World Journal of Innovative Research (WJIR)
ISSN: 2454-8236, Volume-6, Issue-5, May 2019 Pages 42-51

Gender Preference and Succession of Family Businesses in Jos, Plateau State, Nigeria

Shittu Paulina, Ibitomi Taiwo

***Abstract*— Succession in family business is an important factor for business continuity and most of the family business successors are males which shows that leadership is lopsided against females in Jos, Nigeria. This study examined gender preference and succession of family business in Jos, Plateau State. It focused on the perception about the succession process in family businesses regarding gender issues and why daughters may feel discriminated for succeeding their parents in a family business. It examined the influence of cultural stereotype and trust on family business succession with focal point among small and medium enterprises (SMEs) in Jos metropolis, Plateau State. Structured questionnaire schedule was administered and data were obtained from 220 SMEs using a cross-sectional survey of descriptive research design. Data from the questionnaire were analysed using multiple regression in establishing relationship among the variables. The findings indicated that cultural stereotype and trust has significant influence on the choice of a successor in family business. It was recommended that the ability to manage family business should be paramount in choosing a successor rather than to stereotype daughters on the basis of culture, as that will determine whether the business will survive.**

***Index Terms*— family business, stereotype, trust and daughters.**

I. INTRODUCTION

Highlight Family-owned business is the largest in the world compared to multinational corporations.Statistics shows that65-80% of the business enterprises in the world are family-owned or family-managed (1), and certainly Nigeria is also growing in that line. But on taking a closer look at the make-up of family businesses classified to as second generation which is the generation of those who have inherited the family business from the founder, it is clear that majority of them are managed by the sons rather than the daughters of the founder.

Succession is a phenomenon that reflects always in the minds of people telling them that life is an endless chain of successions, where another person will take over from you soonest or later in the future. (2) describes succession as simultaneously passing the managerial baton, the torch of family leadership and the control of ownership to the next generation. Succession in the context of family business, is a situation where the founder chooses whom he/she wants to succeed the business after his or her exist from the family enterprise for continuity and development sake (3). Succession is an explicit process by which the firm is transferred to the family's next generation. Whilst the successful succession of Chief Executive Officer (CEOs) is a crucial goal for firms, without the next generation's leadership and direct management, the firm cannot survive as a family-owned firm, let alone maintain its character (4).

In a family enterprise, succession occurs when the family business owner or founder passes away, becomes incapacitated or exists the company either through voluntary departure or retires as a result of age. Succession is the process during which ownership/management control of the business is transferred from one generation to the next; it includes the dynamics preceding the actual transition as well as the aftermath of the transition. Succession, most especially involving the transfer of management and control of a business to a new management is a huge step towards positive development in every part of the world.

Business succession represents a major turning point for most family firms in the world, as it involve a change in leadership or management of an enterprise from an incumbent to a successor which to a certain extent is determined by changes in ownership structure. Research has revealed that more than half of the businesses worldwide are owned by families (5). Most industrial conglomerates had started as a small family business unit, notable amongst them are the Ibru Organization,Dantata Group, Tilley-Gyado& Company and BubaLamu& Sons (Nig). Ltd., all based in Nigeria (6).

Gender refers to the socially determined roles, responsibilities, behaviour, characteristics of women and men in a given culture (7). Business dictionary defines gender as culturally and socially constructed difference between men and women (as indicated by terms such as 'gender affairs' and 'gender politics') that varies from place to place and time to time. Gender refers to the social attributes and opportunities associated with being male and female, the relationships between women and men and girls and boys, and the relations between women and between men. These attributes, opportunities and relationships are socially constructed and learned through the socialization processes. Gender determines what is expected, allowed and valued in a woman or a man in a given context.

Gender issues in family firms have primarily taken gender as a variable perspective (8). Research has shown that women are unlikely to be named successors in family businesses (9, 10), which is amplified by the differences in the tasks women and men perform, women's mediation of the family and the family business (11). The primogeniture norm according to which, the firstborn male child will eventually take over the family firm remains influential (12). Daughters have been found to be denied leadership roles and to settle for less

Shittu Paulina, University of Jos, Nigeria.
Ibitomi Taiwo, University of Ilorin, Nigeria.

influential roles in the firm (13, 11, 10).

There has been a steady increase in research on daughters in family businesses, especially in relation to the barriers they face in joining family businesses and in succeeding their parents (14, 15, 16,17, 18, 19, 20, 21, 22, 10).

In Plateau State, we have observed in family businesses that the successors of second generation businesses are males. This shows that, there may be a bias against females in succession of family businesses. Since females also go to school and have capacity to manage businesses, there seem to be dearth literature on why succession is lopsided in the running of family businesses.

The mainobjectiveof the study is to examine gender preference and succession of family business in Jos, Plateau State, Nigeria, the specific objectives are;

i. to analyse the relationship between cultural stereotype and succession in family business.

ii. to evaluate the relationship between trust and gender preference in family business succession.

The following research questions was raised for the study for the purpose of achieving the stated objectives;

i. what is the relationship between cultural stereotype and the choice of a successor in family business succession?

ii. to what extent does trust determine gender preference of a successor in family business succession?

This study is essentially focused on gender preference and succession of family businesses within Jos metropolis, Plateau State, Nigeria. Particular attention was placed on second generation of family businesses that had undergone a relatively recent succession process which were able to reflect on both past and future decisions with regards to the choice of a successor. It considered the sons, as well as daughters of family businesses who had succeeded their parents within Jos metropolis which comprise of Jos North, Jos South and Jos East local government areas. The choice of location was because a large number of Small and Medium Enterprises (SMEs) used as family businesses in the study are found in those areas of the state. The study is limited to gender preference and succession in family businesses in Plateau state within the period of 2000-2018.

II. LITERATURE REVIEW

A. Conceptual framework

Cultural Stereotype and Succession in Family Business

Succession refers to a series of identifiable steps that take place over time, with the expectation of ensuring the readiness of the successor to take over the difficult task of leadership when required (23, 24).Succession is one of the most important challenges that family firms face (25, 26, 27). (2)described succession as simultaneously passing the managerial baton, the torch of family leadership and the control of ownership to the next generation. Succession can be understood as the transmission of both the ownership and the control of the organisation between two generations. In the case of family firms, the transmission of the family leadership from the incumbent to the next generation successor occurs through succession (28, 29, 30, 31). The succession process brings important changes to family businesses, such as adjustments to family firms' management, and the ownership structure (32, 26, 30).

Succession is considered to be one of the most important and critical issue in the family business. A proper succession planning process provides the family business with the opportunity to select the effective leaders who are able to take the business to a new level (33).

(34) stated that succession is a life-long process that encompasses everything aimed at ensuring the continuity of the business through the generations and succession planning process includes all the actions, events, and organisational mechanism by which leadership of the business and ownership is transferred. (35, 36) argued that succession is not a once off event, but a process that requires planning in a way that prevents unpleasant surprise and involves a series of strategies implemented over time.

Gender roles and stereotypes existing in society have contributed to the discrimination against women in family business succession (37). Women have traditionally been responsible for domestic issues and taking care of family, so a professional career usually took second place. Even if they were directly involved in the family firm, they did not receive recognition for their contribution, either in the shape of a formal position in the company (38), and if a salary was earned it was lower than the men's (39).

The succession of family business is far from being standardized. (40) defines family business as companies where family members own at least 50 percent of the business. Other authors consider a firm as a family enterprise when a family or a private person controls 20 percent or more of the voting rights (41), while others define family businesses as enterprises in which one or more family members are officers or directors, or own 50 percent or more of the firm's equity, either individually or as a group (42). Some authors defined a family business as any company in which majority ownership or control is carried out by a single family and in which two or more family members are or at some time were directly involved in the business.

According to (43), a family owned business is a business where two or more members of the same family own or operate together or in a succession in order to lift the family for development. It can also be defined as a business that is organized, established, operated and owned by a united family, i.e a family that shares a common goals or interest and understanding for the purpose of growth. On the other hand, it is seen as a business that is commonly found in all corners of the world and therefore, is regarded as the most dominant and viable form of business enterprises no matter the remoteness nature of her location

In recent time, the family business has emerged as one of the highly concerned agenda in the global entrepreneurial development. Although, the concept of family business is historical that is prehistoric in origin yet it has been regarded as an emerging field in the entrepreneurship development.

Today, most of the businesses around us are family businesses and these businesses have been noted to account for the largest percentage of the businesses in many nations (44). (45) defined a family business 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.

For (46), a family business is referred to as any organization in which members of a family (be it monogamous or polygamous or extended households), hold controlling shares and which does not separate ownership from management. This connotes that the founder or his appointed family members run the operations of the company or enterprise. All these give impression and basic understanding of what family business means. However, in a more directional and precise form, family business suggest solely businesses that are organized, owned, managed and operated by family either by the founder or his/her successor.

Trust and Gender Preference in Family Business Succession

Trust is of central importance to the family business (46). The effective use of trust in family firms as a resource contributes to a firm's success, including the successful generational transfer of the firm (47, 48). The relationship between the founder and successor (and between the successor and other family and business members) and the degree of trustin the relationship(s) has been cited as a contributing factor in effective succession. (49) described the role of these relationships as allowing the successor to gain understanding about the culture and intricacies of the firm. A strong relationship between the founder and the successor is a key to successful transfer of the business. In their review of the research on factors influencing family business succession, (50) listed the trust among family and business members as a determinant of successful transition. The role of trust in permitting the founder to relinquish control of the firm and the absence of that trust leading to resistance has been found in small and medium sized businesses (51, 52, 26). In their review of family business succession, (53) listed the quality of the founder–successor relationship which is defined by respect, understanding, trust, and cooperation. (54)in their introduction of governance and trust in family firms, concluded that "manifestations of trust appear to be fundamental determinants of the differences that exist between family and non-family firms. (55) Pointed out that the evolution of trust among family members begins with interpersonal trust (based on relationships and emotions).

Trust is viewed as fundamental for the competitiveness of social organizations given the increased levels of complexity and uncertainty. Trust refers to a person's belief that individuals engaged in exchanges will make sincere efforts to uphold their commitments and will not take advantage of the given opportunity; in other words, it is one's willingness to rely on others (56). Trust is central to family businesses where a group of individuals affiliated with the enterprise are connected through common ancestry or marriage—because their existence goes well beyond economic rationale. It "often represents a fundamental basis for cooperation" and it is a source of competitive advantage for family businesses (57).

Gender as a term was first introduced to distinguish between biological sex and socially constructed sex (58). However, in today's society gender and sex are used interchangeably, thus, neglecting the original differentiation between the terms which emerged in the 1970s (59). Rather than being a category that an individual belongs to, gender is "a relationship which brings about redefinitions of subjectivities and subject positions over time, both as products and as producers of social context" (60). So, gender refers to socially constructed roles, expectations and patterns which society has devised for each sex and distinctions made between masculine and feminine are socially constructed as opposed to physiological characteristics (58). Furthermore, the appreciation of gender as socially constructed acknowledges that society, as opposed to nature determines femininity and masculinity (59).

Early theorists believed that gender was inborn, (61) and characterised men as "instrumental" and women as "expressive." Instrumentality means that men are predisposed to "get things done" and are, therefore, more qualified for managing economic and political institutions. Conversely, expressiveness represents caring, nurturing, and other qualities that are better suited for domestic responsibilities (61, 62, 63). Implicit in expressive gender role is the subordination of women and their need for protection (61, 63).

Gender is a fundamental social practice and part of an individual's identity (64) that is also present in family businesses. The differences between men and women in terms of gender are the scripts accessible to men: most men relate to practices constructing masculinity (Connell 1995), and business life is marked by masculinity (65) consequently, such scripts are less accessible to women.

Gender in business leadership has received lots of attention in recent times. People still have the same kind of perception that man is the business leader. Successors frequently are chosen from the males rather than the females at the time of transferring leadership to the next generation. In the family, business structure might create hindrance for the female of the family firm not to become the main owner or leader.

B. Empirical Review

Researchers have discussed gender issues and succession of family businesses in Nigeria and other parts of the world, with a number of such studies specially focusing on issues of daughters and sons as successors in family businesses. This segment will review the most recent of such studies with attention to gender preference of male and female in executive positions as well as issues of succession in family business.

(37) conducted a study on gender issues related to choosing the successor in the family business in Spain. The study investigated the succession process in small and medium family businesses, taking into account how gender could influence the selection of the successor and the key factors in choosing a successor and whether daughters are considered as sons. The work focused on the perception about the succession process in family businesses regarding gender issues and why daughters may feel inhibited from entering their family's business in a managerial or decision making capacity.The study gathered qualitative data via in-depth interviews from family business´ owners and successors who were planning or had just completed the succession process.

The main findings are that even though, gender is not considered an obstacle to become a successor, but the fact is that there are more male successors than females. Results also show that birth order influences the succession process more often if the first child is a male than if it is a female.

(66) investigated the effect of Igbo inheritance culture on management succession in private indigenous enterprises in south eastern Nigeria. The study was conducted using survey design. The population of the study was 750 owner-founders/managers, and a sample size of 511 respondents was drawn from the population using Tara Yamane's sample size formula. The instruments used for data collection were the structured questionnaire, interview schedule and empirical findings. The data collected from the field were analysed with descriptive statistics. The study found that Igbo inheritance culture had a negative effect on management succession process; enterprise continuity and factors associated with primogeniture (first born) rule of inheritance affect management succession process.Gender-restrictive inheritance culture on the other hand, had a negative effect on management succession. It was recommended that in order to achieve effective succession in these enterprises, owner-founder 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.

(67) studies found that there are three components that are crucial for effective successors by asking forty two (42) CEOs of family firms (mostly in first or second generation) in Canada. The research confirmed what the human resources leadership literature have featured in previous studies. Firstly, leadership traits and skills are important for effective successors; including the capacity to lead and influence others, the ability to make independent decisions, the ability to motivate, communicate and resolve conflict effectively. Secondly, the authors identified a number of management skills and competencies that allow for strategic planning, market positioning, financial and general management as well as industry specific experience. Thirdly, the result suggests that effective successors show commitment, motivation and respect to family members.

The results of the study by (53), which was on, inside the family firm: The role of families in succession decisions and performance in Denmark indicates that, after analysing 5334 successions between 1994 and 2002, the gender of the first born child strongly correlated with the decision to appoint a family CEO. If the first born child was a girl, the frequency of family transition was 29.4%, whereas if it was a boy, it was a 39%. In some countries with very traditional culture, as Korea, the likelihood of finding female successors in family business listed on stock exchange is still nearly null (in a sample of 444 family firms only one have female successors, because there were no sons) (68). (69)conducted a study on more jobs for the boys? Succession planning in SMEs and have found that even if the daughter was the first born child, she was not considered to run the family business. Thus, there were some owners who preferred to sell the business, instead of allowing their daughters to lead it. (69), or to appoint an external CEO (70).

While sons are raised with the expectancy that they will enter the family business, daughters usually lack the opportunity to succeed their fathers (17, 63). Fathers tend to have tacit expectations that their sons will take over the family firm and therefore "groom" their sons for the role (17).

According to (69), in all cases contemplated in which there was a son or a daughter who was a potential successor, the daughter was ignored. This may be because women have traditionally played many subtle roles – spouse, mother, mother-in-law and family leader – and these roles related to the family rather than to the business sphere made women believe they were not suitable for leadership and that their responsibilities were mainly domestic (71). This different way of treating sons and daughters meant that, at home, parents would speak more with sons about the business during meal time, and sons visited the business more often (Dumas, 1998), whereas the socialization of women was more focused on home and family life (71).

Trust is of central importance to the family business (46) and is a competitive advantage in that business (72). The effective use of trust in family firms as a resource contributes to a firm's success, including the successful generational transfer of the firm (62, 47). The relationship between the founder and successor (and between the successor and other family and business members) and the degree of trust in the relationship(s) has been cited as a contributing factor in effective succession. (49) described the role of these relationships as allowing the successor to gain understanding about the culture and intricacies of the firm. A strong relationship between the founder and the successor is key to a successful transfer.

In their review of the research on factors influencing family business succession, (50) listed trust among family and business members as a determinant of successful transition. The role of trust in permitting the founder to relinquish control of the firm and the absence of that trust leading to resistance has been found in small and medium sized businesses, and in firms owned by women (51, 52, 26). In their review of family business succession (53) listed the quality of the founder–successor relationship defined by respect, understanding, trust, and cooperation as the second most common variable in the reviewed research.

C. Theoretical Framework

Gender Role Theory

Genderroletheory may be used to understandboth the deliberative and implicit factors thatinfluence son as well as daughters' decisions and behaviours.

The enduring dearth of daughter successors clearly indicates the existence of a gendered system. The disproportionatenumber of successor sons and daughters suggests a bias toward females in the selection of successors.

Widely held socially constructed beliefs about gender (gender beliefs) powerfully affect individuals' process of knowing and treatment of men and women (73, 74, 62).Gender beliefs are inculcated in childhoodwhen children differentiate themselves on the basis of sex and learn to attach attributes and values to each sex (53, 73). At an early age, children recognize physical features such as hair and clothesthat identify boys and girls and may categorize activities and toysaccording to what is perceived to be appropriate for each sex (dolls are for girls, trucks are for boys).Two aspects of gender as a socially constructedconcept are central to our discussion: the assessment of men and women's competencies (73, 75) and the dominant beliefs thatrank men as morepowerfulthan women (74, 75).

Socially constructed gender beliefs are embodied in stereotypes of men and women that ascribe different characteristics and abilities to each sex (73).Generally, stereotypes cast women as communal, or nurturing, caring, and cooperative and men are seen as energetic, more task oriented, competitive and decisive(76).

These stereotypic gender beliefs affect how individuals assess themselves in certain contexts and how they perceive others' assessments of them. Evaluation of one's competencies is a deciding factor in choosinga successor since peopletend to choosethose in whichthey feel confident of their skills (74).

Gender beliefs may therefore influence daughters' choices regarding family business succession as the assessments of their skills are potentially influenced by others' gendered biases as well as their own internalization of gender beliefs. Daughters may lose interest in succession because perceptions that others view them as under-qualified bias their own judgments and behaviours (18).

Genderacts as a background identity guiding behaviour and judgments in various ways without an individual's awareness of its influence (74). That is, daughters may not realize that their behaviours and judgments about becoming a successor are implicitly triggered by gender biases.

Additionally, gender beliefs produce biases beyondperceptions of competencies. The gendered system also assigns cultural rules and roles to each gendercategory and these roles influences beliefs that grant more power to men than women (74, 76). Daughters may not contest conventional gender role stereotypes held by their fathers who are often the gatekeepers to succession. Daughters' perceptions of a differential power structure and expectations of gender role behaviour may precludethem from even imagining themselves as successors.

Based on these implications of gender roletheory, we examine how gendered cultural stereotype, trust and managerial aptitude implicitly and explicitly contribute to founders 'decisions in family firm succession.

III. METHODOLOGY

A research survey was undertaken under a cross sectional study. The method was used because the data for the study were collected from primary source using a questionnaire. The analysis focused on gender issues as it relates to succession decisions that had been or were about to be taken. It investigated causal relationship into the activities of gender preference and succession in family businesses with minimal interference to unit of analysis of the study.

The population of this studyis based on SMEs that were registered with Plateau State chamber of commerce. The numbers of SMEs with Plateau State chamber of commercewere 490 as at March 2019 for Jos metropolis. This number comprise of Jos North, Jos South and Jos East with 218, 194 and 78 respectively.

Therefore the sample size of the study is determined by using this formula:

n = N/1+N (e)² (77). With margin of error at 5%. The result shows sample size of 220 respondents. The selection of the sample size was done using stratified sampling techniques as indicted in table 1.

Table 1: Selected sample of SMEs for survey.

S/N	Categories	Population of SMEs	Sample Per Location
1	Jos North	218	$\frac{220 * 218}{490} = 98$
2	Jos South	194	$\frac{220 * 194}{490} = 87$
3	Jos East	78	$\frac{220 * 78}{490} = 35$
Total		490	220

Source: Field Survey, 2019

The study made use of primary data. Data were collected through direct means of contacting a particular group of family business owners thus, drawing conclusions from information which is known as primary data. The primary source of data collection was through the questionnaire which was divided into sections. Section A provided the background information of the respondent, while section B provided information necessary for analysis of data and test of hypotheses formulated for the study.

Data were collected through a structured close ended questionnaire using the 5-point likert scale which ranges from strongly agree, agree, undecided, disagree, and strongly disagree. The scale is structured in a manner that the respondents score an item five(1) if strongly agree with statement, four(2) if they agree with the statement without any strong inclination, undecided three(3) and when the respondents disagree with the statement they score two (4) and lastly, a score of one (5) for strongly disagree.

The research instrument (the questionnaire) was subjected to pilot test so as to ensure its validity and reliability. For the purpose of this paper, the questionnaire was tested for face to face validity and construct validity.

The reliability of the instrument was maintained by ensuring that the questions were unambiguous and clear and also test for the internally consistent of the data through a reliability test using Cronbach Alpha. The test results are presented in table 2.

Table 2: Construct Reliability and Validity

Variables	Cronbach's Alpha	rho_A	Composite Reliability
SFB	0.8670	0.8701	0.9184
CSGP	0.9707	0.7888	0.7651
TRGP	0.8064	0.8349	0.8702

Source: SPSS 20

The reliability was conducted by testing the instruments for the reliability of values (Alpha values) as recommended by (78). Cronbach recommends analysis for Alpha values for each variable under study. According to (79), Alpha values for each variable under study should not be less than 0.6 for the statements in the instruments to be deemed reliable. Consequently, all the statements under each variable were subjected to test and were proven to be above 0.6 before they were considered. To justify the test of reliability, a pilot study was conducted in Jos and all the variables of the study have proven to be above 0.6. This attests the reliability of the instrument.

To establish the relationship among the variables, multiple regression and correlation coefficient were used in testing the hypothesis. The model specification used in testing the hypotheses is as follows:

The coefficient of the independent variable is the regression coefficient

This is the slope in a $Y=a+b_1X_1+b_2X_2\ldots b_nX_n+e$ equation.

Y= Dependent variable, i.e. succession

$X_1\ldots X_n$= Independent variables, i.e. cultural stereotype, trust, and managerial aptitude

a, $b_1,b_2\ldots b_n$ = the constants

e= error term

The regression coefficient measures how much of an impact the independent variable has on the dependent variable.

SFB=F (CS, &TR)

$SFB=\beta o+\beta 1CS+\beta 2TR+\mu t$

Where;

SFB= Succession in family businesses

CS= Cultural Stereotype

TR= Trust

βo= Constant/Intercepts

β1, β2, β3, β4 = parameters/Coefficient of determination

μt= Stochastic Variable (Error term)

IV. DATA PRESENTATION AND ANALYSIS

Data Presentation

The data for this study was collected from family-owned businesses operating within Jos metropolis. The data were collected through a 5 point Likert scale questionnaire (see appendix 1), and were analysed through the aid of statistical tools of analysis such as Statistical Package for Social Sciences (SPSS) version 20 platform and are presented subsequently in the tables below.

Table 3: Gender of Respondents

	Jos North		Jos South		Jos East		Total	
		%		%		%		%
Male	86	88.7	77	89.5	31	88.6	194	89.0
Female	11	11.3	9	10.5	4	11.4	24	11.0
Total	97	100	86	100	35	100	218	100

Source: Field Survey, 2019

From the table 4 above, it shows that out of the total valid copies of 97 questionnaire returned from Jos North, 86 of them which represent 88.7% are male, while 11 respondents which is equivalent to 11.3% are female. In Jos South, 86 respondents were examined and 77 respondents are male and they represent 89.5% where the female takes 9 out of the total number with 10.5%. From the record of 35 of Jos East, 31 responses were male which are 88.5% and 4 are female with 11.4%. On the whole three (3) local government areas representing Jos metropolis, the study had a total of 218 respondents out of which the male respondents are194 with 89%, where the female took 24 respondents which stands for 11% of the businesses . From the table therefore, the study deduced that majority of the successors of family businesses surveyed in Jos metropolis with regards to this study has more male than the female. It shows that, the process is characterised by this and has justified the statement of problem to this study.

Descriptive Statistics of Cultural Stereotype, Trust, Managerial aptitude of Gender Preference and Family Business Succession

The data collected for this study are presented in this section using descriptive statistics to describe the characteristics of the data. The summary statistics of the variables, as shown in table 5 below show the dependent variable, succession of family business has mean value of 1.24 which shows that most of the respondents strongly agreed with the questions. The minimum value is 1 which is the code for strongly agreed and the maximum value is 5, the code for strongly disagreed.

Table 4 Descriptive Statistics

	N Statistic	Min. Statistic	Max. Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Skewness Std. Error
SFB	218	1	3	1.24	.385	1.273	.165
CS	218	1	2	1.37	.444	.518	.165
TR	218	1	3	1.22	.423	1.575	.165
Valid N (listwise)	218						

Source: SPSS Results

Table 4 presents the descriptive statistics ofCultural Stereotype and succession (CS), Trustand succession (TR)and Succession of Family Business (SFB). The average scores are 1.24, 1.37 and 1.22 forSuccession in Family business,Cultural Stereotype and Trust of family business succession respectively. Trust has the lowest standard deviation, signifying its significant contribution to succession in family businesses in Jos, Plateau state. The response level of all the variables lies between 1 (strongly disagreed) and 5 (strongly agree).

V. DATA ANALYSIS AND RESULT

Correlation Matrix of Cultural Stereotype, Trust, of Gender Preference and Family Business Succession

Table 5 Correlations

		SFB	CS	TR	MA
SFB	Pearson Correlation	1	.663**	.804**	-.286**
	Sig. (2-tailed)		.000	.002	.000
	N	218	218	218	218
CS	Pearson Correlation	.663**	1	-.014	-.290**
	Sig. (2-tailed)	.000		.837	.000
	N	218	218	218	218
TR	Pearson Correlation	.804**	-.014	1	.082
	Sig. (2-tailed)	.002	.837		.230
	N	218	218	218	218

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Results

In table 5 the correlation matrix for the relation between Cultural Stereotype and Trust, factors on the one hand and Family Business Succession on the other hand is presented. The results indicate a positive correlation between Cultural Stereotype on Succession of Family Business and Trust on Succession of Family Business given the Pearson correlation values of 0.663 and 0.804 respectively.

Table 6 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.696[a]	.484	.477	.278	1.853

a. Predictors: (Constant), CS, TR

b. Dependent Variable: SFB

Table 6 is the model summary that indicates the Correlation Coefficient (R) and the Coefficient of Determination (R^2). The Correlation Coefficient (R) of 0.696 indicates a strong positive correlation between the variables, while the Coefficient of Determination (R^2) of 0.484 indicates that about 48% of variation in Family business Succession in Jos Plateau State can be explained by the combined effect of Cultural Stereotype and Trust. These results provide evidence that the model is well fitted and useful for the purpose of explaining and predicting the relationship between the combined effect of Cultural Stereotype and Trust factors on Family Business Succession in Jos, Plateau State. The Durbin-Watson value of 1.852 (which is less than the threshold of 2) indicates the absence of serial or autocorrelation among the variables.

Table 7 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.535	3	5.178	66.913	.000[b]
	Residual	16.561	214	.077		
	Total	32.096	217			

a. Dependent Variable: SFB

b. Predictors: (Constant), CS, TR

The ANOVA results are presented in table 7. The results indicate the fitness of the model. The F-statistics of 66.913 with its corresponding P-value of 0.000 indicates that the model is fit. The research findings provide a basis for the rejection of this hypothesis and thus evidence has been established that Cultural stereotype and Trust factors have significant effect on Family Business Succession in selected family businesses in Jos Plateau State at 5% level of Significance.

Table 8 Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.825	.125		6.611	.000
	CS	.550	.044	.635	12.380	.000
	TR	.171	.045	.188	3.820	.000

Coefficients[a]

Model		Collinearity Statistics VIF
1	(Constant)	
	CS	1.092
	TR	1.007

Cultural Stereotype on Succession in Family Business

Table 8 is the Coefficient table from which the regression line is extracted. The regression line SFB = 0.825 + 0.550CS indicates that succession in family business will improve by 0.550% for every 1% increase in cultural stereotype variable. The respective P-values indicate the effect is significant at 5% level for cultural stereotype. The Variance Inflation Factor (VIF) values indicate that the explanatory variables are not highly correlated. These therefore, indicate absence of multicollinearity among the independent variables since multicollinearity exists only when the VIF Value is greater than 10.

Trust on Succession in Family Business

In Table 9, the regression line SFB = 0.825 + 0.171TR indicates that succession in family business will improve by 0.171% for every 1% increase in Trust variable. The respective P-values indicate the effect is significant at 5% level for trust variable. The Variance Inflation Factor (VIF) values indicate that the explanatory variables are not highly correlated. These therefore, indicate absence of multicollinearity among the independent variables since multicollinearity exists only when the VIF Value is greater than 10.

Discussion of Findings

The finding from the first hypothesis reveals that cultural stereotype positively and significantly affects the choice of a successor in family business succession in Jos, Plateau State. This finding is consistent with the findings of (37, 27, 70) whose findings were positive and significant. It shows that cultural stereotype is one of the reasons for gender discrimination of female members of family business succession as regard the choice of a successor. The study is supported by gender role theory. The study consists of the socially constructed gender beliefs that are embodied in stereotypes of men and women that ascribe different characteristics and abilities to each sex. These stereotypic gender beliefs affect how individuals assess themselves in certain contexts and how they perceive others' assessments of them as the stereotypes cast women as communal, or nurturing, caring, and cooperative and men are seen as energetic, more task oriented, competitive and decisive. This study supports prior knowledge that female successors are often viewed as having less leadership ability than male successors.

Similarly, the findings of the second hypothesis reveal that trust positively and significantly influence the choice of the successor in family business succession in Jos, Plateau State. This finding is consistent with the findings of (22, 62). The authors then concluded that trust in family business succession was supported by their findings which were positive and significant and that a high degree of trust between the founder and successor was indeed a prerequisite to successful family business succession.The study is supported by gender roles theory which is put in place to align the goals of the successor (agent) and that of the founder (principal), where the founder depends on the actions of the successor through an explicit or implicit contract to undertake certain actions that will benefit the business for continuity.

VI. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study shows that cultural stereotype andtrust influence gender preference in family business succession in Jos Plateau State. This study contributes to the literature on the influence of gender and the choice of a successor in family business by offering great potential for systemic improvements of the management of family owned businesses in Plateau State. The study alsoprovide a resource for family owned businesses to better understand the different influences of gender preference on successful succession and means of promoting successful leadership succession amongst family owned businesses irrespective of gender and will promote and encourage the growth and development of small and medium family owned enterprises in terms of succession.

Recommendations

In light of the findings of the study and conclusion drawn, this study recommends that;

a. Daughters should not be stereotyped on the basis of culture, but be given the opportunity to succeed the founders of family businesses.
b. Trust in the successor's abilities and intentions should be upheld when choosing a successor.

REFERENCES

[1] Foltz, R.D. & Marshall, M.I (2012). Family Business Decision-Making: Factors and Influences on Choosing a Successor. Selected Paper prepared for presentation at the Agricultural & Applied Economics Association's 2012 AAEA Annual Meeting,Seattle, Washington, August 12-14, 2012.

[2] Poza, E. J. (2004). *Family business*. Mason, OH: South Western Thomas Publishers.

[3] Gbande, C.P.A., & Paul, V. (2015). Determinant of family business in north central Nigeria. *Journal of entrepreneurship research*. Vol.4 No. 2.

[4] Barach, J. A. and Ganitsky, J. B. (1995).'Successful succession in family business'. *Family Business Review*, 8 (2): 131-155.

[5] Triandis, H.C. (2000): Culture and Conflict. *International Journal of Psychology*, 35 (2): 145- 152.University of Illinois, Urbana, USA.

[6] Ogundipe-Leslie, M, (1994). *Re-Creating Ourselves: African Women and Critical Transformations*. African World Press, Inc.

[7] Nwadukwe, U.C. (2016). The effect of Igbo inheritance culture on management succession in private indigenous enterprises in South Eastern Nigeria. Unpublished Ph.D Thesis, University of Nigeria

[8] Henry, M. and Erwee, R. &Kong, E. (2013) *Family business succession - trust and gender issues in family and non-family succcession.* In: 13th Annual Conference of the European Academy of Management: Democratising Management (EURAM 2013), 26-29 June 2013, Istanbul, Turkey. https://www.researchgate.net/publication/266618183_Family_business_succession-trust_and_gender_issues_in_family_and_non-family_succcession [accessed May 20, 2017].

[9] Martin, L. (2001). 'More jobs for the boys? Succession planning in SMEs'. Women in Management Review 16 (5).

[10] Wang C (2010) Daughter exclusion in family business succession: A review of the literature. *Journal of Family and Economic Issues*, 31(4).

[11] Lambrecht, J. and Donckels, R. (2006). *'Towards a family business dynasty: a lifelong, continuing process*' in (Eds) P. Poutziouris, K. Smyrnios and S.Klein Handbook of family business research. Edward Elgar, Cheltenham, UK: 388-401.

[12] Karra, N., P. Tracey and N. Phillips (2006). Altruism and Agency in the Family Firm: Exploring the Role of Family, Kinship, and Ethnicity. Entrepreneurship Theory and Practice 30 (6): 861-877.

[13] Byrne J and Fattoum S (2015) The gendered nature of family business succession: case studies from France, In: Blackburn R, Hytti U and Welter F (eds.) Context, Process *and Gender in Entrepreneurship, Frontiers of Entrepreneurship Research.*Cheltenham, UK: Edward Elgar Publishing, 127-152.

[14] Barrett, M. and Moores, K. (2009). 'Spotlights and shadows: Preliminary findings about the experiences of women in family business leadership roles'. *Journal of Management &Organization* 15 (3): 363-377.

[15] Collins, L., Tucker, J. & Pierce, D. (2010).Taking over from dad: How daughters are socialised in 'families in business.IFERA Family Research Academy. Lancaster, UK, http://eprints.uwe.ac.uk/12609.

[16] Constantinidis, C. & Nelson, T. (2009). 'Integrating succession and gender issues from the perspective of the daughter of family enterprise: A cross-national investigation' Management International 14 (1).

[17] Dumas, C. (1990). 'Preparing the new CEO: Managing the father-daughter succession process in family business'. Family Business Review, 3 (2).

[18] Dumas, C. (1992).Integrating the daughter into family business management. Entrepreneurship: Theory & Practice. Family Business Review, 16 (4)

[19] Fattoum, S. & Byrne, J. (2011). The role of gender in family firm succession: Case studies from France. The 56th Annual ICSB World Conference, Stokholm, Sweden. The International Council for Small Business.

[20] Galiano, A. &Vinturella, J. (1995). 'Implications of gender bias in the family businesses'. Family Business Review 8 (3): 177-188.

[21] Overbeke, K. K., Bilimoria, D. and Perelli, S. (2013). 'The dearth of daughter successors in family businesses: Gendered norms, blindness to possibility, and invisibility' *Journal of Family Business Strategy*, 4 (3): 201-212.

[22] Vera, C.F., and Dean, M. A. (2005). An examination of the challenges daughters face in family business succession, Family Business Review, 18 (4)

[23] Ibrahim, A., Soufani, K., Poutzious, & Lam, J. (2004). Qualities of an effective successor: The role of Education and training. Education and training, 46 (8/9).

[24] Venter, E. (2003). The succession process in small and medium-sized family businesses in South Africa. University of Port Elizabeth.

[25] Mussolino, D. & A. Calabrò (2014). "Paternalistic leadership in family firms: Types and implications for intergenerational succession." *Journal of Family Business Strategy*5(2): 197-210.

[26] Handler, W.C., (1994)."Succession in family business: A review of the research", Family Business Review, 7(2), 133-157.

[27] Daspite, J. J., Holt, D.T.; Chrisman, J.J.; & Long, R.G. (2016). "Examining Family Firm Succession from a Social Exchange Perspective: A Multiphase, Multi-stakeholder Review." Family Business Review. 29(1).

[28] Sharma, P. (2004). An Overview of the Field of Family Business Studies: Current Status and Directions for the Future. Family Business Review 17 (1): 1-36. 24.

[29] Steiner, L.P. & Miller, D. (2010)."Pre-and post-succession governance philosophies in entrepreneurial family firms", *Journal of Family Business Strategy*, 1(3), pp. 145-154.

[30] Michel, A. & N. Kammerlander, (2015). "Trusted advisors in a family business´s succession planning process – An agency perspective", *Journal of Family Business Strategy*, 6(1), 45

[31] Chittoor, R. & Das, R. (2007). "Professionalization of management end succession performance – A vital linkage", Family Business Review, 20(1), pp. 65-79.
[32] Brockhaus, R.H., (2004). "Family business succession: Suggestions for future research", Family Business Review,17(2),pp. 165-177.
[33] Ibrahim, A. B., McGuire, J., Ismail, Y., & Dumas, C. (1999). Patterns of strategy formulation in a family firm. Chicago Academy of Management Conference.
[34] Aronoff, C. E., & Ward, J L. (1992). *Family business succession: The final test of greatness.*
[35] Sharma P, Chrisman I, Pablo L, &Chua I, (2001). Determinants of initial satisfaction with the succession process in family firms: A conceptual model, Entrepreneurship Theory and Practice, Spring: 17-25.
[36] Nuthall P.L. (2001). Managerial Ability- A Review of Its Basis and Potential Improvement Using Psychological Concepts. *Journal of Agricultural Economics*. 24 (2001) 247- 262
[37] Vicente A. Idígoras, I. and Aldamiz-echevarría, C. (2017). Gender issues related to choosing the successor in the family business. *European Journal of Family Business*. Volume 7, Issues 1–2.
[38] Salganicoff, M. 1990. Women in family businesses: Challenges and opportunities. Family Business Review, 3 (2): 125-137.
[39] Rowe, B. R. & Hong, G.-S. (2000). 'The Role of Wives in Family Businesses: The Paid and Unpaid Work of Women' Family Business Review 13 (1): 1-13
[40] Lane, C. (1998). '*Introduction: Theories and Issues in the Study of Trust*.'In Trust within and between Organizations, Conceptual Issues and Empirical Applications, edited by C.Lan, and R. Bachman, 1–30. Ox-ford: Oxford University Press.
[41] Anderson, C. & Thompson, L. (2004). Affect from the top down: How powerful individuals' positive affect shapes negotiations. Organizational Behavior and Human Decision Processes, 95, 125–139.
[42] Ayman, R. &Korabik, K. (2010). Leadership:Why Gender and Culture Matter. *American Psychological Association* Vol. 65, No. 3.
[43] Venter, E., Boshoff, C. & Maas, G. (2005).The influence of successor-related factors on the succession process in small and medium-sized family businesses. Family Business Review, 18(4), 283-303.
[44] Mueller S. L.,&Dato-On M. C. (2008). Gender-role orientation as a determinant of entrepreneurial self-efficacy. *Journal of Development Entrepreneurship*, 13, 3–20.
[45] Curimbaba, F. (2002), 'The dynamics of women's roles as family business managers', Family Business Review, 15(3), 239–52.
[46] Fiegener, M.K., Brown, B.M., Prince, R. A. & File, K.M. (1996).Passing on strategic vision: favoredmodes of successor preparation by CEOS of family and nonfamily firms. *Journal of Small Business Management*, 34(3), 15-26.
[47] Dunn, J.R. & Schweitzer, M.E. (2005). Feeling and believing: The influence of emotion on trust. *Journal of Personality and Social Psychology*, 88, 736–748.
[48] Cabrera-Suarez, K., De Saa-Perez, P., & Garcia-Almeida, D. (2001). The succession process from a resource and knowledge based view of the family firm. Family business review 14 (1).
[49] Bennedsen, M., Nielsen, K.M., Pérez-González, F., and Wolfenzon, D. (2007). Inside the family firm: The role of families in succession decisions and performance. *The Quarterly Journal of Economics,* 122 (2).
[50] Ibrahim, A.B. & W.H. Ellis (2004), Family Business Management: Concepts and Practice (2nd edition), Dubuque, IA: Kendall/Hunt.
[51] Cadieux, L., Lorrain, J. &Hugron, P. (2002). Succession in women-owned family business: A case study. Family business review. Family firm institute. Vol 15 (1).
[52] Alimo-Metcalfe, B. (2002). Leadership and Gender: A Masculine Past, a Feminine Future?, A thematic paper for CERFE Project, funded by the European Union Medium Term Action Programme for Equal Opportunities between Women and Men: European Observatory on Good Practices to Remove the Glass Ceiling, Washington, DC.
[53] Le Breton-Miller, I., Miller, D. &Steier, L.P. (2004). Toward an integrative model of effective FOB succession. Entrepreneurship theory and practice. 28 (4).
[54] Elliot S. and Gray A. (2000); Family Structure,A Report for the New Zealand Immigration Service, Immigration Research Programme, TeRatongaMenene.
[55] Sundaramurthy, C. (2008). Sustaining trust within family businesses. Family Business Review, 21.
[56] Van der Merwe, S.P. and Ellis, S.M. (2007), "An exploratory study of some of the determinants of harmonious family relationships in small and medium-sized family businesses", Management Dynamics, Vol. 16 No. 4, pp. 24-35
[57] Steier, L. (2001). Family firms, plural forms of governance, and the evolving role of trust. Family Business Review,14.
[58] Acker, J. (1992). 'From Sex Roles to Gendered Institutions' Contemporary Sociology. 21 (5): 565-569.
[59] Heck, R. K. Z., & Trent, E. (1999). The prevalence of family business from a household sample.FamilyBusiness Review,12(3),209–224.
[60] Calas, M. B., &Smircich, L. (1996). *The woman's point of view: Feminist approaches to organization studies*. In S. R. Clegg, C. Hardy, & W. R. Nord (Eds.), Handbook of organization studies. London: Sage Publications. 218-257
[61] Spence J. T., & Buckner C. (2000). Instrumental and expressive traits, trait stereotypes, and sexist attitudes. *Journal of Psychology*. Women Q. 24, 44–62.
[62] Judge T. A., Livingston B. A. (2008). Is the gap more than gender? A longitudinal analysis of gender, gender role orientation, and earnings. *Journal of Applied Social Psychology*. 93, 994–1012.
[63] Miller, D. L., Steier, L. & Le Breton-Miller, I. (2003). 'Lost in time: Intergenerational succession, change and failure in family business'. *Journal of Business Venturing*, 18.
[64] Hamilton, E. (2006). "Whose Story is it Anyway?: Narrative Accounts of the Role of Women in Founding and Establishing Family Businesses," *International Small Business Journal* Vol. 24, No 3, 253–271.
[65] Alsos G.A, Steen-Jensen R and Ljunggren, E (2011) *Gender and entrepreneurship: Revealing constructions and underlying processes. The case of Norway*. In (eds) C.G. Brush, E. J. Gatewood, A de Bruin, C. Henry. Women's Entrepreneurship and Growth Influences: An International Perspective. Cheltenham: E. Elgar Publishing.
[66] Peli, M. (1991) Family Support for the Nigerian Elderly in *Journal of Comparative Family Studies*, Vol. XXII No 1.85-100, Spring
[67] Irefin, I.A. & Hammed, G.O. (2012). Effect of Culture on EntrepreneurSuccessor, Britis *Journal of Arts and Social Sciences*, Vol.7 No.II http://www.bjournal.co.uk/BJASS.as px
[68] Allen, E. &Langowitz, N. (2003). Women in family owned businesses, Babson College Center for Women's Leadership-MassMutual Financial Group. Women in Family-Owned Businesses Report.
[69] Mayer, R.C., Davis, J.H., &Schoorman, R.D. (1995).An integrative model of organizational trust; Academy of Management Review, 20, 709–734.
[70] Boomie, J. C, Orubuloye, I. O & Caldwell, P, (1991). The Destabilization of the Traditional Yoruba Sexual System. Population and Development Review, Vol. 17, No. 2
[71] Jaffee, D. T. (1990). Working with the ones you love: Conflict resolution & problem solving strategies for a successful family business. Berkeley: Conari Press.-53
[72] Danes, S. M., Haberman, H. R. &McTavish, D. (2005). 'Gendered discourse about family business' Family Relations, 54 (1)
[73] Connell, R. (1995). *Masculinities*. Cambridge: Polity Press.
[74] Rousseau, D.M., Sitkin, S.B., Burt, R.S., &Camerer, C. (1998).Not so different after all: A cross-discipline view of trust. Academy of Management Review, 23.
[75] Chrisman, J.J., Chua, J.H., Kellermanns, F.W., & Chang, E.P.C. (2007). Are family managers agents orstewards? An exploratory study in privately held family firms. *Journal of Business Research*, 60, 1030–1038.
[76] Forgas, J.P. (1999). On feeling good and being rude: Affective influences on language use and request formations. *Journal of Personality and Social Psychology*, 76, 928–939.
[77] Yamane Y (1998). *Statistics: An Introductory Analysis*, 7th Ed., New York: Harper and Row.
[78] Cullen, M.D.M (2007). The Development of a Model to Promote Sustainable Strategic Entrepreneurial Behaivour of Family Estate Wine Businesses in the South African Wine Industry.PhD. Thesis. Port Elizabeth. Nelso Mandela Metropolitan University.
[79] Hania, M.F. (2012). Factors influencing family business succession case study: Gaza family businesses. A thesis submitted in partial fulfilment of requirements for the degree of master in Business Administration. Islamic University – Gaza (4).