International Journal of Development Strategies in Humanities, Management and Social Sciences | IJDSHMSS
ISSN Print: 2360-9036 | *ISSN Online: 2360-9044*
Volume7, Number 3 November, 2017

Effects of Intra-Family Relationship on Post – Succession Performance of Selected Family Businesses in North East Nigeria

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Abstract

One major problem faced by many businesses and indeed family-owned businesses is the issue of transition. For a family-owned business, generational change is a matter of concern as a small mistake in the selection of a successor could seriously affect the survival and performance of the business. This study examined the effect of intra-family relationship on the post-succession performance of selected family-owned businesses in the North East Nigeria. The study used primary data with the aid of questionnaire collected from one hundred and nine (109) family-owned businesses. The data collected were analyzed using descriptive statistics and multiple regression analysis. The study found that intra-family relationship is a significant determinant of post-succession performance of family-owned businesses in the North East on aggregate level. On the specific level, both level of trust and lack of conflict have significant effects while, personal quality of family members though exerting positive influence, has no statistical significance. These findings imply that when a family has a close relationship, members work weather to improve the performance of their family business. In line with the findings, this study recommends for a closer tie among family members in a succession period. This could create better ideas for a better business performance after succession.

Keywords: *Intra-Family Relationship, Post-Succession, Performance, Family Business*

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http://internationalpolicybrief.org/journals/international-scientific-research-consortium-journals/intl-jrnl-of-development-strategies-in-humanities-vol7-no3-nov-2017

Background to the Study

One of the strongest factors that sustain every existing business beyond generations is harmonious relationship. This relationship could be at the levels among family members, clients and customers, employer and employees, family members and customers, family members and employees, stakeholders and many others. In this regard, the performance and growth of the business venture after the mantle of leadership has been taken over by either management team or owner's successor, lies on intra-family relationship that binds the family and the business together; working within and for the business enterprise.

This simple means that when there is mutual understanding within the family and her business, the members will feel satisfied and this can be achieved in a situation where the successor or management team of the family business allows adequate flow of communication, transparency, fairness, respect for one another, and equality among family members as well as other stakeholders of the business enterprise.

Rivers (2005) states that relationships are the key to family business success and sound relationships do not happen by themselves rather, it is the smooth and cordial demonstration of harmonious actions that exist within a family with a business enterprise. According to Leach and Bogod (1999) in Van Heerden (2009), the degree of balance between the family and the business needs to be monitored and managed on a continuous harmonious basis to ensure that the correct balance is maintained. If the correct degree of balance can be maintained, it will be possible that the business can be effectively managed and thus perform efficiently while family harmony is being achieved.

Pickard (1999) opines that if family members work together in a perfectly balanced overlap of family and business atmosphere, it will create a harmonious environment and one will find a family that live and work in almost perfect harmony. Rivers (2005) further states that the desire to keep harmony in the family causes most families to go to desperate lengths to avoid discussing controversial or potentially hurtful issues which in return, lead to the performance and success of the family business organization which is in earnest desire of every family with a business enterprise.

Family businesses are widely seen and recognized as the backbone of the economy – they create wealth, they provide jobs, they are locally rooted and connected to their communities due to the nature of their operations which cut across all categories of businesses and they are existing around for a very long period of time (Schwass, 2013).

In Nigeria like any other part of the world, when a family business performs, it increases Gross Domestic Product (GDP) and creates employment across the globe, and this can come to fruition when there is peace and understanding within the family members and other stakeholders in the operation of their business activities. This is in line with the (SMEDAN, 2012 cited in Ogbechie & Anetor, 2015)confirmation that about eighty percent (80%) of organized, established, owned, operated and managed enterprises are family-owned businesses and they contribute 46.54% to GDP. It constitutes the world's oldest and most dominant form of business organization around human existence (Abouzaid, 2008).

The family business is the most frequently encountered ownership business model in the world and their impact on the global economy is considered significant. It is estimated that the total economic impact of family businesses to global GDP is over seventy percent (70%)Osunde (2017).

Available studies such as Astrachan and McMillan (2003) state that one of the reasons why family members are together is that they want to work together and to enjoy the fruits of their labours as a family. It is normal for all families to experience relationship problems, but for family businesses, the problem is exaggerated as a result of the family that works so close together. The closeness often means that family disputes overshadow work and business even though the business continues to function normally (Carlock & Ward, 2001). This implies that family relationships affect the business and the business relationships in turn affect the family positively because of the benefits attached to it (Voeller, Fairburn & Thompson. 2002). It is on the basis of these assertions that this study set out to ascertain whether intra-family relationships have great effects on the post-succession performance of family businesses in the North-Eastern states of Nigeria.

Concept of Intra-Family Relationship

Intra-family relationship, according to Steinberg (2001), is a relationship that individuals experience within the family members such as the kinship relation between children with father, mother, and siblings and family environment with regards to their relationship with entire members of the family as well as their business.

Caldwell and Bradley(1984) view edintra-family relationship as a promotion of two important climates that individuals need most which are: first, building up of a good relationship among each member of the family with love, affection, caring, belong and belongingness sense and mutual understanding which are very important for the family. Secondly, good intra-family setting fosters high frequency of adult context, positive emotional climate, and higher physical, verbal, and emotional responses to appropriate valued behavior of individuals within a family.

Intra-family relationship refers to the perception, opinion, and value of the respondents towards the relationships with the entire members of the family. Both young and adult hardcore drug addicts will be compared to determine whether they have positive or negative experiences in term of intra-family relationships. They will be measured by using Index of Family Relation (IFR) scale, which ranges from perceived good relationships to perceived poor relationships with family members. Viewing the concept intra-family relationship (Mc Lanahan, & Sandefur, 1994; Acock & Demo, 1994; Brown, 2010 cited in Adebayo, Olawa & Ogunbor, 2015) state that the quality of family relationships in terms of connectedness between parents, parents and children, and among children themselves has major impacts on the lives of each person in the family.

Handler (1989); Neubauer and Lank (1998);Rivers (2005), regard intra-family relationship as situation in which family members promote family harmony amongst one another through spending time together to strengthen family bonds by means of social gatherings away from the business. This interaction will help them to understand each other better and to create mutual trust concerning the business and their stay together. Once this bond is formed there will be mutual support and family members will care about each other's well-being and a willingness to acknowledge each other's achievements through the family company. According to Hoang and Antoncic (2003), family relationship networks are viewed as a situation that enable actors to gain access to a variety of resources, held by other actors through interpersonal and inter-organizational relationships.

In the context of this study, intra-family relationships is seen as a network established, within the circle of a family that owns and runs a business enterprise to pass round smooth information to family members, employees, customers, and stakeholders for mutual and cordial understanding that leads to performance of the business enterprise.

Intra-Family Relationship and Post-Succession Performance of Family Business

The performance and success in family business is measured in terms of family harmony, unity and the development of happy living individuals with solid and positive self-esteem, especially after succession has taken place. Intra-family relationship in family business is a network that links all stakeholders together for the sake of living as a family and for business purposes.

A network is defined as a collection of relationships that binds a group of independent organizations together (Street & Cameron, 2007). Hoang and Antoncic (2003) defined it in broadly, as a set of actors (individuals or organizations) and a set of linkages between the actors. Casson and Giusta (2007) proposed that a set of elements that are connected to each other form a network. They further explained that, elements can be regarded as members (actors) of a network, with each pair of members being connected, either directly or indirectly, creating connections or relationships between members of the same family and other stakeholders.

Network of relationships in business are distinguished as purposeful networks, consisting of specific roles and value interactions oriented toward the achievement of a particular task or outcome for the sake of improving the performance of the business enterprise (Allee, 2008).

Sundaramurthy (2008) and Farrington, et al., (2010) observe that it is important for family and non-family members to work together if the family business is to continue and grow. In other words, in order for family businesses to survive and to be successful, family members need to nurture etheir personal relationships with one another, as well as with other non-family stakeholders (Swart, 2005).

Sometimes we have opposite views on some issues, even our siblings are flexible, we discuss and the right views passes. We always end with a common agreement". This relationship among predecessors and successors goes with the views of Cabrera-Suárez, De Saá-Pérez, and García-Almeida (2001) emphasizes the importance of the relationship between the predecessor and the successor, arguing that an effective transfer of knowledge between the generations is vital. A high-quality relationship between predecessor and successor is characterized by a high level of trust, mutual support, open and earnest communication, and complementary behaviour (Venter, Boshoff, & Maas, 2005). Cabrera-Suárez and Martín-Santana (2012) state that when the successor–predecessor relationship is characterized by respect, understanding and complementary behaviours, the successors will tend to feel supported, recognized and more satisfied with their involvement in the business. Those feelings entail the development of trust, feedback and the capacity for mutual learning and friendship.

Family tradition and the quality of the relationships between the family members also plays a major role in family business and how successful the business will be (Kepner, 1983; Lansberg, 1983). An effective succession process will occur if the successor feels that it is in the family tradition to continue on the family business (Morris, 1996; Malinen, 2001; Lee, 2003). To make the potential successor feel welcomed and consequently willing to continue the family business, the quality of the relationships between the potential successors, the incumbents and other family members must be positive. If both the incumbent and the success or have a mutual understanding about the future of their family business, there will be less conflict among them; hence, a higher chance for an effective succession (Malinen, 2001; Miller et al., 2003; Venter et al., 2005). The quality of the relationship between the successor and other family members, such as siblings, is also considered to be important in the succession process (Brockhaus, 2004). A high level of competitiveness and conflict between siblings usually discourages the potential successor, hence, hindering the succession process (Cespedes & Galford, 2004; Bruce and Picard, 2006).

Family Involvement and the Performance of Family Business

Family members' participation in family enterprise gives them a sense of belonging, enables room for awareness and direction to identify lapses within and outside the organization by members of the family and thus creates avenue for improvement which subsequently lead to the performance of the family business. Intihar and Pollack (2012) define family involvement in the business as "a substantial family presence in ownership, governance, management, succession, and/or employment". However, a broad general definition of the family firm is one where a family owns enough of the equity to be able to exert control over strategy and is involved in top management positions over see the business activities.

Poutziouris, Savva and Hadjielias (2015) examined how family involvement affects the performance of UK companies listed on the London Stock Exchange (LSE). Using a panel dataset from 1998 to 2008, the econometric models evaluate the effect of family involvement in terms of ownership and management on firm performance (measured with accounting ratios and Tobin's *Q*) while controlling for a number of conditions external to the firm as well as business characteristics. Their findings illustrate a non-linear relationship between family ownership and firm performance, with performance increasing until family shareholding reaches thirty-one percent, at which point performance begins to decrease. Moreover, the findings illustrate that the higher the involvement of the family in terms of management (i.e., through a family CEO) and governance (board representation and/or CEO-Chairman dual role), the higher the performance the firm appears to sustain over the long run and across generations. This signifies that family participation in family business, is a strong determinant that influences and increases the performance of the family enterprise activities for better expansion and improved development.

According to Maas (2005); Leach (2007) a business is regarded as family business when a particular family holds more than 50% of the business (shares) and the family occupies the majority of the top management positions. It is evident from the research conducted by Maas, van der Merwe and Venter(2005) that family businesses can exist for longer periods such as the two Japanese family businesses which are currently managed by a 40th and 46^{th} generation respectively. These two businesses are owned by the Kongo and Hoshi families respectively. In South Africa, the van der Merwe's farm, Boplaas, is believed to be the oldest family business. It was established in 1743 and is managed and owned by the 9th generation. While, in North-Eastern States of Nigeria, businesses such as Ali Baba (Alh) & Sons Nig. Ltd., Musa Bauchi (Alh) & Company Nig. Ltd., Alh. Ishiyaku Kashere Nig. Ltd., Alhaji Bukar Alagarno & Sons, Baba Umar (Alh) & Sons Ltd, Kachalla (Alh) & Sons Petroleum Limited, Rainbow International Company Nigeria Limited, Maina Digol (Alhaji) & Sons Limited, Modu Mala Sheriff Gomboru (Alh) & Sons Ltd., Gana Ali (Alh) & Sons Ltd., Bakari & Sons Ltd., Buba

Lamu (Alh) & Sons Nig. Ltd., and many others are also managed and owned by 2nd, 3rd, 4th, 5th, and even 6th generations of some of family businesses in the zone (Corporate Affairs Commission, 2016 & Field Survey, 2017).

Intra – Family Relationship Impact on Sustainability of Family Businesses in Nigeria

The role of an in-house relationship of family members and stakeholders on running family firms, enormously lead to the survival, expansion and growth of their businesses across board; reason being that whenever and wherever there is peace and understanding, things tend to work out differently in a progressive manner. This is evident that in an environment of rancor, no actions, no development and therefore, there would be no sustainability at all on whatever the activities may be, especially in the case of business.

Ward (1987) states that though, conflict and competition between family members with an enterprise is not always a bad thing and the business depends on these determinants to be able to grow and be sustainable, but only if it is properly managed to take care of all players in the business.

Sharma and Rao (2000) carried a study on the importance of a relationship with other family members in a business which they used four (4) basic variables to described the viability of intra-family relationship in business that can lead to the sustainability as: Respect of actively involved family members, respect of non-involved family members, trust of family members, and ability to get along with all family members; which when properly handled will instills harmonious co-existence in their business activities and retain sustainability.

Every existing business enterprise must involve human beings and products which drive the sector. (Ogundele, Idris & Ahmed-Ogundipe, 2012 cited in Adedayo & Ojo, 2016) observe that every existing human being and product have a beginning and an end. Hence the concept of Product Life Cycle (PLC) in the case of a product. They further state that though, the concept of perpetuity in company law assumes that the corporate personality called "company" is expected to exist into infinity, but real life experience reveals the contrary in many cases. Companies also die just as human beings dies. As Marketing Management battles to extend their products" life cycles, entrepreneurs and top management also manipulate strategic variables in order to sustain the life of the organization, as far as possible via maintaining a harmonious intra-family relationship among stakeholders. The extent to which such organization's life can be stretched while fulfilling its purpose can be termed as sustainability (Ogundele, Idris & Ahmed-Ogundipe, 2012).

The long-term health and sustainability of any family business depend on its ability to anticipate and respond to situation change (Ward, 2006). According to family business research in Boyd (2010), sustainability here is defined as social, economic and ecologic long-term orientation seems to overlap partly with the resources of long-lived family businesses in an existing society.

In resource theory, the meaning of sustainability refers to long-lasting or durable competitive advantages within competitors of a particular activity (Aaker, 1992; Nolte, 1999; Freiling, 2001). This wide definition does not cover the ecological aspects of sustainability.

Sustainability in businesses contributes to sustainable economic growth and development. In this relation, family-owned businesses, their presence and sustainable development is believed to contribute greater impact on the economy as Small and Medium Enterprises (SMEs) that constitute a significant proportion of family-owned businesses in many countries including Nigeria (Abdullah, Hamid & Hashim, 2011in Adedayo & Ojo, 2016).

By applying these simple prerequisites for family harmony, they could ensure the long-term sustainability of the family business, without even knowing it. Neubauer and Lank (1998) stated if there is a fair amount of family harmony, to present it is much easier to discuss succession planning and to implement the necessary systems that can ensure a successful transition of the business from one generation to the next (Astrachan & McMillan, 2003). This signifies that sustainability of businesses depends on performance as post-succession lies on sustainability which emanates from harmonious relationships between family members and other stakeholders within the business.

Methodology

The study employs the survey research design. This design is adopted because the study involves field survey that has to do with first hand means of collecting data through the use of questionnaire from the various respondents of family businesses across states of the North Eastern part of Nigeria which comprise of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe States. The population of this study is one hundred and nine (109), selected from existing family businesses in the zone.

Table 1: Breakdown of the Population and Sample Size of Selected Family Businesses in North Eastern States of Nigeria.

S/N	State	No of Respondents	Samples Size
1	Adamawa	10	10
2	Bauchi	16	16
3	Borno	23	23
4	Gombe	24	24
5	Taraba	15	15
6	Yobe	21	21
Total	**Six (6) States**	**109**	**109**

Source: Corporate Affairs Commission (CAC, 2016), Field Survey(2017).

The whole of the population was used in this study. The data were collected using structured five-point Likert scale questionnaire, given toeach family business. The five-point Likert scale was as follows: strongly agreed (5); agreed (4); undecided (3); strongly disagreed (2) and disagreed (1). The data collected were tested for reliability using Cronbach's Alpha. The result of the test is presented in Table 2.

Table 2: Reliability Statistics

Cronbach's Alpha	No of Items
.877	5

Based on the result in Table 2, the value of Cronbach's Alpha is 87% which implies that the questionnaire can be strongly relied on.

The data collected were analysed using descriptive statistic and multiple regression analysis. In the descriptive statistics, the characteristics of the variables were described, including the normality of the data. The hypotheses of the study were tested using regression analysis. The regression model is shown below:

$$PSP_i = \alpha + \beta_1 LTFM_i + \beta_2 LCFM_i + \beta_3 PQS_i + \beta_4 MFMS + \mu_i$$

PSP = Post Succession Performance
LTFM = Level of Trust within Family Member
LCFM = Lack of Conflict within Family Member
PQS = Personal Quality of Successor
MFMS = Mentoring of Family Member for Succession

Results and Discussion
In this section, the result of the analysis of data collected is presented and interpreted. First, the descriptive statistic is presented. The descriptive statistic describe the property of the data and the result in the table is also used for normality test. On the other hand, the regression result is used for the test of hypotheses.

Table 3: Generation of the Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2nd Generation	71	67.0	67.0	67.0
	3rd Generation	24	22.6	22.6	89.6
	4th Generation	9	8.5	8.5	98.1
	5th Generation	1	.9	.9	99.0
	6th Generation	1	.9	.9	99.9
	Total	106	100.0	100.0	100.0

With reference to the generation of the business from the above table, it indicates that out of 109 number of businesses examined in the North East Nigeria, 71(67.0%) businesses are operating within 2nd generation, 24 (22.6%) businesses are in their 3rd generation, while 9 (8.3%) of the businesses are in their 4th generation and 1 (.9%) business each is in its 5th and 6th generation respectively. Based on the information derived from this survey, it is quite clear that most businesses are within their second generation of existence and operation.

Table 4: Is Mentoring for Succession a Criterial of Business Performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	82	75.2	75.2	75.2
	No	27	24.8	24.8	100.0
	Total	109	100.0	100.0	

Source: Field Survey, 2017

In North East, a total number of 109 respondents were surveyed and questioned out of which 82 respondents concurred that mentoring a successor is criterial for family business performance, while 27 others said no to the assertion. It can therefore be deduced form the popular views, mentoring is a strong criterial for performance.

Table 5: High Level of Trust and Confidence on a Family Member to Pursue the Family Business Improve Firm Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	41	37.6	37.6	37.6
	Agreed	48	44.0	44.0	81.6
	Undecided	9	8.3	8.3	89.9
	Strongly Disagree	7	6.4	6.4	96.3
	Disagree	4	3.7	3.7	100.0
	Total	109	100.0	100.0	

Source: Field Survey, 2017

The data presented in the above table, depicts that a total number of 109 respondents were examined and 41 of them strongly agreed that high level of trust and confidence on a family member to pursue the family business improve firm performance, while aligning with this statement, 48 respondents also agreed that it is a fact and 9 others decided to be neutral about the issue. On the hand, 7 of the respondents strongly disagreed with the submission likewise, 4 other respondents. This means that majority lead the poll. i.e trust and confidence improve firm performance after succession.

Table 6: Previous Years Spent before Assuming Control of the Family Business Improve Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	53	48.6	48.6	48.6
	Agreed	43	39.4	39.4	88.0
	Undecided	11	10.1	10.1	98.1
	Strongly Disagree	2	1.8	1.8	100.0
	Disagreed	0	0	0	
	Total	109	100.0	100.0	

Source: Field Survey, 2017

From the North East States according to table above, a total of 109 businesses were surveyed and 53 respondents (48.6%) strongly agreed, 43 respondents with 39.4% also concurred to the assertion while, 11 others representing 10.1% chose undecided and 2 respondents strongly disagreed. Reasoning from the popular opinions, it can be concluded that having in place experienced works in business organizations especially family businesses which increase their performance level.

Table7: Influence of Personal Qualities of CEO on Family Business Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	61	56.0	56.0	56.0
	Agreed	42	38.5	38.5	94.5
	Undecided	6			
	Strongly Disagreed		5.5	5.5	100.0
	Disagreed				
	Total	109	100.0	100.0	

Source: Field Survey, 2017

With regards to the table above, 61(56.0%) out of the 109 owners/managers successors of family businesses strongly agreed that personal qualities of CEO influences the performance of a business firm, also 42 respondents representing 38.5% agreed with the submission. On the other hand, 6 others are undecided. The personal qualities of a CEO therefore, are influential determinant factors that improve performance of a business especially during post-succession period. Based on the above submission, for any business to grow reasonably as expected, the personal qualities of the successor are determinant factors that must be closely watched and accepted by the stakeholders.

Table 8: Descriptive

		Statistic	Std. Error
PSP	Mean	1.7431	.08587
	Median	1.0000	
	Variance	.804	
	Std. Deviation	.89653	
	Minimum	1.00	
	Maximum	5.00	
	Skewness	1.083	.231
	Kurtosis	.736	.459
LTFM	Mean	1.9450	.09826
	Median	2.0000	
	Variance	1.052	
	Std. Deviation	1.02591	
	Minimum	1.00	
	Maximum	5.00	
	Skewness	1.317	.231
	Kurtosis	1.484	.459
LCFM	Mean	1.7890	.10352
	Median	2.0000	
	Variance	1.168	
	Std. Deviation	1.08075	
	Minimum	1.00	
	Maximum	7.00	
	Skewness	2.046	.231
	Kurtosis	5.469	.459
MFMS	Mean	1.2477	.04154
	Median	1.0000	
	Variance	.188	
	Std. Deviation	.43367	
	Minimum	1.00	
	Maximum	2.00	
	Skewness	1.185	.231
	Kurtosis	-.607	.459

Source: Computed using SPSS

The result in table 4.1 shows descriptive statistic of the variable. From the result, the mean value of post succession performance is 1.74 with deviation from the mean standing at 0.89 which indicates that there is a considerable deviation from the mean. This means that there is high variation in the post succession performance of each of the firm. For the normality of the variable, the value of Skewness and Kurtosis are divided by their respective standard error. The values all fall outside -1.96 and +1.96 signifying non-normality in the data distribution. Thus, the data were normalized using log normalization.

Also the mean value of LTFM is 1.94, which that of LCFM is 1.78 while that of MFMS is 1.24. This result shows that the opinion of the respondents skewed towards 1(strongly disagree). All the variables also have case of non-normality and are thus normalized before the regression analysis was conducted.

Intra-family relationship and Post Succession Performance
Table 9: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.399[a]	.159	.127	.83764	1.564

a. Predictors: (Constant), PQS, MFMS, LTFM, LCFM
b. Dependent Variable: PSP

The result shows that the value of R-squared is 16%, this signifies that the model is able to account for 16% variation in the value of post succession performance of the selected family businesses. The value of adjusted r-squared is 13%, this declares that there is a significant drop in the value of r-squared. However, the value of standard error is 0.838 which is very small which signifies a robust regression. The Value of Durbin-Watson statistic is 1.56 which is close to 2 thus suggesting absence of autocorrelation.

Table 10: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.849	.358		2.370	.020		
	LCFM	.174	.081	.210	2.135	.035	.838	1.194
	LTFM	.225	.086	.258	2.628	.010	.840	1.190
	MFMS	-.060	.186	-.029	-.320	.750	.994	1.006
	PQS	.147	.134	.099	1.096	.275	.998	1.002

a. Dependent Variable: PSP

From the coefficient table, the constant of the regression is 0.849 with a probability value of 0.02. This implies that in the absence of intra-personal relationship, other factors have positive influence on the post-succession performance of the family owned businesses. The result also declares that a unit increase in the value of LCFM will lead to a unit increase of 0.174 in the value of post succession performance. This has significant effects on post succession performance since the value of probability is 0.035.

The result again shows that, a unit increase in the value of LTFM will lead to a 0.225 increase in the post succession performance of the businesses; this is because the p-value of the variable is 0.035.

The result also shows that a unit increase in the value of MFMS will lead to a 0.060 decrease in the value of post succession performance but without statistical significance. Furthermore, personal quality will lead to a 0.147 increase in the post succession performance however without statistical significance. The value of VIF are all less than 5 thus there is no case of autocorrelation.

Table 11: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.837	4	3.459	4.930	.001[b]
	Residual	72.970	104	.702		
	Total	86.807	108			

a. Dependent Variable: PSP

b. Predictors: (Constant), PQS, MFMS, LTFM, LCFM

From the result above the value of F-statistic is 4.930 while the corresponding p-value is 0.0000 which indicates that the overall model is fit. This declares that the combined effect of all independent variables have a significant effect on the post succession performance of the firms.

Conclusion and Recommendations

The study examined the effects of intra-family relationships on the post-succession performance of family businesses in North Eastern part of Nigeria. The study found that intra-family relationship is a significant determinant of post succession performance of family-owned businesses in the North Eastern states of the country. This implies that when family has a close relationship, it is open to suggestions on how to improve their businesses. In line with the findings, this study recommends for a closer tie among family members in a succession period. This could create better ideas for a better business performance after succession.

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LTFM	6.2752	3.220	.411	.288
LCFM	6.4312	3.118	.393	.304
PSP	6.4771	3.678	.379	.328
MFMS	6.9725	5.490	.052	.511
PQS	6.7248	5.424	-.001	.544