

**INHERITANCE CULTURE, SUCCESSION PLANNING
AND BUSINESS SURVIVAL OF SELECTED FAMILY-
OWNED SCHOOLS IN SOUTH-WEST, NIGERIA**

**OKOH, EMMANUEL EHIMEN
(17PAB01529)**

OCTOBER, 2021

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**OKOH, EMMANUEL EHIMEN
(17PAB01529)**

B.Sc Business Administration, University of Lagos, Akoka
M.Sc Business Administration (Operation and Production Management),
University of Lagos, Akoka

**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE
STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY (Ph.D) IN
THE DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF
MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY,
OTA, OGUN STATE, NIGERIA**

OCTOBER, 2021

ACCEPTANCE

This is to certify that this thesis is accepted in partial fulfilment of the requirements for the award of the degree of the Doctor of Philosophy in Business Administration in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria.

Mr John A. Philip

(Secretary, School of Postgraduate Studies)

.....

Signature and Date

Prof. Akan B. Williams

(Dean, School of Postgraduate Studies)

.....

Signature and Date

DECLARATION

I, **OKOH, EMMANUEL EHIMEN (17PAB01529)** declare that this research work was carried out by me under the supervision of Prof. Rowland E. Worlu and Dr. Olabode A. Oyewunmi of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State. I attest that the thesis has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

OKOH, EMMANUEL EHIMEN

.....

Signature and Date

CERTIFICATION

We certify that this thesis titled “**INHERITANCE CULTURE, SUCCESSION PLANNING AND BUSINESS SURVIVAL OF SELECTED FAMILY-OWNED SCHOOLS IN SOUTH-WEST, NIGERIA**” is an original work carried out by **OKOH, EMMANUEL EHIMEN (17PAB01529)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Rowland E. Worlu and Dr. Olabode A. Oyewunmi. We have examined and found this work acceptable in partial fulfilment of the requirements for the award of Doctor of Philosophy (Ph.D) degree in Business Administration

Prof. Rowland E. Worlu

(Supervisor)

.....

Signature and Date

Dr. Olabode A. Oyewunmi

(Co-Supervisor)

.....

Signature and Date

Prof. Anthonia A. Adeniji

(Head, Department of Business Management)

.....

Signature and Date

Prof. Jonathan O. Adewoye

(External Examiner)

.....

Signature and Date

Prof. Akan B. Williams

(Dean, School of Postgraduate Studies)

.....

Signature and Date

DEDICATION

This thesis is dedicated to God Almighty for being my strength and support. To Him alone be all the glory, honour and adoration. It is also dedicated to my precious wife, Mrs Doris N. Okoh, for her unwavering commitment to the success of the research work.

ACKNOWLEDGEMENTS

My sincere gratitude goes to the Almighty God for His mercies that endures forever. I want to express my appreciation to Dr. David O. Oyedepo for his foresight in obeying God's call and the vision that birthed Covenant University. I pray that God will continue to uphold him and grant him more grace. AMEN!

My heartfelt appreciation goes to the Vice Chancellor of Covenant University, Prof. Abiodun H. Adebayo, the Registrar, Dr. Oluwasegun P. Omidiora, the Dean of School of Postgraduate Studies, Prof. Akan B. Williams, the Sub-dean of School of Postgraduate Studies, Dr. Emmanuel O. Amoo, the Dean of College of Management and Social Sciences, Prof. Uwalomwa Uwuigbe and the Head of Business Management Department, Prof. Anthonia A. Adeniji. I pray that God will continue to grant you grace to support the vision of Covenant University.

My sincere gratitude goes to my mentor, teacher and supervisor, Prof. Rowland E. Worlu who showed keen interest and made valuable contributions during this study. To my ever-supportive co-supervisor, Dr. Olabode A. Oyewunmi. I appreciate your patience, care and understanding that saw me through this research work.

I will forever remain grateful for the valuable advice and encouragement of Prof. Chinonye Love-Moses (the immediate past Head of Business Management Department) and the priceless intellectual contributions of Dr. Olaleke O. Ogunnaike, Dr. Joseph O. Kehinde, Dr. Adewale O. Osibanjo, Dr. Edith E. Igbino, Dr. Omotayo Adegbuyi and Dr. Mercy Ogbari. I will not forget the invaluable input and contributions of Dr. Hezekiah Falola, Dr. Daniel E. Ufua, Dr. Odunayo P. Salau, Dr. Maxwell Olokundun, Dr. Stephen Ukenna, Dr. Stephen Ibidunni, Dr. (Mrs) E. Oyewunmi, Dr. J. Dirisu, and Mrs. Ebere Azuh.

I am also grateful for the cooperation and support of the proprietors and staff of Estreal Schools, Grait Group of Schools, Ifako International Schools, Knoxfield Schools, Luciana College, Mivara Secondary School, Meritland Schools, Roseborn Schools, and Taidob College for the conduct of this study.

A special mention must be made of my colleagues and friends on the doctoral programme on whose wings of love I flew. I am grateful to Emmanuel Emielu, Mary Ezema, Stanley Ajalie, Ayomika Omolade, Kemi Ade-Adeniji, Kayode Ojo, Efe-Imafidon, David

Orenuga, Kemi Alake, Dr. Joseph Dada, Dr. Toyin Adesanya, Dr. Funmilade Adeoye and Dr. Olufunke Adebayo. I appreciate you.

I am eternally grateful to my lovely father, Late Pa Thompson E. Okoh, for sacrificing so much for my early childhood education. I will always remember you for the solid foundation you laid for. Daddy, continue to rest in peace with the Lord until we meet to part no more. To my sweet mother, Mrs Inibhunuele Okoh, I will continue to cherish you for your ceaseless prayers and sacrifices for me in the course of the study. May God grant you long life, peace and good health to reap the fruits of your labour. Likewise, I will forever remain thankful to my parents-in-law, Mr and Mrs William Nwajei, for their invaluable support in times of need. I say a big thank you to my siblings; Mrs Osebhajimede K. Owobu, Mrs Ibhagbemien S. Omokaro, Mrs Airohunienlen L. Agbefo, Abumere A. Okoh, Ibhafidon M. Okoh, and Mrs Ehinomen H. Desmond, for their support. I will not forget to acknowledge our ‘Lastborn’ Late Master Oriarebhokhian Okoh (Orebhian as we fondly called you). How I wish you were here to witness the completion of this study. God knows best my dear brother, may you continue to rest in the bosom of our Lord till we will meet again to part no more.

I cannot conclude this section without acknowledging my “Precious” wife, Doris N. Okoh, who encouraged me to commence this doctoral programme when all hopes seemed to be lost. Your love and unflinching support have brought me this far. I could not have imagined a life without you. I sincerely appreciate your care, tolerance, patience and sacrifices for me to see that this study is concluded in record time. You are the true description of a virtuous woman and I pray that God Almighty will bless you beyond measures. I am proud of you.

Finally, to my wonderful children; Eseohe, Obehi, Oseahumen and Ehimare, you are not just lovely, but, you are wonderful treasures that God has given to me. You will fulfil your God-given purpose in life in Jesus’ name, Amen.

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LIST OF ABBREVIATIONS

ADA	Adaptability
AGI	Agility
CEO	Chief Executive Officer
CI	Competence Identification
DC	Dynamic Capability
EC	Entrepreneurial Culture
FOBs	Family-Owned Businesses
FRQ	Frequency
GDP	Gross Domestic Product
GR	Gender-Restriction
IDI	In-depth Interview
INN	Innovativeness
MH	Multiple Heirship
MSMEs	Micro, Small and Medium-scale Enterprises
PCI	Potential Candidate Identification
PI	Position Identification
PLS	Partial Least Square
PR	Primogeniture Rule
RMH	Role of Multiple Heirship
SEM	Structural Equation Modelling
SEW	Socio-Economic Wealth
SMEDAN/NBS	Small & Medium Enterprises Development Agency Of Nigeria/National Bureau of Statistics
SMEs	Small and Medium-scale Enterprises

ABSTRACT

All over the world, family-owned businesses contend with a myriad of challenges; some of which include, the propensity for survival over a period as well as the ability for continued achievement of set objectives. The role of these businesses, as major stimulants of socio-economic enterprise in both developed and developing economies, reinforces their survival as an imperative of economic growth. However, the high failure rate of family businesses, especially in the education sector in Nigeria, is a cause for concern requiring scholarly investigation. It is against this backdrop that this study investigated the moderating effect of succession planning on the relationship between inheritance culture and business survival of selected family-owned schools in South-West, Nigeria. The study adopted a mixed-method approach of data collection. A total of 500 copies of the questionnaire were administered in nine family-owned schools, 357 copies were retrieved, and the responses were ranked subsequently. Structural Equation Modelling (Partial Least Squares) was used to perform a multiple linear regression to test the influence of the variables representing inheritance culture, succession planning and business survival of family-owned schools. The thematic analysis was adopted for the qualitative data. The study revealed that succession planning moderates the relationship between inheritance culture and family business survival. The relationship among variables reveals that the primogeniture rule has a significant effect on the dynamic capability of family-owned schools. Similarly, the result shows that the rule of multiple heirship has a considerable influence on the adaptability of family-owned schools. The study recommended that the primogeniture rule should be applied in family-owned businesses provided the first child has the experience, interest, and competence to manage the business. Also, the problems of polygamy in family-owned schools should be managed through effective communication and the establishment of appropriate structures that define the rights and responsibilities and benefits of each family member. This study recommends that founders of family businesses should ensure the competence, preparedness, and vision clarity of successors through pragmatic early education that is geared towards business survival.

Keywords: Business Survival; Entrepreneurial Culture; Gender-Restriction; Inheritance Culture; Primogeniture; Succession Planning.