

## The Place of Culture in Succession Management of Family-Owned Businesses

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### Abstract

*This study identified the relationship between culture and succession management in Anambra State's Family-Owned Businesses (FOBs). The study used a population of 2370 FOBs in three areas of the state and a survey research approach. The sample size of 330 was determined using the formula developed by Krejcie and Morgan, 1970. A structured questionnaire used as the data collecting tool was examined to make sure it was both valid and reliable using split-half reliability, face and content validity respectively. Descriptive and inferential statistics were employed for data analysis at 5% level of significance; hypotheses were tested using simple linear regression. The findings revealed a statistically significant relationship between inheritance culture and coaching in family-owned businesses in Anambra State ( $R = .954$ ;  $R^2 = .910$ ;  $F$  Statistics = 2996.475;  $P$ -value .05) but no statistically significant succession plans in family-owned businesses in Anambra State (Chi-Square = 162.709;  $DF = 16$ ,  $\Phi = .130$ ;  $P$ -value  $> .05$ ). Thus, it was concluded that culture and succession planning among FOBs in the state of Anambra has a statistically significant association. In light of this, it was suggested that although the region's inheritance culture may be patriarchal, efforts should be made to ensure that female children are also taken into account when taking over businesses. It was also suggested that the government and other agencies educate the populace extensively about formal succession because doing so will help them understand it and put it into practice, preventing FOBs from passing away with their owners.*

**Keywords:** Culture, Succession management, Inheritance Culture, Coaching, Family-owned businesses.

### INTRODUCTION

Many forms of businesses exist, including partnerships, sole proprietorships, cooperatives and corporations. However, the oldest kind of business and cutting across all these other forms of businesses is Family-Owned Businesses (FOBs). This was captured by Ogbechie and Anetor (2015) who opine that FOBs remain the oldest and most dominant form of business ownership in the world.

This was also supported by Nnabuife, Okoli and Arachie (2018) who posit that one of the oldest and most widely used business models in both developed and developing nations are FOBs.

Over the years, FOBs have made significant contributions to the economies of the world. Asikhia, Oduyoye and Bienose (2021) aver that FOBs account for the majority of firms globally and play significant roles in most economies. Similarly, the World Bank (2019) states that FOBs make significant contributions to job creation, global economic growth and development. In Nigeria, they contribute 46.54% to Gross Domestic Product (GDP) (SMEDAN, 2012). Despite these sterling contributions of FOBs, their survival rate appears to be abysmal.

Price Water Corporation (PWC) (2019) observed that just a small percentage of FOBs outlive the first generational founder, indicating that they have a short lifespan. Only 30% of family businesses survive to the second generation, and only a third survive to the third, according to a study by the Institute of Family Business in the United Kingdom (2020). Furthermore, Ogundele, Idris, and Ahmed-ogundipe (2012) contend that while FOBs are important to many major economies around the globe, the likelihood that they will survive past the founders' age is incredibly low, especially in Nigeria. In order to put it into perspective, Burns (2014) notes that only about 30% of FOBs will make it from the first to the second generation, only 12% will make it to the third generation, and just 3% will make it to the fourth and subsequent generations. Studies have previously examined several factors for this poor survival rate, and many have pointed to inadequate succession planning and management as a major contributor as espoused by Karim (2014), who states that faulty succession is one of the main causes behind the untimely demise of FOBs.

Succession management (SM) in FOBs ensures that businesses are handed over to the next generation, thereby, cutting off the possibility of the business dying with the owner. Onuoha (2012) posits that it is the procedure by which control and ownership of the commercial infrastructure or inputs established by one family generation are transferred to the following generation. Hence, SM aids in the development of capable candidates to lead an organization's affairs when a vacancy occurs in any position inside an organization (Monyei, Agbaeze, Omonona, Kelvin-Iloafu & Obi-Anike, 2021). Preparedness for an unexpected shortage in a firm's workforce base and corporate sustainability points to the fact that Succession Management is significant to the long-term future of an organization and sustains an entity as a going concern (Ahsan, 2018). However, given the strong cultural inclinations in Africa and Nigeria, the Succession Management process especially in FOBs is usually influenced by culture.

The way people behave and think, their language and manners are all expressions of culture. In line with this position, Ferraro (2005) opines that culture is associated with everything that people have, think, and do as members of their society in common. Hence, culture influences even the business decisions of firms, especially smaller business where FOBs are a great part (Nnabuife, Okoli & Arachie, 2018). Furthermore, Goody (2003) opines that culture is recognised as the central component from which behaviour and performance of businesses like FOBs flow. Given the short life span of FOBs and the seeming cultural colouration of succession in Anambra State, this study, therefore, sought to empirically ascertain the role of culture in succession management of FOBs in Anambra State as a broad objective. Specifically, however, the study seeks to:

- a. Ascertain the extent to which inheritance culture influences coaching in family-owned businesses in Anambra State.
- b. Determine the extent to which family-owned businesses go in establishing formal succession plans in Anambra State.

## **REVIEW OF RELATED LITERATURE**

### **Culture**

The way a particular set of people or community decide to leave their life over a certain period can be termed to be the culture of those people. This was accentuated by Abakare (2009) who points out that culture is the way of life – the shared, learned behaviour of a people. It is exhibited by the people in different ways as captured by Abimbola, Adekeye, Ajayi, and Idowu (2011) who posit that it consists of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artefacts; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other hand, as products. Triandis (2000) posits that culture is a shared meaning or system found among those who speak a particular language or dialect, during a specific historic period, and in a definable geographic region. Culture can be seen in their language, clothing style, religion and others (Nnabuike, Okoli & Arachie 2018, Edna & Samson, 2021).

According to Palexandris and Panayotopoulou (2004), culture entails shared goals, ideals, worldviews, identities, and interpretations of key events that arise from shared social experiences and are passed down through generations. In a complex knowledge system from childhood and reinforced throughout life, it is the fundamental values and beliefs that make up a society's population (Triandis, 2000). However, cultures rarely begin fully formed; instead, they are adjusted and strengthened as the culture gains the support of the populace. According to Hill (2005), a culture's values and norms don't just appear fully formed; rather, they develop over time as a result of a variety of factors, such as the dominant political and economic philosophy, the social structure of a society, and the predominant religion, language, and educational system.

Culture has a way of determining the success level of people in the economy, in education and even in businesses. This notion was propagated by Nnabuike, Okoli and Arachie (2018) when they averred that organizational performance can be impacted by culture since some businesses may succeed in one culture but struggle in another (Uchenna & Audu, 2021, Uchenna & Audu, 2022). This is because culture can influence the way people think and react to issues in life and business because it shows in the beliefs and values shared by a social group in the form of symbols, norms, laws, values, rituals, myths and behaviours (Bucurean, 2011). Cruz, Hamilton, and Jack (2012) gave culture a more significant role, conceptualizing it as the underlying component that supports employees' thoughts and behaviours in firms and determines whether those organizations will survive. Hence, culture can either boost a business and its survival or kill it. Some of the critical issues that could challenge the sustainability of firms include inheritance culture, concerns of first-male child supremacy, and paternalistic inclinations are some of the cultural challenges that affect FOBs (Nnabuike, Okoli & Arachie, 2018).

### **Hereditary Culture**

When the term hereditary is mentioned, what comes to mind is passing on, handing over and giving the reign. Hereditary is drawn from inherit/inheritance. Gotten from, being entitled to, passing of title to a property or something tangible or even something intangible as a traditional title or family lineage. However, Nwadukwe (2012) avers that inheritance is the transfer of unconsumed material accumulations from previous generations. Within the context of this study, therefore, hereditary has to do with the culture of passing on the mantle of business ownership, control and leadership to another person.

The practice and belief of a certain group of people to pass on a property or a company to the next generation are known as inheritance culture (Nnabuiife, Okoli & Arachie, 2018). It is the practice of passing on property, titles, debts, rights and obligations upon the death of an individual (Nwadukwe, 2012). Every tradition or culture has its stand on inheritance, in Anambra State and most African cultures, the sons get a look first, especially the firstborn sons. Hence, the successors to businesses are in most cases, male children.

Onuoha (2010) opines that management succession in Igbo society is governed by inheritance culture, which allows the founder to pass on his business to his children or heirs (s). The right of the eldest surviving son to follow his father in the family's leadership and business operations is automatic and stems from seniority. Similarly, Ughoro (2011) posits that Nigerian society thrives on sentiments with people taking up positions they ought not to, simply because they are related to people at the helm of affairs, with owners of businesses usually passing the reign to a member of the family, especially the eldest sons even if not qualified, interested or knowledgeable enough to know their left from right. Hence, the culture of inheritance may not successful in business as it is in other core cultural dimensions.

### **Succession Management (SM)**

The idea of succession management (SM) is making sure that adequate plans are put in place to ensure that businesses are transferred from one management to the other. In the case of FOB, Succession Management plays the role of handing over the business from one generation to another so as to ensure that the business is sustained. Hence, Akinyele, Ogbari, Akinyele & Dibia, (2015) and Ahsan (2018) state that it describes the method used by business owners to recruit, assess, and strengthen their personnel to ensure that they are qualified to assume significant leadership positions when necessary. Finding and analysing possible successors while training them for current and future employment opportunities inside the firm is the hallmark of Succession Management (Monyei, Agbaeze, Omonona, Kelvin-Iloafu & Obi-Anike, 2021).

To prevent having to learn on the job, it is crucial for Succession Management to develop the competencies, skills, and capabilities of individuals who will assume leadership beforehand. The process of creating a talent pool with the knowledge, qualities, and experiences necessary to fill certain, frequently high-level positions is known as SM (Howe, 2005). By focusing on FOBs, Succession Management refers to the process of identifying and preparing a person or persons with the necessary mentality, abilities, and competencies to run a business after the founder or owner has passed away. In other words, Succession Management is everything done to ensure that when the owner is no longer in charge, another person takes over. This includes orientation, training, grooming, mentoring, and coaching. This is because, according to Dauda (2013) and Mohrman and Lawler (2014), it enables business owners to discover outstanding prospects and employees with high potential who have the leadership skills and business savvy needed to carry out long-term strategic business goals.

However, despite the necessity of managing succession to ensure the longevity of FOBs, some FOBs still find it difficult to prosecute the business of Succession Management with the seriousness it deserves. Some reasons have been adduced as to why the management of succession is not taken seriously by some FOBs, some of the reasons include:

- a. Family members delay the decision in order not to create potential friction among family members in case several potential CEOs are available within the family.
- b. Family members delaying the decision because no current family member or outsider is deemed capable of replacing the current CEO.

- c. Family members avoiding to address this issue in order not to discuss the topic of the eventual loss of a family leader.
- d. The current CEO refuses to admit that the company can survive without him/her and is afraid of retirement and refuses to address succession issues.

**Source:** Ivan Lansberg, The Succession Conspiracy”, *Family Business Review*, June 1988

## **Coaching**

Coaching has to do with guiding someone in a particular thing, it could be a business or a craft. For coaching to take place, there must be a coach (the experienced person) and a coachee (the person without experience). A coach is an individual who is involved in instructing, directing and training an individual or team's operations (Coggins, 2011) while a coachee is an individual who is being trained (coached), especially in business or office practice (Dougherty, 2013). The concept of coaching has been described as the act of developing identified individuals with talents and equipping them with the needed know-how and skills to be effective in a particular area (Arogundade, 2011). It is the training or development process via which an individual is supported while achieving a specific personal or professional competence result or goal (FERENCE, 2011).

Coaching encompasses the process that brings both experienced and inexperienced individuals together for knowledge sharing and transfer, work capacity and personal effectiveness development (Nnabuife & Okoli, 2017; Allen, 2007). In the wider organizational spectrum, coaching is a globally acknowledged tool employed in building potential leaders, strengthening organisational and employee capabilities, broadening employee intelligence (Kumar and Blake-Beard, 2012), developing organisational knowledge, and sustaining the firm's competitive advantage (Ofobruku and Nwakoby, 2015, Nzewi & Audu, 2023). It covers all premeditated undertakings encouraged by firms to develop their employees (which may be family members in the case of family-owned businesses) in order to sustain and improve the firm's competitive advantage (Okurame, 2008). In FOBs, however, it enables the sharing and transfer of wealth of knowledge acquired in the line of business (Chirico, 2008) over the years to the mentee (next generation), to ensure the continuity of the patriarch's legacy (Kumar & Blake-Beard, 2012).

## **Empirical Enquiry**

Nnaeto, Madu and Ndoh (2022) examined the effect of SM on sustainability of micro-organizations with a focus on the challenges in the South East. The survey method was adopted. The population of the study was infinite. However, purposive random sampling was adopted to select 50 micro-organizations. Sources of data were primary and secondary sources. A structured questionnaire was the major research instrument. Simple regression analysis with the aid of Statistical Package for Social Sciences (SPSS) was adopted. The findings showed inter alia that; the sustainability of micro-organizations significantly depends on SM, usually achieved through training and retention of existing employees in an organization. There is high optimism among the organizations sampled in the Southeast that adequate planning and execution of SM will ensure the productive longevity of many organizations in the geopolitical zone.

Okoh, Worlu, Oyewunmi and Falola (2021) investigated the moderating effect of succession planning on inheritance culture and business survival of selected family-owned schools in South-West, Nigeria. The study adopted a survey design method, and it was descriptive. A quantitative approach of data collection was also adopted for this study and 357 out of 500 copies of the questionnaire, representing a 71.4% response rate, were analyzed using Smart PLS 3.0. The study revealed that succession planning moderates the relationship between inheritance culture and family business survival. Specifically, the findings indicated that competence identification contributed more to

succession planning that fosters the relationship between inheritance culture and family business survival.

Monyei, Agbaeze, Omonona, Kelvin-Iloafu and Obi-Anike (2021) In Lagos, Nigeria, looked at the influence of SMon the long-term viability of small and medium-sized firms (SMEs). Participants were chosen from five SMEs across Lagos State based on their number of years in business, workforce strength, and branch locations for the study, which used a descriptive survey research approach. The hypotheses were tested using the Pearson product-moment correlation coefficient, which found that succession planning had a positive association ( $r = 0.934$ ,  $p$ -value 0.05) with corporate sustainability among SMEs in Lagos State, Nigeria.

Asikhia, Oduyoye and Bienose (2021) In Lagos State, Nigeria, looked at the impact of management succession planning on family company continuity. The study took the form of a survey research design. There were 8712 registered family companies in Lagos State when this survey was conducted. The study used a basic random sampling approach to select a sample size of 477 people using the Cochran formula sample size determination algorithm. Descriptive and inferential statistics were used to examine the data. The findings revealed that management style had no significant effect on family business survival in Lagos State, Nigeria, that organisational structure had a significant impact on business growth, that organisational culture had a significant impact on business performance, and that the managerial transition process had a significant impact on sales growth.

Ahmad, Keerio, Jameel and Karem (2020) explored the role of national culture in succession planning at Malaysian public universities. The study's data came from five Malaysian universities, and it was evaluated using Structural Equation Modelling. The investigation found that the national culture of university personnel has an impact on succession planning.

In South-East Nigeria, Osita, Kekeocha and Ojimba (2020) researched succession planning and sustainability of small and medium enterprises (SMEs). The population consisted of 1000 SME owners from the region's two major markets. The study employed a survey research design. The data was collected using a self-structured questionnaire. The data were analysed using regression analysis, and the hypothesis was evaluated at a 5% level of significance. According to the findings, the majority of enterprises are still in their first generation. According to the hypothesis test, there is a statistically significant association between mentorship and SMEs' continuity in the specified marketplaces in the study area ( $r = .933$ ;  $R^2 = .871$ ,  $F = 6562.226$ ;  $p$ -value 0.05).

Deirmentzoglou, Agoraki, Fousteris, and Pekka-Economou (2020) investigated the impact of cultural values on corporate sustainable development (CSD) decisions in Greece. Organizational culture is used as a control variable, among others, to assess the relationship between sustainability and cultural values. Corporate sustainable development is examined as an integrated construct of three dimensions (environmental, economic, and social development), and organisational culture is used as a control variable, among others, to assess the relationship between sustainability and cultural values. Long-term orientation and collectivism, two of Hofstede's cultural dimensions, have a major impact on executives' activities towards corporate sustainable development, according to a poll of CEOs of medium- and large-sized businesses. Collectivism was found to be negatively associated with corporate sustainability, while long-term orientation was found to be favourably related. Furthermore, the findings revealed that corporate sustainable development practices are strongly linked to organisational culture and company size.

## METHODS

Based on the parameters of the investigation, this work used a survey research design that asked respondents for pertinent information via a questionnaire. The population is made up of chosen FOBs

in three different areas of the state of Anambra. These localities (Awka, Nnewi, and Onitsha) were chosen because they represent the three senatorial zones in the state with the biggest populations and because they are the most well-known cities with the most registered FOBs. Additionally, the study solely takes into account registered FOBs in these locations as reported by the Chamber of Commerce, Industry, Mines, and Agriculture (Nnewi, Onitsha, and Awka) (2022). According to the sample size calculation formula developed by Krejcie and Morgan in 1970, the population is estimated to be around 2370, and the study's sample is 330. Bowley's allocation method was used to determine the proper distribution of questionnaires, and it resulted in the distribution of 89, 136, and 105 copies of the questionnaires to Awka, Onitsha, and Nnewi, respectively, depending on the population share of FOBs in the locations. The major data source for this study was a structured questionnaire that was administered in person with the assistance of two research assistants. The data collecting tool (questionnaire) was validated by management and education foundation professionals using face and content validity to make sure it measures what it is intended to measure. The reliability of the questionnaire was further tested using the Split-Half approach, and the resultant coefficient of .895 was high enough to be considered trustworthy. Using a mix of descriptive and inferential statistics, the data obtained was evaluated. Frequencies and means are used as descriptive statistics, while simple linear regression analysis and chi-square are used as inferential statistics. The hypothesis was evaluated at a 5% level of significance.

## DATA PRESENTATION AND ANALYSIS

### Research Question One

To what extent does inheritance culture influence coaching in family-owned businesses in Anambra State?

**Table 1: Distribution of responses for inheritance culture and coaching**

S/N	Questionnaire Items	SA (5)	A (4)	UD (3)	D (2)	SD (1)	Mean	Remark
<b>Inheritance Culture</b>								
1	The male child is the one that inherits businesses.	121	134	-	43	-	4.12	Accept
2	Our culture favours male children in inheritance.	201	66	-	31	-	4.47	Accept
3	My male children already know that they are the ones that will take over my business.	167	64	23	34	10	4.15	Accept
4	I prefer my male children to manage my business when I am gone.	67	133	16	40	42	3.71	Accept
<b>Coaching</b>								
5	I prefer teaching my sons about my business.	184	88	-	14	12	4.40	Accept
6	I take my male children to the shop so they can learn.	138	100	-	60	-	4.06	Accept
7	I leave my business to my sons to manage most time.	45	167	-	34	52	3.40	Accept
8	I coach my male kids on how best to grow our business.	79	69	-	70	80	2.99	Reject

Source: Field Survey, 2023

Table 1 indicates the distribution of responses for inheritance culture and coaching in Anambra State. The analysis is based on the mean of the respective questionnaire items with a threshold of acceptance of 3. Starting with questions used in measuring inheritance culture, when the respondents were asked if the male children are the ones that inherit businesses, a mean of 4.12 shows that they

agree. They also agree that their culture favours male children their inheritance as indicated with a mean of 4.47. A mean of 4.15 also indicates that their male children already know that they are the ones that will take over their businesses. They also agree that they prefer their male children to manage their business when they are gone as shown with a mean of 3.71. for questions used in measuring coaching, the respondents were in the affirmative when asked if they prefer teaching their sons about their business as indicated with a mean of 4.40. Similarly, they agreed that they take their male children to the shop so they can learn and that they leave their businesses to their sons to manage most times with a mean of 4.06 and 3.40 respectively. They however disagreed, albeit very narrowly or slightly that they coach their male kids on how best to grow their business as shown with a mean of 2.99.

### Hypotheses One

There is a significant link between inheritance culture and coaching in family-owned businesses in Anambra State.

**Table 2: Model Summary for Hypothesis Two**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 <sup>a</sup>	.910	.910	1.408

a. Predictors: (Constant), INHCUL

Source: Field Survey, 2023

Where:

### INHCUL: Inheritance Culture

Table 2 is the model summary for the test of hypothesis one which states that there is a significant link between inheritance culture and coaching in family-owned businesses in Anambra State. The analysis just like the previous one is based on R and R<sup>2</sup>. The R is .954 signifying a strong positive relationship and the R<sup>2</sup> .910 indicates that a 91% change in the dependent variable (coaching) is accounted for by changes in the independent variable (Inheritance Culture).

**Table 3: ANOVA output for Hypothesis One**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5944.308	1	5944.308	2996.475	.000 <sup>b</sup>
	Residual	587.195	296	1.984		
	Total	6531.503	297			

a. Dependent Variable: COACH

b. Predictors: (Constant), INHCUL

Source: Field Survey, 2023

Where:

### COACH: Coaching

Table 3 shows the ANOVA<sup>a</sup> output for hypothesis one which states that there is a significant link between inheritance culture and coaching in family-owned businesses in Anambra State. From the Table, the F Statistics is 2996.475 and the P-value is .000. In adherence to the decision rule which states that if the p-value is lesser than 0.05 level of significance, the alternate hypothesis should be accepted, the alternate hypothesis is, therefore, accepted and it is stated that there is a statistically



significant relationship between inheritance culture and coaching in family-owned businesses in Anambra State.

### Research Question Two

To what extent do family-owned businesses go in establishing formal succession plans in Anambra State?

**Table 4: Distribution of responses for the extent family-owned businesses go in establishing formal succession plans**

S/N	Questionnaire Items	VGE (5)	GE (4)	DN (3)	LE (2)	VLE (1)	Mean	Remark
<b>Extent FOBs go in establishing formal succession plans</b>								
1	To what extent do you talk to your children about the future of your business?	-	56	12	118	112	2.04	Reject
2	To what extent do you coach your children in your business?	12	78	7	78	123	2.26	Reject
3	What is the extent to which you conduct performance appraisal of your business with the successors of your business?	21	39	32	101	105	2.23	Reject
4	To what extent are you free to discuss your absence in your business with those that will take over?	-	37	4	89	168	1.71	Reject
5	To what extent do you strategize for handing over your business to your kids?	23	82	1	95	98	2.46	Reject

Source: Field Survey, 2023

Table 4 shows the distribution of responses for the extent family-owned businesses go in establishing formal succession plans. Here, the mean of the questionnaire items was used for the analysis with a threshold of acceptance of 3. When the respondents were asked to what extent they talk to their children about the future of their business, a mean of 2.04 shows that they do not as the mean is lesser than the benchmark of acceptance. Similarly, a mean of 2.26 shows that they do not coach their children in their business. They also disagreed that they conduct performance appraisals of their business with the successors of their business as revealed by a mean of 2.23. When it was asked to what extent are they free to discuss their absence in their business with those that will take over, a mean of 1.71 shows that it is to a very little extent. In the same vein, they also answered to a little extent when it was asked to what extent they strategize for handing over their business to their kids as shown with a mean of 2.46.

### Hypotheses Two

Family-owned businesses make significant succession plans in Anambra State.

**Table 5: Chi-Square Testsfor Hypothesis Three**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	162.709 <sup>a</sup>	16	.078
Likelihood Ratio	174.162	16	.075
Linear-by-Linear Association	1.446	1	.229
N of Valid Cases	1491		

a. 0 cells (0.0%) have an expected count less than 5. The minimum expected count is 11.19.

**Source: Field Survey, 2023**

Table 5 shows the Chi-Square tests for hypothesis two which states that family-owned businesses make significant succession plans in Anambra State. The Pearson Chi-Square is 162.709<sup>a</sup> with a degree of freedom (DF) of 16, and a p-value of .078 as represented by asymptotic significance value. Following this result, the p-value is higher than 0.05, therefore, the alternate hypothesis is rejected and the null hypothesis is accepted and it is stated that family-owned businesses do not make statistically significant succession plans in Anambra State.

**Table 6: Symmetric Measures (Test of Effect Size) forHypothesis Three**

	Value	Approx. Sig.
Nominal by Nominal Phi	.130	.120
Cramer's V	.065	.142
Contingency Coefficient	.114	.231
N of Valid Cases	591	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

**Source: Field Survey, 2023**

Table 6 shows Symmetric Measures which test for effect size or extent of effect. From the Table, the effect size as seen in the Phi row is .130 (13%) which is very low and the p-value as represented by approximate significance is .120. Going by this, it is stated that family-owned businesses make only 13% effort in succession plans in Anambra State.

## Conclusions

Thousands of small enterprises, most of which may be classified as FOBs, are located in the state of Anambra. The survival statistics of these companies, however, are not promising since some well-known FOBs in the state have perished after the death of the founder or owner. This sparked the curiosity of the researchers in how culture could be influencing the succession planning and management of this group of enterprises in the state. Therefore, the study focused on how discrimination based on culture could be affecting coaching and whether FOBs make significant succession plans. Using the proper tools, pertinent data to measure these factors were gathered and examined. According to the study's findings, family-owned firms in the state of Anambra have a statistically significant association with culture when it comes to Succession Management.

## Recommendations

The following recommendations are put forward:

- a) The inheritance culture in the region may be patriarchal, however, effort should be made to ensure that female children are also considered in taking over the business, as ultimately, the intent should be who will sustain the business for a long time and not the gender of the successor. If this is done, then coaching should be open to both male and female children and not one-sided as observed by the study.
- b) A lot of sensitization and education are needed by the government and other agencies to teach the people about formal succession as it will go a long way in making them aware of it and putting it into practice to save the FOBs from dying with their owners. The owners should also be encouraged to discuss succession plan with their family and management of the business as it does not mean the owner will die soon.

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