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The Link Between Culture and Succession Management among Family-Owned Businesses in Anambra State, Nigeria

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Abstract

This study determined the nexus between culture and succession management among Family-Owned Business (FOBs) in Anambra State. The work was anchored on the Dynamic Capabilities Theory (DCT) propounded by Teece, Pisano and Shuen in 1997. Survey research design was deployed for the study, with a population of 2370 FOBs in three areas of the state. Krejcie and Morgan's 1970 sample size determination formula was used to arrive at a sample size of 330. The data collection instrument was a structured questionnaire scrutinized to ensure that it was both valid and reliable using face and content validity and Split-Half Reliability techniques respectively. Descriptive and inferential statistics were used for data analysis. Hypothesis was tested at a 5% level of significance. Results showed that there is a statistically significant relationship between gender bias and business support in family-owned businesses in Anambra State ($R = .937$; R^2 .878; F Statistics = 2133.962; P-value $< .05$). Hence, it was concluded that culture has a statistically significant relationship with succession management among FOBs in Anambra State. Sequel to this, it was recommended that handing over businesses to successors should boil down to interest and competence and that effort should be made to ensure that female children are also considered in business succession plans.

Keywords: Culture**,** Succession management, Gender Bias, Family-owned businesses.

INTRODUCTION

There are many forms of businesses in existence, some are sole proprietorship, some are in form of cooperative businesses while others are corporations registered as corporate entities. In the midst of all these forms of businesses is family-owned Business (FOB), which cut across all forms of businesses, as there are many partnerships and corporate entities that started as FOBs. Similarly, a large number of one-man businesses (sole proprietorships) are FOBs. FOBs as a form of business are as old as mankind, as the root can be traced to the olden days. Succinctly capturing the old nature of FOBs, Nnabuife, Okoli and Arachie (2018) note that FOBs are one of the most ancient and prevalent forms of business in both advanced and advancing countries. They have remained the oldest and most dominant form of business ownership in the global economic dynamics (Ogbechie & Anetor, 2015).

The contributions of FOBs to the development of nations have been widely acknowledged as being enormous. Their job-creation capabilities and Gross Domestic Product (GDP) contribution cannot be overemphasized. Asikhia, Oduyoye and Bienose (2021) aver that globally, FOBs play major roles in most economies and account for majority of businesses worldwide. They make significant contributions to job creation and global economic development (World Bank, 2019). Putting it into context, the World Bank (2019), estimated that their total economic impact on GDP is over 70 per cent. They generate about 79% of jobs and account for two-third of GDP in India (Bernard, 2013). However, despite these overwhelming roles played by FOBs in major economies of the world, they still struggle to survive beyond the first generation of family ownership, as they are a form of business that has a family ownership structure. Price Water Corporation (PWC) (2019) discovered that FOBs seldom outlast their founders, implying that they have a short lifespan because, only a few outlive the initial generational founder. According to a research conducted by the Institute of Family Business in the United Kingdom (2020), only 30% of family businesses survive to the second generation, and only a third survive to the third generation. Furthermore, Ogundele, Idris and Ahmed-ogundipe (2012) posit that despite the significance of FOBs to major economies of the world, their survival rate beyond the founder's generation is exceedingly low, particularly in Nigeria. As a result of this poor record of survival, studies have in the past looked at various causes, and many have fingered poor succession planning/management as a major culprit. Karim (2014) recognized faulty succession as one of the major factors contributing to the untimely death of major FOBs.

Succession, as it relates to businesses, has to do with the process of handing over to or getting someone to take over a business. With respect to FOBs, succession is the measures and procedures that ensure the transfer of leadership from one member of the family to another (Sharma, Chrisman, Pablo & Chua, 2001). It is the process by which transfer of ownership is made and control of commercial infrastructure or factors of production built by one generation of the family to the next (Onuoha, 2012). Hence, when founders/owners of FOBs make effort to see that their businesses are transferred to the next generation, they are engaging in succession activities.

The active management of succession, termed Succession Management (SM) helps in developing competent people to pilot the affairs of an organization when a vacancy presents itself in any position in an enterprise (Monyei, Agbaeze, Omonona, Kelvin-Iloafu & Obi-Anike, 2021). Consistent succession management provides broader insight into not only focusing on switching top officials but also forces firms to examine all staff for the future of the business (Dauda, 2013). However, the choice of whom to hand over the business to or who succeeds the owner or the founder, especially in FOBs, normally has some cultural colouration, most especially in Africa and Nigeria which is a culturally strong nation, and more so in Anambra State.

Culture is the way of life of people living in a particular locality, who share a common belief system and values. Culture is associated with everything that people have, think, and do as members of their society in common (Ferraro, 2005). This goes to show that culture in different localities has a way of influencing people's behaviour, and businesses are not left out in the web of things influenced by culture, more so FOBs that have strong family and cultural ties. Nnabuife, Okoli and Arachie (2018) support this assertion by stating that the culture in any community or locality has a way of influencing things in that community, FOBs inclusive. They went further to state that a community's values, norms and belief systems can influence businesses within it to a very large extent (Nnabuife, Okoli & Arachie, 2018).

Given that FOBs do not last long after the exit of the founder, this study seeks to understand if the culture of the people in the state has a role to play in this. There is a strong patrilineal culture in the state, where fathers seem to favour male children in terms of inheritance, thereby, meaning a strong gender bias against the female child. This seems to play a role in who succeeds the father and who gets to be trained or mentored to take over the reign of businesses owned by the family. The insistence in most cases that since the business has a strong family foundation that the next in line of managing the business should come from the family, which is a cultural affiliation belief also calls for studies. These, therefore, necessitated this study to examine the place of culture in the succession management of FOBs in Anambra State.

Objective of the Study

The broad objective of the study is to determine the nexus between culture and succession management among family-owned businesses in Anambra State. Specifically, the study seeks to:

Examine the relationship between gender bias and business support in family-owned businesses in Anambra State.

REVIEW OF RELATED LITERATURE

Culture

Culture is the way of life of a particular people in a particular locality. It is something they have done consistently over a particular people and it has come to be accepted as a norm or law. Abakare (2009) averts that culture is the way of life – the shared, learned behaviour of a people. From the definition, it is seen that culture can be learnt, that is, it may not be part of a locality or community, but once they accept it and start practicing it, it becomes part of them and it becomes their culture.

Seeing culture in a slightly different way, 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. Here, the definition brings out the need for the culture to be identifiable with people who speak the same dialect and live in the same geographical location. Also pointed out in the definition is the need for the culture to be specific with a particular period, as a culture of a land today, may be abolished or changed tomorrow. People's culture can be seen in different ways, it could be in the way they speak, relate with each other or dress. It could also be in their belief system, religion and language. This is why Nnabuife, Okoli and Arachie (2018) point out that the culture of people can be seen in their language, clothing style, religion and others.

Culture involves shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of society which are transmitted across generations (Papalexandris & Panayotopoulou, 2004). It is the core values and beliefs of individuals within a society, which are formed in complex knowledge systems during childhood and reinforced throughout life (Triandis, 2000). However, most times, cultures do not start fully developed; they are fine-tuned and reinforced as the culture receives approval from the people. This was the position of Hill (2005) who avers that the values and norms of a culture do not emerge fully formed, rather, they are the evolutionary product of several factors, including the prevailing political and economic philosophy, the social structure of a society, and the dominant religion, language and education.

Culture can be a distinguishing element between communities or individuals as the belief system, language or religion of a particular locality may differ from that of another locality, thus, making the localities identifiable or groupable. Hofstede et al., (2010) in line with this assertion posit that culture is the collective programming of the mind which differentiates different groups or categories of people. Similarly, Nnabuife, Okoli and Arachie (2018) point out that culture helps in distinguishing a community or society from another. It is a collective programming of the mind which distinguishes the members of one group or category of people from others (Shinnar, Giacomin & Janssen, 2012).

This distinguishing factor could affect the performance of businesses in different areas. That is, businesses could be thriving in a particular region or area, while the same could not be said of another region. And the factor influencing this could simply be the culture of people. Nnabuife, Okoli & Arachie (2018) point to this fact when they state that culture can have an impact on the performance of organisations as some businesses may thrive in one culture and may be strangulated in others. Bucurean, Mădălina, Costin and Marcu (2011) sees culture as a common set of beliefs and values shared by a social group in form of symbols, norms, laws, values, rituals, myths and behaviours that can influence peoples' thinking and actions. This thinking and action is the distinguishing factor that could make one person take certain decisions and actions about a business and its survival while another person takes a different form of actions that could jeopardise a business.

Culture can be a fillip to business continuity in a particular locality, while in another; it could be an albatross to the survival of businesses. Culture being a people's way of life, sometimes constitutes an insurmountable problem for businesses in form of succession plans, especially FOBs (Nnabuife, Nwogwugwu & Okoli, 2019). Inheritance culture, concerns of first male child supremacy, and paternalistic inclinations are some of the cultural challenges that affect FOBs (Nnabuife, Okoli & Arachie, 2018). Cruz, Hamilton and Jack (2012) assigned a deeper role to culture, conceptualising it as the underlying factor which supports the way people think and behave in organisations thereby determining the survival of organisations. Therefore, the belief of owners in terms of inheritance, their position on male child supremacy and apprenticeship decision could affect the succession decision and management of FOB owners and founders and could skew the decision to favour a particular gender. FOBs have a uniquely close relationship with their local community's culture, and thus, family systems form fundamental principles and core values, which can be seen as guidelines in the vision, mission and goals of the family enterprises (Duh & Belak, 2009).

Gender Bias

Gender plays a very important role in different cultures of the world. In some cultures, it may not be an important point, but in African culture, gender is one of the most important considerations in taking major decisions. In most of the African cultures, and in most communities in Anambra State, the male child is considered first in the line of inheritance before the male child. Nnabuife, Okoli and Arachie (2018) posit that the culture of Anambra state, in general, makes it explicit that it is the male child or children that inherit the properties of the deceased, a culture which seems to favour the male child over the female child, thereby signifying gender bias.

Gender bias is a situation where a particular gender is given more importance and role to play over the other gender. Where for instance in the line of inheritance, a gender is said to take first or one gender is said not to have any right to inherit some things. This is the practice in most African culture and Anambra state seem to be toeing this line as captured by Nnabuife, et al., (2018) when they state that the firstborn male child is always first in line to take over properties, including businesses of the father or owner of an FOB. Whenever a man dies, his property including his business ventures are divided among the deceased male children only (Nwadukwe, 2012).

This gender bias plays a significant role in the decision of choosing a successor to the business. The culture in the Southeast favours male children in becoming heirs over their female counterparts, and when there is no male issue, the founder/owner becomes discouraged to talk about the succession of his business (Nnabuife, Nwogwugwu & Okoli, 2019). From the foregoing, succession discussion or management becomes unattractive when there is no male child to hand over to. This is irrespective of the fact of whether the male child has the capacity and the competence to pilot the affairs of the business or even the interest. The inheritance culture being skewed along gender lines has been observed by extant literature without minding the business suitability (Miller, Le Breton-Miller, Lester & Cannella, 2007). Emphasis has always been placed on the male child especially in the family system mainly because families in Nigeria are patrilineal.The males are seen as a continuity of both the family name and the lineage and, the men are supposed to be dominant with women being subject to them (Aderonke, 2014).

Succession Management

Succession management has to do with making sure that at every point, organizations, and in this case, FOBs have people who will take over the business when the founder/owner is no longer strong, retires or dies. It ensures that people are groomed into becoming capable of taking over a business and successfully managing or controlling it. Karim (2014) states that crucial to the succession-management process is an underlying philosophy that argues that people in the corporation/business must be managed for the greater good of the venture.

Succession management refers to the process that business owners employ to attract, evaluate, and strengthen their workforce to guarantee that they are capable of playing important roles in the firm when called upon to take charge (Akinyele, Ogbari, Akinyele & Dibia, 2015; Ahsan, 2018). It is the process of finding and evaluating potential successors, whilst preparing them for present and future employment prospects in the company (Monyei, et. al., 2021). It is a way of determining vital staff potential and having a backup strategy for their smooth replacements when they are no longer available or no longer able to carry on effectively (Ahsan, 2018).

For the success of succession management, it is essential that the competencies, skills and capabilities of those who will take charge are developed beforehand, to avoid learning on the job. Succession management is the development of a pool of talent with the skills, attributes, and experiences to fill specific, often high-level positions (Howe, 2005). Narrowing it down to FOBs, succession management deals with making available for a business someone or people with the right mindset, skills and competencies to pilot the affair of the business when the founder/owner is no longer active. That is, management of succession deals with all that is put in place in form of orientation, training, grooming, mentoring and training to ensure that when the owner is no longer in charge, another person steps in to take control. This is because according to Dauda (2013) and Mohrman and Lawler (2014), it enables business owners to identify a high potential workforce and talented prospects that possess leadership capabilities and business acumen, which are required to execute long term strategic business plans.

The way succession is managed goes a long way in determining the long term future of any business. If it is handled properly, then the business will last longer than the owner, while if shabbily done, the business may just die with the owner. Monyei, et. al. (2021) posit that regardless of the ownership structure, succession management is crucial for a company's long-term viability and competitive advantage. Succession management comprises all pre and post activities undertaken which precedes the actual transfer of control (Shepherd & Zacharakis, 2000). It ensures leadership continuity in key positions, retains and develops intellectual and knowledge capital for the future, and encourages individual advancement, all geared toward the sustainability of the firm (Nnabuife & Okoli, 2017). Onwuka, Ekwulugo, Dibua and Ezeayim (2017) opine that many of the world's renowned organisations with the most longevity have their successes rooted in effective succession management; these great companies begin planning their exit strategy right at the start of their business endeavours (Osita, Kekeocha & Ojimba, 2020).

Business Support

No business can thrive without the support of customers, friends and family. This is even more pronounced in the FOB realms. Whoever is to succeed a founder or owner of a business needs support from the owner or founder if still alive (Nwadukwe, 2012). But when the owner died in active business services, the owner or founder should have been grooming and signalling to the people or business partner that the successor will succeed him or her (Nwadukwe, 2012). In the absence of such support, the succession process could be chaotic when the owner is no longer around. This might lead to a lot of questions as to who succeeds the owner and may lead to the untimely death of the business (Ahsan, 2018).

Business support could come in different ways; it could come in the form of financial support, moral support or even support to succeed the business. Whichever way it comes, it is crucial to ensure the sustenance of the business. Support to succeed in a business may be influenced by so many things, one of which is the gender of the successor or intended successor (Akinyele, Ogbari, Akinyele & Dibia, 2015). It could also be determined by factors such as culture. The culture of a people plays an important role in determining who gets supported to inherit a business. With the inheritance culture in Anambra state seemingly being male-skewed, that is, male children or even firstborn males being the first in line to succeed a business, it is a no brainer to assert that male children will get more business support than the female children.

Succession management goes beyond the present and making plans for the continuity of a venture in the distant future (Osita, Kekeocha & Ojimba, 2020). The level of support given to the future successor tells a lot about the future and who gets this support in culture-influenced society tells a lot about the sustainability of the business. The inheritance culture stands tall among factors that determine who gets control of the business and who is supported to succeed and manage the business. This support may be there irrespective of the interest of the chosen one. That is, in so far that the family has an heir apparent, who is preferably a male child, his interest in the business plays little role in determining whether he gets business support or not. And given that most FOBs in Anambra State are small, the baton of leadership is usually retained within the family and the male child gets the most support to inherit the business.

Theoretical Framework

This work is anchored on the **Dynamic Capabilities Theory (DCT).** This theory was propounded byTeece, Pisano and Shuen in 1997. The concept of dynamic capabilities draws its theoretical basis from two classic traditions within the strategy field – the resource-based view of the firm (RBV) (Wernerfelt, 1984) and market positioning (Porter, 1996). The theory talks about the capabilities that give organizations a competitive advantage, hence, it is said to be related to the Resource-Based View Theory of the firm (Wanyoike, 2016). Before the development of Dynamic Capabilities (DCs) perspective, the Resource-Based View (RBV) was used to explain superior performance and sustainability (Teece, Pisano & Shuen, 2017), hence, the root could be traced back to RBV.

The theory predominantly explains how firms, in this context, FOBs integrate, build, and reconfigure their internal and external firm-specific expertise, efficiencies and effectiveness into new capabilities that match their turbulent environment (Olepein, 2015). That is, making the best decision for the firm to ensure that its sustainability is not in jeopardy even in the face of discontinuities and environmental changes, which could be from either external or internal environment. The theory's goal is to comprehend how companies employ dynamic capabilities to gain and maintain a competitive edge over their competitors by responding to and causing environmental changes (Awori, 2009).

The relevance of this theory to the present work is that it provides clarity on succession management that will adapt to environmental changes. Based on the tenets of the theory which is focused on capabilities, family businesses are to hand over the business to people who are competent and experienced enough to lead the business without recourse to culture, gender or inheritance dynamics. That is, for the business to withstand the competitive nature of the environment, people with the right mindset and competencies should be given the reign of the business to ensure sustainability and growth.

Empirical Review

Jideofor,Okeke and Okeke (2023) examined the succession planning and family business sustainability in medium and large scale enterprise in Anambra state. The study adopted the survey design. The total population for the study is one hundred and fifteen enterprises (115). The sources of data include primary and secondary data. The study employed structured questionnaire as a method of data collection. Meanwhile percentage table, correlation and regression analysis were utilized to analyze the collected data from the sample respondents. The study found that explicit education has positive relationship with recruitment in family business in Anambra state, Nigeria, there is a positive relationship between hierarchical coaching and innovation in family business in Anambra state Nigeria and that dynamic successor has positive significant effect on work efficiency in family business in Anambra state, Nigeria.

Arinze (2022) established the effect of succession planning on sustainability of family businesses in Anambra and Lagos States of Southern Nigeria. Survey Research Design was adopted for the study and Taro Yamane's formula (1964) was used in determining the sample size. A total of 354 respondents drawn from SMEs in Anambra and Lagos States participated in the study. Four-hundred (400) questionnaires were distributed, while three hundred and fifty-four were correctly filled, returned and used for the analysis. Ordinary Least Square multiple regression was used for the analysis. The findings indicated that there is a significant adverse linear relationship between delayed-retirement of family business owner-managers and the business perpetuity. Second, that significant linear relationship exists between mentoring and successful management transference in family businesses. Third, that there is a significant linear relationship between the appointment of non-family member Chief Executive Officers as successors in family businesses in the absence of competent family member CEOs and the business continuous viability.

Olagunju, Abdulraheem, Abu and Salau (2022) looked at how succession planning affected the viability of family-owned janitorial service companies. The study used a cross-sectional survey with a descriptive methodology to gather data from 145 cleaning service companies registered with the Cleaning Practitioners Association of Nigeria (CPAN) and operating in the state of Lagos. Primary data were collected for the study utilizing a standardized questionnaire. Tables were used to illustrate the data, and multiple regressions was used to test the hypothesis. The study discovered that family-owned janitorial service businesses in Lagos State applied succession planning initiatives to a moderate extent. Very few of the companies showed any indication that they were conducting succession planning. The survey found that only a small number of organizations used various succession planning strategies, such as ensuring that work continues even without the founder, resolving conflicts, sharing vision, and educating successors.

Salau (2022) examined the effect of succession planning on SMEs performance. The study employed a survey research design and multi-stage sampling technique to select a sample size of 207 SME registered members with National Association of Small and Medium Enterprise in Lagos State. Consequently, only 185 questionnaires were duly completed and returned. Descriptive statistics was used to analyze collected data. Pearson Product Moment Correlation Coefficient was used to determine the relationship between talent and reward management variables and SME performance. Multiple Regression analysis was used to evaluate the significant effect among training and development variables and the moderating effect of organizational culture on the relationship between succession planning and SME performance. The study revealed that succession planning is determined by talent management, reward management and training and development, and exert significant effect on SMEs performance.

Ogundele, Idris and Ahmed-Ogundipe (2022) investigated entrepreneurial succession problems in Nigeria's family businesses as a threat to sustainability. The study used secondary data, the paper explored the issues involved in succession problems, the sources of the problems and how these have threatened the perpetuity principle in companies with respect to family businesses in Nigeria. The paper concluded that the succession laws of Nigeria and the multi-cultural nature of Nigeria creates a myriad of succession problems for family- owned businesses in Nigeria.

METHODOLOGY

This work made use of a survey research design based on the characteristics of the study which sought for relevant data from respondents through a questionnaire. The population consists of selected FOBs in three locations in Anambra state. These locations (Awka, Nnewi and Onitsha) were selected because they represent the most populated areas in the three different senatorial zones in the State and they are the most popular cities with the highest number of registered FOBs in the state. Also, only registered FOBs in these areas as obtained from Chamber of Commerce, Industry, Mines and Agriculture (Nnewi, Onitsha and Awka) (2022) are considered for the study. The population is estimated to be about 2370 and the sample of the study is 330, arrived at through the application of Krejcie and Morgan's 1970 sample size determination formula. In determining the appropriate allocation of questionnaire, Bowley's allocation formula was adopted, which led to allocating to Awka, Onitsha and Nnewi 89, 136 and 106 copies of questionnaire respectively based on the population proportion of FOBs in the areas. For the purpose of this study, primary data source was deployed through structured questionnaire and collected in person, with the help of two research assistants. To ensure that the instrument for data collection (questionnaire) measures what it is meant to measure, it was validated by experts in management and education foundation using face and content validity. The questionnaire was also subjected to a reliability test, using the Split-Half technique and the coefficient gotten was .895 which is high enough to be accepted as being reliable. The data collected was tested using a combination of descriptive and inferential statistics. The descriptive statistics are frequencies and mean while the inferential statistics is simple linear regression analysis and hypothesis was tested at a 5% level of significance.

DATA PRESENTATION AND ANALYSIS

Research Question One

What is the extend of relationship between gender bias and business support in family-owned businesses in Anambra State.

Table 1: Distribution of responses for gender bias and business support

S/N	Questionnaire Items	SA (5)	A (4)	UD (3)	D (2)	SD (1)	Mean	Decision
	Gender Bias							
1	Male children are better business managers.	101	111	24	62	-	3.55	Accept
2	I would rather hand over my business to my son.	123	145	15	15	-	4.21	Accept
3	My culture demands I hand over to my male children.	145	99	10	34	10	4.12	Accept
4	I believe my son is better prepared for business opportunities.	89	90	47	49	23	3.58	Accept
	Business Support							
5	Women are better housewives than business owners.	100	134	-	64	-	3.91	Accept
6	I bring my daughter to the shop always.	45	98	-	80	75	2.85	Reject
7	I teach my male children about business.	108	85	-	40	65	3.44	Accept
8	My son(s) like following me to the shop.	46	72	-	80	100	2.58	Reject

Source: Field Survey, 2023

Table 1 shows the distribution of responses for gender bias and business support in Anambra State. The analysis is carried out using mean and the decision is based on it, with a mean of 3 and above showing that the respondents agree while a mean of less than 3 shows they disagree. When the respondents were asked if male children are better business managers, a mean of 3.55 shows they agree. They also agree that they would rather hand over their business to their son with a mean of 4.21. A mean of 4.12 also indicates that they agree that their culture demands they hand over to their male children. Similarly, a mean of 3.58 shows that they agree their son(s) is(are) better prepared for business opportunities. All these questions were tailored to measure gender bias. However, to measure business support using the same yardstick of measurement as in the case above, when they were asked if women are better housewives than business owners, a 3.91 suggest that they agree to the assertion. They however disagree that they bring their daughter to the shop always with a mean of 2.85. A mean of 3.4 shows that they agreed that they teach their male children about business while a mean of 2.58 signifies that they disagree that their son(s) like following them to the shop.

Hypotheses One

There is a significant relationship between gender bias and business support in family-owned businesses in Anambra State.

Table 2: Model Summary for hypothesis one

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937[a]	.878	.878	1.902

a. Predictors: (Constant), GENBIA

Where:

GENBIA: Gender Bias

Table 2 is the model summary for test of hypothesis one which states that there is a significant relationship between gender bias and business support in family-owned businesses in Anambra State. Here, the analysis will be based on the R which is correlation coefficient and R Square (R^2) which is coefficient of determination. The correlation coefficient is .937 signifying a strong positive relationship and the R^2 .878 showing that an 88% change in the dependent variable (business support) is as a result of changes in the independent variable (gender bias).

Table 3: ANOVA[a] output for hypothesis one

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7716.476	1	7716.476	2133.962	.000[b]
	Residual	1070.346	296	3.616		
	Total	8786.822	297			

a. Dependent Variable: BUSSUP
b. Predictors: (Constant), GENBIA

Source: Field Survey, 2023

Where:

BUSSUP: Business Support

Table 3 shows the ANOVA[a] output for hypothesis one which states that there is a significant relationship between gender bias and business support in family-owned businesses in Anambra State. From the Table, the F Statistics is 2133.962 and the P-value is .000. Following the decision rule which states that if p-value is lesser than 0.05 level of significance, that the alternate hypothesis should be accepted, the alternate hypothesis is therefore, accepted and it is states that there is a statistically significant relationship between gender bias and business support in family-owned businesses in Anambra State.

Summary of Findings

That there is a statistically significant relationship between gender bias and business support in family-owned businesses in Anambra State (R = .937; R^2 .878; F Statistics = 2133.962; P-value < .05).

Conclusions

Anambra state is home to thousands of small businesses, most of them could be further categorized as FOBs. However, the rates of survival of these businesses are not encouraging as many notable FOBs have died in the state after the demise of the founder/owner. This triggered the interest of the researchers to look at how culture could be playing a role in succession management of these set of businesses in Anambra state. Hence, the study looked at how gender bias could affect business support. Relevant data to measure these variables were collected and analyzed using appropriate tools. Following the findings of this study, it is concluded that culture has a statistically significant relationship with succession management among family-owned businesses in Anambra state.

Recommendations

Sequel to the findings of the study, it is recommended that handing over businesses to successors Should boil down to interest and competence, and that both genders should be given equal Opportunity instead of having a narrow mindset those successors must be male children.

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