Business and personal relationships. Can family business ruin a family ?

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ABSTRACT

Family businesses have reached the pinnacle of entrepreneurship as a significant component of private businesses. Family members' capacity to avoid pertinent problems in advance when they get along with each other in the family and business determines the stability and sustained development of family enterprises. This article gathered and analyzed literature on family businesses and relationships using data from the Google database, gaining an understanding of the most recent research findings, the current state of affairs, and cutting-edge developments in this area.In order to evaluate and analyze the actual situation of family members in businesses and families, as well as, the impact of family members in family enterprises on businesses and families, this paper compiled, summarized, and searched the public information of sibling rivalry conflict, parent–offspring conflict, and spouse conflict in family enterprises. It then drew pertinent conclusions and suggests ways to improve the situation.From a practical standpoint, the family members of family businesses can use this document as a guide to help prevent disputes in the future.

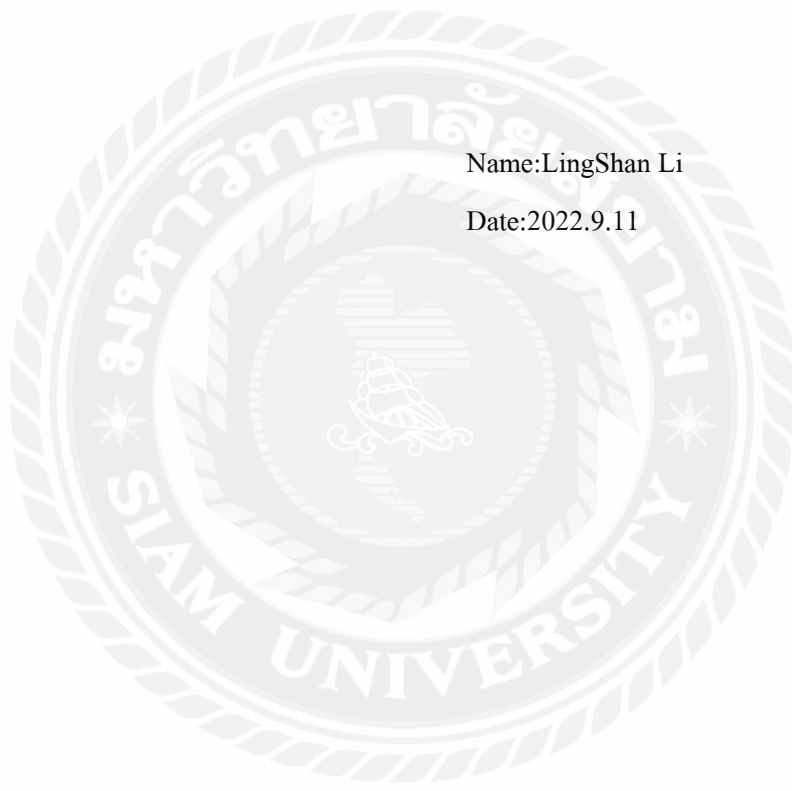**Keywords:** business relationships, personal relationships, family business

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1 Introduction

1.1 Research Background

Members of family businesses encounter conflicting feelings, which result from the overlap of family, company, and ownership, which is a fundamental source of conflict in family businesses. Family members have a variety of functions in the home, business, and ownership. Dealing with role conflicts and the ensuing emotional conflicts can foster creativity as opposed to causing emotional unrest. The risk of interpersonal conflict and the provision of guidelines for conflict resolution, as well as the risk of tension and disagreement, may all be diminished by these governance mechanisms.(Randerson & Radu-Lefebvre,2021) .Individual creativity is influenced by handling these contrasts (Fong, 2006), family harmony (Ward, 2016), and firm longevity (Zellweger, 2013). On the other hand, one of family enterprises' primary vulnerabilities may be their failure to perceive family members' psychological conflicts in terms of values, aims, and motivations. (Schuman, Stutz, &Ward, 2010).Indeed, there is evidence that people who come from business families experience particularly strong paradoxical conflicts in the form of polarities that are created cognitively and socially to cover up competing realities.(Brundin & Härtel, 2014; Brundin & Sharma, 2012; Cunha et al., 2021; McAdam, Clinton, & Dibrell, 2020). Family business literature is based upon the fact that family firms differ from non- family firms due to the involvement of the family in ownership and/or management (Randerson, Bettinelli, Fayolle,& Anderson, 2014).The three circles model (Davis, Hampton, & Lansberg, 1997)is frequently employed to clarify contradictions that are unique to the family business setting. According to their nomenclature, "family business" in the current essay refers to the combination of the three overlapping systems. We term "family" or "business family" the family sub-system, "owner- ship" or "shareholders" the ownership sub-system, and "firm" or "business system" the business sub-system. The overlap of the three systems-family, business, and ownership implies that family members can have multiple and eventually conflicting roles in the different systems (Brundin & Härtel, 2014).In family enterprises, identity conflicts and role conflicts are more acute, as is the case with female CEOs who simultaneously identify as owners, wives, and moms. These many identities can occasionally appear to be contradictory and to be ruled by opposing normative systems, which can result in long-lasting goal and emotional ambivalence. (Fong, 2006; Fong & Tiedens, 2002; Radu-Lefebvre & Randerson, 2020).Stress and loyalty conflicts (Efendy, Chang, & Zolin, 2021; Foreman &Whetten, 2002). Family businesses are prone to identity conflicts and role conflicts that cause implicit expectations and emotional discomfort, which in some extreme circumstances may result in emotional dissonance and burnout. (Brundin & Sharma 2012; Memili et al., 2015).Family enterprises must implement governance structures that consider "the extent and character of family and business overlap at a time" in order to support the effective fulfillment of financial and non-financial goals." (Nordqvist, Sharma, & Chirico, 2014). As a result, an efficient governance system is one that enables the development of procedures and frameworks that frequently aid in understanding the requirements and concerns of various internal and external stakeholders, particularly those of the family that owns the business and its members. (Gersick & Feliu, 2014; Sharma & Nordqvist, 2008; Nordqvist, Sharma, & Chirico, 2014). In this regard, governance procedures may be necessary to effectively handle possible disputes resulting from

the intersection of family business subsystems(Umans, Lybaert, Steijvers, & Voordeckers, 2020) .

1.2 Research Problems

There are numerous examples of how sibling rivalries have destroyed family enterprises and the families who run them(Ruzek & Eddleston, 2021). For instance, Bill and Fred Koch sued Charles and David Koch for allegedly tricking them into leaving Koch Industries.(McDowell, 2020). Robert Mondavi, a well-known winemaker, was infamous for putting his two sons against one another, sparking a bitter sibling rivalry that was detrimental to the family and the company(Frank,2005).

L'Oreal

Liliane Bettencourt, the richest woman in France and the largest stakeholder in the cosmetics firm L'Oreal, got into a fight with her daughter Francoise Bettencourt-Meyers. The conflict started because of Liliane's friendship with Francois-Marie Banier, a photographer who she gave cash and priceless paintings. Francoise made an attempt to sue Francois-Marie for allegedly exploiting her mother out of concern for her mother's mental health at the time she made the gifts. Years of dispute were at least partially addressed last year when Francoise was appointed guardian of the family fortune and her son was appointed to the LOreal board of directors(Ryan Velez,2016).For instance, FB executives frequently have to balance leading the family and the company(Craig and Moores,2017). The best way to safeguard the system as a whole in the long run (such as ensuring the viability of the company) may, paradoxically, entail taking actions that disturb subsystems in the short term (such as dismissing family members who have used the resources of the company to further their own personal interests).

The conflict between the older generation's desire for control and the younger generation's desire for autonomy is a second source of conflicts that are unique to FBs (Radu-Lefebvre & Randerson,2020). While in family relationships generally, the conflict between autonomy and authority is addressed as children grow older by demonstrating loyalty, voice, or exit (Hirschman,1970).When family members are involved in the business, the tensions of voice and devotion to the family unit are prolonged.The date of succession, when the elder generation grudgingly cedes power to the younger, makes these parent-offspring tensions more obvious(Nicholson,2008). Entrepreneurs frequently view their company as an extension of themselves, a tool for their own invention, a manifestation of their own power, and a place for them to indulge in personal pleasure. (Duncan &Moores,2014; Fahlenbrach,2009; Levinson,1971).

Additionally, they can have an alleged dynastic inclination or purpose(Parker,2016).

They do this because they want their children to carry on the family company, without taking into account what they might genuinely want. Offspring may desire more responsibility, autonomy, and independence as they mature rather than to stay subordinate dependents. (Keyt,2015; Levinson,1971) ,and their unique point of view due to being from a different generation (Hjorth &Dawson, 2016). Children's yearning for independence can result in identity conflicts that center on distinguishing and differentiating the identity of the current generation from that of the previous one(Hoy & Sharma, 2009), by attempting to elude the authority of the incumbent (Radu-Lefebvre & Randerson, 2020).

A dynastic motive declared by the predecessor may conflict with the will of the heirs if these identity claims are not upheld(Parker, 2016), which explains why role and identity dynamics in FBs can have both positive and negative effects.Researchers have a tendency to emphasize the unitary relations that define FBs(Sharma, Massis, & Gagne, 2014).The dyadic micro-interactional underpinnings of the family in business are little understood. The prevailing belief is that most of these organizations should be contented families, yet internal conflict frequently distorts pleasant symmetry(McKee, Madden, Kellermanns, & Eddleston, 2014). In fact, there is a big gap in the FB literature because of this(Randerson, Bettinelli, Fayolle, & Anderson, 2014). that our study focuses on. We consider the interactions between parents and children to be the fundamental element of multigenerational FBs. (Green, 2017).Surprisingly, despite the importance of the research on this fundamental social interaction, it has largely concentrated on individuals. (Radu-Lefebvre & Randerson, 2020). We contribute to the scant dyad research(Huang, Chen, Xu, Lu, & Tam, 2020),and concentrate on parent-child relationships in dual roles (professional and family member) on Facebook(Cole, 2000). Such duality may serve as the catalyst for potential structural issues (Hall, 2012). Given that having responsibilities as a parent (or kid) could conflict with having obligations as a boss (or employee) (Grote, 2003), "A sort of role conflict in which the sets of opposing pressures derive from participation in various roles" is the definition of inter-role and relationship conflict. Dual roles can turn into double binds, which can cause intergenerational conflict, as Litz (2012) points out. When these responsibilities are not balanced properly, it can have an impact on the family and the business as a whole.

Both family and corporate values may be simultaneously associated with various, even incompatible, expectations.(von Schlippe & Frank, 2013).
Different values, norms, principles, and rules of behaviour are ingrained in the existential spheres of family and business, respectively.Families exist, at their best, to nurture, look after,

and develop the individuals in their care, whereas corporations produce things, services, profits, and cash flow(Hall, 2012). While business ideology prioritizes economic relations and family ideology values social relations (Hoy & Sharma, 2009). In the family, as in ideology, trust is unbounded; in a business, it must be earned.However, the expectations of commitment and trust in the family domain have ramifications for the business domain, and the two worlds of family and business combine to form networks of overlapping relationships and communication in FBs. (Eddleston & Morgan, 2014). In some cases, the family depends on the business, or the family depends on the business(Cooper, Kidwell, & Eddleston, 2013).

Such relationship interdependence could provide serious problems(Pieper, Astrachan, & Manners, 2013),and filled with conflict. These typically happen when a business must establish an existence independent of the family in order to survive (and continue to serve the family). Family relationships and professional relationships must be distinguished and set apart under these circumstances. As a result, there is a need to look into the core connection because of how it affects how the FB develops or unfolds. The strong feelings that family members normally have for one another might fluctuate between extremes. (Brundin & H€artel, 2014; Tagiuri & Davis, 1996). Each family establishes its own norms for the definition and management of expectations for one another, the function of authority, and the resolution of conflicts and related difficulties, as explored by Hall (2012). Families are complex, and entrepreneurial families can be doubly difficult in that patrimonial dominance is simultaneously vested in the authority of the employer and the father. As a result, the subaltern child may well wonder whether they are speaking to their boss or their father when they interact. Can I leave the company to avoid my father, who is a terrible boss?

These inquiries show that the complexities of family relationships inevitably affect business(Olson, Zuiker, Danes, Stafford, Heck, & Duncan, 2003). Additionally, the opposite is true: family relationships are impacted by business(Bettinelli, Fayolle, & Randerson, 2014).Consequently, it can be challenging to manage duties and expectations when family obligations conflict with business decisions(Mart'ınez, Arag'on, & Iturrioz, 2020)
. Despite the trend to split ownership from control, many businesses are still family-run. (Lee, 2006). Role overlaps and family-business dependencies create ambiguities in the core dyad's ability to make sense of things, which is a major source of paradoxes in the FB setting.(Cole, 2000; Grote, 2003; Huang et al., 2020; McAdam et al., 2020; Tagiuri and Davis, 1992). The involvement of a spouse in the company or the potential sacrifices family business members can make for one another might lead to role pressures and the resulting conflict.(Behson,

2002).Spouses were highlighted as stakeholders in business decisions because they might have a big impact on family dynamics like economics, marital harmony, parenting, and free time. They suggested that a significant factor influencing an enterprise's financial performance is the devotion of the spouse. Children have been the focus of the coping issues experienced by women entrepreneurs at the work-family interaction (WFI). (Neneh, 2017; Sardeshmukh et al., 2021; Welsh et al., 2019). These research have demonstrated that any imbalance in the work-family dynamic increases the likelihood of work-family conflict. While this disparity has mostly been caused by the high demands of women's family responsibilities and their "bone of contention," it has also been established that the family has a significant impact on business performance(Nikina, Shelton, & LeLoarne, 2015) .Many instances of relationship collapse (with family or partners) as a result of work-family issues were reported by other participants. They consult their spouses before beginning a business in order to get advice, support, and motivation.

Their business was influenced by this pattern both at the start and during difficult times. Again citing the family's advice, they were relatively eager to close the business within months. Participants have negative family embeddedness as a result of their unbalanced practices in sustaining their families and enterprises. As a result, they experience resentment from their families and are perceived as having little support from them.

Both married and single entrepreneurs were impacted by the risk-taking propensity of their respective families, which included their parents, siblings, wives, and children. While they acknowledged that this discouragement showed their well-intended worries, it was "financial uncertainty" and, in a few cases, a "lack of faith in their abilities" related to running their own business that prevented them from making a decision. This manifested in the form of resistance from their families. Their relationships with their families were damaged due to a lack of support and moving forward with their decision. Their business was hampered by the risk aversion of their husbands and parents, which ultimately caused the relationship to fall apart(Abbas & Wilson, 2022).

1.3 Objective of the study

In some cases, family businesses can lead to disputes between relatives. Even a family could be ruined if these disagreements are not addressed properly. On the other hand, the company is quite likely to suffer harm as a result. Family disputes brought on by various circumstances will differ.

1. Describe the actual situations when spouse, parent, and sibling conflicts arise in family businesses, examine the root reasons of these conflicts, and offer appropriate conclusions.

2. When family members of family businesses get along with one another in the business and the family, provide them advice on how to prevent these disputes in the future.

1.4 Scope of the study

In order to evaluate and analyze the actual situation of family enterprises in businesses and families as well as the impact of family enterprises in businesses and families, this paper gathers, summarizes, and combs the public information on sibling rivalries conflict, parent-offspring conflict, and spouse conflict in family enterprises. It then draws pertinent conclusions. This paper makes some recommendations based on the findings of the aforementioned study and the real position of the family within the enterprise and the family.

1.5 Research Significance

When the family members of the family company get along with each other in the business and the family, this paper theoretically contributes to the relevant research on how to prevent some problems in advance. Currently, the majority of family enterprise literature examines innovation from the perspectives of control, management, and ownership structure; however, there are still very few books that discuss how to prevent some conflicts in advance when family members of family enterprises actually get along in the enterprise and the family.When the family members of the family company genuinely get along with each other in the enterprise and the family, this work theoretically compensates for the limits of the theoretical research on preventing some disputes in advance based on the prior literature.In addition, it gives new energy and ideas to related research that aims to foresee future conflicts in this area. From a practical standpoint, the family members of family businesses can use this document as a guide to help them prevent some disputes in the future when they get along well inside the family and the business. Family members' capacity to avoid pertinent problems in advance when they get along with each other in the family and business will, to some extent, determine the stability and sustained development of family enterprises.

2. Literatures Review

2.1 Business relationships

All entities that conduct business are connected to one another through business relationships. Included in this are the connections between different parties in a given business network, such as those between employers and workers, employers and business partners, and all the organizations a business associates with(WILL KENTON,2021).You must devote time, money, and resources into creating solid, long-term business connections that assist customers in understanding the value of a product or service and in achieving their objectives in order to draw in new clients and keep existing ones(Jennifer Lund,2021).Startups might not have a lot of financial resources, but their strongest asset might be a solid network of business contacts.

Business-to-company and business-to-consumer relationships are examples of business relationships.Using social networking, cold calling, giving away something for free, and swiftly resolving conflicts are all effective ways to establish and maintain commercial partnerships(Siri Hedreen,2022).The

following are some of the main advantages of developing lasting business relationships: Brand supporters, reduced marketing effort, and loyalty Positive result, competitive edge, network possibilities, Testimonials(John Dyson, 2019).Here are 7 fundamental business connections that might help you advance: Customers, employees, competitors, and the legal, financial, leadership, and peer mentoring sectors of the corporate world(Deanna deBara,2020).

2.2 personal relationships

Personal relationship refers to a connection between or among friends, and a friend of a family member is considered to be a friend of the individual as well(SOGHONTA, 2012).A personal relationship is a strong and deep bond that is typically thought to be prone to lead to bias. An employee's relationship with his or her parents, siblings, children, and spouse is assumed to be personal. An employee's ties, including friendships, with other people or organizations must be evaluated on an individual basis with consideration for the employee's subjective viewpoint(National Archives & Records Administration,2020).Depending on the situation, the definition of a personal relationship may change. Personal connections, however, are always built on the ties that bind your life. Coworkers become close through shared experiences. Family is bound by emotional ties, whereas friends frequently share common interests. Your close relationship with your significant other is also built on a stronger emotional connection. Words like "soulmate" and "kindred spirit" are frequently used to characterize these intimate connections, alluded to as having an almost cosmic connection(Team Tony,2020). Personal relationship is the relationship that exists between the sender of a message and the recipient of that message if those two have engaged in direct, voluntary, two-way communications and it is reasonable to infer that they are close friends or family based on the communications' evidence of shared interests, experiences, opinions, and information, their communication frequency, and other relevant factors(Stella & Dot,2019).The development of relationships at work comes with risks as well. They could, for instance, cause a lot of interference. Chatting with coworkers is one thing, but it may occasionally turn into longer, more in-depth chats that eat up valuable work time. Emotional weariness can also result from personal interactions at work. After all, maintaining friendships is work, and the time and energy we invest in them can be taxing.Then there are the unpleasant consequences if something goes wrong. You can't just leave a bad relationship behind because you'll probably still have to see the other person every day. Additionally, we are more inclined to feel jealous of those who are close to us, which can be problematic if, for example, your spouse is given a promotion instead of you.(Lucy Bishop, 2018).

2.3 family business

The family business is a traditional and prevalent type of corporate structure. There hasn't been a standardized and official definition of family business because of the numerous cultural contexts and national realities(Cano-Rubio, Fuentes-Lombardo, & Vallejo-Martos, 2017).The description of a family business provided by American business historians focuses primarily on the close personal relationship between the family and senior management, the family's controlling power, and the family's decision-making authority with regard to financial policy, resource allocation, and elder personnel selection. (Marín, Hernández, del

Valle, & Castillo, 2016). According to some academics, the family business can be defined as the level of control and influence the family has over the company as well as its continuous index. The overlapping three-circle model, the F-PEC (Families, P-Power, E-Experience, C-Culture) model, and the bull's-eye model are some models that are widely accepted. (Zatta, Cristina, Formigoni, & Mamede, 2020). It is evident that foreign researchers characterize family businesses primarily in terms of family ownership, commercial rights, the presence of family members in management roles, and intergenerational inheritance. Although each researcher's research interests resulted in a different definition of family companies, all definitions are fundamentally related to one another.The business is willing to inherit, is in the process of inheritance and handover, or has finished the legacy and handover, and at least two family members are employed in the management of the business. (Yu & Cai, 2017). The overlapping of family, company, and ownership, which is a major source of conflict in family enterprises, causes members to have conflicting emotions. Family members do a range of duties in the workplace, in the home, and in the ownership. Instead of producing emotional unrest, dealing with role conflicts and the resulting emotional conflicts can encourage creativity. These governance techniques may all reduce the danger of interpersonal conflict, the need for conflict resolution rules, the risk of tension and discord.(Randerson& Radu-Lefebvre,2021) .Family enterprises vary from non-family firms because the family is involved in ownership and/or management, which is the foundation of family business literature(Randerson, Bettinelli, Fayolle, & Anderson, 2014)

In conclusion, family businesses are primarily determined by the ownership and management rights that are held by natural people, the businesses, and if the families own and operate the businesses. To identify the crucial value of particular indicators, there is no consistent method.

3. Past research

Leading family company members may impose their own family and business roles on other family business members through ownership or management positions. When duties are not followed, psychological pressure or even financial penalties may combine, altering the dynamics of the conflict(Haynes, Walker, Rowe, & Hong, 1999).This includes the potential for favored status for specific family business members, whether real or perceived. Indeed, certain family members may receive special perks from the company that are unrelated to their own merit, which could cause tension between those who are favored and those who are not(de Vries, 1993).As was previously said, numerous academics contend that conflict can lead to both positive and negative results(De Dreu, 2008; Van De Vliert et al., 1999; Jehn, 1997; Nair, 2008; Pruitt & Rubin, 1986).Conflicts within organizations were viewed in traditional studies as a breakdown of the accepted methods of decision-making(March & Simon, 1958). Due to this, many people now think that conflict is a negative force that should be avoided at all costs(Deutsch, 1973) .Explained how a number of factors contributed to the conflict's bad perception. Conflicts, for instance, are frequently emotionally charged and can obstruct rational thought; this is especially dangerous when it involves family members(Levinson, 1971).Additionally, people frequently create misconceptions and biases as a result of viewing a scenario from their own views and interpreting it in a stereotypical and prejudiced way. Additionally, people can develop a competitive mindset and only see situations as "win-lose" ones(De Dreu, Harinck, & Van Vianen, 2000). As a

result, people who are more passionate about their own opinions are frequently less interested in having a fruitful conversation, which can lead to issues becoming less clear-cut. Due to the exaggeration of differences and the disregard of commonalities, all of these could lead to an increase in conflict(Deutsch, 1973).Conflict between work and family in family businesses can put a strain on both the body and the mind, causing friction at work or impeding the family company' ability to expand and prosper(Carr & Hmieleski, 2015).In fact, there is an expanding selection of counseling services geared for family companies to address work and family conflict brought on by the engagement of the family in the business(Cole & Johnson, 2012). Members of family businesses often experience physical and psychological strain as a result of the demands of maintaining both effective business operations and positive family dynamics(Werbel & Danes, 2010).The likelihood that a conflict may transition from a process or task conflict to an interpersonal conflict is undoubtedly increased by the imbalance between work and family relationships. Families with enterprises are more likely to experience psychodynamic impacts such sibling rivalry, children's need to differentiate themselves from their parents, marital difficulty, and identity struggle(Dyer, 1994).

4. Methodology

4.1 Literature analysis and research

By using the data of Google database, this paper collects and reads the literature related to family business and family relationship, and grasps the latest research results, actual situation and frontier trends in this field.

4.2 Case analysis

In order to evaluate and analyze the actual situation of family members in enterprises and families and the impact of family members on enterprises and families in family enterprises, this paper compiles, summarizes and searches public cases of sibling competition conflict, parent-child conflict and spouse conflict in family enterprises, and then draws relevant conclusions and proposes methods to improve the situation.

5. Finding and Conclusion

5.1 sibling rivalries conflict

There are numerous examples of how sibling rivalries have destroyed family enterprises and the families who run them （Ruzek & Eddleston, 2021）. For instance, Bill and Fred Koch sued Charles and David Koch for allegedly tricking them into leaving Koch Industries (McDowell, 2020). Robert Mondavi, a well-known winemaker, was infamous for putting his two sons against one another, sparking a bitter sibling rivalry that was detrimental to the family and the company(Frank,2005).

Siblings are our partners and competitors, as well as our earliest allies and adversaries. Dr. Erica Goldblatt Hyatt, University of Rutgers.Never do business with friends or family, according to an old proverb.

Keeping such concerns separate has nearly always proved challenging, especially when it comes to blood relatives, and has almost always resulted in negative emotional feelings leaking into professional interactions. And when a corporation is big, disputes also tend to be big(Constance Parten,2014).

Even while tragic tales like these are frequently covered in the media and the basis for shows like HBO's Succession, many siblings are able to successfully run their families' enterprises in a cooperative, productive manner(Ruzek & Eddleston, 2021). When the sibling collaboration in the firm was strained, we spoke with a number of family business leaders who had either strengthened family ties or had managed to operate very well with their siblings(Ruzek & Eddleston, 2021).

Healthy Relationships Begin in Childhood

According to experts, parents should begin training their kids relationship management skills as early as possible to minimize sibling conflicts that harm the family and the company. We don't pick our siblings, unlike other partnerships in life, which creates a special dynamic. Dr. Kramer asserts that compared to acquaintances or coworkers, "brothers and sisters can take significantly more negativity and conduct." As a result, when siblings learn constructive communication skills and dispute resolution techniques, they not only benefit from pleasant, supportive relationships between their siblings but also learn how to forge lasting, fruitful relationships(Ruzek & Eddleston, 2021). Dr. Kramer highlights the significance of developing positive sibling connections at a young age. Parents should consider this years in advance, she advises, before asking their children to join the family business. Children need to learn how to resolve conflicts, work together, and communicate openly from an early age. According to Dr. Kramer, if parents can assist their children in finding the right words to express their complicated reactions and thoughts, it may pave the way for helpful sibling relationships throughout their entire lives(Ruzek & Eddleston, 2021). Sibling relationships provide a foundational setting for developing compromise, teamwork, and empathy for others. Since early contacts with siblings help children develop emotionally, controlling those conversations is essential for avoiding damaging fights later in life. Sibling relationships are frequently a useful setting for increasing one's emotional experience repertoire, building one's emotional language, and learning to control and regulate one's emotional expression(Kramer,2014). Therefore, Kramer advises parents to be aware of their possibilities and the role they play in helping their children develop healthy sibling relationships (See, Conger, Rogers, & Ravindran ,2019) .Researchers that study family businesses also acknowledge how crucial parents are in influencing sibling relationships(Avloniti, Iatridou, Kaloupsis, & Vozikis, 2014). Children are less inclined to compete for parental affection and attention when parents refrain from making comparisons between siblings or treating them differently. As a result, kids are better equipped to negotiate their roles in the family business and collaborate successfully. The succession process becomes more difficult, however, when sibling conflicts spill over into a family business because each sibling struggles for dominance and tries to outdo the other. Extreme occurrences of sibling rivalry may result in the family business's eventual disintegration and total failure of succession(Avloniti, Iatridou, Kaloupsis, & Vozikis, 2014)This is precisely what occurred with the Rosen family's retail liquor store in Chicago, where bitter rivalry between two brothers ultimately resulted in the selling of the company to outsiders(Clifford, 2007). Fortunately, a toolkit of tactics can assist parents and children in dealing with and even preventing sibling rivalry. Antonietta DiLemme and Elisa Zullo are a

fantastic example of two siblings who have been able to get along while expanding their business. These sisters have co-owned the authentic Italian restaurant Ristorante Molise in Amesbury, Massachusetts, for 16 years. As a result of its excellent food and welcoming staff, their restaurant has established a reputation as a sanctuary in the neighborhood.DiLemme and Zullo highlighted how siblings are frequently stereotyped for quarreling when asked about their relationship. The sisters emphasized that they don't often argue, though. And when they do, according to DiLemme, Zullo blames the older for taking on too many tasks around the restaurant. We fight because we care about each other more than anything else, according to DiLemme.How can other families that operate businesses support the development of strong sibling relationships? Three main pieces of advise are provided by specialists who research sibling relationships and family business dynamics: learn how to resolve disputes, give children an option about joining the family business, and award responsibilities based onmerit(Ruzek & Eddleston, 2021).

 1. Study conflict resolution techniques

 Dr. Kramer has long provided advice to parents, showing them how to help their children's disputes turn out constructively rather than destructively. According to her, parents can teach their children that conflicts are solvable problems by treating disagreements as positive exchanges. "Problems are basically what conflicts are. The benefit of difficulties is that they can be solved, according to Dr. Kramer. Siblings who develop conflict resolution skills early on can therefore approach disagreements in a healthier way throughout their lives and be able to apply these skills not only with their siblings but also with others(Kramer & Kowal, 2005).However, Dr. Kramer advises against becoming too engaged in sibling disputes as children become older since it may cause them to become overly reliant on parental assistance. Parents must gradually reduce their engagement in their children's disputes so that the kids can learn how to handle challenging interpersonal circumstances on their own(Kramer & Kowal,2005) .The distinction between "emotional" disagreements and "strategic" conflicts becomes more crucial as siblings eventually work together in the family firm(Fowler & Edquist, 2004). Emotional conflicts are personal disputes that shouldn't be resolved by corporate procedures. Such emotional issues, which frequently involve hatred and interpersonal strife, can seriously impair the operation and performance of a family business(Kellermanns & Eddleston, 2004). Intense power struggles and competition are more likely to characterize a sibling relationship than competent conflict management skills since these siblings have experienced intense emotional conflict throughout their whole lives. This frequently leads to a downward cycle of dysfunction in a family company environment that leaves a trail of devastation in its wake, including high staff turnover, legal issues, and unpleasant public conflicts in the media. The bitter argument between the Berkowitz brothers of Legal Seafoods was a sad example.Strategic disputes, on the other hand, signify a disagreement about a company's aims, strategies, and tactics, and as a result, they need to be professionally resolved. In fact, to avoid stagnation and keep a family business competitive, a reasonable amount of task conflict (differences about the strategies and business activities to pursue) and process conflict (differences about how work should be conducted and by whom) are frequently required(Kellermanns & Eddleston, 2004). Family businesses should therefore put procedures in place that enable both family members and employees to discuss differences in a professional manner and cooperate to find solutions. Siblings who are skilled at resolving disputes are in a good position to create and direct such initiatives.In

order to resolve disputes, Carl Beauregard of Beauregard Equipment, a distributor of construction and agricultural equipment with facilities in Maine, New Hampshire, and Vermont, emphasizes the significance of opening up lines of communication. He is fully aware of sibling rivalry because he is a second-generation family member who was raised alongside his three brothers to take over the family business. According to the seriousness of the "infraction," he continues, "occasionally it might blow over with the two brothers coming to terms.But when a disagreement became more serious, the four of us would get together and resolve it in a brothers meeting. The basic line is that we made a lot of effort to prevent problems from escalating and growing, and we were especially careful to avoid turning people into "camps" within the company（Ruzek & Eddleston, 2021）.

2. Role-Assign based on merit

Family enterprises should be cognizant of how organizational hierarchies and lines of command can exacerbate sibling rivalry in order to help encourage healthy working relationships amongst siblings. Experts frequently advise against placing siblings above one another in a corporation because this relationship can foster animosity (Federer, 2015). A brother relationship becomes more complicated when they work together, and having one report to the other frequently leads to power battles. Instead, family business researchers advise that siblings should, whenever possible, have clearly defined professional positions that do not overlap(Avloniti, Iatridou, Kaloupsis, & Vozikis, 2014).It is also recommended that job roles, including function and level, be determined by aptitude and experience. Siblings may have been given responsibilities to which they are not well matched when they grow competitive and irritable(Stanislaw, 2020).

3. Give them a selection

Kids frequently experience pressure to work in the family business. Others may work in the business despite having different career aspirations and interests in order to keep their status in the family, while some feel compelled to follow in their parents' footsteps (Kidwell, Eddleston, Cater, & Kellermanns, 2012). Children who feel compelled to work in the family business are therefore more prone to take it out on their siblings, whether on purpose or unintentionally.Parents should teach in their kids the idea that it's okay to leave the family business if working there isn't part of their aspirations for taking over(Avloniti, Iatridou, Kaloupsis, & Vozikis, 2014).

5.2 Parent–offspring conflict

L'Oreal,Liliane Bettencourt, the richest woman in France and the largest stakeholder in the cosmetics firm L'Oreal, got into a fight with her daughter Francoise Bettencourt-Meyers. The conflict started because of Liliane's friendship with Francois-Marie Banier, a photographer who she gave cash and priceless paintings. Francoise made an attempt to sue Francois-Marie for allegedly exploiting her mother out of concern for her mother's mental health at the time she made the gifts. Years of dispute were at least partially addressed last year when Francoise was appointed guardian of the family fortune and her son was appointed to the LOreal board of directors(Ryan Velez,2016).

Parent–offspring paradoxes in the family business,which are very intense (McAdam et al., 2020; Qiu and Freel, 2020). The best way to safeguard the system as a whole in the long run (such as ensuring the

viability of the company) may, paradoxically, entail taking actions that disturb subsystems in the short term (such as dismissing family members who have used the resources of the company to further their own personal interests).

The conflict between the older generation's desire for control and the younger generation's desire for autonomy is a second source of conflicts that are unique to FBs(Radu-Lefebvre & Randerson, 2020). While in family relationships generally, the conflict between autonomy and authority is addressed as children grow older by demonstrating loyalty, voice, or exit (Hirschman, 1970).When family members are involved in the business, the tensions of voice and devotion to the family unit are prolonged. The date of succession, when the elder generation grudgingly cedes power to the younger, makes these parent-offspring tensions more obvious(Nicholson, 2008). Entrepreneurs frequently view their company as an extension of themselves, a tool for their own invention, a manifestation of their own power, and a place for them to indulge in personal pleasure (Duncan & Moores, 2014; Fahlenbrach, 2009; Levinson, 1971).Additionally, they can have an alleged dynastic inclination or purpose(Parker, 2016).They do this because they want their children to carry on the family company, without taking into account what they might genuinely want. Offspring may desire more responsibility, autonomy, and independence as they mature rather than to stay subordinate dependents (Keyt, 2015; Levinson, 1971) .Having their unique point of view due to being from a different generation (Hjorth & Dawson, 2016). Children's yearning for independence can result in identity conflicts that center on distinguishing and differentiating the identity of the current generation from that of the previous one (Hoy & Sharma, 2009), by attempting to elude the authority of the incumbent (Radu-Lefebvre & Randerson, 2020).A dynastic motive declared by the predecessor may conflict with the will of the heirs if these identity claims are not upheld. (Parker, 2016), which explains why role and identity dynamics in FBs can have both positive and negative effects.Researchers have a tendency to emphasize the unitary relations that define FBs(Sharma, Massis, & Gagne, 2014).The dyadic micro-interactional underpinnings of the family in business are little understood. The prevailing belief is that most of these organizations should be contented families, yet internal conflict frequently distorts pleasant symmetry (McKee, Madden, Kellermanns, & Eddleston, 2014).In fact, there is a big gap in the FB literature because of this (Randerson, Bettinelli, Fayolle, & Anderson, 2014),that our study focuses on. We consider the interactions between parents and children to be the fundamental element of multigenerational FBs (Green, 2011; De Vries, 2013).Surprisingly, despite the importance of the research on this fundamental social interaction, it has largely concentrated on individuals (Radu-Lefebvre & Randerson, 2020).We contribute to the scant dyad research (Huang, Chen, Xu, & Tam, 2020),and concentrate on parent-child relationships in dual roles (professional and family member) on Facebook (Cole, 2000).Such duality may serve as the catalyst for potential structural issues (Hall, 2012).Given that having responsibilities as a parent (or kid) could conflict with having obligations as a boss (or employee)(Grote, 2003),."A sort of role conflict in which the sets of opposing pressures derive from participation in various roles" is the definition of inter-role and relationship conflict. Dual roles can turn into double binds, which can cause intergenerational conflict, as Litz (2012) points out. When these responsibilities are not balanced properly, it can have an impact on the family and the business as a whole.

Both family and corporate values may be simultaneously associated with various, even

incompatible, expectations (von Schlippe & Frank, 2013). Different values, norms, principles, and rules of behaviour are ingrained in the existential spheres of family and business, respectively.Families exist, at their best, to nurture, look after, and develop the individuals in their care, whereas corporations produce things, services, profits, and cash flow (Hall, 2012). While business ideology prioritizes economic relations and family ideology values social relations (Hoy & Sharma, 2009).In the family, as in ideology, trust is unbounded; in a business, it must be earned.However, the expectations of commitment and trust in the family domain have ramifications for the business domain, and the two worlds of family and business combine to form networks of overlapping relationships and communication in FBs (Eddleston & Morgan, 2014).In some cases, the family depends on the business, or the family depends on the business(Cooper, Kidwell, & Eddleston, 2013).Such relationship interdependence could provide serious problems (Pieper, Astrachan, & Manners, 2017),and filled with conflict. These typically happen when a business must establish an existence independent of the family in order to survive (and continue to serve the family). Family relationships and professional relationships must be distinguished and set apart under these circumstances. As a result, there is a need to look into the core connection because of how it affects how the FB develops or unfolds. The strong feelings that family members normally have for one another might fluctuate between extremes (Brundin & H€artel, 2014; Tagiuri & Davis, 1996).Each family establishes its own norms for the definition and management of expectations for one another, the function of authority, and the resolution of conflicts and related difficulties, as explored by Hall (2012). Families are complex, and entrepreneurial families can be doubly difficult in that patrimonial dominance is simultaneously vested in the authority of the employer and the father. As a result, the subaltern child may well wonder whether they are speaking to their boss or their father when they interact. Can I leave the company to avoid my father, who is a terrible boss?

These inquiries show that the complexities of family relationships inevitably affect business(Olson, Zuiker, Danes, Stafford, Heck, & Duncan, 2003).Additionally, the opposite is true: family relationships are impacted by business(Bettinelli, Fayolle, & Randerson, 2014).Consequently, it can be challenging to manage duties and expectations when family obligations conflict with business decisions(Mart'ınez, Arag'on, & Iturrioz, 2020). Despite the trend to split ownership from control, many businesses are still family-run (Lee, 2006).Role overlaps and family-business dependencies create ambiguities in the core dyad's ability to make sense of things, which is a major source of paradoxes in the FB setting (Cole, 2000; Grote, 2003; Huang et al., 2020; McAdam et al., 2020; Tagiuri and Davis, 1992).

The son must become aware of how frequently his own feelings of rivalry and wrath get in the way after considering this matter and accepting whatever validity it may have for him. The more heated the competition, the more vehemently he attempts to remove his father from his reign and the more forcefully the latter must defend himself. Because of this, the son must hold back from attacking.He must inform his father of the facts—that he needs a space of freedom and an autonomous setting to hone his abilities and assume responsibility—quietly and with dignity as a mature man. If that is not possible, he may do so beyond the boundaries of the company. He needs to make sure he gets the chance for both his personal self-interest and the benefit of the organization.He must resist being pitted against his brother and resist letting his guilt be used against him. By the same token, he must refrain from joining other people in manipulating.He must openly

acknowledge and admire his father's accomplishments and skill. Building a business is no easy undertaking, and typically the father still possesses valuable abilities. Furthermore, the son should be aware of the enormous psychological significance the business has for his father and refrain from expecting him to view it rationally.In spite of his suffering and his father's resistance to getting treatment, the son must do it on his own if he is still unable to make decisions about what he wants to do. He is the only one who can act to end his suffering. An illustration of how a group of sons have taken the initiative is given here:

A group in Boston called SOB's (Sons of the Boss) has been established to encourage guys in those roles to discuss common issues and exchange solutions. The group will make it a habit to occasionally invite their fathers as a group to openly discuss their difficulties after educating themselves about the psychological aspects of their position. Following that, dads and sons will meet up separately.Through this process, dads and sons may be able to see that their troubles are not unique to them and can get assistance from others going through a similar situation.An alternative strategy for a son would be to have his father read this article and then discuss it in private with a chosen impartial third person in order to gain perspective on their thoughts and actions. After doing this, a father is more prepared to speak with his son in front of the third party.The third party must utilize his influence to quell accusations. He must encourage both the son's and the father's voicing of their anxieties of losing control, of not being wanted, and of being rejected.Consultation with a psychologist or psychiatrist is the next step if meeting with the third party doesn't work. Rarely, generally when tensions are at their highest, will a father and son agree to consult a professional jointly or separately. In such circumstances, it is frequently possible for the father to start making concessions, learn to comprehend his son's reasons, and establish new, more amenable roles with him. The professional must continue to support the endeavor, though, and both men must be sincerely motivated to find a solution to their problems.If none of these strategies succeed, those who work with patriarchs must learn to put up with their circumstances until a chance for change presents itself.

5.3 spouse conflict

Famously, fashion designer Tory Burch and her ex-husband, Chris Burch, who is also the co-founder of her eponymous clothing line, had a falling out twice. The first time was on a personal level back in 2006 when they got divorced three years after starting her business and ten years after getting married. The second time was on a professional level in late 2012 when the two sued and countersued one another.Chris filed a lawsuit for "breach of contract and interference with the sale of his shares of the company" to start the legal dispute. (Each owned a 28.3% stake in Tory Burch LLC, which has more than $800 million in annual sales.) He apparently desired to liquidate his assets and concentrate on the new C. Wonder stores he had built.Tory dodged the legal battle by claiming Chris had violated her unique business strategy with the confusingly similar C. Wonder product. Early in 2013, the former couple reconciled their professional, if not personal, disagreements and decided to discontinue all pending legal claims against one another. Chris reportedly gave up 50% of his ownership in his ex-business wife's but kept a 15% investment, ostensibly helping Tory: She became wealthy thanks to the transaction(Kenneth,2011).

The involvement of a spouse in the company or the potential sacrifices family business members can

make for one another might lead to role pressures and the resulting conflict(Behson, 2002).Spouses were highlighted as stakeholders in business decisions because they might have a big impact on family dynamics like economics, marital harmony, parenting, and free time. They suggested that a significant factor influencing an enterprise's financial performance is the devotion of the spouse. Children have been the focus of the coping issues experienced by women entrepreneurs at the work-family interaction (WFI)(Neneh, 2017; Sardeshmukh et al., 2021; Welsh et al., 2019). These research have demonstrated that any imbalance in the work-family dynamic increases the likelihood of work-family conflict. While this disparity has mostly been caused by the high demands of women's family responsibilities and their "bone of contention," it has also been established that the family has a significant impact on business performance(Nikina et al. ,2015). Many instances of relationship collapse (with family or partners) as a result of work-family issues were reported by other participants.They consult their spouses before beginning a business in order to get advice, support, and motivation. Their business was influenced by this pattern both at the start and during difficult times.Again citing the family's advice, they were relatively eager to close the business within months. Participants have negative family embeddedness as a result of their unbalanced practices in sustaining their families and enterprises. As a result, they experience resentment from their families and are perceived as having little support from them.Risk Both married and single entrepreneurs were impacted by their relative families, which included their parents, siblings, wives, and children. This tendency of the entrepreneur's family led to discouragement from the family. While they acknowledged that this discouragement showed their well-intended worries, it was "financial uncertainty" and, in a few cases, a "lack of faith in their abilities" related to running their own business that prevented them from making a decision. This manifested in the form of resistance from their families.Their relationships with their families were damaged due to a lack of support and moving forward with their decision. Their business was hampered by the risk aversion of their husbands and parents, which ultimately caused the relationship to fall apart.One example is Ingrid, who enthusiastically sought out her husband's informal business guidance but became resentful of him when he wanted to participate professionally. Ivan, whose wife sat on the board of directors and limited his decision-making autonomy, displayed a similar possessive behavior. Financial issues caused by the business's liquidation finally led to their divorce, which he blamed on competing business management strategies(Abbas & Wilson, 2022).

According to research on farm couples, people who have overlapping home and work responsibilities may find that their lives are enriched by their partners' positive opinions toward their jobs(Sprung & Jex, 2017).Contracts in Family Businesses.Contracts should be the main tool used to create a legally binding structure for any business, whether it belongs to a family or not. Contracts can define expectations and the procedures to be followed in the event of a dispute.A family business agreement that specifies roles, a code of behavior, and the establishment of a family council and advisory board is advised by the US Chamber of Commerce. However, other commercial agreements, such as the following, may also be used:

Employment contract. An employment agreement, which can be used for both family members and nonfamily members, can serve to add a sense of formality to working in the family business. A typical

employment contract outlines the obligations of the employee, workplace policies, unacceptable employee conduct, and grounds for termination.Shareholder contract.To guarantee that shareholders are treated properly and that their rights are upheld, shareholder agreements are essential. In this agreement, the rules for how a company is to be governed are established, the shareholders' rights and responsibilities are described, and the connection between the firm and its shareholders is described. The shareholder agreement also specifies how disputes will be settled, which is perhaps of utmost importance.Buy-sell arrangement A buy-sell contract may be a separate agreement or a smaller one included in a bigger operating or shareholder contract. Its goal is to regulate the transfer of business equity in the case that an owner passes away, becomes incapable of working, or resigns. Other family members have the choice (or duty) to buy the leaving owner's interest under a buy-sell arrangement. This can prevent outsiders from working for the family firm and allow for a more seamless transition to the following generation.Premarital contract. If the distribution of marital assets results in a nonfamily member owning a stake in the family business, divorce litigation may create a cause of contention. A prenuptial agreement might prevent a dispute by, for instance, segregating business assets from marital property or granting a right to repurchase family business assets, keeping in mind that half of all marriages end in divorce.When Avoiding Conflict Is Not PossibleCertain disagreements can't be avoided. They may appear out of nowhere or result from long-standing issues that haven't been resolved. If a dispute cannot be handled through a contract, it may need to go to court.Mediation is a potential substitute for court proceedings because they can be acrimonious and strain family ties more. In comparison to litigation, mediation is typically quicker, less expensive, and more flexible. Parties are free to hire attorneys, but they are not required to do so. Even more specialists can be included in mediation, including as psychologists, who can assist families in resolving underlying problems.If alternative conflict resolution is unsuccessful and the disputes cannot be resolved, going to court may be the only choice. A judge might mandate a buyout, just like in the Market Basket case. However, as that particular instance demonstrated, a judge's intervention could not end the issue and might rather make it worse.After all, family members do not just leave a family firm and start their own. They continue to be intertwined, which makes it possible for tensions to rise. A voluntary agreement to resolve the conflict through communication is preferable to a judicial order. However, a family firm can achieve long-term success by being given the resources and frameworks that will enable it to minimize the likelihood of intra-family conflicts.Proactive methods for resolving possible disputes in family companies should be prioritized. If disagreements do arise, it's important to handle them in a fair and effective manner.

6. Recommendation

The growth of family businesses has significantly influenced the social economy of China. Family businesses are now a crucial component of China's national economy(Li, sun, Wang, &ke, 2020), but it is impossible to ignore the devastation that family businesses cause to families.

Many family firms in China are currently addressing the urgent needs of transformation and upgrading. In addition to requiring them to relinquish family control over ownership and management, encouraging family businesses to pass down from generation to generation and assisting entrepreneurs in

establishing long-term innovation strategic direction are all benefits of guiding these businesses to invest in innovation.

To create a peaceful inheritance environment, owners and heirs must first improve their interactions. Even when the business is doing well, the owner will transfer control during the management process, and disputes between the two generations will unavoidably arise. China is a nation that values "family culture," and agreement among its citizens is important. Conflict resolution strategies that work well include motivation and good communication(Hamilton, Cruz, & Jack, 2017).Management communication is crucial if the family business wants to maintain intergenerational inheritance success in the face of dispute. Second, the owner needs to create a succession plan in preparation to develop and use his successor's skills. Without a doubt, the development of businesses is significantly influenced by their successors. Owners should let their successors take part in business operations and prepare them for the corporate culture in order to improve the R & D investment of family businesses and foster their capacity for innovation(Ghee, Ibrahim, & Abdul, 2015).Family disputes can arise as a result of family businesses in some situations. A family may potentially be destroyed if these issues are not resolved properly. Families and companies are likely to suffer as a result. Different circumstances will result in different types of family strife. Some of the techniques described in this article can help you head off these confrontations in the future.

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