

COMPARISON BETWEEN FIRST GENERATION AND SECOND GENERATION OF FAMILY BUSINESS IN THE UNITED ARAB EMIRATES (UAE)

Jawabri A., Obeidat M.I.*

Abstract: The paper focuses on generation based business arranging in family-owned businesses of Abu Dhabi in the United Arab Emirates (UAE). The paper contends that to a specific degree the entrepreneurs of SME confront a few challenges while different factors, for example, business obstructions, administrative capability, equitable are identified with the movement highlights. The outcome demonstrates that there is a clear relationship among generation based business arranging, entrepreneur highlights and progression difficulty and number of representatives, the status of generation based business arranging and year of business encounters. In the generation-based business arranging model, just entrepreneur highlights and movement situation do impact generation based business arranging. The discoveries demonstrate that SMEs are when all is said in done concentrated on generation based business arranging even though it is fundamental. The paper winds up with a couple of suggestions for the further research in generation based business arranging of the family-owned business.

Keywords: small-medium businesses, progression dilemma, feature and planning

DOI: 10.17512/pjms.2018.18.2.13

Article's history:

Received August 25, 2018; *Revised* October 12, 2018; *Accepted* November 06, 2018

Introduction

Small-medium businesses are about sustainability. It would not be a healthy development if small-medium business operation runs only after one generation and close down without continuity because there has not been any specific generation based business planning model. Businesses' expansion would not develop and grow to the desired level. This problem seems to prevail in batik and handicraft industries, gold businesses and sawmill factory and in some other countries too (Poutziouris et al., 2004). Small-medium businesses have been practised in many countries, and the United Arab Emirates (UAE) is not exceptional. Many small-medium businesses are also small and medium enterprises (SMEs) which represent a significant contribution to the economy, but their sustainability is in doubt (Poutziouris et al., 2004; Abdullah and Bakar, 2000).

This paper realises that small-medium businesses and their expansion and development over generations are essential for economic activities and wealth

* Dr. **Adnan Jawabri**, Assistant Professor; Dr. **Mohammed Ibrahim Obeidat**, Assistant Professor; Business Department, Al Khawarizmi International College, United Arab Emirates

✉ Corresponding author: Adnan_Jawabri@hotmail.com

✉ m.obeidat@khawarizmi.com

creation in both developed and developing countries. Despite the historical proliferation of studies on entrepreneurship or SMEs, the research on small-medium businesses as an academic field of study is relatively recent, especially in United Arab Emirates (UAE). Their sustainability is a matter of concern only because they do not have any generation based business planning. Furthermore, the overall findings are also revealed before the conclusion is made in the last part of the paper.

Literature Review

Generation based business arranging is viewed as a novel phenomenon (Sambrook, 2005). Researchers and experts have since quite a while ago focused on generation based business arranging's significance in guaranteeing the coherence and success of a business. Some have even gone to the degree of expressing that proficiently managing the issue of generation based business arranging is the absolute most enduring blessing that one generation can present to the following. Lamentably, despite alerts, generation based business arranging gives off an impression of being left to risk by some family business (Leon-Guerrero et al., 1998). While some different researchers include this apparent disregard of generation based business wanting to the feelings created by the procedure; it powers officeholders to confront their mortality and influences other family individuals to go up against the requirement for change (Lansberg, 1988).

Elements Determining Generation Based Business

Generation based business arranging, it is a dynamic procedure requiring the present entrepreneurship to design the enterprise's future and after that to execute the subsequent arrangement (Frances, 1993). It is likewise an entangled procedure including the communication of a few variables working at the individual, social and hierarchical dimensions. These variables incorporate the individual and profession advancement of the entrepreneur, generation based business arranging and control activities (Haseeb, 2018).

Handler (1991) contends that the accompanying elements impact the adequacy of movement criteria: level of preparing, the level of obligation, and experience outside the association, correspondence concerning movement and arranging around change. In the meantime, Motwani et al., (2006) demonstrate that concerning abilities prerequisites, respondents appraised central leadership limit of the entrepreneur, the entrepreneurs' pledge to the business, and relational capacities as the best three entrepreneur highlights. Bachkaniwala et al., (2001) revealed that most organisers taught their posterity to upgrade their work advertise prospects and not only for movement purposes. Organisers have likewise engaged with generation based business arranging by directing their beneficiary to attempt relevant training.

Three kinds of inside components affecting generation based business arranging. Right off the bat, planning dimension of beneficiaries which incorporates formal instruction and preparing, work understanding, inspiration to join the firm, creating commonality with social connections which may have money related advantage and so on (Handler, 1990; Mulholland, 1997; Dyer and Handler, 1994; Kets de Vries, 1993). Ultimately, arranging and control exercises incorporate creating movement and home arranging, the association of outside board chiefs, the job of small-medium business specialists and the production of family committee (Isola et al., 2014; Chou and Shen, 2015; Oguonu, 2015; Oriaku and Oriaku, 2016; Valentine and Attamah, 2017; Edriss and Chiunda, 2017; Ipole et al., 2018; Agbim and Eluka, 2018).

A fundamental outer ecological factor is that numerous individuals from ethnic minorities go into independent work as a reaction to “blocked portability” (Ram and Jones, 1998) upward. If this proceeds, and there is proof in the UK to propose that Asian gatherings keep on enduring financial impediments (Modood et al. 1997), the movement might be to the second generation. It is hard to take the obligations of business mainly when the posterity conceived in the host nation, as this frequently relies upon the foreigners’ learning of their local culture and dialect. Consequently, the first entrepreneurs may situate their posterity towards outer chances, making a requirement for movement from outside the family. This emphasizes an interest from the co-ethnic populace to enter business openings prompting natural change (Aldrich et al., 1989; Lokman et al., 2014; Abedin and Dawan, 2016; Awuah and Addaney, 2016; Okpiliya et al., 2016; Widiastuti et al., 2017; Obodo, 2018).

The posterity may not consent to assume control over the business given long working hours, responsibility and the manual work engaged with an enterprise which makes the author neglected. Along these lines, the entrepreneur might not have the equivalent social connection to small business entrepreneurship; the apparent status is collecting to entrepreneurship has been viewed as a critical factor in clarifying the ascent of South Asian independent work, and its continuation despite frequently minimal money related return (Metcalf et al., 1996; Ibrahim et al., 2004).

Research Methodology

A field survey questionnaire was used for the separate authorities and people who include in small-medium businesses movement and sustainable improvement. The questionnaire incorporates every conceivable zone of small-medium business and its moves, for example, businesses/firms profiles, levels and kinds of small-medium enterprises, generation based business arranging, issues and issues in rehearsing small-medium businesses and their maintainable advancement.

This research is wholly based working on this issue contemplate (questionnaire) to look at the small-medium businesses and sustainable improvement with a top to the bottom perception of their associations, the determination of respondents based

upon this accumulation utilising a pre-decided examining method. The standardised questionnaire contains some open-finished inquiry, i.e., principally for enterprise foundation and profile of the entrepreneur. The research applies 'Likert Scale' (considered on the 1-5 scale) to quantify the impression of the respondent in their business generation based business arranging. The purposes of the scale demonstrate the level of assertion or difference, '1' speaks to the most reduced dimension of fulfilment or solid contradiction, while '5' speaks to the most significant amount of fulfilment or solid understanding.

Although the present research is very reliant on the essential sources, it additionally looks at some auxiliary sources to comprehend the ideas, definitions, hypotheses and experimental outcomes identified with generation based business arranging. A few books, private and global organisations and additionally various reports, research sorts of literature, articles, diaries and postulation have been utilised as auxiliary hotspots for study. Web sources are likewise utilised as a free hotspot for this research.

Research Findings on Profile of the Entrepreneurs and the SMEs

This section presents some necessary information as regards to the background of some companies and the profile of entrepreneurs or entrepreneurs of the respective enterprise. Under the entrepreneur's profile various factors are included, for example, age, gender, educational qualification, years of experience in business, the entrepreneur of business, number of children etc. are taken into consideration. Moreover, types of business, nature of the business, annual gross sale, number of full-time employees, years of business operation, generation based business planning issues, race and lastly the reason for starting up business concern are discussed under the enterprise's background.

Entrepreneur's Profile

The personal distribution information of the entrepreneurs of the business is displayed in Table 1. Around 37 per cent of the entrepreneurs is found in their age group 20-40 years. Older people are less interested in becoming the entrepreneur of their enterprise. It is consistent with the result that shows only 9 per cent of the total entrepreneurs who are more than 60 years old. The second and third items are Gender and Marital Status of the entrepreneurs. The status of women in the United Arab Emirates (UAE) is probably ahead of other Muslim countries. The business entrepreneur can be a good indicator of the social status of women. The fifth item which is displayed in the table is religion. The survey result reveals that 96 per cent of the entrepreneurs are Muslim because we adopt a convenient sampling technique. The table also presents the educational qualification of the entrepreneurs under study. The following table shows a detailed overview of all demographic factors.

Table 1. Personal Information

Item	Frequency	Percentage
Age		
< 20 years	0	0.0
20 – 40 years	47	37.3
40 – 60 years	68	54.0
> 60 years	11	8.7
Total	126	100.0
Gender		
Male	53	42.1
Female	73	57.9
Total	126	100.0
Marital Status		
Married	116	92.1
Single	10	7.9
Total	126	100.0
Religion		
Islam	121	96.0
Christian	5	4.0
Others	0	0.0
Total	126	100.0
Educational Qualification		
Primary	20	15.9
Primary	63	50.0
Secondary	12	9.5
Diploma	9	7.1
Degree	12	9.5
Others	6	4.8
No Information	4	3.2
Total	126	100.0

Table 2 shows the business related information of the entrepreneurs under study. The first item is the experience of business. The table also shows that the founder-entrepreneurs are more than that of entrepreneur entrepreneurs of their business concern.

Table 2. Business Profile

Item	Frequency	Percentage
Years of experience in Business		
< 10 years	37	29.4
10 – 20 years	53	42.1

21 – 30 years	22	17.5
> 30 years	11	8.7
No information	3	2.4
Total	126	100.0
The entrepreneur of Founder of Business		
Entrepreneur	56	44.4
Founder	69	54.8
No Information	1	0.8
Total	126	100.0
Generation of Business Progression		
First Generation	35	61.4
Second Generation	8	14.0
Third Generation	6	10.5
Others	7	12.3
No information	1	1.8
Total	57	100.0
Numbers of Children		
< 4 person	42	33.3
4 - 8 person	62	49.2
> 8 person	7	5.6
No information	15	11.9
Total	126	100.0

Enterprise's Background:

After going through relevant literature, the business is being classified into several economic sectors. The survey was conducted mainly on two categories of business namely General Business and Gold which accounts for 46 per cent and 49 per cent of a total number of 126 companies respectively.

Table 3. Type and Nature of Business

Item	Frequency	Percentage
Type of Business		
General Business	58	46.0
Gold	62	49.2
Others	6	4.8
Total	126	100.0
Nature of Business		
Manufacturer	18	14.3
Retailer	108	85.7
Total	126	100.0

Table 4 represents the amount of annual gross sale of three years, from 2006 to 2008. About 53 per cent of the entrepreneurs have yearly sales up to 0.2 million in 2006. The yearly gross sales up to AED 200,000.00 are found among 53 per cent, 52 per cent and 58 per cent of the total entrepreneurs in the year 2006, 2007 and 2008 respectively. Whereas the gross sale beyond the limit of AED 300,000.00 is found among 20 per cent, 18 per cent and 10 per cent of the respondents in the year 2006, 2007 and 2008 respectively. The result indicates that annual gross sale of big enterprises (regarding their volume of sales) is decreasing over the years.

Table 4. Annual Gross Sale

Annual Sale	2006		2007		2008	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
< AED 100,000.00	37	29.4	35	27.8	41	32.5
AED 100,000.00 - AED 200,000.00	30	23.8	31	24.6	32	25.4
AED 201,000.00 - AED 300,000.00	13	10.3	13	10.3	14	11.1
> AED 300,000.00	21	16.7	24	19.0	27	21.4
No Information	25	19.8	23	18.3	12	9.5
Total	126	100.0	126	100.0	126	100.0

Approximately, 78 per cent of the total entrepreneurs has less than ten full-time workers in their businesses while the number of entrepreneurs became 83 per cent in 2008. Only 3 per cent of total entrepreneurs are found to have employees from 10 to 20 ranges in 2006 whereas 6 per cent of total entrepreneurs employs the same in 2007 and 2008. (Table 5)

Table 5. Number of Full-time Employees

Number of Employees	2006		2007		2008	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
< 10 staffs	98	77.8	98	77.8	105	83.3
10 - 20 staffs	4	3.2	7	5.6	8	6.3
21 - 30 staffs	1	0.8	0	0.0	0	0.0
> 30 staffs	2	1.6	3	2.4	3	2.4

No Information	21	16.7	18	14.3	10	7.9
Total	126	100.0	126	100.0	126	100.0

Forty-eight per cent of the businesses are operating which is less than ten years while the second majority (39 per cent) of the businesses whose operation is between 10 to 20 years. Only half of the one-quarter (13 per cent) of business are found that have more than 20 years of business operation. (Table 6)

Table 6. Years of Business Operation

Years of Operating	Frequency	Percentage
< 10 years	60	47.6
10 – 20 years	49	38.9
> 20 years	17	13.5
Total	126	100.0

In response to the question whether the entrepreneurs have any generation based business planning for their enterprise, 68 of them (54 per cent) and 58 of them (46 per cent) respond positive and negative answer respectively. Again, 64 per cent of respondents know who are going to be the entrepreneurs whereas 36 per cent of the total entrepreneurs do not know about it. It is also found that most of the companies (97 per cent) are running by the enterprise entrepreneurs themselves. (Table 7)

Table 7. Generation based business planning Issues

Item	Frequency	Percentage
Is there any Generation based business planning in Business?		
Yes	68	54.0
No	58	46.0
Total		
Do you know who is/will be the entrepreneur to the enterprise?	126	100.0
Yes	80	63.5
No	46	36.5
Total		
Who runs the Enterprise?	126	100.0
By own	122	96.8
Others	4	3.2
Total	126	100.0

As noted earlier, United Arab Emirates (UAE) is a country where different ethnic groups live together with Arab people. Although the entrepreneurship pattern of

businesses are found mostly among Arab (95 per cent) and Persian (4 per cent) (Table 8).

Table 8. Race

Race	Frequency	Percentage
Arab	120	95.2
European	0	0.0
Persian	5	4.0
Others	1	0.8
Total	126	100.0

Table 9 illustrates the various reasons for starting up the businesses among the entrepreneurs. Majority of them (40 per cent) start a business because of their interest. The second largest group of entrepreneurs (22 per cent) initiates their activities due to their family heritage and the third largest group (12 per cent) set off their enterprise only for extra income and for-profit capacity. Not a handful number of entrepreneurs, only (8 per cent) are found who start up their businesses for ensuring the future success and improving their career.

Table 9. Reason for Starting up Business

Reason to start your business	Frequency	Percentage
Interest to open the enterprise	50	39.7
Would like to guarantee my future success and continuous improvement in my career	10	7.9
The good and potential market	3	2.4
To get an extra Income and profitable	15	11.9
Heritage form Family	28	22.2
To gain more experiences	9	7.1
No Choices	4	3.2
Others	7	5.6
Total	126	100.0

Research Findings on Progression Issues in Small-Medium Business

The questionnaires were divided into 5 parts where the first and second part provided information on the respondents' enterprise background and the profile of the entrepreneur, respectively, the third part consisted of items on the progression dilemma, the fourth part had details on entrepreneur features and the last part touched on the factors related to the progression plan of these entrepreneurs.

Quantitative Research Findings

The explanatory Analysis used to check the normality assumption of the dependent predictors (Generation based business planning) by using Normal Pro capacity Plots which show that the point falls more or less in a straight line. Therefore, the distribution is normally distributed.

From SPSS output, after the correlation analysis have been done, the independent predictors been selected based on significant level. Therefore, the regression model of the Generation based business planning can be constructed:

$$\hat{Y} = - 0.195 + 0.579SA + 0.401SD + 0.052ST - 0.035SS + 0.045YE \quad (1)$$

(0.000) (0.001) (0.117) (0.669) (0.231)

Where:

\hat{Y} = Generation based business planning

1. SA = Entrepreneur Features
2. SD = Entrepreneur Dilemma
3. ST = No. of Employees
4. SS = Status of Generation based business planning
5. YE = Year of Experience

Some of the independent predictors are excluded for the goodness of the model.

Below are the results of the analysis to determine the best factor influence generation based business planning with the following hypothesis:

H₀: The independent predictors do not influence generation base business planning.

H₁: The independent predictors do influence generation based business planning.

Table 10. Significant test of predictors

Predictors (factor)	T	p-value
Entrepreneur Features (SA)	5.718	0.000
Progression Dilemma (SD)	3.387	0.001
No. of Staff (ST)	1.578	0.117
Status Generation based business planning (SS)	-0.428	0.669
Year of Experience (YE)	1.203	0.231

Overall Findings

Based on the exploratory analysis, it is shown that the dependent predictor (generation based business planning) is normally distributed. For overall, there is correlation relationship between the value of generation based business planning and independent predictors. This observation shows that the independent predictors; entrepreneur features and progression dilemma do influence generation based business planning. Based on the analysis, the linear regression model for generation based business planning is:

$$\hat{Y} = - 0.195 + 0.579SA + 0.401SD + 0.052ST - 0.035SS + 0.045YE \quad (2)$$

Where:

\hat{Y} = Generation based business planning

SA = Entrepreneur Features
SD = Progression Dilemma
ST = No. of Staff
SS = Status Generation based business planning
YE = Year of Experience

From the study, the best contributing factor that influenced Generation based business planning is entrepreneur features because it gives the smaller p-value. However, another factor, progression dilemma also impacted the value of generation based business planning. Besides, there may be many other factors that influence generation based business planning. Based on the lowest value coefficient of determination ($R^2 = 0.411$), it means the changes in the independent predictors explain 41.1% of the total variation in generation based business planning. It shows that the independent predictors; possess a moderate proficiency in predicting generation based business planning. These findings are in line with the previous research findings done by other researchers (Dyer, 1986, Lansberg, 1988; Sambrook, 2005).

Conclusion

This research gives an exact aftereffect of generation based business arranging in the family-owned business on account of retailing and assembling business of Abu Dhabi in the United Arab Emirates (UAE). From the discoveries, a couple of suggestions can be accommodated the future research in the region of generation based business arranging in the family-owned business. Right off the bat, future research ought to be completed by utilising unique methodologies, for example, up close and personal meetings and centre gathering. Besides, the investigation ought to likewise incorporate other conceivable things in the tried instruments which are viewed as progressively reasonable to extend the information base in the region of generation based business arranging. It might likewise incorporate a culturally different investigation of neighbouring nations to get energising discoveries. Thirdly, research test, the present examination centres around two kinds of business (General Business and Gold) in the United Arab Emirates (UAE), and such a model brings down the outside legitimacy of the investigation and the small example size somehow or another confines speculation of the discoveries. In this way, future studies ought to incorporate multiple kinds of business and utilise bigger example sizes to build the outer legitimacy and real capacity of the research discoveries. Fourthly, the respondents, the present investigation depends on the reaction of generally from Arab and Muslim which may prompt psychological and emotional inclinations. Accordingly, future research ought to incorporate increasingly respondent/witness from the ethnic gathering and Non-Muslim people group. At last, while this investigation endeavour to investigate the practices and

approach of generation based business arranging in small-medium business, there stay many productive roads for future research.

References

- Abdullah M.A., Bakar M.I., 2000, *Small and Medium Enterprises in Asian Pacific Countries*, Volume I: Roles and Issues, Nova Science: New York
- Abedin M.T., Dawan M.M., 2016, *A Panel Data Analysis for Evaluating the Profitcapacity of the Banking Sector in Bangladesh*, "Asian Journal of Economics and Empirical Research", 3(2).
- Agbim K.C., Eluka J., 2018, *Social network and family business internationalisation in South Eastern Nigeria*, "Journal of Accounting, Business and Finance Research", 3(2).
- Aldrich H., Zimmer C., McEvoy D., 1989, *Continuities in the Study of Ecological Progression: Asian Businesses in Three English Cities*, *Social Forces*, 67(4).
- Auwah S.B., Addaney M., (2016, *The interactions between microfinance institutions and small and medium scale enterprises in the Sunyani municipality of Ghana*, *Asian Development Policy Review*, 4(2).
- Bachkaniwala D., Wright M., Ram M., 2001, *Progression in South Asian Small-medium businesses in the UK*, "International Small Business Journal", 19(4).
- Chou C.M., Shen C.H., 2015, *Influence Internship Learning Effect in Business Service Sector: Using Internship Self-Efficacy as the Mediator Predictor*, *Financial Risk and Management Reviews*, 1(1).
- Dyer Jr.W.G., 1986, *Cultural change in family firms: Anticipating and managing business and family transitions*, San Francisco: Jossey Bass.
- Dyer W.G., Handler W., 1994, *Entrepreneurship and Small-medium business: Exploring the Connections*, *Entrepreneurship Theory and Practice*, 19(1).
- Edriss A.K., Chiunda C., 2017, *Interfaces Between Road Infrastructure and Poverty in Africa: The Case of Malawi, 1994-2013*, "Journal of Social Economics Research", 4(1).
- Frances B., 1993, *Small-medium business generation based business planning: a 10-step process can make it easier*, "Journal of Accountancy", 176(2).
- Handler W.C., 1990, *Progression in Family Firms: A Mutual Role Adjustment between Entrepreneur and Next Generation Family Members*, *Entrepreneurship Theory and Practice*, 15(1).
- Handler W.C., 1991, *Key Interpersonal Relationships of Next-generation Family Members in Family Firms*, "Journal of Small Business Management", 29(3).
- Haseeb M., 2018, *Emerging Issues in Islamic Banking & Finance: Barriers and Solutions*, "Academy of Accounting and Financial Studies Journal", 22.
- Ibrahim A.B., Soufani K., Poutziouris P., Lam J., 2004, *Qualities of an active entrepreneur: the role of education and training*, *Education + Training*, 46(8/9).
- Ipole P.A., Agba A.O., Okpa J.T., 2018, *Existing Working Conditions and Labour Unions Agitations in Cross River State Civil Service, Nigeria*, "Global Journal of Social Sciences Studies", 4(1).
- Isola L.A., Taiwo O.E., Victor A., Leke B.K., 2014, *An Enquiry into the Contributions of Microfinance Institutions Towards the Development of Small Scale Business in Nigeria*, "International Journal of Business, Economics and Management", 1(6).

- Kets de Vries, 1993, *The Dynamic of Family-controlled Firms: the Good and the Bad News*, *Organizational Dynamics*, 21(1).
- Lansberg I., 1988, *The Progression Conspiracy*, *Small-medium business Review*, 1(2).
- Leon-Guerrero A.Y., McCann III J.E., Haley Jr.J.D., 1998, *A Study of Practice utilisation in small-medium businesses*, *Small-medium business Review*, 11(2).
- Lokman N., Mula J.M., Cotter J., 2014, *Importance of Corporate Governance Quality and Voluntary Disclosures of Corporate Governance Information in Listed Malaysian Family Controlled Businesses*, "International Journal of Sustainable Development & World Policy", 3(1).
- Metcalf H., Modood T., Virdee S., 1996, *Asian Self-employment: the Interaction of Culture and Economics in England*, *Policy Studies Institute*, London.
- Modood T.R., Berthoud J., Lakey J., Nazroo P., Smith S., Virdee S., Beishon S., 1997, *Ethnic Disadvantage in Britain*, London.
- Motwani J., Levenburg N.M., Schwarz T.V., Blankson C., 2006, *Generation based business planning in SMEs*, "International Small Business Journal", 24(5).
- Mulholland K., 1997, *The Small-medium enterprise and Business Strategies*, *Work, Employment and Society*, 11(4).
- Obodo N.A., 2018, *Content Analysis of Time Management as a Tool for Corporate Effectiveness*, "International Journal of Applied Economics, Finance and Accounting", 2(2).
- Ogunu C., 2015, *Business strategies for effective entrepreneurship: A panacea for sustainable development and livelihood in the family*, "International Journal of Management and Sustainability", 4(1).
- Okpiliya F.I., Osah C., Okwakpam I., Ekong A., 2016, *Spatial Variability in the Distribution of Migrants and Indigenous Labour Force among Oil Companies in Ogba/Ndoni/Egbema Local Government Area of Rivers State*, *Humanities and Social Sciences Letters*, 4(4).
- Oriaku N., Oriaku E., 2016, *The Relationship between Currency Conversions and International Business Transactions: Small Businesses and Travelers*, *The Economics and Finance Letters*, 3(4).
- Poutziouris P., Steier L., Smyrnios K., 2004, *Entrepreneurial Developments in the Small-medium business*, "International Journal of Entrepreneurial Behaviour and Research", 10(1+2).
- Ram M., Jones T., 1998, *Ethnic Minority in Businesses*, *Small Business Research Trust*, Milton Keynes.
- Sambrook S., 2005, *Exploring generation based business planning in small growing firms*, "Journal of Small Business and Enterprise Development", 12 (4).
- Valentine C., Attamah N., 2017, *Comparative Analysis of the Effectiveness of Cobb-Douglas, Real Business Cycle, and Keynesian Growth Models in Determining Economic Growth in Nigeria*, "Journal of Empirical Studies", 4(1).
- Widiastuti T., Rizali N., Anantanyu S., Waluyo S.E., 2017, *Building Synergy Strategy "Cawas Lurik Centre" Association to Preserve the Existence of Crafting Business*, "International Journal of Emerging Trends in Social Sciences", 1(2).

**PORÓWNANIE MIĘDZY PIERWSZĄ GENERACJĄ A DRUGĄ GENERACJĄ
RODZINNYCH BIZNESÓW W ZJEDNOCZONYCH EMIRATACH ARABSKICH
(ZEA)**

Streszczenie: Artykuł koncentruje się na biznesie opartym na pokoleniach w firmach rodzinnych w Abu Dhabi w Zjednoczonych Emiratach Arabskich (ZEA). W artykule stwierdzono, że w pewnym stopniu przedsiębiorcy MŚP stają wobec kilku wyzwań, podczas gdy różne czynniki, na przykład przeszkody biznesowe, zdolność administracyjna, są identyfikowane jako najważniejsze. Rezultat tego badania pokazuje, że istnieje wyraźna zależność między organizacją biznesową opartą na pokoleniu, z uwypukleniem przedsiębiorcy i stopniem zaawansowania oraz liczbą przedstawicieli, stanem organizacji biznesowych opartych na pokoleniach i rokiem. W modelu aranżacji biznesu opartym na pokoleniach, po prostu uwypuklenie przedsiębiorcy i sytuacja w ruchu są efektem aranżacji opartej na wytwarzaniu opartym na pokoleniu. Odkrycia pokazują, że małe i średnie przedsiębiorstwa są wtedy, gdy wszystko jest powiedziane, skoncentrowane na tworzeniu biznesu opartego na wytwarzaniu energii, mimo że ma ono fundamentalne znaczenie. Dokument kończy się kilkoma propozycjami dalszych badań w zakresie biznesowego prowadzenia rodzinnego biznesu opartego na wytwarzaniu energii.

Słowa kluczowe: małe i średnie przedsiębiorstwa, dylemat progresji, funkcja i planowanie.

阿拉伯联合酋长国(阿联酋)第一代和第二代家庭企业的比较

摘要: 本文重点介绍阿拉伯联合酋长国(阿联酋)阿布扎比家族企业的基于发电的业务安排。该论文认为,在一定程度上,中小企业的企业家面临着一些挑战,而不同的因素,例如商业障碍,行政能力,公平性与运动亮点一致。结果表明,基于代的业务安排,企业家亮点和进展难度和代表人数,基于代的业务安排的状态和业务年度的相遇之间存在明确的关系。在基于代的业务安排模型中,只有企业家的亮点和运动情况确实影响基于生成的业务安排。这些发现表明,尽管中小企业是根本性的,但在完成所有工作的时候都集中在基于发电的业务安排上。本文最后提出了一些建议,以便进一步研究以家族企业为基础的代际业务安排。

关键词: 中小企业, 进步困境, 特征和规划。