii. Rahim, M. A. (2002). Toward a theory of managing Organizational Conflict. *The International Journal of Conflict Management*, 13(3), 206-235.

liii. Robbins, S.P. & Judge, T.A. (2009). *Organisational Behaviour* (13th ed.), USA: Prentice Hall, New Jersey.

liv. Schermerhon, J.R., Hunt, J.G., & Osborn, R.N. (2000). *Organizational Behaviour* (7thed.) New York: John Wiley and Sons Inc lv. Schramm-Nielsen, J. (2002). “Conflict Management in Scandinavia” Department of International Communication and Management, Copenhagen Business School, Denmark.

lvi. Sev J. T. (2006). *Organization Behaviour: Concepts and Application*. Revised Edition; Makurdi: Traces Publishers.

lvii. Sharma, A. & Dave, S. (2013). Small Scale Family Business Succession and Sustainability: A Study in Chattisgarh SDMIMD Journal of Management.4 (2), 17 - 27.

lviii. Stewart C. (2019).10 Tips for Managing Family Business Conflicts. Retrieve on 8th August 2019 from http://www.familylegacyasia.com/technical_doc/Hubbis%20-%2010%20Tips%20for%20Managing%20Family%20Business%20Conflicts%20-%20Christian%20Stewart.pdf

lix. Thomas, K. W. (1992). Conflict and Negotiation in Organisations: Historical and Contemporary Perspectives. *Journal of Organizational Behaviour*, 13 (3): 265-274.

lx. Trippe, B. & Baumoel, D. (2015), “Beyond the Thomas – Kilmann model: into extreme conflict”, Negotiation Journal, Vol. 31, No. 2, pp. 89-103.

lxi. Walsh, G. (2011). Family Business Succession Managing the All-Important Family Component. Retrieved on 11th August 2019 from http://www.kpmg.com/ca/en/services/kpmg-enterprise/centre-for-family-business/documents/3468_succession.pdf.

lxii. Ward, L. J. (2006). “Defying the Odds”, LEAP Africa, 18.

lxiii. Wilmot, W. W., & Hocker, J. L. (2001). Interpersonal Conflict. New York, NY: McGraw-Hill.

lxiv. -----(2009). Retrieved on 13th August 2019 from https://www.tbs-sct.gc.ca/gui/spgr/spg-gpgr-02-eng.asp?for=hrps. ----- (2017). Professionalizing Your Family Business. Retrieved on 13th August, 2019 from https://ceoworld.biz/2017/12/27/professionalizing-your-family-business/.