
Editorial

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Biographical notes: Veland Ramadani is an Associate Professor at South-East European University, Republic of Macedonia where he teaches both undergraduate and postgraduate courses in entrepreneurship and small business management. His research interests include entrepreneurship, small business management and venture capital investments. He authored around 80 research articles and 17 books. He serves as a member of editorial and reviewer board of several international journals. He was engaged by the President of Republic of Macedonia as a member of experts' committee to analyse the economical, technological and juridical conditions for establishing techno-parks and as a trainer by Ministry of Economy in Macedonia. Recently, he was named by the Government of Republic of Macedonia as a member of Supervisory Board of Macedonian Bank for Development Promotion.

Vanessa Ratten is an Associate Professor at the La Trobe University, Australia. She completed her PhD at the UQ Business School, The University of Queensland, Australia, which is rated as Australia's number one Business School and highest ranked in the Asia-Pacific region. She currently is the Program Coordinator of the Entrepreneurship and Innovation degrees at the La Trobe Business School and teaches innovation, entrepreneurship, marketing and management courses. She has previously been on the business faculties of

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The aim of this special issue is to broaden discussions on family entrepreneurship in transition and emerging economies. These economies have advanced in terms of their market orientated governance systems that incorporate infrastructure necessary for business growth (Dabić et al., 2015; Hoskisson et al., 2013). Many authors suggest that family business behaviour differs between transition, emerging and developed countries, but little research has focused on the rationale for these differences (Palalic, 2017; Vuong et al., 2016; Wright et al., 2014). The main focus of this special was innovations, intellectual capital, quality management, human resources management, culture influences on socioemotional wealth (SEW), conflict management in family business.

Family businesses importance is substantial to a transition and emerging economies. Their prevalence documents both the economic and social impact throughout the world (Brigham, 2013; Hoy and Sharma, 2010; Ramadani et al., 2017). Majority of companies belong to this category of businesses and generate the most of new jobs in most of the countries (Hacker and Dowling, 2012; Ramadani and Hoy, 2015). Beside other important issues, succession remains one of the most difficult and important issue for family business (Gonzalez-Loureiro and Dorrego, 2010; Kamei and Dana, 2012). When the leadership transition will not be well-organised, it can cause different conflictual situations that may lead to the sale or eventual loss of the business (Caputo and Zarone, 2018; Lipman, 2010; Ratten et al., 2018). By acting entrepreneurially, family businesses can enter new markets and gain a competitive advantage. Despite the international orientation of family businesses, they engage less in entrepreneurship and innovation. Generally family businesses are slower to enter international markets and develop more slowly (Jaskiewicz et al., 2015; Ratten et al., 2017).

In this special issue are included the following seven papers:

- ‘The importance of intellectual capital in the selection of global marketing strategies: evidence from family businesses in Macedonia’ by Gadaf Rexhepi, Abdylmenaf Bexheti, Sadudin Ibraimi and Selma Kurtishi-Kastrati.

In this paper the authors discuss on the importance of intellectual capital in formulation and implementation of strategies in global markets. They tried to examine the connection between intellectual capital and global marketing strategies.

The authors concluded that there is a strong relationship between intellectual capital and formulation and selection of global marketing strategies.

- ‘The impact of human resources management on the effectiveness of family businesses’ by Selajdin Abduli.

The author of the second paper, based on survey of 150 businesses in the Republic of Macedonia concludes that the survival of every family business depends on the human resources effective management. Further, he noted that the employees’ evaluation and performance management of employees increase the family business effectiveness. In the end, the author recommends that the effective management of family businesses needs to focus on substantial reforms of the educational system and employees’ professional development.

- ‘Family firms in the Arab world: culture influences on socioemotional wealth’ by Damiano Petrolo, Massimiliano M. Pellegrini and Younis Abukhalaf.

In this paper, the authors contextualise SEW from the perspective of cultural influences of Arabian context. To achieve the aim of this research, the authors realised 15 semi-structured interviews with Jordanian family businesses. Using a coding analysis, four main cultural elements in family businesses behavioural dynamics emerged:

- 1 favouritism and nepotism
- 2 patriarchal approach
- 3 public persona
- 4 self-serving bias.

In the end, the authors provide a framework that could be of help to understatement family firms beyond traditional economic contexts.

- ‘The impact of quality programs on family businesses performance’ by Valbona Ramuka and Gadaf Rexhepi.

The aim of the fourth paper was to analyse the effect quality programs on family businesses performance. The authors based their analyses on productivity and financial performance as a results of quality program implementation. In the end, the authors have concluded that the implementation of quality programs has a very high impact on the increase of the productivity and financial performance of family businesses.

- ‘Employee engagement: a comparative study of family and non-family businesses’ by Emil Knezovic, Ramo Palalic, Azra Bico and Arnela Dilovic.

In this paper, the authors analyse the antecedents of employee engagement in family and non-family businesses. Their purpose is twofold, initially to test the Saks (2006) model of antecedents of employee engagement in family business, then to test if there is a difference in employee engagement in two different ownership structures. The authors have used a cross-sectional survey method, while the data were collected through online-shared questionnaire. They surveyed 126 employees, where 68 were employed in family firms and 58 in non-family firms. The results showed a partial

support of the model of antecedents of employee engagement while no support was found for the difference in employee engagement.

- ‘Management and development differences of family businesses between two different generations’ by Veton Jahmurataj.

The author, based on previous study conducted by Ramadani et al. (2018) analysed the differences in family business management and development in two different periods, the period when the businesses were run by the founder and the period when family business were led by the successor. The research was conducted in the Republic of Kosovo and 20 family businesses were interviewed.

- ‘Conflicts in family businesses: nature and effects’ by Avni Arifi.

In the last paper of this special issue, the author discusses the nature and effects of conflicts in the functioning of family businesses based on survey of 25 family businesses that operate in different markets in the Republic of Macedonia. He has used a structured questionnaire, which has included questions related to the nature of conflict, frequency of conflict, its effect, etc. The author found that conflicts are inevitable part of almost all family business, where 88% of the surveyed family business owners claimed that they have experienced a different form of conflict in the last twelve months which negatively impacted the performance of their family businesses.

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