THE EFFECT OF IGBO INHERITANCE CULTURE ON MANAGEMENT SUCCESSION IN PRIVATE INDIGENOUS ENTERPRISES IN SOUTH EASTERN NIGERIA

BY

NWADUKWE UCHECHUKWU CHIKODILI
PG/Ph.D/07/46623

DEPARTMENT OF MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
UNIVERSITY OF NIGERIA, NSUKKA

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BEING A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
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SUPERVISOR: PROF. U.J.F. EWURUM

NOVEMBER, 2012.

CERTIFICATION

I, Nwadukwe Uchechukwu Chikodili, certify that the work embodied in this Thesis is original and has not been submitted in part or full for any other Diploma or Degree of this or any other university.

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NWADUKWE, Uchechukwu Chikodili DATE

PG/PhD/07/46623

APPROVAL

We, the undersigned certify that this Thesis is adequate in scope and quality for the award of Doctor of Philosophy (Ph.D) in Management.

By

Prof. U.J.F Ewurum Date
SUPERVISOR

Dr. Ezigbo C.A. Date
HEAD OF DEPARTMENT

DEDICATION

This work is dedicated to God the Father, God the Son and God the Holy Spirit for infinite grace and mercy in the course of this Doctor of Philosophy (Ph.D) Programme.

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ABSTRACT

This study investigated private indigenous enterprises in South Eastern Nigeria within the context of Igbo inheritance culture. Of particular interest is the continuity and performance of these enterprises. Many of these enterprises which are important contributors to wealth and employment creation, disappear from the business scene or experience significant decline upon the death or incapacitation of their founders. One issue that can help to account for the scarcity of long-established firms is the crisis of management succession. This study therefore sought to determine the effect of Igbo inheritance culture on management succession process; determine the effect of Igbo inheritance culture on enterprise continuity; determine the extent of relationship existing between factors associated with primogeniture (first born); and to determine the effect of gender-restrictive inheritance culture and multiple heirsô inheritance. The research was conducted using survey design. The population of the study was 750 owner-founders/managers, middle managers and senior staff from the 44 private indigenous enterprises selected for the study. These 44 enterprises were selected from the 436 enterprises that registered with the Statesô Ministries of Trade, Commerce and Industry in South Eastern Nigeria. A sample size of 511 respondents was drawn from the population using Tara Yamaneøs sample size formula. A stratified sampling technique was also used to determine the proportionate allocation of questionnaire to owner-manager, middle managers and senior staff. The instruments used for data collection were the structured questionnaire, interview schedule and empirical research findings from available related literature. The reliability of the instrument was done through test-retest method. The result gave a reliability index of 0.96, indicating a high degree of consistency. The data collected from the field were presented in percentages and analyzed with descriptive statistics to answer the research questions while corresponding hypotheses were tested using Z ï test statistic at 0.05 alpha level. The study found that Igbo inheritance culture had a negative effect on management succession process; Igbo inheritance culture had a negative effect on enterprise continuity (the management succession process in private indigenous enterprises in South Eastern Nigeria, jeopardises rather guarantees the sustainability or longevity of these enterprises); factors associated with primogeniture (first born) rule of inheritance affect management succession process; gender-restrictive inheritance culture had a negative effect on management succession; and multiple heirs inheritance culture had a negative effect on management succession. The conclusion of the study is that management succession is influenced by the Igbo inheritance culture. The principles and practices under-girding customary inheritance culture in Igbo society constitute inappropriate mechanism for intergenerational transfer of ownership. Based on the findings of the study, it was recommended that in order to achieve effective succession in these enterprises, owner-founders should pay ample attention to managing culture; the founder should lay the foundation for a successful entrepreneurial succession and enterprise continuity before his old age or ailment; women should be provided with equal education and access to managerial positions could raise economic growth by as much as one percent. The studyøs major contribution to knowledge include: model modification or the development of an improved systemsô cybernetic model of the transform of the culture process captioned: MANAGEMENT SUCCESSION SYSTEMSôCYBERNETIC MODEL.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Private indigenous enterprises are a very important part of the Nigerian economy. In virtually every country of the world, private indigenous enterprises are seen as an engine of growth and are among the most important contributors to wealth and employment creation (IFERA, 2003:235; Sharma, 2004:5; Tan and Fock, 2001:123; Ward, 2004:240). In countries at same levels of development with Nigeria, private indigenous enterprises contribute a much higher proportion to Gross Domestic Product (Oyeyinka, 2010:5). According to Oyeyinka (2010:6), studies by the IFC in 2003 show that approximately 96% of Nigerian businesses are private indigenous enterprises. Private indigenous enterprises represent about 90% of manufacturing/industrial sector in terms of number of enterprises and contribute approximately 1% of total Gross Domestic Product and approximately 14% of total manufacturing contribution to Gross National Product.

From the 1950ôs, Nigeria began to make an unprecedented effort to encourage economic growth and development (Nwachukwu, 2005:16). According to Nwachukwu, between 1952 and 1959, the government introduced the Aid to Pioneer Industries Ordinance, gave import relief taxation and established the Nigerian Industrial Development Bank Limited to assist entrepreneurs engaged in industrial production, commerce, agriculture, and the exploration of natural resources. At independence, Nigeria, like other countries, saw that there was a great and urgent need to develop the economy through indigenous participation. This is because the economy inherited from the colonial government could not sustain the quest for national pride and greatness. Hence, various governments since independence had embarked on measures, programmes, policies and laws aimed at encouraging entrepreneurial activities among our people. Among such efforts or measures was the national development planning programmes. For example, the first national development plan in Nigeria was between 1962-1968; while the second plan was between 1970 and 1974. The third plan came between 1975-1980, while the fourth plan was between 1981 and 1985 (Olagunju, 2004:12).

In February, 1972, according to Olagunju, the Federal Government promulgated the Nigerian Enterprises Promotion Degree No.4 (as amended in 1977). The decree has the objective of promoting the spirit of entrepreneurship in Nigerians by setting aside certain enterprises exclusively for Nigerians. The decree, also realizing the shortage of capable managers who could manage businesses being bought over from foreigners, established the Industrial Training Fund (ITF) to offer managerial training to would-be manager. In 1977, the government established National Economic Reconstruction Fund (NERFUND), and Peopleꞌs Bank. Further, because of the hopeless state of the Nigerian economy since early 1980s, the government in 1985 introduced the dreaded Structural Adjustment Programme (SAP). The programme was aimed at saving the economy of Nigeria from total collapse through liberalization of the economy, which allows greater private initiatives. Consequently, many enterprises were opened up for private participation. Also, one of the former President Obasanjoꞌs reforms of 2003-2007 is the National Economy Empowerment and Development Strategy (NEEDS). One of the key strategies of NEEDS is growing private sector.

All these monetary, fiscal and industrial policy measures aimed at encouraging entrepreneurial activities among our people. This enabling environment provided by the various governments made private entrepreneurial activities to flourish all over the country (Olagunju, 2004:12). The south-east states, however, were not left out in the quest for industrialization. These states got themselves in virtually all types of enterprise namely, manufacturing, hospitality, cloth making, processing, farming, construction, service and transportation. Little wonder that Oyeyinka (2010:3) posits that approximately 96 percent of businesses in Nigeria are private indigenous enterprises. Some of these indigenous enterprises have grown from small to medium and large scale businesses and some of these firms have production facilities and organisational structures comparable to their multinational or state-owned counterparts. These enterprises were established with the specific goals and objectives to provide employment, facilitate economic growth, provide goods and services and boost the living standards of the masses (Olagunju, 2004: 12).

From the above, it is clear that the importance of private indigenous enterprises cannot be over emphasised. These private indigenous enterprises are fast becoming the dominant form of business enterprise in both developing and developed economies and their influence, as well as their numbers, can be expected to increase substantially in the near future as these enterprises possess great potentials for employment, growth improvement of local technology, output diversification, development of indigenous entrepreneurship and forward integration with large scale enterprises(Ryan, 1995:12; Oyeyinka, 2010:2). In Nigeria for instance, private indigenous enterprises employ more than 50% of the private sector workforce (Oyeyinka, 2007/2010:2). In the developed world, private indigenous enterprises known as family businesses are the most important sources of wealth creation (Tan and Fock, 2001; Sanusi, 2003:16; Ward, 2004:240;Surdej and Wach, 2010:122). Further, private indigenous enterprises provide ñmore than half of Africaôs urban employment and as such as one ï fifth of Gross Domestic Product in many countriesò (World Bank, 1991:10). Private indigenous enterprises are reckoned as one of the engines of the post-industrial growth process since they are credited for nurturing across generations entrepreneurial talent, a sense of loyalty to business success, long-term strategies commitment, and corporate independence (Poutziouris, 2001:35).

Even with private indigenous enterprises assuming such an important role as engine of growth ï wealth creation, employment generation and poverty reduction, these enterprises are characterized by alarmingly deteriorating survival rates. Studies show that many of the enterprises disappear from the business scene or experience significant decline upon the death or incapacitation of their founders (Nwachukwu, 2005:21; Forrest, 1994:237; Wild, 1997:122; Sam, 2003:372; Liedholm and Mead, 1993; 9:159; Bjuggren and Sund, 2001:12; Poutziouris, 2001; Le-Breton-Miller, Miller, and Steier, 2004:305; Olagunju, 2004:9; Jordan, 2005; Scotland, 2010:1; Parrish, 2009:48; Momoh, 2010:2). Indeed, according to the Family Firm Institute, a research group in Boston, only 30 per cent of family owned businesses make it to the second generation, 10 per cent to the third generation, and 3 per cent beyond the third generation (Momoh, 2010:3). This paucity of long established firms has serious implications for national viability because prospects for economic development become limited where the wealth accumulated by each generation of indigenous entrepreneurs is lost when the owner die. Development, therefore, is anchored in the principle of cumulative legacy. A legacy of generational extinction of accumulation makes for underdevelopment (Ukaegbu, 2003:2). As a primary contributor to the economic and social well-being of the nation, their lack of longevity is a cause for concern.

Although there is a plethora of studies on the reasons for the general volatility of private indigenous enterprises (Abram, 2002:20; Nwachukwu, 2005:19; Esu, 2003:4; Sam, 2003:372), one of the greatest challenges facing indigenous African businesses and developed economies today and one potential source of this volatility which can also account for the scarcity of long-established firms is the crisis of succession, that is, uncertainty about the future of the organisation beyond the founder (Forrest, 1994; Willer, 1996:5; Sam and Kilby, 1998:134; Maphosa, 1999:169; Sam, 2003:372; Ukaegbu, 2003:1; 2010). It has been estimated that the worldwide survival rate of family businesses to the second generation is only thirty percent, while fewer than fourteen percent survive beyond the third generation (Venter, Boshoff and Maas, 2005:284). While all enterprises are susceptible to failure, regardless of ownership, private indigenous businesses contend with some unique issues among which is managing succession. This is in line with Magretta (1998:121) and Matthews, Moore and Fialko (1999:160) observation that one of the main reasons (if not the single most important reason) for high failure rate among first and second-generation businesses is their inability to manage the complex and highly emotional process of ownership and management succession from one generation to the next. This problem is not peculiar to indigenous African enterprises as Tootellan and Gaedeke (2000:223) and Willer, (1996:3) argue that history replete business failures that result from poor succession policies.

Succession, in organisational theory and practice, is the process of transferring managerial control from one leader or one generation of leaders to the next. It includes the dynamics preceding the actual transition as well as the after-math of the transition (Shepherd and Zacharakis, 2000). In the context of private indigenous enterprise(s), management succession is the process by which ownership and control of the production or commercial infrastructure accumulated by one generation of a nuclear or extended family is transferred to the next. Succession is a vital instrument in organisational growth, long-term stability, survival and sustenance. However, there are certain factors that do constrain succession process in private indigenous enterprises which in turn affects enterprise sustainability. For instance, apart from the founderӳ inability to plan for the succession because to do so means acknowledging oneӳ mortality (Willer, 1996:3; Ukaegbu, 2003; Kets de Vires, 2007:29), there is the increasing awareness of the influence that Igbo inheritance culture, is capable of exerting on management succession (Sam, 1998, 2003; Ukaegbu, 2003; Maphosa, 1999).

Culture is one basic assessment of whether a society is either developing slowly or rapidly (Mbakogu, 2004:41). Culture is described as the way of life of a certain group of people in a particular society (Iris and Prothro, 1965:19; Ukeje, 1992:395; Shoremi, 1999:94). No society exists in a vacuum, as such, existing cultural patterns of the people will determine whether and to what extent the society develops. Little wonder Isamah (1996:31) reports that ñnumerous studies of anthropologists have shown that the cultural patterns or practices of a people are closely related to the pace of industrialGdevelopment.ò Similarly, Barney (1986:568) and Ott (1989:322) in their studies found that there is a relationship between culture and organisational performance. What is implied in this view is that cultural institutions pose serious constraints to the existence of enterprises.

In Igbo society, there are diverse inheritance rules or norms. The rules of inheritance include ï primogeniture (first born), gender-restrictive inheritance rule, multiple heirship or inheritance (as a result of polygamy marriage)(Ukaegbu, 2003; Sam, 1998 and Maphosa, 1999). These inheritance cultural factors have been circulated to be of significant consequence on management succession because management succession in private indigenous enterprises in Igbo society does follow or is expected to follow the rules of inheritance (a situation where the founder bequeaths his assets, including his commercial enterprises to his heir(s)). An understanding of the socio-cultural environment in which the enterprises operate, the cultural context within which succession plans operates as well as their potential to be sustainable springboards for societal accumulation is crucial. The organisational world is vast in its detail, complexity and uniqueness. Thus, for an enterprise to achieve smooth succession and enterprise sustainability, it must jettison it traditional systems (traditional philosophy of life, and totality of beliefs, knowledge and customs), which are at variance with industrial culture (Ewurum, 1999:1). Giambatisca et al. (2005:987) in a comprehensive review of succession literature, suggest further that as successions tend to be very disruptive, incumbent leaders need to understand succession and to conduct ongoing succession planning to minimize organisational instability.

Management succession is a vital process in organisational life and the transition of the owner-founder has a more significant impact on a firm than other management transitions due to the influence and authority these leaders typically possess. The ñpervasiveness of the Chief Executiveôs impact on the firm and the symbolism of Chief Executive succession is considered different from turnover at lower levelsò (Kesner and Sebora, 2004:124). A Chief Executive succession process has the potential of impacting individuals at every level of the organisation because the change of the founder tends to trigger other changes in an organisation, tends to be messy, unpredictable, complex and dynamic (Burns, 2005:27; Davis, 1999:; Cabrera-Suarez, 2005:38; Dawson, 2005; Haddadj, 2003). Kesner and Sebora (2004:224) note that, ñChief Executive succession may also represent a unique case because the nature of the Chief Executiveôs job is substantially different from other organisational positions. The job is idiosyncratic, non-routine, and unstructuredé there is nothing typical about the typical Chief Executive.ò

Though succession at any level remains a vital instrument in organisational growth, long-term stability, survival and sustenance, to date there has not been an empirical work available in the literature that considered the issue of succession in business enterprises from a cultural perspective. Most empirical research thus far has addressed the owner-founder characteristics, organisational characteristics, demographic parameters of an enterprise, context and financial factors (De Massis, Chua, and Chrisman, 2008:186; Surdej and Wach, 2010:130; Davis and Harveston, 2001:45). In Nigeria, what appeared to predominate are mainly conference and journal papers. Maphosa (1999:378) posits that the success of African economies will to a very large extent depend on the organisation management practices and leadership styles. The x-ray of culture, a growing problem of management succession is a crucial topic. This study, therefore, seeks to examine the private indigenous enterprises in South Eastern Nigeria within the context of Igbo inheritance culture. Of particular interest is the degree to which the sustainability/longevity and performance of these enterprises is determined by factors related to the prevailing inheritance culture of Igbo society when the founder dies.

1.2 STATEMENT OF THE PROBLEM

The problem of this study is the difficulty in determining the effect of Igbo inheritance culture on management succession process in private indigenous enterprises. A crucial challenge in all private indigenous enterprises is management succession. There is a barrier in the ways the owners-founders do management succession because in Igbo society, selection of heir(s) is restricted to a specific social unit, typically the family which follows the cultural inheritance rules. Inheritance culture has remained an encumbrance to management succession in private indigenous enterprises. Given how essential the succession process is for the survival of enterprises in South Eastern Nigeria after the death of the founder, there is the need to find out the extent or the probability that Igbo inheritance culture have affected management succession.

1.3 OBJECTIVES OF THE STUDY

The main aim of this study is to examine the effect of Igbo inheritance culture on management succession in private indigenous enterprises in South Eastern Nigeria. Specifically, the objectives of this study are:

1. To determine the effect of Igbo inheritance culture on management succession process in private indigenous enterprises in South-Eastern Nigeria.
2. To determine the effect of Igbo inheritance culture on management succession outcome (enterprise continuity/discontinuity) in South-Eastern Nigeria.
3. To determine the extent of relationship existing between factors associated with primogeniture (first born) rule of inheritance and successful management succession.
4. To determine the effect of gender-restrictive inheritance culture on management succession.
5. To ascertain the extent to which multiple heirsô inheritance affect management succession in private indigenous enterprises in South Eastern Nigeria.
6. To modify Systemø Cybernetic Model of the transform of the inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria.

1.4 RESEARCH QUESTIONS

For this study to accomplish the set objectives, the following research questions are presented thus:

1. What is the effect of Igbo inheritance culture on management succession process in private indigenous enterprises in South Eastern Nigeria?
2. What is the effect of Igbo inheritance culture on management succession outcome (enterprise continuity/discontinuity) in South Eastern Nigeria?
3. To what extent is the relationship between factors associated with primogeniture (first born) rule of inheritance and successful management succession in private indigenous enterprises in South Eastern Nigeria?
4. What is the effect of gender restrictive inheritance culture affect management succession in private indigenous enterprises in South Eastern Nigeria?
5. To what extent does multiple heirsô inheritance culture affect management succession in private indigenous enterprises in South Eastern Nigeria?
6. Can a model be modified of the transform of the inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria?

1.5 RESEARCH HYPOTHESES

Based on the highlighted research objectives and research questions, the following research hypotheses are formulated to effectively guide and direct this study:

1. Igbo inheritance culture has a positive effect on management succession process in private indigenous enterprises in South Eastern Nigeria.
2. Igbo inheritance culture has a negative effect on management succession outcome (enterprise continuity) in private indigenous enterprises in South Eastern Nigeria.
3. There is a significant relationship between factors associated with primogeniture (first born) rule of inheritance and successful management succession in private indigenous enterprises in South Eastern Nigeria.
4. Gender restrictive inheritance culture has a negative effect on management succession in private indigenous enterprises in South Eastern Nigeria.

5. Multiple heirsô inheritance to a large extent affects management succession in private indigenous enterprises in South Eastern Nigeria.
6. A model can be modified of the transform of the inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria.

1.6 SIGNIFICANCE OF THE STUDY

The following persons will benefit and use the information from the study. They include:

1. The managers, staff and policy makers in Nigeria will get to know more about culture management succession fit through the empirically-based information provided by the study.
2. Current, future generations and shareholders of private sector entrepreneurs in South Eastern Nigeria would know more about how culture can affect management succession; and how it could reward their ownership.
3. Researchers and students of Human Resources Management, Organisational Behaviour, Organisation Development, Management, Business Administration who need theoretical framework and empirical data on the effect of culture on management succession will benefit from the study.
4. The present research attempts to fill the gap in literature. The empirical findings will reveal the important relationships between culture, succession and organisational sustainability that, if managed properly, will lead to successful management succession and longevity of private indigenous enterprises.

1.7 SCOPE OF THE STUDY

The focus of the study is to determine the effect of inheritance culture on management succession in private indigenous enterprises in South Eastern Nigeria. The independent variable is Igbo inheritance culture while the dependent variable is management succession. The inheritance culture include ï primogeniture (first born) rule of inheritance gender-restrictive inheritance culture, multiple heirsô inheritance).

This research will also review literature on management succession process and outcome, succession planning, successor-related factors, explore the theories and models of management succession and investigate the effectiveness of such theories and models in affecting succession transitions in private indigenous enterprises.

The scope of this research is narrowed to private indigenous enterprises in South Eastern Nigeria comprising of Abia, Anambra, Ebonyi, Enugu and Imo, all of which are predominantly inhabited by the Igbos. The choice is dictated partly by convenience, to reduce the variability that will arise out of different contextual factors and partly, and more importantly, by the principle of homogeneity of cultural traits which is a critical factor in cross-cultural studies. For the purposes of this research, the definition of private indigenous enterprise include all the family businesses (small and medium enterprises) employing no fewer than 5 and not more than 200 persons.

1.8 LIMITATIONS OF THE STUDY

Certain limitations inhibited the effective and smooth collection of data for this research work.

(1) The survey research design has the limitation that it is one shot or at most two shot and that limits its ability to generate data with which to test the causal relationship of the variables without resorting to rigorous statistical analysis. This limitation however, could be overcome by also doing an oral interview.

(2) The oral interview has the limitation that the interviewing situation could change especially if more than one field data collector is used. This limitation however, is overcome by the researcher doing most of the field work.

(3) The questionnaire research instrument has the limitation that its structured nature may compel some respondents to give answers that they do not fully endorse. This shortcoming can be overcome by also using an oral interview schedule which has open-ended questions.

(4) The oral interview schedule has the limitation that its unstructured nature makes it difficult to analyse the responses. This shortcoming is overcome by also using frequency and calculating relative frequencies and percentages.

(5) Time: The study was limited by the amount of time available to conduct the study. Study of this nature and magnitude is usually time consuming because of the area of coverage. Also, it will not be easy to trace the whereabouts of some of these businesses especially where there are no street addresses.

(6) Attitude of Respondents: Some of the respondents feel very reluctant to give out information. This attitude delays the work and may force one to go to enterprises where she has some measure of relationship. In addition, some of the respondents especially from failed enterprises may not be in the position to give accurate information about the company. The founder, who is the most knowledgeable source of information, is no longer around to be interviewed.

(7) Funds: The researcher spent quite huge amount of money to source information from the Internet. Most of the journals sites are classified and require foreign currency for access to be obtained.

1.9 DEFINITION OF TERMS

For the purpose of clarity, some operational definitions are proffered.

Culture: Culture as a total way of life of a people which evolves from social relations and interaction; which provides socially acceptable patterns for meeting human needs; which is cumulative; is meaningful to humans and is learned by members of a society in the course of its development.

EnterpriseContinuity/Longevity: Enterprise continuity/longevity means the prospects for a firm to exist for long after the death of its founder without a significant decline in human and material input as well as organisational output.

Inheritance Culture: This is the practice of passing on property (including business enterprise), titles, rights and obligations to the founderœs heir (s) upon his death.

Intercoder/Interrater Reliability: This is the process of assessing the level of agreement between two coders.

Management Succession: This refers to the process by which commercial investments of any type is transferred from the owner-founder to his prospective survivors - heir(s). These could be members of a nuclear family in a monogamous household such as a wife and children, or members of a compound family in a polygamous household, namely wives and children. Survivors could also be members of the extended family such as uncles, aunts, nephews, nieces, and cousins.

Multiple Heirship: This is the process of sharing or dividing the founderœs property among his many sons(heirs) after his demise.

Negative Succession Outcome: This is a situation where the business collapses or seriously declines due to: poor choice of successor, family in-fighting due, inadequate grooming of the successor and others.

Omenani/Omenala: These are approved ódoingsô, ócustomsô or ówaysô of the land; what the ancestors have sanctioned either to be observed or to be avoided.

Positive Succession Outcome: Where the controlling interest but not necessarily management of the business is transferred to the next generation of the family, and there is minimal disruption to the operations and value of the business.

Primogeniture: Primogeniture means first born.

Primogeniture Rule of Inheritance: This is the right of the first-born child usually the eldest son, to inherit the parentøs entire estate without his siblings.

Private Indigenous Enterprises: These are small, medium and large scale enterprises that are privately owned by a family. The family possesses controlling ownership, controlling management, and the ability to transfer the management of these enterprises to the heirs (next generation).

Thematic Analysis: This is a form of pattern recognition within the data, where emerging themes become the categories for analysis.

Traditional Culture: This is purely indigenous and original distinctive life style, basic ideas, beliefs, and customs of a people.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter aims to build a theoretical foundation for the research by reviewing the relevant literature to identify research issues or gaps that are worthy of research because they have not been fully explored by previous researchers. With the objectives of this study as our guide, the review begins with an overview of definitions of the various concepts relevant to the research: culture, inheritance culture, management succession. This section explains the theories of culture and management succession, the models employed in management succession and succession process. This is followed by a detailed theoretical and empirical review of the literature that supports the hypothesized effect of inheritance culture on management succession process and outcome (enterprise continuity). The chapter concludes by providing summary of the related literature which includes gaps in the literature on management succession. Research on inheritance culture and management succession in Nigeria is scarce and as such, our literature review primarily uncovers western theoretical frameworks.

2.2 CONCEPTUAL FRAMEWORK

Igbo inheritance culture is the key topic of this study. The conceptual framework has been developed on management succession, culture and inheritance. This conceptual framework is used to guide this research study and provides a focus, to accomplish the purpose of this study. The literature on management succession provides a broad base for understanding management succession and models to understand how well an enterprise can perform in different aspects of its dynamic process. The literature on culture gives a knowledge base to understand the creation of culture and its significance in relation to positive succession outcomes and enterprise longevity. The literature on inheritance suggests the significant role of rule of inheritance (primogeniture ï first born) in management succession and enterprise discontinuity.

2.2.1 Meaning of Culture

In exploring the practice of management succession in the Igbo context, a consideration of the culture of the Igbos particularly the inheritance culture and the influence that such cultural factors might have on succession is in order. Culture is one of the key elements in management succession. A great deal of research reveals that culture is recognized as the central component from which behaviour and performance flow (Goody, 2003:34). Indeed effective management succession will remain elusive without an in-depth understanding of the socio-cultural environment in which it operates. The term culture has been defined in a great number of ways and finding a suitable working definition can be difficult. To Abakare (2009:5) culture means the way of life ï the shared, learned behaviour of a people. Abakare argues that culture is a social heritage of any society; all the knowledge, beliefs, customs, and skills he acquired as a member of society. It is always specific and is a distinctive way of life of a group of people, their complete design for living.

For our purposes, we will take a simple approach and define culture as the collection of beliefs, values, behaviours, customs, and attitudes that distinguish the people of one society from those of another. Or, as Hofstede (1991:12; 2001:41) suggests, culture is the collective programming of the mind which then causes members of a particular group or category to behave in a manner that distinguishes them from other groups. According to Hofstede culture is the glue that ties a group or society together and signifies what it stands for. In both personal and the business world, culture determines the rules that govern how people and organisations operate (for the inheritance rule/culture); consists of the patterns of thinking that parents transfer to their children, teachers to their students, friends to their friends, leaders to their followers, and followers to their leaders. By this meaning, Hofstede suggest that people in a particular country can be expected to think and behave in ways that would be different from those in other countries.

This is in line with Ferraroṹs (2005:19) description of culture as everything that people have, think, and do as members of their society. Ferraro elaborates the three major components of his definition in the following manner. He argues that for a person to *have*, something material must be present; when people *think,* ideas, values, attitudes and beliefs are in attendance and that when people *do*, they behave in certain socially prescribed manner. The latter two factors will, in turn, influence the things that people choose to have. If Hofstedeṹs and Ferraroṹs definitions are juxtaposed, the result suggests that people of a certain culture would have, think and do things in ways that are different from those from other cultures. If that is so, it can be argued, in the context of this thesis, that cultural differences could affect the manner in which management succession is planned and implemented and that management succession in South Eastern Nigeria might exhibit differences from those practised in other parts of Nigeria and other countries. This then questions the wisdom of using a universal approach or model for management succession across diverse cultures.

From the foregoing, it could be deduced that culture is all about man and society in a relationship and how man internalizes the product of this relations that sustains his well being. The individual in the society incorporates the culture of his society, and develops a personality that is more or less adjusted by the demand of that society. Culture is visible in the behaviour of individuals as their interest, relate and engage in learned behaviour.

With respect to the definitions of culture by the above scholars in this study, we operationalized culture as a total way of life of a people which evolves from social relations and interaction; which provides socially acceptable patterns for meeting human needs; which is cumulative; is meaningful to humans and is learned by members of a society in the course of its development. What this means is that culture is all about the way a human entity behaves, lives and evolves in his environment. Our action and inaction are motivated by the cultural orientation that we acquire during the period of socialization as a member of a particular culture.

2.2.2 Meaning of Inheritance Culture

Inheritance culture is the practice of passing on property, titles, debts, rights and obligations upon the death of an individual. It has long played an important role in human societies. The rules of inheritance differ between societies and have changed over time (http://en.wikipedia.org/wiki/inheritance :1). Inheritances are transfers of the unconsumed material accumulations of previous generations. Whenever a man died, his property including his business ventures were divided among its male children only. The females were not to partake. The first-born male would take the larger share of whatever that was shared. When a man in his lifetime married more than one wife, after his death, his properties were divided among the first male issues of the wives.

The most important reason that inheritance culture is important to management succession is that it often determines the effectiveness of various management succession practices. Practices found to be effective in Yoruba land may not be effective in a culture that has different beliefs and values. More recently, numerous studies of have identified the inheritance culture as critical to the successful management succession and enterprise longevity (William, 2007:5; Goody, Thirsk and Thompson, 2002:24). In a study that compared public and private enterprises, Goody, Thirsk and Thompson, found that indigenous inheritance culture has significant influence on management succession at the different levels of management especially the chief executive cadre.

2.2.3 Meaning of Management Succession

The importance of ensuring effective succession has been widely recognized in the literature (Dyer, 2003:254); Miller, Steier, and LeBreton-Miller (2003:513); and Mazzola, Marchisio, and Astachan (2008:245). The Management succession issue has been identified as one of the crucial factors for the functioning and growth of private indigenous enterprises. However, as the businesses continue to grow, their founders also get older, and although they may still want to run the businesses, they are soon not able to achieve that.   Therefore, the need to handover to the next generation becomes imperative but it can only succeed if it is accomplished early enough through effective management succession. The aim of management succession these enterprises is to preserve (and if possibly increase) family wealth while transforming the company Surdej and Wach, 2010:124).

Management succession, in organisational theory and practice, refers to the process of transferring managerial control from one leader or one generation of leaders to the next. It includes the dynamics preceding the actual transition as well as the after-math of the transition (Shepherd and Zacharakis, 2000:25-39). It is a process by which one or more successors are identified for key posts, and career moves, and/or development activities explained for these successors. Management succession as the proactive identification and development of subordinates for future managerial and leadership positions as all levels of the organisation (Shepherd and Zacharakis).

In the context of family business, management succession is the actions and events that lead to the transition of leadership from one family member to another (Sharma, Chrisman, Pablo and Chua, 2001:17-25). Succession can also mean a process of ensuring smooth transfer of leadership and responsibility from the incumbent to a potential successor. This may have a form of management (Alcorn, 2002:236), or of ownership succession (Handler, 2001:45; Le Breton-Miller et al; 2004:112), or both at the same time - there may be a variety of combinations of ownership and management available to the enterprise in transition.The implication here is that ownership will remain in the family.Alcorn maintains that succession refers specifically to changes in theboss positionô. Essentially, Aronoff (2003:184) says that, narrowly speaking, succession means the transition of family business leadership andownership from one generation to the next. Broadly speaking, Aronoff argues, succession is a lifelong process of planning and management that encompasses a wide range of steps aimed at ensuring the continuity of the business through generations. Hence, management succession in a family business involves a transfer of managerial decision-making in a firm from one generation to another for the successful continuation of the business. It is a process of preparing an organisation for a transition in leadership.

Ownership succession, according to Paradise (online), is a transfer of assets, capital, contacts, power, skills and authority from one generation of owners to the nest, and which has the dual goal of preserving the business and the family. Paradise (online) posits that the process is embedded in emotions, subjective criteria, and family history factors which influence the decisions about who gets what role in the family. In their review, Mazzola, Marchisio, and Astrachan (2008: 240) show that the process of succession begins before heirs even enter the firm and then proceeds through the formal nomination of the successor, the transition phase, and the actual takeover. Management succession is the process by which ownership and control of the production or commercial infrastructure accumulated by one generation of a nuclear or extended family is transferred to the next (Ukaegbu, 2003:3). In the context of this study, management succession is the process by which commercial investments of any type is transferred from the owner-founder to his prospective survivors. These could be members of a nuclear family in a monogamous household such as a wife and children, or members of a compound family in a polygamous household, namely wives and children. Survivors could also be members of the extended family such as uncles, aunts, nephews, nieces, and cousins.

Surdej and Wach (2010:125) identified different types of management succession. The first type might be called a defensive succession, in which the family try to keep control over the enterprise at all costs. The second type is a transformatory succession in which the company is transformed so as to maximize the family's wealth even at the cost of reducing control. It seems that the first type is the most common in the world of medium and small enterprises since they are undiversified and their success depends mostly on the use of idiosyncratic knowledge - tacit and informal knowledge which has been acquired over a long period of time and would be of little use elsewhere. This might explain why small firms try to find a successor among family members, relatives or close friends.

Keeping in mind the distinction between the transformatory and the defensive management succession, Surdej and Wach (2010:126) distinguish four succession modes: an owner/founder selling his enterprise to another company or person or stand aside, an owner/founder can remain the dominant owner while hiring a professional manager who will run the company on his behalf, an owner/founder can prepare his company to be quoted on the stock exchange, and finally, an owner/founder can transfer the control power to his children or heirs. Of interest to the researcher is this last method. This requires introducing and preparing the successors, so that they are able to manage the firm responsibly and diligently. This scenario is often judged as harming to the growth potential of the firm as it is unlikely that a successor from inside the family will be sufficiently prepared, competent and talented to meet the firm's challenges.

Similarly, Gersick, Davis, Hampton and Lansberg (2007:194) point to the great diversity of successions that are adopted by contemporary family enterprises: collective ownership, shared management responsibilities and multifamily succession. In spite of this, Gersick et al say the family business literature has mostly focused on a single type of generational transfer: a father passes his business to his son, often the eldest son. There are some weaknesses in this theory or at least the presentation of it as the various types of succession options are not defined.

2.3 THEORETICAL FRAMEWORK

2.3.1 THEORIES OF CULTURE

There are a number of large-scale culture studies that this thesis can refer to in investigating the impact of culture on management succession. These include the works of Hofstede (2001:213), Trompernaars and Hampden-Turner (2000:145), the Global Leadership and Organisational Effectiveness (GLOBE) research programme (House, Hanges, Javidan, Dorfman and Gupta, 2004:56), and Hall and Hall (2002:340). This thesis chose to use Hofstedeөs cultural dimensions for its investigation into the impact of culture on management succession as it is considered relevant to the Nigerian environment. Furthermore, Hofstedeөs cultural dimensions were derived from a very large scale study that spanned fifty cultures and is recognised as one of the largest and most definitive work on cross cultural studies.

Hofstede's Five Cultural Dimensions

Hofstede is a widely respected Dutch management researcher who has dedicated his life to studying managerial differences around the world. We briefly examine each of these five dimensions enumerated by Noe, Hollenbeck, Gerhart and Wright (2000:538).

The first dimension, *power distance*, refers to the beliefs that people have about the appropriateness of differences in power and authority among the members of a group or society or business hierarchies. For instance, in high power distance cultures subordinates would be more likely to respect their superiors because of the status and positions that these power holders have, and to, therefore, comply with their orders (Hofstede, 2001:213). However, this control does not necessarily have to be abusive; rather, it could be benevolent: a strong master exerts control to look after the welfare of the entire group. In other cultures where low power distance is preferred, believing in a more egalitarian or participative approach to social or organisational structure, they expect subordinates to be consulted on key issues that affect them and will accept strong leaders to the extent that they support democratic principles.

Hofstedeөs second dimension focuses on the extent to which people are comfortable with uncertainty or ambiguityin the workplace; this is referred to as *uncertainty avoidance.* Hofstede argues that in some cultures such as United States and the United Kingdom, people would be more willing to accept situations of uncertainty, that is, comfortable not knowing everything and can deal effectively with this lack of knowledge. USA and UK have an aversion to highly structured organisations and excessive rules. While the Japanese, by comparison, would prefer a greater sense of structure and routine, seek written rules and strong social norms to guide behaviour. These cultures have high uncertainty avoidance (Hofstede, 2001:215).

The third cultural dimension has to do with the degree to which a society stresses *individualism or collectivism.* This cultural dimension explains the relative importance to the interests of the individual in comparison with the interests of the group. Many Western countries (such as the USA and UK) are clearly individualistic in nature. People are taught that they are responsible for themselves and that in a sense the world revolves around them. Their job is to become independent and reap the rewards of their individual endeavours. Individual achievement is admired, and people are taught not to become too dependent on organisations or groups.

By contrast, collectivistic cultures, such as several from East and Southeast Asia, stress group interests over those of the individual. Collectivistic cultures stress personal relationships, achieving harmony as an overriding societal objective, and the central role of the family in both personal and business affairs. Oneĝs identity is difficult to separate from that of oneĝs group. Group decision making is preferred, and groups protect their members in exchange for unquestioned loyalty. This is not to say that individuals are not important; they are. Instead, collectivistic cultures tend to believe that people can attain their full potential only as a member of a strong group.

The fourth cultural dimension, masculinity versus femininity, has to do with how success is defined. People in high masculinity cultures like Japan, Austria and Italy tend to exhibit aggressiveness in pursuing their goals and place a high value on achievement, ambition, goal attainment, decisiveness, and assertiveness. Kluckholhn and Kroeber (1962:12) had looked at this dimension before Hofstede, and referred to this as ñaggressive goal behaviour/tough-tenderò in the recognition that many women obviously share a strong achievement orientation, decisiveness, and assertiveness. By contrast, feminine cultures tend to stress communal goals (social relationships), nurturing and caring (quality of life) over individual achievement. In fact, assertiveness is often ridiculed in such cultures, and people often tend to undersell themselves.

Quality of life is often emphasized over careers. This is not to say that goals are unimportant to these cultures. Rather, achieving such goals is not viewed as the overall purpose of life. Goals are seen as means, not ends, to a good life.

The fifth dimension is *long-term orientation* added in recognition of a certain uniqueness characterising East Asian cultures. This dimension was originally referred to as ñConfucian dynamism.ò This dimension is added in this discussion because of its relevance to Nigerian culture. Long-term orientation as a cultural characteristic focuses on the extent to which cultures emphasize working for today compared to working for tomorrow. In some cultures such as Korea, Japan, and Taiwan, people tend to have a long-term orientation that values hard work, personal sacrifice for future benefits, dedication to a cause, and personal thrift. The emphasis is on sacrifice so tat future generations can prosper. This outlook is thought to have been a primary ingredient in the success stories of countries such as Korea, Singapore, and Taiwan that engaged in late industrialization. By contrast, other cultures tend to focus more on the past or present and let tomorrow happen as it will, emphasizing respect for traditions and fulfilment of oneôs social obligations over achievement or investments. These cultures exhibit what Hofstede (2001:215) calls a short-term orientation. Hofstede identifies Pakistan, Russia, and several countries in both northern and southern Africa (Nigeria inclusive) as examples of cultures with a short-term orientation.

Research on culture and succession and enterprise sustainability in Nigeria is scarce and our literature review primarily uncovers western theoretical frameworks.

In the light of the above, Hofstedeôs cultural dimensions is relevant to the Igbo society. Igbo culture can be described as collective, highly power distance and masculine. A collective culture is one where there is a preference for a tightly knit social framework in which individuals can expect their sons, relatives, clan, or other in groups to look aftr them in exchange for unquestioning loyalty (Hofstede, 1984:213). Collectivism applies in Igbo society because the primary social organisation is a web of both family and kinship networks. Individuals in Igbo society are tightly knit in a well-structured family and kinship networks which determines his status, mobility and success (Kochanek, 1983:34). Another important factor is a sense of loyalty and respect for the norms of that group. One such norm is the need for providing for the economic well-being of their members. No wonder the owner-founder will always bequeat his property to him immediate family members except where he is childless, then his brothers or relations will take over. Due to the adherence of these norms, a high level of trust exists between the family members, which creates further solidarity, strengthens family ties and also reinforce the financial foundations by retaining land and property within the family.

Igbo culture is also characterized by high power distance because the structure of organisations is hierarchical. Power distance refers to the extent to which inequality (hierarchy) is seen as an irreducible fact of life (Hoecklin, 1996:67). Families too, support a structure of hierarch with the father being the head of a family and the eldest son having more say in decision making than the younger ones. Children are expected to respect and obey their parents and restrain from questioning their authority. The elders of the families such as paternal or maternal grandparents are also considered wise and experienced and are to be treated with respect and reverence. Sibling rivalry is discouraged and siblings are instructed to respect each other from an early age. The older brother is referred to as *brother* which is not a symbol of equality but a mark of respect for family hierarchy.

Further, the Igbo society is a masculine society. Masculinity stands for a preference in society for achievement, heroism, assertiveness, and material success (Hofstede, 1984:126). Hofstede posits that a masculine society can be described as one in which there is maximum difference between the social roles of the sexes. The norm is then that men are given the more outgoing, assertive roles and women the caring, nurturing roles. The polarity of roles assigned to or expected of a majority of men and women in Igbo society indicates that the indigenous culture is essentially masculine. The sons of the family are expected to act responsibly and to assume leadership when the time arrives, and the daughters are expected to be married off and honourably start a new life in a new home. Men are regarded as the bread winners of the family and women are expected to nurture the home and the children. The family norms and hierarchical nature of the society inculcates status-consciousness in the minds of he people. The maintenance of family norms is considered extremely important. It takes precedence over all other matters and cannot be compromised. Therefore, based on the above literature we propose that family culture influence the division of family business and thereby disintegration of the family business into several businesses during the succession phase.

2.3.2 THE THEORIES SURROUNDING MANAGEMENT SUCCESSION

There are many theories of succession ï the common-sense theory, the vicious-cycle theory and ritual-scapegoating theory of succession. The three theories will be reviewed but the research will dual more on common-sense theory which is relevant to the study.

2.3.2.1 The common-sense theory of succession

The proponents of this theory argue that companies undertake management succession planning because they are looking to improve their organisational performance ((Guest, 1962:47; Helmich, 1975:435; Pfeffer and Salancik, 1977:79). That being the case, it is only common sense that those with the authority to effect top level management succession choose a person with the relevant expertise and experience to bring about the desired organisational performance. An example of the common-sense theory was seen in September 2006 when the Ford Motor Company replaced Bill Ford with Alan Mulally as the Chief Executive of the company (although Ford remained as chairman of the board). The Ford Motor Company had been undergoing difficulties for a number of years and the company employed common sense to appoint Mulally to implement a wide range of organisational restructuring activities that the company required. This will help to halt the companyøs decline in market share.

Common-sense theorists view management succession planning as an organisational norm rather than an exception and expect all parties involved to do what is necessary to ensure smooth management succession. It is possible that these common-sense expectations can be limited by the demonstration of entrenchment tendencies by some incumbents.

2.3.2.2 The vicious-cycle theory of management succession

Critics of the common-sense theory of succession contend that management succession events are really not in the best interest of the company (Grusky, 2005:34). This has given rise to the óvicious-cycle theoryô of management succession. This theory suggests that management successions, especially where they occur frequently, are disruptive to organisational performance and tend to lead to further declines in performance (Gouldner, 2001:258; Grusky, 2005:21; Allen, Panian and Lotz, 2003:168) thus setting into motion a vicious downward spiral. The vicious-cycle holds that a company seeking new chief executives does so because of the companyøs poor performance, that is, if the new chief executive does not deliver the expected outcomes then that new successor will also be replaced. The repetitive nature of the vicious cycle has the effect of reducing staff morale and the aspirations of potential chief executive candidates. This continuing cycle could negatively impact on the strategic direction of the company, leading to possible declining performance. This theory has attracted its fair share of criticisms and critics argue that not every succession outcome is negative, nor is it related to organisational performance. This gives rise to the third theory of management succession ï ritual scapegoating (Gamson and Scotch, 2008:69).

2.3.2.3 The ritual-scapegoating theory of management succession

Gamson and Scotch (2008:72) and Boeker (2007:538) assert that management succession has little causal effect on organisational performance and that powerful chief executives are less likely be dismissed than less powerful chief executives, even during periods of poor organisational performance. Powerful top executives are more likely instead to find a scapegoat and displace the blame for the poor organisational performance onto their subordinates. Arguing against Gruskyøs (2005:28) investigations, Gamson and Scotch (2008:70) contend that organisational performance depends on factors such as the ability to attract critical talent and that its success is a function of organistional processes rather than of management. Other researchers such as Lieberson and Oøconnor (2006:117) and Brown (2002:6) have come out in support of Gamson and Scotchøs (2008:76) views on ritual scapegoating. They argue that there are no significant links between company performance and management succession events from data collected from over a 20-year period amongst 167 large companies. In their view, the real value of management succession rests in succession events informing shareholders of the change taking place and that this change portends better organisational performance.

Although the three theories were proposed in the early 1960øs a recent study was conducted on the relevance and impact of these three succession theories on organisational performance. Rowe, Cannella, Rankin and Gorman (2005:206) provide evidence that demonstrate that organisations engage in all three forms of management succession. They conclude that organisations used the common-sense theory of succession to improve future performance; that those who engage in the vicious cycle theory of succession saw reduced performance; and that ritual scapegoating has no effect on overall performance. Their investigation confirms that management change does affect organisational performance and that the way in which this change is brought about is important.

2.3.3 THE MODELS EMPLOYED IN MANAGEMENT SUCCESSION

Management succession has been looked at largely in terms of the antecedents and consequences of the event. Little attention was given in earlier research to the processes involved in the actual succession event or to the models of management succession that companies employed (Friedman, 2002:718). Most of the early succession models presented in the literature, a number of which will be discussed, are more appropriate for levels below the chief executive officer and do not address the often unique challenges of chief executive succession, such as entrenchment tendencies (propensity to leave by the founder). This does not negate the useful, albeit limited, application of such models for succession at the upper-echelons.

Succession models can be used by organisations to assess their current level of skills (skills that are required for various levels of management), to evaluate the abilities of the current chief executive and to identify insider successors, and the modes through which such potential successors can be developed. Naveen (2006:680) suggests that companies that have succession plans have a higher probability of insider-succession events. This is especially so with high levels of operational complexity and the greater the level of complexity, the greater the cost of transferring company-specific knowledge and skills to outsider successors. Hence, the study of succession processes and models may reveal what could be done to facilitate and enhance the commencement and successful completion of the succession process at the chief executive and upper-echelon levels.

2.3.3.1 Generic Succession Systems

A number of successions systems have been suggested by researchers such as Gratton and Syrett (2000:38), Nowack (2004:49), Cohen and Tichy (2006:62), Cashman (2001:32), Rothwell (2002:34), and Chung-Herrera, Enz and Lankau (2003:25). Many of these systems are more applicable to the development of second-tier leaders (that is, management development) rather than to the development of the upper-echelons. Nevertheless, their discussion here is necessary as companies have viewed them as part and parcel of their leadership succession planning process. However, the usefulness of these generic systems at the chief executive or upper-echelon level may be limited especially in instances of entrenchments.

One such generic system is proposed by Friedman (2002:718) who looks at how contextual conditions (like size and the age of the company) affect the characteristics of the companyøs succession and how they influence the outcomes of the company in terms of reputation, financial performance, turnover rates and the effectiveness of the succession system. Friedman suggests that succession is a process that starts with organisations recognising that they need formalized succession plans. Once this has been established, these organisations could determine and set up the appropriate criteria required for the selection of candidates for training and development. Friedman, however, asserts that highly successful companies tend to have formalised procedures for leadership succession. Friedman suggests that organisations need sufficient resources and development programmes as well as a system of checks and balances that only those with the best fit are selected.

Chung-Herrera, Enz and Lankau (2003:24) recommend the inclusion of a competency model in the leadership succession process, arguing that such a model would help the organisation identify the skills, abilities, attitudes and behaviours that would be needed to help it perform more effectively. They contend that such an inclusion keeps the leadership slate filled with potential leaders. Similarly, Conger and Benjamin (2005:86) suggest that companies need to include three processes in succession planning. The first of these is that companies need to initiate the development of individual skills. This is done to build a pool of well-rounded high-potential individual; that is, employees who demonstrate high aptitude and capability and who are trained to take over greater levels of responsibilities when required. The goal here is to make companies ready for both planned and sudden or unplanned successions. The second process involves the socialisation of corporate leadership values through the process of mentoring. The third process suggested by Conger and Benjamin is that companies need to design initiatives to help leaders think and plan critically and strategically so as to meet the demands of operating in an increasingly turbulent market environment. This is envisaged to help organisations build greater sources of critical dimensions for the organisationｴs competitive strategy and ability.

The suggestions offered above by Friedman (2002), Chung-Herrera, Enz and Lankau (2003) and Conger and Benjamin (2005) appear to be more ｬsoundｴ advice that every company should observe rather than actual succession models. Their generic nature suggests that they are more appropriate for low-to middle-level managerial replacement events than for succession at the highest levels of the organisation.

Another model offered to meet the challenges of succession planning is the Three Track Leadership model proposed by Kur and Bunning (2002:765). This model attempts to integrate three elements of leadership development. The first element is that of developing potential leaders to understand the various business units, functions and geographical markets in which the organisation operates. The objective of this is to enable future leaders to develop a holistic and detailed perspective of the organisation and its operations and be able to handle increasing business complexity. The second element requires developing these selected candidates in areas such as managing change, people and structures. The aim of this developmental track is to offer potential leaders the opportunity to become change leaders within the day-to-day functioning of the firm. The third part of the Three Track Leadership model calls for the inculcation of continuous personal development, enabling potential leaders to better understand and subsequently rectify their own weaknesses and limitations.

Though the Three Track Leadership model plays an important role in leadership succession planning, it has a number of limitations in terms of succession implementation. The Three Track Leadership model assumes that succession events would proceed as planned and appears not to have mechanisms to deal with the possibility of entrenchment tendency especially when applied to chief executive succession. Another limitation is that the Three Track Leadership model, like the other generic systems, is more suited to developing middle managers than those at the highest levels of an organisation. Leaders at the top of the organisation understandably require more skills (conceptual, technical and human) than those at lower levels (Katz, 2004:99). The Three Track Leadership model approach does not appear to handle this requirement specifically.

The advantage of these generic systems is that they are easy to implement and thus offer organisations a simple, user-friendly approach to succession planning. Their simplicity may even encourage more organisations to be involved in the formalisation of succession planning and implementation. However, these systems tend to adopt a óone-size-fits-allô approach. This simplistic approach will be unlikely to be of much use for larger organisations which have greater levels of variations in organisational complexities, culture and management practices. For this reasons, modifications and refinements have to be made to these generic systems to achieve better organisational fit. Another shortcoming of these models is that they tend to be more appropriate for the development of mid-level leaders and are questionable for leadership succession in the case of the chief executive officer and those in the upper-echelons. Even if these models are applicable to chief executive officer successions, the question of how to overcome problems of leadership entrenchment is not addressed. The broad approach of these generic models limits their overall usefulness and areas such as time frames, the development of potential leaders, exit strategies and smooth leadership transitions will need to be considered.

2.3.3.2 The Leadership Pipeline Model

The Leadership Pipeline model proposed by Charan, Drotter and Noel (2001:231) is more sophisticated than the generic models as it examines the development of leaders at every level. Charan et al, argue for a óleadership pipelineô that should be kept ófully primedô at all times, to avoid any possible shortage of managerial talent in the event of management positions becoming vacant. Keeping the leadership pipeline primed is the only one aspect of the model; the model professes a system that allows aspiring executives the means of climbing the corporate ladder. The core principle of the Leadership Pipeline model is that executives must successfully pass through a number of stages of development and be continually developed and trained to move from one level to the next and, in so doing, assume higher positions and greater responsibilities along the way. This model creates opportunities for employees to manage themselves and allows them to progress through various stages where they learn to manage others, manage managers, manage business and finally to manage the business as chief executive officer.

Charan and his colleagues envisioned that completing each part of the pipeline would take an employee approximately three years. By this reckoning, it would take between 15 and 18 years for someone starting off at the bottom to become chief executive of the company. This might appear to be a long time for an ambitious person to wait but the model does not suggest that a person had to start at the bottom. It is often the case that managers are recruited into high-level positions and, depending on where they entered the Leadership Pipeline model, they might only take, for example, six years before becoming a member of the upper-echelons or even the chief executive. Charan, Drotter and Noel (2001) are not in favour of accelerating potential candidates through the Leadership Pipeline model for fear that doing so might result in the deficiency of certain fundamental skills that require the rigours of time for inculcation. The sophistication of the leadership pipeline model lies in the fact that it lays out the diagnostic tools needed to identify the gaps in the skills of the executives selected and suggests strategies such as employee role clarification, performance standards development and assessment, coaching and mentoring. The leadership pipeline model therefore suggests that there is a high element of internal training and preparation required for leadership succession. The model calls for the development of suitably qualified managers at every level of the pipeline and the model envisages that, eventually, one of these managers could become chief executive. The maintenance of this model ensures that the company always has candidates of chief executive and senior management potential in the pipeline ready to step up as and when required. The idea of this model is attractive to organisations as it provides a user-friendly basis for a succession.

While the Leadership Pipeline model is presented as a sophisticated user-friendly model, it has its limitations. An obvious characteristic of the leadership pipeline model is that it is a model suited for companies with deep financial and human resource pockets and its applicability to smaller companies is questionable. Nevertheless, Charan, Drotter and Noel (2001) have suggested that the leadership pipeline model could be employed by small companies as well by simply shortening the pipelines or by removing some of athe stages in the model altogether, but it is assumed that any shortening of the passages could compromise the rigour needed to ensure that the managers nurtured through the pipeline model have all the skills necessary to eventually lead the company. The leadership pipeline model does not address the problem of entrenchment tendency as no strategies are provided to facilitate the chief executiveøs passage out of the system since incidence of chief executive entrenchment are well documented. The model appears to advocate that anyone in the company, even those at the entry level, can potentially become a chief executive if they have the drive and determination to persevere through all the stages. No evidence was offered by Charan and his colleagues to substantiate this. Another shortcoming of the model is the lengthy time that it would take for someone to move up all the six career passages if that person had to start right at the bottom. This could wear down the determination of someone who started at the very bottom. Besides, successful passage through the various stages of the pipeline is not itself a guarantee for consideration for the chief executiveøs position.

2.3.3.3 The Acceleration Pools Model

The Acceleration Pools model is propounded by Byham (2002:10). The Acceleration Pools model calls for the identification of a pool of high-calibre candidates who are selected and assigned into óstretch jobsô by what Byham calls the óExecutive Resource Boardô which is made up of the chief executive and other senior managers. Stretch jobs are defined as jobs that extend the candidate beyond his or her usual level of capabilities and responsibilities so that he or she can acquire higher levels of skills. The objective of the Acceleration Pools model is to enable selected candidates to receive cross-functional training in an accelerated manner. Candidates selected for inclusion into the acceleration pools are coached, mentored and trained more rigorously than the average candidate. The progress of these candidates is carefully monitored and tracked by senior management and those who display promise for further development are stretched even further with more challenging jobs while those who do not are dropped out of the pool. Theoretically, the Acceleration Pools model would ensure that the executive resource board has a pool of people to choose from rather than being limited to one or two possible candidates. This model is geared towards obtaining an accurate diagnosis of the training and developmental needs of the candidates and then placing them in an environment that motivates, or in some cases, forces them to change (Byham, 2002:12).

Like Charan, Drotter and Noelôs (2001:231) leadership pipeline model, the Acceleration Pools model is about keeping the leadership pool at optimal levels. The Acceleration Pools model does not take into consideration entrenchment tendencies. The model works best in large companies that have vast financial and human resources and will require a leadership paradigm that sees the ongoing development of new leaders as an important business priority. A shortcoming of the model is that it does not outline any developmental time frames for potential heirs apparent. The use of the word óacceleratedô might give potential heirs apparent the impression that the process would be relatively short when, in reality, it can be lengthy, especially in instances where the incumbent chief executive displays entrenchment tendencies.

2.4 THEORETICAL REVIEW/STUDIES

2.4.1 Succession/Inheritance System in Igbo Society

Succession is an ordinance of continuity. The law of nature dictates that every one must die. Most people, rich or poor, acquire properties during their lifetime and are interested in the way their properties will be distributed after their death. When a person dies the properties that are left behind should be distributed to persons alive by way of succession. Succession is the passing of property to persons upon the death of the owner of the property (Animashaun and Oyeneyi, 2002:3).

The law of succession involves the transmission of the rights and obligations of the deceased person in respect of his estate to his heirs and successors. Succession may be testate or intestate. Where a deceased person made a will, it is said to have died testate. Where a deceased person did not make a will he is said to have died intestate. Properties that are acquired by a person may be personal/movable or real/immovable. Personal property includes all the property owned by a person except land, companies or any interest in land, for example, money, goods, trinkets, shares, clothes and the like. Real property is land and as a general rule whatever is affixed or attached to land (business enterprises) (Animashaun and Oyeneyi, 2002:4). However, this study is interested in real estate (business enterprises owned by the deceased).

Generally, succession in Igboland is guided by customary/native/custom law of inheritance. Custom law has been described as ña body of customs and traditions, which regulate the various kinds of relationship between members of the community in their traditional settingö (Okonkwo, 2003:41). It is a ñmirror or accepted usage, a reflection of the social attitudes and habits of various ethnic groups and it derives its validity from the consent of the community which it governs, applicable only to people indigenous to the locality where such customary law holds sway.ö (Salacuse, 1965:342)

Indigenous customary law differs from tribe to tribe. Though the general rules obtained within a particular tribe may be similar, they very often differ on points of detail. It is, therefore, safe to assume that there are as many customary laws as there are independent traditional communities. However, these laws are governed by the canons of lineal descent along paternal or maternal lines. Paternal lines are lines of descent traced through the father while maternal lines are lines traced through the mother. For example the line of descent governing inheritance of the people in Yorubaland and some part of Igboland is paternal while that governing the people of Afikpo, Abiriba and Ohafia in the eastern part of Nigeria is maternal (Uchendu, 1965:174).

With regard to the former Eastern Nigeria, Okoro (1999:243-245) has identified four main types of succession within the dominant patrilineal system in Igboland. These are:

(1) Where the deceasedøs property is shared by his sons, brothers, fathers, uncles, that is, male relations, excluding daughters, wives, sisters, mother. This is found amongst the Igbo, Ibibio, Annang, Oron, Obanliko, Abua and Ogoni.

The rule of succession/inheritance in Igboland are not uniform however, certain similarities can still be identified. When a man dies, the distribution of the deceasedøs estate is based on the customary doctrines of inheritance and succession of property. These doctrines are generated by the canons of lineal descent along paternal or maternal lines. Paternal lines are lines of descent traced through the father while maternal lines are traced through the mother.

(i) In a monogamous household when a man dies intestate, though his properties are inherited by his sons as a body, his eldest son (okpala) succeeds to his estate, and will become the head of the immediate family. The first son is entitled to occupy his fatherøs dwelling house, his commercial ventures and some other personal properties. Regarding the remaining properties (houses, lands and businesses) owned by the deceased, these are held in trust for other male off-springs of the deceased.

(ii) In a polygamous household (where the deceased has more one wife) when a man dies intestate, the oldest sons of the wives inherit jointly, though the most senior among the co-heirs will succeed his father.

(iii) In places where it is lawful for a widow to be taken over as wife by a member of her husbandôs family, a son born to a man by a widow he has so taken over has the same right of inheritance to the manôs properties as a son born to him by a wife in respect of whom he paid bride price.

(iv) Where a man is survived by daughters but is not survived by sons, the daughters have no right to inherit any of the deceased properties. The reason for this is that if the daughters get married, the property would pass from the deceasedôs family into the daughterôs husbandôs family.

(v) Where a man is not survived by son(s), brother(s), father as well as half brother(s), but is survived by relatives, his properties will be inherited by the relative closest to him in his family (Okoro, 1999).

(2) In the second type, the form of marriage entered into by a woman determines the family to which her children succeed. The children of an Igwa marriage, involving lesser expenses and a smaller bride price, belong to and have succession rights in their motherôs family. On the other hand, the children of an Iya marriage, involving greater expenses and a higher bride price belong to and have succession rights in their fatherôs family. For other purposes the line of succession under (II) is the same as in (I). The type is found amongst the Ijaw.

(3) In this third type, both male and female children have rights of succession to their fatherôs property. This is the case amongst the Efik and Umon.

(4) In the last type, the children are excluded from the line of succession. Rather it is the father, eldest brother, and uncle, who succeed. The wife and sisters are also excluded. According to Orji (1999:55), this occurs amongst the Abiriba and Ohafia people because of a historic act performed by a woman, precisely a mother. The people in those areas turned their inclination to mother-hood as a more reliable line of genetic descent and heritage. Whenever a married man died, his property were inherited by his brothers and sisters and not by his wife and children. However, the wife and children were allowed to occupy the living house of the dead man, though this culture is gradually changing because of civilization (Okoro, 1999:246).

2.4.2 Cross-Cultural Perspectives on Succession/Inheritance

This section will review studies carried out in different countries with the objective of establishing the degree of uniformity or divergence in the succession/inheritance practices of different countries.

Low (2006:25) carried out an extensive study of succession process in East and South East Asian countries such as Indonesia, Malaysia, Taiwan, Bangladesh, Singapore and Japan to ascertain whether they varied across national boundaries with reference to management succession (that is, to find out how family inheritance is parcelled out to the children). Low found a high degree of similarity among succession process in these countries. According to Low, top leadership positions are often viewed as part of the familyôs legacy in family-owned and family-controlled firms. Low further observe that while employees are viewed as part of the family, there is a distinction between the immediate family, that is, the family of the founder and leader of the company, and hired employees. Because of this, it is not surprising that succession to top positions is strictly reserved only for members of the immediate family.

Zheng (2002:89) notes that a common approach to family-owned businesses is the assignment of important management positions only to family members, first to immediate family members, and then, to extended family members. This supports Friedmanôs earlier (2002:215) findings that in many families, especially in Chinese ones, power is normally passed on to the eldest son irrespective of qualification and performance although Handler (2001:137) adds that favouritism has been observed to set in the way of this practice from time to time. However, while older and younger brothers are not equal in status, coparcenary is espoused in Confucian teaching and the family equally divides or shares the inheritance among all male siblings (Chau, 2004:25). A rationale for this is that this would then ensure that all family members will work together for the greater, and continued, good of the family (Yeung and Tung, 2006:55). Yeung argues that as companies can only have one leader at a time, coparcenary will give way to the practice of allowing the eldest - and traditionally it would be the eldest son ï the right to take over the helm of the company. Since the family values and reputation are of utmost importance, it is not surprising that succession will be dynastic as family members will be trusted more than outsiders to safeguard and build the family fortunes. Low (2006) therefore concludes that the countries studied shared many elements in common in terms of basic approach to issues of managerial succession.

In studying management succession in East and South East Asian countries Huang (2004:124) writes that many of their companies do not have succession plans in place. The lack of such plans is due largely to the fact the succession in companies in East and South East Asian countries tends to be based on relationships and is thus reserved, wherever possible, for family members; also for fear that management succession process might result in the weakening of paternalistic authority.

The next study to review is one carried out by Afghan (2008:7) on Pakistan. Pakistani culture can be described as collectivist, highly power distant and masculine. A collectivist culture is one where there is a ópreference for a tightly knit social framework in which individuals can expect their relatives, clan, or other in-groups to look after them in exchange for unquestioning loyaltyô (Hofstede, 2001:8). Collectivism applies to Pakistan because the primary social organisation in the country is a web of kinship network or *biradiri* as it is called in the local language. According to Kochanek (2002:45) individual in Pakistan is tightly knit into a well-structured kinship network which determines his status, mobility, and success. Pakistan culture is characterized by high power distance because the structure of organisation is hierarchical and power is typically centralized. Families, too, support a structure of hierarchy with the father and the eldest son having more say in decision making than the younger ones. Sibling rivalry is discouraged and siblings are instructed to respect each other from an early age.

Furthermore, Pakistan is also a masculine society (Hofstede, 2001). A masculine society can be described as one in which there is maximum difference between the social roles of the sexes. The norm is then that men are given the more outgoing, assertive roles and women the caring, nurturing roles (Hofstede, 2001). The polarity of roles assigned to or expected of the majority of men and women in Pakistan indicates that the indigenous culture is essentially masculine. The sons of the family assume leadership when the time comes, and the daughters are expected to be married off and honourably start a new life in a new home. Based on the literature, we propose that kinship and family culture influence the division of family business, and the disintegration of the family business into several businesses during the succession phase.

Yordanova (2010:118) studied 51 Bulgarian family businesses of different size, firm age and belonging to different sectors to examine the process of succession. Yordanova found out the management succession in these businesses was based on the Bulgarian culture. At the demise of the founder-owner or incapacitation, the eldest son takes over as the chief executive because they want an outsider to be at the head. Also the result indicate that the owner-managers of the studies firms do realise that they will not be able to manage the business forever, but leave important aspects of the succession process to chance. The founders paid significantly less attention to succession issues by not having a written succession plan.

2.5 THEORETICAL PERSPECTIVES ON INHERITANCE CULTURAL FACTORS IN IGBO SOCIETY

In exploring the practice of management succession and enterprise longevity in Igbo society, a consideration of the inheritance culture of the people and the influence that such inheritance culture might have on succession process is in order.This section reviews the inheritance cultural factors/practices that are prevalent in Igboland.

2.5.1 Primogeniture (first born) Rule of Inheritance: Primogeniture is a system where the oldest son in a family inherits everything, to equal sharing rules among all the sons of a founder (Obi, 2002:100; Williams, 2007:5). Primogeniture is the right, by law or custom, of the firstborn to inherit the entire estate, to the exclusion of younger siblings (Wikipedia, the free encyclopedia:1). Historically, the term implied male primogeniture, to the exclusion of females (Barnes, 2004:4). According to the primogeniture system derived from the Middle Age, but still widely practiced in most countries of the world (Barnes, 2004:4), the eldest son inherits the role of the family leader. This criterion free fathers from the disagreeable task of comparing and choosing between their children (Cabrera Suarez, 2006:8).

In Igbo tradition, whenever a man died, his property was divided among his male children only. The females were not to partake. The first-born male would take the larger share of whatever that was shared, but not a ‘lion’s share’. After the division, the shares were chosen in order of seniority. Before the division was carried out, a portion or a certain number of whatever was to be shared was brought out separately. It was this that the most senior or first-born, as the case might be would take and add to his own, after he had shared the remainder with his younger brothers on equal terms Orji, (1999:53). Similarly, according to the and Norman tradition, the first-born son inherited the entirety of a parentøs wealth, estate, title or office and then would be responsible for any further passing of the inheritance to his siblings. In the absence of children by the founder, inheritance passed to the collateral relatives, in order of seniority of the males of collateral lines. The eligible descendants of deceased elder siblings take precedence over living younger siblings, such that inheritance is settled in the manner of depth-first search (Wikipedia, the free encyclopedia:1). The myth of male supremacy is ingrained into the society, as men are the decision-makers, traditional rulers, custodians of culture, top government ministers, and policy-makers (Obi, 2002:100).

A preference for male successors is made explicit in some of the family-business literature (Dumas, 2003; Kealting and Little, 2004; Miller, Steier and Miller, 2003) regardless of suitability (Miller, et al., 2003). In Igbo society, management succession follows the rules of inheritance which empowers the founder to bequeath his enterprise(s) to his offspring or heir(s). The right of the eldest surviving son to succeed his father in the headship of the family and his commercial ventures is automatic and arise as a result seniority (Onuoha, 2010). Onuoha argues that only the father, as the owner and creator of the family property, can deprive the eldest son succession by a valid direction made with the aim of ensuring that the affairs of the family are properly managed by a person qualified on the grounds of intelligence and education to do so. In the absence of any such direction by the father, right of the eldest son cannot be taken away without his consent.

2.5.2 Gender-Related Issues and Inheritance Rights: Gender has been one of the inputs traditionally used in the succession planning in family-businesses. Kealting and Little (2004) considered gender the main factor in the successor election process, whereas Stavrou (2003:68) found out that, even if the daughter was the primogeniture, she was not considered to run the family business. Thus, there were some owners that preferred to sell the business instead of allowing their daughters to lead it (Meffert, 2004:211; Stavrou, 2003:69). While sons are grown up for entering in the family business daughters usually lack the opportunity to succeed their fathers (Dumas, 2003, Miller et al., 2003). Fathers tend to have tacit expectations that their sons will take over the family firm and therefore ñgroomò their sons for the role (Dumas, 2003:34).

In Igbo inheritance culture, where a man is survived by daughter but is not survived by sons, the daughters have no right to inherit the fatherôs property or commercial ventures except in matrilineal society like Ohafia Division (Obi, 2002:103). Obi observes that a clear discrimination exists in the patrilineal Igbo society where devolution is strictly based on the principle of primogeniture, wherein the eldest son takes the lion share of his deceased fatherôs estate with his younger brothers taking the remnant, with no allowance made for the females except the wearing apparels, trinkets, and cooking utensils.

An exploratory study comparing succession practices between Korean and United States family-firms revealed that, even though owners of United States firms are a little more open to considering daughters as successors, most owners in both countries overwhelmingly choose and expect their sons to be the successors (Kuratko, Hornsby, and Montagno, 2004:56). Fahri (2000:23) reports that only about 5 percent of all United States family firms with 59 employees or more include daughters as employees. Furthermore, Birley (2006:2) found that most female students in her study had no expectations of joining the family business or did not have any specific plans regarding it in the future. In Canada, fewer than 5 percent of family firms are headed by daughters because women are not moved to the top until crises or unforeseen circumstances put them there (Kuratko, Hornsby, and Montagno, 2004). Wajcman (2001:12) argued that the male culture is so ingrained in organisations that people do not even recognize that the organisations are gendered.

The daughter, due to her sex, is not a legitimate heir candidate (Astrachan and Whiteside, 2002; Bayad and Barbot, 2002; Cromie and OôSullivan, 1999; Dumas, 2003; Estess, 2001; Haberman and Danes, 2007; Martin, 2001; Nelson, 2001; Sherman, 2002; Vera and Dean, 2005). Daughters are seen as ñinvisibleò, ñnon-naturalò successors (Cole, 2002; Slaganicoff, 2000) and they are considered for promotion during crises (economic or health problems, brotherôs refusal to take over the business) when the incumbent leader has no other choice to preserve the family enterprise. The daughter may then be positioned as the family firm saviour

Despite these barriers some women get around the obstacles and are encouraged to join the firm, developing an interest in the firm and/or in leadership as a consequence of one or more of the following factors: their brothers are not strong leaders, they have no family responsibilities (no husband, no children), or their fathers ask them to join the firm (Iannarelli, 2003:44).

2.5.3 Multiple Heirship Inheritance: Multiple heirship inheritance is as a result of polygamy. Polygamy is the custom of having more than one wife at the same time (Hornby, 2005:1123). White and White (2005:3), posits polygamy as a term that means multiple spouses. It is estimated that somewhere between 20,000 and 60,000 people still practice polygamy today and that polygamy was largely confined to the ruling and upper classes (Kincaid, 2003:24). Polygamy has been practiced in all parts of the world including the United States, Africa, and China. Even in the Bible, polygamy was an accepted social custom throughout the ancient Middle East. It was also a common practice among the ancient Israelites. In ancient Israel, failure to have children was regarded as a family tragedy, for several reasons. In an agrarian culture, children were needed to help with the work of everyday life. Without sons, the family name would not be preserved, and without an heir, the family would be unable to maintain its place in the tribal allotments (1 Kings 11:1).

Polygamy is an institution that is inseparably bound up with the family and social life of the Igbos and, without exception, touches the lives of every man and woman in the country (Basden, 1966:97). Polygamy is favoured and fostered equally by men and women; in some respects the latter are the chief supporters of the system. According to Basden, the ambition of every Igbo man is to become polygamist, and he adds to the number of his wives as circumstances permit. Marrying many wives is an indication of social standing and, to some extent, signs of affluence; in any case, they are counted as sound investments. Polygamy is practiced in Igboland for the same reasons given above in Ancient Israel for practicing polygamy. No wonder some Igbo authors claim that the Igbos migrated from Israel (Ujah, 2006:14). Apart from the above reasons, polygamy in Igboland is a show of wealth. Only men with high economic status tend to have more than one wife (Altman and Ginat, 2005:6).

Polygamy in Different Cultures

Polygamy has not only existed in the western world, other cultures around the world have practiced it, as well. Polygamy continues to be practiced in parts of Africa; more specifically in East Africa (Tracy, 2002:13). East Africa has an agricultural way of life and, for the people of this area, many wives suggests an increased social standing and that there will be more children who can be used for labour. Polygamy is also found in Vietnam, In the Vietnam War, many men from North Vietnam lost their lives, which made it difficult for women in their late thirties and early forties to find a husband (Tracy, 2002). These women decided to enter plural marriages in order to be able to have children.

Polygamy is also present in the Islamic culture where a man is allowed to have up to four wives, but each wife must have equal rights when it comes to family and inheritance (Ali, 2003:78). Polygamy is only allowed in Islamic cultures if the first wife becomes ill or is sterile or if many men die in a war and the population of men decreases. The main condition for plural marriages in Islamic cultures is that the husband must treat each wife equally, if he is not able to do this then he is allowed only to have one wife.

Polygamy was also practiced in ancient China. In the fifteenth and sixteenth centuries, Confucianism stated that polygamy was legal (Tracy, 2002:16). At this period in Chinese history, it was believed that dying without leaving an heir was a mortal sin. Polygamy offered a solution to this possible problem. A man would marry many wives and if the first one were to die, he would replace her with another wife (Tracy, 2002). Centuries later, polygamy, in China, was made illegal.

To many, polygamy is seen as an inappropriate relationship because they believe that polygamy oppresses women and children (Moore-Emmett, 2004:213), but there are also those who believe that polygamy is appropriate and beneficial to society (Elbedour, Bart, and Hektner, 2003:24). However, in this study, polygamy is seen as a divisive force in the family. Polygamy should be deemed inappropriate because of the intra family antagonism over succession which eventually affects enterprise sustainability. Conflict can arise between the siblings or between the founder and the heir-apparent which can affect succession and enterprise sustainability. For example, conflict in the family, whether inside a business or not, has been a literary theme for thousands of years (Grote, 2003:12). The ancient Greeks recounted tales of strife, such as Aeschylusô Agamemmon, Sophielesô Oedipus Rex, and Euripides Medea. In the Bible, the book of Genesis portrays open conflict involving sibling rivalry and poor succession planning. Cainös jealous of his brother Abel led to murder. The intense sibling rivalry between Esau and Jacob resulted in intrigue, plotting, and usurpation on the part of the younger and craftier brother, Jacob. Later, Jacobös own sons sold their brother, Joseph (Jacobös favourite), into slavery in Egypt because they were jealous of him. Consequently, choosing the appropriate successor even from oneös own children poses a problem (Handler, 2001:11).

2.6 Inheritance System in Igbo Society and Business Enterprise

As a way of life, culture impinges upon economic development of the people especially in Igbo society (Aina, 2002:123). In Igbo society, there are native/customary/inheritance laws guiding the way they live and behave. For instance, there are laws (inheritance laws) guiding how an Igbo man shares his property amongst his children. A culturally plural society, Nigeria presents a dazzling constellation of inheritance rules and practices in which even sections of the same town observe different inheritance rules and practices (Okoro, 1999:244).

Goody (2003:34) describes four organising principles of inheritance systems: direction of flow of inheritance rights, the gendering of property and property rights; the number of people involved in the inheritance (number of persons designated as heirs); the divisibility of the asset (in relation to different forms of property).

In theory, Goody argues that there is an assumption that similarity exists between an heirsô system and divisibility of assets such that unigeniture (a specific inheritance practice prescribing the number of persons involved in the transaction without addressing other aspects of the inheritance system) is matched with non-divisible estates, while multiple heirs/group inheritance pairs with divisible property. Transpositional situations in which group inheritance pairs with non-divisible property and which ally unigenitural arrangements with divisible estate break this intuitive fit. According to Goody, it is clear that the pairing of group inheritance with non-divisible estate will create more operational problems than the pairing of one-person inheritance with a divisible estate. The distribution called for by the multiple heirs system can be met only by converting the estate to a distributable form. This, however, is the dilemma that confronts indigenous business enterprises. As a non-divisible asset, its subjection to group ownership at the death of the founder obliterates the congruence between ownership structure and divisibility that existed before the demise of the owner and creates operational problems that can threaten its survival.

The transfer of material possessions from one generation to another is characterized by two kinds of problems: possession and transmission problems (Goody, 2003:36). Goody notes that possession problems arise from the exclusive nature of property rights to male folks especially in patrilineal society. Because property rights are restricted resources, some people are excluded from enjoying them. It is the inclusiveness of property rights in the societies that threatens local enterprises. This is because the heir who is to take over the management of the enterprise might not be qualify or possess the business acumen and also may not show interest in the business.

Transmission problems on the other hand, denote the tension which the property transfer process creates either between the property holder and the heir or among the heirs (Goody, 2003). Holder-heir tensions are associated more with positions than with property per se, and history contains numerous instances of intrigues and subversion on the part of impatient heirs. The transmission tensions among members of the heirsô group, on the other hand, are mainly distributional and definitional. Goody, however, observes that transmission problems have specific relevance for indigenous businesses because of the inclusiveness of the traditional practices and the vagueness with which they define heirs (Goody, 2003).

Goody argued that irrespective of the precision with which the heirsô group is defined, the group character of the system harbours potential for disputes over distribution. Imprecise and vague definitions of heirs can accentuate this problem. Systems of group inheritance are less conflictual where the form of property in question is divisible, although this will not eliminate the question of the proportional distribution of the asset.

But indivisible forms of property are altogether inconsistent with group inheritance unless such property is reducible to a form that meets the distributive demands of the group system. Where the property regime achieves a clear separation between rights in the property itself and rights in use and assigns these differently, indivisible property could be paired with flexible use-rights that benefit all group members. In such a circumstance, the transmission tensions created by the pairing of indivisible property and group ownership would be smoothed out by flexible individual use-rights. Where flexible individual use-rights are not operational, the tension will persist, resolved only in the dissolution of the property. In addition, the determination of relativeôs rights, privileges, and authority among heirs to an enterprise would be more complex and potentially contentious. The decisions regarding who occupies what position, the relative power and remuneration of these positions, and the basis for assigning heirs to them may generate serious disagreements.

Furthermore, Sam (1998:378) observed that because the customary inheritance system prescribes the social context within which heir selection occurs, it poses the problem of the ready provision of capable and willing persons to succeed exiting owner-founders. In the agrarian setting, farming skills are diffused. According to Sam, heirs to the basic economic resource ï land- have a high probability of effectively supplanting the deceased holder. Running a modern business firm, on the other hand, requires specialized skills and management acumen that are acquired through formal education. Such skills and knowledge are not normally diffused within the relevant social group ï usually the kinship group ï from which culture prescribes heirs should be recruited. This places the burden of providing successors on a social unit in which the requisite knowledge and skills may not be readily available. Hence, a profitable venture could cease operation when an incumbent owner/manager departs if the kin group is unable to provide the needed successor (Ukaegbu, 2003:49). In addition, the study of the growth of indigenous capital in Nigeria, Forrest (1994:48) found that a culture of secrecy among indigenous entrepreneurs effectively blocks delegation, rules out partnerships and undermines the chances of succession.

2.7 MANAGEMENT SUCCESSION

Management succession is a significant organisational activity that is necessary to ensure enterprise sustainability. According to Lansberg (2001:68), succession is a key factor determining the continuity of a business. The aim of succession in private indigenous enterprises is to preserve and possibly increase family wealth while transferring the company management. But studies show that many of the enterprises disappear from the business scene or experience significant decline upon the death or incapacitation of their founders (Forrest, 1994:237; Wild, 1997:122; Sam, 2003:372; Ukaegbu, 2003:2). This paucity of long-established firms has serious implications for national viability. However, the literature on succession shows that certain factors do constrain the extensiveness of succession planning in private indigenous enterprises. Succession to a throne is often a time of conflict and uncertainty. Davidøs son Absalom tried to usurp the throne (2 Samuel 15:1-18:18). Solomonøs choice of successor lost more than half the kingdom to a traitor (1 Kings 12:20). Menahem assassinated his predecessor in Israel (2 Kings 15:14). Royalty is a dangerous business. This is no less true when heir is the King of Kings. If ever there was a high-stakes succession, this was it.

In this section, management succession will be looked at from two dimensions: management succession process and management succession outcome. In order to examine the management succession process, it is essential to review a range of literature. Four key dimensions of management succession will be considered in this section: succession importance, management succession process (stages of succession process), successor-related factors/factors associated with primogeniture, management succession outcome.

2.7.1 The Importance of Management Succession

Management Succession Is a Vital Process in Organizational Life ñFrom now on it (choosing my successor) is the most important decision Iøll make. It occupies a considerable amount of thought almost every dayö (Wasserman, 2003:150). These words were spoken by Jack Welch, Chief Executive Officer of General Electric, nine years before his anticipated retirement. Welch understood that management succession is perhaps the most crucial change process in organizations.

Transition of the Chief Executive Officer has a more significant impact on a firm than other management transitions due to the influence and authority these leaders typically possess. The ñpervasiveness of the Chief Executive Officerøs impact on the firm and the symbolism of Chief Executive Officer succession is considered different from turnover at lower levelsò (Kesner and Sebora, 1994). A Chief Executive Officer succession process has the potential of impacting individuals at every level of the organization because the change of the owner-manager tends to trigger other changes in an organization. This succession process tends to be messy, unpredictable and complex versus clean, linear and simple (Burnes, 2005; Cabrera-Suarez, 2005:38; Dawson, 2005:3).

Grusky (1963:21), long considered to be the ñfatherò of succession research, argued that succession is important for two reasons: (1) succession always leads to organizational instability; and (2) succession is inevitable for all organizations. It leads to instability because succession introduces changes in relationships, changes in the way things are done and changes in the ways of seeing and thinking about organizational life. Romanelli and Tushman (2004:1149) examined the impact of chief executive succession on major organizational change within the context of technology firms. The authors defined revolutionary transformation as the transformation that occurs within an organization when leadership changes, structure changes and strategic changes converge within a two11 year period. They found that revolutionary transformation is much more likely to occur with a chief executive succession.

Revolutionary transformations inevitably lead to conflict. Conflict is a natural part of change. But Grusky (1963) notes that the nature, intensity and duration of conflicts triggered by the changes succession processes bring about, can destabilize and in turn disrupt the functioning of organizations. He argues that his first reason (succession leading to organizational instability) should have every organizational leaderøs attention because of the second reason: the universality of the succession process. ñAll organizations must cope with succession. One reason for this is so obvious that it is easily overlookedð man is a mortal creature,ò (Grusky,1963:28). Added risk appears to be present with the succession of an organizational founder. The organizational failure rate following a founder succession is extraordinarily high when compared to subsequent successions (Khaire, 2004).

Grusky also observed that the effectiveness of a successor is influenced by two factors: (1) the circumstances surrounding the departure of the predecessor, and (2) the organizational knowledge or influence that the successor possesses. Chief executives exit organizations for a variety of reasons: resignation for a more advantageous position, age, illness, retirement, death, promotion, demotion or dismissal. The last three reasons are more under the control of the organization. The speed of the exit and the ability or inability of the organization to gain access to the accumulated knowledge of the predecessor impact the succession process. Absence of predecessor input introduces discontinuity into the organizational system and from a succession viewpoint tends to result in an accelerated rate of change and an increased scope of change. Grusky (1963:30) argues that ñthe very existence of the predecessor on the scene tends to act as a stabilizing influence in its effects on the successorsô orientation toward change,ò. That said, succession by its very nature is change and tends to trigger other organizational changes (Miller, 1993:646).

2.7.2 Management Succession Process

Management succession refers to a dynamic transitional process with specific pre-arrival and post-arrival phases, that organizations experienced in which a manager known as the predecessor (in many cases a Chief Executive) steps down from a primary position of influence and authority as a result of ill-health, old age or death and is succeeded by another individual known as the successor (heir) (Sharma et al., 2003:680; Dyck et al., 2002:148). Gersick et al. (2007:193) say that succession is not a single event but a process that occurs over many years. It is about óadjustment and adaptationö. They make the point that succession is not as rational and planned as described in most of the family business literature. The challenge is for the ageing owners to train potential management successors and establish aprocess for selecting the most qualified new leaders.

The idea of process was an important focus for this study. This is stated explicitly because studies of management succession have typically been situated as events and outcomes. Succession is a process, not an event. Organizational change in general is a ñcomplex, dynamic process, rather than a smooth, step-wise transition from one state to anotherò (Venter, Boshoff, Maas, 2005:284). In this study, the succession process is defined as *the actions and events that lead to the transition of leadership from one family member to another in private indigenous firms. The two family members may be part of the nuclear or extended family. Brockhaus* (2004:169) defines process as a sequence of individual and collectiveevents, actions and activities unfolding over time in context. He qualifies that definition by this observation: ñThe driving assumption behind process think is that social reality is not a steady state. It is a dynamic process . . . there is a search for patterns in the process and presumably some attempt to compare the shape, character and incidence of this pattern in case A compared to case B.ò Brockhaus is observing the unpredictability to social reality.

A number of studies attempt to establish a model or predictable set of stages that follow one another sequentially in a neat linear process. For example,Murray (2003:215) presented a seven-phase transition cycle with distinctive trigger points over a multi-year period.Ivan Lansberg is one of the co-authors of *Generation to Generation* (Gersick et al. 2007). He has identified two core concepts that expand the traditional view of the succession process. The first involves the range of post-succession options available to a business family and the different processes involved in the transitions to each of these options. Some leadership transitions involve only a change in the people who are running the company, but others involve a fundamental change in the structure and culture of the company. Unfortunately, Lansberg does not provide any examples of a fundamental change in the structure and culture.This research helps to fill this gap.Lansberg maintains that the planning process can be compared to a journey that is shaped at every stage by the vision of the family. Given the evidence cited earlier from the KPMG survey (Glassop et al: 2005:21) of the high percentage of family business failures, there is an unstated assumption here that Lansberg is only referring to positive succession outcomes.

The succession process includes four sequential stages, each involving performance/evaluation feedback (Le Breton-Miller et al. 2004: 317):

1. establishing ground rules (vision, succession planning and monitoring; rules, roles, timing, communication);
2. nurturing/training of potential successor(s);
3. selection;
4. handoff/transition process/installation.

2.7.2.1 Establishing ground rules

The Succession Process and Succession Planning

Thefirst stage of management succession process considered is that ofsuccession planning. It makes sense to consider succession process and succession planning together since both deals with anticipated paths of succession. There is some level of agreement regarding the elements of the successionprocess.

The importance of succession planning has been widely recognized in the literature. Researchers studying family business succession demonstrate that succession planning is a key factor determining the continuity of a business (Lansberg, 2001:40). Succession planning in a family business is defined as ñthe explicit process by which management control is transferred from one family member to anotherò (Sharma et al., 2000:233). Succession planning must meet the future needs of both the business and the family. In the absence of such planning, the sudden departure of the founder-manager can cause major upheavals of power and authority, conflict among heirs, and thorny estate issues (Lansberg, 2001:46).

Succession planning is a critical management tool for ensuring organisational growth and continuity by eliminating substantial gaps in institutional memory, knowledge, and management through strategic placement of key personnel (Hedum, 2010:2). Succession has been one of the most pervasive problems in private indigenous businesses (Glassop et al, 2005:23). One of the greatest challenges facing many organisations in the 21st century whether private or public is how to affect a well designed change of management while maintaining organisational continuity and meeting or exceeding organisational goals in the face of increasing uncertainty and limitations. Indeed, surveys of articles published between 1988 and 2003 show that succession has captivated most of the research interest (Ibrahim, Angelidis, and Parsa, 2008: 101; Sam, 2003: 376). Volumes of material have been written on the topic of succession planning (Cespedes and Galford, 2004:32; Cross, 2004:40; Day, 2001:582; Gilbert, 2004:18; Grote, 2003:120; Guinn, 2000:390; and many more). Cespedes and Galford(2004) conducted a survey of 225 corporations, 70% of whom claimed to have some kind of succession planning system. Cespedes and Galford cite a study by Rhodes and Walker (1984) who identified four different approaches to succession planning: informal, decentralized, centralized and integrated. Succession planning isgenerally viewed from two perspectives: succession planning for an unanticipated departure (death or an immediate resignation) and succession planning for a future anticipated departure. In general succession planning includes:

i. completion of an organizational assessment in order to determine the strengths, weaknesses, needs, opportunities and threats to the organization,

ii. identification of the desired competencies, skills, experiences and personality of the successor as a match to the anticipated direction of the organization,

iii. determination of the timeframe within which the candidate needs to be ready to assume the role; if an heir apparent is within the company discussion as to what developmental plans need to be implemented to bring the candidate up to speed in the required areas,

iv determination of the process of recruitment, screening and ultimate hiring of the successor,

v. discussion of the transition process and the role, if any, for the departing leader.

Sharma et al. (2003:3) stress that ñthe development of a plan implies that the succession process will proceed in an orderly fashion, allowing for preparation before, during and after the succession eventò. Sharma et al. (2000:234) identify the following elements of succession planning, which can be performed either sequentially or simultaneously:

i. selecting a successor, which includes identifying a potential successor, developing selection criteria and designating successors;
ii. communicating the decision;
iii. training the successor(s)
iv. developing a post-succession business strategy
v. defining the departing leaderôs role after succession.

These aspects concern all stages of succession proposed by Le Breton-Miller et al. (2004: 317).

Thoughtfully developed succession plans can increase the likelihood of co-operation among stakeholders/heirs in the business, thus enhancing the chance of a smooth and satisfactory succession. The rationale is obvious but powerful. A succession plan may involve input from a number of family stakeholders. Having a voice in the process may provide a sense of ownership to family members, increasing their feelings of legitimacy, power, and stakes in the success of the business. Such involvement may therefore positively affect their initial satisfaction with the process. Furthermore, the development of a plan implies that the process will be conducted in an orderly fashion with allowance for preparation before, during, and after the succession event, as well as the development of specific criteria for the selection of a successor(Morris et al.2001:89).

The succession of a leader is a central event in the life of any organisation (Hunte-Cox, 2004). First, it addresses the needs of the organisation as the owner/founder ages and retires. Second, succession planning helps an organisation prepare for an unexpected event such as the sudden illness or death of a person in a key leadership role in the organisation. Finally, succession planning ensures that an organisation has the right personnel in place to function at peak efficiency both now and in the future. According to Sharma, Pablo, and Chua (2001:17), succession planning is emphasised in family business arena for two reasons. Activities relevant to succession planning are part of the succession process; second, succession planning is reckoned as a means to improve the success rate of ownership transition. Dyck, Mauws, Starke, and Mischke (2002:145) argue that succession planning has three main objectives:

(1) to efficiently and fairly distribute assets from older to younger generations;
(2) to pass control of the business in a way that will ensure effective business leadership; and
(3) to maintain and promote family harmony.

Although remarkable effort has been invested in family businesses towards meeting these three simple objectives, the effort does not normally lead to an effective succession but agony, confusion, and paralysis Dyck, Mauws, Starke, and Mischke (2002:145).

The existing literature, such as Sharma et al. (2001:18) and Morris, Williams, Allen, and Avila (1997:385), suggests that well developed succession plans can increase the likelihood of co-operation among stakeholders in businesses, therefore enhancing the chance of a smooth and effective succession. However, converse to the significant concern on planning, and how vital succession planning is for enterprise sustainability, business owners and managers rarely outline their future succession (Dyer and Handler, 2002:23; Sharma et al., 2000:240). Sharma et al. posit that initiating the succession process will drive incumbents to confront their managerial mortality and significant life style change. Similarly, (Ward, 2004) posits that all too often, family firmsô leaders do not plan for the future and many become fixated on a previously successful strategy.

According to Lansberg (2001:136), most owners of family businesses are psychologically ambivalent toward succession planning. Company founders encounter psychological deterrents to succession planning as it may imply a letting go of power, loss of identity and privacy. A recent survey of small and medium sized businesses in Australia by (Swaab, 2000:56) found that 40% of small business owners born between 1946 and 1964 planned to retire within the next 5 to 10 years, while 45% had no succession plan in place. Handler (2001) also observed that the reason for the lack of success in succession is the failure to plan ahead.

In the Klynveld Peat Marwick Goerdeler (KPMG) survey (Glassop et al. 2005:26) makes some interesting observations regarding family businesses:

i. only 17.7% of survey respondents have a succession plan;
ii. 29.6% of the Chief Executive Officerôs plan to retire in the next five years, and a further 26.7% plan to retire in the next 10 year;
iii. as many as 33% plan to pass on their business to the next generation;
iv. succession planning is ranked only 11th on a list of business challenges considered important by the survey respondents. (See appendix é for detail survey result)

Given these facts, this survey suggest that family businesses are not aware of the need for succession planning and formalising the business, but are struggling with more fundamental issues such as profitability and growth (Glassop, et al. 2005:26). It is no wonder that only 33% of family enterprises survive to the second generation, and only 15% to the third generation, with poor succession planning attributed as the primary source of the problem (Le-Breton Miller et al. 2003).

The absence of a succession plan can cause serious management problems, even leading to business failure (File and Prince, 2001:178). It is revealed that very few family businesses survive to the second generation and even fewer to the third (Van der Merwe, 2009:237). According to Parrish (2009:34), fewer than a third of family-owned businesses survive into the second generation, 12% to the third, and less than 3% to the fourth. Danco (2002:13) coined the term ñcorporuthanasiaò, indicating how succession planning typically results in the ñé purposeful killing of the businessò. ñShirt-sleeves to shirt-sleeves in three generationsò is a famous proverb that describes a similar situation in family businesses: all wealth gained by one generation will be lost two generations later. The reasons for the demise of these businesses are many. However, Wang, Watkins, Harris, and Spicer (2000:419) indicate that inability to plan strategically for the business future is a major cause. In line with Wang et al. (2000), Shulman (2003:44) advocates that family businesses should start thinking about transferring ownership and managerial responsibility five-20 years in advance, while Dyck et al. (2002:146) all express similar sentiments.

2.7.2.2 Nurturing/training of potential successor(s)

Formanagement succession in the firm to occur, there must be three components: a leader (owner-manager) who hands over theleadership role, a successor (heir) who takes over the role, and a mechanism by which the transition takesplace (Davis and Harveston2001:24).A somewhat less researched but still focal category (mentioned in 12to 18 studies) is that of Nurturing and Development of the successor(s). Variables or dimensions such as career development, outside work experience, apprenticeship, formal education, and training programs are often mentioned (26% to 38% of the time) as being critical to successful succession. So are the qualities of relationships inside the family, collaboration, accommodation, team approaches, harmony, and sibling relationships (Glassop et al. 2005:28).

Successors or heirs are an important stakeholder group in the succession process. In the absence of a successor who is managerially and physically capable of taking over the ownership, succession within the family will rarely occur. Thus, successor grooming comes under the microscope of researchers and practitioners (Wang and Poutziouris, 2003; Ibrahim et al., 2001b). Fiegener et al, (2003:22) compared successor development in family and non family businesses and conclude that family firms favour more personal, direct, relationship-centred approaches to successor development, while non-family businesses rely more on formalised, detached, task centred approaches. Lansberg (2001:50) suggests that to be effective mentors, seniors must understand the differences between parenting and mentoring. The key to an effective succession process, to achieve an effective mentoring, senior should negotiate the mentoring process with juniors from the beginning, specifying jobs and competencies that need to be mastered at each stage.

Lansberg and Astrachan (2002:43) argue that successor training is mediated by the familyôs commitment to the business and the quality of the relationship between owner-manager and successor. They conclude that the familyôs commitment to the business is positively associated with the degree of successor training, and that the quality of the relationship between owner-manager and successor is positively associated with the extent of successor training. Goldbergôs (2001:190) and Sam (2003:386) study further confirm that business effectiveness is related to successor grooming. Goldberg observed that effective successors had more years of experience with the business than that of the less effective group. Sam also posits the ability of the enterprise to survive the exit of the founder-owner depends, to a large extent, on the entrepreneurôs family - the family-business relationship (entrepreneurial tradition of the family). According Sam, family members that are groomed for roles help to mitigate the succession problem.

2.7.2.3 Selection of Successors/Heirs

Selection of a successor/heir includes identifying a potential successor, developing selection criteria and designating successors (Sharma, et al. 2004:234). Yordanovaôs (2010:116) studies revealed that a successor is selected by various stakeholders, including the owner-founder (96.1%), members of his/her family (66.7%) and non-family managers from the business (25.5%). The study also revealed very or extremely important attributes of a successor for selection to include: education, social skills, commitment to business, experience in the company and skills and or experience in decision-making. Very or extremely unimportant attributes include: sex, family ties and age.

Selection of Successors/Heirs in South Eastern Nigeria

Management succession in private indigenous enterprises follows the rules of inheritance (a situation where the founder bequeaths his assets, including his commercial enterprises to his heirs). This customary practice of heir selection that prevail on the demise or incapacitation of the founder is inimical to the persistence of the business (Maphosa, 1999:178; Sam, 1998). This is because prospective heirs may not be interested in taking over the business or may lack the expertise to manage the enterprise. Also, Sam (1998) posits that when an inheritance system pairs multiple heirship (in polygamous marriage) with an indivisible form of property, succession problem arises which ultimately destroy the structure of the property. Furthermore, Maphosaôs (1999) and Ukaegbuôs (2003) studies reveal that upon the death of a polygamous founder, conflict do escalate within the family. The heirs, wives as well as other relatives may struggle over their inheritance and jeopardise the continuity of the firm. Thus, putting in place a workable succession arrangement in the context of the customary system of multiple heirs proves to be quite complicated and problematic. Even in monogamous families, the subdivision of the business assets among numerous sons has often been inevitable. There is also the propensity for intra-family antagonism over management succession upon the death of the founder or even when he is still alive. For example, Friedman (2002) argues that when the choice of a successor from among the siblings is interpreted as parental favouritism, it can unleash dysfunctional rivalries among brothers and sisters that can delay and complicate the succession transition. Hence, culture may influence the selection of the heir even if he or she is unsuitable for the position.

2.7.2.4 Hand off/transition process/installation

Le Breton-Miller et al. (2004:317) identified developing a post-succession business strategy of one of the factors that leads to successful management succession in enterprises. In constrast to the previous stages, Yordanova (2010:116) observed that a small part of the sample firms plan for the hand off/transition process and installation. Less than one third of them have a formal plan regarding the roles and responsibilities of siblings, once the leadership was transferred to a successor/heir. About 31% of the firms report that they have an unwritten understanding of these roles. Only 27.4% of the firms have an understanding of what the business strategy would be after the leadership was transferred to a successor, while less than half of the firms have made explicit decisions about how the ownership of their business would be distributed after a successor takes over.

Individuals are attracted to organizations that offer a desirable workenvironment. In the family firm with a number of family members working together, such a desirable environment is possible only when family members are clear about and agree upon their individual roles in the business (Handler, 2001; Lansberg and Astrachan, 2002). Agreement about roles enhances the successorǫs legitimacy. If this leads to greater acceptance of the successorǫs decisions and plans, it also increases the successorǫs power.

Rosenberg (2000:14) believes that most individuals want clearly defined roles and responsibilities, which she calls ñspecific territoriesò. Clarity of roles and responsibilities helps individuals identify with their contributions and responsibilities and helps establish a sense of fairnessin the workplace (Rosenberg, 2000:15). In her study on the perspectives of next-generation family members, Handler (2001:163) found that ñsibling accommodationò ï ñagreement on their relative position of responsibility and powerò - had a major effect on the quality of succession. When each stakeholder in the family understands and accepts her/his role in the business, the possibility of jealousy, interference, and lingering animosity about the succession decision decreases. This alignment of roles increases the chances that stakeholder power and urgency will not be used for cross-purposes. As this occurs, the likelihood of a satisfactory transition increases.

Role acceptance makes it easier for family stakeholders to work harmoniously together by providing an umbrella to accommodate different kinds of relationships among siblings as well as amongincumbents and successors. As noted earlier, without this acceptance, the possibilities of opportunistic behaviors, and the associated financial and non-financial costs of transactions, increase. For example, some family members may attempt to undermine the efforts of others in order to achieve a redistribution of company stock, power, assets, or decision making. Political in-fighting has a detrimental effect on both the succession process and family membersô initial satisfaction with the process (Dyer, 2004:46). Furthermore, these problems are more likely to linger after succession occurs because of such dissatisfactions (Harvey and Evans, 2005:56). As Davis, Pitts and Cormier (2000:71) observes, family membersô acceptance of everyoneôspost-succession level of involvement (ownership as well as managerial) in the business determines their initial satisfaction with the succession process.

2.7.3 Successor/Heir Related Factors

There arethreemajor factors that also determine the quality of the management succession process in private indigenous firms. We characterize them as: successor-related factors (willingness of the successor to take over the business,preparation level of the successor and relation between owner-manager and successor). This characterization of the determinants reflects the insights of a number of scholars

(Handler, 2001:48; Lansberg and Astrachan, 2002:67; Malone, 2002:34; Morris et.al., 2001:72). This is shown in Figure 2.1 below. The family business literature suggests that these are the most important antecedent variables that might affect the quality of management succession process. Variables that affect these antecedents are, however, not included in the model because they are further along in the chain of causation. For example, firm size, which may affect the antecedents: expected payoffs from the businessand presence of an active advisory board, is not included in the model.

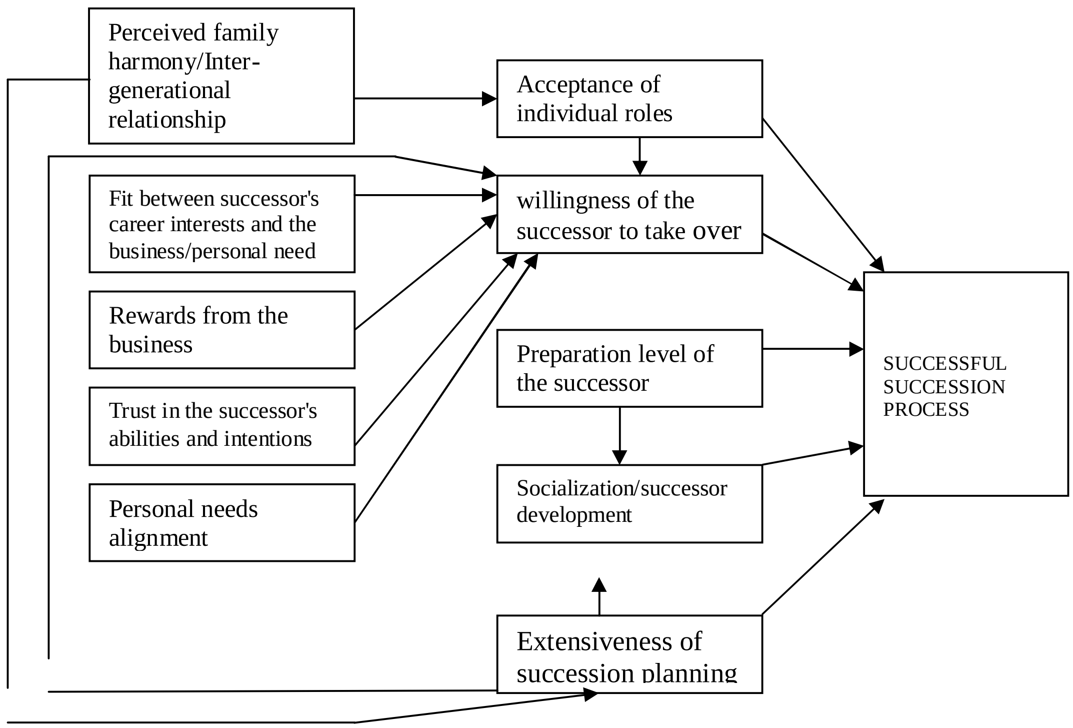

Figure 2.1: *Theoretical Model of Successor-Related Factors that Influence Successful Succession*

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Source: Venter, E., Boshoff, C., and Maas, G. (2005) ñThe Influence ofSuccessor-Related Factors on the Succession Process in Small and Medium-Sized Family Businessesò, *Family Business Review,* 18(4), December.

Le Breton-Miller et al. (2004:320) examine more than 40 articles and seven books on FOB (family owned business) succession, and identify common predictors of successful successionó with family upbringing and relationships being paramount. They identify the following categories of attributes among the incumbents: job motivation and willingness, quality of the relationship with the successor, and personality and needs.Another equally key category is that of Successor, where again, relationships with the incumbent, motivation, interest and commitment, and management ability were found to be important.

2.7.3.1 Willingness of the Successor to Take Over the Business

Successors are another important stakeholder group with a legitimate claim on the firm and a legitimate concern over the succession process. In the absence of a successor who is willing and able to take over the family business there cannot be succession within the family. Because of successorsô ability to refuse or withhold cooperation, these individuals exercise great power over succession timing and the satisfaction of family members with the process. A commonly cited reason for a problematic succession is lack of interest on the part of the successor (Venter, Boshoff, Maas 2005, 286). Some successors do not want the stress and pressure involved with working with family members. Others simply have different occupational interests. Some argue that improper management of human resources in the firm, perhaps influenced by family values, has been a major cause of family firm failure (Wang, Watkins, Neil and Spicer, 2005:70). A reluctant successor will not be fully committed, may project resentment towards other family members, and may not co-operate in the leadership transition (Goldberg and Woolridge, 2004:123). Additionally, a candidate may attempt to use his or her power to extract extra concessions that reduce the satisfaction of the incumbent and other family members with the process. Empirical evidence shows that the presence of a willing successor significantly influences the quality of succession in family firms (Morris et.al., 2001:63; Bjuggren and Sund, 2000:4; Nuebauer, 2003:276). The argument is that if the designated successor is reluctant to take over the business (for whatever reason) the succession is unlikely to be successful. Thus, it can be hypothesized that there is a positive relationship between the propensity of the successor to take over the business and family membersô initial satisfaction with the succession process.

Personal Needs Alignment/Fit Between Successor's Career Interests and the Business

Handler (2001) suggests that the fit between the career interests of a successor and opportunities in the family firm is important in determining whether a potential successor joins the family business. If the fit is less than desirable, successors will make changes to align the firm more closely to their competencies and aspirations (Goldberg, 2002:24). Several literature reviews have suggested that the more the successor's personal needs and career interests are aligned with opportunities offered by the family business, the better the chances are that the successors will be willing to take over the family business from the previous generation (Carlock and Ward, 2001:103; Kaye, 2001:16; Lansberg, 2001:135).

Empirical evidence of a positive correlation between personal needs alignment and the successor's willingness to take over the family business has emerged in a number of other studies. Handler's study (2001:142), for instance, has shown that the next-generation family member will have a positive succession experience if the following three needs have been satisfied, namely, career-interest needs; psychosocial needs, and life-stage needs. Similarly, Sharma (2004:13) found that the alignment of career interests of successors in the context of the family business exerts an influence on their willingness to take over the family business.

From an agency cost perspective, the other stakeholders may rationally anticipate this moral hazard problem, unless there is pre-succession agreement regarding such changes, and insist on additional monitoring mechanisms. These mechanisms will, in turn, increase the successorø discomfort with taking over.Thus, misalignments of the successorø career interests with the business will not only increase agency costs but may cause the successor to balk. These observations cause us to hypothesize that the better the possible fit between the successorø career interests and the family business, the higher the stakes and urgency, and thus, willingness on the part of the successor to take over the leadership role (Venter, Boshoff, Maas 2005).

2.7.3.2 Preparation Level of Heirs/Heir Development (Socialization)

Successors or heirs are an important stakeholder group in the management succession process. In the absence of an heir who is managerially and physically capable of taking over the ownership, succession within the family will rarely occur. Except for the study of Stempler (1999:98) who reported a non-significant correlation between the preparation level of the heir and a successful succession process, there is overwhelming anecdotal and empirical support for the existence of a positive relationship between these two variables (Brockhaus, 2004:168; Cabrera-Suarez, De Saa-perez., and Garcia-Almeida, 2001:42; Abraham et al., 2001). One of the most dominant themes regarding challenges in management succession process has to do with socialization (Fondas and

Wersema, 2002:68; Wang and Poutziouris, 2003:137). Fondas and Wersema suggest that socialization is the process by which individuals acquire organisationally specific values, ways of thinking and doing, forms of behaviour, skills and organinsationally perspectives.

Fondas and Wiersema (2002:68) define socialization as, "the process by which an individual acquires the skills, knowledge, values, perspectives and expected behaviours needed to occupy an organisational position". Socialization theory suggests that every organisation has many unspoken, assumed rules and ways of doing things. Significant conflicts emerge simply because new comers do not understand or even perceive unique dynamics. Many of the heirs do not go through the underlying process of socialization which affects any person newly appointed to a job or organisation. The authors argue that the differential outcomes of owner-manager succession events are as a result of lack of grooming the heir/successor.

There is considerable evidence that in successful transitions heirs are generally reasonably well prepared (Morris et al., 2001:386). In fact, Ward (2004:12) concluded that successor development is one of the most important characteristics associated with businesses that are able to survive a generational transition. Longenecker and Schoen (2003:23), for instance, have pointed out that a successor's training takes place through childhood, adolescence and adult years. Their basic proposition is as follows: "Parent-child succession in the leadership of a family-controlled business involves a long-term diachronic process of sociolization, that is, family successors are gradually prepared for leadership through a learning experience" Longenecker and Schoen (2003:1).

One critical activity that entails the succession process is the grooming of the future leader of the firm (Fiegener, et al. 2003:2; Sharma, Chrisman and Chua, 2003:45) which ensures that the successor is skilful and experienced enough to take over the business. The significance of this aspect in the succession process has been identified by a number of scholars. As supported by the knowledge-based view of family firms, the ability to transfer a firm's specific knowledge from founder to successor is considered a key strategic asset, which is why understanding the importance of this process many help develop and maintain competitive advantage in family firms (Cabrera-Suarez, Saa-Perez and Garcia-Almeida, 2001:248). Foster (2005:78) cites developing leadership in the successor generation as crucial to the survival of family-owned and family-managed businesses. Ward (2004:36), in his study of 200 family businesses, finds that successor development is one of the most important characteristics associated with businesses that are able to survive a generational transition. It is accordingly hypothesized that there is a positive relationship between the preparation level of the successor and the perceived success of the succession process.

2.7.3.4 Family Harmony/Inter-generational Relationships

The inter-generational relationship is critical to business development since heirs in family businesses are normally trained in a personalised way (Wang and Poutziouris, 2003:140). Fox et al. (2002:18) indicate that the nature of family relationships during the transition stage is related to a successful management succession process and suggest the need to ñinitiate the constructive dialogue between incumbent and successor/heirò. A similar conclusion has been reached by Wang and Poutziouris (2003) and Seymour (2004) who suggest that respect, understanding, and complementary behaviour between the two generations are critical to an effective management succession.

Kets de Vries (2001:68) identifies a number of psychological and emotional barriers encountered by family people in the succession process, which are similar to Lansbergôs (2001) findings. For example, parents do not want to let go of power and may even be jealous of their children due to their own physical limitations. Children may worry about the potential conflicts arisen within businesses because of their parentôs absence. According to Sharma et al. (2000:240), initiating the succession process will drive incumbents or owner-managers to confront their managerial mortality and significant life style change. Consequently, many owner-managers are reluctant to step aside and may become the ñgreatest single barrier to management succession: (Rubenson and Gupta, 2002:29). Under this circumstance, cohesive inter-generational relationship can greatly initigate incumbentôs psychological deterrent and facilitate a smooth succession.

Both owner-manager and heir are central persons in the management succession process. In essence, the succession process is a mutual role adjustment procedure between the founder and the younger generation. Parallel to the increase in the young generationøs authority from ñno roleò to final ñchief decision makerò, the predessorøs role in the firm diminishes from ñsole operatorò to ñconsultantò in the absence of death (Handler, 2001). Therefore, to enable a successful management succession, it is suggested that

> The successor/heir should be sensitive to the needs of the founder and should exercise patience and diplomacy (Lansberg, 2001); he needs to become a student of the organisation and learn its intricacies and culture (Sharma et al., 2000:21).

Malone (2002:345) suggests that perceived family harmony includes mutual respect, trust, understanding amongst family members, and the presence of open lines of communication. These family relationship variables have also been deemed important by other researchers (Handler, 2001; Lansbergand Astrachan, 2002:39). Similar to the ways in which a positive social context facilitates succession from one management to another in mergers and acquisitions, mutual understanding, respect, and trust in the context of family relationships plays an important role in the level of acceptance of business related roles of family members (Malone, 2002:156). Thus, harmonious relationships among family members provide a conducive atmosphere for their acceptance and appreciation of the roles each member plays in the context of the business. This reasoning leads us to the conclusion that there is a positive relationship between perceived family harmony and family membersô acceptance of each otherøs role in the business.

2.7.4 Description of Successful Transition/Succession Outcome/Effectiveness

Success in management succession for a private indigenous enterprise consists of two interactive dimensions (Handler, 2001:234; Morris, et al., 2001:67). One is family membersô satisfaction with the manner in which the succession process is carried out. This is a subjective assessment of an individual about the process and decision regarding the selection of a new top manager, based on perceptions rather than objective criteria. On the other hand, effectiveness deals with how succession affects the subsequent performance of the firm. Thus, effectiveness is an objective determination of the impact on firm performance following the replacement of the owner-founder or top manager with another. In a professionally managed firm with widely distributed ownership, financial performance may be the predominant goal, and success in management succession may be essentially a function of the firmś post-succession performance (Pitcher, Chreim, and Kisfalvi, 2000:124).

Successful transition falls under the broad category of ñconsequences ofsuccession or succession outcomes,ò in succession literature. Measures of successful transition as currently formulated are primarily economic or quantitative. For example, many studies examine the impact of succession on profitability and stock share prices for the short term. Organizational viability following the departure of a long-tenured leader, particularly a founder, is another measure of success (Haveman & Khaire, 2003:92). Giambatista et al. (2005:31) speak to the need for more longitudinal andqualitative perspectives in defining what constitutes successful transition. Knowledge of the organization prior to the succession could prove valuable in assessing the magnitude of changes that has taken place in the organization. Effectiveness deals with how succession affects the subsequent performance of the firm. Thus, effectiveness of management succession is an objective determination of the impact on firm performance following the replacement of owner-founder or top manager with another.

In family firms, however, maintaining good family relationships is also extremely important. At times, family members may give this goal higher priority than profitability (e.g., File, Prince, Rankin, 2005:55; Tagiuri and Davis, 2006:24). Therefore, understanding the factors that influence satisfaction with the succession process, from the perspective of family member stakeholders, is an important topic of study because a lack of satisfaction with the process may adversely influence family relationships. A conceptual argument can be made for an interactive relationship between these two dimensions of success in management succession. Dissatisfaction with the succession process could cause interminable conflicts that make the succession ineffective. On the other hand, if the succession is not effective, dissatisfaction with the succession process, after the fact, could occur. In summary, studying satisfaction with the succession process is important because of its direct impact on the relationships among family members, an important consideration in many family firms, and because of its impact oneffectiveness.This study seeks to contribute additional description of what constitutes effective transition by examining the effects of succession on a number of organizational dimensions such as post-succession performance of these enterprises.

2.8 EMPIRICAL STUDIES ON MANAGEMENT SUCCESSION AND BUSINESS ENTERPRISE

Every organisation must experience a leadership or managerial succession, the process by which key officials, especially the chief executive, are replaced by others (Grusky, 2001:261). As leaders, like all human beings, are mortal, it is imperative for any organisationǿs long-term stability, survival and growth, to always look beyond the incumbent leader and develop strategies and create conditions for a smooth succession.

The small business literature on African generally and Nigeria in particular are completely silent on the problem of succession. In the 1970s and 1980s, a few authors mentioned it in their writings without offering any serious discussion of it. The literature on small businesses in Nigeria does not deal with this issue. Existing Public policies, textbooks and school curricula on enterprise development in Nigeria pay limited attention to succession- related issues, while enterprise creation/formation and capital shortage, managerial/organisational inefficiency and inclement environment among others are discussed (Nafziger,2004:126). Most other studies of enterprises in Africa have focused on a variety of subjects including the contribution of MSES to employment generation; their role in economic development and their chances of survival or closure ((Liedholm and Mead 2007:76).

However, one of the earliest empirical studies on the effects of succession on the organisation was carried out by Gouldner in 2001. In a case study of a gypsum plant employing 255 people, Gouldner found that succession disrupted the operations of the organisation, led to an increase in tensions, the lowering of worker morale, and the general decline in productivity. Following Gouldner, Grusky (2001) argued that there are two reasons for the interest in the study of organisational succession, namely, that it is a universal phenomenon and that it lends to promote organisational instability. The universality of succession in formal business organisations and the tendency of the process to promote instability combine to make this phenomenon of crucial importance to organisational theory (Grusky, 2001:115). Similarly, a study of ten Zimbawean indigenous small-scale, businesses by (Maphosa, 1999:171) indicates that succession had not yet become a serious issue for the business owners. Six out of the ten businesses studied did not have a clear successive plan. While all the business people knew the individual whom they wanted to take over their businesses, only three of the businessmen had actually appointed those people to positions that would enable them to exercise a substantial amount of authority and responsibility to prepare them to take over in the event of a sudden death or incapacitation of the founder.

In the study of Ghanaian traders, Garlick (2005:10) observed that these traders were aware of the phenomenon but they did not consider it a problem. Similar findings were reported for traders and small craftsmen in Zambia and among Nigerian entrepreneurs by Akeredolu-Ale (2002). The small group of entrepreneurs Sam (1998) interviewed in Port Harcourt, Nigeria, also did not consider succession a problem. He attributed the no-problem perception to the normative cultural inheritance practice that requires the splitting up of assets at the ownerôs death among several heirs. Oshagbemi (2005), in a textbook on small business management merely listed the succession problem among the disadvantages of small businesses. Forrest (1994) acknowledged the disruption the succession problem can cause small businesses, but pointed out that it was not a problem for the successful family businesses that he studied. Kilby and Sam (1995) also merely mentioned its potentially disruptive effect but failed to discuss it. What appears to be the first attempt at a systematic study of the succession problem in the Nigerian small business scene is Sam and Kilby (1998). Reanalysing Kilbyôs 1961-1991 data, they found that slightly more than half of the closures were succession related and these occurred mostly after the years of infancy.

To explore this issue of succession, Sam (2003) studied private indigenous firms in two cities in south-eastern Nigeria. In this study, succession accounted for more closures than any other factor. Nearly half of the closures were succession related, though he suggested that more studies are needed to further clarify this issue. Also, Nkamnebe and Ezinma (2010:145) carried out a study among manager/founders of family businesses in AnambraState to examine what these founders think about management succession and why succession-related problems are prevalent among family businesses in Nigeria. Nkamnebe and Ezinma found out that owners of family businesses do not consider management succession. The founders think that it is too early to plan for succession that it reminds them of their mortality and others think it is not necessary.

In western countries researchers have devoted significant attention to family business succession. It is one of the topics most discussed by theorists of family business, given that it deals with a time of change in a firmôs control and ownership (Miller, Steiers and LeBreton-Miller, 2003:520; Ibrahim, Angelidis, and Parsa, 2008).

Surdej and Wach (2010:130) carried out an empirical study on succession in Polish family firms to identify the modes of succession favoured by the first generation of Polish entrepreneurs. The survey was conducted on a random sample of 496 family enterprises. 85 of the analyzed family enterprises have accomplished a succession process. Only 24 of the 85 businesses (28.23%) planned the succession process in advance, which is quite a low figure. Surdej and Wach observe that family firms proper are characterized by a high degree of family involvement, which might become a barrier to succession and enterprise growth. Also, Yordanova (2010:116) carried out a study on succession on 51 Bulgarian family businesses. Yordanova observe that most of the sample firms do not have any succession plan for transferring the management control of their business to a successor. However, almost half of the companies report having an unwritten succession plan, only a small part of these companies has seriously considered explicit succession criteria and a list of potential successors. Explicit succession criteria were developed for identifying the best successor in 21 cases (41.2%). Only 14 companies (27.5%) have developed a list of potential successors.

2.9 EMPIRICAL STUDIES ON INHERITANCE CULTURE AND MANAGEMENT SUCCESSION

The section discusses the scant literature available on the impact of culture on management succession along the line of the major cultural factors that this study is interested in.

2.9.1 Primogeniture Rule of Inheritance and management succession: The most symptomatic of the cultural constraints within private indigenous firms are the inheritance rules that govern many of these firms. Such inheritance norms vary from strict primogeniture rule of inheritance, where the oldest son inherits everything, to equal sharing rules among all the sons of a founder (Obi, 1977:107; Maphosa, 1999; Sam, 1998; William, 2007; Afghan and Wigar, 2007). According to William, rigid inheritance rules may have direct costs for family businesses. Whyte (2008:30) examined the influence of culture on Chinese businesses. Whyte argued, for instance, that the reliance on patrilinear relations by many Chinese businesses (likely a direct outcome of a Confucian belief system) is a driver of the small average size of these businesses. In addition, equal sharing rules that involve all of the sons of a founder in the business might breed conflict, since cooperation between siblings can be difficult to achieve, despite parental will. Even if strong ties originally exist between family members, daily interactions within the context of the family business may lead to brutal infighting. Indeed, there are many examples of families and their businesses ripped apart by such infighting. One extreme such case is that of the Thammawattaha family in Thailand where the two heirs of the founder died from mysterious causes or inexplicable suicides. While none of the cases has been officially closed and no one has been convicted, the Thai Press interprets these deaths as an outcome of intra-family rivalries.

Goody, Thirsk and Thompson (2000:220) show that between the fifteenth and the eighteen centuries the inheritance of land among large landowners was regulated by primogeniture, which ensured the stability of family wealth and thus enabled the families to benefit from scale economies in production. But primogeniture is not without problems either. Goody, Thirsk and Thompson observe that primogeniture severely restricts the foundersô ability to select the most talented person to take over the family firm. If the oldest son is not talented, the survival of the entire business is jeopardised.

From the case studies by (Sam, 1998:356), the traditional culture of heir selection that prevails on the demise of the founder however, may influence management succession and are also inimical to the persistence of the business enterprise. The exit of this individual triggers the succession problem. This is because prospective heirs may not be interested in taking on additional firms if it would thin their supervision and raise the risk of failure to their own firms. Empirical results by (Sharma, 2004:13; Bjuggen and Sund, 2000:4; and Neubauer, 2003:276) have shown that the successorõs interest in and willingness to take over the business play a role in the successful transition of the business from one generation to the next. In addition, studies have shown that the more the successorõs personal needs and career interests are aligned with opportunities offered by the founder, the better the chances are that the successor will be willing to take over the business (Carlock and Ward, 2001:103; Kaye, 2004:16). Further, the heir may be unsuitable for the position and conflict can arise between the founder and the heirs-apparent upon the realisation by the former that more responsibilities to the latter mean less power and visibility to him the founder. This is in line with the empirical support for the existence of a positive relationship between the preparation level of successor and a successful succession process by (Brockhaus, 2004:168; Cabrera-Suarez, De Saa-Perez, and Garcia-Almeida, 2001:42). In fact, Ward (2004:57) concluded that successor development is one of the most important characteristics associated with businesses that are able to survive a generational transition. This lends support to the findings of Godbergôs (1996) survey of 63 businesses to uncover significant elements that differentiate effective from less effective successors. The findings suggest that owner-managerôs mentoring/training is correlated with successor effectiveness.

In a similar study, the patriarchal structure of society has traditionally provided men with the positions of power, and women with the jobs of childrearing and housework (Hartmann, 2005). Regardless of talent, the eldest male is generally given the business leadership role, even if another family member might be better suited for the job (Davis, Pitts, and Cormier, 2000:231). So tradition may influence selection of the heir even if he is unsuitable for the position. Because customary inheritance system prescribes the social context within which heir selection occurs, it poses the problem of the ready provision of capable and willing persons to succeed exiting owner-founders. Hence, a profitable venture could cease operation when an incumbent owner departs if the kin group is unable to provide the needed successor.

2.9.2 Succession and Gender-Related Cultural Factors: Research suggests that there is an important bias against women in the succession process (Obi, 1997; Pyromalis, Vozikis, Kalkanteras, Rogdaki and Sigalas, 2004; Afghan and Wiqar, 2007).It is not in doubt that the Igbo family rotates on patriarchal principles of male superiority and dominance, that it becomes an aberration for anybody who tries to disorganise the statuesque antebellum (Umobi and Ikpeze, 2010:21). When a man dies without leaving sons, but leaving only daughters, his daughters are excluded from succeeding to his property (Okoro, 1971:265) except in matrilineal societies where women are part of inheritance of their fatherôs property. Okoro observes that the reason for this is that if the daughters get married, the property would pass from the deceasedôs family into the daughterôs husbandôs family. This patriarchal structure of society has traditionally provided men with the positions of power, and women with the jobs of childbearing and housework (Hartmann, 2005). This superior flavour can only be blamed on the culture that sees women as made for the proper enjoyment of the males both physically and sexually.

Gender has been one of the inputs traditionally used in the succession planning generally and in private indigenous enterprises in Igbo land in particular. Women were excluded from the management of those businesses unless there were no other family members that could be potential successors. This ongoing adherence to male-dominated traditions of property ownership and control has generally meant that women cannot take advantage of the wide range of benefits associated with ownership and control of property. This poses a barrier to overall socioeconomic progress of the people. One of the hidden sources of economic growth and development is Africaôs women (Toh, 2003:3). Toh argues that providing African women with equal education and access to managerial positions could raise economic growth by as much as one percentage point.

2.9.3 Multiple Heirship Inheritance and Management Succession: Maphosa (1999:178; William, 2007: 12) posit that traditional practices that interfere with smooth succession in private indigenous firms include those associated with polygamy and inheritance. It is in this area that perhaps traditional cultural practices have impacted most on management succession and enterprise sustainability. From the case studies by Sam (199:349) and Ukaegbu (2003:23) and Maphosa (1999:178), polygynous marriages are very likely to collapse upon the death of their founder.At the death of a polygamous businessman the tendency is towards the subdivision of the businessôs assets among the many wives and children as well as other relations.

The decisions regarding who occupies what position, the relative power and remuneration of these positions, and the basis for assigning heirs to them may generate serious disagreements (Lloyd, 1965). This inheritance struggle provides an avenue for venting ï long suppressed feelings of rivalry, suspicion, and jealousy among co-heirs (Sam, 1998; Moore-Emmett, 2004; Ukaegbu, 2003). Thus, putting in place a workable succession arrangement in the context of the customary system of multiple heirs proves to be quite complicated and problematic. Sam (1998) reports that even where such arrangements are negotiated; they may unravel where rivalry, mutual distrust and suspicions prevail among the parties. Such struggles will not only spell the death of the busin ess enterprise, but also severely damage family ties. Thus, choosing the appropriate successor even from oneçs own children poses a problem (Handler, 2001).

Every polygamist husband admits that jealousy is a terrible curse to the system, and complains of the quarrels that arise amongst the wives and the children of the different mothers (Moore-Emmett, 2004). The heirs, wives as well as other relatives may struggle over their inheritance and jeopardise the continuity of the firm. Domestic brawls among women, however, will and do break out in a polygamous household, leading to fighting and general disturbance of the peace. Conflict will escalate within the family as members campaign, lobby, or engage in intrigues to secure power in the prospectively entrepreneurial dispensation.

Conflict in the family, whether inside a business or not, has been a literary theme for thousands of years (Grote, 2003). The Ancient Greeks recounted tales of strife, such as Aeschylusô Agamennon, Sophielesô Oedipus Rex, and Euripides Medea. In the Bible, the book of Genesis portrays open conflict involving sibling rivalry and poor succession planning. Cainçs jealous of his brother Abel led to murder. The intense sibling rivalry between Esau and Jacob resulted in intrigue, plotting, and usurpation on the part of the younger and craftier brother, Jacob. Later, Jacobçs own sons sold their brother, Joseph (Jacobçs favourite), into slavery in Egypt because they were jealous of him. In their case studies, (Wild, 1997:125; Ukaegbu, 2003:4) observe that property grapping by different groups makes it a complex situation which jeopardizes the survival of the deceased enterprises. Hence, marriage norms as described above affect the longevity and cohesion of private indigenous enterprises.

Therefore, based on theoretical and empirical studies researched above, the conceptual model/framework of this study presented in Figure 2.3 suggests that management succession is affected by the Igbo inheritance cultural factors: primogeniture rule of inheritance, gender-restrictive inheritance culture, multiple heirs inheritance culture.

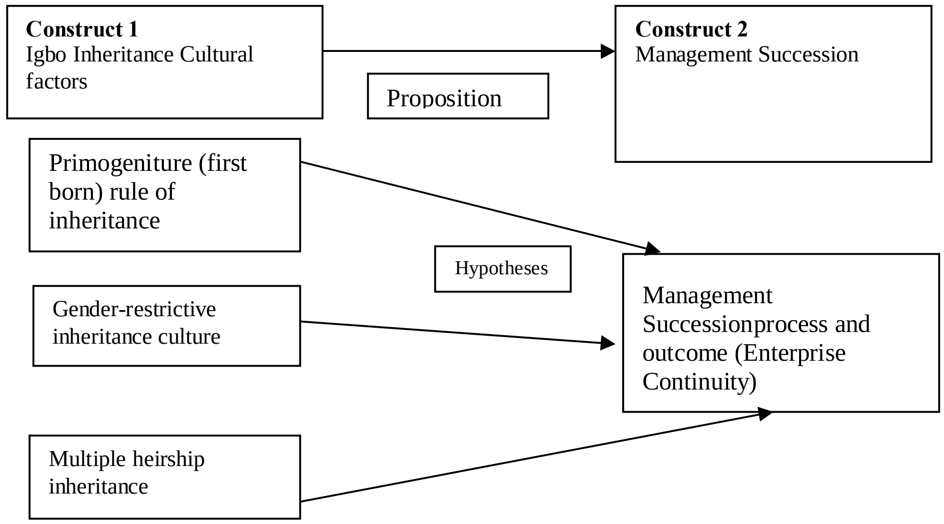

***Figure 2.2**:* Conceptual framework of the relationship between Igbo inheritance cultural factors, management succession and enterprise sustainability

Source:Researcher, 2011

2.10 THE HISTORICAL DEVELOPMENT OF THE HOST ENVIRONMENT

2.10.1 The Origin and the setting of the Igbo

The origin of the Igbo will remain for a long time a matter of conjecture because of the absence of helpful records or archaeological findings by which to determine date of settlement or place of origin. Report from Talbot (1926:19-22) argued that the Igbos migrated from Egypt because of some similarity in customs and practices between Igbo and the ancient Egyptians such as mummification, circumcision, incision, tattooing, the use of boomerang, serpent and sun worship. More recently a Nigerian, after close examination of the Egyptian apartment in the BritishMuseum, concluded that Egypt is the original home of the Igbo. This is because, the paintings, wood carving and mode of burial point to a common origin. There has been no intensive study on this view yet, and even on the Hebrew origin that is claimed by Yoruba scholars for their own tribe (Biobaku, 1957:1).What is certain is that the Igbo, even if some of them came from Egypt originally, do contain people from other migration movements.

For instance, the Onitsha Igbo is said to come from Benin, and the Nri group from Idah. A few scholars are now prepared to accept that what is at present Awka division, which includes Nri clan, and the Orlu division which includes another widely ravelled group of people of Nkwerre and Amigbo, is the core of Igbo settlement. From here was dispersion to the south and to the east. The recent archaeological finding at Igbo Ukwu gives more weight to this claim (Jones, 1963:30; Shaw, 1970). These various migration groups arrived at different times only to occupy contiguous geographical units which today include all of Abakaliki, Onitsha, Enugu, Owerri and UmuahiaProvinces within the EastCentralState, some Ikwerre areas of the RiversState, and parts of Benin, Warri and DeltaProvinces in Mid-western Nigeria. Forde and Jones (1950:10), divided Igbo land into five subcultural areas, ósubculturalô because sharing in the common Igbo cultural pattern, they show some distinguishable cultural differences: (i) Northern or Onitsha Igbo (ii) Southern or Owerri Igbo (iii) Western Igbo (iv) Eastern or Cross river Igbo and (v) North Eastern Igbo. The existence of these various subcultural areas is largely due to the various sources of the different migration groups that now make up the Igbo speaking people and also due to the absence of only central unifying political organisation. For the purpose of this study, the five subcultural areas will not be studied because of the cultural differences. Rather, the study will be based on the South-East geo-political Zone made up of Abia Anambra, Ebonyi, Enugu, and ImoStates. This is because they are the core Igbo States and also have common culture.

2.10.2 The Socio-Cultural and Economic Environment of the Igbo

Of the three main ethnic groups in Nigeria, LeVine (1966), argues that the Igbos are the most energetic parvenus who have successfully challenged the established order of supremacy which the Yoruba occupied in the elitist professional civil service establishments. Green (1974:88) observes that the Igbo admire ñthe man of energy, the go-getteré ò and that the qualities stressed in childrenôs upbringing are property, money, honesty, and loyalty to kinsmen. The Igbo live a communal life: ó*Igwe bu ike'* meaning ó*the large community is powerful'.* The traditional social structures of the Igbo land as well as the institutions of family, religion and economic pursuit could be termed communalistic (Ilogu, 1974:22; and Nwala, 1985;195). In their view, emphasis is laid on the group or community rather than the individual. Communal ownership and control is the dominant mode of economic organisation both in production and distribution in the traditional setting. Individual or cooperative ownership can be found here and there but the main ideology for economic ownership and organisation is communalistic. Though the Igbo live a communal life, they lay a great emphasis on individual achievement and initiative. The individualôs responsibility to the community is clear and never shirked because social expectations as well as shared values are commonly observed and the social ethos of the village is jealously guarded.

One major and unique trait of the Igbo entrepreneur is the courage, perseverance, and determination with which they carry on in spite of the bad experiences and losses during the Nigerian civil war from 1967 to 1970. Due to these patterns of socialisation and the democratic nature of the Igbo social structure, according to Nwabueze, (1985), the Igbo distinguish themselves by competitiveness in all aspects of life. Though the Igbo people cherish their culture, they also acquire some aspects of modern culture and ideas in education. Modern education happens to be one area where one could demonstrate oneôs superior mastery of modernity and the Igbo plunged into it with frenzy, quickly becoming a force to be reckoned with in modern education.

The Igbo people are also known for their hospitality and a strong belief in the brotherhood of all men. According to Uchendu (1965: 48), the Igbo are nothing if not hospitable. To them hospitality is a major social obligation. Inability to meet it is a humiliating experience for the Igboman. The desire to meet his hospitality obligation propels the Igbo individual to work hard and attain high social status. As Uchendu puts it: The Igbo lay a great emphasis on individual achievement and initiative. The industrious and hardworking nature of the Igbo as well as their ostentatious show of the fruits of their labour, have been a source of apprehension and envy by non-Igbo.

At the economic level, the Igbo entrepreneurial spirit led them to establish small scale enterprises all over the country more especially in Igboland, which replaced the traditional economic system. The small scale enterprises contribute to the nationôs Gross National Product and also generate employment (Olagunju, 2004:7). In Nigeria today, the Igbo are known to live in any part of the country doing their business, no matter how obscure or difficult the terrain is. Beyond the shores of Nigeria, they are also found excelling in their chosen vocations. The Igbo peopleôs enterprising spirit is epitomized in their belief that the world is a marketplace and as such it is subject to bargain (Nwagbara, 2007:108).

2.10.3 Indigenous Private Business Environment

This section addresses the indigenous business environment within which succession problems are addressed. A large fraction of businesses throughout the world are organised around families. In the context of this research, private indigenous enterprise is defined in terms of ownership, authority and responsibility. Majority ownership of a private indigenous business is by one family member who has the authority and responsibility for its day to day management as well as its mission and strategies. The management team may be the founder alone while employees may be family, relatives or non-family. There is a general unwillingness among African business people to form partnership or to establish corporate forms of business involving the pooling of resources either between kin and non-relatives (Kennedy, 1988; Wild, 1997). Although some business may be registered as companies, most African businesses do not involve core-ownership. Kennedy observes that in Africa, genuine family business, in which members of the family pool capital and managerial skills, is a rare phenomenon. Where such enterprises occur, they tend to be confined to commerce - market trade, shop-keeping and wholesale activity. Marris and Somerset (1971:145) observe, however, that even in businesses which do not need any specialised skills and large amounts of capital to start or run, like rural stores, there is a tendency to avoid joint ownership.

Private indigenous enterprises have characteristics contributing directly to the difficulty of transferring management to the next generation. Of particular interest are the characteristics which distinguish the management succession issues of family business from those of non-family business - for example, businesses that separate ownership from management. Most of these characteristics are related to human interactions, among family members and their inability to isolate family issues from business issues.

2.11 Model Modification

Figure 2.1 shows the systemôs cybernetic model of the Transform of the inheritance process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria.

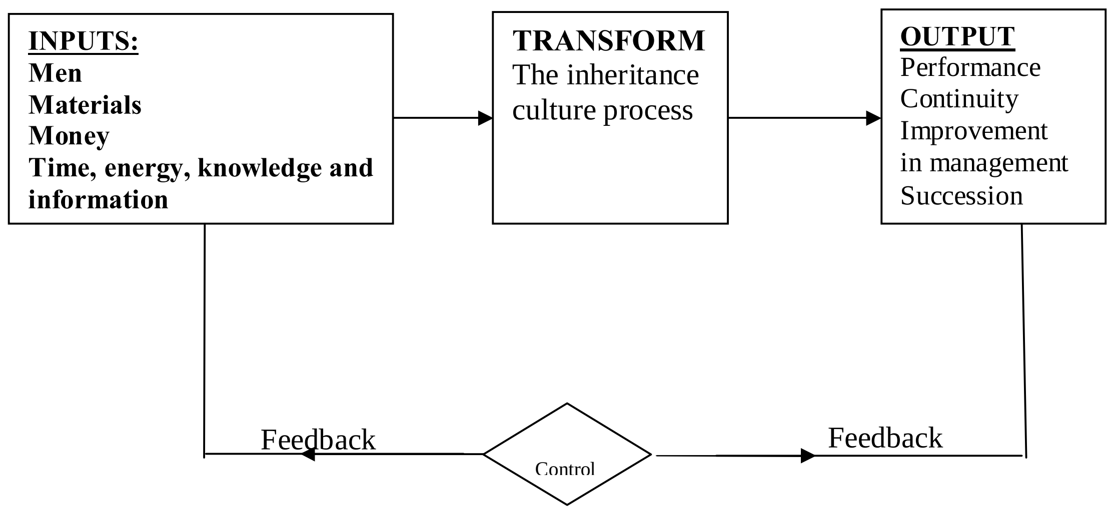

Figure 2.3: *The System's Cybernetic Model*

Source: *Adapted from O'brien, J.A. (2008) An Introduction to Computers in Business Management,* Homewood, Illinois, Richard D. Irwin Incorporated.

From Figure 2.1, it is shown that the systemôs cybernetic model has five components, namely inputs: men, materials, money, time, energy, knowledge and information, transform, output, feedback and control. A system is an integrative whole which has parts (Koontz, Oôdonnel and Weihrich, 2000). In Management, systems are open because the parts have interfaces and interactions with the environment and this environment is the totality of the variables and factors that affect managers at their work (Adebayo, 2006:23).

By men is meant the totality of human resources with skills, potentialities and competences (Adebayo 2006:50). Materials are the parts, inventory, sub-assemblies, work-in-progress and finished goods that are used in the production (Uyimadu 2006:3). By money is meant fixed and working/circulating capital used to pay staff salary, pay interest on loans, procure fixed and short-term assets, pay dividends to shareholders, contractors and suppliers (Pandy, 2006:2). By time is meant a non-removable source with the capacity of 24 hours a day, 60 minutes per hour, 60 seconds per minute (Uyimadu, 2006:4). By energy is meant the work done or power x time. Knowledge is specialised type of information gained through education or experience (Hornby, 2005:821). Information is processed data that is used as an output for managerial decision making (Oôbrien, 2008:102).

Transform is the mechanism for changing the input into output (Oøbrien 2008:102). Input here include: succession planning, nurturing/training, competence, willingness/interest. By transforming the inheritance culute process in relation to the inputs for determining its effect on management succession of the private indigenous enterprises under study. Output is the final report or goal (Drucker, 2002:90). The output of the model is the improvement in the input factors which results in effective management succession.

Control is a component of the model/systemøs element that is responsible for measuring the performance, appraising the result so as to correct action if you have not met your goal. Control comes only when you have planned (Drucker, 2000; Oøbrien 2000:101). Feedback is the component of the model that gives you information how the system is performing so that corrective actions can be taken if the system is not performing well (Oøbrien 2000:105).

2.12 Summary of the Review of the Related Literature

Management succession is a significant activity that is necessary to ensure management or leadership continuity. Apart from the founderøs inability to plan for the succession because to do so means acknowledging oneøs mortality (Ukaegbu, 2003 and Kets de Vires, 2004), management change events can be , impeded by inheritance culture of the Igbo society. These inheritance culture include primogeniture (first born) rule of inheritance, gender-restrictive inheritance culture, group inheritance and multiple heir inheritance. Culture impinges upon economic development of the people as it is based on strong family ties which sometimes place restraints on the development of economic activities (Owasanoye and Ahonsi, 1994). Also, in cross-cultural studies carried out in countries like Japan, Taiwan, Malaysia, United States and United Kingdom, culture has been identified as one of those factors and a critical one, that influence the way in which succession is undertaken.

A number of theories have been propounded to explain management succession. Some of these theories explain why there are so many contradictions in succession practice. The results of the studies and theories suggest that much is now know about specific areas of management succession. Despite this, the information gathered has done little to encourage the actual process of planning and implementing management succession in enterprises because of the influence of indigenous inheritance culture.

To overcome some of the problems encountered in the actual process of management succession, researchers have offered a number of models such as Leadership Pipeline Model the Accelerated Pools Model. Although these models offer some measure of sophistication in executing management succession, they do little to minimise or remove problems of owner-founderôs entrenchment. Moreover, most of the research on management succession has been done in western organisations and has focused on the outcomes of management succession ï for example, on the financial impact of succession. What is clear is that there is currently little research on management succession processes in Nigeria in general and in the South Eastern Nigerian context in particular.

Gaps in the Literature on Inheritance Culture and Management Succession

In perusing the literature on inheritance culture and management succession, this thesis identified a number of gaps, especially where management succession processes in the South Eastern Nigeria context are concerned

The first area of concern is that most of the literature is based on research conducted in Western countries; there has been little published about management succession practices in private indigenous enterprises in Nigeria generally and in South Eastern Nigeria in particular. The literature on business management in Nigeria paid little or no attention to succession-related issues. Much of Western management succession planning and implementation practices could be applied, with due cross-cultural considerations, to organisations across geographical boundaries, but one needs to be mindful that such literature would not have taken into account the nuances or pecularities that are found in Nigerian organisations Sam 1998, 2003; Ukaegbu 2003). Where information on management succession practice in Nigeria is available, much of the information appears in the form of oral interviews (qualitative reports) from three or four enterprises. Examples are reports from Samôs (1998; 2003), Ukaegbuôs (2003), and Sam and Kilbyôs (1998) studies, which focused on succession problems and continuity of business.

The second aspect in the literature that is unsatisfactory is the dearth of local text and studies that discuss issues of inheritance culture and management succession. Despite the prospect succession holds of elucidating the dual problems of high mortality and paucity of long-established firms, the issue of succession has remained largely unexplored in the business literature. The literature on private indigenous enterprises in Nigeria does not deal with this issue. While it is important to know a string of constraints of private indigenous enterprises in the now familiar refrain of capital shortage, managerial or organisational inefficiency, and inclement environment among others (Abram, 2002:20; Nwachukwu, 2005:19; Esu, 2003:41), we lack empirical knowledge on succession problems and inheritance culture or practices. Even where some researchers acknowledge the potential adverse effects of management succession on enterprise continuity, no discussion was done on it (Forrest 1994; Kilby and Sam, 1995). Ukaegbu (2003) and Maphosa (1999), who wrote briefly on succession problems acknowledge the potential adverse effect of inheritance culture/practices on management succession and continuity of indigenous enterprises in Nigeria, also failed to undertake any discussion of it or explain how organisations can actually manage their succession events.

Furthermore, although the study of the medium and small enterprise sector in developing countries opens an area of investigation that holds enormous promise for understanding the behaviour of indigenous firms, virtually no empirical studies have been conducted on the problem of succession or on culture and management succession of inter-generational transfer of assets and the survival of private indigenous enterprises on Africa generally and Nigeria in particular. Inheritance culture is discussed mainly by anthropologists (Forde 1962; Basden 166; Talbot 1926) whose discipline concern precludes business enterprises. So enterprises that are passing through transition from first generation to second or third that want to plan and implement management succession are left with information which is important in itself but which does not help them in their efforts to make management succession more practical and implementable.

Research findings of this nature prompted Tranfield and Starkey (1998) to argue that there exists a large measure of disconnect between management research and the interests of management practitioners. They argue that there should be synergistic relationship between the two areas. It should be also noted that there are others like Hinnings and Greenwood (2000) who contend that research should not be subject to the dictates of business but be led by theoretical constructs. This dichotomy of ideology has unfortunately led to a situation which has been well summed up by Gummesson (2000) who states that consultants contribute to practice armed only with fragments of theory whilst scholars contribute to theory supported by small pieces of practice.

This thesisôs dissatisfaction with the value and the purpose of the current level of research in this area is further supported by the fact that few of the studies done have methodological limitations, however, that constrain the generalizability of their findings Sam (1998:355). Previous studies either restricted the investigation to quantitative analyses, which is more useful for theory testing, and proving of various hypotheses from their specific perspective; or to qualitative methodology (case study method), that provide a richer, more comprehensive view of the culture (Maphosa, 1999; Sam, 2003; Ukaegbu, 2003). Sam observed that there is a lack of holistic approach to the research of what would help in successful or effective management succession. He states that few of the studies done is in the form of journal papers, or papers presented at seminars, workshops and conferences and relies on qualitative analyses (oral interview analysis).

This is similarly to the observation made by Giambatista, Rowe and Riaz (2005) tthat there is a lack of a holistic approach to the research of what would help in successful or effective management succession. This reinforced the assertion that Kesner and Sebora (2000) made in their rather extensive review of the literature on succession that there has been little or no research done on the process of succession events. A holistic picture of the entire management succession process has yet to emerge. Indeed, the heavy reliance on quantitative analysis, which is more useful for theory testing, has enabled researchers to test and prove various hypotheses from their specific perspectives but not to develop theory as to what corporations actually want or need in the management succession.

While we acknowledge the relevance of qualitative and interview analyses as a means of theory generation, they are limited in provision of theory testing. A holistic picture of the entire inheritance cultural factors and succession process has yet to emerge. Examples are studies carried out by (Gouldner, 1960; Maphosa, 1999; Garlick, 2005; Beveridge and Obserschall, 2000; Sam, 1988, 1998; Nkamnebe and Ezinma, 2010). It is the intention of this thesis to contribute to the practice and the process of management succession in private indigenous enterprises as holistically as possible by providing quantitative and qualitative method of data collection and analysis in order to have a holistic view of the topic under study (that is, a two-stage approach involving both quantitative and qualitative methodology will be undertaken to provide the benefits of both approaches).

Another gap in literature was employing small sample size and to single organisation and industry, thus, making it unsuitable for theoretical testing, developing universal statements, and facilitating generalisations from results. However, this study will embark on a comprehensive study of large samples of private indigenous firms, selected randomly for both quantitative and qualitative research. The study therefore, will take a more holistic view both in terms of the distribution of the sample (the coverage of enterprises) and in terms of the scope of the items investigated. The study seeks to isolate the cultural factors in Igbo society which are relevant to enterprise sustainability. The study will also examine the extent to which these cultural factors influence management succession and enterprise sustainability.

Only the foreign researchers utilised simple percentage and content analysis to report their findings which is in line with the statistical tools the present study will use to analyze qualitative data. In addition to these statistical tools, the present study will employ Z - test and Pearson moment correlation to test the hypotheses postulated in the study.

However, notwithstanding the gaps in the existing body of literature reviewed, the study seeks to contribute to our understanding of management succession and the mortality of private indigenous enterprises by exploring the extent to which their closure has to be attributed to cultural factors, and in so doing, contribute to an explanation of the dearth of long-established enterprises.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The major objective of this study is to examine the effect of inheritance culture on management succession in private indigenous enterprises in South Eastern Nigeria (Abia, Anambra, Ebonyi, Enugu and Imo) with a view to determining its implications on continuity of these firms. This chapter therefore outlines the research methodology that was used to accomplish the goals and objectives of this study and provides an account of the rationale for the choice of the methodology employed. Methodology refers to the overall approach to the research process, from the theoretical underpinned to the collection and analysis of the data Collis and Hussey, 2003:102). The research procedures was discussed under the following headings: research design, sources of data, study population, sample size and sampling technique, instruments for data collection, administration of the questionnaire, validity and reliability of research instrument, and statistical methods of data analysis. A model moditfication of the systemôs cybernetic model was presented as a contribution to knowledge.

3.2 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004:31). Decisions regarding what, where, when, how much, by what means concerning a research study constitute a research design. A research design is the conceptual structure within which research is conducted. It constitutes the blueprint used to guide a research study towards its objectives (Kothari, 2004:31). The suitability of any research design is largely dependent on the objectives of the investigation (Creswell, 2003:234).

Given the nature of this study, survey research design was employed. A survey is a series of self-report measures administered either through an interview or a written questionnaire (Stangor, 2007:103). The use of surveys is one of the most commonly used forms of data collecting descriptive information about a group of people. It is a well-accepted practice for collecting data in many fields of research particularly in the social sciences and organizational behaviour (Roztocki and Morgan, 2002:89). It is used to scan a wide field of issues, populations, programmes in order to measure or describe any generalised features.

A survey has several characteristics and several claimed attractions. Surveys are popular because they are inexpensive (economical and efficient) approach to gathering of data; surveys employ a variety of data gathering instruments or techniques such as the questionnaire, the interview, observation, tests, etc.; surveys produces a ñsnapshotò of the opinions, attitudes, or behaviours of a group of people at a given time, that is, it can be used to gather information about a wide variety of information in a relatively short time (Church, 2001:34). According to Cohen, Manion and Morrison, 2008:206), survey is useful in that it usually: represents a wide target population, generates numerical data, provides descriptive, inferential and explanatory information, manipulates key factors and variables to derive frequencies, gathers standardized information (i.e. using the same instruments and questions for all participants), and others.

3.3 SOURCES OF DATA

The data for this study was obtained specifically from two main sources - primary and secondary sources.

3.3.1 Primary Data: Primary data for this study were obtained mainly by means of questionnaire, interviews and observational methods The structured questionnaire was the chief instrument designed and used to collect data on the effect of inheritance culture on management succession. The questionnaire was subjected to reliability and validity tests in the course of the pilot study. The experience gained from the pilot study was used to modify the original plan for the study proper where necessary, while ensuring that the research instruments measured exactly what they were designed for.

Unstructured interviews and observational methods were also employed as a means of corroborating the data obtained from other sources. The goal is to elicit rich, detailed material, which could be used in analysis and to corroborate certain facts, which will be established by interview protocol (Leedy and Ormrod, 2005:196). According to Leedy and Ormrod, observational evidence is often useful in providing additional information about the topic being studied. Observation itself is a process "by which a participant observer gradually makes organised sense out of what he/she sees, hears and becomes a part of".

3.3.2 Secondary Data

Secondary data was obtained through review of related literature on the Igbo culture and succession planning. Much of this class of data were from independent Igbo studies, from studies or workshops organised by the Institute of Africa n Studies, University of Nigeria, Nsukka, studies on Nigerian Customary Laws, National Archives, Enugu. Also, literature on management succession and succession planning was obtained from scholarly textbooks, journals, magazines, newspapers and Internet search.

3.4 POPULATION OF THE STUDY

Without qualification, all the private indigenous enterprises in different sectors that registered with the different State's Ministries of Trade, Commerce, Industry and Tourism as at 2009 in South Eastern Nigeria (Abia, Anambra, Ebonyi, Enugu, Imo) are part of the study population. However, it was recognised, that like any data base of business enterprises, some of the information could be incomplete and inaccurate, since the accuracy of contact information is likely to deteriorate rapidly in a highly fluid economic environment (Tweed and Massey, 2001). Therefore, the lists were carefully examined to identify and remove elements that clearly did not belong to the target population such as – state-owned companies, firms that registered but do no longer operate in the state, and those that registered but have not commenced business, firms that are not manufacturing, processing or service oriented and firms that registered after 2009. Given the above criteria, 436 enterprises qualified to be included in the population in the five states.

Table 3.1 Break Down of Enterprises in the Population State by State

S/N	NAME OF STATE	NO OF ENTERPRISES
1	Abia	116
2	Anambra	126
3	Ebonyi	42
4	Enugu	80
5	Imo	72
	TOTAL POPULATION	436

Source: *States' Ministries of Trade, Commerce, Industry and Tourism*

3.5 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUE

It is always difficult and too expensive to study the whole population. Consequently, a portion of a larger group called population sample is selected in such a way that they are accepted as representative of the whole group (Asika, 2009:42). Given the relative size of the industry and its importance, considering the fact that one of the reasons for sampling is to do an in-depth study, and also to cover all the sectoral groups, using these ócleanô lists as the sampling frame, a combination of purposive stratified sampling and multistage stratified random sampling were used to derive the forty-four enterprises used for the study with each sectoral group constituting a stratum. To ensure that the sample is representative of the winnowed list of firms in the states, proportionate stratified random sampling was employed *(See Appendix 2)*. This makes the proportion of the sample from each state to conform to the pattern of the population and also increases accuracy of the study. This method involves a very minimum of sampling bias because it gives every sample a chance of appearing in the selection (Asika, 2009:43); it also helps the researcher to validly generalise the findings of the sample for the entire population or universe from which the sample was drawn. The mode of selection of individual enterprises from the respective states was by purposive judgemental procedure. (*See Appendix 2 for the list of enterprises selected as sample size).* Total number of employees in these enterprises was 750. This was obtained for the human resource managers or any other appropriate officers in the enterprises. The number of the employees as well as the sample of the selected enterprises as revealed by the data from enterprise sources is shown below as follows:

Table 3.2 BREAKDOWN OF PROPORTION ALLOCAION OF SAMPLE SIZE OF ENTERPRISES SELECTED AND POPULATION OF EMPLOYEES STATE BY STATE

S/No	Name of State	Enterprises	Respondents
1	Abia	12	176
2	Anambra	13	193
3	Ebonyi	4	90
4	Enugu	8	153
5	Imo	7	138
	Total	44	750

Source: *Field data obtained from the various enterprises involved.*

To arrive specifically at the number of sample size in terms of employees to be used as respondents to the questionnaire, we used Yamane Yaroôs (1967:886) formula for sample size for consistency and to ensure that a sufficient number of responses were obtained to permit the use of more robust statistical analysis technique to analyze the data. That is, it gives higher values and so is more efficient.

Thus:

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

where

n = the sample size sought ? e = the level of significance 0.025

1 = constant N = the population size 750

The sample size can be computed as follows:

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

$$n = \frac{750}{1 + 750(0.025)^2} \quad \frac{750}{1.46875} \quad = 510.6 \text{ sample size.}$$

n = Sample size = 511

This sample size was shared across the sample enterprises proportionately using Table of Random Numbers:

Table 3.3:Summary of proportionate stratified sample drawn from the study

		Stratification			Total
N/NO	**NAME OF STATE**	**NO OF OWNER-FOUNDERS**	**NO OF MIDDLE MANAGERS**	**NO OF SENIOR STAFF**	
1	Abia	12	36	72	120
2	Anambra	13	39	80	132
3	Ebonyi	4	12	45	61
4	Enugu	8	25	71	104
5	Imo	7	20	67	94
	TOTAL	44	132	335	511

Source: *Field Survey, 2011 (See Appendix 6 for calculation in detail)*

3.6 DESCRIPTION OF RESEARCH INSTRUMENTS FOR DATA COLLECTION

In consideration of the nature and objectives of the research work, the researcher employed a combination of questionnaire, in-depth interview and direct observation.

The questionnaire design consists of section A and B. Section A is to elicit bio-data (personal profile and enterprise sustainability) from the founders of the selected enterprises, while Section B is the Igbo traditional culture survey. The instrument comprised of 24 Likert-type items organised within five factors. This survey measured the founderôs perceptions of the following five factors (inheritance culture and management succession process, inheritance culture and management succession outcome (continuity),primogeniture (first born) inheritance, gender-restrictive inheritance issues, multiple inheritance (polygamy) that underlie the construct of Igbo inheritance culture:

1) Inheritance culture and management succession process (items 1 ï 6) measures the effect of inheritance culture on management succession process.
2) Inheritance culture and outcome of management succession (items 7 -11) measures the effect of inheritance culture on outcome of management succession.
3) Primogeniture rule of inheritance factors (items 12 - 15) measures the degree to which the factors associated with issue of first born affects management succession.
4) Gender-restrictive inheritance culture (items 16 - 18) measures the degree to which gender issues influence management succession.
5) Multiple heirship (Polygamy) (items 19 ï 24) measures the degree to which factors associated with polygamy influences management succession.

The respondents were asked to rate the traditional cultural factors, judging how strongly each statement agrees with their traditional culture. The statements were evaluated on a 5 ï point Likert-scale. Numerical values are given for each of the responses. The values are: Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. The instrument helped to provide the founders with a different perspective on how to improve management succession process.

3.7 Validity of the Instrument

Validity is the most important characteristic a test or measuring instrument can possess. It is the degree to which a test measures what it is supposed to measure and, consequently, permits appropriate interpretation of scores (Gay, Mills and Airasian, 2006:134). The instrument was subjected to both face and content validation by applying it on management experts and practitioners who critically examined the questions. A few deficiencies came to light, and were subsequently corrected. Also a pilot studywas carried. According to Thomas (1996: 122), the pilot study aids the success and accuracy of the final study and offers the researcher the opportunity to fine-tune the document. The instrument pre-testing was done on a minimal scale. Only twenty enterprises in different line of business in the five Eastern States took part in the study. All pilot participants contacted appeared to be very willing to be part of this research. They were informed of the nature of the research and assurances of confidentiality were given to them. The questionnaire designed for founders and non-founders, plus the interview guide were utilized and the reactions of the pilot participants to the questions posed were observed and noted. Because a large portion of the data would originate from the interviews, it was essential that the interview guide which consisted of a list of areas that were explored was pre-tested to determine its feasibility as a data collection instrument.

The following methods were used to ensure credibility, integrity and validity during the research: (a) An interview guide was employed during the interviews. This guide consisted of a list of areas that were to be explored during the interviews. These subject areas included the extent of succession planning, influence of polygamy, marriage by inheritance, primogeniture, gender issues and extended family on management succession. Care was taken to ensure that all the areas of interest were addressed by having a checklist present during the interviews. The interview guide is found in Appendix 4; (b) audio-record all interviews. Valid description relies on accurate and complete data. Two strategies employed in this area were first to audio record and transcribe participant interviews. Although the use of a tape-recorder may initially inhibit participants, it is essential to capture the participantôs own words, use of silence, and tone of voices. Spradley (2000:96) notes the importance of recording ñnative termsò verbatim as a way to discover the inner meaning of culture. The verbatim transcripts were used during data analysis, and, of course, the tapes remained available for reference throughout the study; (c) the second strategy was to take detailed, concrete, and chronological notes during observations (Spradley, 2004:115); and (d) assuring all participants of complete access to the transcripts of the interview to cross-check what they said with what was transcribed. As a result of the pilot study and constructive statements from research and data analysts, all the criticisms, corrections and areas of misunderstanding were considered in the final draft of the questionnaire.

3.8 Reliability of the Instrument

Instrument reliability is the degree to which a test consistently measures the attribute it is supposed to be measuring (Gay, Mills and Airasian, 2006:139). It is the ability of a test to produce similar results when repeated measurements are made under identical condition (Borden et al. 2008:126). The reliability of instrument was determined by a reliability test through the use of pilot study. Test and retest approach was adopted and the pretest was done using questionnaire administered to the respondents of the selected states. A total of twenty (20) copies of questionnaire were administered to AbiaState, AnambraState, EbonyiState, EnuguState and ImoState. The respondents used for the pretest were the owner managers from the selected enterprises. All the copies of the questionnaire distributed were completed and returned. Using the Pearson product moment correlation coefficient as the statistical tool, the result gave reliability index of 0.96 indicating a high degree of consistency.

Table 3.4:Pearson – product moment correlation coefficient showing the reliability of instrument.

States	**First Average Response (x)**	**Second Average Response (y)**	**XY**	**X^2**	**Y^2**
Abia	4	5	20	16	25
Anambra	5	4	20	25	16
Ebonyi	3	4	12	9	16
Enugu	3	4	12	9	16
Imo	4	3	12	16	9
Total	19	20	76	75	82

Source: Researchers field survey 2011

$$\text{Format} \quad \frac{nExy - Ex(Ey)}{\sqrt{(nEx^2 - (x)(nEy^2 - (y)^2)}}$$

$$\frac{20(76)-(12)-(20)}{\sqrt{(20(75)-(19)^2(20(82)-(20)^2}}$$

$$\frac{1.520-380}{\sqrt{(1.500-561)(1.640-480)}}$$

$$\frac{1,140}{\sqrt{(1.139)91240)}}$$

$$\frac{1,140}{1,412360}$$

$$\frac{1,140}{1188.42}$$

$$= 0.96$$

For the interview guide, the reliability of the coding process was assessed using inter-coder/Interrater reliability. This assesses the level of agreement between two coders. The researcher and a content analyst did an independent coding of four themes from interviews conducted on six enterprises, using jointly developed codebook. Kappa (k) Statistics (Stangor, 2007:345) was used to measure the percent agreement between the researcher and the analyst. The formula for computing Kappa is:

$$\text{P agreement} = \frac{\text{Agreement}}{\text{Observation}} \text{ x } 100$$

Table 3.5: Percent Agreement (Inter-coder/Interrater) reliability for the two raters

Cultural Factors	Agreement	Disagreement	Percentage of Agreement
Succession outcome	5	1	83%
Primogeniture	5	1	83%
Multiple heirs -	5	1	83%
Gender-related issues	4	2	67%
Total	19	5	79%

Source: Field Survey, 2011. See Appendix 5, table 3 for the workings.

Although there is no statistical test, in general Kappa values greater than **.**7 are considered satisfactory. In this case the computed values K = .83, .83, .83, .67 and .79 suggest that the coding methods are satisfactory.

3.9 ADMINISTRATION OF THE QUESTIONNAIRE

The questionnaire was administered to 511 owner-founders/managers, middle managers and senior staff of the 44 enterprises in South Eastern Nigeria on the basis of the proportionate stratified sample of the study. Out of the 511 questionnaires sent out 500 questionnaires were returned. These returns, in terms of response rate amounted to 98% (see table 3.4). The list of the private indigenous enterprises which participated in this study is given in Appendix

The specific allocation of questionnaire to each of the 44enterprises is given in table 3.3. The total number of questionnaire administered in all the states is 511 - Abia ï 120; Anambra ï 131; Ebonyi ï 62; Enugu ï 104; Imo ï 94.

Table 3.6 NUMBER OF QUESTIONNAIRE ADMINISTERED IN THE STATES

		No. Of Questionnaire Administered			
N/NO	**NAME OF STATE**	**No of Owner-founders**	**NO OF MIDDLE MANAGERS**	**NO OF SENIOR STAFF**	**%**
1	Abia	12	36	72	**23.48**
2	Anambra	13	39	80	**25.83**
3	Ebonyi	4	12	45	**11.93**
4	Enugu	8	25	71	**20.35**
5	Imo	7	20	67	**18.39**
	TOTAL	44	132	335	**100**

Source: Field Survey, 2011

3.10 STATISTICAL METHODS OF DATA ANALYSIS

Various analytical tools were used to analyse the data from the responses to the questionnaire. The tools applied are those that facilitated ease in testing hypotheses and providing answers to the research questions. In this study, the descriptive statistics such frequency counts with simple percentage was used to analyze bio-data of the respondents and the five research questions. At the inferential level of analyses, Z-test was used to test all the hypotheses while hypothesis 3 was analyzed using Pearson product moment Correlation to determine the extent of correlation between x and y variables (Independent and Dependent). All analyses were done through the application of Statistical Package for Social Science (SPSS 17.0 windows) (table 3.4).

Thematic content analysis was used to analyse the data that was obtained from the interviews. Thematic analysis is a search for themes that emerge as being important to the description of the phenomenon (Fereday and Muir-Cochrame, 2006:3). In thematic analysis, the emphasis is on the content of a text, ñwhatò is said more than ñhowò it is said, the ñtoldò rather than the ñtellingò (Riessman, 2003:2). It is a form of pattern recognition within the data, where emerging themes become the categories for analysis. As these themes emerge direct from the data, they will be uniformly coded. A ñgood codeò is one that captures the qualitative richness of the phenomenon (Fereday and Muir-Cochrane, 2006:4). The thematic approach is useful for theorising across a number of cases ï finding common thematic elements across research participants and the events they report. This process of peer-checking of themes enabled saturation to occur, sharpens, sorts, focuses, discards, and organises data in such a way that final conclusion can be drawn and verified. It also enhances the rigor of the study. In addition, there will be credibility of the findings, adequacy and appropriateness of the data collected.

Content analysis software, Qualitative Data Analysis (QDA) Miner 3.2.5 was used for analysis of the interviews by identifying and categorizing themes. QDA Miner isthe text management and qualitative analysis program that allows one to create and edit data files, import documents, and perform a manual coding of those documents (Provalis Research, 2006).

3.11 CONFIDENCE LEVEL/LEVEL OF CONFIDENCE

To establish whether an outcome is statistical significant, the researcher must set up a confidence level. A confidence level means the probability level in which the null hypothesis can be rejected with confidence and the research hypothesis accepted with confidence. As the standard practice in social and administrative sciences, a confidence level of 5% is set in this research study. Thus, the researchers are willing to accept statistical significance occurring by chance 5 times out of 100. In this research therefore, the 95% confidence level was applied and tested at 5% level of significance.

For the stated hypotheses, the maximum acceptable risk of making a type one error (i.e rejecting the null hypothesis (Ho) when it should have been otherwise) is 5%.

3.12 DECISION RULE

In testing hypotheses, the calculated value of the test statistic was compared with critical or table value of the statistic. The critical or table value serves as a benchmark for rejecting or not rejecting the null hypothesis. Therefore, the decision rule applied in this research work is to reject the null hypothesis if the calculated value at 5% significance level with respective degrees of freedom is greater than the table value, otherwise do not reject.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

In this chapter, data presentation and analysis, test of hypotheses, discussion of results and model solution was carried out. The analysis was done in line with the methodology approaches mapped out for this study. Both primary and secondary data were used. The primary data generated the information on the respondentøs personal data and data for implementing the Systemøs Cybernetic Model. The data is to be presented by means of tables.

Data is defined as quantitative information: a representation of facts, observations and occurrences (Asika, 2000:110). By analysis is meant the noting of relationships and aggregation of data with similar variables and the splitting into the necessary units (Mills and Walter 2002:101). Agbonisoh and Yomere (2006:115) have observed that it is at the analysis stage of a Thesis that meaning is given to the data that has been collected. If the data is not properly analysed, it would not be possible to discuss the results of findings let alone doing a summary of research findings, conclusion, recommendations, contribution to knowledge and future/further scope.

The Researcher accepts the contention of Podsahoff and Dalton (1987:419) that the data is to be used as a basis for reasoning, calculation and discussion. It is also to be used as a basis for summarising, concluding and recommendations.

4.2 DISTRIBUTION AND RETURN OF QUESTIONNAIRE

Table 4.1 Return Rate of Questionnaire

State	No. Distributed (Sample)			Usable Returns			No. Not Returned			No. Rejected	No Accp	%
	O/Fs	M/Ms	NM/S	O/Fs	M/MS	NM/S	OM	MM	NMS	-		
Abia	12	36	72	8	36	72	4	-	-	-	116	23.2
Anambra	13	39	80	12	39	80	1	-	-	-	131	26.2
Ebonyi	4	12	45	4	12	45	-	-	-	-	61	12.2
Enugu	8	25	71	5	25	71	3	-	-	-	101	20.2
Imo	7	20	67	4	20	67	3	-	-	-	91	18.2
Total	44	132	335	33	132	335	11	-	-	-	500	100
Grand Total	511			500								

Source: Field Survey, 2011. Note: ***O/FS (Owner-founders), M/MS (*****Middle-managers) and NMSS (Non-managerial staff).**

As shown in table 4.1 above, out of the 511 copies of questionnaire sent out to the participating owner-founders/managers, 500 were returned, giving a response rate of 98%; 11 out of the 511 copies of questionnaire administered were not returned, thus, giving a non-response rate of 2.2%. Of the 44 questionnaire sent out to participating owner-founders, 33 were returned, giving a response rate of 75%. All the 467 copies of questionnaire administered to the middle managers and non-managerial staff were returned, giving a response rate of 100%. These returns, in terms of response rate of 75% for owner-founders are reasonably high and adequate for a study of this nature.

4.3 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Table 4.2 Distribution of Respondents according to State *

			Respondent Category			
			Founders/Owners	**Middle Managers**	**Non-Managerial Staff**	**Total**
State	Abia	Count	8	36	72	116
		% of Total	1.6%	7.2%	14.4%	23.2%
	Anambra	Count	12	39	80	131
		% of Total	2.4%	7.8%	16%	26.2%
	Ebonyi	Count	4	12	45	61
		% of Total	0.8%	2.4	9%	12.2%
	Enugu	Count	5	25	71	101
		% of Total	1%	5%	14.2%	20.2%
	Imo	Count	4	20	67	91
		% of Total	0.8%	4%	13.4%	18.2
Total		Count	33	132	335	500
		% of Total	6.6%	26.4	67%	100

Source: Field Survey, 2011

The number of respondents in the enterprises was studied in order to find out the number of owner-founders, managers and non-managers in each state. The result of the analysis in table 4.2 reveals that 116 of the respondents (owner-founders, middle managers, senior staff), representing 23.2% belong to Abia State, 131 representing 26.2% were from Anambra State, 61 representing 12.2% were from Ebonyi State, 101 representing 20.2% were from Enugu State, while 91 representing 18.2% were from Imo State. Hence, the grand total of owner-founders that participated in the study were 33 representing 6.6%, middle managers were 132 representing 26.4%, while senior staff were 335 representing 67%.

Table 4.3 Distribution of Founders, Managers and Non-managers by Age Category

			Respondent Category			
			Founders/Owner	**Manager**	**Non-Managerial Staff**	**Total**
Age of Respondent	Less than 20 years	Count	0	0	34	34
		% of Total	0%	0%	6.8%	6.8%
	20 - 29 years	Count	2	10	80	92
		% of Total	0.4%	2%	16%	18.4%
	30 - 39 years	Count	2	20	70	92
		% of Total	0.4%	4%	14%	18.4
	40 - 49 years	Count	68	60	114	180
		% of Total	1.2%	12%	22.8%	36%
	50 - 59 years	Count	9	18	30	57
		% of Total	1.8%	3.6%	6%	11.4%
	60 - 69 years	Count	10	20	7	37
		% of Total	2%	4%	14%	7.4%
	70 years & Above	Count	4	14	0	18
		% of Total	0.8%	2.8%	0%	3.6%
Total		Count	33	132	335	500
		% of Total	6.6%	26.4%	67%	100

Source: Field Survey, 2011

Table 4.3 gives the age distribution of the respondents. From the analysis of the table, most of the participating owner-founders were aged between 40 years and 69 years. A group of 60 middle managers representing (12%) were in the 40 - 49 years age bracket while 18 middle managers (3.6%) were in the 50 ï 59 years age bracket. A majority of the participating senior staff, 80 or 16% fell between 20 years and 29 years, 70 of them (14%) between 30 ï 39 years, while 114 (22.8%) were aged between 40 years and 49 years. Only 37 (11%) were aged between 50 years and 69 years.

Table 4.4 Sex Distribution of Respondents

			Respondent Category			
			Founders/Owner	Manager	Non-Managerial Staff	Total
Sex	Male	Count	32	100	237	369
		% of Total	96.6%	20%	47.4%	
	Female	Count	1	32	98	131
		% of Total	3.03%	6.4%	19.6%	
Total		Count	33	132	335	500
		% of Total	6.6%	26.4%	67%	100.0%

Source: Field Survey, 2011

The gender of the respondents was studied in order to ascertain the pattern of distribution of the respondents according to their sex. From the analysis of the table 4.4, it is evident that male participants out-numbered their female counterparts. As many as 32 owner-founders (96.6%), 100 middle managers (20%) and 237 senior staff (47.4%) who participated in the study were males, thus averaging 72.2% of total observations. Only female owner-founder (3.03%), 32 female middle managers (6.4%) and 98 female senior staff (19.6%) were involved in the study. The result reveals a relatively poor involvement of the female gender in the management of private indigenous enterprises.

4.5 Marital Status * Respondent Category Crosstabulation

			Respondent Category			
			Founders/Owner	Manager	Non-Managerial Staff	Total
Marital Status	Not married	Count	2	4	35	41
		% of Total	0.4%	0.8%	7	8.2
	Married	Count	28	126	294	448
		% of Total	5.6%	25.2%	58.8	89.6%
	Separated/Divorced	Count	3	2	6	11
		% of Total	0.6%	0.4%	1.2	2.2%
Total		Count	33	132	335	500
		% of Total	6.6%	26.4%	67%	100

Source: Field Survey, 2011

As table 4.5 reveals, 41 respondents (owner-founders, middle managers and senior staff) representing 8.2% were not married, 448 (owner-founders, middle managers, senior staff) representing 89.6% were married, while 11 (owner-managers, middle managers, senior staff) representing 2.2% were separated or divorced.

Table 4.6No of Wives Married by Owner-founders

			Owner/Founder		%
How many wives did the founder marry?	1.00	Count	15		45
		% of Total			
	2.00	Count	11		35.5
		% of Total			
	3.00	Count	7		22.5
		% of Total			
	4.00	Count	-		
		% of Total			
	5.00	Count	-		
		% of Total			
	Not Applicable	Count			
		% of Total			
Total		Count			
		% of Total	33		100

Source: Field Survey, 2011

Due to the nature of the study, the researcher got interested in the family background of the founders. Table 4.6 gives the number of wives married by the owner-founders or managers. From the analysis of the table, it is evident that owner-founders or managers who married one wife out-numbered other founders or managers that married more than one wife. As many as 15(45%) married one wife. 11 owner-founders or managers (35.5%) married two wives, 7 (22.5%) owner-founders or managers married three wives.

4.7 Highest Educational Attainment * Respondent Category Crosstabulation

			Respondent Category			Total
			Founders/Owner	Manager	Non-Managerial Staff	
Highest Educational Attainment	FSLC	Count	2	6	32	40
		% of Total	0.4%	1.2%	6.4	8%
	WASC/WAEC	Count	8	18	20	46
		% of Total	1.6%	3.6%	4%	9.2%
	NCE/OND	Count	16	84	180	280
		% of Total	32%	16.8	36%	56%
	BSC/BA/BED/HND	Count	4	20	92	116
		% of Total	0.8%	4%	18.4	23.2%
	MSC/MA/MED/MBA	Count	3	4	11	18
		% of Total	0.6	0.8%	2.2	3.6%
Total		Count	33	132	335	500
		% of Total	6.6%	26.4%	67%	100%

Source: Field Survey, 2011

The educational qualification of the respondents was studied in order to find their literacy level considering their position as managers. The result of the analysis as shown in table 4.8 reveals that 40 respondents representing 8% had FSLC, 46 (9.2%) respondents had WASC/SSC/GCE, 280 (56%) respondents had NCE/OND, 116 (23.2%) of the respondents were holders of BS/BA/HND, 18 (3.6%%) of the respondents were holders of M.sc/MA/MBA degrees. The result shows that the respondents have reasonable level of education as 83% have NCE/OND and above. Thus, this made the responses by them to be relied upon since the owner-founders, managers and non-managers are predominantly literate.

Table 4.8 Relationship of Managers and Non-Managers to Owner of the Firms

			Respondent Category		
			Middle Manager	Senior Staff	Total
	Father	Count	22	28	50
		% of Total	4.71%	5.99%	10.70%
	Extended Family	Count	33	100	128
		% of Total	5.99%	21.41%	27.40
	Same town	Count	30	85	115
		% of Total	6.42	18.20%	24.62
	No relationship	Count	52	122	174
		% of Total	11.13%	26.12%	37.25
Total		Count	132	335	467
		% of Total	28.26	71.73	100

Source: Field Survey, 2011

The study enquired into the relationship of respondents to owners of the firms due to the nature and scope of the research. The result of the analysis as shown in table 4.9 reveals that 50 of the respondents (middle managers and senior staff), 10.70% belonged to the same biological family with the owner-managers. 128 (27.40%) managers and non-managers were members of one extended family. 115(24.62%) managers and non-managers came from the same town with the owner-managers. While 174 (37.25%) managers and non-managers were not in any way related to the owner-managers.

Table 4.9 Length of Business /Age of Respondent Companies

			STATE					
			ABIA	ANAMBRA	EBONYI	ENUGU	IMO	TOTAL
Length of Business	Less 5 years	Count	0	0	0	0	0	
		% of Total	.0%	.0%	.0%	.0%	.0%	.0%
	5 -9 years	Count	0	0	0	0	0	0
		% of Total	.0%	.0%	0%	.0%	.0%	0%
	10-14 years	Count	1	1	1	0	0	3
		% of Total	3.03%	3.03%	3.03%	.0%	.0%	9.09%
	15-19 years	Count	0	0	0	1	0	1
		% of Total	0%	.0%	.0%	3.03%	.0%	3.03%
	20 years & Above	Count	7	11	3	4	4	9
		% of Total	21.21%	33.33%	9.09%	12.12%	12.12%	87.87%
Total		Count	8	12	4	5	4	33
		% of Total	24.24%	36.36%	12.12%	15.15%	12.12%	100.0%

Source: Field Survey, 2011

The age of the respondents companies was studied in order to find out how long the firms had existed in order to ascertain to what extent they are engaged in succession planning. The result of the analysis in table 4.10 shows that most of the participating companies have been in existence for 20 years and above. Altogether they made up 9 companies representing 27.27%. 8 companies representing (24.24%) had existed between 10 ï 14 years. A group of 5 companies (15.15%) had existed 5 ï 9 years, 9 companies representing (21.21%) had been in existence between 15 ï 19 years, while 4 companies representing 12.12% had existed for less than 5 years.

Table 4. 10: COMPANY STATUS GENERALLY AND COMPANY STATUS AS REGARDS EXPERIENCING TRANSITION FROM FOUNDER TO SUCCESSOR *STATE CROSSTABULATION

Status	Company status			Has this company experienced transition from founder to successor?	Yes		No		Total
			Count	% of count	Count	% of count	Count	% of count	Count	% of count
ABIA	Excellent	Operational	3	9.09 %	0	0.0 %	3	37.5 %	3	37.5 %
	Good		1	3.03 %	1	12.5 %	0	0.0 %	1	12.5 %
	Fair		2	6.06 %	0	0.0 %	2	25.0 %	2	25.0 %
	Poor	Morimund	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
	V. poor		2	6.06 %	1	12.5 %	1	12.5 %	2	25.0 %
	Total		8	24.24 **%**	**2**	**25.0 %**	**6**	**750.0 %**	**8**	**100 %**
ANAMBRA	Excellent	Operational	2	6.06 %	0	0.0 %	2	16.6 %	2	16.6 %
	Good		2	6.06 %	1	8.3 %	1	8.3 %	2	16.6 %
	Fair		2	6.06 %	0	0.0 %	2	16.6 %	2	16.6 %
	Poor	Morimund	1	3.03%	1	8.3 %	0	0.0 %	1	8.3 %
	V. poor		5	15.15%	4	33.3 %	1	8.3 %	5	41.7 %
	Total		12	36.36%	**6**	**50.0 %**	**6**	**50.0 %**	**12**	**100.%**

EBONYI	Excellent	Operational	2	6.06 %	0	0.0 %	2	50.0 %	2	50.0%
	Good		0	0.00 %	0	0.0 %	0	0.0 %	0	0.0%
	Fair		1	3.03 %	1	25.0 %	0	0.0 %	1	25.0%
	Poor	Morimund	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
	V. poor		1	3.03 %	0	0.0 %	1	25.0 %	1	25.0 %
	Total		**4**	**12.12 %**	**1**	**25.0 %**	**3**	**75.0 %**	**4**	**100 %**
ENUGU	Excellent	Operational	2	6.06 %	0	0.0 %	2	40.0 %	2	40.0%
	Good		0	0.00 %	0	0.0 %	0	0.0 %	0	0.0%
	Fair		1	3.03 %	0	0.0 %	1	20.0 %	1	20.0%
	Poor	Morimund	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
	V. poor		2	6.06 %	2	40.0 %	0	0.0 %	2	40.0 %
	Total		**5**	**15.15 %**	**2**	**40.0 %**	**3**	**60.0 %**	**5**	**100 %**
IMO	Excellent	Operation al	1	3.03 %	1	25.0 %	0	0.0 %	1	25.0%
	Good		0	0.00 %	0	0.0 %	0	0.0 %	0	0.0%
	Fair		0	0.00 %	0	0.0 %	0	0.0 %	0	0.0%
	Poor	Morimund	0	0.00 %	0	0.0 %	0	0.0 %	0	0.0 %
	V. poor		3	9.00 %	2	50.0 %	1	25.0 %	3	75.0 %
	Total		**4**	**12.12 %**	**3**	**75.0 %**	**1**	**25.0 %**	**4**	**100 %**

Source: Field Survey, 2011

The state company status was studied in order to find out their operational status in South Eastern Nigeria. The result of the analysis as shown in table 4.10 reveals that 14 enterprises representing 42.42% were moribund, while 19 enterprises representing 57.57% were operational.

The research was also interested in the enterprisesô transitional experience from the founder to the successor. As the table 4.10 reveals, 2 enterprises (1 moribund and 1 operational) representing 25% have experienced transition from the founder to successor in Abia State, while 6 enterprises (1 moribund and 5 operational) representing 75% have not. 6 enterprises (5 moribund and 1 operational) representing 50% have experienced transition from the founder to successor in Anambra State, while 6 enterprises representing 50% have not. In Ebonyi State, 2 enterprise (1 moribund and 1 operational) representing 25% have experienced transition from the founder to successor, while 3 representing 75% have not. The table also reveals that in Enugu State, 2 enterprises (moribund) representing 40% experienced transition from the founder to successor, while 3 enterprises (operational) have not. 3 enterprises (2 moribund and 1 operational) representing 75% in Imo State experienced transition from the founder to successor, while 1 enterprises (moribund) have not. From the analysis however, out of a total of 33 companies that participated in the study, a total of 14 enterprises (moribund and operational) representing 42.42% did experienced transition from the founder to successor, while 19 enterprises (moribund and operational) representing 57.57% have not experienced transition from the founder to successor.

Table 4.11:**Businessperformance during the transition from the founder to successor***

How well is this company doing?	Yes	%	No	%	Total	% Total
Excellent	2	6.1 %	4	12.1 %	6	18.2
Good	2	6.1 %	4	12.1%	6	18.2
Fair	3	9.1 %	5	15.2 %	8	24.2
Poor	3	9.1 %	8	24.2 %	11	33.3
V. poor	1	3.0 %	1	3.03 %	12	6.1
Total	11	42.4 %	22	66.6 %	33	100

Source: Field Survey, 2011

The study enquired on the performance of the enterprises to ascertain the general level of performance of these enterprises that are still operational. Table 4.11 shows that of the 22 enterprises that were still operational, the performance of greater proportion (33.3%) were rated as ‗poor'. 18.2% and 18.2% performance ratings were ‗excellent' and ‗good'. 24.2% of the enterprises' performance was ‗fair'. The result of the analysis shows that generally the performance of the enterprises was rated poor.

4.4 DESCRIPTIVE ANALYSIS OF RESEARCH QUESTIONS ONE TO SIX

ANSWERS TO RESEARCH QUESTION ONE: ***What is the Effect of Igbo Inheritance Culture on Management Succession Process?***

Questionnaire items **1** to **6** were designed to provide answers to the research question one that probed the effect of Igbo inheritance culture on management succession as perceived by the respondents of the selected enterprises. Reactions by respondents were analysed as follows:

Questionnaire item 1: Inheritance culture which restricts women from inheritance negatively affect owner-founders' selection of competent successor.

Table 4.12 Gender-restrictedinheritance culture and selection of competent successor

Rating	Founders		Middle Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
S. Disagree	4	12.12	15	11.36	41	12.23	60	12
Disagree	6	18.18	20	15.15	15	4.47	41	8.2
Neutral	2	6.06	7	5.30	30	8.95	39	7.8
Agree	14	42.42	52	39.39	201	60	267	53.4
S. Agree	7	21.21	38	28.78	48	14.32	93	18.6
TOTAL	33	100.0	132	100.00	335	100	500	100
MEAN	3.42		3.59		3.32		3.58	
SD	1.32		1.29		1.19		1.22	

Source: Field Survey, 2011

The inheritance rule and selection of competent successor was studied in order to find out whether restricting women from inheritance negatively affect owner-foundersô selection of competent successor. The result of the analysis as shown in table 4.12 above reveals that 60(12%) and 41(8.2%) of the respondents strongly disagree and disagree respectively, 267(53.4%) agree, while 93(18.6%) strongly agree. 39(7.8%) were indifferent. Also, the mean value of 3.58 of both the owner-founders, middle managers and non-managerial staff was higher than the cut-point (3.0). This is an indication that the inheritance rule that restricts women from inheritance negatively affect the owner-foundersôselection of competent successor in the selected enterprises.

Questionnaire item 2: Multiple heirship involved in polygamous marriage among owner-founders upset the handoff/transition process/installation of a successor.

Table 4.13 Multiple heirship (Polygamy marriage) and handoff/transition process/installation

Rating	Founders		Middle Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	5	15.15	14	10.60	16	4.77	35	7
D	3	9.09	12	9.09	15	4.47	30	6
N	1	3.03	10	7.57	12	3.58	23	4.6
A	14	42.42	62	46.96	206	61.49	282	56.4
SA	10	30.30	34	25.75	86	25.67	130	26
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.63		3.68		3.98		3.88	
SD	1.38		1.24		1.82		1.07	

Source: Field Survey, 2011

Multiple heirship involved in polygamous marriage was studied in order to find out how this practice upset the management succession process. The result of the analysis as shown in table 4.13 reveals that only 35(7%) strongly disagree, 30(6%) disagree out of 500 respondents with the statement that multiple heirship upset management succession process. While 282(56.4%) agree and 130(26%) strongly agree with the statement. However, 23(4.6%) were indifferent. Given that the acceptance cut-point was 3.0, the mean value of 3.88 indicates that all agree that multiple heirship upset handoff/transition process/installation.

Questionnaire item 3: The rule of inheritance that demands handover of property/business to first born severely restricts founders' ability to select the most talented and competent successor for the business.

Table4.14Factors Associated with Primogeniture (First born) and selection of talented and competent successor

Rating	Founders		Middle Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	5	15.15	20	15.15	18	5.37	43	8.6
D	1	3.03	12	9.09	10	2.98	23	4.6
N	2	6.06	10	7.57	17	5.07	29	5.8
A	17	51.51	75	56.81	200	59.70	292	58.4
SA	8	24.24	15	11.36	90	26.86	113	22.6
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.66		3.40		.99		3.81	
SD	1.28		1.24		1.51		1.09	

Source: Field Survey, 2011

An enquiry on the rule of inheritance that demands handover of business to the first born was sought in order to find out if it restricts the owner-foundersô ability to select the most talented successor for the business. The result of the analysis as shown in table 4.14 demonstrates that 43(8.6%) strongly disagree and 23(4.6%) disagree with the statement while 292(58.4%) and 113(22.6%) of the respondents affirmed that first born issue restricts the owner-foundersô ability to select the most talented successor for the business. Nonetheless, 29(5.8%) of the respondents remain neutral. Also, the mean value of 3.81 of both the owner-founders, managers and non-managerial staff was higher than the cut-point (3.0). Thus, the statistics imply that the rule of inheritance that demands handover of property/business to first born severely restricts founderôs ability to select the most talented and competent successor for the business.

Questionnaire item 4: The owner-founders' application of Igbo rule of inheritance lead to lack of vision and succession planning (establishing ground rules).

Table 4.15 Igbo traditional rule of inheritance and succession planning

Rating	Owner/Founders		Middle Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	3	9.09	14	10.60	11	3.28	28	5.6
D	2	6.06	9	6.81	10	2.98	21	4.2
N	2	6.06	9	6.81	20	5.97	31	6.2
A	13	39.39	46	34.8	205	61.19	264	78.8
SA	13	39.39	54	40.90	89	26.56	156	31.2
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.93		3.88		4.04		3.99	
SD	1.85		1.29		1.59		1.25	

Source: Field Survey, 2011

The result of the analysis as shown in table 4.15 demonstrates that 28(5.6%) strongly disagree and 21(4.2%) disagree with the statement while 264(78.8%) and 156(31.2%) of the respondents affirmed that application of Igbo traditional rule of inheritance lead to lack of vision and succession planning. Nonetheless, 31(6.2%) of the respondents remain neutral. Also, the mean value of 3.99 of both the owner-founders, middle managers and non-managerial staff was higher than the cut-point (3.0). Thus, the statistics imply that the application of the rule of inheritance may lead to lack of vision and succession planning among the owner-founders.

Questionnaire item 5: The application of Igbo rule of inheritance by owner-founders has positive effect on nurturing and training of potential successors in the founder's line of business before handover.

Table 4.16 Igbo traditional rule of inheritance and nurturing/training of potential successors

Rating	Founders		Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	2	6.06	4	3.03	14	4.17	20	4
D	3	9.09	12	9.09	16	4.77	31	6.2
N	4	12.12	9	6.81	40	11.94	53	10.6
A	11	33.33	23	17.42	103	30.74	137	27.4
SA	13	39.39	84	63.63	162	48.35	259	51.8
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.81		3.77		3.96		3.90	
SDEV	1.47		1.12		1.21		0.75	

Source: Field Survey, 2011

An enquiry on the application of Igbo traditional rule of inheritance was studied in order to find out if this practice has a positive impact on nurturing and training of potential successors. The result of the analysis as shown in table 4.16 demonstrates that 20(4%) strongly disagree and 31(6.2%) disagree with the statement while a handful of 137(27.4%) and 259 (51.8%) of the study participants agree and strongly agree respectively with this statement. Nonetheless, 53(10.6%) of the respondents remain neutral. Also, the grand mean value of 3.90 of both the owner-founders, middle managers and non-managerial staff was higher than the cut-point (3.0). Thus, the statistics imply that the application of the rule of inheritance does have a positive impact on nurturing and training of potential successors before handover.

Questionnaire item 6: Selecion of competent and talented successors is impeded by the owner-founders' application of Igbo rule of inheritance.

Table 4.17 Selection of competent successors and application of Igbo traditional rule of inheritance

Rating	Owner-Founders		Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	3	9.09	10	7.57	19	5.67	32	6.4
D	1	3.03	15	11.36	11	3.28	27	5.4
N	2	6.06	19	14.39	20	5.97	41	8.2
A	17	51.51	39	29.54	198	59.10	254	50.8
SA	10	30.30	49	37.12	87	25.97	146	29.2
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.90		3.77		3.96		3.91	
SD	1.14		1.67		1.56		1.07	

Source: Field Survey, 2011

The result of the analysis as shown in table 4.17 reveals that 32(6.4%) and 27(5.4%) of the respondents strongly disagree and disagree with the statement while 254(50.8%) and 146(29.2%) of the respondents affirmed that the selection of competent successors is impeded by the owner-foundersô application of Igbo rule of inheritance. However, only 41(8.2%) of the respondents remain neutral. Also, the mean value of 3.91 of both the owner-founders, managers and non-managerial staff was higher than the cut-point (3.0). This shows that the selection of competent successors is impeded by the application of rule of inheritance during management succession process by the owner-founder.

4.5 TEST OF HYPOTHESIS 1:

Ho: Igbo inheritance culture has no positive effect on management succession process in private indigenous enterprises in South Eastern Nigeria.

Ha: Igbo inheritance culture has a positive effect on management succession process in private indigenous enterprises in South Eastern Nigeria.

To test hypothesis ï 1, data from table 4.12: Gender-restricted inheritance culture and selection of competent successor; data from table 4.13: Multiple heirship and handoff/transition process/installation; data from table 4.14: First born (primogeniture) and selection of talented and competent successor; data from table 4.15: Igbo rule of inheritance and succession planning; data from table 4.16: Igbo traditional rule of inheritance and nurturing/training of potential successors; data from table 4.17: Selection of competent successors and application of Igbo traditional rule of inheritance. Data from tables 4.12 to 4.17 were combined to derive the expected frequency as shown in table 4.18 from which the Z ï test for population mean at 0.05 (5%) level of significance was conducted.

Table 4.18 Summary of Tables 4.12 to 4.17

Rating	Table 4.12		Table 4.13		Table 4.14		Table 4.15		Table 4.16		Table 4.17	
	F	%	F	%	F	%	F	%	F	%	F	%
SD	60	12	35	7	43	8.6	28	5.6	20	4	32	6.4
D	41	8.2	30	6	23	4.6	21	4.2	31	6.2	27	5.4
N	39	7.8	23	4.6	29	5.8	31	6.2	53	10.6	41	8.2
A	267	53.4	282	56.4	292	58.4	264	78.8	137	27.4	254	50.2
SA	93	18.6	130	26	113	22.6	156	31.2	259	51.2	146	29.2
Total	500	100	500	100	500	100	500	100	500	100	500	100
Mean	3.58		3.88		3.81		3.98		3.90		3.91	
SD	1.22		1.07		1.09		1.25		1.17		1.07	

Source: Field Survey, 2011

Table 4.18AZ- analysis of the effect of culture on management succession process.

	Statement	N	Mean	Std Dev.	μ	Zcal	Zcrit	Decision
1	The ✓	500	3.58	1.22	3.00	11.6	1.96	Significant
2	✓	500	3.88	1.07	3.00	17.6	1.96	✓
3	✓	500	3.81	1.09	3.00	16.2	1.96	✓
4	✓	500	3.98	1.25	3.00	16.33	1.96	✓
5	✓	500	3.90	0.75	3.00	30	1.96	✓
6	✓	500	3.91	1.07	3.00	18.2	1.96	✓

Source: Field Survey, 2011

The above hypothesis is based on the assumption that inheritance culture has no negative effect on management succession process.

The result of the analysis revealed that inheritance culture affect management succession process in private indigenous enterprises. To measure the statistical significance of this result, the hypothesis was tested using values in tables 4.12 to 4.17 above. Z ï test for population mean was used for the analysis of the data.

The decision rule for the test was to reject the null hypothesis of no effect between the the two variables if Z = Cal Ó Z-crit = 1.96,Ŭ 0. 05 level of significance and accept the alternate hypothesis (hi), indicating that inheritance culture has a negative effect on management succession process. Since the result yielded Zcal values = 11.6, 17.6, 16.2, 16.33, 30, 18.2 Ó Z crit = 1.96, Ŭ 0. 05, we reject null hypothesis and accept alternate hypothesis.

This led to the conclusion thatinheritance culture has a negative effect on management succession process in private indigenous enterprises in South Eastern Nigeria.

ANSWERS TO RESEARCH QUESTION TWO: ***What is the Effect of Igbo Inheritance Culture on Management Succession Outcome?***

Questionnaire items **7** to 11 were designed to provide answers to the research question wo that probed the effect of Igbo inheritance culture on management succession outcome as perceived by the respondents of the selected enterprises. Reactions by respondents were analysed as follows:

Questionnaire item 7: Enterprises whose founders applied the Igbo inheritance culture have high rate of survival on the death of founders.

Table 4.19 Application of Igbo Inheritance Rule and High Rate of Survival

Respondent Category			Frequency	Percent	Valid Percent	Cumulative Percent
Owner/Managers	Valid	strongly disagree	11	33.3	33.3	33.3
		Disagree	15	45.5	45.5	78.8
		Agree	6	18.2	18.2	97.0
		strongly agree	1	3.0	3.0	100.0
		Total	33	100.0	100.0	
		Mean	2.12			2.12
		SD	1.17			1.17
Middle Managers	Valid	strongly disagree	17	12.9	12.9	12.9
		Disagree	70	53.0	53.0	65.9
		Neutral	11	8.3	8.3	74.2
		Agree	13	9.8	9.8	84.1
		strongly agree	21	15.9	15.9	100.0
		Total	132	100.0	100.0	
		Mean	2.63			
		SD	1.29			
Non-managerial Staff	Valid	strongly disagree	51	15.2	15.2	15.2
		Disagree	167	49.9	49.9	65.1
		Neutral	34	10.1	10.1	75.2
		Agree	18	5.4	5.4	80.6
		strongly agree	65	19.4	19.4	100.0
		Total	335	100.0	100.0	
		Mean	2.64			
		SD	1.35			
		Valid(**Grand Mean and SD**)	**500**			**2.60** **1.32**

Source: Field Survey, 2011

An enquiry on the application of Igbo traditional rule of inheritance was studied in order to find out if this practice has effect on enterprise continuity/survival. The result of the analysis as shown in table 4.19 demonstrates that 79(15.8%) strongly disagree and 252(50.4%) disagree with the statement while 37(7.4%) and 87(17.4%) of the study participants agree and strongly agree respectively with this statement. Nonetheless, 45(9.0%) of the respondents remain neutral. Also, the grand mean value of 2.60 of both the owner-founders, middle managers and non-managerial staff was lower than the cut-point (3.0). Thus, the statistics imply that the application of the rule of inheritance has effect on enterprise continuity/longevity.

Questionnaire item 8: The inheritance rule which restricts women from inheritance negatively affect the continuity of the business

Table 4.20 Restriction of Women from Inheritance and Continuity of the Business

Respondent Category			Frequency	Percent	Valid Percent	Cumulative Percent
Owner/Managers	Valid	Disagree	3	9.1	9.1	9.1
		Neutral	3	9.1	9.1	18.2
		Agree	8	24.2	24.2	42.4
		strongly agree	19	57.6	57.6	100.0
		Total	33	100.0	100.0	
		Mean				4.30
		SD				.98
Middle Managers	Valid	strongly disagree	15	11.4	11.4	11.4
		Disagree	6	4.5	4.5	15.9
		Neutral	14	10.6	10.6	26.5
		Agree	61	46.2	46.2	72.7
		strongly agree	36	27.3	27.3	100.0
		Total	132	100.0	100.0	
		Mean				3.37
		SD				1.23
Non-managerial Staff	Valid	strongly disagree	30	9.0	9.0	9.0
		Disagree	24	7.2	7.2	16.1
		Neutral	37	11.0	11.0	27.2
		Agree	161	48.1	48.1	7
		strongly agree	83	24.8	24.8	100.0
		Total	335	100.0	100.0	
		Mean				3.73
		SD				1.17
		GRANDMEAN/SD	**500**			**3.77**
						1.19

Source: Field Survey, 2011

The inheritance rule restricting women from inheritance was studied in order to find out whether it has negative effect on enterprise continuity. The result of the analysis as shown in table 4.20 above reveals that 45(9.0%) and 33(6.6%) of the respondents strongly disagree and disagree respectively, 230(46.0%) agree, while 138(27.6%) strongly agree. 54(10.8%) were indifferent. Also, the mean value of 3.77 of both the owner-founders, middle managers and non-managerial staff was higher than the cut-point (3.0). This is an indication that the inheritance rule that restricts women from inheritance negatively affects enterprise continuity.

Questionnaire item 9:Owner-founders' handover of business to multiple heirs affect the continuity of the business.
Table 4.21 Handover of Business to Multiple Heirs and the Continuity of the Business.

Respondent Category			Frequency	Percent	Valid Percent	Cumulative Percent
Owner/Managers	Valid	strongly disagree	5	15.2	15.2	15.2
		Disagree	1	3.0	3.0	18.2
		Neutral	4	12.1	12.1	30.3
		Agree	10	30.3	30.3	60.6
		strongly agree	13	39.4	39.4	100.0
		Total	33	100.0	100.0	
		Mean				3.76
		SD				1.41
Middle Managers	Valid	strongly disagree	11	8.3	8.3	8.3
		Disagree	3	2.3	2.3	10.6
		Neutral	26	19.7	19.7	30.3
		Agree	58	43.9	43.9	74.2
		strongly agree	34	25.8	25.8	100.0
		Total	132	100.0	100.0	3.77
		Mean				1.12
Non-managerial Staff	Valid	strongly disagree	20	6.0	6.0	6.0
		Disagree	8	2.4	2.4	8.4
		Neutral	62	18.5	18.5	26.9
		Agree	166	49.6	49.6	76.4
		strongly agree	79	23.6	23.6	100.0
		Total	335	100.0	100.0	
		Mean				3.82
		SD				1.01
		GRAND MEAN/SD	**500**			**3.80** **1.07**

Source: Field Survey, 2011

Multiple heirship involved in polygamous marriage was studied in order to find out how this practice enterprise continuity. The result of the analysis as shown in table 4.21 reveals that only 36(7.2%) strongly disagree, 12(2.4%) disagree out of 500 respondents with the statement that multiple heirship upset management succession process. While 234(46.8%) agree and 126(25.2%) strongly agree with the statement. However, 92(18.4%) were indifferent. Given that the acceptance cut-point was 3.0, the mean value of 3.80 indicates that all agree that multiple heirship enterprise continuity.

Questionnaire item 10:The Application of Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business.

Table 4.22 Handover of Business and the Continuity of the Business

Respondent Category			Frequency	Percent	Valid Percent	Cumulative Percent
Owner/Managers	Valid	Disagree	7	21.2	21.2	21.2
		Agree	15	45.5	45.5	66.7
		strongly agree	11	33.3	33.3	100.0
		Total	33	100.0	100.0	
		Mean				3.91
		SD				1.10
Middle Managers	Valid	Disagree	15	11.4	11.4	11.4
		Neutral	11	8.3	8.3	19.7
		Agree	59	44.7	44.7	64.4
		strongly agree	47	35.6	35.6	100.0
		Total	132	100.0	100.0	
		Mean				4.05
		SD				.95
Non-managerial Staff	Valid	Disagree	21	6.3	6.3	6.3
		Neutral	35	10.4	10.4	16.7
		Agree	165	49.3	49.3	66.0
		strongly agree	114	34.0	34.0	100.0
		Total	335	100.0	100.0	4.11
		Mean				.83
		GRAND	**500**			**4.08**
		MEAN/SD				**.88**

Source: Field Survey, 2011

An enquiry on the rule of inheritance that demands handover of business to the first born was sought in order to find out if it affects business continuity. The result of the analysis as shown in table 4.22 demonstrates that 43(8.6%) strongly disagree and 46(9.2%) disagree with the statement while 239(47.8%) and 172(34.4%) of the respondents affirmed that first born issue restricts the owner-foundersô ability to select the most talented successor for the business. Also, the mean value of 4.08 of both the owner-founders, managers and non-managerial staff was higher than the cut-point (3.0). Thus, the statistics imply that the rule of inheritance that demands handover of property/business to first born severely affects business continuity.

Questionnaire item 11: The Application of group inheritance (involving extended family members) in business management succession negatively affects the continuity of the business

Table 4.23 Application of Group Inheritance Involving Extended Family and the continuity of Business

Respondent Category			Frequency	Percent	Valid Percent	Cumulative Percent
Owner/Managers	Valid	Disagree	3	9.1	9.1	9.1
		Neutral	3	9.1	9.1	18.2
		Agree	8	24.2	24.2	42.4
		strongly agree	19	57.6	57.6	100.0
		Total	33	100.0	100.0	
		Mean				4.30
		SD				.98
Middle Managers	Valid	strongly disagree	14	10.6	10.6	10.6
		Disagree	17	12.9	12.9	23.5
		Neutral	14	10.6	10.6	34.1
		Agree	61	46.2	46.2	80.3
		strongly agree	26	19.7	19.7	100.0
		Total	132	100.0	100.0	3.52
		Mean				1.24
Non-managerial Staff	Valid	strongly disagree	30	9.0	9.0	9.0
		Disagree	37	11.0	11.0	20.0
		Neutral	48	14.3	14.3	34.3
		Agree	144	43.0	43.0	77.3
		strongly agree	76	22.7	22.7	100.0
		Total	335	100.0	100.0	
		Mean				3.59
		SD				1.21
		GRAND MEAN/SD	500			3.62 1.22

Source: Field Survey, 2011

An enquiry on the group inheritance influence of extended family system was studied in order to find out whether it has positive effect on enterprise continuity.The result of the analysis as shown in table 4.23 shows that 44(8.8%) of the respondents strongly disagree and 57(11.4%) disagree with the statement while 213(42.6%) and 121(24.2%) of the respondents agreed strongly with the statement. Nonetheless, 65(13.0%) of the respondents remain neutral. However, the total grand mean value of 3.62 of both the owner-founders, middle managers and non-managerial staff fell below the cut-point (3.0). It was therefore concluded that extended family does not influence management succession or enterprise handover.

4.6 TEST OF HYPOTHESIS II

Ho: Igbo inheritance culture does not have a negative effect on enterprise continuity in South Eastern Nigeria.

Ha: Inheritance culture has a negative effect on enterprise continuity in South Eastern Nigeria.

Hypothesis II was tested using values in tables 4.19: Application of inheritance rule and high rate of survival of enterprises on the death of founders; 4.20: Inheritance rule which restricts women from inheritance negatively affect the continuity of the business; 4.21: Handover of business to multiple heirs affect the continuity of the business; 4.22: Handover of business to first born affects the continuity of the business; 4.23: Involving extended family members in business management succession negatively affects the continuity of the business. To test hypothesis 2 ï using Z ï test for population mean at 0.05 (5%) level of significance was employed in the analysis of values in tables 4.19 to 4.23 as follows:

Table 4.24 Summary of tables 4.19 – 4.23 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Companies whose founders applied the Igbo inheritance culture have high rate of survival on the death of founders.	500	2.6020	1.32329	.05918
The inheritance rule which restricts women from inheritance negatively affect the continuity of the business	500	3.7660	1.18577	.05303
Owner-foundersô handover of business to multiple heirs affect the continuity of the business.	500	3.8040	1.06952	.04783
The Application of Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business	500	4.0800	.88043	.03937
The Application of group inheritance (involving extended family members) in business management succession negatively affects the continuity of the business	500	3.6200	1.21596	.05438

Source: Field Survey 2011

Table 4.24A Z- Analysis Of The Effect Of Inheritance Culture On Enterprise Continuity.

	Test Value = 3					
					95% Confidence Interval of the Difference	
	Z	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Companies whose founders applied the Igbo inheritance culture have high rate of survival on the death of founders.	-6.725	499	.000	-.39800	-.5143	-.2817
The inheritance rule which restricts women from inheritance negatively affect the continuity of the business	14.445	499	.000	.76600	.6618	.8702
Owner-foundersô handover of business to multiple heirs affect the continuity of the business.	16.809	499	.000	.80400	.7100	.8980
The Application of Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business	27.429	499	.000	1.08000	1.0026	1.1574
The Application of group inheritance (involving extended family members) in business management succession negatively affects the continuity of the business	11.401	499	.000	.62000	.5132	.7268

Source: Field Survey, 2011

The above hypothesis is based on the assumption that Igbo inheritance culture has no negative effect on management succession outcome (enterprise continuity). To measure the statistical significance of this result, the hypothesis was tested using data from tables 4.19 to 4.23 above using Z ï test statistic. As shown in table 4.24 above, all the calculated Z values (-6.725, 14.445, 16.809, 27.429 and 11.401) on the 5 items on whether inheritance culture affects enterprise continuity were greater than the critical Z value (1.96) at 0.05 level of significance (See Appendix 6).

The decision rule for the test was to reject the null hypothesis of no effect on enterprise continuity if Z-cal ÓZ-crit = 1.96, Ŭ= 0.05 level of significance, else accept the alternate hypothesis (ha), indicating existence of a negative effect of inheritance culture on management succession outcome (enterprise continuity). Thus, the test of hypothesis using Z ï test statistic led to the rejection of the null hypothesis and the acceptance of the alternate hypothesis and to a conclusion that Igbo inheritance culture has a negative effect on management succession outcome or continuity.

ANSWERS TO RESEARCH QUESTION THREE: ***What is the relationship between factors associated with primogeniture (first born) rule of inheritance and successful Management Succession?***

Questionnaire items **12** to **16** were designed to provide answers to the research question three that probed the effect of factors associated with primogeniture rule of inheritance on management succession as perceived by the respondents of the selected enterprises. Reactions by respondents were analysed as follows:

Questionnaire item 12: Some owner-founders of enterprises in Igboland fail to successfully handover their businesses due to application of first born rule of inheritance.

Table 4.25 Successful handover of businesses and application of first born rule of Inheritance

Rating	**Founders**		**Managers**		**Non-Managerial Staff**		**Total**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
SD	4	12.12	15	11.36	17	5.07	36	7.2
D	2	6.06	10	7.57	7	2.08	19	3.8
N	1	3.03	7	5.30	2	0.59	10	2
A	19	57.57	66	50	217	64.77	302	60.4
SA	7	21.21	34	25.75	92	27.46	133	26.6
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.69		3.71		2.78		3.95	
SD	1.48		1.55		2.48		2.59	

Source: Field Survey, 2011

Application of first born rule of inheritance was studied in order to find out how this practice affects successful handover of business by owner-founders. The result of the analysis as shown in table 4.25 reveals that only 36(7.2%) strongly disagree, 19(3.8%) disagree out of 500 respondents with the statement that owner-founders of enterprises in South Eastern Nigeria fail to successfully handover their businesses due to application of first born rule of inheritance, while majority of the respondents representing 302(60.4%) agree and 133(26.6%) strongly agree with the statement. However, 10(2%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.95 indicates that all agree that handover of businesses is influenced by the application of first born rule of inheritance.

Questionnaire item 13: Owner-founders do not give adequate training or prepare their first borns to manage their businesses before handover.

Table 4.26 Adequate training or preparation of first born(s) and business Handover

Rating	Founders		Managers		Non-Managerial Staff		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
SD	3	9.09	19	14.39	42	12.53	64	12.8
D	1	3.03	10	7.57	20	5.97	31	6.2
N	6	18.18	21	15.90	40	11.94	67	13.4
A	12	36.36	40	30.30	122	36.41	174	34.8
SA	11	33.33	42	31.81	111	33.13	164	32.8
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.81		3.57		3.71		3.68	
SD	1.41		1.89		1.37		1.76	

Source: Field Survey, 2011

The result of the analysis as shown in table 4.26 reveals that only 64(12.8%) of the respondents strongly disagree, 31(6.2%) of the respondents disagree out of 500 respondents with the statement that owner-founders do not give adequate training or prepare their first born(s) to manage their business before handing over. In contrast, 174(34.8%) and 164(34.8%) of the study participants agree and strongly agree respectively with the statement while 67(13.4%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.68 indicates that owner-founders do not give adequate training or prepare their born(s) to manage their business before handing over.

Questionnaire item 14: Some owner-founders handover to their first borns who are not willing or ready to take over the business.

Table 4.27 First Born(s) and Willingness/Readiness to Take Over

Rating	Founders		Managers		Non-Managerial Staff		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
SD	3	9.09	12	9.09	10	2.98	25	5
D	3	9.09	11	8.33	8	2.38	22	4.4
N	4	12.12	7	5.30	16	4.77	27	5.4
A	12	36.36	59	44.69	217	64.77	288	57.6
SA	11	33.33	43	32.57	84	63.63	138	27.6
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.75		3.76		4.06		3.98	
SD	1.57		1.50		2.98		3.25	

Source: Field Survey, 2011

First born(s) and willingness/readiness to take over was studied in order to find out how it upset the management succession process. The result of the analysis as shown in table 4.27 reveals that only 25(5%) of the respondents strongly disagree, 22(4.4%) of the respondents disagree out of 500 respondents with the statement that some owner-founders hand over to their first born(s) who are not willing or ready to take over the business. 288(57.6%) and 138(27.6%) of the respondents agree and strongly agree respectively with the statement. Meanwhile, 27(5.4%) were indifferent. Given that the acceptance cut-point was 3.0, the mean value of 3.98 indicates that all agree with the statement.

Questionnaire item 15: Businesses are handed over to first borns even when some are not interested in that line of business.

Table 4.28 First Born(s) and Interest in the Owner-founder's Line of Business

Rating	Founders		Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	3	9.09	12	9.09	16	4.77	31	6.2
D	2	6.06	4	3.03	14	4.17	20	4
N	4	12.12	9	6.81	40	11.94	53	10.6
A	13	39.39	84	63.63	162	48.35	259	51.8
SA	11	33.33	23	17.42	103	30.74	137	27.4
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.81		3.77		3.96		3.90	
SDEV	1.47		1.12		1.21		0.75	

Source: Field Survey, 2011

An enquiry on the first bornsô interest in the owner-foundersô line of business was sought in order to find out if businesses were handed over without considering it. The result of the analysis as shown in table 4.28 reveals that only 31(6.2%) of the respondents strongly disagree, 20(4%) of the respondents disagree out of 500 respondents with the statement. 259(51.8%) of the respondents agree and 137(27.4%) of the respondents strongly agree with the statement. However, 53(10.6%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.90 indicates that all agree that businesses are handed over to first born(s) even when some are not interested in that line of business.

Questionnaire item 16: The competence of the first born is usually not considered by some by some of the owner-fonders.

Table 4.29 The Competence of the First Born and Business Handover

Rating	**Founders**		**Managers**		**Non-Managerial Staff**		**Total**	
	F	%	F	%	F	%	F	%
SD	3	9.09	18	13.63	25	7.46	46	92
D	2	6.06	8	6.06	15	4.47	25	5
N	2	12.12	4	3.03	20	5.9	26	5.2
A	21	63.63	80	60.60	191	57.01	292	58.4
SA	5	15.15	22	16.66	89	26.56	116	23.2
TOTAL	3	100	132	100	335	100	500	100
MEAN	3.69		3.60		3.95		3.84	
SDEV	1.08		1.22		1.60		1.04	

Source: Field Survey, 2011

An enquiry on the competence of the successor was studied in order to find out if it is considered before hand over of business. The result of the analysis as shown in table 4.29 reveals that only 46(92%) of the respondents strongly disagree, 25(5%) of the respondents disagree out of 500 respondents with the statement. 292(58.4%) of the respondents agree and 116(23.2%) of the respondents strongly agree with the statement. However, 26(5.2%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.84 indicates that all agree that businesses are handed over to first born(s) even when some are not competent enough to man the business.

4.7 Hypothesis Three

Ho: There is no significant relationship between factors associated with primogeniture (first born) rule of inheritance and successful management succession.

Ha: There is a significant relationship between factors associated with primogeniture (first born) rule of inheritance and successful management succession.

Data from tables 4.25 to 4.29 above were used to test hypothesis 3 ï using Z ï test and Pearson Product Moment Coefficient.

Summary of Tables 4.25 to 4.29

Table 4.30

Rating	Table 4.25		Table 4.26		Table 4.27		Table 4.28		Table 4.29	
	F	%	F	%	F	%	F	%	F	%
SD	36	7.2	64	12.8	25	5	31	6.2	46	9.2
D	19	3.8	31	6.2	22	6.56	20	4	25	5
N	10	2	67	13.4	27	8.05	53	10.6	26	5.2
A	302	60.4	174	34.8	288	57.6	259	51.8	292	58.4
SA	133	26.6	164	32.8	138	27.6	137	27.4	116	23.2
Total	500	100	500	100	500	100	500	100	500	100
Mean	3.95		3.68		3.98		3.90		3.84	
SD	2.59		1.76		3.25		0.75		1.04	

Source: Field Survey, 2011

Table 4.30A Z- analysis of the factors associated with primogeniture (first born) and management succession process.

		N	Mean	Std Dev.	μ	Zcal	Zcrit	Decision
1	The ✓	500	3.95	2.59	3.00	8.6	1.96	Significant
2	✓	500	3.68	1.76	3.00	8.5	1.96	✓
3	✓	500	3.98	3.25	3.00	6.5	1.96	✓
4	✓	500	3.90	0.75	3.00	30	1.96	✓
5	✓	500	3.84	1.04	3.00	16.8	1.96	✓

Source: Field Survey, 2011

The above hypothesis is based on the assumption that factors associated with primogeniture are not related to successful management succession. To measure the statistical significance of this result, the hypothesis was tested using data from tables 4.25 to 4.29 above using Z ï test statistic. As shown in table 4.30A above, all the calculated Z values (8.6, 8.5, 6.5, 30, 16.8) on the 5 items on whether there is relationship between inheritance culture and successful management succession were greater than the critical Z value (1.96) at 0.05 level of significance (See Appendix 6).

The decision rule for the test was to reject the null hypothesis of no relationship between successor-related factors and successful management succession if Z-cal Ó Z-crit = 1.96, Ŭ= 0.05 level of significance, else accept the alternate hypothesis (ha), indicating existence of a negative effect of inheritance.

Since the result yielded (Z-Cal = 8.6 Ó Z-crit = 1.96, Ŭ 0.05; Z = Cal = 8.5 Ó Z-crit = 1.96, Ŭ 0.05; Z = Cal = 6.5 Ó Z-crit = 1.96, Ŭ 0.05; Z-cal = 30 Ó Z-crit = 1.96, Ŭ 0.05 and Z-cal 16.8 Ó Z - crit = 1.96, Ŭ 0.05, it was concluded that factors associated with primogeniture rule of inheritance have significant effect on management succession.

Also a confirmatory test using Pearson product moment correlation is as follows:

Table 4.31 Descriptive Statistics of The Relationship Between factors associated with primogeniture and successful management succession

	Mean	Std. Deviation	N
Successful management succession.	**3.9680**	**1.04937**	**500**
Adequate training of the first born.	**3.6860**	**1.31715**	**500**
Willingness to take over	**4.0300**	**1.00155**	**500**
Business handover to first born who is not interested.	**3.9000**	**1.06031**	**500**
Competence of the first born is usually not considered.	**3.8040**	**1.12966**	**500**

Source: SPPSWIN 17 version output

Table 4.32 Correlation Matrix on the relationship between Factors Associated with Primogeniture and Successful Management Succession

		Manageme nt succession	Adequate training of the first born	Willingne ss to take over	Business handover to son who is not interested	Competenc e of the first born is not usually considered
Mgt Succession	Pearson Correlation	1	.873**	.956**	.961**	.961**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	500	500	500	500	500
adequate training of the first born	Pearson Correlation	.873**	1	.894**	.961**	.961**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	500	500	500	500	500
Willingness to take over	Pearson Correlation	.956**	.894**	1	.948**	.961**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	500	500	500	500	500
Business hand over to first born who is not interested	Pearson Correlation	.961**	.929**	.948**	1	.961**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	500	500	500	500	500
Competence of the first born is usually not considered	Pearson Correlation	.935**	.923**	.930**	.952**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	500	500	500	500	500

Source: SPPSWIN 17 version output

In table 4.32 above, the descriptive statistics of mean (m), standard deviation (std. Deviation) and number of cases (respondent) (N) are displayed for management succession, adequate training of the first born, willingness to take over, business handover to first born who is not interested, competence of the first born is usually not considered. Management succession had mean of (3.96), std. Deviation (1.05) and number of respondents (500); adequate training of the first born had mean of (3.68), std. Deviation (1.31) and number of respondents (500); willingness to take over had mean of(4.03), std. Deviation (1.00) and number of respondents (500); business handover to first born not interested had mean of (3.90), std. Deviation (1.06) and number of respondents (500); competence of the first born is usually not considered had mean of (3.80), std. Deviation (1.12) and number of respondent (500). By careful observation of the standard deviation values, there is much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points amongst the dependent and independent variables.

Table 4.32 is the Pearson correlation matrix of management succession, adequate training of the first born, willingness to take over, business handover to first born who is not interested and competence of the first born is usually not considered, showing the correlation coefficient, significant values and the number of cases.

The results in the multiple correlation matrix show that there is a positive relationship between factors associated with primogeniture and successful management succession process ï adequate training of the first born to manage the business ($r = .87$), willingness to take over ($r = .96$), business handover to first born who is not interested($r = .96$) and competence of the first born is usually not considered ($r = .94$). The computed correlation coefficient of the relationship between adequate training, some owner-founders handover to their first born, business handover to first born who is not interested, competence of the first born usually considered ($r = .87$, $r = .96$, $r = .96$, $r = .94$) respectively are greater than the table value of $r = .195$ with 498 degrees of freedom ($df = n - 2$) at .05 alpha level for a two-tailed test.

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the table r otherwise reject the null hypothesis.

Decision

Since the computed r = .87, r = .96, r = .96, r = .94 are greater than the table value of r = .195, reject the null hypothesis. Therefore, we conclude that there is a significant relationship between factors associated with primogeniture and successful management succession process.

ANSWERS TO RESEARCH QUESTION FOUR: What is the effect of gender restrictive inheritance culture affect management succession in private indigenous enterprises in South Eastern Nigeria?

Questionnaire items **17** to **19** were designed to provide answers to the research question four that probed the effect of gender restrictive inheritance culture on management succession as perceived by the respondents of the selected enterprises. Reactions by respondents were analysed as follows:

Questionnaire item 17: Successful handover of business is adversely affected by the application of rule of inheritance that excludes daughters.

Table 4.33 Successful Handover of Business and Gender-restrictive Inheritance Culture

Rating	Founders		Middle Managers		Non-Managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	3	9.09	15	11.36	20	5.97	38	7.6
D	2	6.06	13	9.784	18	5.37	33	6.6
N	4	12.12	8	6.06	28	8.35	40	8
A	13	39.39	72	54.54	201	60	286	57.2
SA	11	33.33	24	18.18	68	80.29	103	20.6
TOTAL	33	100	132	100	335	100	500	100
MEAN	3.81		3.58		3.83		3.76	
SDEV	1.21		1.21		0.90		1.08	

Source: Field Survey, 2011

An enquiry on gender-related cultural factors was made to find out if management succession is affected. The result of the analysis as shown in table 4.33 reveals that 38(7.6%) of the respondents strongly disagree, 33(6.6%) of the respondents disagree out of 500 respondents with the statement. 286(57.2%) of the respondents agree and 103(20.6%) of the respondents strongly agree with the statement. However, 40(8.0%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of

3.76 indicates that successful handover of business is adversely affected by the application of rule of inheritance that excludes daughters.

Questionnaire item 18: Exclusion of daughters limits the owner-founder's choice of competent successors.

Table 4.34 Exclusion of Daughters and Competent Successors

Rating	Owner-managers		Middle managers		Non-managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	1	3.03	18	13.63	16	4.77	35	7
D	1	3.03	3	2.27	11	3.28	15	3
N	4	12.12	8	6.06	4	1.19	16	3.2
A	16	48.48	79	59.84	215	64.17	310	62
SA	11	33.33	24	18.18	89	26.56	124	24.8
Total	33	100	132	100	335	100	500	100
MEAN	4.06		3.66		4.04		3.94	
SD	1.60		1.2		1.35		1.11	

Source: Field Survey 2011

The result of the analysis as shown in table 4.34 reveals that 35(7%) of the respondents strongly disagree, 15(3%) of the respondents disagree out of 500 respondents with the statement. 310(62%) of the respondents agree and 124(24.8%) of the respondents strongly agree with the statement. However, 16(3.2%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.94 indicates that exclusion of daughters limits the owner-founders choice of competent successor.

Questionnaire item 19: Preference of sons over competent daughters lead to conflict which negatively affects management succession process.

Table 4.35 Preference of sons over competent daughters and management succession.

Rating	Owner-managers		Middle managers		Non-managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	4	12.12	18	13.63	16	4.77	38	7.6
D	2	6.06	11	8.33	7	2.08	20	4
N	2	6.06	5	3.78	21	6.26	28	5.6
A	13	39.39	64	48.48	200	59.70	277	55.4
SA	12	36.36	37	25.75	91	27.16	137	27.4
Total	33	100	132	100	335	100	500	100
MEAN	3.81		3.64		4.02		3.91	
SD	1.30		1.30		1.79		2.22	

Source: Field survey 2011

Preference of sons over competent daughters was studied considering the negative impact on management succession. The result of the analysis as shown in table 4.35 reveals that 38(7.6%) of the respondents strongly disagree, 20(4%) of the respondents disagree out of 500 respondents with the statement while 277(55.4%) of the respondents agree and 137(27.4%) of the respondents strongly agree with the statement. However, 28(5.6%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.91 indicates that preference of sons over competent daughters lead to conflict which negatively affects management succession.

4.8 Hypothesis Four:

Ho: Gender-restrictive inheritance culture has no negative effect onmanagement succession

Ha: Gender-restrictive inheritance culture has a negative effect on management succession

Data from Tables 4.33 to 4.35 were used to test hypothesis 4 using Z ï test for population mean at 0.05(5%) level of significance.

Summary of Tables 4.33 to 4.35

Table 4.36

Rating	**Table 4.33**		**Table 4.34**		**Table 4.35**	
	F	%	F	%	F	%
SD	38	7.6	35	7	38	7.6
D	33	6.6	15	3	20	4
N	40	8	16	3.2	28	5.6
A	286	57.2	310	62	277	55.4
SA	103	20.6	124	24.8	137	27.4
Total	500	100	500	100	500	100
Mean	3.76		3.94		3.91	
SD	1.08		1.11		2.22	

Source: Field Survey 2011

Table 4.36A Z - Analysis of the effect Gender-Restricted inheritance cultural factor on management success.

	N	Mean	Std UN	μ	Zcal	Zcnt	Decision
31	500	3.76	1.08	3.00	15.2	1.96	Significant
32	500	3.94	1.11	3.00	18.8	1.96	Significant
33	500	3.91	2.22	3.00	9.1	1.96	Significant

Source: Field Survey 2011

The Z- test for population means in table 4.36A showed that there was a significant different between the sample mean value and the hypothesize µ(3.0) for the three items (Z-Cal = 15.2 ÓZ = crit = 1.96, Ŭ= 0.05; Z = Cal = 18.8 ÓZcrit = 1.96 and Z = cal = 9.1 ÓZ-crit = 1.96.)

Decision rule: Therefore the alternate hypothesis was fully supported.It was concluded that Genderï restrictive inheritance culture have negative effect on management succession.

ANSWERS TO RESEARCH QUESTION FIVE: To what extent does multiple heirs' inheritance culture affect management succession in private indigenous enterprises in South Eastern Nigeria?

Questionnaire items **20** to **24** were designed to provide answers to the research question one that probed the extent to which multiple heirsö inheritance culture affect management succession as perceived by the respondents of the selected enterprises. Reactions by respondents were analysed as follows:

Questionnaire item 20: Some owner-founders in Igboland fail to successfully handover their businesses due to problems related to multiple heirship (polygamy).

Table 4.37 Successful Handover and Problems Related to Multiple Heirship.

Rating	Owner-managers		Middle managers		Non-managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	5	15.15	16	12.12	30	8.95	51	10.2
D	1	3.03	15	11.36	20	5.92	36	7.2
N	3	9.09	3	2.27	10	2.98	16	3.2
A	12	36.36	83	62.87	186	55.52	281	56.2
SA	12	36.36	15	11.36	89	26.56	116	23.2
Total	33	100	132	100	335	100	500	100
MEAN	3.75		3.5		3.84		3.75	
SD	1.50		1.19		1.14		1.18	

Source: Field Survey 2011

Multiple heir inheritance cultural factors were studied in order to find out their effect on management succession/successful handover. The result of the analysis as shown in table 4.37 reveals that only 51(10.2%) of the respondents strongly disagree and36(7.2%) of the respondents disagree with the statement. 281(56.2%) of the respondents agree and 116(23.2%) of the respondents strongly agree with the statement. However, 16(3.2%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.75 indicates that some owner-founders in Igboland fail to successfully handover their businesses due to problems related to multiple heirship inheritance culture.

Questionnaire item 21: Intense struggles among co-heirs have negative impact on enterprise succession process.

Table 4.38 Intense Struggles among co-heir and enterprise succession process.

Rating	Owner-managers		Middle manager		Non-managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	5	15.15	22	16.16	31	9.25	58	11.6
D	3	9.09	-	-	-	-	3	0.6
N	4	12.12	7	5.30	20	5.97	31	6.2
A	10	30.30	73	55.30	196	58.50	279	55.8
SA	11	33.33	30	22.72	88	26.26	129	25.8
Total	33	100	132	100	335	100	500	100
MEAN	3.57		3.61		3.93		3.85	
SD	1.41		1.3		2.0		0.71	

Source: Field Survey 2011

An intense struggle among co-heirs was studied in order to find out its impact on enterprise succession process. The result of the analysis as shown in table 4.38 reveals that 58(11.6%) of the respondents strongly disagree, while 3(0.6%) of the respondents disagree with the statement. 279(55.8%) of the respondents agree and 129(25.8%) of the respondents strongly agree with the statement. However, 31(6.2%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.83 indicates that intense struggles among co-heirs have negative impact on enterprise succession process.

Questionnaire item 22: Polygamous owner-founders' effort to divide business as landed property among children disrupt management succession.

Table 4.39 Division of Business as Landed Property and Management Succession

Rating	Owner-managers		Middle managers		Non-managerial Staff		Total	
	F	%	F	%	F	%	F	%
SD	3	9.09	20	15.15	30	8.95	53	10.6
D	2	6.06	12	9.09	20	5.97	34	6.8
N	1	3.03	8	6.06	8	6.06	17	3.4
A	22	66.66	70	53.78	165	49.25	257	51.4
SA	5	15.15	22	16.16	112	33.43	139	27.8
Total	33	100	132	100	335	100	500	100
MEAN	3.72		3,46		4.17		3.79	
SD	1.07		1.29		1.21		1.21	

Source: Field Survey 2011

An enquiry on division of business as landed property was made to find out if this practice disrupts management succession. The result of the analysis as shown in table 4.39 reveals that 53(10.6%) of the respondents strongly disagree while 28(3.7%) of the respondents disagree with the statement. 34(6.8%) of the respondents agree and 257(51.4%) of the respondents strongly agree with the statement. However, 139(27.8%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.79 indicates that division of business as landed property among the children by owner-founders disrupt management succession.

Questionnaire item 23: Involvement of too many interests such as wives and children disrupt the selection of competent successors.

Table 4.40 Involvement of too many Interests and the Selection of Competent Successors

Rating	**Owner-managers**		**Middle managers**		**Non-managerial Staff**		**Total**	
	F	%	F	%	F	%	F	%
SD	3	9.09	20	15.15	30	8.95	53	10.6
D	1	3.03	3	2.27	23	6.86	27	5.4
N	6	18.18	8	6.06	13	3.88	27	5.4
A	14	42.42	72	54.54	89	67.42	175	35
SA	9	27.27	29	21.96	190	26.56	218	43.6
Total	33	100	132	100	335	100	500	100
MEAN	3.75		3.65		4.09		3.95	
SD	1.15		1.26		1.94		1.59	

Source Field Survey; 2011

An enquiry on the involvement of too many interests such as wives and children was made to find out if the selection of competent successors. The result of the analysis as shown in table 4.40 reveals that 53(10.6%) of the respondents strongly disagree while 27(5.4%) of the respondents disagree with the statement. 175(35%) of the respondents agree and 218(43.6%) of the respondents strongly agree with the statement. However, 27(5.4%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.95 indicates that involvement of too many interests such as wives and children disrupt the selection of competent successors.

Questionnaire item 23: Pairing of multiple heirship with indivisible form of property results in lack of nurturing and training of successors before actual handover.

Table 4.41 Pairing of Multiple Heirship with Indivisible Form of Property and Nurturing and Training of Successors

Rating	**Owner-managers**		**Middle managers**		**Non-managerial Staff**		**Total**	
	F	%	F	%	F	%	F	%
SD	4	12.12	10	7.57	37	11.04	51	10.2
D	3	9.09	5	3.78	24	18.18	32	6.4
N	4	12.12	3	2.27	20	5.97	27	5.4
A	11	33.33	74	56.06	140	41.79	225	45
SA	11	33.33	40	30.30	114	34.02	165	33
Total	33	100	132	100	335	100	500	100
MEAN	3.66		3.97		3.80		3.84	
SD	1.33		2.48		1.28		1.14	

Source: Field Survey, 2011

The result of the analysis as shown in table 4.41 reveals that 51(10.2%) of the respondents strongly disagree while 32(6.4%) of the respondents disagree that pairing of multiple heirship with indivisible form of property (business ventures) results in lack of nurturing and training of successors before actual handover. respondents with the statement. 225(45%) of the respondents agree and 165(33%) of the respondents strongly agree with the statement. However, 27(5.4%) were indifferent. Given that the acceptance cut-point was 3.0, the grand mean value of 3.84 indicates that nurturing and training of successors of business is adversely affected by pairing of multiple heirship with indivisible form of property.

4.9 Hypothesis Five

Ho: Multiple heirs' to a large extent does not affect management succession

Ha: Multiple heirs' to a large extent affects management succession

Data from Tables 4.37 to 4.41 were used to test hypothesis 5using Z ï test for population mean at 0.05(5%) level of significance.

Summary of Tables 4.37 to 4.41

Table 4.42

Rating	**Table 4.39**		**Table 4.41**		**Table 4.42**		**Table 4.43**	
	F	%	F	%	F	%	F	%
SD	58	11.6	53	10.6	53	10.6	51	10.2
D	3	0.6	34	6.8	27	5.4	32	6.4
N	31	6.2	17	3.4	27	5.4	27	5.4
A	279	55.8	257	51.4	175	35	225	45
SA	129	25.8	139	27.8	218	43.6	165	33
Total	500	100	500	100	500	100	500	100
Mean	3.83		3.79		3.95		3.84	
SD	0.71		1.21		1.59		1.14	

Source: Field Survey 2011

Table 4.42A Z – Analysis of the factors associated with multiple heirship (polygamy) and management succession

	N	Mean	Std Dev	μ	Zcal	Zcnt	Decision
	500	3.83	0.71	3.00	28.33	1.96	Significant
	500	3.79	1.21	3.00	15.6	1.96	Significant
	500	3.95	1.59	3.00	19	1.96	Significant
	500	3.84	1.14	3.00	16.8	1.96	Significant

Source: Field Survey 2011

In table 4.42A the Z - test for population mean showed that there was a significant different between the sample mean value and the hypothesize μ(3.00) for four items. Z Calculated Z values = (Z-Cal = 28.33 ÓZ-crit = 1.96, Ŭ0.05; Z = Cal = 15.6 ÓZ-crit = 1.96, Ŭ0.05; Z-cal = 19 ÓZ-crit = 1.96, Ŭ0.05 and Z-cal 16.8 ÓZ-crit = 1.96,Ŭ 0.05.

Decision Rule: The null hypothesis which says that factors associated with multiple heirship inheritance has no effect on management succession was not supported. It was concluded that factors associated with multiple heirship have negative effect on management succession.

ANSWERS TO RESEARCH QUESTION SIX: Can a model be modified of the transform of the inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria?

The questions from the dichotomous (yes or no) oral interview schedule were used to provide answers to the research question six that probed that possibility of modifying a model of the transform of the inheritance culture process and output of the improvement in the management succession as perceived by the respondents of the selected enterprises. Reactions by respondents were analysed as follows:

4.10 MODEL SOLUTION

Table 4.43 Responses to the Dichotomous (Yes or No) Questions for Implementing the System's Cybernetic Model of Transform of Inheritance Culture

	Questions	Yes in No	%	No in No.	%	Total in No.	% in No.
1	Are men inputs of the model?	490	98	10	2	500	100
2	Is material the input of the model?	492	98.4	8	1.6	500	100
3	Is money an input of the model?	491	98.2	9	1.8	500	100
4	Is time an input of the model?	494	98.8	6	1.2	500	100
5	Is energy an input of the model?	495	99	5	1	500	100
6	Is knowledge an input of the model?	493	98.6	7	1.4	500	100
7	Is information an input of the model?	496	99.2	4	0.8	500	100
8	Is the culture process a transform of the model?	500	100	0		500	100
9	Is the improvement in the management succession an output of the model?	499	99.8	1	0.2	500	100
10	Is feedback a component of the model?	498	99.6	2	0.4	500	100
11	Is control a component of the model?	497	99.4	3	0.6	500	100

Source: The questions and frequencies are from the dichotomous (yes or no) oral interview schedule

The 500 respondents were asked whether men were inputs of the model. From Table 4.47, it is shown that 490 (98%) of them said Yes while 10 (2%) of them said No. For the question of whether materials were inputs of the model, 492 (98.4%) of them said Yes while 8 (1.6%) of them said No. For the question of whether money was an input of the model, 491(98.2%) of them said Yes while 9 (1.8%) of them said No. For the question of whether time is an input of the model, 494 (98.8%) of them said Yes while 6 (1.2%) of them said No. For the question of whether energy is an input of the model, 495 (99%) of them said Yes while 5 (1%) of them said No. For the question of whether knowledge is an input of the model, 493 (98.6%) of them said Yes while 7 (1.4%) of them said No. For the question of whether information is an input of the model, 496 (99.2%) of them said Yes while 4 (0.8%) of them said No. The respondents were asked whether culture process is a transform of the model. All the respondents 500 (100%) said Yes, that culture process can be transformed in order to have successful management succession. The respondents where also asked whether the improvement in the management succession was an output of the model and 499 (99.8%) of them said Yes while 1(0.2%) of them said No. The 500 respondents were asked whether feedback is a component of the model, 498 (99.6%) of them said Yes while 2 (0.4) of them said No. For the question of whether control is a component of the model, 497 (99.4%) of them said Yes while 3 (0.6%) of them said No.

4.10A Hypothesis Six

Ho: A model cannot be modified of the transform of inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria.

Ha: A model can be modified of the transform of inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria.

Data from Table 4.43was used to test hypothesis 6using Z ï test for population proportion.

$$Z = \frac{\frac{x}{n} - Po}{\sqrt{\frac{(Po)(1-Po)}{n}}}$$

$$Z = \frac{\frac{497}{500} - 0.9}{\sqrt{\frac{(0.9)(0.1)}{500}}}$$

$$\frac{\left(\sqrt{500}\right)\left(0.094\right)}{0.3} \qquad Z = 7.006$$

The Z - test for population proportion showed that there was a significant different between Z Calculated Z value = (Z-Cal = 7.01 ÓZ-crit = 1.645, Ŭ0.05)

Decision Rule: The null hypothesis which says that a model cannot be modied of the transform of inheritance culture process and process and output of the improvement in management succession in private indigenous enterprises in South Eastern Nigeria is rejected. It was concluded that a model can be modified of the transform of inheritance culture process and output of the improvement in the management succession in provate indigenous enterprises in South Eastern Nigeria.

4.11 ANALYSIS OF INTERVIEWS

The research questions served as the themes/categories from which the codes for the interviews were developed. QDA Miner version 3.2.13 was used in managing and analyzing the data derived from the 33 interviews (Abia 8, Anambra 12, Ebonyi 4, Enugu 5 and Imo 4). The results were presented both in quantitative (tables) and qualitative formats.

Inheritance Culture and Management Succession Process

The theme of succession planning permeated most of the interviews more than any other stages of succession process. Of all the questions asked on how inheritance culture affects management succession process, the owner-foundersô application of Igbo rule of inheritance which led to lack of vision and succession planning cut across all of them. Almost all the founders/business owners who were asked whether they plan (both formally and informally) who will take over their business when they retire, were of the view that such was not in place yet. Of the 19 codes assigned to this category/theme, 15 interviewees do not have any succession plan. This was found more among the operational companies as shown by 14 cases for operational companies as against 1 for the moribund companies. The chi-square analysis result also shows that lack of succession planning was related to the status of the company. Table 4.43 presents details.

Table 4.44 Occurrence of Inheritance Culture and Management Succession Planning Theme across Moribund and Operational Companies

	1 = Moribund	2 = Operational	Total	Chi-square	P value
Lack of Succession Planning	1	14	15	8.074	0.004
Plan for Succession	0	4	4	2.363	0.124
Total	1	18	19		

Source: QDA Miner version 3.2.13

In the words of a founder of one of the companies interviewed(*Male/founder, Company A – operational, Abia State, Established 1988)*:

> Not yet *(referring to Succession Planning)* talking of who will take over may cause family disharmony.

Another Manager*(Male/Manager, Company C1 – Operational, Imo State)* making reference to management succession said that:

> Culture affects succession management up to 90%, for instance there is this our neighbor here since their father died, they have suspended their productions because the man was a polygamist and he married three wives, so as soon as he died, his wives and children have been quarreling, struggling over who takes over the management of the business, because the founder (their father) had no succession plan, he believed that according to Igbo tradition, his first son would take over, but all his children are dragging they all have equal right in the business, since they are all sons.

Primogeniture/First Born Issue and Management Succession

The theme of primogeniture or first born rule of inheritances permeated most of the interviews more than any other cultural factor. Table 4.44 below shows that within the moribund companies, problem of first born and management succession was found within 7 moribund companies. Seventeen of the operational companies also identified it as related to succession problems while only 6 showed that it was no problem to succession.

Table 4.45 Primogeniture and management succession

	1 = Moribund	2 = Operational	Total	Chi-square	P value
First-Born male child	7	17	24	0.782	0.377
First-born non preference	0	6	6	3.736	0.053
Total	7	23	30		

Source: QDA Miner version 3.2.13

Excerpts from the interview transcripts also show the magnitude of this problem as one of the interviewee *(Male/Owner, Company U – Operational, Enugu State)*said:

> First born or male child issue according to the Igbo culture has accounted for the closure and mismanagement of so many well established and planned businesses set up as a result of lack of administrative skill, knowledge and ability by the heirs to the organization as a result of inheritance according to the tradition and culture of the Igbo land.

This same position was reiterated by one of interviewees *(Male/Manager, Company N1 – Operational, Ebonyi State)*when he said:

> The practice of first born taking over is very dangerous to business survival. It takes interest and competence for business to survive where you just hand over to a person who has none of these because of the fact that he is the first born will lead to the death of the business.

Although the above position seems to be well known, the culture of handing over to first born irrespective of his interest and competence is still being practice as shown by comment of one of the founders*(Male /Founder, Company G – operational, Anambra State)*:

> According to the Igbo tradition that says my first son should rightly take over the business, considering his interest in other field, I intend forcing him to take over the business and I do not fore see any difficulty in this my line of action

The implication of following the Igbo rule of inheritance that disregard first born male sonὂs interest and competence in the business was played in the situation presented by in the vignette below*(Daughter to Founder, Company S – Moribund, Anambra State)*

> My brother (first son) and the wife are quietly selling off all the property, we are there watching them because nobody wants to make trouble with the wife because she is not ashamed.

Gender-bias and Management Succession

Gender bias against women was also featured prominently as a theme in the interviews conducting with founders/managers of operational businesses than those of moribund companies. Of the total 14 codes related to gender bias, 11 showed that gender bias has potential for negatively influencing management succession of business. (See table 4.53 below).

Table 4.46 Gender-restrictive inheritance culture and management succession

	1 = Moribund	2 = Operational	Total	Chi-square	P value
Gender-restrictive inheritance culture	1	10	11	4.329	0.037
Non-gender related bias	0	3	3	1.728	0.189
Total	1	13	14		

Source: QDA Miner version 3.2.13

The possibility of gender bias generating a problem for business succession and continuity was shown in the content of the interviews. In a particular context, a founder and a father *(Male/founder, Company H1 – Operational, Imo State)*said:

> For an intelligent father you cannot give your business to your married daughter, she can work for me quite alright, if not your daughter, your son in-law can run you down.

In another context, a business founder*(Male/Founder, Company E – Operational, Anambra State)* noted that no matter how interested his daughters are, he would rather sell off the business and share the money than allow them to manage it. In his own words:

> Our tradition and culture has stipulated rules about this, it is only a trouble maker that would go about doing things outside what our culture says. If they (sons) are not interested I would sell off the assets and wind up the business and share the proceeds among them (male children) because enemies would take advantageé They (daughters) are all married and are in their husbands' houses so they don't have any business here whether they are interested or not

Multiple Heirship (from Polygamy marriage) and Management Succession

Multiple heirship (Polygamy) was the second to the most occurring themes in the interviews analyzed. Of the 15 areas polygamy was mentioned as problem to management succession, nine were within moribund companies while 6 were within operational companies. Multiple heirship (Polygamy) was also associated more with moribund companies. This was shown by the chi-square analysis conducted to determine if polygamy related problems were related to company status. The Chi-square 6.397 at 0.05 was also found to be significant (See table 4.46).

Table 4.47Multiple Heirship (Polygamy) and Management Succession

	1 = Moribund	2 = Operational	Total	Chi-square	P value
Polygamy-related problems	9	6	15	6.397	0.011
Non-Polygamy related	0	1	1	0.548	0.459
Total	9	7	16		

Source: QDA Miner version 3.2.13

The interview excerpts below show the series of areas multiple heirship (polygamy) impacted on the successful management succession:

In the words of the one of the interviewees*(Male Relative/Staff, Company M-Moribund, Anambra State):*

> There was a lot of family quarrels even we the workers did not know who to take orders from because the sons of the second and third wives also became managers of the business so there was confusion everywhere

The above illustrates a situation where there were multiple managers and directives as a result of clear statement by the owner of the company on who will take over the company while he was alive. It is obvious that such a company will suffer low staff morale, low performance and low productivity.

However polygamy can also impact negatively even where the owner of business made a clear statement of who will take over the business as shown in the excerpts shown below:

In the words of the one of the interviewees*(Male former staff, Company B - Moribund, Abia State):*

> My father shared the company as inherited property. Siblings and co-wives accuse themselves of embezzlement, negligence and misappropriation of company resources. As a result of the court cases, the company was ordered to be shut down. In the course of sharing, distribution, problems emerged as the two wives and children contested for sizeable portions of the booty, while Maxwell's parents and relatives struggled for themselves.

In the words of the one of the interviewees*(Male/Founder, Company B1, Imo State):*

> People rarely inherit wives these days. And so such practice has no effect in business whatsoever.

TABLE 4.48 SUMMARY OF LIST OF ENTERPRISES SELECTED AS SAMPLE SIZE & THEIR STATUS DISTRIBUTION

ABIASTATE

S/n	Name of Enterprise	Code		Managed by	Age of Founder or manager	Educational Qualification of founder/manager	year of establishment	No. of wives	No. of sons Interested	No. of daughters interested	Type of Business	Has it experienced transition	How well is the copy doing	Plan for success system
1	Upbit Nig. Ltd.	A_2		Founder	44	B.Sc. Primary Education	1986	1	1	1	Trading	No	V. poor	No
2.	Radipo Venture	A_4		Sons family members	78	Primary education standard	1979	2	0	0	Trading block	Yes	V. poor	No
3.	Dennis Bakery Works	A_6		Manager	38	B.Sc.	1964	2	5	0	Bread Baking	Yes	Good	Yes
4.	Emkon Ltd	A_7		Founder	62	B.Sc.	1981	1	2	1	Deals on plastic	No	Excellent	No
5.	Royal Palm Nig. Ltd.	A_8		Founder	47	SSCE	1989	1	1	0	Hotel Business	No	Fair	No
6.	Bencor construction Co. Ltd.	A_9		Founder	49	SSCE	1999	1	2	1	Construction public	No	Fair	No
7.	Hydro Tech. Nig. Ltd	A_{11}		Founder	51	SSCE	1981	1	1	0	Oil Business	No	Excellent	No
8	Bishop foam	A_{12}		Founder	42	HND	1987	1	0	0	Foam production	No	Excellent	No

ANAMBRASTATE

1	Izundu wire and steel	B_1		Manager	60	M.Sc.	1978	3	4	0	Production of wire	Yes	V. Poor	Yes
2.	Finoplastic Ind. Nig. Ltd.	B_2		Founder	58	B.Sc.	1981	1	2	1	Production	No	Excellent	Yes
3.	Jeowhite & Sons Ltd	B_3		Founder	60	B.Sc.	1985	1	1	1	Manufacturing	No	Fair	No
4.	Ekenedilichukwu (SS) Nig. Ltd.	B_4		Manager	65	Standard Six	1955	3	5	10	Sales & Services	Yes	V. poor	Yes
5.	Beta Cosmetics MfG. Co. Ltd.	B_5		Founder	40	PGD	1983	1	0	0	Manufacturing	No	Good	No
6.	Dolphin Oil Ltd.	B_6		Manager and the daughter	43	B.Sc.	1977	1	3	6	Transport & Filling station	Yes	V. poor	Yes
7.	Franklin Marble Ind. Ltd.	B_7		Founder	60	B.Sc.	1980	1	1	0	Marble Processing	No	Excellent	Yes

8.	Jaluchi Agro Industry	B_8		His first son	32	WASC/SSC	1989	3	2	1	Flour processing	Yes	V. poor	Yes
9.	Aroma farms	B_{90}		Farm supervisor		WASC/SSC	1979	1	1	0	Manufacturing	Yes	Good	Yes
10.	Niger Paper Mill Ltd.	B_{10}		The 3rd Son	35	B.Sc.	1979	2	1	0	Sales & Services	Yes	V. poor	No
11.	Seranvte Nig. Ltd	B_{11}		Manager	51	B.Sc.	1983	2	1	0	Sales & services	Yes	V. poor	No
12	Comic foam Ind. Ltd.	B_{12}		Founder	59	B.Sc.	1986	1	1	0	Foam Production	No	Fair	No

EBONYISTATE

S/n	Name of Enterprise	Code		Managed by	Age of Founder or manager	Educational Qualification of founder/manager	year of establishment	No. of wives	No. of sons Interested	No. of daughters interested	Type of Business	Has it experienced transition	How well is the copy doing	Plan for success system
1	Alex Igwe Ede Furniture	C_1		Manager	57	WASC/SSC	1983	1	0	0	Furniture making	No	V. poor	No
2.	Vinco Welding construction	C_2		Founder	50	SSC	1972	1	1	0	Welding	No	Excellent	No
3.	Okoli Rice MillingInd.	C_3		Founder	60	Standard 4	1996	1	1	0	Rice Mill	No	Excellent	No
4.	Bob Tailoring Centrer	C_4		Manager	61	Elementary 6	1973	1	0	0	Tailoring	Yes	Fair	Yes

ENUGUSTATE

1	Aja & Sons Cassava granding Company	D_1		Founder	82	FSLC	1973	1	6	0	Processing	No	Fair	Yes
2.	Roodez Nigeria	D_2		Founder	52	B.Sc.	1997	1	2	0	Construction	No	Excellent	Yes
3.	East Chase Aluminium coy	D_3		Founder		HND	1985	1	2	2	Construction	No	Excellent	Yes
4.	Beehive Business	D_4		His sons	34	B.Sc.	1985	4	12	0	Processing	Yes	V. poor	No
5.	Gabby Printing Process	D_5		His sons	42	B.Sc.	1961	3	6	0	Services & transmission	Yes	V. poor	No

IMOSTATE

1	Urekwe son printing company Ltd.	E_1		His son	53	B.Sc.	1960	1	5	0	Manufacturing & Production	Yes	Excellent	Yes
2.	Manhood furniture	E_2		His wife	39	B.Sc.	1986	1	0	0	Construction	Yes	V. poor	No
3.	Tee Gee Engineering Company Ltd.	E_3		Wifes	44	B.Sc.	1981	3	6	0		Yes	V. poor	Yes
4.	Buco Steel Company Ltd.	E_4		Founder	64	HND	1985	1	2	0	Manufacturing	No	V. poor	No

4.12 DISCUSSION OF RESULTS

The findings will be discussed alongside with the objectives and the hypotheses of the study. The objectives of the study are restated for ease of reference:

i. To determine the effect of Igbo inheritance culture on management succession process in private indigenous enterprises in South-Eastern Nigeria.

ii. To determine the effect of Igbo inheritance culture on management succession outcome (enterprise continuity) in South-Eastern Nigeria.

iii. To determine the extent of relationship existing between factors associated with primogeniture (first born) rule of inheritance and successful management succession.

iv. To determine the effect of gender-restrictive inheritance culture on management

succession.

v. To ascertain the effect of multiple heirsô inheritance on management succession.

In discussing the results arising from each objective, efforts will be made on relating the findings to the objective and the conclusions from review of related literatures for purposes of consistency.

4.12.1 RESEARCH OBJECTIVE ONE

To Determine the Effect of Inheritance Culture on Management Succession Process

The means procedure was used to achieve this and other research objectives of this study. Analysis was based on the responses to five Likert scaled questions contained in tables 4.12 to 4.17 with an expected mean score of 3.00. The questions were designed to determine the effect of inheritance culture on management succession process. The findings of our study showed that inheritance culture affect management succession process as is evidence in the response rate (86%) of the respondents who agreed or strongly agreed. The average score for the seven questions was found to be 3.33 which is above the expected mean score suggesting that inheritance culture negatively affect management succession process. In analysing the management succession process of the enterprises, this study was influenced by Le Breton-

Millierôs (2004:317) management succession process model (establishing ground rules, nurturing/training of potential successor(s), selection and handoff/transition process) to enrich the variables in management succession process and they all featured in the construction of management succession process of the sampled firms. Management succession process is the actions and events that lead to the transition of leadership from one family member to another in private indigenous firms. The two family members may be part of the nuclear or extended family ((Sharma et al., 2003; Dyck et al., 2002).

With regard to developing a vision and strategic succession planning which is the first stage in management succession process, the findings suggest that not up to one third of the sampled firms plan for succession as their enterprise objectives for organisational longevity/continuity (table 4.15). A good number of respondents (84%) agreed that application of inheritance rule may lead to lack of vision and succession planning among owner-founders. This is in line with Le Breton-Miller et alôs. (2004:317) studies which revealed that management succession process which include four sequential (establishing ground rules, nurturing/training of potential successor(s), selection and handoff/transition process) is affected by the culture and social norms of the society in which the business operates.

This result is also consistent with the respective findings of Afghan and Wigar (2007:9), William (2007:5) and Maphosa (1999:34) findings that the most symptomatic of the cultural constraints affecting management succession within the private indigenous enterprises are the inheritance rules that govern many of these enterprises. This assertion is further strengthened by Samôs (2003:372) observation, that business enterprises restrict the selection of successors to a specific social unit, typically the family, which may not readily provide capable and willing successors. Furthermore, there are no established procedures, in the Nigerian context, for smoothly replacing this individual, and succession is often unplanned because according to Ukaegbu (2003:7), management succession in Igbo society follows the rule of inheritance. This shows that succession planning is impeded by the application of rule of inheritance during management succession process by the owner-founder. No wonder Ward (2004:56) posits that culture is a distinquishing influence on the family that shapes a business familyôs ownership and leadership vision. Similarly, Hofstede (1984:28) states that people build organisations according to their values and norms, and societies are composed of institutions and organisations that reflect the dominant values and norms within their culture.

From the interview analysis (table 4.43), of the 19 codes assigned to this category/theme, 15 interviewees had no succession plan. Many owner-founders have not designed an organisational structure to enable the enterprise to continue after his life time. The evidence thus suggests that although a few enterprises have a succession plan, most of the owner-founders are not aware of the need for succession planning. Not only that the bulk of the firms did not plan, from a point of view of all the owner-managers interviewed, planning was approached in an informal manner.
Here is an interview excerpt of one of the founders:

> In the words of a founder of one of the companies interviewed(*Male/founder, Company A – operational, Abia State, Established 1988)*:
>
> Not yet *(referring to Succession Planning)* talking of who will take over may cause family disharmony.

The long interview with the owner-manager showed that management succession and enterprise continuity were not on the front banner of his thoughts and plans. These founders have no strategic management succession plan or strategic orientation for the heirs. According to Nkamnebe (2009), the owner-founders are absorbed in their daily routine. This confirms Ukaegbuȏs findings in one of the case studies that the owner-founder is not bordened about succession plans but about the conflict between himself and his brothers whom he had helped and made wealthy but who later turned against him.

Most of the sample firms do not have any written succession plan for transferring the management control of their business to the heir (Yordanova, 2010). Almost half of the firms report having an unwritten succession plan while a small partof these companies has seriously considered explicit succession criteria and a list of potential successors (Le Breton-Miller et al., 2004). This findings confirm the findings of Glassop, et al (2005) that the family business are not aware of the need for succession planning and formalising the business, but are struggling with non fundamental issues such as profitability and growth; many owner-founders become fixated on a previously successful strategy (Ward 2004), while most business owners are psychologically ambivalent toward succession planning (Lansberg, 2001:136). Company founderös encount psychological deterrents to succession planning as it may imply a letting go of power, loss of identity and privacy.

A lack of management succession plan can lead to business failure and lost of jobs (File and Prince, 2002:172; Ukaegbu, 2003; Sam, 2003). Moreover, not every owner-founder plans or even thinks about management succession. It would appear, as postulated earlier, that the younger the founder the less thought and importance he attaches to the problem off successon. A major threat or obstacle to successful management succession and, by implication, enterprise continuity, is the lack of awareness of the problem by owner-founders. Thus, evidence from the above case suggests that management succession is not considered as important as other issues. This finding lends support to assertions by Santora, Clemens and Sarros (2005:34) that companies often do not go beyond acknowledging that management succession is necessary for a companyös long-term well-being. In this respect, it appears that Igbo entrepreneurs are no different from their Western counterparts with regard to management succession practices.

On the degree of influence of inheritance culture on training and nurturing of heirs, given the above attitude of the owner-founders, it is not surprising that private indigenous enterprises in South Eastern Nigeria do not have any mechanisms of training successors from the family in the line of business. About 79.2% of the respondents agreed that Igbo inheritance culture has positive effect on nurturing and training of successors. The middle managers and the non-managers were uniform in their assessment that inheritance affects training and nurturing of heirs. Those firms which actively engage in heir development were in the minority, accounting for only 10.2% of the patticipants on the average. What this leads one to conclude is that, values and norms that the socio-cultural environment in which the business enterprise operate affect grooming of heirs. This result did not align with the findings of Yordanova (2010:117) that the studied firms have made explicit efforts to train potential successors for their future role in the business and have attempted to familiarize them with the business. Though owner-founders send their successors/heirs to school, but they are not groomed in the line of business to ensure business continuity. This, to a considerable extent, appears to support Nkamnebeôs (2009) finding that many heirs do not go through the underlying process of socialization which affects any person newly appointed to a job or organisation. It also corresponds to the following excerpt is from one of our informants:

In the words of the *Daughter to Founder, Company S – Moribund, Anambra State:*

"My brothers are all educated, have their own businesses and are doing fine. My father did not bother to train any of them in his line of business. The worst is that none of them is interested my our father's business. Now papa is dead, his managers are running down the business. Instead of seeing these companies collapsing and being 63mis-managed, I had to resign my job with the state ministry to start managing them". However, such behaviour where owner-founders distance their children from their businesses causes an increasing number of private indigenous enterprise deaths.

Based on the above discussion, traditional norms of inheritance pose obstacles to management succession process".

Though majority of them are well educated but the owner-manager did not start on time to groom them and get them interested in the business. Ward (2004:12) posits that successor/heir development or training is one of the most important characteristics associated with businesses that are able to survive a generational transition. One critical activity that entails the succession process is the grooming of the future leader of the firm (Fiegener, et al. 2003:2; Sharma, Chrisman and Chua, 2003:45) which ensures that the successor is skilful and experienced enough to take over the business. No wonder Sam (2003) posit that the presence of entrepreneurial tradition in the family influences management succession outcome (continuity). The significance of this aspect in the succession process has been identified by a number of scholars. As supported by the knowledge-based view of family firms, the ability to transfer a firmôs specific knowledge from founder to successor is considered a key strategic asset, which is why understanding the importance of this process many help develop and maintain competitive advantage in family firms (Cabrera-Suarez, Saa-Perez and Garcia-Almeida, 2001:248). Foster (2005:78) cites developing leadership in the successor generation as crucial to the survival of family-owned and family-managed businesses.

Many of the heirs do not go through the underlying process of socialization which affects any person newly appointed to a job or organisation. The authors argue that the differential outcomes of owner-manager succession events are as a result of lack of grooming the heir/successor. Many researchers have written on the importance of socialization of new comers into business settings (Allen and Meyer, 2005; Soh, 2000). This is because each owner-founder has a myriad of background and experiential characteristics that may be relevant to an analysis of organisational change following management succession.

There is considerable evidence that in successful transitions heirs are generally reasonably well prepared (Morris et al., 2001:386). In fact, Ward (2004:12) concluded that successor development is one of the most important characteristics associated with businesses that are able to survive a generational transition. Longenecker and Schoen (2003:1), for instance, have pointed out that a successorөs training takes place through childhood, adolescence and adult years. Their basic proposition is as follows: ӧParent-child succession in the leadership of a family-controlled business involves a long-term diachronic process of sociolization, that is, family successors are gradually prepared for leadership through a learning experienceӧ Longenecker and Schoen (2003:1).

With regards to heir selection, the findings of the study revealed that application of inheritance rule restricts the founder from selecting competent and talented successors as can be seen is tables 4.12 and 4.17. Heir selection is very important in management succession because the man at the top to a great extent determines the continuity of the business enterprise. Approximately 85% of the respondents agreed that selection of heir is restricted to the first born male issue. This corresponds with Samөs (2003) assertion that unlike large formal organisations in which ownership and control are separate and ownership is either dispersed or institutionalised, private indigenous enterprises are characterised by the fusion of these attributes in one individual, the owner-founder, who embodies the ӧstructural blue-printӧ of the enterprise. These businesses restrict the selection of successors to this individual to a specific social unit, typically the family, which may not readily provide capable and willing successors but will lead to the death of the business enterprises. This shows that the selection of competent successors is impeded by the application of rule of inheritance during management succession process by the owner-founder.

On the transition process or hand off, it was found that 82% of the firms studied agreed that multiple heirship upset transition process and handoff while only 14% had a formal plan regarding the ownership distribution. . The studied firms have paid significantly less attention to handoff as almost three quarters of the founders interviewed report having an unwritten succession plan.

What this leads one to conclude is that, inheritance culture affects all the stages of management succession as can be seen from the result of the analysis. Be that as it may, one should not lose sight of the fact that a number of respondents (20.2%) insisted that inheritance culture did not or will have no effect in their management succession process.

4.12.2 RESEARCH OBJECTIVE TWO

To Find out the Extent to which Igbo Inheritance Culture Contributes to the High Level of Mortality in Private Indigenous in South-Eastern Nigeria.

The identification of management succession as a critical factor in enterprise viability and continuity has brought into greater focus the importance of this asset. As a way of life, inheritance culture plays an important role in shaping the organisation of businesses and their efficiency (Aina, 2002:123). In discussing the findings of objective two, we used data from tables 4.19 to 4.23. The result of the analysis revealed that (66%) of the respondents either strongly disagreed or disagreed that firms whose founders apply the inheritance rule in the Igbo traditional setting have high rate of survival on the death of founders. The computed mean of the responses is 2.60 which is below the expected mean of 3.00. The result of the analysis on table 4.11 also showed that generally the performances of the enterprises were rated poor. Out of the 25 enterprises that were still operational, the performances of greater proportion (33.3%) were rated as ‘poor’.

This result confirmed the findings of Aina (2002) and William (2007:6) that inheritance structures of strict primogeniture, gender-bias, multiple heirship and extended family issues affect longevity and cohesion of these businesses. Our results about 73% of the respondents indicate that the most symptomtic of the cultural constraints within these firms are the strict primogeniture and multiple heirship. These findings are therefore found to be consistent with the findings of William (2007:5), Goody (1962, 1970a: 35), Afghan and Wigar (2007:22), Sam (1998:369), Ukaegbu (2003:13) and Maphosa (199:23) that, the most symptomtic of the cultural constraints within these firms are the strict primogeniture and multiple heirship. The inheritance rules that govern many of these enterprises affect management succession outcome.

Williams observed that rigid inheritance rules (strict primogeniture, where the oldest son inherits everything, to equal sharing rules among all the sons of the founder) may have direct costs for enterprises. It is also consistent with Ukaegbuĝs (2003) assertion the the first and the oldest son will always invoke the principles of primogeniture characteristic of traditional inheritance culture and lay claim to the directorship of the firm whether he is competent or not. Primogeniture severely restricts the owner-foundersô ability to select the most talented person to take over the business. If the oldest son is not talented, primogeniture will endanger the survival of the entire business. In addition, equal sharing rules that involve all the sons of the founder in the business might breed conflict, since cooperation between siblings can be difficult to achieve, despite parental will. Even if strong ties originally exist between family members, daily interactions within the context of the family business may lead to brutal infighting.

In terms of gender-bias, gender has been one of the inputs traditionally used in the succession planning generally and in private indigenous enterprises in Igbo land in particular.findings from the study were found, to a large extent to be consistent with (Obiĝs, 1997; Pyromalis, Vozikis, Kalkanteras, Rogdaki and Sigalasĝs, 2004; Afghan and Wiqarĝs, 2007) research findings that there is an important bias against women in the succession process. Women were excluded from the management of those businesses unless there were no other family members that could be potential successors. It is not in doubt that the Igbo family rotates on patriarchal principles of male superiority and dominance, that it becomes an aberration for anybody who tries to disorganise the statuesque antebellum (Umobi and Ikpeze, 2010:21). When a man dies without leaving sons, but leaving only daughters, his daughters are excluded from succeeding to his property (Okoro, 1971:265) except in matrilineal societies where women are part of inheritance of their fatherĝs property. Okoro observes that the reason for this is that if the daughters get married, the property would pass from the deceasedĝs family into the daughterĝs husbandĝs family.

This ongoing adherence to male-dominated traditions of property ownership and control has generally meant that women cannot take advantage of the wide range of benefits associated with ownership and control of property. It is this incusiveness of property rights by status and gender which is firmly grounded in the custom of these societies that threatens local enterprises (Goody, 1962). This poses a barrier to overall socioeconomic progress of the people. One of the hidden sources of economic growth and development is Africaôs women (Toh, 2003:3). Toh argues that providing African women with equal education and access to managerial positions could raise economic growth by as much as one percentage point.

The findings of this study also align with Samôs (1998) observation that, the inheritance practices especially in Igbo societies disrupt modern business enterprises. According to Sam, the intrusion of the local inheritance norms into the business enterprises has broken the correspondence between asset divisibility and ownership structure that prevailed. For instance, when an inheritance system pairs multiple heirship with an indivisible form of property (such as business enterprise), operational problems can produce distribution pressures that ultimately destroy the structure of the property and also undermine the ability of the asset to undergo the transition without being dissolved. It is also consistent with Goodyôs (1962, 1970a) observation that property transfer process creates tension between the property holder and the heir or among the heirs. Holder-heir tensions are associated more with positions than with property per se, and history contains numerous instances of intrigues and subversion on the part of impatient heirs. The transmission tensions among members of the heirsô group, on the other hand, are mainly distributional and definitional. The group character of the system harbours potential for disputes over distribution on less where the form of property in question is divisible.

It is clear that the pairing of group inheritance with non-divisible estate will create more operational problems that the pairing of one-person inheritance with a divisible estate. The extended family system also complicates group property holding by enlarging the size of the heirsô group. The distribution called for by the multiple heirs system can be met only by converting the estate to a distributable form. This, in essence, is the dilemma that confronts indigenous business enterprises. As a non-divisible asset, its subjection to group ownership at the demise of the original owner obliterates the congruence between ownership structure and divisibility that existed before the death of the owner and creates operational problems that can threaten its survival. This lends support also to the views of Maphosa (1999) and Ukaegbu (2003) that intense struggle among co-heirs provides an avenue for venting long suppressed feelings of rivalry, suspicion and jealousy. Such struggles will not only spell death of the business enterprise, but also severely damage family ties.

The fieldwork interview on this revealed that in Company C1, M and B cases illustrate how intense rivalry among co-heirs scuttled their ability to reach a compromise on the running of their late fatherõs company. Remarkably, even the highly educated co-heirs could not negogiate a workable formula for running their fatherõs business. Our results also indicate that the owner-managers of the studied firms do not plan for management succession rather what they do is ñreplacementò.

4.12.3 OBJECTIVE THREE

To Determine if Significant Relationship exist between Factors Associated with Primogeniture (first born) Rule of Inheritance and Successful Management Succession

Questions based on thefactors associated with primogeniture (willingness to take over, preparation level of the heir and the relationship between owner-founder and successor) were analysed to achieve this objective. The responses are summarised on table 4.30 The table shows that 80% of the respondents are of the opinion that successor related factors severely affect management succession process. The computed mean of the responses is 3.78 which is above the expected mean of 3.0. These factors depicts to a large extent to which the enterprises achieve successful succession indicating that there was a positive relationship between the factors associated with primogeniture and successful management succession as can be seen in the results in the multiple correlation matrix on table 4.32.

The result aligns with William (2007:5), Afghan and Wigar (2007:10) and Maphosa (1999:178) findings that the most symptomatic of the cultural constraints affecting management succession process within the private indigenous enterprises are the inheritance rules that govern many of these enterprises. Such inheritance rules or norms vary from strict primogeniture, where the first born (oldest son) inherits everything, to equal sharing rules among all the sons of the founder and restriction of women from inheritance. William posits that rigid inheritance rules such as strict primogeniture severely restrict the foundersô ability to select the most talented person to take over the business. If the oldest son is not talented, primogeniture will endanger the survival of the entire business. In addition, equal sharing rules that involve all of the sons of a founder in the business might breed conflict, since cooperation between siblings can be difficult to achieve.

This assertion is further strengthened by Goody, Thirsk and Thompson (2002:220) observation that primogeniture severely restricts the founderôs ability to select the most talented person to take over the family business. If the heir or the oldest son is not talented, the survival of the enterprise is jeopardised. This result is identical to the one obtained by Davis, Pitts, and Cormier (2000:231), that regardless of talent, the eldest male is generally given the business leadership role, even if another family member might be better suited for the job. Similarly, in study carried out by Debsu (2009) on gender and culture in Southern Ethiopia, Debsu found that during inheritance, the legitimate heir is the eldest son who inherits everything including the fatherôs business outfits.

Sam (1998) argues that this traditional culture of heir selection that prevails on the demise of the founder triggers succession problem as prospective heirs may not be willing and interested in taking on additional firms if it would raise the risk of failure to their own business. This is in line with the empirical results by Sharma (2004:13), Bjuggen and Sund (2000:4) and Neubauer (2003:276) that successorôs interest in and willingness to take over the business play a role in the successful transition of business from one generation to the next and the continued profitability of the business. The result of our study showed that most of the heirs do not have the strong desire to manage the business, nor finds it exciting and rewarding or has confidence to manage the business successfully. Several literature reviews have suggested that the more the heirôs personal needs and career interests are aligned with opportunities offered by the business, the better the chances are that the heir will be willing to take over the business (Garlock and Ward, 2001:103; Handler, 2001:142; Sharma, 2004:13). Sharma found that the alignment of career interests of heirôs in businesses exerts an influence on their willingness to take over the business.

Further, is the preparation level of the heir. The result of the study show that the competence of the heir is not usually considered because of the customary inheritance system that prescribes the social context within which heir selection occurs. Many of the owner-founders do not train their heir(s), even when they do it, the training is not in the line of business of the founder (Nkamnebe and Nnabuife, 2010:147). It poses the problem of the ready provision of capable and willing persons to succeed existing owner-founders. Hence, a profitable venture could cease operation when an incumbent owner departs if the kin group is unable to provide the needed successor. Brockhaus (2004:168) and Cabrera-Suarez, De Saa-Perez, and Garcia-Almeida (2001:42) note that there is overwhelming anecdotal and empirical support for the existence of a positive relationship between the preparation level of the heir and successful management succession. There is considerable evidence that in successful transitions heirs are generally reasonably well prepared. In fact, Ward (2004:45) concluded that successor development is one of the most important characteristics associated with businesses that are able to survive a generational transition through continued profitability.

Finally, the study revealed lack of trust among the siblings and mutual relationship between the founder and the successor. This affected management succession process in private indigenous enterprises in Igbo societies. Recognition of the relationship between family harmony and successful management succession confirmed the findings of Venter, Boshoff and Maas (2005:299) and Wang, Watkins, Neil and Spicer (2005:77) that the family relationships constitute a dominant variable in management succession process, as well as on the continued profitability of the business. Watkins et al., suggests that the two most critical issues in relationship are trust and affability. Properly handling and managing this relationship focusing on the trust and affability can effectively reduce bickering, hostility and tension within business, enabling a smoother succession and higher level of performance.

4.12.4 OBJECTIVE FOUR

To Determine the Effect of Gender-Restrictive Inheritance Culture on Management Succession

In discussing the findings of the fourth objective, we used responses on tables 4.33 to 4.35. The question that generated these responseson gender-related cultural factors was designed to find out if management succession is affected by restricting female (s) who have the competent, interest and willingness to take over. The result of the analysis of research question showed that 78% of the respondents either strongly agreed or agree that successful handover of business is adversely affected by the application of rule of inheritance that excludes daughters from inheritance. An example is the case of Company B4 who married three wives and had only one male from the second wife. The first wife had girls all through. The founder stated in his Will that the son who was 25 years then should take over the management of the company irrespective of his experience in the business. This brought about squabble in the family which killed the business. The computed mean of the responses is 3.76 which is above the expected mean of 3.0. These two statistics suggest that that application of rule of inheritance upsets management succession process in private indigenous enterprises in South Eastern Nigeria. The result of the analysis of sex distribution on table 4.4 revealed a relatively poor involvement of the female gender in the management of private indigenous enterprises. Only one female owner-manager (3.03%) and 6.4% female managers were involved in the study.

The finding of the study underpins the notion of Obi (1997); Pyromalis, Vozikis, Kalkanteras, Rogdaki and Sigalas (2004); Afghan and Wiqar (2007) and Debsu (2009) that there is an important bias against women in the succession process even if the daughter was the primogeniture. In a study carried out by Debsu (2009) on gender and culture in Southern Ethiopia, Debsu found that during inheritance, the legitimate heir is the eldest son who inherits everything including the fatherφs business outfits. It is not in doubt that the Igbo society is a masculine society, where the family rotates on patriarchal principles of male superiority and dominance, that it becomes an aberration for anybody who tries to disorganise the statuesque antebellum (Umobi and Ikpeze, 2010:21). When a man dies without leaving sons, but leaving only daughters, his daughters are excluded from succeeding to his property (Okoro, 1971:265) except in matrilineal societies (Ohafia Division) where women are part of inheritance of their fatherφs property. This ongoing adherence to male-dominated traditions of property ownership and control has generally meant that women cannot take advantage of the wide range of benefits associated with ownership and control of property. This poses a barrier to overall socioeconomic progress of the people. One of the hidden sources of economic growth and development is Africaộs women (Toh, 2003:3). Toh argues that providing African women with equal education and access to managerial positions could raise economic growth by as much as one percentage point.

Despite these barriers some women get around the obstacles and are encouraged to join the firm, developing an interest in the firm and/or in leadership as a consequence of one or more of the following factors: their brothers are not strong leaders (as was the case of one of the companies we studied), they have no family responsibilities, or their fathers ask them to join the firm (Iannarelli, 1999). Further, the Nigerian Supreme Court early this year pasted a law empowering women to be part of their fatherộs inheritance.

4.12.5 OBJECTIVE FIVE

To Ascertain the Effect of Multiple Heirs' Inheritance on Management Succession in Private Indigenous Enterprises in South Eastern Nigeria

In discussing the findings of this objective, we used responses to research question five analyzed on tables 4.37 to 4.41. The result of analysis revealed that 79% of the respondents either strongly agreed or agree that multiple heirship (polygamy) related issues such as intense struggles among co-heirs, division of business as landed property, involvement of too many interests and pairing of multiple heirship with indivisible form of property, affect owner-founders in Igboland in their management succession efforts. The computed mean of the observed responses was 3.85 which is above the expected mean of 3.00 suggesting that actually, multiple heirship impact on management succession negatively.

This finding is consistent with the conclusion of Maphosa (1999:178) that the traditional practices that interfere with smooth succession in private indigenous enterprises include those associated with multiple heirship (polygamy) and inheritance. At the death of a polygamous businessman the tendency is towards the subdivision of the businessộs assets among the many wives and children as well as other relatives. This was the case with Company B1, where the founder married three wives and gave his children good education. But when the founder died, his first son from the first wife started selling some of the raw materials that were meant for production even the his fatherøs Will was read. This raised a lot of rivalry among the co-heirs which later led to the collapse of the business. This is in line with the results presented by William (2007:23), Moore-Emmett (2004), Ukaegbu (2003) and Sam (1998) that the inheritance struggle among co-heirs and co-wives provides an avenue for venting long suppressed feelings of rivalry, suspicion, and jealousy. When an inheritance pairs multiple heirship with an indivisible form of property, operational problems can produce distributional pressures that ultimately destroy the structure of the property (Sam, 1998:350). As a result, putting in place a workable succession arrangement in the context of the customary system of multiple heirs proves to be quite complicated and problematic because of the indivisibility nature of the business.

According to Sam, even where such arrangements are negotiated, they may unravel where rivalry, mutual distrust and suspicions prevail among the parties. Such struggles will not only spell the death of the business enterprise, but also severely damage family ties. No wonder Kelly, Athanassion and Critterden (2000) and Davis and Harveston (2001) assert that conflicts among family members make the process of succession much more traumatic and problematic in family business than in non-family business.

4.13 Implications of Common-Sense Theory for the Owner-Founders

In relating the common-sense theory to this study, rules of inheritance in Igbo society may have impact on the applicability of the common-sense theory. According to Rowe, Cannella, Rankin and Gorman (2005:206) organisations used the common-sense theory of succession to improve future performance. Management succession in Igbo society follows the rule of inheritance ï the owner bequeathing his enterprise (s) to his heirs who may not have interest in the business and qualification and training to run the business. This restrictiveness nature of inheritance rule which imposes the first born on people does not allow the founder to apply common-sense theory during management succession process. This practice affects the enterprise growth because the heir at the top may not possess what it takes to run a business in this era of competition. That is why Aina, (2002:125) assume that cultural norms impose exogenous constrains on a founder. Therefore, this work tends to use this lens to see how these cultural factors may or may not allow the founder to adopt the common-sense theory.

4.14 Implications of the Succession Models

A number of succession models have been considered: generic succession models, the leadership pipeline model and the acceleration pools models. Most of the generic succession models that appear in the literature can be encapsulated in Friedmanǿs (2002:718) system. The shortcomings of the generic forms of succession models have to some degree been addressed by the more detailed models provided by Charan, Drotter and Noel (2001:231) and Byham (2002:12). Nevertheless, a clear observation of the models available is that the majority of them provide little information on how to enhance the incumbentǿs exit ï that is, how to address entrenchment tendencies. The provision of exit strategies for the outgoing chief executive in succession models, along with entry strategies for the incoming chief executive could be advantageous to succession planning and implementation in corporations as they can be a means for addressing the problem of entrenchment.

Although these models provide some relevant insights concerning the process of succession, one aspect appears to be lacking. None of the models appear to have considered the impact that country-specific culture has on the succession process itself. The discussion above demonstrates that culture does influence the way in which management succession is undertaken and then implemented in countries like Japan, Taiwan and Pakistan. There is reason to believe that culture would play its own defining role in management succession and enterprise sustainability in Igbo society as well. Moreover, these models are based on foreign countries and might not be practicable in private indigenous enterprises in Igbo society because of the culture of the people (management follows the rule of inheritance in Igbo society). As such, attention should be given to understanding where culture becomes a hindrance or assists management succession practices. The universal application of a model such as Charan, Drotter and Noelǿs (2001:231) Leadership Pipeline model, attractive as it appears, is likely to be less effective than a model that takes country-specific cultural effects into consideration. This may be a reason why East and South East Asia companies, and particular those that are controlled by the Chinese, have been reported to be slow in adopting western practices (Huang 2001:738). It is with this understanding and reasoning that this thesis investigates the effect of inheritance culture on management succession and enterprise sustainability in private indigenous enterprises in Igboland.

4.15 Implications of Inheritance Culture for Human Resource Management

Cultures have an important impact on approaches to managing people and management succession. More important to this discussion, however, is that the distinctive characteristics of the customary system of inheritance influence the ways owner-managers behave in relation to selection of heirs, subordinates, as well as the perceptions of the appropriateness of various human resource management practices. First, inheritance culture differs strongly on such things as how leaders are replaced and how decisions are handled within the hierarchy, how subordinates expects leaders to lead and what motivates individuals. Clearly, these methods have different implications for selecting and training heirs/managers in the different countries.

Secondly, cultures strongly influence the appropriateness of human resource management practices. For example, the extent to which a culture promotes masculinity/femininity, an individualistic versus a collectivist orientation, and long-term/short-term orientation, will impact the effectiveness of human resource management. In cultures that are individualistic or collectivist, owner-founders often focus selection systems on assessing an individualộs skills or how well an individual will perform as a member of a work group. However, in cultures that are high on short-term orientation, examples are Nigeria and other West African countries, they are oriented toward the past and present and promote respect for tradition and for fulfilling social obligations. No wonder Nigeria is considered a masculine society as she promotes the social roles of the sexes.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS, CONTRIBUTION TO KNOWLEDGE, AND SUGGESTIONS FOR FURTHER STUDIES

5.1 INTRODUCTION

This chapter discusses the summary of findings, conclusions, recommendations, contribution to knowledge, and suggestions for further studies.

5.2 SUMMARY OF MAJOR FINDINGS

The summary of the findings were presented according to the six objectives of the study. From the analysis of research questions, hypotheses and oral interviews:

1. The study shows that Igbo inheritance culture has a positive effect on management succession process in private indigenous enterprises in South Eastern Nigeria since the result yeilded Z-Cal values = 11.6, 17.6, 16.2, 16.33, 30,and 18.2 ÓZ-Crit = 1.96, Ŭ= 0.05).

2. The study shows that Igbo inheritance culture has a negative effect on management succession outcome (enterprise continuity/longevity) in private indigenous enterprises in South Eastern Nigeria since the result yeilded Z-Cal

values = -6.725, 14.445, 16.809, 27.429, and 11.401 Ó Z-Crit = 1.96, Ŭ = 0.05).

3. The study shows existence of a positive relationship between factors associated with primogeniture (first born) rule of inheritance and management succession in private indigenous enterprises in South Eastern Nigeria since the result yeilded Z-Cal values = 8.6, 8.5, 6.5, 30, and 16.8 Ó Z-Crit = 1.96, Ŭ= 0.05).

4. The study shows existence of a negative effect of gender-restrictive inheritance culture on management succession in private indigenous enterprises in South Eastern Nigeria since the result yeilded Z-Cal values = 15.2, 18.8, 9.1 ÓZ-Crit = 1.96, Ŭ= 0.05).

5. The study shows existence of a negative effect of multiple heirs inheritance (as a result of polygamy) on management succession in private indigenous enterprises in South Eastern Nigeria, since the result yeilded Z-Cal values = 28.33, 15.6, 19, and 16.8 ÓZ-Crit = 1.96, Ŭ= 0.05).

6. A model can be modified of the transform of inheritance culture process and output of the improvement in the management succession in private indigenous enterprises in South Eastern Nigeria (Z-Cal = 7.01 Ó Z-Crit = 1.645, Ŭ= 0.05).

5.3 CONCLUSION

The importance of management succession in organisational growth, long-term stability, survival and sustenance cannot be over emphasized, especially in this competitive business environment. Based on the findings of the study, it can be inferred that management succession is in the nascent stage in private indigenous enterprises in south eastern Nigeria. This explains why the result from the hypothesis showed that most owner-founders do not understand management succession planning and implementation processes even if they agree that succession management is important to the organisation. Hence, ineffective succession plans by founders pose obstacles to enterprise sustainability. Succession planning and documented procedures for developing and grooming successor/heir were less observed in all the cases.

Management succession is influenced by the inheritance culture of the Igbos. The presence of these factors reduces the effectiveness of succession planning, process and implementation and also played an important role in shaping the organisation of businesses and their efficiency. Hence the principles and practices under-girding customary inheritance in Igboland constitute inappropriate mechanism for intergenerational transfer of ownership. Generally, the study showed that the real challenge of succession in private indigenous enterprises, is to keep the family united and the business undivided, and see the transformation of the business operations from first generation to second and third generations of business.

5.4 RECOMMENDATIONS

Based on the findings and conclusions of this study, we make the following recommendations which will be relevant, not only to private indigenous enterprises in South Eastern Nigeria, but also to government owned firms.

1. Owner-managers should acknowledge the importance of succession planning and develop a well designed, functional succession plan for the future.

2. Plans for sustainability can and should indeed be built into the objectives, vision and administration of the enterprise when the owner is still in control.

3. Whether the owner-founder wants to leave the business to his offspring or to professional managers, it is important to bring the potential successor into the organisation as soon as possible. Especially for his offspring, the owner-founder should gradually prepare the successor for leadership through a lifetime of learning experience.

4. To reduce conflict among siblings or co-heirs, the owner-founder must jettison its traditional systems (traditional philosophy of life, and totality of beliefs, knowledge and customs), which are at variance with succession planning.

5. Research reveals that inheritance culture plays a significant role in affecting management succession and longevity in private indigenous enterprises. In order to achieve effective succession in these enterprises, owner-founders should pay ample attention to managing culture.

6. This result again stresses the importance of establishing and managing a high-quality and harmonious owner-founder-successor relationship, in which the two generations support and cooperate with each other and are willing to share information.

7. To keep the family united and the business undivided, and to manage the challenge of family members (siblings) working in the same business, and see the transformation of these business from first generation of business operations to second and third generations of business operations.

5.5 CONTRIBUTION TO KNOWLEDGE

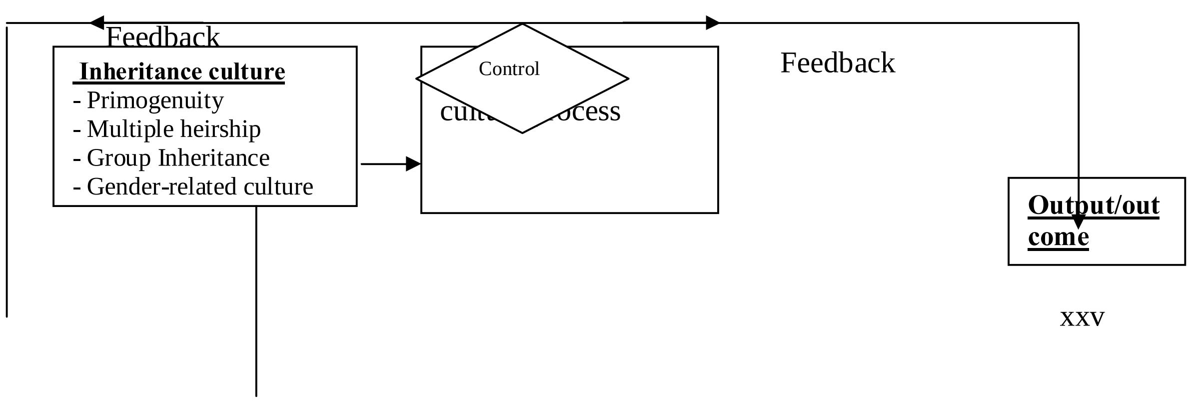
1. The researcher in the course of this study modified an improved version of óSystemôs Cybernetic Modelô which the researcher captions ó**MANAGEMENT SUCCESSION SYSTEM'S CYBERNETIC PATHWAY MODEL'.** This is an original effort that shows the management succession development pathway showing the input and output variables by depicting their relationships and interdependencies. This is also based on the findings from the study, the literature review, the conceptual and theoretical frameworks and other aspects of the study. The researcher considers this to be a major contribution to knowledge. The model is fully explained and discussed in the following pages. This is captured appropriately in the óContribution to Knowledgeô sub-heading.

MODEL MODIFICATION: TOWARDS A BETTER PRACTICE OF MANAGEMENT SUCCESSION IN PRIVATE INDIGENOUS ENTERPRISES IN SOUTH EASTERN NIGERIA

The findings of this study demonstrated that management succession is in the nascent stage private indigenous enterprises in South Eastern Nigeria; that most owner founders do not understand management succession processes even if they agree that succession management is important to the enterprise; that most enterprises employ management replacement measure rather than manage management succession processes and that the above are influenced by the Igbo inheritance culture. As a result of the cultural influences discussed earlier, this thesis questions the wisdom of the offering of one-size-fits-all models, such as Leadership Pipeline Model and the Acceleration Pools Model, for management succession in private indigenous enterprises. While these models have a measure of applicability, they fail to take into consideration the level of development and sophistication in the understanding of management succession in enterprises in South Eastern Nigeria and more importantly, they do not take into account the effect that Igbo inheritance culture may have on the practice of management succession. Indeed, while the big companies Apple Computers in United States of America might find Charan, Drotter and Noelôs (2001:18) Leadership Pipeline Model useful, the value and utility of such a model in South Eastern Nigerian enterprises is debatable. This thesis posits that a workable model in South Eastern Nigeria must take Igbo inheritance culture into account and therefore proposes a model modification called Management Succession Systemôs Cybernetic Pathway Model.

Management Succession Systemôs Cybernetic Pathway Model was developed from the findings of this study and embodies information derived from both primary and secondary sources. The Succession Management Systemôs Cybernetic Pathway Model is depicted in Figure 5.1 and can be seen as a series of activities that include culture transform, selection of potential successor, training and development.

MANAGEMENT SUCCESSION SYSTEM'S CYBERNETIC PATHWAY MODEL



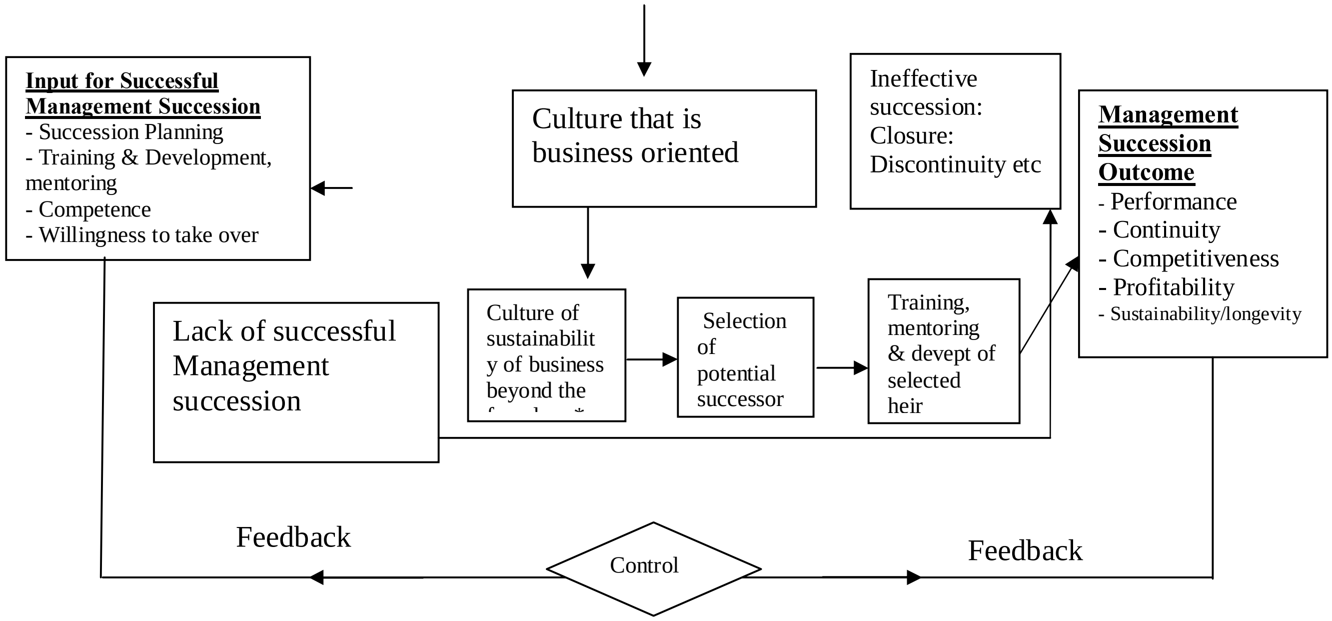


Fig. 5.2.1: Management Succession Systems Cybernetic Pathway Model
Source: Research 2011

FEATURES OF THE MANAGEMENT SUCCESSION CYBERNETIC PATHWAY MODEL DEVELOPED IN THIS STUDY

a. The model is a modification of the conventional systemôs cybernetic model. This model adds clarity to the conventional model by systematically showing the relationships and interdependencies between inheritance culture and management succession and enterprise continuity/discontinuity.

b. The model clearly shows the existence of a vertical relationship between the inheritance culture with each input for successful management succession (succession planning, training and development, willingness to take over (successorôs abilities, and intentions), competence. This relationship leads to lack of management succession which results in enterprise closure or discontinuity.

c. The model also depicts a horizontal and vertical relationships between inheritance variables, transform of culture and culture of sustainability beyond the founder. Also, there is a diagonal relationship between culture of sustainability beyond the founder, inheritance variables and management succession outcome (continuity). Management succession variables (input), inheritance culture and transform of culture (inheritance culture).

d. The model depicts the development of two feasible relationships arising from the horizontal relationships between inheritance culture and transform of culture, namely: culture that is business oriented and culture of sustainability of business beyond the founder. It also depicts the existing relationship between the latter, input for management succession and management succession outcome. The model also shows adiagonal relationship between output (outcome), ineffective succession successful succession.

e**.** The existence of this vertical, horizontal and diagonal relationships led to model modification of what the research refers to as management succession systemøs cybernetic model.

f. The conventional model though of contemporary relevance, do not present as much details as exemplified in this studyøs Management Succession Systemøs Cybernetic Model.

Using the model as the basis of discussion, the owner-founder should initiate the succession process by identifying possible heir(s) for training and development. This selection should be based on the heirøs willingness to take over and interest in the fatherøs line of business. This is where the inheritance culture has great influence on the owner- founder and this leads to lack of management succession, which results in closure or discontinuity of the enterprise. That is why the research suggested transform of the inheritance culture to culture that is business oriented and culture of sustainability beyond the founder. No wonder Ewurum (1999:1) posits that for an organisation to performance very well, it must jettison its traditional systems (traditional philosophy of life, and totality of beliefs, knowledge and customs) which are at variance with industrial culture.

The Culture of Business Oriented

This model starts with transform of culture. Two important aspects of transform of culture are considered here ï culture that is business oriented and culture of sustainability beyond the founder. Culture that is business oriented has to do with the personality of the owner-founder. Personality has been defined as collections of organised attributes that characterise a person and influence his/her process of thought, motivations and behaviours in various situations (Birley, 2001:65). The culture of the business becomes at least in part an embodiment of the founding personality. This culture then influences operational style, which in turn affects both the development of the business and its ability to respond to change. One goal of the founder is to manage the business in a way that is sustainable across generations. In order to achieve this goal, the founder must balance two qualitatively different social institutions: family and business (Sam 2003:386). However, certain characteristics of cultural patterns and configurations in family firms tend to build the circumstances that facilitate or mare the transitionôs success and long-term survival of enterprises (Dyer, Beckhard and Hollander 2009:348). The founder should establish such characteristics and cultural configurations for effective succession process and outcome (Stavrou, Kleanthous and Anastasiou (2005:187). The founder should subtly break away from these rules in a way that will not be costly as to destroy the expectations of individual family members about their place in the family.

Culture of sustainability beyond the founder

The next important element of the model is Developing culture of sustainability beyond the founder is very important for continuity or longevity and success of private indigenous enterprises. In the management succession of private indigenous enterprises, family member takes over the business on the basis of ownership and bloodline rather than competence and experience. Here the family has failed to separate ownership from management. Where a transitional enterprise succeeds in negotiating a meritocracy over nepotism, it is possible to develop towards mature corporate governance and long-term survival.

It is believed that private indigenous enterprises do not operate with the single goal of profit maximization (Rosenblatt, deMik Anderson, and Johnson, 2004:42). For instance, these enterprises have been found to employ family members in order to maintain family harmony, although this practice may lead to suboptimal financial performance (Dunn, 2001:13). Therefore, to develop culture of sustainability beyond the founder, enterprise should not be seen as an inheritance to be protected and handed on by dictating that all key positions in the enterprise were to be held by male members of the family. Such dynastic thinking should cease to hold in this competitive environment we are in. Selection of an heir should not be based on perceptions and tradition/inheritance rules rather than objective criteria, and ownership of business should be separated from management. Hence, involvement of the public, that is , non-family members in the management of these enterprises will reduce or stop sudden collapse/discontinuity of the enterprises.

Furthermore, the owner-founder should not apply those principles and practices undergirding Igbo inheritance culture that constitute inappropriate mechanisms for intergenerational transfer of ownership. On the death of the owner-founder, it is customary that norms and principles governing land inheritance usually determine who inherits the business enterprise. These principles, whose operation is facilitated by certain unique qualities of land, cannot suitably apply to the business asset. An effort in this direction could start by including materials on the link between different relevant aspects of local inheritance cultures and entrepreneurship.

Selection of Potential Successor

The founder should identify the potential successor among his sons.

Training, Mentoring and Development of Potential Successor

Once these have been identified, they should be trained and groomed and expose to family business environment and jargon. This could be inform of early experience inside firm (part-time employment during holidays), formal education, experience outside the firm, quality father-son relationship which will promote and encourage successor interest, knowledge and entry prospects during childhood and adolescence, and by establishing formal policies and procedures of successor development. This will lead to the next stage which is transfer of leadership successfully.

Successful management succession

Another salient element of this model is the predictors of successful management succession. Succession is a complex process in which the owners must formulate a vision of a future governance structure. The challenge is for the ageing owners to train potential management successors and establish a process for selecting the most qualified heir (Gersick et al., 1997:193). For successful or positive succession to take place, the owner-founder will have to adopt the culture of sustainability by deciding not to follow the rule of inheritance during management succession. This will help to put into consideration the successor-related factors (willingness to take over, competence/management ability and interest and commitment of the heir) before embarking on handing over the business. Once this matter is settled, the owner-founder identifies and selects the heir for this position. The heir is passed through different phase or stage of development. The heir(s) are sent for mentoring, nurturing, training and development through career development, outside work experience, apprenticeship, formal education and training programs where they will be groomed in different areas of the business especially in the area of leadership.

The heir ability and skill are crucial factors that determine whether an heir can manage the enterprise when he takes over. This presupposes that for any heir to take the mantle

of leadership, he must possess some basic managerial and other skills that would enable him to discharge his functions. Therefore, it is at the selection point that the owner-founder of any enterprise should be able to ascertain the right heir that is willing, have the basic skill and ability for the job. For successful succession outcome, avoidance of ineffective succession and enterprise discontinuity, profitability and competitiveness, the owner-founder should also establishment of ground rules for succession business planning and transitional process.

Control

The next element of the model is control. Control is a component of the model that is responsible for measuring the performance, and appraising result so as to correct action if one is not meeting oneȏs goal. The focus of the assessment of the predictors of management succession is to have a comparative analysis of actual performance and positive succession outcome.

Feedback

The last element in this model has to do with feedback. Feedback is a component of the model that gives the founder information on how this systems is performing. The performance of the owner-founder is a major determinant of positive management succession outcome. How well the owner-founder allowed himself to be changed culturally affects enterprise productivity and continuity, market share, competitive edge, profitability and the satisfaction of other heirs and varied stakeholders/workers. These are positive management succession indicators or outcomes valued by any private indigenous enterprises. These outcomes are what enterprises would ultimately hope to achieve by the collective efforts of all family members.

This research acknowledges that not all the factors identified in the research can be included in the model. This is because the focus of this study is limited to the Igbo inheritance culture and their effect on management succession process and outcome. This will alert owner-founders of the need to have a succession rather than a replacement mindset as well as remove some entrenchment tendencies.

Therefore, this model serves as a diagnostic tool to understand the nature of management succession and the importance of subtly shifting away form indigenous inheritance culture to imbibing the culture that is business oriented and culture of sustainability of business beyond the founder that will rise to positive succession outcome. Nevertheless, this thesis argues that the presence of this model will afford enterprises a process by which they can plot and measure management succession. Finally, the study effectively synthesizes and provides a synopsis of this research work and its contribution to knowledge.

2. The study contributes significantly to current research in that it provides empirical data and research evidence on the level of awareness on the influence of the application of inheritance culture on management succession in private indigenous enterprises in Igboland.

3. The results of this study contribute to the recognition and understanding of Igbo cultural factors as a contextual factor in management succession.

4. The study provides evidence on the existence of a negative and strong relationship between primogeniture, multiple heirship, gender-bias and management succession.

5. The results of the study constitute a formidable source of data and information for future research considering the dearth of local literature in this area.

6. This study also utilized qualitative approach to the study of management succession and Igbo cultural factors. As noted by previous scholars, there is a paucity of studies which utilize a qualitative approach to succession research (Haddadj, 2003; Pitcher et al., 2000).

7. Of greater theoretical contribution in this study is perhaps the sampling plan. Sampling parameters of non-managers were employed to better understand the discourse and meaning making underlying management succession process by those uniquely qualified to answer. Other succession research studies have limited their sample to that of the upper echelon or top management team. However, the ñsuccessò of a succession event is largely determined by the support of organisational members below this level (Friedman and Olk, 2000).

5.6 SUGGESTIONS FOR FURTHER STUDIES

Based on the limitations of the study, it is suggested that further research be carried out in this emerging field to make-up for the inherent gaps:

1. To re-examine the effect of inheritance culture on management succession in other geo-political zones of Nigeria.

2. To re-examine the effect of inheritance culture on management succession in private-controlled publicly listed companies. It would also be tremendous benefit to study other organisations of similar and dissimilar characteristics for comparison and contrast of this studyøs findings with regard to cultural factors and management succession process. Furthermore studies which seek to understand the role of occupational culture, industrial culture, national culture, religious culture, would be fruitful in understanding succession planning and management change. Additionally studies with regard to management development within the context of Igbo culture and the owner-founderøs attitude on management succession would be helpful to management succession research.
3. To examine the effect of dimensions of inheritance culture on private indigenous enterprises.
4. Lastly longitudinal studies would lend further understanding as to the role of cultural factors in management succession planning and related processes.

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APPENDIX 1

Number of Enterprises Selected to Represent the Sample Size.

Manufacturing Sector	=	30
Processing Sector	=	5
Service Sector	=	9
Total	**=**	**44**

Number of Enterprises Studied per State:

Total number of enterprises x 3 Sectoral groups

Abia State = $\frac{116}{436} \times \frac{44}{1} = 11.7 = \mathbf{12}$

Anambra State = $\frac{126}{436} \times \frac{44}{1} = 12.7 = \mathbf{13}$

Ebonyi State = $\frac{42}{436} \times \frac{44}{1} = 4.2 = \mathbf{4}$

Enugu State = $\frac{80}{436} \times \frac{44}{1} = 8.0 = \mathbf{8}$

Imo State $= \frac{72}{436} \times \frac{44}{1} = 7.2 = \mathbf{7}$

LIST OF ENTERPRISES SELECTED AS SAMPLE SIZE
ABIA STATE

S/NO	NAME OF ENTERPRISE	
1	Okam Steel Industries	
2	UPBIT Nigeria Limited	
3	Stella Hotel Nigeria Limited	
4	Radipo Ventures	
5	Nwanegbotraco Industries	
6	Dennis Bakery Works	
7	Bishop Foam Enterprises Limited	
8	Emkon Limited	
9	Royal Palm Nigeria Limited	
10	Bencov Construction Company Limited	
11	Aku International Limited (leader of importation of pipes)	
12	Hydro-Tech Nigeria Limited	
	ANAMBRASTATE	
1	Izundu Wire and Steel Industry Limited	
2	Finoplastic Industry Nigeria Limited	
3	Fesona Bread Nigeria Limited	
4	Joewhite and Sons Limited	
5	Ekenedilichukwu (SS) Nigeria Limited	
6	Beta Cosmtics Manufacturing Company Limited	
7	Dolphin Oil Limited	
8	Franklin Marble Industry Limited	
9	Jaluchi Agro Industry	
10	Arroma Farms	
11	Niger Paper Limited	
12	Seranvic Nigeria Limited	
13	Comic Foam Industry Limited	
	EBONYISTATE	
1	Alex Igwe Ede Furniture	
2	Vinco Welding Construction	
3	Okolie Rice Milling Industries	
4	Bob Tailoring Centre	
	ENUGUSTATE	
1	Baresi Capital Limited	
2	Clear Vision Farm	
3	East-Chase Aluminium Company	
4	Viks Beehive Business	
5	Roodez Nigeria (Construction Firm)	
6	Gabby Printing Press	
7	Benrow Enterprises	
8	Digital Ware's International	
	IMOSTATE	
1	Tee-Gee Engineering Limited	

2	Buco Steel Company Limited	
3	David Laboratory Limited	
4	Urekweson Printing Press	
5	ManHood Furniture	
6	Bro. Ken Agro and Allied Industry	
7	Onyx Crown Oil	

APPENDIX 2

Department of Management
University of Nigeria
Enugu Campus

June 7, 2011

Dear Sir/Madam

The questionnaire is designed to elicit data for a research being carried out to examine the Effect of Inheritance Culture on Management Succession in Private Indigenous Enterprises in South Eastern Nigeria. It is purely an academic research and will reveal the important relationships between inheritance culture and management succession that, if managed properly, will lead to successful management and longevity of private indigenous enterprises.

Kindly complete the questionnaire as fully and candidly as possible. We assure you that all information will be treated with utmost confidentiality. Also, the summary of this research will be made available to any interested person(s) and/or organisations that facilitated this data gathering efforts.

Thank you for your kind cooperation.

Yours faithfully

Nwadukwe, Uchechukwu Chikodili

QUESTIONNAIRE FOR FOUNDERS

SECTION A

FAMILY PROFILE

1. Gender: Male ( ) Female ( )
2. Your age group: (i) under 20 years ( )
   (ii) 21 - 29 years ( ) (iii) 30 - 39 years ( )
   (iv) 40 - 49 years ( ) (v) 50 years and above ( )
3. Highest Educational qualification:
   (i) First School Leaving Certificate ( )
   (ii) G.C.E/EW.A.S.C ( ) (iii) O.N.D ( )
   (iv) B.Sc ( ) (v) Masters/MBA ( ) (vi) PhD ( )
   Others please, specify---
4. Marital Status: Married ( ) Single ( )
5. Number of wives:
   (i) 1 - 2 ( ) (ii) 3 - 5 ( ) (iii) 6 and above ( )

6. Number of children (i) None (ii) 1 - 2 (iii) 3-5 (iv) 6 and above

7. Sex of the oldest child: Male ( ) Female ( )

8. Age of the oldest child: (i) under 20 years ( )
   (ii) 21 - 29 years ( ) (iii) 30 - 39 years ( )
   (iv) 40 - 49 years ( ) (v) 50 years and above ( )

9. Level of education of your oldest child:
   (i) First School Leaving Certificate ( )
   (ii) G.C.E/EW.A.S.C ( ) (iii) O.N.D ( )
   (iv) B.Sc ( ) (v) Masters/MBA ( ) (vi) PhD ( )
   Others please, specify---

BUSINESS PROFILE

1. Type of business: (i) manufacturing/production ( ) (ii) hospitality
   (iii) cloth making (iv) processing (v) farming
   (vi) construction (vii) service and (viii) transportation

2. Year the business was establishment:---

3. What is the staff strength of the company:--

4. Number of children interested in your business: (i) None (ii) 1 - 2
   (iii) 3-5 (iv) All of them

5. Number of your daughters who are interested in the business:
   (i) None (ii) 1 - 2 (iii) 3-5 (iv) 6 and above

6. Number of your sons who are interested in the business:
   (i) None (ii) 1 - 2 (iii) 3-5 (iv) 6 and above

7. Do you take active part in the management or running of the business?
   Yes ( ) No ( )

8. If óYESô, Who takes the active part in the management of the business now?

----

9. How well is your business doing? 1. Excellent ( )
   2. Good ( ) 3. Fair ( ) 4. Poor ( ) 5. Very poor
10. Has this company experienced transition from founder to successor?
   Yes ( ) No ( )
11. How would you rate the companyôs performance in terms of companyôs employment and staff retention, material input and output?
   1. Excellent ( ) 2. Good ( ) 3. Fair ( ) 4. Poor ( ) 5. Very poor

Section B: Cultural Factors

INSTRUCTION: Below are some of the cultural factors that are likely to impact on management succession. Please consider these cultural factors and put a tick (ã) in the column that most closely represents your level of agreement with each statement. Use the responses of Strongly Disagree (SD) = 1, Disagree (D) = 2, Undecided (U) = 3, Agree (A) = 4, Strongly Agree (SA) = 5.

S/N	QUESTIONNAIRE ITEMS ***Please a tick ( ) in the column that most closely represents your level of agreement with each statement***	SD	D	N	SA	A
	Effect of Inheritance Culture on Management Succession Process					
1	The inheritance rule which restricts women from inheritance negatively affect owner-foundersô selection of competent successor					
2	Multiple heirship involved in polygamous marriage among owner-founders upset the handoff/transition process/installation of a successor					

3	The rule of inheritance that demands handover of property/business to first born severely restricts foundersô ability to select the most talented and competent successor for the business					
4	The owner-foundersô application of Igbo rule of inheritance lead to lack of vision and succession planning (establishing ground rules)					
5	The application of Igbo rule of inheritance by owner-founders has positive effect on nurturing and training of potential successors in the founderös line of business before handover					
6	Selection of competent and talented successors is impeded by the owner-foundersô application of Igbo rule of inheritance					
	Effect of Igbo Inheritance Culture on outcome of management succession (enterprise continuity/mortality)					
7	Companies whose founders applied the Igbo inheritance culture have high rate of survival/high level of mortality on the death of founders					
8	The inheritance rule which restricts women from inheritance negatively affect the continuity of the business					
9	Owner-foundersô handover of business to multiple heirs affect the continuity of the business or results in high mortality of private indigenous enterprises					
10	The application fo Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business					
11	The application fo group inheritance (involving extended family members) in business management succession negatively affects the continuity of the business					
	QUESTIONNAIRE ITEMS ***Please a tick ( ) in the column that most closely represents your level of agreement with each statement***	**SD**	**D**	**U**	**SA**	**A**
	Effect of Factors Associated with Primogeniture Rule of Inheritance (Firs Born Issues) on Management Succession					
12	Some owner-founders of enterprises in Igboland fail to successfully handover their businesses due to application of first born rule of inheritance					
13	Owner-founders do not give adequate training or prepare their first borns to manage their businesses before handover					
14	Some owner-founders hand over to their first borns who are not willing or ready to take over the business					
15	Businesses are handed over to first borns even when some are not interested in that line of business					
16	The competence of the first born is usually not considered by some of the owner-founders					
	Effect of Gender Restricted inheritance Culture on Management Succession					

17	Successful handover of business is adversely affected by the application of rule of inheritance that excludes daughters					
18	Exclusion of daughters limits the owner-founders choice of competent successors					
19	Preference of sons over competent daughters lead to conflict which negatively affects management succession process					
	Effects of Factors Associated with (multiple heirs (Polygamy) on Management Succession					
20	Some owner-founders in Igboland fail to successfully handover their businesses due to problems related to polygamy					
21	Intense struggles among co-heirs have negative impact on enterprise succession process					
22	Polygamous owner-founders effort to divide business as landed property among children disrupt management succession					
23	Involvement of too many interests such as wives and children disrupt the selection of competent successors					
24	Pairing multiple heirship with indivisible form of property results in lack of nurturing and training of successors before actual handover					

THANK YOU FOR YOUR COOPERATION

QUESTIONNAIRE FOR MIDDLE MANAGERS AND NON-MANAGERIAL STAFF

SECTION A

FAMILY PROFILE

1. Gender: Male ( ) Female ( )
2. Age: Your age group: (i) under 20 years ( )
   (ii) 21 - 29 years ( ) (iii) 30 - 39 years ( )
   (iv) 40 - 49 years ( ) (v) 50 years and above ( )
3. What is your position/rank in the organisation?(i) Successor/Manager ( )
   (ii) Middle Manager ( ) (iii) Non-Managerial Staff ( )
4. What is your relationship with the founder?
   (i) Father (ii) Brother (iii) Extended family relation (iv) We come from the same town (v) I do not come from the same town with my employer

5. How long have you worked for this organisation? (i) 0 - 3 years ( )
(ii) 3 - 6 years ( ) (iii) 6 -9 years ( )
(iv) 10 years and over

6. Highest Educational qualification of the founder: (i) First School Leaving Certificate ( ) (ii) G.C.E/EW.A.S.C ( ) (iii) O.N.D ( )
(iv) B.Sc ( ) (v) Masters/MBA ( ) (vi) PhD ( )
Others please, specify---

BUSINESS PROFILE

1. Type of business: (i) manufacturing/production ( ) (ii) hospitality
(iii) cloth making (iv) processing (v) farming
(vi) construction (vii) service and (viii) transportation

2. How many of the founderǿs children are interested in the business?
(i) None (ii) 1 - 2 (iii) 3-5 (iv) All of them (v) Donǿt know

3. Do any of them take active part in the management or running of the business?
Yes ( ) No ( ) Donǿt know ( )

4. If ŏNOŏ, who takes active part in the management of the business now?
----

5. If ŏYESŏ, which of his children takes active part in the management of the business now? ---
-

6. Has the company experienced transition from founder to successor throughout the period you have been there? 1. Yes ( ) 2. No ( )

7. How well is the business doing? 1. Excellent ( ) 2. Good ( )
3. Fair ( ) 4. Poor ( ) 5. Very Poor

Section C: Cultural Factors

INSTRUCTION: Below are some of the cultural factors that are likely to impact on management succession. Please consider these cultural factors and put a tick (ã) in the column that most closely represents your level of agreement with each statement. Use the responses of Strongly Disagree (SD) = 1, Disagree (D) = 2, Undecided (U) = 3, Agree (A) = 4, Strongly Agree (SA) = 5.

S/N	QUESTIONNAIRE ITEMS	SD	D	N	SA	A

	Please a tick ( ) in the column that most closely represents your level of agreement with each statement					
	Effect of Inheritance Culture on Management Succession Process					
1	The inheritance rule which restricts women from inheritance negatively affect owner-foundersô selection of competent successor					
2	Multiple heirship involved in polygamous marriage among owner-founders upset the handoff/transition process/installation of a successor					
3	The rule of inheritance that demands handover of property/business to first born severely restricts foundersô ability to select the most talented and competent successor for the business					
4	The owner-foundersô application of Igbo rule of inheritance lead to lack of vision and succession planning (establishing ground rules)					
5	The application of Igbo rule of inheritance by owner-founders has positive effect on nurturing and training of potential successors in the founderøs line of business before handover					
6	Selection of competent and talented successors is impeded by the owner-foundersô application of Igbo rule of inheritance					
	Effect of Igbo Inheritance Culture on outcome of management succession (enterprise continuity/mortality)					
7	Companies whose founders applied the Igbo inheritance culture have high rate of survival/high level of mortality on the death of founders					
8	The inheritance rule which restricts women from inheritance negatively affect the continuity of the business					
9	Owner-foundersô handover of business to multiple heirs affect the continuity of the business or results in high mortality of private indigenous enterprises					
10	The application fo Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business					
11	The application fo group inheritance (involving extended family members) in business management succession negatively affects the continuity of the business					
	QUESTIONNAIRE ITEMS ***Please a tick ( ) in the column that most closely represents your level of agreement with each statement***	**SD**	**D**	**U**	**SA**	**A**
	Effect of Factors Associated with Primogeniture Rule of Inheritane (Firs Born Issues) on Management Succession					
12	Some owner-founders of enterprises in Igboland fail to successfully handover their businesses due to application of first born rule of inheritance					
13	Owner-founders do not give adequate training or prepare their first borns to manage their businesses before handover					

14	Some owner-founders hand over to their first borns who are not willing or ready to take over the business					
15	Businesses are handed over to first borns even when some are not interested in that line of business					
16	The competence of the first born is usually not considered by some of the owner-founders					
	Effect of Gender Restricted inheritance Culture on Management Succession					
17	Successful handover of business is adversely affected by the application of rule of inheritance that excludes daughters					
18	Exclusion of daughters limits the owner-founders choice of competent successors					
19	Preference of sons over competent daughters lead to conflict which negatively affects management succession process					
	Effects of Factors Associated with (multiple heirs (Polygamy) on Management Succession					
20	Some owner-founders in Igboland fail to successfully handover their businesses due to problems related to polygamy					
21	Intense struggles among co-heirs have negative impact on enterprise succession process					
22	Polygamous owner-founders effort to divide business as landed property among children disrupt management succession					
23	Involvement of too many interests such as wives and children disrupt the selection of competent successors					
24	Pairing multiple heirship with indivisible form of property results in lack of nurturing and training of successors before actual handover					

THANK YOU FOR YOUR COOPERATION

APPENDIX 3

INTERVIEW GUIDE

Interview questions for owner-founders and managers

Research Question 1: What is the effect of Igbo inheritance culture on management succession process in private indigenous enterprises in South Eastern Nigeria?

1. What are your plans for the sustainability of the enterprise(s) upon your exit from heading them, which could be as a result of retirement due to old age, incapacitation by illness, or by death? Did you plan for who will take over the business when you retire?
2. Do you have any clear statement of who will take over from you? That is, do you have or develop a formal written document of who takes over from you or there was an informal written document?

3. Did you train your heir(s) for future role in the business?
4. Did you expose to or familiarize them with family business environment and jargon?
5. Did you base your selection of who takes over from you on Igbo inheritance culture, family ties, sex or was it based on education ï skills and /or experience and commitment to business?
6. Did you plan for the handoff/transition process by having a formal plan regarding the roles and responsibilities of your successor or was it handed over to the heir as an inheritance?

Research Question 2: To what extent does Igbo inheritance culture contribute to the high level of mortality in private indigenous enterprises in South Eastern Nigeria?

1. Can you say that applying the Igbo inheritance rule during management succession affects the continuity of the business?
2. Would you say that restricting women who have all it takes to manage an enterprise because of Igbo inheritance culture affects the continuity of the business especially where the sons are not interested or are the too young to take over?
3. Would you say strong adherence to primogeniture (first born) rule of inheritance can lead to enterprise mortality especially where ownership and management of the enterprise is handed over to an heir(s) who are not willing, have the competence or knowledge of the line of business?
4. Would you say that conflict among co-heirs and co-wives can lead to the death of the enterprise?
5. Would you say that interference by extended family members affect the continuity of the business? Can you say that strong affiliations with kinship culture/extended family issues limits opportunity of transforming the enterprise into a corporate and professionally managed organisation especially when the founder received financial assistance from his relations?

Research Question 3: What is the relationship between factors associated with primogeniture (first born) rule of inheritance and successful management succession

in

private indigenous enterprises in South Eastern Nigeria?

1. Would you consider the the Igbo rule of inheritance (first born issue) when it comes to who will take over from you?
2. How would you divide your business assets among your sons? Is it on equal basis?
3. Assuming your first son is not interested in the business, what do you do?
4. According to Igbo culture, your first son should rightly take over your business, considering his interest in other fields, what do you intend to do?
5. Do you foresee any difficulty in this line of action you intend to take?

Research Question 4: What is the effect of gender-restricted inheritance culture on management succession in private indigenous enterprises in South Eastern Nigeria?

1. It would seem that your daughter(s) are the only ones interested in your business, what do you intend to do?
2. Do you envisage any problem emanating from this decision?
3. Do your daughters have share in the business?

Research Question 5: What is the effect of multiple heirsô inheritance on management succession in private indigenous enterprises in South Eastern Nigeria?

1. How do you choose who takes over from you upon your exit from heading the enterprise(s)?
2. Is it true that inheritance struggle is very common with polygamous families?
3. If óyesô, how does such struggles affect the business enterprise(s) and family ties?
4. How would you resolve conflict among co-heirs and co-wives for the sustainability of the enterprises?

Dichotomous (yes or no) interview schedule

1.	Are men inputs of systemôs cybernetic model?	Yes [ ]	No [ ]
2.	Are materials inputs of systemôs cybernetic model?	Yes [ ]	No [ ]
3.	Is money an input of systemôs cybernetic model?	Yes [ ]	No [ ]
4.	Is time an input of systemôs cybernetic model?	Yes [ ]	No [ ]
5.	Is energy an input of systemôs cybernetic model?	Yes [ ]	No [ ]
6.	Is knowledge an input of systemôs cybernetic model	Yes [ ]	No [ ]
7.	Is information an input of systemôs cybernetic model?	Yes [ ]	No [ ]

8. Is transform of inheritance culture process a transform of the model? Yes [ ] No [ ]
9. Is the improvement in management succession the output of systemôs cybernetic model? Yes [ ] No [ ]
10. Are feedback and control elements of systemôs cybernetic model? Yes [ ] No [ ]

Table 3 – Coding of two Raters APPENDIX 4

Companies	Code	Researcher	Analyst	No. of Agreement/ Disagreement
A	Multiple heirs	Yes	Yes	1
B	Primogeniture	Yes	Yes	1
C	Gender-related	Yes	No	0
D	Succession outcome	No	Yes	0
E	Multiple heirs	Yes	Yes	1
F	Multiple heirs	Yes	Yes	1
A	Primogeniture	Yes	Yes	1
B	Multiple heirs	Yes	Yes	1
C	Multiple heirs	No	Yes	0
D	Multiple heirs	Yes	Yes	1
E	Primogeniture	Yes	Yes	1
F	Primogeniture	Yes	Yes	1
A	Gender-related	No	Yes	0
B	Gender-related	Yes	Yes	1
C	Primogeniture	No	Yes	0
D	Primogeniture	Yes	Yes	1
E	Gender-related	Yes	Yes	1
F	Gender-related	Yes	Yes	1
A	Succession outcome	Yes	Yes	1
B	Succession outcome	Yes	Yes	1
C	Succession outcome	Yes	Yes	1
D	Gender-related	Yes	Yes	1
E	Succession outcome	Yes	Yes	1
F	Succession outcome	Yes	Yes	1

SAMPLES OF IN-TEXT OCCURRENCE OF CODES

Polygamy Related Code

Gender Cultural Bias

Text	Codes
Maxwell obi who resigned from Nnewi started the business in 1979. he had only elementary education, He is married to two WIVES from whom he had five children. In the course of sharing, distribution, problems emerged as the two WIVES and children contested for sizeable portions of the booty, while Maxwell's parents and relatives struggled for themselves.	Polygamy-related problems
Now we should we should rule out polygamy for now because in our Igbo concept we are more restricted and very few people married two WIVES.	Non-Polygamy related
Culture affects succession management up to 90%, for instance there is this our neighbor here since their father died, they have suspended their productions because the man was a polygamist and he married three WIVES, so as soon as he died, his WIVES and children have been quarrelling, struggling over who takes over the management of the business, because the founder (their father) had no succession plan, he believed that according to Igbo tradition, his first son would take over, but all his children are dragging they all have equal right in the business, since they are all sons.	Polygamy-related problems
He had four WIVES and had 16 (sixteen) children. None of his children or WIVES did business with any potential or optimism to approximate the scale and scope of their fathers financial accumulation, even though he shared his assets amongst his heirs apparent before he died.	Polygamy-related problems
One of the founder's son revealed that the siblings of the polygamous family of four WIVES were in conflict.	Polygamy-related problems
Siblings and co WIVES accuse themselves of embezzlement, negligence and misappropriation of company resources.	Polygamy-related problems
There was a lot of family quarrels even we the workers did not know who to take orders from because the sons of the second and third WIVES also became managers of the business so there was confusion everywhere.	Polygamy-related problems
He married four WIVES with many children. The sons of the other three WIVES rejected his claim.	Polygamy-related problems
After his death 1990, the general manager of the company resigned out of frustration in less than one year because of the family interference from the founder’s family (wives, children and extended family)	Polygamy-related problems

Text	Codes
No (why) well based on biblical and Igbo traditions, women should not have share from the family property, else if the first male child wishes to give HER part of the business to manage, pending if SHE is not married but if married SHE should be employed,(what do you think if SHE has control of ownership?)well are you saying that my daughter should have share so that when SHE marries SHE will go to HER husband house with my business.	(within Gender-Bias)
You cannot give your business to your married daughters, SHE can work for me quite alright, if not your daughter, your son in-law can run you down.	(within Gender-Bias)
For an intelligent father you can will something to your daughter but not for HER to manage your business	(within Gender-Bias)
If SHE gets married, SHE would have divided attention, so SHE can divert all your business assets of the family business to HER husband.	Gender-Bias
Like even if you give money to your brother or your son and he runs to maduguri with, definitely he must come back but for a female you might not even see HER again.	(within Gender-Bias)
Question: Since a female is the oldest and you would allow HER take over the business Answer: SHE would only hold forth for HER brothers until the grow to take over from HER	Gender-Bias

In some cases the idea of giving a woman chance to run an organization or a business owned by HER father is not welcomed, even when it is very clear that the competence and administrative acumen is there.	Gender-Bias

Text	Codes

They are all married and are in their husbands' houses so they don't have any business here whether they are interested or not. **Question:** Do you think that the Igbo culture of inheritance after management succession? **Answer:** yes but when you act in consonance with the tradition no. Our people say 'when two elephants fight the grass suffers. That is the gain in the business. The business must pack up. Before you know one of the sons have sold one part or the major asset of the business. Generally speaking the business does not do well in that kind of atmosphere. Our tradition and culture has stipulated rules about this, it is only a trouble maker that would go about doing things outside what our culture says. If they are not interested I would sell off the assets and wind up the business and share the proceeds among them because enemies would take advantage **Question:** Do you intend to follow the rule of inheritance? **Answer:** Yes of course. Any Igbo man who does not follow that is causing a problem for himself and the family.	Gender-Bias

Question: Have you started thinking of who will take over your business when you retire? **Answer:** not yet (why) talking of who will TAKE OVER may cause family disharmony.	Absence
When Maxwell died his children were still young to TAKE OVER his business, so, his parents and sibling continue to run the business.	Absence
Question: Do you think your Boss have a clear statement of who will take over his business when he retires? **Answer:** For now he does not have a clear statement on who would TAKE OVER from him, but with the way he organizes things I believe he has plans of the sustainability of the enterprise up on his exit from heading the company.	Absence
Culture affects succession management up to 90%, for instance there is this our neighbor here since their father died, they have suspended their productions because the man was a polygamist and he married three wives, so as soon as he died, his wives and children have been quarreling, struggling OVER who takes OVER the management of the business, because the founder (their father) had no succession plan, he believed that according to Igbo tradition, his first son would TAKE OVER, but all his children are dragging they all have equal right in the business, since they are all sons.	(within Absence) (within Presence) (within First-Born male child) (within Polygamy-related problems)
Culture will kill your business still, yes because there is a lot of people around here the Igbo they do not want their family to know what they have, as soon as they die their son will come in and say "what kind of business is this, I beg somebody should come in and buy it and TAKE OVER".	(within First-Born male child) (within Presence)
It was the first son's decision that I would TAKE OVER the father's business, so for me to make my succession plan, my succession plan must include him for you have to show respect when respect is due.	(within Absence) (within First-Born male child)
He also said that almost his children had formal education. he also said that the first son was sent abroad to study agriculture, so as to TAKE OVER the business from him.	Presence
He said that his only plan for the sustainability of the enterprise was for the son to come back and TAKE OVER the enterprise.	Absence
He said that there was no clear statement of who will TAKE OVER the business, that anybody who is interested can come in and TAKE part in the business.	Absence
He said that presently, there was no clear statement of who will TAKE OVER the business.	Absence
He said that there is no clear statement of who would TAKE OVER the business as the sons are just two.	Absence
He also said that he has no strong affiliation with kingship; he also said that the first son is interested in the business and may TAKE OVER the business	Absence
He also said that there was no much plan s for the sustainability of the business and there was no clear statement of who will TAKE OVER the business.	Absence
Question: As at now who do you have in mind to TAKE OVER since the eldest son is still studying?	
But when he died unfortunately no one could TAKE OVER as the chief executive because the sons he had were not trained in his line of business.	Absence

	Gender-Bias
	Gender-Bias

Text	Codes
Question: Have you started thinking of who will take over your business when you retire? **Answer:**not yet (why) talking of who will TAKE OVER may cause family disharmony.	Absence
When Maxwell died his children were still young to TAKE OVER his business, so, his parents and sibling continue to run the business.	Absence
Question: Do you think your Boss have a clear statement of who will take over his business when he retires? **Answer:**For now he does not have a clear statement on who would TAKE OVER from him, but with the way he organizes things I believe he has plans of the sustainability of the enterprise up on his exit from heading the company.	Absence
Culture affects succession management up to 90%, for instance there is this our neighbor here since their father died, they have suspended their productions because the man was a polygamist and he married three wives, so as soon as he died, his wives and children have been quarreling, struggling OVER who takes OVER the management of the business, because the founder (their father) had no succession plan, he believed that according to Igbo tradition, his first son would TAKE OVER, but all his children are dragging they all have equal right in the business, since they are all sons.	(within Absence) (within Presence) (within First-Born male child) (within Polygamy-related problems)
Culture will kill your business still, yes because there is a lot of people around here the Igbo they do not want their family to know what they have, as soon as they die their son will come in and say "what kind of business is this, I beg somebody should come in and buy it and TAKE OVER".	(within First-Born male child) (within Presence)
It was the first son's decision that I would TAKE OVER the father's business, so for me to make my succession plan, my succession plan must include him for you have to show respect when respect is due.	(within Absence) (within First-Born male child)
He also said that almost his children had formal education. he also said that the first son was sent abroad to study agriculture, so as to TAKE OVER the business from him.	Presence
He said that his only plan for the sustainability of the enterprise was for the son to come back and TAKE OVER the enterprise.	Absence
He said that there was no clear statement of who will TAKE OVER the business, that anybody who is interested can come in and TAKE part in the business.	Absence
He said that presently, there was no clear statement of who will TAKE OVER the business.	Absence
He said that there is no clear statement of who would TAKE OVER the business as the sons are just two.	Absence
He also said that he has no strong affiliation with kingship; he also said that the first son is interested in the business and may TAKE OVER the business	Absence
He also said that there was no much plan s for the sustainability of the business and there was no clear statement of who will TAKE OVER the business.	Absence
Question: As at now who do you have in mind to TAKE OVER since the eldest son is still studying?	
But when he died unfortunately no one could TAKE OVER as the chief executive because the sons he had were not trained in his line of business.	Absence

Primogeniture (First-Born Issue)

Text	Codes
The mother was taken to court by the over all FIRST SON. in 1979, the court ordered the closure of the printing press.	First-Born male child
My FIRST SON will have the highest share, it is in Igbo culture.	First-Born male child
Answer: "no succession plan yet', 'the founder died and before his death he handed over to his FIRST SON who was overseas and is now the MD'.	First-Born male child
Culture affects succession management up to 90%, for instance there is this our neighbor here since their father died, they have suspended their productions because the man was a polygamist and he married three wives, so as soon as he died, his wives and children have been quarreling, struggling over who takes over the management of the business, because the founder (their father) had no succession plan, he believed that according to Igbo tradition, his FIRST SON would take over, but all his children are dragging they all have equal right in the business, since they are all sons.	(within Polygamy-related problems) First-Born male child
No, he just called his FIRST SON and handed over to him, because, his FIRST SON was working overseas then.	First-Born male child
Sir, it is in our Igbo culture that when a founder dies, his FIRST SON inherits his business assets, so considering his interest in other field, what would you intend to do? That is not true, we have done that because of our tradition, but by right he is not really the one that actually knows the business, so that one is a traditional thing but most of us now, including my father for example had a will and told his FIRST SON to take care of the business.	First-Born male child
Do you get what am saying, so when you are doing that if you are going to prove a point that our custom has effect, yea that is our custom, you know the opera new everything, but, does it justify, does it make it right?, it does not because most of the times the opera himself will be overwhelmed by all the other things that are happening within the family, you get what I am saying?, if you need an example go for a burial, a father's burial, and see the FIRST SON, there might be about six of them and the FIRST SON now let's say has been unemployed for two years, watch and see what happens, no matter whoever brings the money it is the FIRST SON that buried his dad.	First-Born male child
The FIRST SON is going to go in there and do what he is supposed to do you know, he may not bring the funds but he would take the glory.	First-Born male child
Answer: When a man, I mean the owner of a business has a will where he stated who will takeover his business, culture can not affect it, in the other way round for somebody that does not have a will that is when you now think of his FIRST SON managing it irrespective of daughters that are competent to manage it or not.	First-Born male child
Answer: The FIRST SON is very problematic.	First-Born male child
Sometime, his FIRST SON will come here and pack some of the raw materials and go and sell.	First-Born male child
He also said that almost his children had formal education. he also said that the FIRST SON was sent abroad to study agriculture, so as to take over the business from him.	First-Born male child
He said the business asset especially the farm belongs to the FIRST SON, but where he refuses to take over, someone can.	First-born non preference
According to the Igbo tradition that says my FIRST SON should rightly take over the business, considering his interest in other field, I intend forcing him to take over the business and I do not fore see any difficulty in this my line of action.	First-Born male child
He said that owing to the fact that the FIRST SON is not interested in the business, that any of the sons who is interested can take over the business	First-born non preference
It is not necessary that it must be my FIRST SON.	First-born non preference
The FIRST and the eldest SON invoked the principle of primogeniture characteristic of traditional Igbo culture and laid claim of the directorship.	First-Born male chil
Before the founder died, he shared his assets among his children, during his FIRST SON inherited the factory as his own share.	First-Born male child

Anything you touch, she will say that it belongs to the FIRST SON. My brother and the wife are quietly selling off all the property, we are there watching them because nobody wants to make trouble with the wife because she is not ashamed.	First-Born male child
The managing director , also maintains that if he discovers that his children are not interested or may be the FIRST SON is not interested in the business and the second SON or may be his daughters are interested, he will definitely hand over the management and control to them, but the ownership will be determined by the extent of the interest shown by the FIRST SON and still maintains that he would never be a party to a situation where one person would be suffering , devoting all his time and resources to make sure that the business succeeds at the end of the day, the other party maybe his FIRST SON will now come in to dictate how the proceed would be shared.	First-born non preference
Culturally, he believed that the FIRST SON issue should be maintained but with some conditions attached to it.	First-Born male child
On the issue of the FIRST SON, inheriting the business of his father, he strongly maintains that Igbo culture in that aspect is no longer in vogue.	First-born non preference
So if the FIRST SON does not have the interest and knowledge at all, and such a business is given to him, the likely consequence will be what he called "organizational conler".	First-Born male child

APPENDIX 5

Bowley's Proportional Allocation Formula

To ensure equitable representation of private indigenous enterprises in each state, Bowleyôs (1937) proportional allocation formula was used. The stratification plan was based on the following factors:

(a) number of firms within each state (b) number of employees within each enterprise

$$nh = \frac{n\ Nh}{N}$$

where

nh - is the number of enterprises allocated to each state/size of sample stratum sought.

Nh - is the number of items in each state in the population.

n - is the total sample size

N - is 1the population size

For check of accuracy thus: n Ɇ I $n_{h} = n$

n = 511, N = 750, $N_{h1} = 176$, $N_{h2} = 193$, $N_{h3} = 90$, $N_{h4} = 153$, $N_{h5} = 138$

Substituting the various values into the formula:

AbiaState **Owner-founders** **Middle Managers** **Senior Staff**

n_{h1} = 511 x 176 511 x 18 511 x 53 511 x 105

750 = 120750 = 12 750 = 36 750 = 72

AnambraState

n_{h2} = 511 x 193 511 x 19 511 x 57 511 x 117

750 = 131 750= 13 750 = 39 750 = 80

EbonyiState

n_{h3} = 511 x 91 511 x 6511 x 18 511 x 66

750 = 62 750 = 4 750 = 12 750 = 45

EnuguState

n_{h4} = 511 x 152511 x 12 511 x 37 511 x 104

750 = 104750 = 8 750 = 25 750 = 71

ImoState

n_{h5} = 511 x 138511 x 10 511 x 30 511 x 98

750 = 94750 = 7 750 = 20 750 = 67

Total sample size = 511 = 44 = 132 = 335

n Ɇ I $n_{h} = n$ = 120+ 131 + 62 + 104 + 94 = 511

Manual Workings & SPSS Output

Hypothesis One

Null Hypothesis (ho): Culture has no significant effect on management succession.

Alternative Hypothesis (ho): Culture has a significant effect on management succession.

Data from table 4.16 to 4.22 above were used to test hypotheses 1-using Z-test for proportion mean at 0.05 (5%0 levels of significance.

Hypothesis 1:

Item 1 $\frac{\overline{X} - \mu}{S\sqrt{n}}$

$$\frac{3.58 - 3.00}{1.22\sqrt{500}}$$

$$\frac{0.58}{1.22/22.36} = \frac{0.58}{0.05} = 11.6 \quad Z = 11.6$$

Items 2 $\frac{3.58 - 3.00}{1.07\sqrt{500}}$

$$\frac{0.88}{1.07/22.36}$$

$$\frac{0.88}{0.05} \quad Z = 17.6$$

Items 3 $\frac{3.81 - 3.00}{1.09\sqrt{500}}$

$$\frac{0.81}{1.09\sqrt{500}}$$

$$\frac{0.81}{1.09/22.36}$$

$$\frac{0.81}{0.05} \quad Z = 16.2$$

Items 4 $\frac{2.15 - 3.00}{1.31\sqrt{500}}$

$$\frac{0.85}{1.31\sqrt{500}}$$

$$\frac{0.85}{1..31/22.36}$$

$$\frac{-0.85}{0.06} \quad Z = 14.16$$

Item 5 = $\frac{3.98-3.00}{1.25\sqrt{500}}$

$$\frac{0.98}{1.25\sqrt{500}}$$

$$\frac{0.98}{1.25/22.36}$$

$$\frac{0.98}{0.06} \quad Z = 16.33$$

Item 6 = $\frac{1.97-3.00}{1.17\sqrt{500}}$

$$\frac{-1.03}{1.17\sqrt{500}}$$

$$\frac{1.03}{1.17/22.36}$$

$$\frac{-1.03}{0.05} \quad Z = 20.6$$

Item 7 = $\frac{3.91-3.00}{1.07\sqrt{500}}$

$$\frac{0.91}{1.07\sqrt{500}}$$

$$\frac{0.91}{1.07/22.36}$$

$$\frac{0.91}{0.05} \quad Z = 18.2$$

Hypothesis 2 Effect of inheritance culture on enterprise continuity

Z-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Companies whose founders applied the Igbo inheritance culture have high rate of survival on the death of founders.	500	2.6020	1.32329	.05918
The inheritance rule which restricts women from inheritance negatively affect the continuity of the business	500	3.7660	1.18577	.05303
Owner-foundersô handover of business to multiple heirs affect the continuity of the business.	500	3.8040	1.06952	.04783
The Application of Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business	500	4.0800	.88043	.03937
The Application of group inheritance (involving extended family members) in business management succession negatively affects the continuity of the business	500	3.6200	1.21596	.05438

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	Z	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Companies whose founders applied the Igbo inheritance culture have high rate of survival on the death of founders.	-6.725	499	.000	-.39800	-.5143	-.2817
The inheritance rule which restricts women from inheritance negatively affect the continuity of the business	14.445	499	.000	.76600	.6618	.8702
Owner-foundersô handover of business to multiple heirs affect the continuity of the business.	16.809	499	.000	.80400	.7100	.8980
The Application of Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business	27.429	499	.000	1.08000	1.0026	1.1574
	11.401	499	.000	.62000	.5132	.7268

Hypothesis 3 Primogeniture (first born)

Item 1 $\frac{x ï \mu}{S / \sqrt{(n}}$

:. $\frac{3.59 ï 3.00}{2.59\sqrt{500}}$

$\frac{0.95}{2.51/22.36}$

$\frac{0.95}{0.11}$

Z = 8.6

Item 2 $\frac{3.68 ï 3.00}{1.76/ ã500}$

= $\frac{0.68}{1.76/ 22.36}$

= $\frac{0.68}{0.08}$

Z = 8.5

Item 3 $\frac{3.98 ï 3.00}{3.25/500}$

$\frac{0.98}{3.25/500}$

$\frac{0.98}{3.25/22.36}$

$\frac{0.98}{0.15}$

Z = 6.5

Item 4 = $\frac{3.90 ï 3.00}{0.75/ ã500}$

= $\frac{0.90}{0.75/ 22.36}$

= $\frac{0.90}{0.03}$ Z = 30

Item 5 $\frac{3.84 ï 3.00}{1.04/ ã500}$

= $\frac{0.84}{1.04/ 22.36}$

= $\frac{0.84}{0.05}$

Z = 16.8

Hypothesis 4

Item 1 $\frac{\bar{X}\ \mu}{5\sqrt{n}}$

$\frac{3.76 - 3.00}{1.08\sqrt{500}}$

$1.08\,\frac{0.76}{\sqrt{500}}$

$\frac{0.76}{1.08/22.36}$

$\frac{0.76}{0.05}$

Z = 15.2

Item 2 $1.11\,\frac{3.94 = 3.00}{\sqrt{500}}$

$1.11\,\frac{0.94}{\sqrt{500}}$

$\frac{0.94}{1.11/22.36}$

$\frac{0.94}{0.05}$

Z = 18.8

Item 3 $2.22\,\frac{3.91 - 3.00}{\sqrt{500}}$

$2.22\,\frac{0.91}{\sqrt{500}}$

$$2.22\frac{0.91}{22.36}$$

$$\frac{0.91}{0.10}$$

Z = 9.1

Hypothesis 5

Item 1 $\frac{3.85-3.00}{0.71\sqrt{500}}$

$$\frac{0.85}{0.7/22.36}$$

$$\frac{0.85}{0.03}$$

Z = 28.33

Item 2 $\frac{3.79-3.00}{1.21\sqrt{500}}$

$$\frac{0.78}{1.21/22.36}$$

$$\frac{0.78}{0.05}$$

Z = 15.6

Item 3 $\frac{3.95-3.00}{1.59\sqrt{500}}$

$$\frac{0.95}{1.21/22.36}$$

$$\frac{0.95}{0.05}$$

Z = 19

Item 4 $\frac{3.84-3.00}{1.21\sqrt{500}}$

$$\frac{0.84}{1.21/22.36}$$

$$\frac{0.84}{0.05}$$

Z = 16.8

Hypothesis 6

$$Z = \frac{\frac{x}{n} - Po}{\sqrt{\frac{(Po)(1-Po)}{n}}}$$

$$Z = \frac{\frac{497}{500} - 0.9}{\sqrt{\frac{(0.9)(0.1)}{500}}}$$

$$\frac{\left(\sqrt{500}\right)\left(0.094\right)}{0.3} \qquad Z = 7.006$$