



# The Role of Second Generation in Family Businesses to Sustainability From View Companies Listed in The Hebron Chamber of Commerce and Industry by Using Administrative Organizational Structure

**Arafat Aljebrini**

**Business Administration Department, College Of Finance And Management , Hebron University, Hebron, Palestine**  
**Email: [arafatj@hebron.edu](mailto:arafatj@hebron.edu)**

## ABSTRACT

This research aimed to focus on the role of second generation in family business for the companies listed in Hebron Chamber of Commerce and Industry by using organizational structure to sustainability these firms , the researcher used the descriptive approach, the study population consisted (3156) companies , the research used the purposive sample (snowball sample) for people working in a family business (including second generation), the sample members was (100) members, and (80) questionnaires were retrieved.

The results showed that the study sample's views were on the areas of administrative organization in family businesses, it came with a moderate degree, as it turns out that the dimension of the organizational structure is moderate, as well Organizational relationships, and that the level of sustainability in family businesses in Hebron was rated as high, as it was found that there is a positive role for administrative organization in achieving the sustainability of family businesses Hebron, as well as the existence of a positive role for the organizational structure and organizational relationships in achieving corporate sustainability family business in Hebron.

**Keywords:** Corporate Governance, Family Business, Second Generation, Sustainability.



## 1 Introduction

Today, sustainability represents a new leadership approach to respond to the challenges of traditional approach in management, which is no longer sufficient to meet the great challenges and increasing complexities of business organizations (Adedayo,2016). As sustainability calls for organizations to need to shift from the traditional focus of controlling funding and human resources, to a trend of organizations to contribute to the broader environmental and social impacts, by adopting a long-term approach that makes the development of leaders and followers part of the organizational development process and assures that all elements of the organization are internally and externally sustainable(Brinkerink,2020).

The concept of sustainability revolves around meeting the needs of the economic institution for resources without harming the right of future generations to those resources, meaning that the use be within the limits that make these resources self-renewable, which will increase the ability of economic institutions to last for a longer period(Adedayo,2016).

Due to the importance of the role that companies play as a basic element in society, it is important to focus more on their administrative systems, policies and strategies in which the human element is managed, in addition to a deep understanding of all aspects of managing people in them so that they can perform the role assigned to them (Barros,2020).

The organizational structure is the secret of the company's success as it is the tool that helps the increasing application of the principle of allocation and division of work, and the organizational structure shows the development that the company has achieved in its pursuit for the better (Barros,2020)., which is commensurate with the requirements of efficiency at work and defining its administrative levels and responsibilities towards each individual and defining the policies drawn at work.

Family business play an important role in the economies of the developed and developing world alike, as most small and medium enterprises are family business in addition to the fact that some large companies are still owned and controlled by families, and they employ more than 50% of the total workforce in the world. Due to the increasing growth of the role of family businesses in the world economies, there is a dearth of research and studies on this important economic sector (Cirillo,2020).

### 2.1 Study problem

In light of the crowding out of work in the various work organizations, we have an urgent need to use organizational methods that control matters and control internal work, and are ready to deal with external fluctuations that directly affect work, to ensure the continuity of work in organizations, as family businesses seek to organize their administrative society from through a set of administrative procedures, in order to reach sustainability in light of intense competition.

It is a well-known fact that the commercial life of most family businesses is very short after the stage of their founders has passed, and that about 95% of these companies collapse after the third generation(Tamimi,2018), and this often results from the failure to prepare the following generations and prepare them to deal with



the requirements of growth in these businesses with the increasing number of family members and this prompted the researcher to research the role of organizational structure in achieving the sustainability of family businesses in Hebron city, as it is one of the most important factors affecting the sustainability of family businesses.

### 1.2 Significance of study

This research important from the vitality of the topic that it addressed, which hoped that this study will contribute to bridging the gap in previous studies related to administrative management issues. The theoretical importance of this study is also evident as it represents an addition to the accumulation of knowledge by providing academic libraries with an information format that clarifies the role of administrative organization in the sustainability of family businesses.

### 1.3 Study questions:

1. What is the role of administrative organizational structure in achieving the sustainability of family businesses perspective second generation in Hebron?
2. What is the level of administrative organizational structure of family businesses in Hebron?
3. What is the level of sustainability of family businesses in Hebron?

### 1.5 Study hypotheses:

In order to achieve the objectives of the study and to know the role of administrative organizational structure in achieving the sustainability of family businesses in Hebron city, the following hypotheses were formulated:

1. There are no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) in the respondents' responses about the role of administrative organizational structure in achieving the sustainability of family businesses perspective second generation in Hebron.
2. There are no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) in the respondents' responses about the level of administrative organizational structure of family businesses in Hebron.
3. There are no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) in the respondents' responses about the level of sustainability of family businesses in Hebron.

## 3.Review of Literature

### 3.1 Family business

The term family business refers to the business in which the majority of votes are in the hands of the controlling family, including the founder who intends to transfer the company to future generations (Sharma, 1997).

The role of family businesses cannot be overlooked in modern economic operations in both developed and developing countries. Family businesses are referred to as entities with great economic potential in addition to the important social role that these businesses play (Cirillo,2020).

In Palestine, family businesses are in the form of individual companies (solidarity) or limited companies, as they are listed in the form of private joint-stock companies, and these companies represent the largest percentage of companies operating in Palestine, as the total Palestinian economy depends on them, most of the



private sector companies are family companies, according to the data of the companies controller in Palestine (Tamimi, 2018).

The family businesses are active and dynamic, thus achieving added value and stability to the economy. It has been called the "backbone of the national economy," and the long-term commitment of employees to the family business can be considered as strengths when comparing family businesses with non-family firms (Nye, 2020). Family businesses also tend to have long-term investment strategies, but they still have the ability to make quick decisions and adapt to changes in the business environment (Sharma, 1997).

### 3.2 Family Charter

Every family business has a family charter, a family constitution, a family governance document, or other terms that lead to defining rights and obligations according to the needs of the business, especially since each family establishes governance rules for its entity according to its suitability, and it is not conceivable to set one rule for all Family businesses, despite this, there is a minimum that must be taken into account when drafting a charter (Merai, 2017).

The governance rules for family business are characterized by their consideration of both sides (social and family) in the business, that employees are appointed on objective professional and competitive bases, and it is very important that all partners adhere to the principle of determining salaries and annual increases for employees on the basis of the current levels in the market ,the board of directors of these companies must be elected either by acclamation or by election according to the number of partners(Mazzola,2008).

### 3.3 Sustainability of family business

The first generation of the founders of the company can play a decisive role in supporting the continuity of the company by taking measures like, establishing an administrative organizational and financial structure based on objective foundations and primarily aimed at achieving profit and enhancing the stability, delegating powers to officials according to clear and well-known principles, defining the future goals and vision of the company and ensuring that the family understands it(Nye, 2020).

Among the things that must be taken into account when drafting the charter is the regulation of family ownership in the business, and that the charter in itself has a commercial purpose, and all family members must contribute to preparing the charter with complete transparency so that the charter comes from their needs and requirements and to ensure that they are informed of it (Cirillo,2020). The mechanism (Sharma, 1997) of managing their family entity, present and future, and there are some provisions contained in the charter that must be contained in the articles of association of the company in order to continue the entity, whether it is a joint stock company or a contract of incorporation for a limited liability company, and one of the most important things that must be taken into account is that it contains the family's values and objectives as it defines the principles commercialization derived from family inheritance and providing a will for subsequent generations to preserve the family entity and its commercial importance in addition to its social and economic value.



### 3.4 Stages of growth and development of family businesses (Mazzola,2008):

The first stage: family businesses often start with a specific person, where the founder of this business embodies the absolute power, as he works to manage the business and decisions are the preserve of him, and no decision is taken without reference to him, the second stage: in which the owners are in the form of business, and the partnership, the person who runs business in this stage the sons can sit together and exchange opinions informally, and form a board in order to reach consensus on a specific strategy, and at this stage, roles may begin to differentiate where one of the brothers is given the management of the business and preference

The third stage the family business includes a mixed group of cousins, and this works to change the size of the family and the size of the business among the family members. The family members may continue to participate in management through the formation of a joint board of directors among the cousins, and the size of the ownership shares may vary. Increasingly as some of them remain the preserve of some family members, and family members can be active in different degrees in the company, and this strengthens the position of the company in the local market, and their level of participation may not necessarily reflect the level of their economic interest, and this generally leads to the practice of management more formally, and finally the family inheritance stage plays an important role in the growth of family businesses, as the size of ownership of each member of the family controls at this stage the family business are working on managing the business through the trust that is given to the individual who works on managing the company or on the group of people who run the business, and the official character of the company increases at this stage.

### 3.5 Organizational administration

The organizational process is the basis of the quality and development of human resources in organizations (Barros,2020). (Sharma, 1997)there are multiple definitions of the organization that differ according to the different concepts of those who said it and the diversity of the organization and its objectives. Therefore, the organization is considered one of the main elements in the administrative activity of all institutions and organizations regardless of the nature of their work or their activity. Administrative organization means (Barros,2020)the division of work and responsibilities in the administrative apparatus and allocating them into departments, divisions, and main and sub-administrative units that differ in their numbers and sizes from one organization to another, and the distribution of these tasks and responsibilities to the members of the work team to perform them in accordance with the job performance controls approved in the organization's bylaws and to define the organizational relationships between them to ensure the achievement of Foundation goals.

**3.6Importance of the administrative organization function** (Lumpkin, 2011) the interest of scientists in various fields in organizing may highlight its importance, so (Barros,2020) find that economists see it as the most appropriate tool for organizing scarce natural resources, and sociologists are interested in it for its effect on the





coherence of collective efforts, while psychologists see it as important for the effects that the interaction between individuals and the differences shown by their behavior .

The organization is of great importance to the work of the organization (Ibrahim,2016) its importance comes in that it contains the details related to the work that is required to be accomplished to achieve the goals - in which the total work of the organization is divided into activities that can be performed with the required accuracy by one person or a group of people - in which the tasks of individuals are linked in Organization in a logical and efficient manner - the organization establishes a mechanism to coordinate the work of individuals in the organization so that it is considered a unified and harmonious whole.

### **3.7 Organizational Relationship**

The organizational process(Sultan,2019) is concerned with determining the relationships between administrative units, and organizing the relationships between individuals within each of them, which is determined by determining the following aspects: authority and responsibility, the scope of supervision and coordination, in order to develop an effective administrative organization that leads to the creation of a healthy organizational climate that makes individuals practice their work and perform their duties with pleasure(Salama,2018) motivates them to innovate that brings the organization renewal and continuous growth, while emphasizing that the organizational process is a continuous process that requires keeping pace with the changes taking place in the internal and external environment through the process of continuous organizational change, taking into account the tendencies of the organization to stability and stability as a fact that we should not overlook .

### **4. Methodology**

This research includes a description of the procedures in terms of describing the population of the study and its sample, the method by which the sample was chosen, the study tools and methods that were followed in preparing them, and making sure of their validity and consistency, And the steps for their implementation, the study design and procedures, and the statistical treatment that was used in the analysis of the results.

The researcher used the descriptive approach, which depends on studying the phenomenon at the present time, and as it is in reality, and it is the appropriate and best approach for such studies.

#### **4.1 Population**

The study population consisted (3156) companies listed in the Hebron chamber of commerce and industry as family business.

#### **4.2 Sampling**

The research used the purposive sample (snowball sample) for people working in a family business (including second generation), and referring to the chamber of commerce and industry of Hebron, the number of the sample members was (100) members, and (80) questionnaires were retrieved.



**Table No. (1.3): Distribution of the sample members according to the variables of the study**

Variable	Alternative	Number	Percentage
type of respondent	Family member	44	%55
	Non family member	36	%45
Job title	Manager	40	%50
	Supervisor	12	%15
	Employee	26	%32.5
	Non	2	%2.5
Educational level	Primary	2	%2.5
	Secondary	12	%15
	Degree	66	%66
Work experience	(1-5)years	22	%27.5
	(6-10)years	18	%22.5
	More than 10year	60	%50
Number of founders the business	Less than 3	24	%30
	(3-5) member	24	%30
	More than 5 member	32	%40
Age of business ( years)	Less than 15 year	10	%12.5
	(15-30) years	34	%42.5
	(31-45) years	18	%22.5
	More than 45 year	18	%22.5
The generation the business belongs to	Second	66	%82.5
	Third	14	%17.5

### 4.3 Study instrument

To answer the study question, the research developed a questionnaire the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure. The questionnaire was developed after reviewing previous studies related to the subject of the study. By making use of specialists in the field of management, the questionnaire included (30) paragraphs, divided into two axes: The first axis consists of primary data, and the second axis consists of three areas: the organizational structure, organizational relations, and sustainability.

### 4.5 Reliability of study

To verify the reliability of the study instrument, the reliability of the internal consistency of the instrument's paragraphs was used using the Cronbach Alpha stability equation on the study sample in each field of the study instrument, in addition to the total score.



#### 4.6 Statistical analysis

After collecting the study data, the research reviewed it in preparation for entering it into the computer, and it was entered into the computer by giving it specific numbers, that is, by converting the verbal answers into numeric according to the five-card scale, where the answer was given on the degree of practice number 5 with a degree of strong agreement, and the number 1 for the degree of non-Strong approval.

The necessary statistical treatment of the data was done, the mean and standard deviations of the paragraphs and the total scores of the fields were extracted, and the study hypotheses were examined using (T) test for independent samples for the hypotheses with an independent variable with two levels, as for the hypotheses with an independent variable with three levels, and to measure validity and reliability, the Cronbach reliability equation Alpha Cronbach was used, using a computer and the SPSS statistical packages program.

### 5. Findings and discussions

#### 5.1 Introduction

This chapter includes a presentation of the results of the study, which the researcher has reached on a topic the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure.

To answer the question, the Pearson correlation coefficient was used to find the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure, as is evident in Table (1.4).

**Table (1.4): Results of the Pearson correlation coefficient for the role of administrative organization in achieving the sustainability of family businesses in the Hebron city.**

Variable	R	Statistical significance
Organizational structure * Sustainability of family businesses	0.711	.0000
Organizational Relationships * Sustainability of family businesses	0.842	.0000
Administrative organization * Sustainability of family businesses	0.854	.0000

The data presented in the Table (1.4) indicate the existence of a positive the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure, as the correlation coefficient reached (0.854) in statistical terms (0.000).





The results also indicate a the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure, as the correlation coefficient reached (0.771) in statistical terms (0.000).

The results indicate a the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure, as the correlation coefficient reached (0.842) in statistical terms (0.000).

**The answer to the first question, which states: What is the level of administrative organization in family businesses in Hebron?**

To answer this question, the researcher extracted the mean, standard deviations and the relative weight of the responses of the study sample individuals on the questionnaire areas that express the level of administrative organization in family businesses in the city of Hebron. Table (2.4) illustrates this:

**Table (2.4): The mean, standard deviations and the relative weight of the responses of the study sample individuals on the areas of administrative organization in family businesses in Hebron**

Field	Mean	standard deviations	Weight
<b>Organizational Chart</b>	<b>3.58</b>	<b>0.50</b>	<b>71.6</b>
<b>Organizational Relationships</b>	<b>3.64</b>	<b>0.64</b>	<b>72.8</b>
<b>Total score</b>	<b>3.61</b>	<b>0.52</b>	<b>72.2</b>

It is noticed from Table (2.4) that the relative weight of the responses of the study sample on areas of administrative organization in family businesses in the city of Hebron ranged between (71.8% - 72.6%), while the total relative weight was (72.2%), i.e. a medium degree. The relative weight of the organizational structure dimension was (71.6%), meaning a medium degree, while the organizational relationship dimension reached (72.8%) and came with a moderate degree.

The following is a presentation of the results according to the areas of administrative organization in family businesses in Hebron:

**5.2 organizational structure**

The mean, standard deviations and the relative weight of the responses of the study sample individuals were extracted on the paragraphs of the organizational structure domain, and they are arranged in descending order as shown in Table (3.4).



**Table (3.4): The mean, standard deviations and the relative weight of the responses of the study sample individuals on the field of organizational structure**

No	Statement	mean	standard deviations	weight
1	Family members can join to business if they possess the educational qualifications appropriate to the job requirements.	4.11	0.97	82.2
2	The organizational structure of the business is flexible and allows modification according to necessity.	3.87	0.91	77.4
3	The requirements of the position in the company are fixed and are not affected despite the change of employees occupying this position.	3.81	0.84	76.2
4	The line of authority in the company is clear as it extends from the general manager to the individuals working through the heads and supervisors.	3.77	0.91	75.4
5	Job description is updated when changes require it.	3.72	0.89	74.4
6	The business has an organizational structure that defines the jobs precisely.	3.71	1.15	74.2
7	The principle of delegation of authority is adopted in the company.	3.71	0.98	74.2
8	The manager consults with stakeholders before making decisions.	3.67	1.17	73.4
9	There is a need to create new partitions.	3.57	1.23	71.4
10	The organizational structure is clearly published and announced.	3.51	1.12	70.2
	<b>Total score</b>	3.58	0.50	71.6

Table (3.4) result shows that the overall relative weight of the field of the organizational structure was (71.6%) with a standard deviation (0.50), and this indicates that the field of the organizational structure came with a moderate degree, where the paragraph was (family members can join to work in the company if they possess the qualifications The most important paragraphs with the relative weight (82.2%), with a standard deviation (0.97), while the paragraph (there is a need to cancel existing sections) was the least important paragraph with the relative weight (56.4%), with a standard deviation (1.18).



### 5.3 organizational relationships

The mean, standard deviations and the relative weight of the responses of the study sample individuals were extracted on the paragraphs of the organizational relations field, and they are arranged in descending order as shown in Table (4.4).

**Table (4.4): The arithmetic means, standard deviations, and the relative weight of the responses of the study sample individuals on the field of organizational relations**

No	Statement	Mean	Standard Deviations	Weight
11	Employees have friendly relationship within the workplace	4.12	0.81	82.4
12	Core values are shared by all members of the company	4.05	1.07	81
13	There is cooperation between the employees of the company in order to achieve the general interest.	4.02	0.91	80.4
14	The core values in the company are deeply ingrained and difficult to extract.	4.01	1.11	80.2
15	The arrangement of activities in the company in order to achieve the goals of the organization is not random.	3.85	1.11	77
16	They rely more on oral communication than written.	3.82	1.09	76.4
17	There is a separation between partners' personal financial receivables and company funds	3.75	0.94	75
18	There is a compatibility between the powers and responsibilities of each employee	3.72	1.03	74.4
19	Relationships between superiors and subordinates as well as responsibilities are clear as required	3.71	1.12	74.2
20	There is an agreement between the partners on their personal financial withdrawals	3.67	1.04	73.4
	<b>Total score</b>	<b>3.64</b>	<b>0.64</b>	<b>72.8</b>

Table (4.4) shows that the overall relative weight of the field of organizational relations reached (72.8%) with a standard deviation (0.64), and this indicates that the field of organizational relations came with a moderate degree, where the paragraph (workers link friendships within the workplace) was the most important paragraph With the relative weight (82.4%), with a standard deviation (0.81), while the paragraph (the powers of some employees are violated) was the least important paragraph with the weight of the relative (57.0%), with a standard deviation (1.21).



#### 5.4 What is the level of sustainability in family businesses in Hebron?

The mean, standard deviations and the relative weight of the responses of the study sample individuals on the sustainability items in family businesses in the city of Hebron were extracted, and they are arranged in descending order as shown in Table (5.4)

**Table (5.4): mean, standard deviations and the relative weight of the responses of the study sample individuals on sustainability in family businesses in Hebron**

No	Statement	Mean	Standard Deviations	Weight
21	The company seeks to obtain advanced positions in its products compared to the competitors.	4.51	0.59	90.2
22	The company is concerned with the quality of services it provides to customers.	4.42	0.86	88.4
23	The company works to respect business ethics.	4.42	0.77	88.4
24	The company is keen to always excel compared to previous eras business.	4.32	0.68	86.4
25	The company studies customer satisfaction and how to reach a high level of satisfaction.	4.27	0.89	85.4
26	In the company there is an efficient communication network through which the information flows within the organization	4.22	0.82	84.4
27	The company works to rationalize operational and development expenses.	4.15	0.96	83
28	The company maintains the competitive positions it has achieved in previous generations.	4.11	0.89	82.2
29	Founders and senior management have a vision for the company and the path it will take	4.07	1.08	81.4
30	The company invests the capabilities and knowledge of its children to enhance the company's sustainability.	4.07	1.04	81.4
	<b>Total score</b>	<b>4.01</b>	<b>0.66</b>	<b>80.2</b>

Table shows (5.4) that the overall relative weight of the level of sustainability in family businesses in the city of Hebron reached (80.2%) with a standard deviation (0.66). This indicates that the level of sustainability in family businesses in the city of Hebron came to a high degree, where the paragraph (the company seeks To obtain advanced positions in its products compared to competing companies) the most important paragraphs with a relative weight (90.2) with a standard deviation (0.59) while the paragraph (the company has a written strategic plan) was the least important paragraph with a relative weight (61.0) with a standard deviation (1.21).



## 5.6 Analysis of hypotheses:

**5.6.1 The first hypothesis:** There are no differences between the responses of the respondents regarding the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron due to the quality of respondents.

To test this hypothesis, the mean and standard deviations of the responses of the study sample individuals about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron were extracted due to the quality of the respondent. To test the significance of the differences according to the variable of the respondent's capacity, the "T" test was used as shown in Table (6.4). ):

**Table (6.4): The results of the T-test for the responses of respondents regarding the role of administrative organization in achieving sustainability of family businesses in the city of Hebron are attributed to the status of respondent.**

Field	Variable	Number	Mean	Standard deviation	Degree of freedom	T-test	Level of significance
administrative organization	Family member	44	3.75	0.34	78	2.801	0.006
	Not family member	36	3.44	0.64			
Sustainability family business	Family member	44	4.14	0.41	87	2.047	0.044
	Not family member	36	3.84	0.86			
Total degree	Family member	44	3.90	0.34	87	2.577	0.012
	Not family member	36	3.58	0.70			

It can be seen from Table (6.4) that the value of "T" for the total score of the variable of the respondent's trait reached (2.577), with a level of significance (0.012), which is less than (0.05). This means that there are statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) between the responses of the respondents on the role of administrative organization in achieving the sustainability of family businesses in the city.

**5.6.2 Second hypothesis,** There are no differences between the responses of the respondents about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron, due to the generation to which the company belongs. To test this hypothesis, the arithmetic averages and standard deviations were extracted for the responses of the study sample individuals about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron attributable to the generation to which the company





belongs. To test the significance of the differences according to the variable of the generation to which the company belongs. It is shown in Table (7.4).

**Table (7.4): The results of the “T” test for the responses of the sample individuals about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron are attributed to the generation to which the company belongs**

Field	Variable	Number	Mean	Standard deviation	Degree of freedom	T-test	Level of significance
administrative organization	First	66	3.64	0.52	78	0.900	0.371
	Second	14	3.50	0.52			
Sustainability family business	First	66	4.07	0.63	78	1.760	0.082
	Second	14	3.72	0.74			
Total degree	First	66	3.79	0.54	78	1.308	0.195
	Second	14	3.58	0.59			

Table shows (7.4) that the value of “T” for the total degree of the generation variable to which the company belongs was (1.308), with a significant level (0.195), which is greater than (0.05). This means that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the respondents' responses about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron due to the generation to which the company belongs.

**5.6.3 Third hypothesis,** There are no differences between the responses of the respondents about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron, which are attributed to the director from among the family members. To test this hypothesis, the arithmetic averages and standard deviations were extracted for the responses of the study sample members about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron attributed to the quality of the manager from among the family members. Shown in Table (8.4):

**Table (8.4): The results of the "T" test of the responses of the sample members about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron are attributed to the manager from among the family members.**

Field	Variable	Number	Mean	Standard deviation	Degree of freedom	T-test	Level of significance
administrative organization	YES	68	3.61	0.56	78	0.068	0.946
	NO	12	3.62	0.22			



Sustainability family business	YES	68	3.97	0.71	78	1.129	0.263
	NO	12	4.21	0.26			
Total degree	YES	68	3.74	0.29	78	0.533	0.595
	NO	12	3.83	0.21			

Table (8.4) show that the value of "T" for the overall score of the variable of the family member of the manager reached (0.533), with a significance level (0.595), which is greater than (0.05). This means that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the respondents' responses about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron attributable to the family member's manager.

**5.6.4 Forth hypothesis**, there are no differences between the responses of the respondents about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron due to the existence of a plan to transform the non-family company. To test this hypothesis, the arithmetic averages and standard deviations of the responses of the study sample individuals about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron were extracted due to the existence of a plan to convert a non-family company. As shown in Table (9.4)

**Table (9.4): The results of the "T" test for the responses of the respondents regarding the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron are due to the existence of a plan to convert a non-family company.**

Field	Variable	Number	Mean	Standard deviation	Degree of freedom	T-test	Level of significance
administrative organization	YES	6	3.86	0.08	78	1.230	0.222
	NO	74	3.59	0.53			
Sustainability family business	YES	6	4.17	0.47	78	0.627	0.532
	NO	74	3.99	0.68			
Total degree	YES	6	3.98	0.19	78	1.010	0.315
	NO	74	3.74	0.57			

Table (9.4) shows that the value of "T" for the overall degree of the variable of the existence of a plan for the conversion of a non-family company reached (1.010), with a significant level of (0.315), which is greater than (0.05) This means that there are no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) between the respondents' responses about the role of administrative organization in achieving the sustainability of family businesses in the city of Hebron due to the existence of a plan to convert a non-family company.



## 6. Conclusion

### 6.1 Recommendations

This study is distinguished from previous studies through the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure.

Based on the previous results, the researcher recommends, there should be a clear vision in managing human resources in family businesses, For family business to work on circulating strategic plans to their employees, and to apply these plans with modern methods and techniques to save time and effort and move away from the traditional in doing business. The family businesses work continuously to develop the capabilities of their workers to achieve continuity. Optimizing the available human resources for family businesses, working on developing skills and capabilities, and participating in adopting a structure in order to maintain the sustainability of family businesses, Take advantage of modern methods of business management in order to simplify processes and procedures, and apply a control system to detect errors and reduce losses, which ultimately helps to improve performance, Making use of computer applications in preparing the necessary designs for manufacturing processes, in order to reduce the operational business cycle, in order to reach high service.

### 6.2 Limitations of the study

Actually, there were many challenges through practices this research especially, the ability to reach business and their board members in light of the COVID-19 pandemic. Respondents were afraid to answer some of the questions, because they believed that it was a kind of confidentiality and privacy.

And also the time that was completed in the search was not sufficient to collect the data for that research.

### 6.3 Recommendation for Future Research

In conclusion, this research focused on studying the role of second generation in family businesses to sustainability from view Companies listed in the Hebron chamber of commerce and industry by using administrative organizational structure.. Future research could be concerned with fields such as the culture of society, the level of education of family members, and the managerial skills for managers working in family business.

## References

1. Adedayo, O. S., Olanipekun, O. J., & Ojo, O. (2016). Planning for succession and firm's sustainability: Evidence from family owned businesses in Lagos and Ogun States, Nigeria. *Issues in Business Management and Economics*, 4(6), 63-69.
2. Brinkerink, J., Rondi, E., Benedetti, C., & Arzubiaga, U. (2020). Family business or business family? Organizational identity elasticity and strategic responses to disruptive innovation. *Journal of Family Business Strategy*, 100360.



3. Barros-Contreras, I., Basco, R., Martín-Cruz, N., & Hernangómez, J. (2020). Strategic management in family business. The missing concept of the familiness learning mechanism. *Journal of Family Business Management*.
4. Cirillo, A., Huybrechts, J., Mussolino, D., Sciascia, S., & Voordeckers, W. (2020). Researching family business growth. *European management review*.
5. Tamimi & Naeem Shabana. (2018). Businesses family in the Hebron governorate: analgesics and means of development.
6. Sharma, P., Chrisman, J. J., & Chua, J. H. (1997). Strategic management of the family business: Past research and future challenges. *Family business review*, 10(1), 1-35.
7. Nye, N. (2020). Succession Challenges in Family Businesses from the First to the Second Generation.
8. Mazzola, P., Marchisio, G., & Astrachan, J. (2008). Strategic planning in family business: A powerful developmental tool for the next generation. *Family Business Review*, 21(3), 239-258.
9. Lumpkin, G. T., Steier, L., & Wright, M. (2011). Strategic entrepreneurship in family business. *Strategic Entrepreneurship Journal*, 5(4), 285-306.
10. Ibrahim, N., Rizal, A. M., & Mahadi, B. (2016). Strategic entrepreneurship in family business. *International Journal of Innovation and Business Strategy*, 6(2), 45-59.
11. Sultan Tawfiq Qasim Abu Salah. (2019). The role of intellectual capital in the sustainability of family businesses in Jenin Governorate (Doctoral dissertation, AL-Quds University).
12. Salama, Magdy Abdel Ghaffar. (2018). The Extent of Family Business Companies Commitment to Governance Guide in Northern West Bank. *Journal of Al-Aqsa University: Series of Human Sciences*, 288 (6124), 1-18.