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INHERITANCE CULTURE AND MANAGEMENT SUCCESSION OF FAMILY-OWNED BUSINESSES IN NIGERIA: AN EMPIRICAL STUDY

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ABSTRACT: *Inheritance culture and management succession in family-owned businesses in Nigeria were studied to determine how family-owned businesses manage succession and continuity of family-owned business in Nigeria. The study dwelt on inheritance culture such as primogeniture, gender-restriction and multiple heirships and how they affect management succession of the family business. The study adopted descriptive design, the population of the study was (3,252) and sample size studied was 347 business owners/managers. Data were analyzed using descriptive statistics. The hypotheses were tested with multiple regressions. The result shows that Primogeniture inheritance rule with (β=.146, t=4.150, p<.000); and Gender-restriction inheritance rule with (β=.806, t=28.895, p<.000) has statistically significant effect on management succession of family-owned business while multiple heirship inheritance rule is not statistically significant on management succession of family business with (β=.043, t=1.288, p<.199) Furthermore, the result show that gender-restriction have the highest impact on management succession of family-owned businesses. We conclude that Inheritance culture has the significant and positive effect on management succession of the family-owned business. We recommend that there is the need for inheritance culture be modernized to allow succession effort thrive especially in family-owned businesses in Nigeria. Furthermore, the government should formulate a good policy that will forestall the devastating effects of inheritance culture on family-owned business.*

KEYWORDS: *Inheritance Culture, Primogeniture, Gender-Restrictive, Multiple Heirship, Management Succession, Family Owned Business*

INTRODUCTION

According to Abouzaid, (2008) Family-Owned Businesses constitute the world's oldest and most dominant form of business organization. They account for about 70- 95% of all business entities in most countries around the world and also create between 50-80% employment (European Family Business, 2012). According to Small and Medium Enterprise Development Agency of Nigeria, (2012) family businesses in Nigeria contribute about 46-54% to Gross Domestic Product in 2014. The "European Group of Family Enterprises" and the "Family Business Network"(2008),

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defines family business as a company whose ownership and management are concentrated in one or more families, with at least one member of the family at the helm and control of the business and others are being groomed or considered for eventual leadership. Furthermore, Suh et al., (2008) believed that family business can be defined using the following criteria: voting control, percentage of ownership, power over strategic decision, involvement of multiple generations, and active management by family members. Thus, family business can be defined as a business in which the family has influence or control over both the ownership and management operations (Cabrera-Suarez, 2005).

The poor survival rate of these firms is a continuing source of concern given the dominance of family businesses in so many national economies all over the world as only 13 percent survive through the third generation (Sharma, 1999). According to Davis & Harveston, (1998) just 30% of family businesses see the light of the day beyond the first generation while about 10% to 15% go beyond third generation. In Nigeria more than 70% of Small and Medium Size Enterprises (SMEs) die before their founders as most of them are not able to survive a generational transition (Lansberg & Astrachan, 1994; Nworah, 2011). This problem is as a result of inheritance culture that influences management succession because, without qualified successors, there cannot be generational enterprises (Onuoha, 2013). According to Ughoro, (2011) Nigerian society thrives on sentiments with people occupying positions they should not because they are related to people at the helm of affairs with owners of businesses usually passing the reins to member of families, especially the eldest child even if not qualified, interested or knowledgeable enough to know their left from right. 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).

As a way of life, inheritance culture plays an important role in shaping the organisation of businesses and their efficiency (Aina, 2002). Inheritance culture practices in Nigeria include – primogeniture, gender-restrictive, and multiple heirship (Ukaegbu, 2003; Sam, 1998; Maphosa, 1999). These inheritance cultural factors have been circulated to be of significant consequence on successful succession because management succession in family owned business is expected to follow the rules of inheritance (a situation where the founder bequeaths his assets, including his commercial enterprises to his heir(s). Thus, for an enterprise to achieve smooth succession and enterprise sustainability, it must jettison its traditional systems (traditional philosophy of life, and totality of beliefs, knowledge and customs), which are at variance with industrial culture (Ewurum, 1999). The current study, therefore, seeks to investigate to what extent the inheritance culture such as; primogeniture, gender-restrictive, and multiple heirship affect the successful management succession of family owned businesses within the context of inheritance culture, with a view to understand how the factors impact on the survival and performance of the business.

Statement of the Problem

Many authors have acknowledged that ethnic and cultural influences impact on family- owned businesses (Chrisman and Steier, 2002; Adendorf, 2006; Cullen, 2007; and Adams, 2009). Irefin and Hammed, (2012) looks at how culture element of the people and the educational attainment of entrepreneur affect entrepreneur successor, while Adebayo, te al, (2011) researched on the moderating effect of culture on small firm. Furthermore, Hussein, (2013) researched on the effects of strategic succession planning on family owned businesses in Kenya. Aderonke, (2014) studied

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on culture determinants and family business succession in Jos metropolis, Plateau state Nigeria. While Ogbechie and Anetor, (2015) did a study on an appraisal of succession planning in family-owned businesses in Lagos state, Nigeria. Despite these efforts to understand various aspects of cultural determinants of business succession in the region, there is no relevant attempt linking the survival and mortality rate of family-owned businesses to inheritance succession pattern. Hence, this study intends to fill the knowledge gap. The present study aims to provide a holistic view through an empirical study on how inheritance rule affect management succession of family-owned businesses in Nigeria.

Objectives of the Study

The broad objective of this study is to examine the effect of inheritance culture on management succession of family owned- businesses in Nigeria. Specifically, this study seeks to:

Examine the effect of primogeniture inheritance rules on management succession of family owned business in Nigeria

Examine the effect of gender-restrictive inheritance rules on management succession of family-owned business in Nigeria

Investigate the effect of multiple heirship inheritance rules on management succession of family-owned business in Nigeria

Research Hypotheses

Primogeniture inheritance rules has no significant effect on management succession of family owned business

Gender-restrictive inheritance rules has no significant effect on management succession of family owned business

Multiple heirship inheritance rules has no significant effect on management succession of family owned business

Scope of the Study

The study did not focus on the entire culture and did not also look at the business environment in Enugu state. Business laws and regulations in Nigeria as well as government policies in business were not discussed. The study focused on inheritance rules in Enugu state. The inheritance rule is limited to primogeniture, gender restriction and multiple heirship, other inheritance rules were not included in the study. Only Enugu state was covered for proximity and to avoid culture conflict as it practice patriarchal inheritance culture.

LITERATURE/THEORETICAL UNDERPINNING

Primogeniture Rule of Inheritance and Management Succession:

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; Williams, 2007). 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). Historically, the term implied male primogeniture, to the exclusion of females (Barnes, 2004). 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). A preference for male successors is made explicit in some of the

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family-business literature regardless of its suitability (Dumas, 2003; Kealting and Little, 2004; Miller and Steier, 2003).

According to (Onuoha, 2010) 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 of 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. The most symptomatic of the cultural constraints within family business firms are the inheritance rules that govern many of these firms. 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 differences and altercations. Yet primogeniture is not without problems either. Goody and Thompson (2000) observe that primogeniture severely restricts the founders' ability to select the most talented person to take over the family firm. If the oldest son is not interested, talented, the survival of the entire business may be jeopardized.

Gender Restrictive Rule of Inheritance and Management Succession:
Gender has been one of the inputs traditionally used in the succession planning in family-businesses. Thus, there were some owners that preferred to sell the business instead of allowing their daughters to lead it (Meffert, 2004; Stavrou, 2003). 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 "groom" their sons for the role (Dumas, 2003). Wajcman (2001) argued that the male culture is so ingrained in organisations that people do not even recognize that the organisations are gendered. Research suggests that there is an important bias against women in the succession process (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). When a man dies without sons, but only daughters, his daughters are excluded from succeeding to his property (Okoro, 1971) except in matrilineal societies where women are part of inheritance of their father's property. Okoro observes that the reason for this is that if the daughters get married, the property would pass from the deceased's family into the daughter's husband's 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). 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.

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Multiple Heirship Inheritance and Management Succession:

William, (2007) augur that traditional practices that interfere with smooth succession in family business 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. At the death of a polygamous businessman the tendency is towards the subdivision of the business's 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. This inheritance struggle provides an avenue for venting – 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 business enterprise, but also severely damage family ties. Thus, choosing the appropriate successor even from one's 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. Ukaegbu, (2003) 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 family owned business.

Family- Owned Business and Management Succession

According to Cullen (2007) family- owned business is seen as one which has been started by an entrepreneur/founder and eventually progresses to being owner managed and then results in more than one member working in the business, which leads to a family partnership. The business is expected to be passed on to succeeding generations of the family, sometimes through marriage which leads to sibling partnerships and eventually family syndicates where the descendants of the original founder own or control or participate in and or benefit from the business.

Lam, (2009) reports that the high possibility of family business failure has made the issue of succession the most critical one. According to him, the effect of family business discontinuation is very dangerous and devastating as it could lead to loss of jobs and family assets as well as family relationships. Succession is been viewed by many scholars as a long-term process involving multiple activities (Handler, 1994; Sharma, et al, 2003, Parrish, 2009). Longenecker and Schoen (1978), for instance, identifies that a successor's training takes place throughout childhood, adolescence and adult years. Their basic proposition is as follows: 'Parentchild succession in the leadership of a family- controlled business involves a long-term diachronic process of socialization, that is, family successors are gradually prepared for leadership through a lifetime of

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learning experience. One critical activity that entails the succession process is the grooming of the future leader of the firm (Fiegener, et al, 1996; Sharma, et al, 2003) which ensures that the successor is skillful 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 may help develop and maintain competitive advantage in family firms (Cabrera-Suarez, et al, 2001). Foster (1995) said developing leadership in the successor generation is as crucial to the survival of family-owned and family-managed businesses.

Theoretical Review

Leadership Model Succession Theory

The theory proposes that to ensure leadership succession is in place, the company should maintain redundancy in management structure to maximize coverage, plan ahead for retiring executives by appointing a successor before the current leader leaves, groom selected internal candidates by allowing them to shadow the current leaders and finally prevent conflict by making leadership changes swiftly (Ibrahim and Lam, 2001). Business succession is the process of figuring out how a company will continue to operate after its founders or leaders are no longer actively involved. Because leadership styles and models differ widely, succession models also vary based on the way an organization has been managed (Bjuggren & Sund, 2001).

Empirical Review

Ogundele et al. (2012) did a study on entrepreneurial succession problems in Nigeria's family businesses the outcome was that the succession laws coupled with the multi-cultural nature of Nigeria serve as the stumbling block to smooth succession in family-owned businesses. They also stated that the existing laws on succession are ambiguous as they encompass the native laws and customs of the people.

Obadan & Ohiorenoya (2013) in their study examined the succession planning in small businesses in the hotel industry in the ancient city of Benin-Nigeria and found that most of the small businesses have no succession plan in place and founders do not put into consideration competence and ability of the successors.

Onuoha (2013) studied the poor succession planning by entrepreneurs in Nigeria and found that entrepreneurs' state of health; lack of interest by potential successor; entrepreneurs' lack of knowledge of what succession planning entails; and the fear of mismanagement were responsible for poor succession.

Musa & Semasinghe (2014) examined leadership succession problem in small family businesses in Nigeria and found that most founders of family-owned firms failed to embark on succession planning due to fear of losing control of the business to subordinate or any member of the family. In addition to their findings, they also discovered that the problem of inheritance among family members militate against the continuity of family enterprises.

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The foregoing studies highlighted several factors that tend to inhibit the succession and continuity of family-owned businesses in Nigeria. It is pertinent to mention that the common factor, as noted above, often mentioned as the cause of succession and continuity problem in family- owned businesses in Nigeria is the cultural adherent of the owner/founder of the business in management succession.

Summary of the Review of the Related Literature

The essence of business succession is to ensure business and leadership continuity. Apart from the founder's inability to plan for the succession because to do so means acknowledging one's mortality (Ukaegbu, 2003 and Kets de Vires, 2004), succession and continuity of business is sometimes disrupted by inheritance believes and rules of the society. 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). These inheritance rules include primogeniture (first born) rule of inheritance, gender-restrictive inheritance rules, and multiple heir inheritance. The factors were explicitly discussed; the views of different authors were also reviewed. Leadership Model Succession Theory was reviewed as it forms the theoretical base of the study. Finally, different author's views were examined.

Families have an opportunity to introduce the family enterprise to future owners in a positive way through sharing the values and legacy the enterprise represents (Watts & Yucker, 2004). Furthermore, future owners should begin to be educated at an early age about the basics of ownership. This includes building competencies around governance, financial literacy, asset protection, risk management, philanthropy, and family enterprise-specific concepts.

METHODOLOGY

The study adopted a descriptive design that examined how the independent variables affect the dependent variables. The population of the study was business owners/managers in Enugu state. According to businesslist.con.ng (2017), the registered family business in Enugu state is 3,252. The study employed quota sampling and the aim was to ensure that respondents from the various demographic characteristics were involved in the sample. In calculating the sample size, the researchers applied the statistical formula for selecting from a finite population as formulated by Taro Yamane (1994). Therefore, the total sample size considered appropriate for this study was 370 business owners/managers in Enugu state. To ensure reliability of the instrument, test-retest method of reliability was applied using Pearson Product Moment Correlation Coefficient as the statistical tool, the result gave a reliability index of (0.96) indicating a high degree of consistency. The research instrument adopted in this study was a structured questionnaire. It comprised of both open-ended and closed-ended questions. The closed-ended questions were designed using a 5-point Likert scaling ranging from strongly agree to strongly disagree. The data analyses techniques employed in this study include descriptive and multiple regression. The study used descriptive analysis to summarize the profile of participants and questionnaires while multiple regressions were used to test the hypothesis. Statistical Package for Social Sciences (SPSS) software was used in running the analysis.

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RESULTS AND FINDING

Data Presentation

Questionnaire distribution demonstrates an approximately 94% response rate. The researcher was able to gather 347 out of the 370 distributed to the various family businesses and these formed the nucleus of the data analysis.

Analysis of Data

In order to achieve the main purpose of this study, the researcher found it useful to find out the general information of the respondents. The general information of the respondents included gender, age, marital status, and education qualification.

In order to achieve the main purpose of this study, the researcher found it useful to find out the general information of the respondents. The general information of the respondents included gender, age, marital status, and education qualification. The gender of the respondents was studied in order to ascertain the pattern of distribution of the respondents according to their gender. From the demographic characteristics of respondents, it is evident that male participants out-numbered their female counterparts. As many as 298 (85.9.6%) who participated in the study were males. While the female participants were 49 representing (14.1%).

The age of the respondents show that the participants are mature enough to give reasonable information on the research questions. The result reveals that only 10 of the respondents are in the bracket of 20-30 years, representing (2.9%). 135 respondents are between the ages of 30-40years representing (38.9%). 98 and 104 are in the ages of 40 to 50 years and above representing (28.2%) and (30%) respectively.

From the table 2 above it indicate that 35(10.1%) of the respondents are single, while 290(83.6%) are married. 22 of the respondents representing (6.3%) are divorcee. From the findings, majority of the respondents had attained academic qualifications commensurate with their job position implying that the family businesses are led and managed by professionals. The result shows that 90, 200, 45, and 12 are holders of WEAC, First Degree, Masters Degree and PhD qualification respectively. Representing (25.9%), (57.6%), (13.0%), (3.5%) respectively.

The response distributions for each research question are shown below.
Response on Primogeniture Inheritance Rule
Do you agree that Primogeniture Inheritance Rules has significant and positive effect on Management Succession of Family- Owned Business?

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Options	Responses	Percentage
Strongly Agreed	156	44.96
Agreed	128	36.89
Disagree	12	3.46
Strongly Disagree	51	14.69
TOTAL	347	100%

The research question shows that 44.96% and 36.89% of the respondents "strongly agree" and "agree". The respondents that disagree and are strongly disagree are 3.46% and 14.69% respectively.

The Application of Igbo rule of inheritance that demands handover of business to first born affects the continuity of the business?

Options	Responses	Percentage
Strongly Agreed	127	36.60
Agreed	149	42.94
Disagree	40	11.53
Strongly Disagree	31	8.93
TOTAL	347	100%

The response rate shows that most respondents strongly agree that handing over the management of family owned business will affect the continuity of the business, while 149 (42.94%) also agree. 11.53% and 8.93% disagree and strongly disagree respectively on the statement.

Responses on Gender-Restriction Inheritance Rule

Do you agree that Gender-Restriction Inheritance Rules has significant and positive effect on Management Succession of Family- Owned Business?

Options	Responses	Percentage
Strongly Agreed	121	34.87
Agreed	140	40.35
Disagree	28	8.07
Strongly Disagree	58	16.71
TOTAL	347	100%

It can be seen from the table above that about 34.87% and 40.35% of respondents are of the affirmative opinion while 8.07% and 16.71% disagree to this assertion respectively.

Gender-Restriction Inheritance Rules do not allow women to contribute in management of family owned business?

Options	Responses	Percentage
Strongly Agreed	139	40.06
Agreed	115	33.14
Disagree	68	19.60
Strongly Disagree	25	7.20
TOTAL	347	100%

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From the table above, it shows that 40.06% and 33.14% strongly agree and agreed on the statement above while 19.60% and 7.20% disagree and strongly disagree on the statement.

Responses on Multiple Heirship Inheritance Rule

Do you agree that Multiple Heirship Inheritance Rules has significant and positive effect on Management Succession of Family- Owned Business?

Options	Responses	Percentage
Strongly Agreed	186	53.6
Agreed	89	25.65
Disagree	29	8.36
Strongly Disagree	43	12.39
TOTAL	347	100%

The table above shows that "strongly agree" has the highest frequency of responses at 53.6%, this is closely followed by "agree" with 25.65% response rate. "Disagree" and "strongly disagree" both have 8.36% and 12.39% respectively.

Owner-founders' handover of business to multiple heirs affect the continuity of the business?

Options	Responses	Percentage
Strongly Agreed	119	34.29
Agreed	150	43.23
Disagree	35	10.09
Strongly Disagree	43	12.39
TOTAL	347	100%

The research question shows that 34.29% and 43.23% of the respondents "strongly agree" and "agree". The respondents that disagree and strongly disagree are 10.09% and 12.39% respectively.

4.3 Test of Hypotheses

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.982[a]	.964	.963	.18677	.384

a. Predictors: (Constant), Multiple Heirship inheritance rules, Gender-restriction inheritance rule, Primogeniture inheritance rule

b. Dependent Variable: Management succession of family-owned business

The coefficient of multiple determination is 0.982; therefore, about 96.4% of the variation in the management succession of family owned business is explained by Multiple Heirship Inheritance rules, Gender-restriction inheritance rule, Primogeniture inheritance rule. The regression equation appears to be very useful for making predictions since the value of R2 is close to 1.

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ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	317.009	3	105.670	3029.162	.000[b]
	Residual	11.965	343	.035		
	Total	328.974	346			

a. Dependent Variable: Management succession of family-owned business
b. Predictors: (Constant), Multiple Heirship inheritance rules, Gender-restriction inheritance rule, Primogeniture inheritance rule

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.085	.023		3.701	.000
	Primogeniture inheritance rule	.144	.035	.146	4.150	.000
	Gender-restriction inheritance rule	.777	.027	.806	28.895	.000
	Multiple Heirship inheritance rules	.040	.031	.043	1.288	.199

a. Dependent Variable: Management succession of family-owned business

With the linear regression model, the error of estimate is high, with a value of about 0.18677. The Durbin Watson value of 0.384 shows there is positive auto-correlation between the multiple heirship, primogeniture, gender-restrictive inheritance rules as independent variables. That is to say that each can be linearly predicted from the others with a substantial degree of accuracy.

The research coefficient of 0.982 indicates a positive significance between Multiple Heirship inheritance rules, Gender-restriction inheritance rule, Primogeniture inheritance rule and Management succession of family-owned business, which is statistically significant. Multiple Heirship inheritance rules with (β=.043) is not statistically significant; Gender-restriction inheritance rule with (β=.806) and Primogeniture inheritance rule with (β=.146) are statistically significant.

DISCUSSION

The first hypothesis posits that Primogeniture inheritance rules has significant effect on management succession of family- owned business**.** The results of multiple regression analysis revealed that primogeniture inheritance rule has statistical significance on management succession of family- owned business with (β=.146, t=4.150, p<.000). This means that primogeniture inheritance rule which allows the owner/manager to hand over the leadership of family-owned business to the first son irrespective of whether he is ready to take over the business has significant effect on the survival and continuity of family business.

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Therefore, H1 was rejected in the null form.

The second hypothesis, Gender-restrictive inheritance rules has significant effect on management succession of family- owned business. The results shows that the variable Gender-restrictive inheritance rule has statistically significant impact on the management succession of family-owned business with (β=.806, t=28.895, p<.000), it also indicate that Gender-restrictive inheritance rule has the highest significant impact . This indicates that daughters who are capable should be allowed to succeed family- owned business.
Therefore, H2 was rejected in the null form.

The third hypothesis states that multiple heirship inheritance rules has no significant effect on management succession of family owned business (β=.0.43, t=1.288, p<.199). The hypothesis was accepted in the null form since the results suggested that this multiple heirship has no significant effect on management succession of family owned business.
Therefore, H3 was accepted in the null form.

Implication to Research and Practice

Inheritance culture has significant and positive effect on management Succession of Family-Owned Business. This is the outcome of the analysis and it shows that owner/funder is influenced by the inheritance rules to decide who takes over the business. Management succession is influenced by inheritance rules in Enugu state; the presence of these factors reduces the effectiveness of succession planning and implementation. The result of the analysis confirmed that gender- restriction inheritance rules and primogeniture inheritance rule has a significant and positive effect on management succession of family owned business in Enugu state while multiple heirship inheritance rules do not have significant and positive effect on management succession of family owned business. Furthermore, interpretation on the multiple regression analysis showed that Gender restriction has the highest impact on management succession of family owned business. The organizational growth, survival and sustenance of family business depend on who takes over the leadership of the business, especially in a competitive business environment.

In recognition of the adverse effect of cultural inheritance rules, founders should put in place sound succession plans to forestall any problem that may arise through cultural laws .Only through this can a proper functioning and continuity of the business operations be ensured. Qualified experts should be employed in family-owned business in order to have good management succession. Owner/manager should train and prepare both the sons and daughters for possible takeover of the family business and it should not be sole right of the first son or other sons. There is need for inheritance culture be modernized to allow succession effort thrive especially in family- owned businesses in Nigeria. The Monogamous form of family structure should be encouraged to minimize conflict over inheritances and succession which are common among polygamous family. Government should formulate good policy that will forestall the devastating effects of inheritance culture on family- owned business. This will invariably affect the economic development of Nigeria positively.

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. The results of this study contribute to the recognition and understanding of Igbo cultural factors as a contextual factor in management succession. The study provides evidence on the existence of a negative and strong relationship between primogeniture, multiple heirship, gender-bias and management succession. 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. 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).

CONCLUSIONS

The research empirically tested how inheritance culture influence family- owned business management succession. Onuoha, (2010) in his study acknowledged that Igbo society, follows the rules of inheritance in management succession of family- owned business and the owner/founder is bound to adhere to the culture. This helped the researcher in constructing a theoretical model that was tested statistically using multiple regression analysis. From the context of the hypotheses tested in this study and the findings obtained, the following conclusions are therefore made;

The results confirmed the hypothesis that gender- restriction inheritance rules and primogeniture inheritance rules have a significant and positive effect on management succession of family owned business in Enugu state. This means that owner/founder is restricted by culture to hand over the family business to the female or other sons irrespective of their preparedness. These sometimes influence the survival and continuity of the business. The result is in line with the result of (Ukaegbu, 2003; Onuoha, 2010)

Multiple heirship inheritance rules were found not to have significant effect on management succession of family- owned business. This implies that not only the first son is allowed to assume leadership position because of culture bond in family- owned business. Owner founders must take cognizance of these issues and act accordingly to preserve their legacies when they are still a live. The assertion is in line with the result of (Meffert, 2004; Stavrou, 2003).

On the overall, the findings on the significant of inheritance culture on management succession of family- owned business should be interpreted with caution as culture can still be insignificant in a different environment other than the environment upon which the present study is being conducted

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: To re-examine the effect of inheritance culture on management succession in other geo-political zones of Nigeria. More research needs to be done to assess the relevance of cultural explanations for family owed business and the exact mechanisms through which inheritance culture affect enterprises. A study should be done on the dimensions of inheritance culture and to find out which of the dimensions are most persistent and have the biggest impact on family owed business. 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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