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An Exploration of Challenges and Limitations of Joint Leadership as "Copreneurs" in Family Organisations: A Case Study of Hotel Gligorov, Macedonia

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Abstract

Generally, family businesses have been conceived of as constitutional organisations with authority focused around a single leader. However, as more family businesses employ or consider employing numerous senior executives, this notion is fading. Nevertheless, because the two diverse mindsets of family and business collide, establishing shared leadership in a family organisations brings a variety of challenges and rewards. Overcoming joint leadership issues holds potential for a healthy business, but little is known about the regulating system used by family organisations to operate Joint Leadership challenges. Therefore, this research paper aim is to explore the challenges and limitations of Joint Leadership as 'copreneurs' in family organisations. In order to achieve this aim the author will implement three three theoretical concepts: Leader-Member-Exchange (LMX) Theory, Path-Goal Theory and Joint Leadership in 'copreneur' business environment. In addition the paper will conduct qualitative study through in-depth interviews with the employees working at Hotel Gligorov, which will be recorded on tapes and analysed. The findings have shown that theories indicate that there is an equivalence between all three aspects, which can lead to a beneficial attitude toward further developments of the implications of Joint Leadership in small family owned organisations. Thus, with different leadership styles as the main head of organisation leads to various complications within the organisational culture of the employees. Therefore the author attempts with this research paper to help develop an organisational equilibrium within the family organisation in Hotel Gligorov, which will contribute to the academics researchers and the Joint Leaders at Hotel Gligorov.

Chapter 1: Introduction

1.1 Background Information

The term leadership presents itself to the people as a portrait of authority and actions and its followers' mutual purposes (Hollander, 1984; Lunenburg, 2010). Nevertheless, Hollander (1984) argues that the quality of the leadership style plays an important role in the environment. A good leader relies on communication and relationship with its followers. The achievement of an organisational aim through and with the help of followers is considered leadership (Lunenburg, 2010). A successful leader is the person who knows how to marshal his followers to accomplish the aimed goals (Prentice, 2004). The term 'leader' originates from ancient times in Rome, which in Latin is translated as 'to lead', 'to guide' according to Rost (1991). On the other hand, in the Leadership world there is not only just one way of doing things, there are multiple styles of how the person wants to lead. For

example, shared leadership sharing the ground with groups of people as a head of the business, which is a more common way of leading a business.

The style of leadership implied in the organisation is very essential as a management tool for the employees, which can intensify the relationship with the employees and as well upgrade the managerial surroundings and the service performance (Kozak and Uca, 2008). The heart of the service operations are the employees, which is why it is very important for them to stay motivated, proper training and a full commitment to the hotel to encourage them to successful customer service and loyalty (Radwan & Radwan, 2020). The life of the organisation and its profitability essentially relies on the employees' approach and actions towards the customers (Ubeda-Garcia, Claver, Lajara & Saez, 2014). Which is why hospitality enterprises struggle to enforce efficient leading styles to enhance the employees' performances and to cultivate with the rapid change of demands.

Enterprises are evolving rapidly from ancient, closed methods to more free and open. One of them is the Joint Leadership style or also called 'Shared Leadership' , which means two heads are responsible for the decision making and they have a fair share of voice and opinion (Business News Daily, 2020). As Harvard Business Review stated that this type of leadership tends to lead to more improved and boosted managerial performance (Business News Daily, 2020). With its leading style the employees feel authorised more, because they are already familiar with what they need to do, rather than to be told to do so. One of the most common concepts of Joint Leadership is in the form of 'copreneurs'. According to Marshall (1995) couples tend to seek a very balanced approach to their lifestyle and their career, as a major factor for opening a small business. For instance, Hotel Gligorov is a newly opened hotel in Macedonia owned by a family (husband and wife) or so called 'copreneurs' in 2010 located in a very small city environment.

1.2 Rationale

This paper focuses on copreneurs as a form of Joint Leadership, since it is not that well documented in the literature. Justis (2010) assessed the crucial role of the Shared Leadership in family business, by investigating multi-generational business that affects the hiring process of the employees. Hoch (2013) examined

a very positive outcome on the employees' performance by the influence of the Shared Leadership, not so much 'Joint Leadership' as a part of it. Carson (2007) discussed that Shared Leadership is a beneficial tool of the employees performance that is rated by the clients. And according to Pearce & Sims (2002) findings in the USA that this type of leadership has a more powerful influence on the employees performance than the traditional one. But there is very limited research on the challenges and the limitations led by this type of leadership. Previously done research has mainly been focused on elaborating the essential preconditions of Joint Leadership, however the strategies and organisational processes that underpin successful Joint Leadership are understudied (Ulhoi & Muller, 2014). This research paper will contribute to the very limited research by utilising different theories and methods to accomplish the wanted aim. The author will consider the relationships between the Leaders as a form of copreneurs and their influence on the management organisation. How does this kind of Leadership influence the employees performance and the organisation itself lead by family owners, in order to understand the difficulties and the problems of this kind of leadership approach in family businesses.

1.3 Aim & Objectives

The aim of this research is to explore limitations and challenges of Joint Leadership led by 'copreneurs' on the employees' engagement: the case study of Hotel Gligorov in Macedonia.

To achieve the aim, followed objectives will be considered:

To investigate employees' perception of work engagement in a family business
To analyse how Joint Leadership influences employees' perceptions of leader communication
To analyse the strategies and plans of copreneurs in the application of Joint Leadership

Chapter 2: Literature review

2.1 Introduction

Very little research has been done on the limitations and challenges of Joint Leadership as 'copreneurs' in family organisations. Thus this sector explores mainly two areas, first of all applying theories and concepts, and as well

models in regards to limitations and challenges of Joint Leadership as 'copreneurs', in case of family organisations in Macedonia.

In order to determine the other related theory backgrounds that could be enforced to identify the challenges of Joint Leadership as 'copreneurs', is how Joint Leadership influences employees' perceptions of leader communication and how much their work engagement in family business is led by diverse strategies and plans of copreneurs in form of Joint Leadership. Nonetheless, in order for the aimed goal to be absolute, it is necessary to apply two theories that have been enforced in the previously already done research by other authors, which explains the characteristics of Joint Leadership as 'copreneurs' in family business.

2.2 Theoretical Background

2.2.1 Joint Leadership in a 'copreneur' business environment

The need for leaders nowadays has increased because of the substance of work (Fonsén et al. 2015). Because of the dynamics of the market, it has become more important to have a leader that will make the decision-making process flow more easily. However, it is extremely important to have a leader that understands the need to work in a team, instead of being only an individual.

Joint Leadership is a used style of leadership within the educational sector, which is as well described as sharing the activities and the responsibilities between the leaders. As Wilhelmson (2006) stated, joint leadership relies on very typical root principles, for example, being supportive in relationships, having critical thinking and common processes in addition to joint sense making. In shared leadership both aspects are included in the joint leadership model: the share of the responsibilities and authority and the equally shared collective and collaborative reality of leadership (Ropo et al., 2006; Viitala, 2005). Joint leadership has both a horizontal and vertical characteristic. In a horizontal perspective, there are two directors that must work together and have the same number of responsibilities; while vertically, it consists of having a healthy communication between the staff members and the directors (Rauska et al. 2016). In addition to that (Bolden et al., 2011; Paukkuri, 2015) stated that leadership takes its shape by practicing communications with people in different situations. For example, one of the forms of this type of leadership is 'copreneurs'.

However, there are very specific situations for when joint leadership is needed, and that is only "when the challenges a corporation faces are so complex that they require a set of skills too broad to be possessed by any individual" (O'Toole et al. pp.6, 2002). One example of this is explained by Mohelska and Sokolova (2014). They think that it is the responsibility of the leaders to act as a psychologist to their workers and understand what their needs are before making a decision. They believe that there are two ways managers can influence behaviour in the workplace: rationality in the selection of objectives and emotional effect on workers. Rationality means that the leader creates goals which are achievable but challenging at the same time. The goals must be very clearly stated in order to work, and there must be no confusion in the employees' minds as to how to achieve them. The emotional effect is, on the other hand, to understand their internal needs and motivate them. One example of this is usually a promotion or increasing the training levels. Keys to making joint leadership sustainable and effective were identified by Newton (2015). The first one is to make sure to share ownership of the goal but divide roles and responsibilities. Co-leadership requires making sure that the responsibilities of each individual are clear and understood by everyone. The second aspect is to remember that the impacts of a joint leadership is not only at the managerial level. Both the clients and the employees will have a different perception of the company once the joint leadership is put into place and this must be understood by the leaders. The third aspect is to reallocate praise for successes and be the first to pick up responsibility for failures. It is important that this is done by both co-leaders, in order to be a unit in front of the employees. The fourth aspect is to be flexible to changing roles according to changing circumstances or ambitions. Both co-leaders must be able to take on more responsibilities or change them throughout time according to what the business needs. This flexibility must be felt by both leaders at all times. Recognise that out of all people, it is the co-leaders who will have the biggest impact in the other co-leader's experience. It is necessary to establish an honest and effective communication since the beginning, in order to avoid future conflict (Welch, 2016).

According to Johnson (2019), copreneurs are entrepreneurial couples who are in business together and are committed to helping one another. Most of the times, these couples are married or are from the same family

(Huebert,2020). Fensterheim (2014) recognised that this personal relationship is what makes a joint leadership difficult. Living together with the same person you work with makes some challenges appear, which if not resolved quickly, could result in the separation of the couple. Finally, joint leadership is perfect in a copreneur environment, as long as there is a very effective and clear communication established.

2.2.2 Leader/Member Exchange Theory (LMX)

The LMX theory has been widely researched throughout time. Even when it was created in the 1970's, its validity was still questioned (Liden et al. 1997). One of the main reasons to question this validity is because it does not take into account some individuals who have a different personality type, it does not understand that there may be some different group dynamics and because it does not provide the leader with a suggestion on how to fix the relationship (Power, 2013). This is because this theory recognises that there is a direct relationship between a leader and the outcomes of that leadership. It is one of the few theories that understands that the interaction between the leaders and the members of a specific group has a dynamic that can be predicted (Gernster and Day, 1997). Because of this fact, the LMX theory has proposed the fact that it is not only the leader's traits that could create a positive or negative result, but also the subordinates' traits have an important role in the creation of a specific result (Breukelen et al. 2006). As such, they understand that there are two domains: the leader domain and the follower domain. However, a special focus is made on the leader. One of the main characteristics of the leader domain is the leadership style, which means they are the ones responsible to adapt themselves to the needs and characteristics of the members in order to be effective. As such, it is possible to say that this theory understands the quality of the relationship between a subordinate and its leader, and is relevant to the world nowadays.

Within the LMX theory, there are two groups that are created. The in-group, or the employees who are close to the leader, and the out-group, the followers. The members of the in-group are rewarded more, paid more attention to and have greater responsibilities. On the other hand, the out-group is more standardised, does not get as much attention, rewards or responsibilities and have to stick to a more formalised set of rules (Lunenburg, 2010). As such, it is possible to say that the relationship between the leader and its subordinate is extremely important in the workplace, given that the creation of these two groups and how to get to the inner circle can determine the results an employee provides the organization with. It is the leader's responsibility to make sure that all the group members are motivated and feel comfortable with the way their relationship has been built.

Schyns and Day (2010) believe that there is a need to explain what the LMX excellence would be like. Given that this model not only explains the relationship between the leader and the members, but understands that every relationship is unique, it also provides a deeper point of view and evaluation of the current relationship status between a leader and its subordinates. As such, they believe that LMX excellence must have the following traits:
A high-quality exchange relationship

2.2.3 Leader-follower agreement on this relationship

Consensus among followers of the group regarding their respective relationships with the leader
This means that there will be a good relationship between leader and group member only once they have established a meaningful, enriching and exchanging relationship; have agreed on what their relationship will be like in the long term and every other member of the group understands what their respective relationship with the leader is like, so that there are no confusions in the hierarchy between the in-group and out-group. The quality of the exchange is considered one of the most important characteristics of the theory in order to understand the relationship between the leader and group member as a positive one. In order to be considered a relationship of quality, there must be a simultaneous exchange of something tangible and intangible (Sheer, 2015). Tangible refers to something physical, could be a salary or a book for example, in the case of a relationship between a teacher and a student. Intangible refers to something that cannot be touched, such as the transfer of knowledge or the appraisal from the leader that will result in a positive perception of him in the mind of the employee.

Finally, it is possible to say that this theory provides a deeper insight for the relationships between the leader and his subordinates and how that relationship could generate positive or negative outcomes according to what the quality of the exchange is.

2.2.4 Path-Goal Theory

The Path-Goal Theory was born from the expectancy theory, which is explained in short terms as the fact that employees will be satisfied with their jobs as longs as they are given things that they believe are of high value, for example appraisals, a position or a promotion (House and Mitchel, 1975). However, the path-goal theory was created to complete the expectancy theory by introducing different leadership behaviour, such as directive, supportive, participative and achievement-oriented (Indvik, 1986). This way, a leader would be there only to help the employees reach certain goals or help them find their way around an obstacle through the use of a specific leadership style. The theory has suffered both criticisms as well as confirmations of its validity. Some researchers believe that the theory is perfectly valid and explains perfectly the role of the leader towards the achievement of a goal, whereas other researchers believe that all the variables are very difficult to identify and that makes the theory invalid, because the independent, dependent and moderator variables had only been incorporated all of them at the same time in one study (Schriesheim & Schriesheim, 1980).

However, not all leadership styles will necessarily provide the employees with job satisfaction. Despite the fact that the Path-Goal theory is commonly linked to a transformational leadership, a positive outcome is not always visible. Given that transformational leadership is based on the leader using rewards in order to influence the group, certain employees who are not motivated by rewards but another type of influence may judge this approach as childish and their job satisfaction and perception will suffer a negative impact (Vecchio et al. 2008). It is then possible to say that understanding what the employees needs and dynamics are before applying a leadership style is very important to maintain a good relationship between the leader and the employees.

As such, it is important to provide an explanation to each type of leadership within the Path-Goal theory:
Directive leadership: This is when the leader standardised and formalises all the objectives and how to achieve them, making sure that everyone has a clear understanding of what the goals are
Supportive leadership: The leader is the supporter of the employees.

They are free to achieve the goal however they want to, and the leader is approachable and friendly. He concerns himself with the welfare of the employees and sees them as equals.

Participative leadership: In this type of leadership, the leader makes sure to include the employees in the decision-making process of creating goals and how to achieve them. They encourage the employees and value their opinions.

Achievement-oriented leadership: The leader sets out goals that must be achieved and lets the employees figure out how to achieve them. It does not matter how or how long it takes as long as the goal is achieved by its due term. It is important to note that all of these characteristics are tightly linked to the leader's traits and the employees' traits, and it essential to make sure that the leadership style is a good fit not only for the leader, but especially for the way the employees would like to be treated (iEduNote, 2017).

As such, the path-goal theory provides a proven theoretical framework to test the validity of using different leadership styles in order to reach a certain goal. There are infinite numbers of ways in which a leader can create a path for their subordinates, but the goals will remain the same. It is a matter of understanding how exactly the employees would like to be treated and become more efficient, and exploiting this advantage into the creation of a better relationship between the leaders, the employees and their satisfaction levels according to their perception.

2.3 Review of existing empirical research

Joint leadership in a 'copreneur' business environment
Joint leadership has been used for different business in a number of different contexts. One of them was a study conducted by Kelly (2014). The aim of this study was to understand if a joint leadership would be better suited for doctors and managers to understand each other better. 60 doctors and managers were put into couples so that they could shadow each other in the Birmingham Children's Hospital. The researcher discussed with the participants monthly in order to make sure that the study was yielding results. The results showed that after the six months this study was conducted, both the doctors and the managers had a better understanding of the challenges of each other's position and began showing better communication skills between the

doctors and managers. This research supports the idea that as long as a joint leadership is correctly put into place, the results can be extremely positive. Nevertheless, it is necessary to consider the limitations of this research, such as the shortage of the number of managers compared to the number of doctors; or the geographical limitation. Just because it was successful in this hospital, it does not mean that this type of leadership will be useful everywhere.

2.3.1 Leader/Member Exchange Theory (LMX)

Because of the LMX theory's reputation and confirmed validity in the academic world, different studies have been conducted in order to understand the dynamic relationship between a leader and a group member. One of these studies was conducted by Vidyarthi et al. (2014). The purpose of it was to apply the theory into a dual-leadership context, and test how this type of leadership affected the relationship between the leaders and the employees.. As such, a web-based survey was sent out to participants who reside in the US and have been working for an organisation for at least three months in order to make sure that a relationship has already been established. There were 232 participants out of which only 159 completed the survey. The results showed that in the IT industry, a dual leadership has a positive reaction in the relationship between the leaders and the employees. Furthermore, there must be an alignment between the relationship created with the leaders and what the members expect from them. Not in all cases a dual leadership will result in a positive outcome. As such, it proves that the LMX theory provides a useful framework to decide whether or not a joint leadership will result in an effective workforce. Nevertheless, this study had certain limitations, such as the focus on only the IT industry, a quantitative worldview that could have resulted in missing some aspects of the relationship, and that a dual leadership only happens in the IT industry during a short period of time, and the consequences of a long-term dual management are not seen.

2.3.2 Path -Goal Theory

The path-goal theory has been criticised due to its validity and worthiness of the date provided. As such, it has been tested in different countries and organisations throughout the world. One of these studies was conducted in Taiwan by Silverthorne (2001). The purpose of it was to test whether or not the leader creating a clear path to achieve a goal for its employees has a positive

effect on the perception of the employees and achievement of the goal. In order to do so, a standardised questionnaire was given out to 46 managers, 46 peers and 92 subordinates of a major company in Taiwan. The data was analysed in a quantitative approach. The results showed that different individuals prefer different leadership styles, and that the behaviour of the leader has a direct and very important impact on the behaviour of the employees. Despite this, it is necessary to make sure that the limitations are clearly stated. One of them is the fact that this research was performed only in Taiwan, and as such it is not possible to generalise the results that were concluded to the whole industry. Furthermore, the fact that this was a quantitative study may have had a negative impact in the analysis of the data, and perhaps different perceptions could have been lost.

2.4 Background to the primary research context

Macedonia is a country that has been developing in the last few years and increasing its economy. According to Petrevska (2019), Macedonia is a country that provides value for money and that tourists feel comfortable and safe when visiting. In 2019, Macedonia received 1.03 million tourists into the country, and has been experiencing a steady increase since 2010 (Statista, 2020). Because of this increase, the GDP has increased by 4.5% compared to the last 20 years. The country has diversified during the last years, but it is the tourism industry increase of 4.2% which has created more jobs and more revenue (The World Bank, 2016).

The Gligorov Hotel is located in Strumica and has 44 rooms for 83 guests. The main target market are tourists from the neighbouring countries, mostly groups with a middle class social status and different groups that come for events or are attracted by the packages which were offered. The occupancy percentage is 43%, which makes it a relevant hotel for this study (Gligorov, 2020). Additionally, this hotel presents a joint-leadership, having Tatjana & Jordan Gligorovi as the leaders and managers of the hotel. However, it has come to attention that the employees have a different perception of the leaders, because they assume different leadership styles. While Tatjana presents a more participative style, Jordan has a more directive style, which results in the employees behaving differently with each of them.

2.5 Conclusion

Finally, it is possible to say that the three theories are relevant to the aims of this study. Not only is the Gligorov Hotel a good example for joint-leadership in a copreneur environment, but the LMX theory combined with the Path-Goal theory creates a deeper understanding of the impacts of having two leaders in a managerial position and whether or not this will have a positive or negative effect in the employees' perception.

Chapter 3: Methodology

3.1 Research aim and objectives

The aim of this research is to explore limitations and challenges of Joint Leadership led by 'copreneurs' on the employees' engagement: the case study of Hotel Gligorov in Macedonia.

To achieve the aim, followed objectives will be considered:

To investigate employees' perception of work engagement in a family business
To analyse how Joint Leadership influences employees' perceptions of leader communication
To analyse the strategies and plans of copreneurs in the application of Joint Leadership

3.2 Research approach

Taking into consideration the aims and objectives of the paper, the author decided to use the qualitative approach, since the aim for this paper is to investigate the limitations and challenges of a joint leadership as 'copreneurs' in a small enterprise organisation. Qualitative research has become a frequently used method of research within social studies (Bryman, etc., 1996). The main advantages of this approach is to catch the background attention which is particularly appealing to researchers in a variety of fields. Qualitative research employs a variety of interactive and humanistic methodologies to investigate social issues while investigating the natural environment. Qualitative approach is mainly used to comprehend the diverse perspectives of how people perceive the world (Bhandari, 2020). On account of the focus for this paper is to investigate the perception of the employees on the family business as a form of joint leadership, the author is curious about how employees perceive and experience the different leadership styles (Miles and Huberman, 1994). Therefore it is the most suitable to use a qualitative approach since quantitative

perception cannot be investigated. Accordingly, Marshall & Rossman (1980) researchers need to comprehend the frameworks before interpreting the human being's actions, thoughts and emotions. Which can lead to destruction to the data by the objective perspective from generalising it. As for data collection procedure, the qualitative approach includes the individuals in the procedure whereas the quantitative approach will simply use a third program by generalizability (Marshall & Rossman, 1980; Miles & Huberman, 1994). Which will help the author to understand the different perceptions of employees on the difference between the two leadership styles.

3.3 Sampling

The main purpose of sampling techniques in qualitative research is to identify and select cases for restricted resources for the most efficient use of (Patton, 2002). Even though the sampling method is quite small, it is examined and observed in depth and the information that comes with it is provided with a big amount (Curtis et. al, 2000). Therefore the author will be using a random sampling. Due to the nature of qualitative approach Ritchie et al. (2003) explains the samples should not overpass over 50 participants in order to obtain deeper and more comprehensive analysis. Due to the small hotel size the number of employees in this case will be 14 overall.

The author will target the specific group of people that are inside the company itself, which makes it more convenient, therefore the author will use the non-random sampling. As Marshall & Rossman (2011) outlines that focus groups should be conducted in size of 7-10 participants, the author suggests to minimise it to 4-7 due to the number of employees at the hotel. However, the results that will be obtained does not necessarily mean it will result in the same outcome with other organisations due to the fact that it is internal investigation.

3.4. Data Collection

For the ultimate result the author will use the in-depth interview in order to achieve the goal of proper understanding of the perception of the employees with two different leading styles. Focus groups and reviews of this organisation will be conducted (Hennink, Hutter & Bailey, 2011). In particular in-depth interviews are considered the most appropriate method to collect data in order to understand the

hypersensitive information which are most likely not to be discussed during the team meetings (Longhurst, 2009). The chosen interview collection will be in the office of the company as everyone already is familiar with the environment. The chosen date for this meeting will be decided on the flexibility on the leaders schedule and as well according to the employees. The structure of the interview will be formed in advance in order to receive the needed information for the case. As well the author herself will be taking part due to the fact that she has personally already had the opportunity to work in the organisation (Lopez & Whitehead, 2013). All the information that will be gathered from the interviews will be conducted anonymously.

3.5 Data Analysis

Data collection and analysis typically go hand in hand to build a coherent interpretation. As for the purpose of this paper is to explore the limitations and challenges of Joint Leadership as 'copreneurs' in family organisations the content of data collected must be as rich and comprehensive as possible. Due to this fact it is recommended that thematic analysis will be implemented. It will give the author the opportunity to express their thoughts on how the data is clustering as it increases (Rossman & Marshall, 2011). Additionally , it will provide the author to easily examine the social and cultural backgrounds that impact the participants' experiences (Braun & Clarke, 2008). In order to acquit a thematic analysis the overall theme should be appropriately comprehended. The data will be broken down into codes, identifying the essential areas of the data and putting a label providing an index as the data develops into distinct themes or issues of the data (Rossman & Marshall, 2006). Following the identified data will be examined to the theories explained above.

3.6 Ethical Issues

In case if any ethical issue will arise during the analysis of the study, its validation will be undermined immediately. Even though according to Denzin & Lincoln (2018) explains there are no ethical issues in qualitative research due to the society's devotion of judgment resources at present, however, commitment of participants will to take part it is. The fact that the interviews will be investigated in depth it is challenging to organise it accordingly to everyone in order not to feel offended by it (Quinlan, 2011). Compared to the quantitative approach it

results less challenging due to the fact that the collected data is based on numbers analysis. However Sanjari (2014) explained the understanding between the participant and the researcher is very vital for avoiding misunderstandings. There is a specific problem with 'dyadic' inquiry like in the situation of conducting interviews to analyse problems among carers and the people who are using interviews to study family relationships (Allmark & et…, 2008). When the exposed information is among the people that were before the secret, confidentiality is threatened (Allmark & et…, 2008). The data analysis and gathering in qualitative approach are constructed with several layers and multifaceted (Sanjari, 2014). In order to avoid this situation all the recorded interviews will be preserved in confidentiality only for the purpose of the research. The author will question correct and consistent questions in order to have a minimization of the author bias (Smith & Noble, 2014).

3.7 Trustworthiness

To obtain validity in this research paper it is to examine how to construct its validity and what could threaten it. It refers to how well an idea about reality 'fits' with actual reality (Neuman, 2007). As a result of that the author will use a member checking method in order to guarantee the validity of this paper (Malakoff, 2012). According to Denzin & Lincoln (2018) this method is the most critical approach to enact validity in qualitative paper. The participants will go through in-depth interviews, which will be recorded by a moderator and the researcher will be able to verify the authenticity of the material presented in the recorded audio by justifying it through re examinations. In order to increase the validity of the paper higher is by gaining a better comprehension of the obtained data when it is examined from various perspectives (Blaike, 1991). The researcher will be examined if the obtained data is valid and that can be implemented in various environments and replicate its study (Shenton, 2004). Once dependability, validity and transferability is settled, conformity will be formed (Neuman, 2007). Conformability describes the consistency of findings based on the data obtained and its evaluation (Korstjens & Moser, 2017). Therefore it allows the researcher to explore the validity of every decision made that could be of benefit of the current research paper. Furthermore, the author will submit the work for peer review in order to confirm its trustworthiness and all other areas which were previously indicated.

3.8 Limitations

As for every research paper presents its limitations, there are some considerable limitations to be highlighted. To be firstly mentioned due to the nature of qualitative research the amount of data collected is enormous which results in time consuming to be analysed. Another possible limitation during the primary research phase is the willingness of the participants to engage in the study (Anderson , 2011). As Bryman & Bell (2007) point out, creating and conducting research based on a major subject of interest has some limits, as the research population may be wary of an interview. These constraints should be considered, as the employees are working in small organisation. Additionally, the data may be deemed insufficient since the participants may react to the researchers' query in an unconscious attempt to please them rather than delivering the actual data (Queiros et al., 2017). Which will interfere with the research accuracy if the researcher is family connected with the study. All those are components of the qualitative methodology, which cannot be defined, however, it prevails as the best way to obtain answers which are essential for this research.

Chapter 4: Discussion

4.1 Introduction

Joint leadership is a concept that has been analysed for its effectiveness in different contexts (Business news Daily, 2020). As seen through the previous chapter, there are different limitations and challenges that have to be solved in order for the concept to be truly effective. This is the aim of this chapter is .to discuss these challenges and understand them while providing possible solutions. It is however important to note that this will be only based on the literature of the previous chapter, and not primary research.

4.2 To investigate employees' perception of work engagement in a family business

According to the path-goal theory, the perception of employees in their work engagement is very important (House and Mitchel, 1975). As such, it can be assumed that the way that leadership works is of great importance to them. Not only because through understanding the leaders will allow them a chance to getting into the in-group (Lunenburg, 2010), but also because it will let them have a choice on what their benefits could be. Given that the hotel Gligorov presents two leaders with very different styles, it can be assumed that they will be more engaged in their work if they are treated by the leader they most relate to.

There have been identified 2 types of leadership in the Hotel Gligorov: Directive and participative. Jordan, the male, presents the directive one and Tatjana presents de participative one (Gligorov, 2020). A directive type of leadership is characterised by having standardized and formalized objectives, which may result in a perception from the employees of higher expectations and as such more strictness. On the other hand, the participative leadership includes the employees into the conversation and considers them as equals, meaning that it could happen that the employees may not believe they should be as engaged in their work with this leader instead of the other (iEduNote, 2017). As such, it is recommended that the Hotel Gligorov analyses and understand this dynamic within the hotel so that work engagement remains high despite the difference in their leadership style.

4.3 To analyse how Joint Leadership influences employees' perceptions of leader communication

Interactions with the leaders have great effect on the employees' perceptions. Having a high-quality space for conversation between them and their leaders is of vital importance for the correct functioning of any hospitality outlet (Schyns and Day, 2010). However, Breukelen et al. (2016) highlighted the fact that it is not only the characteristics of the leaders but also those of the employees which have a great influence. In the case of the Hotel Gligorov, this is a very important characteristic due to the Joint leadership presented. This may include a difference in their communication with their leaders according to the leadership style they are most close to.

Given the study created by Vidyarthi et al. (2014), Joint leadership does not always have a positive outcome. A directive leader presents the objectives clearly and has high expectations, which means that should an employee present submissibe characteristics, they are more likely to understand their communication as very demanding and even sometimes aggressive. Whereas in a participative leadership there could be a sense of equality that may have the communication more easy-going and not as demanding as the directive leader. As such, it is

recommended for the Hotel Gligorov to understand these dynamics and use the correct leader in the correct situations. Failure to determine these situations may result in a high turnover of employees due to dissatisfaction with the management and a negative view of the hotel management.

This can also be linked to the fact that having two leaders with different expectations and way of handling situations may leave them feeling like there is no congruence within the management and a feeling of impredictability on how their work will be perceived by the management. It can also affect work enagagement, given that they will try to achieve the goals clarified by the directive leader as much as possible, and especially when that leader is nearby. Whereas if they are not too engaged, and the participative leader comes along, it may not make much a change in their trying to do their best, given that the fact that if they see her as an equaly could have negative repercussions where she is also ignored or dismissed when she provides a challenging objective. Furthermore, it could happen that because the participative leader takes into consideration the opinions of the employees, they may come up with very contrasting decision that those of the directive leader. As such, a standardization of situation-handling is recommended.

4.4 To analyse the strategies and plans of copreneurs in the application of Joint Leadership

One of the biggest challenges of having co-leaders who are married in a family-run hotel is the fact that there may be a great number of times where disagreement comes to happen (Huebert, 2020). Having different reactions to different situations may mean that the employees take advantage and go to the leader that is more likely of providing them with the benefits or answers they are looking for, despite the fact that this may not mean that it benefits the hotel.
A joint leadership strategy presenting both directive and participative traits may mean that there is a lot of incongruence in the responses and policies being given out by the management, and as such, it is recommended that the leaders of Hotel Gligorov present a united front with the employees instead of disagreeing in their tactics. Having them back each other will present a strong management that could have the employees be more assured about the future and handling of the hotel. Furthermore, it is recommended that a strategy where delegation is the most important aspect is instituted (Newton,

2015). This may not always be possible given the quick dynamicity of a hotel. However, having one person in charge of specific aspects may facilitate the communication with the leaders from an employee perspective, eliminating the prolongation of a possible problematic situation and instead being able to come up with quick solutions. As such, for the Hotel Gligorov it may be a possible recommendation to standardize their approach towards employees and assign a leader for a specific situation. This way, the path-goal route may become clearer and objectives more easily achieved.
However, this may not be the sole solution. Should this strategy be tried and not have positive outcomes, there may be another recommendation. The great difference in the styles of leadership may present a problem because of the incongruence when dealing with situations. As such, a leadership style that compliments each other could be the solution. A directive leadership may continue to be necessary for the well-being of the hotel due to the high standardization it is characterised for (iEduNote, 2017). However, a change may prove to be useful in the participative style. The high contrast between having a clear leader and having a close "colleague" may be the source of the incongruence in the management. As such, either a supportive leadership or achievement-oriented style can be recommended. This way, the communication becomes more straight-forward, given that both leaders present traits that are directive and clear as to what their expectations are.

4.5 Conclusion

Finally, it is possible to say that there are great benefits and possible negative effects to a Joint-leadership. However, this is a very challenging leadership style that may result in incongruence from the management. Presenting such contrasting styles such as directive and participative may prove to be negative because there is no constant on how situations should be handled. As such, it is recommended that either a standardisation of situation-handling is created or a change in one of the leadership styles in order to create a united front from the management in the Hotel Gligorov and increase the work engagement.

Chapter 5: Recommendations and Conclusion

5.1 Conclusion

Nowadays the need for suitable leaders has immensely increased due to the high demand for work (Fonsén et al., 2015). It is very essential to have a leader that has the ability to work in a team with an understanding of the others, instead of being only individual. It is believed that there are two ways of achieving this: rationality in the selection of objectives and emotional effects on workers. Based on the nature of this research the author has decided to conduct the research of the challenges and limitations of joint leadership as 'copreneurs' in family organisations. Joint leadership has been used for different organisations in a number of different contexts. One of the most used concepts of Joint Leadership is in the form of 'copreneur'. Couples tend to seek a very balanced approach to their lifestyle and their career, as a major factor opening a small business. As Kelly (2014) conducted a study in order to have better understanding of the effectiveness of joint leadership between the managers and the doctors in Finland. The result outcome was very positive, which means as long as the idea of joint leadership is put correctly the outcome will be positive. This type of leadership has a positive effect on the relationship between the leaders and employees (Vidyarthi et al., 2014). On the other hand (Silversthorne, 2001) study in Taiwan showed that different individuals prefer different leadership styles. However these studies used the quantitative approach of collecting data, which means the gathered information might have a negative impact in the analysis of the data and as well the diverse perceptions could have been lost. The method in this research will be conducted in a qualitative approach in order to have an insight on the employees perception towards the two different leadership styles. The author has differentiated the two different leading styles in Hotel Gligorov, one has a directive approach and the other has a more participative style. Therefore, it came to attention that employees have a different perception of the leaders. And due to these factors the employees' behaviour is different with each of them.

5.2 Recommendations

Based on the nature of this research paper aims to explore the limitations and challenges of Joint Leadership in the form of 'copreneurs' in family organisations in Hotel Gligorov, Macedonia. Several recommendations should be made to the academics and the hotel sector based on the findings revealed during the discussion chapters. Pointing at the Leader-Member-Exchange Theory, one feature to be considered is the misinterpretation that this concept is perfunctory as is it includes acustoming momentary surroundings to fit employees present wants and needs. Which is recommended that the leaders in order to avoid such situations is to generate on a common ground principles. With that being implemented there will be avoidance in favoritism between the leaders and the employees themselves. The leaders should put into consideration this diverse dynamic in having different approaches that might affect the working environment and the engagement of the employees, which the concept itself comprises the elements of the momentary situations.

Additionally, leadership in Macedonia is still a concept which is still in progress as the owners need to be educated to the advance of the importance of leadership that affects the working environment and its significance. Taking into consideration this mentioned, introducing the value of leadership through concepts and practices could increase the awareness towards leadership. Which it could overcome the possible limitation, as an educational activity for the participants to be more liberated with the answers and not being restrained. Which should be taken into consideration for the further applicable academic researchers as a proposed recommendation. To be mentioned in Path-Goal Theory it is highly criticised due to its lack to elaborate how leadership behavior interacts with a follower's motivation and that the theory is primarily geared at followers, negating follower's ability to influence leaders' behavior, by utilising guesswork to predict it. It should be put into consideration that despite their different approaches towards employees, a standarised and more principle rules of motivating the employees should be implemented. It will provide a more coherent view on the employees to achieve their goals and it will give a more comprehended understanding between the leaders how to manage it. Still, this is only a proposed suggestion, more further research should be conducted which have better determination about proper joint leadership in family organisations.

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