

PROACTIVITY, ORGANIZATIONAL TRUST AND MOTIVATION IN DEVELOPMENT POTENTIAL OF FRANCHISING COMPANIES

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Purpose: Franchising activities are highly specific, and research on improving the organization and management of human resources in such companies is rarely conducted due to the overestimation of the rigidity of the franchisee-franchisor agreement in terms of implementing appropriate attitudes and behaviors of organization members, including stimulating proactivity, building organizational support or motivating employees. Hence, the main aim of the study is to determine how motivation, organizational trust and proactivity affect a franchise company's development potential.

Design/methodology/approach: The study had a form of questionnaire survey realized among 150 franchise businesses in 2022. The opinions of the respondents were gathered using a 5-point Likert scale. The study's respondents were chosen by purposeful random selection. Once the reliability indicator values had been accepted, a statistical study utilizing descriptive statistics, correlation indicators, and a multiple regression model had been completed.

Findings: The research confirmed positive correlations between employee proactivity, organizational trust and internal motivation system and the development potential of franchising companies. The built multiple regression model indicated that these variables significantly influence the development potential of franchisees' companies - the whole model explained 42.8% of variation in the response.

Research limitations: The main limitations of the study was not fully representative research sample, thus the study requires further confirmation. The quantitative nature of the study should be extended to include qualitative research explaining the examined relationships.

Practical implications: For management practitioners, the development of management tools is recommended to improve internal organization and HR management, which should be created as a complementary element to principles of the franchising system rather than as competing one.

Originality/value: The paper's contribution is visible by highlighting the significance of creating an organizational culture based on motivation, internal trust and proactivity in development of organization within the franchising network.

Keywords: motivation system, organizational trust, proactivity, development potential, franchising.

Category of the paper: Research paper.

1. Introduction

Franchising is one of the most popular forms of doing business nowadays. It is a stable system that unites a franchisor and a franchisee under a single brand. For a charge, the franchisor passes the brand and business model to the franchisee, along with all related trademarks, products, or systems. A franchise agreement, which establishes the franchisor's relations with its franchisees, is intended to ensure consistency, quality, and a certain degree of confidence in the goods and services the franchisees offer. The promotion of principles like dependability, honesty, credibility, and mutual understanding inside enterprises shows the significance of leadership in the establishment of trust and loyalty in franchise relationships. Communication, a factor fostering franchising system trust, is also crucial (Ghani et al., 2022).

The success of a franchise depends on the relationship between the franchisor and the franchisee. Consistent business strategy, capable management, and excellent communication ensure that all parties are involved. There needs to be an open and trustworthy relationship between the franchisor and the franchisee. While there is only one final decision-maker in a franchise system, decisions are frequently reached by consensus in a fast-growing, well-managed franchise system (Hizam-Hanafiah et al., 2023). To ensure the development and success of the entire system, franchisees and franchisors work together and actively take part in the innovation process (Karmeni, de la Villarmois, Beldi, 2018). Being competitive involves ongoing development of the offer to satisfy client needs. All ecosystem players must cooperate with the franchisor in order to accomplish this.

The research presented in this paper is interesting in that it examines how organizational factors built the development potential of franchising businesses, which are known for their high management specificity as a result of the tight franchisor-franchisee relationship. The primary goal of the study is to determine how motivation, organizational trust and proactivity affect a franchise company's development potential. Therefore, the paper's contribution is to supplement theoretical knowledge by highlighting the significance of creating an organizational culture based on motivation, internal trust and proactivity in development of organization within the franchising network. Based on this knowledge, the paper then identifies the practical implications for both franchisors and franchisees.

2. Literature review

2.1. Motivation system

Motivation is known as a force that directs, stimulates and perpetuates behavior or an individual's willingness to carry out a task (Bos-Nehles et al., 2023). As Fırat, Kılınç and Yüzer (2018) point out, motivation is the energy that drives a person towards a certain goal. The term "motivation" refers to the forces that start work-related behavior and control its form, progress, intensity, and length (Løvaas et al., 2020).

Examining how people are motivated by several interconnected elements is important aspect of human resources management. People who have chosen to meaningfully attempt to accomplish something they value are motivated. What is more valuable to each person varies. People can be motivated in a variety of ways, including by financial incentives, goals to reach, the fear of losing their jobs, and the objectives of the company or certain groups within the business. It is stated that in order for each employee to successfully do their assigned tasks inside the organization, they would need a unique set of skills and goals, and that the process of motivating starts with understanding the needs of a particular individual (Ismajli et al., 2015).

One of the basic tasks in the field of human resources management is to provide the organization with motivated employees. To achieve this, appropriate and consistent motivational activities should be undertaken at all levels of management, starting from managers who should have knowledge about the needs and expectations of their subordinates and the ability to influence their attitudes and behaviors, to human resources specialists who have the ability to shape employee motivation by designing effective motivational systems. The company should develop an appropriate employee motivation system, in accordance with its specificity. An efficient motivation system should take into account incentives, measures, rules and conditions appropriately matched to the needs of employees, which will have a significant impact on the employee's behavior in such a way that both the employee and the organization achieve the intended outcomes. It consists of motivation tools that can be divided into three groups: constraint, encouragement, and persuasion (Knap-Stefaniuk, Karna, Ambrozová, 2018).

2.2. Organizational trust

Trust inside an organization is seen as the cornerstone of enduring relationships between employees and employers. It can be characterized as a readiness to be exposed to the other party's actions based on the expectation that the other party will carry out a certain action that is crucial to the party relying on it, regardless of the ability to observe or manage the other party. Since it has so many positive effects on a company, such as lowering transaction costs or fostering employee cooperation, organizational trust is viewed as a type of social capital. Furthermore, trust lowers monitoring expenses, reduces opportunistic behavior, encourages

organizational innovation, and gives the company a distinct competitive edge. It has been shown that trust impacts relationship processes, such as the quality of interactions, as well as business outcomes (Silva, Carrizo, Mota, 2023).

Organizational trust is related to a person's conviction that their membership in the organization would be advantageous in every way. Organizational trust can be understood in two different ways: first, as trust within a specific organization, and second, as trust in the company's leaders. Organizational trust is a quality that enhances task implementation in organizations by having a favorable social connotation. In addition, the importance of leaders in fostering organizational trust is highlighted, as this is where the process of enhancing trust within organizational structures starts (Ilyas, Abid, Ashfaq, 2020).

At the individual level, trust is described as a state in which a person has confidence in a particular individual or group of individuals who possess a particular set of traits in respect to a particular object. In this instance, we're referring to the more specific idea of "relational trust", which is different from "generalized trust" in others. However, it should be recognized that there is a causal link between relational and generalized trust. Generally speaking, we understand that when people can be trusted, transaction costs are lower and collaboration in various fields increases. There is proof that relational trust and cooperation play an important part in how businesses developed, and there is also evidence that there is a strong link between generalized trust and innovation at the firm level (Bischoff, Hipp, Runst, 2023). So, because it enables businesses to exchange information and work together to solve challenges as part of good management of the innovation process, trust is crucial to the process of innovation (Shazi, Gillespie, Steen, 2015), which ensure the development of the organization.

2.3. Organizational proactivity

The ability of a business to seize commercial opportunities by making an effort in a highly competitive environment is referred to as proactivity. Being proactive means being able anticipate new goods and services rather than just reacting to events as they happen now. Major firms consistently enter new markets early because they can confidently foresee the demands of a competitive marketplace. They also frequently receive the label of "quick movers", despite the fact that they initiate and sustain these efforts, such as the first moving firms. Proactivity is the ability to create an insight centered on gaps that are discovered through in-depth investigation or market research analysis. So, businesses may stay competitive by being proactive (Al-Mamary, Alshallaqi, 2022).

According to Lumpkin and Dess (1996), being proactive refers to the alignment of predictions and actions with market expectations and needs going forward. According to this viewpoint, proactive organizations are defined by a desire to lead the way and take advantage of new opportunities in their surroundings. By focusing on premium market sectors, charging high prices, and displacing rivals, proactive businesses can get a first-mover advantage. Concepts relating to the first-mover advantage and the disclosure of unmet consumer

requirements are included in the proactivity (Liu, Lee, 2015). Proactive economic organizations can foresee future consumer demands and market shifts when searching for market opportunities (Fadda, Sørensen, 2017).

Providing suggestions for improvement, getting feedback, and selling issues to management are all examples of proactive behavior in the workplace (Parker, Wang, Liao, 2019). Self-initiation is essential for foreseeing and controlling situations. By clearly defining their jobs, proactive employees may efficiently manage new tasks and goals, according to prior study. Proactive individuals are better able to establish and sustain working relationships with their superiors and coworkers, which might have an impact on social interactions in the workplace (Luqman, Zhang, Hina, 2023).

2.4. Hypotheses development

In the literature, it is frequently noted that proactivity and corporate performance are related. Proactive businesses are the first that recognize early signs of changes in their environment, are able to detect the opportunities that these changes present for gaining a competitive edge, and are able to take advantage of those possibilities. A proactive strategic mindset encourages internal dialogue and knowledge exchange, which aids in achieving desired business outcomes, and built development potential of company (Sancho-Zamora et al., 2021). An enterprise can anticipate the needs of emerging markets and combine resources to better address them than rivals if it maintains a very proactive approach. Being proactive enables businesses to take advantage of the first-mover advantage and gain rewards that latecomers won't, such as expanding their customer base and improving their reputation with consumers. This fact provides strong evidence that firms' business performance and proactivity are positively correlated, which contributes to their success (Loan et al., 2023). In relation to the franchising industry, the relationship between proactivity and business performance has also been noted, albeit to a lesser level (Zahoor, 2021). Based on these arguments, we propose the following hypothesis:

H1: Proactivity has a positive impact on development potential of franchising companies.

According to George, Aboobaker and Edward (2020), organizational trust is seen as a key component of satisfying and lasting employee-employer interactions. Enhancing organizational trust within a company has a number of benefits. The benefits of trust for an organization include lower supervision costs, a decline in opportunistic behavior, support for organizational innovation, and unmatched competitiveness. It affects the effectiveness of interactions as well as the economic outcomes (Silva, Carrizo, Mota, 2023). The topic of trust was also discussed in relation to the efficiency of franchising companies, but the main focus is on trust within the franchising system, and especially towards the franchisor (Herz et al., 2016). Meanwhile, the aspect of organizational trust in the franchisee's company, which affects the efficiency of work and the entire organization, is omitted. As such, we can define the hypothesis as follows:

H2: Organizational trust has a positive impact on development potential of franchising companies.

The motivation system is an important element of modern human resources management. It is a tool for influencing the organization's managers on employees, influencing the increase in work efficiency and the results of the entire company. The motivation system is intended to encourage employees to work more effectively, thus contributing to better achievement of the organization's goals and improving the efficiency of its functioning (Knap-Stefaniuk, Karna, Ambrozová, 2018). Human resources have the ability to create competitive advantage for their organizations. Employee performance depends on many factors, including motivation, which significantly affects organizational performance. A motivated employee has individual goals that are consistent with the organization's goals and directs his or her efforts in this direction. Additionally, these organizations are more successful because their employees are constantly looking for ways to improve their work (Dobre, 2013). It is pointed out that it is necessary to build and strengthen employee motivation, both internal and external, which directly improves work efficiency, which contributes to the improvement of the economic condition of the enterprise and its development (Meirinhos et al., 2023). Considering the above, the following hypothesis was developed:

H3: Motivation has a positive impact on development potential of franchising companies.

3. Methods

In 2022, the study was carried out as a survey among 150 franchise businesses. Initial (pilot) research on a group of 10 persons was conducted prior to the survey to ensure that it was accurate and transparent in its content. The collected findings were organized, examined, and interpreted before being combined into a research report.

As independent variables, proactivity (PR), organizational trust (OT), and motivation system (MS) were selected. Every independent variable in the study was constructed using four survey responses that related to individual, group, organizational, and inter-organizational actions or activities. The opinions of the respondents were gathered in the form of arbitrary evaluations using a 5-point Likert scale.

The development potential (DP) was a dependent variable in the research. The development potential as a dependent variable was presented as a sum of five survey responses, and takes into account changes in the level of employment, the number of the company's clients, the quality of services provided, efficient internal organization of the company, and the efficiency (effectiveness) of company management over the last two years. The study's respondents were chosen by purposeful random selection.

While most research in the field of organizational variables employs a managerial perspective, the study's use of an employee method was novel. In actuality, employee research will provide you access to information that supervisors do not have.

In our study, the first stage of analysis was to assess the validity and reliability of the data (Tab. 1) in order to assess the caliber of the research.

Table 1.

Cronbach's alpha reliability test

PR	OT	MS	DP
0.833	0.847	0.891	0.876

Source: own research.

A Cronbach's alpha coefficient was used to evaluate the internal consistency of a group of objects. Given that 0.7 is the generally accepted value for Cronbach's alpha, it should be noted that the level of Cronbach's alpha is high (above 0.8) for all variables.

4. Results

It should be noticed that the respondents' responses for the proactivity and motivation system assessments are relatively comparable when assessing descriptive statistics for independent variables (Fig. 1), each of which consists of 4 component variables rated on a 5-point Likert scale. On a scale of up to 20, respondents gave the proactivity variable an average rating of 14.24 and the internal collaboration variable an average rating of 14.16. The organizational trust variable's mean responses, however, were higher and reached a level of 15.55. The least amount of standard deviation (3.80) was observed for this variable, indicating the least amount of response dispersion.

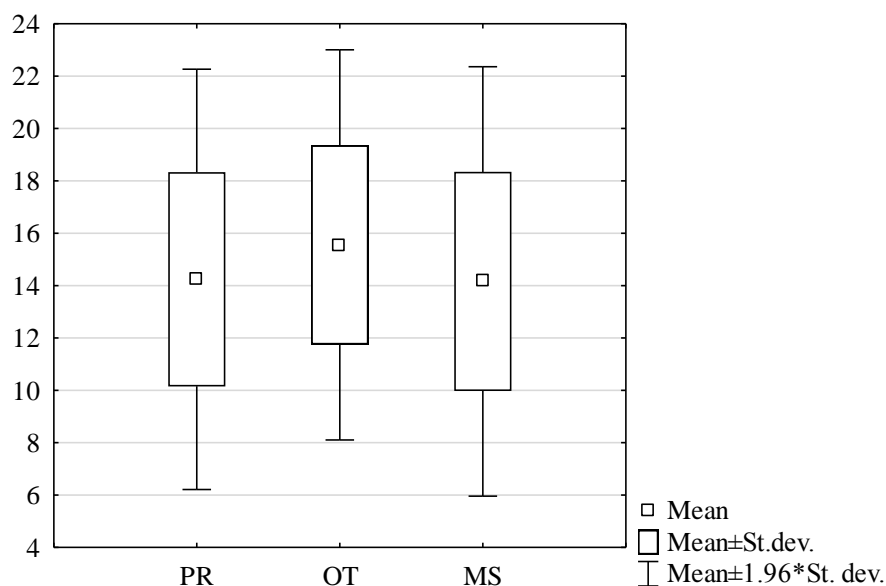


Figure 1. Descriptive statistics for proactivity (PR), organizational trust (OT), and motivation system (MS).

Source: own research.

The development potential of franchisees' businesses served as the study's dependent variable (Fig. 2). According to an analysis of descriptive statistics, this variable's average response on a scale of up to 25 was 18.71, and the standard deviation was 4.59. As a result, the respondents gave their franchising businesses positive ratings for their development potential.

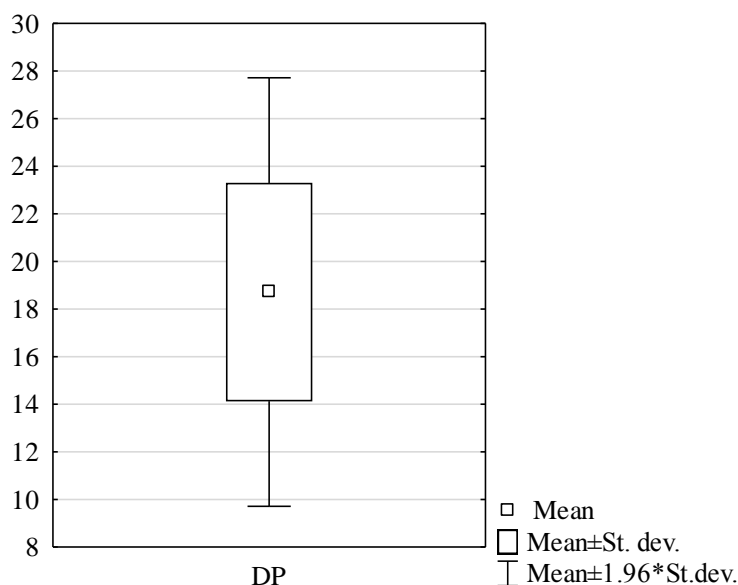


Figure 2. Descriptive statistics for development potential (DP).

Source: own research.

The correlation between the variables was looked at as the following phase in the research. The Kendall Tau correlation indicator was used to determine the correlations between the predictors. For all of the tested aspects, the study of Kendall's tau correlation revealed statistically significant dependencies trending in a positive direction (Table 2). The strength of the correlation between the variables ranged from weak to moderate, which allows for multiple regression analysis to be performed.

Table 2.

Descriptive statistics and correlation analysis (n = 150; p < 0.05)

	Mean	S.D.	MS	OT	PR	DP
PR	14.240	4.094	1.000	0.312	1.000	0.409
OT	15.553	3.801	0.312	1.000	0.380	0.320
MS	14.160	4.184	0.413	0.380	1.000	0.425
DP	18.713	4.593	0.409	0.320	0.425	1.000

Source: own research.

Multiple regression analyses were used to evaluate trends in the influence of independent factors on the development potential in franchised businesses (Tab. 3). The development potential level was included as dependent variables in the regression model. It was verified by Table 3's summary of the multiple regression model that the entire model was statistically significant ($p < 0.05$). Additionally, the complete model was able to account for 42.8% of the response variability, which is a promising outcome.

Table 3.
Multiple regression model summary

R Square	Adjusted R Square	Sum of Squares SS	df	Mean Square MS	Change Statistics			F	p
					SS	df	MS		
0.440	0.428	1381.465	3.000	460.488	1761.209	146.000	12.063	38.173	0.000

n = 150	Parameters estimates Sigma-restricted parameterization			
	DP Param.	DP Std. Err.	t	p
Intercept	5.351	1.343	3.986	0.000
PR	0.262	0.082	3.177	0.002
OT	0.260	0.090	2.897	0.004
MS	0.395	0.087	4.516	0.000

Source: own research.

All predictors within the model seem to have a statistically significant beneficial impact on GP. A 26.0% to 39.5% increase in the level of the development potential variable in the franchising company follows a 100% increase in each predictor.

5. Conclusion

The development of an enterprise depends on a significant number of factors, so it is complex, variable, and difficult to predict. However, it should be noted the growing importance of organizational factors in building the development potential of the organization. This may be particularly important in the case of companies that cannot base their development on the introduction of new products or services, remaining dependent companies within the network, as is the case with franchising systems. Franchisee companies are characterized by a high specificity of activity, but it seems that the quality of franchisor-franchisee cooperation and effective human resources management can be a significant stimulator of the growth of these organizations.

The survey conducted allowed for confirmation of all three research hypotheses. It can be concluded that proactivity, organizational trust and the motivational system have a significant positive impact on the development potential of franchising companies.

The research method has a number of limitations that can be discovered. First off, because only franchisee businesses are included in the research sample, the research group is not entirely representative. In order to assure the entire representativeness of the study, including in connection to specific enterprise features, such as the size of the enterprise or the length of operation on the market, an option would be to expand the research in the future. The flexibility of this research is somewhat constrained by the fact that only quantitative research is being

done utilizing a questionnaire with closed-ended questions. The answer would be to add qualitative research that explains the factors that led to the associations that were discovered.

Numerous contributions are made to the body of literature by this research. The state of the art was initially reviewed to emphasize the significance of specific organizational characteristics on the development of franchising firms and to close any gaps in the literature. This is a unique study in this group of enterprises, which highlights its contribution to science. Examining the impact of organizational proactivity, organizational trust and the impact of the motivation system built in the company on the development potential of franchisees highlights the importance and need for further research on the impact of organizational variables on specific groups of economic entities.

This study also has implications for management practitioners, highlighting the importance of organizing and managing human resources and the development of franchising systems, as well as the need for continuous improvement in these areas. Therefore, business professionals can employ research findings to enhance operational and strategic business operations. The development of management tools that support the use of powerful organizational solutions concurrently with the operating principles of the franchising system is highly advised, with the idea that both components should be viewed as complimentary rather than as competing with one another.

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