



SUSTAINABILITY OF FAMILY OWNED BUSINESSES AND ORGANIZATIONAL PERFORMANCE IN ANAMBRA STATE

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ABSTRACT: *The study examined the relationship between sustainability of family-owned businesses and organizational performance in Anambra State, Nigeria. The study focused on three dimensions of sustainability practices in family-owned businesses viz; succession planning, decision making pattern and leadership, in relation to organizational performance of family-owned businesses in the major commercial cities in Anambra state viz; Awka, Nnewi and Onitsha. Three hypotheses were formulated in line with the specific objectives of the study. The descriptive survey research design was adopted and covered a sample of 388 respondents who were selected through the stratified random sampling technique. A self-developed questionnaire was used as the instrument for data collection. The data was analyzed descriptively using frequency counts, mean scores and standard deviation; while the study hypotheses were tested with the multiple regression statistics. The findings of the study revealed that the three dimensions of sustainability in family businesses examined have a significant positive influence on organizational performance in Anambra state. It was therefore recommended among others that the entrepreneurs in family businesses must act proactively by crafting a succession plan early enough and ensuring that all the management and employees become aware of the succession plan against the future.*

KEYWORDS: Family Owned Business, Sustainability, Organizational Performance, Nigeria

INTRODUCTION

Background to the Study

The importance of private family businesses to socio-economic growth within nations' economies cannot be over emphasised. Family businesses make up a substantial portion of the economic landscape. Scholars have also indicated that, between 80% and 90% of world businesses are family dominated and that family businesses provide about 30% of employed persons globally (Onuoha, 2013). Nigeria as a developing nation is predominantly dominated by Family Owned Businesses (FOBs) and they provide more resources for entrepreneurial economy than any other source. Family businesses are very significant because they hold the linkage for social and economic wealth, creating communities, states, nations and maintenance of regions and completion across the globe (Nzotta, 2010). The nation's desire to become one of the top twenty economies in the world by the year 2020 may not be quickly actualized without the effective contribution of small and medium scale enterprises (SMEs); majority of which are Family Owned Businesses (FOBs).



In the light of this, sustainability of FOBs depends largely on the good performance of an organisation which in turn has positive effect on the economy of a nation. Performance measurement is important in the study of management because it enables researchers to assess the impact to which various strategies might have on firms' performance, thereby facilitating the development and testing of theory as well as the evaluation of the effectiveness of practitioner decisions. Hence, measuring family business performance is essential to enlarge the body of family business knowledge and related theories (Astrachan, 2010).

In family business studies, researchers typically use financial metrics to measure performance (Astrachan & Jaskiwicz, 2008). However, measuring performance solely with financial performance metrics assumes that financial goals are the basic aims of organisations. Moreover, researchers have expressed concern over the assumption that financial goals are the only goal, or the primary goals of FOBs (Christman, Chua & Litz, 2004). Countering the premise that financial goals are the major objective of family businesses, scholars have recently devoted much attention to the non-financial goals of family businesses (e.g. Berrone, Cruz & Gomez-Mejia, 2012; Chrisman & Patel, 2012). When researchers measure family business performance using common metrics across firms, they assume homogeneity among family firms, that every family business targets more or less the same objectives (Hoopes & Miller, 2006). However, each family business has goals that reflect the unique aspirations and desires for the business which are the product. Hence, family business goals can be considered particular to each family business.

Performance at the organizational level is aggregate phenomenon: the multidimensional aspect of these important organisational phenomena such as the effects of structure, motivation, group dynamics, job enrichment, decision-making patterns, leadership styles, goal setting and planning, etc. In other words, there are some organisational sustainability patterns which affect the performance of FOBs positively or negatively such as organisational structure, leadership, decision making processes, motivation, conflict management systems and succession planning. These might negatively affect employee performance which broadly constitutes adverse effects on the overall organizational performance, putting into consideration such factors or variables which if properly managed, enhance survival of FOBs. These dimensions have not fully been explored in relation with organisational performance of FOBs in Anambra state. Much of studies in this direction have merely looked at other aspects such as problems of sustainability in family businesses (Onuoha, 2013); factors associated with ensuring planning for succession, sustainability of family business (Adedayo, Olanipekun & Ojo, 2016). However, the concept of organisational performance in relation with sustainability patterns such as leadership style, succession planning, organisational structure and decision-making pattern in family businesses have remained practically scarce in academic literature, particularly in Anambra State. It is against this backdrop that this study is positioned to explore the relationship between the dimensions of sustainability practices in FOBs and organisational performance in Anambra State.

Statement of the Problem

Business organisations in the 21st century is expected to be at their best performance in order to remain at a competitive advantage in the face of the highly global competitive business market. Optimal performance is also the key to organisation growth and productivity. The key variables that influence organisational performance is how sustainable a business venture



is, pending its key sustainability patterns or practices such as efficient succession plan, decision making pattern, organisational structure and leadership style. However, studies have noted that several socio-economic and political factors hinge against the effective growth or sustainability of many FOBs in Nigeria such as rate of inflation, GDP below population growth, fluctuation of foreign exchange rate against the naira at both the official and parallel market, lack of planning, leadership problems etc.

These challenges have been prevalent over the past few years and research has shown that they affect family businesses to such extents that not more than 30% of businesses make successful transition to the second generation, while only about 10 – 15% of FOBs make it to the third generation (Nnabuife et al, 2018).

As a result, it is feared that economic sustainability in Nigeria, particularly Anambra state may be at the verge of being lost due to the fact that family businesses contributes up to 46.5% of the GDP (SMEDAN, 2012). It is also feared that if proactive steps are not taken to avert this problem, many family-owned businesses may continue to collapse, with its attendant consequences on the lives of many households, GDP, and national economic growth at large. Thus, it is envisaged in this study that a way of addressing this challenge is by investigating the sustainability patterns in family businesses in relation to how such could lead to organisational performance in FOBs in Anambra state. Hence, it is the aim of this study to investigate the effect of sustainability of FOBs on organisational performance in Anambra state.

Objectives of the Study

The main objective of this study is to examine the effect of sustainability of FOBs on organizational performance in Anambra state. The specific objectives are to:

1. Determine how succession planning influences the performance of FOBs in Anambra State.
2. Investigate how decision-making pattern influence the performance of FOBs in Anambra State.
3. Determine how leadership pattern influence the performance of FOBs in Anambra State.

Research Questions

The following research questions guided this study:

1. To what extent does succession planning influence the performance of FOBs in Anambra State?
2. To what extent does decision making pattern influence the performance of FOB in Anambra State?
3. To what degree does leadership pattern influence the performance of FOBs in Anambra State?



Hypotheses

1. **H₀**: Succession planning has no significant positive influence on performance of FOBs in Anambra State.
2. **H₀**: Decision making pattern does not significantly influence performance of FOBs in Anambra State.
3. **H₀**: Leadership pattern has no significant positive influence on performance of FOBs in Anambra State.

CONCEPTUAL FRAMEWORK

Family-Owned Business

The concept of family business and family enterprise are often used interchangeably, because they are closely associated with the Anglo-Saxon and French traditions respectively. The concept of family enterprise may undoubtedly differ considering the view that they depend on extraordinary socio-cultural realities of a given group of people and institutions. This justifies contrasts in Western and African-based definitions because of predominant practices of nuclear and extended family systems respectively. The literatures on family businesses or family firms vary widely with respect to definitions of what family businesses are. Although, there is lack of generally accepted definition of what a family business entails.

Family business may vary distinctively from study to study, Dyer (2006) suggests two versions of such definitions. The first one is subjective – defining a family firm as one in which the management is controlled by the family members who are the owners of the business. In this case, strangers are not involved in the management and there is strict family ownership/management. The second definition is more objective, considering a firm to be a family business if it meets certain conditions such as the family's ownership fraction or the number of family members holding director position or occupying key management posts.

Allouche and Amann (2008), a family business is that in which one or numerous families significantly influence the growth through ownership of its capital, laying emphasis on family affiliation with regard to the process of appointing company directors, whether they are family members or workers recruited externally, and expressing a wish to transmit the business to the subsequent generation with understanding the relevance of the business for the interests and goals of the family. This definition emphasises the sustainable dimensions of the business, characterised by the aspiration to transmit the patrimony it represents from one generation to another, in addition of the presence of the family. This definition seems to suit this present study since it is more interested in seeing the family business transmitted from one generation to another and hence the concept of sustainability which is considered as the main performance indicator of family business needs to be taken into consideration.

Sustainability

Sustainability as a word is derived from 'sustain' which means the ability to maintain or to keep the existence of something intact. Sustainability is similar to the business concept of concern for growth. A business should be sustained and maintained for a long term in order



for it to be regarded as concern for growth. In resources theory, sustainability refers to long-term or durable competitive advantage (Freiling 2001).

A lot of factors have been observed by researchers to be contributing to the sustainability of FOBs. Ward (2006) posits that the long-term health and sustainability of any family business depends on its ability to anticipate and responds to change. This change could be in the economic landscape, in politics or legal system.

It could also be in leadership, ownership management. The more prepared the business is to any of these changes the better the sustainability potential of such a business. As marketing management struggles to expand their products' life cycles, entrepreneurs and top management also control key variables in order to sustain the life of the organisation, to the best of their abilities. The degree to which such organisations' life can be stretched while fulfilling its purpose can be termed as sustainability.

Table 2.1: Types of Decision-Making Process in Family-Owned Businesses.

Process	Advantages	Disadvantages	When Appropriate
Autocratic: "I'll Decide"	Fast and expedient decisions with little or no discussion.	Doesn't take into account the impact on people or opinions of people. Can lead to mistrust and poor development of younger members.	In crisis, under time pressure, or for unimportant issues with low or no impact.
Consultative: "I'll Decide with your input"	Multiple inputs can be invaluable. Buy-in is greater from having more opinions heard and acknowledged.	Those giving input may misunderstand and think that they have a say in the final decision.	When others need to provide specific expertise, but aren't primary decision makers.
Democratic: "Everyone gets one vote"	Perceived to be fair; everyone has equal input.	Since majority rules, someone has to lose.	Useful when general opinion is needed, but full support is not critical.
Consensus: "We will decide together"	Respects individual opinions while making one collective decision everyone comes to terms with and supports.	Takes the most time of the decision-making processes. Requires full group understanding of the issues.	For major decisions affecting strategy or direction, for decisions reached on behalf of the entire family business.

Source: Dim 2018

Organisational Performance

Organizations have significant roles in our daily lives and therefore, successful organisations embody a key ingredient for developing nations. Thus, some economists consider organisations and institutions akin to an engine in influencing the economic, social and



political progress. Continuous performance is the focus of any organisation because only through performance that an organisation can grow and progress.

Lebans and Euske (2006) provided a set of definitions to explain the concept of organisational performance:

- Performance is as set of financial and non-financial indicators which offer information on the level of achievements of objectives and results (Lesbans & Euske, 2006).
- Performance is dynamic, requiring judgment and interpretation.
- Performance may be construed differently in relation to the person involved in the evaluation of the organisational performance (e.g. performance can be understood differently from a person within the organisation compared to an outsider).

Organisational performance connotes how well an organisation is striving to reach its vision, mission and objectives. Evaluating organisational performance is an essential aspect of strategic management. In other words, company executives must come to terms with how well their organisations are performing to know the strategic modifications, if any, to make.

Theoretical Framework

This study hinged its theoretical perspective on agency theory. Agency theory (also known as the principal-agent paradigm) was developed by Jensen and Meckling (1976) as originated from financial research within economic theory. Agency theory asserts that organisational costs commonly arise due to people's self-interest and decision making based on rational thinking and inclination toward own preferences (Jensen & Meckling, 1976). With more individuals involved in decision-making, such as through the separation of ownership and management, agency costs occur due to divergent preferences and information lop-sidedness between the owner (principal) and the employed management (agent).

In family businesses, it is often assumed that ownership and management are tied within the same family or even the same person (Chua, Chrisman, & Sharma, 1999; Litz, 1995). Thus, Jensen and Meckling (1976) argued that agency costs are omitted when this alignment occurs within a family business, leading to the avoidance of organizational costs and thus to an increase in value for the firm such as optimal business performance.

Empirical Review

Adedayo, Kesinro and Fatunmbi (2017) used 327 enterprises selected through stratified sampling technique to conduct a study on succession mentoring and sustainability of FOBs in Lagos and Ogun states of Nigeria respectively. The researchers used descriptive research method to study FOBs registered in the states. Questionnaires measured on a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree, were employed to collect data for the study. The data collected were analysed using the Pearson's Correlation Statistics with the aid of Statistical Package for Social Sciences (SPSS) statistical software. The study revealed that succession mentoring significantly affect sustainability of FOBs ($r = 0.777$; $p < 0.05$). The study therefore recommended that entrepreneurs running FOBs should recognize succession mentoring as a sustainable ingredient for the economic growth of Nigeria.



In recognition of the increasing failure of small businesses in Nigeria, Akpan and Ukpai (2017) examined the influence of succession planning on survival of small-scale businesses in Makurdi metropolis. The study adopted descriptive survey design with a sample of 120 persons drawn from a population of 500 small business owners. The authors used a structured questionnaire in the collection of data and the data collected were analysed using mean, standard deviation and Analysis of variance (ANOVA) for testing the study hypotheses. The study revealed that manpower training influences durability of small-scale businesses and there was no significant variation in the mean responses of male and female entrepreneurs on the influence of manpower training on the durability of small-scale businesses in the study area. Based on the result of the study, the authors recommended that owners of companies should recommend successors for their business in good time so as to permit sufficient time for training that could enhance the survival of their businesses through several generations.

Research Design

This study used the descriptive survey research design. It was chosen for this study because it enabled the researcher to gather information from a target population at one point in time in order to make inference about the general population. This design was also chosen because it was considered more economical than other research designs; using a structured questionnaire to collect information on variables of importance for the study in relation to the research objectives and hypotheses. This was basically to examine the influence of such variables associated with sustainability of FOBs on family businesses and organisational performance.

Area of the Study

This study was conducted in Anambra State. The three major cities of the State namely: Awka (the state capital), Onitsha and Nnewi were chosen for the study based on the concentration of FOBs in these three cities.

Population of the Study

The population of this study comprised of 21,205 (twenty-one thousand, two hundred and five) registered family businesses in Anambra State between 2010 till the period of this study (Anambra State Ministry of Trade and Commerce, 2019). However, the target population for this study comprised the operational FOBs with at least 10 employees indicated in the registry of Anambra State Ministry of Trade and Commerce at the period of this study. From the data obtained from the Anambra Ministry of Trade and Commerce, there were 11,990 registered and functional FOBs that met the criteria of 10 employees and above. The target population according to three selected commercial cities is shown in table 3.1.

Table 3.1: Target Population of the Study According to the Selected Commercial Cities.

Selected Commercial Cities	Number of FOBs	Proportionate Values	Population	Percentage Composition
Onitsha	245	56	7,225	60.3%
Awka	79	18	2,571	21.4%
Nnewi	107	25	2,194	18.3%
Total	431	99	11,990	100.0%



Thus, this figure served as the population for this study; it is from this population that the sample needed for this study was derived.

Sampling and Sampling Technique

The sample size for this study is 388. In determining the sample size, the researcher used the TaroYamane (1967) method of sample size determination, which offers a simplified formula to calculate sample sizes using 95% confidence level and 0.05 margin of error. The formula is given as:

Where:

$$n = \frac{N}{1 + N(e)^2}$$

N = the population size

e = the level of precision (allowable error) that is 5%.

Therefore, the sample size estimation is given as:

$$n = \frac{11990}{1 + 11990(0.05)^2}$$

$$n = \frac{11990}{1 + 11990(0.0025)}$$

$$n = \frac{11990}{1 + 29.9}$$

$$n = \frac{11990}{30.9}$$

$$n = 388$$

In selecting the samples for this study, the researcher adopted the Proportionate stratified sampling technique. This involved selecting respondent within their different strata or groups based on their proportionate values to the entire population of the study. In this study, three strata were used namely: Awka, Onitsha and Nnewi. Thus, after sorting the data obtained from the Anambra State Ministry of Trade and Commerce on the registered family businesses, the FOBs that met the criteria of inclusion were extracted from the respective study locations. Then, using the proportionate stratified sampling technique, the



corresponding sample sizes were allotted to each of the three zones. This is shown in table 3.2.

Table 3.2: Proportionate Stratified Sampling Procedure

Selected Commercial Cities	Population	Percentage Composition	Proportionate Calculation	Proportionate Samples
Onitsha	7,225	60.3%	$\frac{60.3}{100} + \frac{7,225}{1}$	234
Awka	2,571	21.4%	$\frac{21.4}{100} + \frac{2,571}{1}$	83
Nnewi	2,194	18.3%	$\frac{18.3}{100} + \frac{2,194}{1}$	71
Total	11,990	100.0%		388

Researcher's Computation, 2019.

In other words, a total of 56 FOBs and two hundred and thirty-four (234) respondents were selected from Onitsha; 25 FOBs and eighty-three (83) respondents were selected from Awka, while 18 FOBs and seventy-one (71) respondents were selected from Nnewi stratum, making it a total of 99 FOBs and 388 respondents.

Method of Data Analysis

After coding the data into Statistical Package for Social Sciences (SPSS) software, the coded data were processed using the software. However, descriptive statistics including simple frequency count, percentages, mean and standard deviation were used to describe and interpret the data. A criterion value of 2.5 - 3.0 was used as the 'neutral' point on the questionnaire items. This means that any item that scored between 1.0 - 2.5 was considered as negative response, while items that score between 3.0 - 5.0 were considered as positive response. Also, the study hypotheses were tested using Multiple Regression statistical tool.

DATA PRESENTATION AND ANALYSIS

Presentation of analysis and interpretation of the data collected in the field. A total of 388 copies of the questionnaire were distributed to the respondents, out of which only 378 copies were properly filled; while 10 copies were considered invalid. The analysis in this section was therefore based on the 378 valid copies. The first section contains the demographic characteristics of the respondents, while the second section contains the analysis of data in line with the study research questions.

Test of Hypotheses

Three null hypotheses (H_0) stated in this study were tested at 0.05 significance level.



Table 4.1: Summary of Regression Model between Succession Planning, Decision-Making Patterns, and Organisational Performance.

	Model	Sum of Squares	Df	Mean Square	F	Sig.	R ²
1	Regression	501.895	4	125.474	2594.272	.000 ^b	.974
	Residual	17.218	374	.048			
	Total	519.114	378				

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Succession Planning, Decision making pattern, Leadership pattern

Table 4.2: Summary of Independent Effects

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.068	.030		2.284	.023
	Succession Planning	.380	.031	.450	12.300	.000
	Decision Making Pattern	.347	.034	.378	10.138	.000
	Organisational Structure	-.071	.022	-.078	-3.192	.002
	Leadership Pattern	.312	.025	.261	12.558	.000

a. Dependent Variable: Organisational Performance

The multiple regression statistics was run to test the assumption that the three independent variables used in this study viz: succession planning, decision-making pattern, and leadership pattern and organisational performance, have no significant influence on organisational performance in Anambra state. Consequently, the test indicates that the overall model (effect of the four independent variables) was significant, $F(4, 373) = 2594.272$, $p < .005$, $R^2 = .974$. The variable specific analysis contained in table 4.2 also shows that the three independent variables (dimensions in sustainability of family-owned businesses) were also significant and the decision reached on the stated hypotheses with regards to these variables are presented in table 4.3.

**Table 4.3: Decision reached on the study hypotheses.**

S/N	Study Hypotheses	Decision
<i>H₀₁</i>	Succession planning has no significant positive influence on performance of FOBs in Anambra State.	Rejected
<i>H₀₂</i>	Decision making pattern does not significantly influence performance of FOBs in Anambra State.	Rejected
<i>H₀₃</i>	Leadership pattern does not significantly influence performance of FOBs in Anambra State.	Rejected

DISCUSSION OF RESULTS

This study examined the relationship between sustainability of FOBs and organisational performance in Anambra State. The study focused on three specific dimensions of practices in sustainability of family business viz-a-viz: succession planning, decision-making style and leadership pattern and how they influence organisational performance in the selected FOBs in Anambra state. The result of the study showed that there were steps taken by the management of the family-owned businesses in the practice of succession planning. Findings of the regression analysis indicated that succession planning has a significant influence on organisational performance of FOBs in Anambra state. This finding is in line with Adedayo et al. (2016); Andebe (2016); Akpan and Ukpai (2017) and Wahjono et al. (2014) who found in their respective studies that succession planning was significantly related to sustainability of family-owned businesses. This is also in line with Nkam et al. (2017) who found that lack of succession plan was a significant factor that negatively influenced the sustainability of family-owned businesses.

Also, the study found that decision making pattern in the studied family-owned businesses were given positive rating by the respondents. Through the regression analysis, it was found that decision-making pattern significantly influenced organisational performance of the ground that quality decision-making in the family-owned businesses was associated with improved organisational performance. This finding is in line with previous studies conducted on decision-making patterns in family businesses. For instance, Ojukuku and Sajuyigbe (2014) and Sofijanova and Zabijakin-Chatleska (2013) found in their respective studies that employee participation in decision making had a significant positive impact on organisational performance.

Lastly, it was also found that a flexible leadership style exists in the majority of family-owned businesses in Anambra state. The regression analyses conducted with respect to leadership style and organisational performance shows that leadership style in the process of family-owned business sustainability has a significant influence on organisational performance in Anambra state. Findings of previous studies are in support of this finding, such as Westhizen and Garnett (2014) who found that positive significant correlation existed between the occurrence of leadership practice and business performance for first generation leaders in the family businesses they studied. However, these findings are at variance with Andrea (2013) who found that no significant relationship existed between leadership styles and business organisational performance.



Summary of Findings

In summary, the findings of the study are;

1. Succession planning has a significant positive influence on performance of FOBs in Anambra State.
2. Decision making pattern has a significant positive influence on performance of FOBs in Anambra State.
3. Leadership style has a significant positive influence on performance of FOBs in Anambra state.

CONCLUSION

This paper examined the relationship between sustainability of FOBs and organizational performance in Anambra state. This study was set on the premise that family-owned business contributes immensely to economic growth in various states in Nigeria; thus, examining the sustainability practices and how it relates to organisational performance was seen to contribute to policy formulation with regards to improving family-owned businesses in Anambra state and Nigeria in general. Based on the findings made in this study, the researcher therefore concluded that sustainability of family-owned businesses, putting into considerations various dimensions viz: succession planning, decision-making pattern, and leadership style have a significant relationship with organisational performance in Anambra state. Thus, the practices in sustainability of family-owned businesses should focus on improvement in the area of succession planning, decision-making, and leadership style; in order to promote and enhance organisational performance in Anambra state.

RECOMMENDATIONS

Based on the findings and conclusion of this study, the following recommendations are put forward.

- i. The entrepreneur in a family business must act proactively by crafting a succession plan early enough and ensure that all the management and employees become aware of the succession plan against the future.
- ii. There is the need for more training on leadership styles for the executive officers and managers in the family-owned businesses in order to develop them more adequately with management skills and abilities that are capable of enhancing organisational performance that would eventually lead to sustainability of the businesses for generations to come.
- iii. The entrepreneur in family business should in his or her discretion know when to adopt each of the various decision-making tools and more importantly involve employees in some decision-making process for better understanding, business growth and organisational performance.



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APPENDIX

TARGET FAMILY OWNED BUSINESSES

A) Target FOBs in Onitsha

S/N	Name of Establishment	Locational Address	L.G.A	Types of Activity	Product	Employment Size
1.	Mid-field west Africa Limited	33 Limca Road Onitsha	Onitsha North	Manufacturing	Chair, Table etc	44
2.	Iju Integrated farms limited	Garb's mega plaza, 39 Awka Road, Onitsha	Onitsha North	Agro-Allied	Chickens	17
3.	Tech Global Services	No. 9 Old Cemetery Road Onitsha	Onitsha North	Construction	Services	13
4.	Vidront Block Industry	Opp. St. Francis (Catholic Church college Road 3-3	Onitsha North	Manufacturing	Blocks	10
5.	Umeutu NASSI Multipurpose co-operative society	07 Hill Top Trans Nkisi, GRA Onitsha	Onitsha North	Services	Palm kernel oil	20
6.	Aka Igwe NASSI multipurpose Co-operative society	27 Okaegbue Agba Street Onitsha	Onitsha North	Manufacturing	Cassava	14
7.	Ngi Nwe Olu NASSI multipurpose Co-operative society	Plot 368 Aguzoni Street Owelle-ebo Onitsha	Onitsha North	Information tech	Cyber cafe	14
8.	Uzo-Aku NASSI multipurpose Co-operative society	Shop is Ifesinachi Plaza Omagba Phase II Onitsha	Onitsha North	Manufacturing Services	Palm Kernel Oil	14
9.	Eko-uzu NASSI multipurpose Co-operative society	8 Osita dinma Street Omagba Phase II Onitsha	Onitsha North	Services	Printing	14
10	Ego Igwe NASSI multipurpose Co-operative society	20 Osita dinma Street Omagba Phase II Onitsha	Onitsha North	Services	Printing	20
11	Umuogbu NASSI multipurpose Co-operative society	2A Akor Street Onitsha	Onitsha North	Manufacturing	Candles	15

Source: Ministry of Trade and commerce, 2019.



B) Target FOBs in Nnewi

S/ N	Name of Establishment	Locational Address	L.G.A	Types of Activity	Product	Employment Size
1.	Te Ego Welding Company	2 Nnewi Road Ukor	Nnewi South	Construction	Metal works	15
2.	Ojis Food Production	Umunoko Ukor	Nnewi South	Production	Food flour	12
3.	Onye Moner Welding Company	3 Nnewi Road Ukor	Nnewi South	Construction	Metal work	15
4.	Ninemba Bakery Company	12 Nnewi Road Ukor	Nnewi South	Manufacturing	Bakery	15
5.	Ezenwugo Bakery	Ulama Village Utu	Nnewi South	Production	Bread	15
6.	Chimaobim Poultry farm	Udoka Village Osumenyi	Nnewi South	Poultry	Live stock	15
7.	Oganiru Amichi Palm processing multi-purpose Co.Op. Soc. Ltd	Umuehi Village Amuchi	Nnewi South	Processing	P.K Oil	10
8.	Charisma Welding company	No. 5 Nnewi Road Ukor	Nnewi South	Construction	Metal work	15
9.	Ike Industry	26 Awozimuze Road Ndingbu Village Otolo Nnewi	Nnewi South	Construction	Garment	58
10.	John Ray Limited	3 Okpuno Umuenera Road Otolo Nnewi	Nnewi South	Construction	Garment	20
11.	Cutix Plc	17 Osita Onyejiana Street Umuanuka Otolo Nnewi	Nnewi South	Manufacturing	Electric wires	181
12.	Kadik Company Ltd	Okpuno Umueme Otolo Nnewi	Nnewi South	Manufacturing	Metal work	23
13.	Typadon Nig. Ltd	Nnewi Technology incubation centre	Nnewi South	Manufacturing	Incubation centre	14
14.	De. Blased Olikeze industry	T.I.C Nnewi	Nnewi South	Manufacturing	Metal work	10
15.	Bona Chuks Chemical Industries Ltd.	Unit 9 T.I.C Nnewi	Nnewi South	Manufacturing	Chemical	20
16.	Egg Industrial Company ltd.	4 Good Shepherd Road Umudim Nnewi	Nnewi South	Moulding machines	Fabrication of machine parts	10

Source: Ministry of Trade and commerce, 2019.



C) Target Fobs in Awka

S/ N	Name of Establishment	Locational Address	L.G.A	Types of Activity	Product	Employment Size
1.	Oganiru multi-purpose Nassi Awka South Co. Op. Society	10 Okpandu Street Umuayom Amenyi	Awka South	Manufacturing		12
2.	Ulvc Global Services	Shop U-U opposite Government College Road Amawbia	Awka South	Services		10
3.	Oby global Saloon	58 Enugwu Agidi Road Amawbia	Awka South	Services		12
4.	Uncle P. Barbing Saloon	11 Obinagu Road Amikwo	Awka South	Services		10
5.	Sky-view Business Center	Behind Mass Comdept Unizik Awka	Awka South	Agro-Allied	Live-stock	15
6.	Success Co. Op. Society	3 Nworah Street Amachalla	Awka South	Manufacturing	Garment	14
7.	Kate Restaurant	Ifite opp. Unizik Awka	Awka South	Services		12
8.	Onyii Vulcanize	Post Office Amawbia	Awka South	Services		11
9.	Emex global Garment Industry	2 Okporah Street Umueze Amawbia	Awka South	Services		13
10.	Anthony Chikwelu Farm	Ovolo Village Mbaukwu	Awka South	Services	Broilers	12
11.	Tina farms	Eziuye Village Nibo	Awka South	Agro-allied	Cassava	10
12.	Goodness Shopping Center	Law Hostel, by Unizik Junction, Okpuno Awka	Awka South	Services	Cassava	10
13.	S peters fashion Center	Market 3 Eke Awka	Awka South	Services	Cloth	10
14.	Eagle trend Computers	4 Mmoto Lane Umuogbunu Awka	Awka South	Services	Cloth	12
15.	Chi-chi fashion outfit	10 Enugu Onitsha Old Road Umuokpu	Awka South	Services	Garment	14
16.	Estopel (Nig) Ltd	Irite Village Awka	Awka South	Manufacturing	Table water	14

Source: Ministry of Trade and commerce, 2019.