

## THE IDENTITY OF FAMILY FIRMS FROM THE PERSPECTIVE OF OWNERS ACCORDING TO THE GENDER CRITERION AND THEIR SOCIAL ROLE

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### Abstract

The aim of this paper is to investigate the determinants relevant to the identity of family enterprises from the perspective of their owners, in order to determine the differences in perspective according to gender, and to point out their social role. To this end, small and medium-sized family-owned enterprises operating in Serbia were observed. The focus was on determining their identity and the wider (social) role they play. It has been established that there are significant differences in certain attitudes of the owners of small and medium-sized enterprises stemming from a difference in their genders, which affects their identities and the positioning of the role they play in society.

**Key words:** family business, identity, social role, gender criterium

## ИДЕНТИТЕТ ПОРОДИЧНИХ ПРЕДУЗЕЋА ИЗ ВИЗУРЕ ВЛАСНИКА ПРЕМА РОДНОМ КРИТЕРИЈУМУ И ЊИХОВА ДРУШТВЕНА УЛОГА

### Апстракт

Циљ овог рада био је да се истраже одреднице које су релевантне за идентитет породичних предузећа из визура власника, утврде разлике према полу и укаже на њихову друштвену улогу. У том контексту, посматрана су породична - мала и средња предузећа која послују у Србији фокусирајући се на утврђивање њиховог идентитета и шире (друштвене) улоге коју они имају. Утврђено да постоје значајне разлике у одређеним ставовима власника малих и средњих предузећа према њиховом полу, што утиче на њихове идентитете и позиционирање улоге коју имају у друштву.

**Кључне речи:** породични бизнис, идентитет, друштвена улога, родни критеријум

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### *INTRODUCTION*

The importance of family businesses to the global economy is paramount (Gomez-Mejia et al., 2007). In this sense, their close connection to economic and social transformation is emphasised. The importance of family businesses for the national and world economies is usually underestimated. An enormous number of family businesses is a reality, but their contribution to employment is underestimated. Despite the prevalence of family businesses, thoughtful analyses of their contributions and strengths are rare. The presence of family firms should not only be seen as the result of a certain set of technological, financial, legal and market conditions but should also be seen as capable of influencing the political context, and thus the legal system and framework in which they operate. Despite considerable discussion of the benefits of family social capital in family business research, it remains unclear how it is created and maintained by business families in the context of learning about their identity.

It is generally accepted that the participation of family members in a business makes the family business unique; however, there is no single definition of a family business, that is, literature has and continues to have difficulties in defining it. The main problem in defining a family business is the wide variation of the examined subject (Klein, 2000). Small, medium and large enterprises are treated under the name 'family enterprises'. Qiang (2014) explains that: "Family firms have some unique characteristics, such as concentrated ownership, long investment horizon, and reputational concerns" (p. 2). The importance given to socio-emotional wealth is precisely the factor that marks the differences between family-owned and non-family-owned firms. However, regardless of the fact that this is a very important issue, measuring socio-emotional wealth is very complex and quite difficult, due to the lack of psychometrically sound measures (Debicki et al., 2016). It is considered that the non-financial value that the family realises through its association with the firm is actually an expression of "social-emotional wealth" (Berrone et al., 2010, p. 47).

The key question is how family businesses can survive across generations and decades. The interaction between multiple social, family and financial factors is very complex (Romano et al., 2001), and there is a research gap in this area. What is evident is that media attention is primarily focused on dysfunctional phenomena in family firms (Colli, 2003).

What is common to all companies, regardless of their size, is the measurement of achieved performance (Brown et al., 2020; Mitrović et al., 2021). Due to the influence of internal and/or external factors, the company may cease to operate (Milašinović et al., 2019; Matejić et al., 2022; Srebro et al., 2021). It is considered that family firms are not gender neutral. Shaw et al. (2009) showed that female business owners perceive the firm's performance differently, and that female-owned family

businesses adopt different business growth patterns than those established by men.

After this introduction, the paper is sectioned as follows: it begins by establishing a conceptual context for analysing the concept of identity and how it is articulated within the perspective of the family business from the owner's point of view; next, we consider the socio-economic role of family businesses; finally, the paper considers family business interactions, before discussing the research methodology, findings and conclusions.

### *LITERATURE REVIEW*

Family involvement in business makes family business unique, but literature has not provided a generally accepted definition of the family business. One of the definitions, according to Zachary (2011), is "that a company is considered a family business when it is closely identified with at least two generations of a family and when this relationship has had a mutual influence on the policies of the company and the interests and goals of the family" (p. 30). Social sciences generally recognize the dimension of gender affiliation as a response to any type of social event (Danes et al., 2009). Simonović et al. (2019) point out that resources in Serbia are managed differently according to gender, but also according to other criteria.

Among the many traditions of 'identity' research, two somewhat different, but strongly related strands of Identity Theory have developed. The first one, which is reflected in the paper of Stryker & Sepre (1982), focuses on the connections between social structures and identities. The second, reflected in the paper of Burke & Stets, (1999), focuses on the internal process of self-verification (Stryker & Burke, 2000). The identity of the people involved in the transaction is the main determinant of the institutional modality of the transaction. The family is the location of transactions in which identity dominates, but it is also a relevant factor in the market (Ben-Porath, 1980). Identity can be defined as "an internalized set of expected behaviours associated with a certain role, where the role represents a social category such as parent, teacher, or entrepreneur" (Cantor & Mischel, 1979, p. 38).

In recent times, there has been a significant increase in the understanding of the area of the family business, especially in terms of understanding their socio-economic role. Growing research attention has helped to clarify and understand a variety of internal organisational mechanisms and behaviours. In addition, in the area of organisational identity, there is a complex dynamic and specific interaction with the environment, which affects the identity of family businesses. Moreover, "the interrelationship between different identities, such as between family and business can influence the definition of strategic priorities" (Miller &

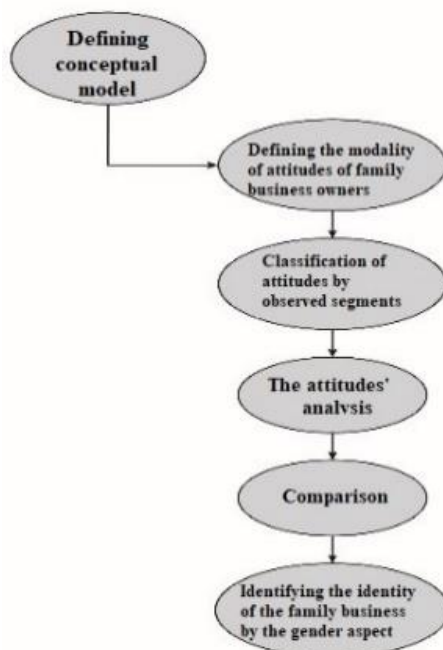
Le Breton-Miller, 2011, p. 1052). Consequently, there was a fragmented conceptualisation related to the consideration of specific identities.

Literature contains a lot of generalisations about women's and men's views of the family business (Adamović et al. 2022). At the initial level, women are less likely to become entrepreneurs (Garg & Chastri, 2022). Research has shown that gender matters when comparing the performance of businesses owned by men and women.

Family firms were mostly viewed through the positive and negative aspects of their relations with interested parties, which can mainly be attributed to the existence of different orientations towards corporate social responsibility (Deniz et al., 2005). Johansson & Ringblom (2017) point out that framing a business case makes it easier for companies to deal with issues of gender equality, but they are also of the opinion that it is difficult to resolve issues related to conflicts of interest and power relations within the discourse of business cases.

### *METHODOLOGY AND ANALYSIS*

The research framework is presented below (Figure 1):



*Figure 1. The research framework*

The aim of this research is to generate current empirical data on the dimensions of family business owned by men and women in the Republic of Serbia for the purpose of gaining insight into identity. In support of this objective, for conducting this research, the following research questions were defined:

- RQ1 are there differences in the attitudes of men and women towards the goal of starting their own business;
- RQ2 are there differences in the attitudes of men and women regarding the goals and values of the family business;
- RQ3 are there differences in the attitudes of men and women towards the perceived characteristics of a potential heir to the family business; and
- RQ4 are there differences in the attitudes of men and women regarding the causes limiting the growth of the family business.

The goals of a family business are the key drivers of differences in family businesses, and they imply certain advantages on the one hand, and certain disadvantages on the other hand. Family businesses differ considerably in terms of their main goals, which creates certain advantages and disadvantages (Poza, 2007). This is because women are not able to devote themselves to the family business to the extent that men can, as they still have to bear the brunt of family demands and raising children. The way in which the 'gender problem' is framed in the system of family organisation is particularly strategically important, and the understanding of 'gender' as 'women' not only marginalises gender equality as a business goal but also marginalises its links with organisational effectiveness (Charlesworth & Baird, 2007) in the function of long-term sustainable growth. When we consider the race, ethnicity, gender, and class of female family business owners, a wealth of information is revealed about the identity of family firms (Betters-Reed & Moore, 2007).

The data was collected through a questionnaire that was sent to owners of family businesses operating in the Republic of Serbia. A copy of the questions can be found in the appendix. The questionnaires were emailed to 125 small and medium business owners (entrepreneurs), and 100 responses were received, resulting in a response rate of 80%. The study attempts to fill a gap in the research literature on family business in the domestic context. For the purposes of this study, owners of enterprises with family participation are defined as owners of an enterprise in which ownership is within the family, and, at the same time, the conditions for the businesses' classification as micro or medium-sized legal entities are met (Accounting Law, 2019). Descriptive statistics methods were used in statistical data processing. The normality of the data distribution of numerical variables was assessed using the Kolmogorov-Smirnov and Shapiro-Wilk tests. In order to compare the obtained results among dif-

ferent groups of respondents, the Mann-Whitney U test and the Kruskal-Wallis H test were applied. The correlation was conducted using Spearman's rank correlation analysis. The limit of statistical significance is determined by the value 0.05. Statistical analysis was carried out with the help of the software package SPSS Statistics for Windows version 26.0.

### RESULTS AND DISCUSSION

Based on the results obtained from the survey questionnaires, the respondents are shown according to three criteria (Table 1): (1) according to the size of the company owned (small or medium), (2) according to the gender of the respondent (male or female), and (3) according to the marital status of the respondent (status: single, married; divorced; widower/widow):

*Table 1. Data on respondents*

	Frequency	%
Company size		
Small	75	75%
Medium	25	25%
Total	100	100%
Gender of respondent		
Male	55	55%
Female	45	45%
Total	100	100%
Marital status of respondents		
Single	29	29%
Married	46	46%
Divorced	17	17%
Widower/widow	8	8%
Total	100	100%

*Source:* The authors

Of the total research sample, 55% of respondents were male and 45% were female (Table 1). Among the respondents, 75% own small companies, and 25% own medium-sized companies. The largest number of respondents are married, and the smallest number are widowers/widows.

The results of descriptive statistics are presented in Tables 2, 3 and 4. For Tables 2 through 5, the respondents' answers are categorised on a scale of 1 through 5 (from 'least important' to 'critical importance'). A small difference in data variability was observed for the observed segments.

*Table 2. Descriptive statistics of the level of agreement of goals to start my own business (questions adapted from Chrisman et al., 1998)*

Statements	Min	Max	Mean	Std. Deviation
Being my own boss.	3	5	4.17	0.697
Keeping the family together.	2	5	4.11	0.777
Keeping the property (capital) in the family.	2	5	4.07	0.728
Living in the right, dynamic environment.	2	5	4.16	0.788
Supporting one's own interests in business.	2	5	4.21	0.782
Enjoying a good lifestyle.	3	5	4.20	0.739
Making a lot of money.	2	5	4.06	0.708
Gaining a leadership position in business.	1	5	4.13	0.747
Contributing to our society	1	5	4.02	0.853
Meeting the expectations of others	1	5	3.99	1.059

*Source:* The authors

The evaluation of the goals for starting a family business, as presented in Table 2, showed the following results: supporting one's own interests in business (AM = 4.21); the desire to enjoy a good lifestyle (AM = 4.20); the intention of becoming one's own boss (AM = 4.17); striving to live in a right, dynamic environment (AM = 4.16); gaining a leadership position in business (AM = 4.13); the intention to keep the family together (AM = 4.11); keeping the property (capital) in the family (AM = 4.07); earning a lot of money (AM = 4.06); contributing to our society (AM = 4.02); and meeting the expectations of others (AM = 3.99).

Based on the results presented in Table 3, the results related to the goals and values related to the family business are as follows: long-term growth of the family business (AM = 4.41); continuous pursuit of business challenges (AM = 4.27); development of a new business as soon as the existing one is realised (AM = 4.18); satisfactory performance of the existing family business and giving priority to personal/family interests in relation to running the business (in both cases, AM = 4.14); the profitability of the business in the short term (AM = 4.11); a predominance of enjoyment at work over earnings (AM = 4.09); inheritance of business by family members if they are interested (AM = 4.07); sale of business with family consent (AM = 4.04); risk as a business challenge (AM = 4.02); and tendency towards a more modest business for easier control (AM = 3.98).

*Table 3. Descriptive Statistics of Level of Statements with Business/Different Goals and Values (Statements adapted from Lee & Rogoff., 1996)*

Statements	Min	Max	Mean	Std. Deviation
It is crucial that this job remains profitable in the short term, I am not interested in a precise long-term horizon.	1	5	4.11	0.863
I want to continue, so that the business grows in the long run.	3	5	4.41	0.698
Enjoying business is more important than earnings.	1	5	4.09	0.985
This company currently fulfils my target performance.	1	5	4.14	0.778
I would rather that the business is modest and controlled than that it becomes so bulky that I cannot manage it well.	1	5	3.98	0.974
My personal/family interests have priority over job management.	1	5	4.14	0.817
In the end, the business will be sold at the best possible price if it is a family decision.	1	5	4.04	0.953
I enjoy the risk because it represents new business challenges for me.	1	5	4.02	0.825
After having developed this business, I am also planning to develop the next one as soon as possible.	2	5	4.18	0.77
The business will be inherited by family members if they want that.	3	5	4.07	0.624
I am always trying something new in business.	2	5	4.27	0.773

*Source:* The authors

Looking at the results presented in Table 4, the results of the evaluation of the priority characteristics of potential family business successors are as follows: intelligence (AM = 3.56); commitment to work (AM = 3.55); creativity (AM = 3.52); ability of the potential successor to get along with family members (AM = 3.48); independence and self-confidence (in both cases, AM = 3.45); integrity (AM = 3.44); work experience, acquired financial skills/experience (AM = 3.34); acquired interpersonal skills and acquired skills/experience in strategic planning, and business decision-making ability/experience (AM = 3.42); external management experience, acquired marketing and sales skills and existing ownership stake in the company (AM = 3.40); acquired technical skills and experience, trust in other family members (AM = 3.37); compatibility of goals with the current general manager (AM = 3.35); reported performance so far (AM = 3.34); blood relationship, personal relationship with the CEO (AM = 3.27); level of education (AM = 3.21); respect from uninvolved family members (AM = 3.2); age (AM = 3.19); and gender (AM = 3.1).



*Table 4. Descriptive statistics of desirable characteristics of potential successors (questions adapted from Chrisman et al., 1998)*

Questions	Min	Max	Mean	Std. Deviation
Age	1	5	3.19	1.221
Gender	1	5	3.1	0.882
Education level	1	5	3.21	0.946
Experience in the business	1	5	3.43	1.103
External management experience	2	5	3.4	1.034
Reported performance so far	1	5	3.34	0.912
Acquired financial skills/experience	1	5	3.43	1.056
Acquired marketing and sales skills/experience	1	5	3.4	0.995
Acquired interpersonal skills	1	5	3.42	0.976
Acquired technical skills/experience	1	5	3.37	0.949
Acquired skills/experience in strategic planning	1	5	3.42	0.986
Business decision-making skills/experience	1	5	3.42	1.017
Compatibility of goals with current CEO	1	5	3.35	1.018
Blood relation	1	5	3.27	0.889
Current ownership stake in the family business	1	5	3.4	0.943
Job commitment	2	5	3.55	1.038
Integrity	2	5	3.44	0.988
Intelligence	1	5	3.56	1.012
Creativity	2	5	3.52	0.989
Willingness to take business risk	1	5	3.39	1.033
Independence	2	5	3.45	1.018
Self-confidence	1	5	3.45	1.048
Ability to get along with family members	1	5	3.48	1.078
Personal relationship with current CEO	1	5	3.27	1.033
Trust in family members	1	5	3.37	1.021
Respect from actively involved family members	1	5	3.39	1.053
Respect from uninvolved family members	1	5	3.2	1.005
Respect from employees	1	5	3.39	1.136

*Source:* The authors

Based on the results of the respondents' statements presented in Table 5, it can be seen that among the key causes impeding the growth of the family business are the following: limited capital (AM = 4.15); business maturity (AM = 4.14); different goals and values (AM = 4.06); entrepreneurial inflexibility (AM = 3.99); maladjusted successors (AM = 3.9); and sibling conflict (AM = 3.85). Business failure typically involves shutdown or bankruptcy, regardless of whether it is voluntary or initiated by creditors (Revilla et al., 2016). The relationships between family involvement and business goals are very complex. This is reinforced by the fact that the symptoms of family business addiction are similar to those of chemical addiction.

*Table 5. Descriptive statistics of the causes that affect the family business not growing*

	Min	Max	Mean	Std. Deviation	Median	Modus
Business maturity	1	5	4.14	0.792	3	3
Limited available capital	2	5	4.15	0.809	4	4
Maladjusted successors	2	5	3.9	0.759	4	4
Expressed entrepreneurial inflexibility	2	5	3.99	0.785	4	4
Sibling conflict	1	5	3.85	1.029	4	4
Different adopted goals and values	1	5	4.06	0.874	4	4

*Source:* The authors

By applying the Mann-Whitney U test, it was determined that there are no statistically significant differences in the difference between the goals/values of male respondents (Md = 4.18, n = 55) and female respondents (Md = 4.27, n = 45) –  $U = 1075$ ,  $z = -1.131$ ,  $p = 0.258$ , and  $r = 0.11$ , which answers the first research question. Furthermore, according to the responses to the third research statement, it was determined that there are no statistically significant differences in the attitudes of male respondents (Md = 3.57) and female respondents (Md = 3.21) when it comes to the characteristics of the future business successor ( $U = 977$ ,  $z = -1.802$ ,  $p = 0.072$ ,  $r = 0.18$ ). On the other hand, the aforementioned test determined the existence of a statistically significant difference in attitudes between male and female respondents regarding the goals of starting a business (second research question), as well as regarding barriers to business development (fourth research question). Thus, it was established that there is a statistically significant difference in attitudes towards the goals of starting a business for men (Md = 4.10, n = 55) and women (Md = 4.50, n = 45), although this difference is of low intensity ( $U = 937$ ,  $z = -2.092$ ,  $p = 0.036$ ,  $r = 0.21$ ). The Mann-Whitney U test revealed the existence of a statistically significant difference in opinions about the barriers to business growth for men (Md = 3.83, n = 55) and women (Md = 4.18, n = 45), and this difference is of medium intensity ( $U = 816$ ;  $z = -3.015$ ,  $p = 0.003$ ,  $r = 0.30$ ).

Based on all of the above, a systematisation of the differences between men and women regarding the understanding of the characteristics of the company's identity was made (Table 6).

*Table 6. Systematization of the results of differences in attitudes between male and female respondents*

There are no statistically significant differences	Statistically significant differences of low intensity	Statistically significant differences of medium intensity
Goals/values of family business	Starting up a business	Barriers to business growth
Characteristics of the future business successor	-	-

*Source:* The authors

As can be seen from the previous presentation, it was determined that there are statistically significant differences in the attitudes of male and female respondents regarding the goals of starting a business and barriers to business growth, while this is not the case in terms of defining the goals/values of family business and the characteristics of the future successor.

*Table 7. Comparison of questionnaire's total scores among different groups of respondents*

	Comparison by legal form of business organization (p)*	Comparison by gender of respondents (p)*	Comparison by marital status of respondents (p)**
The level of clarity of the existence of goals for starting your own business	0.090	0.036 (F>M)	0.629
The level of clarity of the existence of goals and values of importance in business	0.669	0.258	0.589
The level of agreement with the existence of the influence of desirable characteristics on the quality of potential heirs	0.457	0.075	0.778
The level of agreement with the existence of causes that negatively affect the growth of the family business	0.663	0.003 (F>M)	0.336

*Source:* The authors

Note: \* Mann-Whitney U test, \*\* Kruskal-Wallis H test, p - level of statistical significance

Statistically significant differences were obtained in the case of comparing groups of respondents by gender only regarding the level of agreement in determining the goals for starting one's own business and the level of agreement with the existence of causes that negatively affect

the growth of the family business. Females had a statistically significantly higher level of agreement on defining goals that affect starting their own business ( $p = 0.036$ ), as well as a statistically significantly higher level of agreement with the existence of causes that negatively affect the growth of the family business compared to males ( $p = 0.003$ ).

*Table 8. Spearman's correlation of the total scores of the questionnaire*

	The level of clarity of having goals for starting your own business (r)	The level of clarity of the existence of goals and values of importance in business (r)	The level of agreement with the existence of the influence of desirable characteristics on the quality of potential successors (r)	The level of agreement with the existence of causes that negatively affect the growth of the family business (r)
The level of clarity of having goals for starting your own business (r)	1			
The level of clarity of the existence of goals and values of importance in business (r)	0.416**	1		
The level of agreement with the existence of the influence of desirable characteristics on the quality of potential successors (r)	-0.033	-0.237*	1	
The level of agreement with the existence of causes that negatively affect the growth of the family business (r)	0.437**	0.322**	-0.006	1

*Source:* The authors

Note: \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ , r – the correlation coefficient

Using Spearman's correlation test, it was observed that, among the respondents, a higher degree of agreement on the issue of defining goals for starting one's own business statistically highly significantly positively correlates with the level of clarity of the existence of goals and values that are important in business, and the level of agreement with the existence of causes that negatively affect the growth of the family business. In other words, with the increase in the level of agreement among respondents regarding the definition of goals for starting their own business, the level of agreement also increased when it comes to seeing the goals and values that are important in business, and when it comes to the level of agreement with the existence of causes that negatively affect the growth of the family business. In addition, it was observed that the level of agreement regarding the existence of goals and values of importance in business is statistically significantly negatively correlated with the level of agreement with the existence of the influence of desirable characteristics on the quality of potential successors, and statistically significantly positively correlated with the level of agreement with the existence of causes that negatively affect the growth of the family business. In other words, with the increase in the level of agreement among respondents regarding the existence of goals and values that are important in business, the level of agreement with the existence of the influence of desirable characteristics on the quality of potential successors decreased, and the level of agreement with the existence of causes that negatively affect the growth of the family business increased. The observed similarities indicated the determinants of the identity of family businesses.

### *CONCLUSION*

In the long term, future research will be able to develop a general business model of a family business. A person's gender can have a significant impact on his/her personality, as well as on behavioural characteristics, which will also affect the management of a family business and business decision-making. Therefore, when designing the business model of family businesses, it is important that attention also be paid to the systematic differences of the family line.

Future research should explore these questions in more depth and detail. The sample of this study is not representative of all family businesses. Therefore, in future research, the matter of which conditions in family businesses lead to positive and negative results in the function of creating an adequate identity of family businesses can be investigated. The results can, to a certain extent, direct practitioners to critical issues in this area.

One of the limitations of this research is the fact that, in the Republic of Serbia, there is no official, publicly available database on which

companies can be classified as family-owned, for which the prerequisite is the definition of criteria for their inclusion in this group. The sampling criteria and research methods used in the research have certain limitations that should be highlighted. First, to what extent we can suggest that there are differences between respondents according to gender when the knowledge does not derive from identical research strategies is debatable. Second, it is necessary to highlight the defined criteria for classifying family businesses, which is not generally accepted.

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## ИДЕНТИТЕТ ПОРОДИЧНИХ ПРЕДУЗЕЋА ИЗ ВИЗУРЕ ВЛАСНИКА ПРЕМА РОДНОМ КРИТЕРИЈУМУ И ЊИХОВА ДРУШТВЕНА УЛОГА

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### Резиме

Оснивање и пословање породичних предузећа пролематика је која је увек актуелна и недовољно истражена. Овај чланак даје преглед литературе о породичном бизнису из перспективе дизајнирања идентитета породичног бизниса и утврђивања разлике према родном критеријуму ради јаснијег сагледавања потенцијала ове врсте бизниса. Питања као што су, дефинисање циљева покретања сопственог бизниса, одређивање циљева и вредности породичног бизниса, перцепиране карактеристике потенцијалног наследника породичног бизниса и идентификовање узрока ограничавања раста породичног бизниса су важне одреднице које утичу на разумевање идентитета породичног бизниса.

Генерално, овом литературом доминирају дескриптивни чланци који се обично фокусирају на анализу функционалних веза у оквиру породичног предузећа и како породично власништво генерише или уништава вредност. Како истраживачи, тако и практичари су подједнако покушавали да одговоре током последњих деценија. Упркос обиљу теоријских аргумената и емпиријских доказа о овим темама, још увек недостаје свеобухватна перспектива стварања идентитета породичних предузећа. Дале, литература се не бави довољно тиме како се породични бизнис покреће и дизајнира према родном критеријуму. Узимајући у обзир дефинисане сегменте истраживања, истичемо нови поглед на реализацију породичног бизниса, укључујући и питање наследника, за истраживање породичног предузећа. Такође идентификујемо нека од кључних питања и празнина које би требало истражити у будућим студијама ако истраживање жели да допринесе побољшању праксе управљања пословањем породичних фирми.

Намера овог рада је да подстакне даљу дискусију међу научницима, власницима породичних фирми и другим интересним групама о начинима на који се покреће породични бизнис и ствара идентитет ове врсте пословања према родном критеријуму. Такође имамо за циљ да подигнемо свест о важности родног критеријума за сагледа-



вање специфичности породичних фирми, наглашавајући на тај начин критичну потребу за интегрисаном перспективом породичних фирми, која би укључила, поред осталог, и често занемарен критеријум, родни кодне уместо да само осветљавамо одабране ставке по сегментима евалуације и доносимо пренагљене закључке на основу уског скупа информација.