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Succession Success in Family Business in Ghana

Ghinwa Ghamloush
Walden University

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Walden University

College of Management and Technology

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Ghinwa Ghamloush

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the review committee have been made.

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Walden University
2021

Abstract

Succession Success in Family Business in Ghana

by

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MS, University of Liverpool, 2016

BS, Haigazian University, 2010

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2021

Abstract

Some FOB leaders lack effective strategies to successfully transition a family-owned business (FOB) from one generation to another. Seventy percent of family-owned businesses (FOB) fail to transition from the first generation to the second generation. Guided by the theory of planned behavior as the conceptual framework, the purpose of this qualitative multiple case study was to explore the business strategies that three FOB leaders used to achieve a successful transition of a FOB from one generation to another. This study included three FOB leaders in Ghana who successfully sustained their business operations after leadership succession. Data were collected through semistructured face-to-face interviews and member checking. Methodological triangulation of data sources such as interview transcripts, notes, and reviews of publicly available data from their Internet websites and member checking augmented the findings credibility and trustworthiness. Data analysis included word frequency analysis, coding of related phrases, and generation of themes. The data analysis results revealed three themes: successor selection between interest and commitment, family values and organization's culture, and transferring knowledge and experience. A key recommendation is for FOB leaders to prudently implement successor selection strategies in choosing the person who displayed the highest interest, commitment, and qualifications to become the new leaders of the FOB. The potential positive social change implications include stable employment opportunities, a better standard of living for employees and their families, and more investments in communities by FOB leaders.

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Dedication

More than to anyone else, I dedicate this work to my husband, Maher Faour. Besides being my soulmate and best friend, thank you for being my success partner and granting me all the unwavering support I needed to complete this journey. Thank you for being my strength to fight multiple sclerosis and never stop chasing my dreams. Thank you for bearing the numerous working hours devoted to researching, writing, and editing. Thank you, Maher, for raising me up to more than I can ever be.

I dedicate this work to my two miraculous daughters, Karen and Katalea, for whom I hope to be a role model on the merit of commitment to excellence in profession and academia. Girls, you have been my inspiration to keep moving forward. I also dedicate this study to my beautiful family: my mother, father, brothers, in-laws, and friends who believed in me and supported me with their continuous prayers. I am grateful to the Nouvelle Parfumerie Gandour family in Ghana and Ivory Coast for embracing and motivating me always.

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Table of Contents

List of Tables iv

List of Figures v

Section 1: Foundation of the Study.....1

 Background of the Problem1

 Problem Statement2

 Purpose Statement.....3

 Nature of the Study3

 Research Question5

 Interview Questions5

 Conceptual Framework.....5

 Operational Definitions.....6

 Assumptions, Limitations, and Delimitations.....8

 Assumptions..... 8

 Limitations 8

 Delimitations..... 9

 Significance of the Study9

 Contribution to Business Practice..... 10

 Implications for Social Change..... 10

 A Review of the Professional and Academic Literature.....10

 Theory of Planned Behavior 12

 Learning Organization Theory..... 16

Family Business	19
Family Business Vs Nonfamily Business	23
Succession in Family Business	28
Successor Selection in Family Business	32
Nepotism and Successor Selection	37
Successor Preparation and Engagement for Leadership	40
Gap in Literature	43
Section 2: The Project	45
Purpose Statement	45
Role of the Researcher	45
Participants	48
Research Method and Design	49
Research Method	50
Research Design	51
Population and Sampling	52
Ethical Research	53
Data Collection Instruments	55
Data Collection Technique	56
Data Organization Technique	59
Data Analysis	59
Reliability and Validity	61
Reliability	62

Validity	63
Transition and Summary.....	63
Section 3: Application to Professional Practice and Implications for Change	65
Presentation of the Findings.....	65
Theme 1: Successor Selection Between Interest and Commitment.....	67
Theme 2: Family Values and Organization’s Culture	70
Theme 3: Transferring Knowledge and Experience	73
Alignment to the Conceptual Framework.....	75
Applications to Professional Practice	77
Implications for Social Change.....	78
Recommendations for Action	79
Recommendations for Further Research.....	80
Reflections	81
Conclusion	82
References.....	83
Appendix A: Letter of Invitation	100
Appendix B: Interview Protocol	101

List of Tables

Table 1 *Source of Data for Literature Review*..... 12

Table 2 *Themes and Strategies*..... 67

List of Figures

Figure 1. Word Cloud for Successor Selection Between Interest and Commitment in the Interview Data 69

Figure 2. Word Cloud for Family Values and Organization’s Culture in the Interview Data..... 72

Figure 3. Word Cloud for Transferring Knowledge and Experience in the Interview Data 75

Section 1: Foundation of the Study

Survival across generations is important for family-owned businesses (FOBs). Only 3% of FOBs survive the third generation, and the most difficult decision for FOB members to make is a succession plan (Ramadani et al., 2017). Business concerns and the interplay among family members not related to the business complicate FOB succession. Leadership succession is a significant challenge for many FOBs (Ramadani et al., 2017). Events such as succession have the potential to disturb and even to destroy successful companies regardless of their financial position or market share (Bozer et al., 2017). In an attempt to understand succession business strategies, I evaluated successful business strategies that FOB leaders in Ghana use to transfer the business from one generation to another by maintaining business profitability and growth. The goal of this qualitative multiple case study was to provide strategies for FOB owners to attain a successful firm transition to the second generation by maintaining business growth, increasing the standard of living in the region, and enhancing the relationship among family members.

Background of the Problem

An FOB is one of the oldest types of business organizations. FOBs form an essential source of job development across generations and various domains (Mako et al., 2016). FOBs serve two thirds of the world's companies and generate an estimated 70–90% of global gross domestic product annually (Family Firm Institute, 2016). FOBs' greatest challenge is sustainability over decades, which has significant implications for families, extended family members, workers, and societies (Mako et al., 2016). FOB succession is the generational transition of management and ownership in a family

business involving a combination of factors including family practices and values, business, family and nonfamily relationships, and emotional aspects (Fendri & Nguyen, 2019). Studies on survival rates indicated that only 30% of FOBs complete the transition from the first to the second generation, and only 3% survive to the third generation (De Scheemaecker, 2017). The high rate of succession failure across generations is related to inadequate succession preparation and planning (Boyd et al., 2014). The succession planning process helps reduce the tensions and conflicts between family members and the business before and during the transition of leadership from one generation to another (Ramadani et al., 2017). Studying the importance of strategic succession planning in FOBs provides an opportunity to increase FOB continuity across generations (Ramadani et al., 2017).

Problem Statement

Seventy percent of FOBs fail to survive the transition of the business from the first generation to the second generation (Fendri & Nguyen, 2019). According to researchers, 32.2% of family businesses do not prepare the next generation to assume leadership through a process of succession planning (Ramadani et al., 2017). The general business problem was that some FOBs fail at a high rate to implement a successful succession plan from one generation to another. The specific business problem was that some FOB leaders lack effective strategies to achieve a successful transition of an FOB from one generation to another.

Purpose Statement

The purpose of this qualitative case study was to explore the business strategies that FOB leaders use to achieve a successful transition of an FOB from one generation to another. The target population included three leaders of FOBs located in West Africa who had successfully transitioned from one generation to another. The findings and conclusions of the study might lead to positive social change by providing strategies to owners of FOBs to prepare adequately for the leadership transition beyond the tenure of their founders. Providing FOB owners with strategies for managing leadership transitions might also contribute to the prosperity of the family members, employment sustainability, and better standards of living for employees' families and their communities.

Nature of the Study

I chose the qualitative methodology for this study. Qualitative research is a methodology used to gain a clear explanation for reasons behind a phenomenon or to deeply explore a phenomenon (Yin, 2018). The knowledge obtained by qualitative research is highly context dependent. In qualitative research, rich data and thick descriptions are collected by researchers through observations and interviews (Patten & Newhart, 2017). I chose the qualitative research methodology for this study because it fit best with the purpose of the study, which was to explore the business strategies in an FOB that achieves a successful succession across generations. The quantitative research methodology was not suitable for this study because it is based on interpreting variables' characteristics or relationships through analyzing numerical data through statistical analyses (see Apuke, 2017). A mixed-methods approach was also not suitable because

mixed-methods researchers use both quantitative and qualitative data to draw conclusions based on the combined strengths of both sets of data; however, I was not seeking to explain the study phenomenon through using numeric measures.

The chosen qualitative design for this study was a multiple case study. The research included three families representing three separate businesses that had experienced a successful transition of an FOB from one generation to another. A multiple case study supported the research with more in-depth information and helped me to obtain a better understanding and knowledge. A case study includes an interview for gaining knowledge regarding people's experiences and perceptions (Yin, 2018). Using a single case study would not have allowed me to conduct a comparison of participants' practices and experiences among different cases.

Other qualitative designs were not suitable for the current study. Mini ethnography was not suitable because it involves observing a case or phenomenon about a particular group, community, or culture and asking questions to understand the observations (see Hsieh et al., 2016). Using a focus group design would have required participants' involvement in a planned discussion, which is usually used by researchers for checking customers' perceptions of a new product or service, which was not suitable for the current study (see Plummer, 2017). Using the phenomenological design would have required interviewing the participants to understand the personal meanings of their lived experiences with the phenomenon (see Alase, 2017). The phenomenological design was not suitable for the current study because I did not wish to focus on the personal

meaning of the participants' lived experiences. My research addressed the strategies these three families used for their transition from one generation to another.

Research Question

What business strategies do family-owned business leaders use to achieve a successful transition of a family-owned business from one generation to another?

Interview Questions

1. What succession planning strategy do you currently adopt in your firm?
2. What key obstacles have you faced in implementing successful succession planning?
3. How did you address the key challenges related to succession planning?
4. What role do the family members play in forming the succession plan?
5. How does the succession plan affect the current and successor leader of the business?
6. How is the succession plan integrated with the company's strategic planning process?
7. What else can you share with me about your organization's strategies for transition of a business from one generation to another?

Conceptual Framework

The conceptual framework for this study was the theory of planned behavior (TPB) developed by Ajzen in 1985 (Ajzen, 1991). Ajzen (1991) proposed that the purpose of an action influences the individual's behavior associated with an increase in the intention to act to improve the chance of success. The fundamental constructs of the

TPB include (a) desirability of action, which can influence attitudes; (b) norms of behavior; and (c) perceived difficulties in the action (Mussolino & Calabro, 2014). The combination of an initiator's desires for action, the suitability of the result by a reference group, and the inventor's belief that the action will bring the desired results predict the behavior of the originator (Mussolino & Calabro, 2014). The TPB reflects the intentions of the initial leader or current chief executive officer (CEO) in FOBs toward succession, which can help someone develop a strategy for the transition process outcome. The TPB can be used to provide a means for developing and implementing the transition process between the initial leader and the successor (Boyd et al., 2014). From the TPB perspectives, researchers have suggested that the expected successor's involvement in a family firm affects the outcomes of the intergenerational succession process (Boyd et al., 2014). According to TPB, the family business affects economic growth and provides a means to increase tax revenues from job creation. Family businesses also have an added advantage of serving as business incubators for potential start-ups by encouraging business owners' offspring to get involved in the business (Carr & Sequeira, 2007).

Operational Definitions

The current study included organizational meanings of words or acronyms that are subject to different interpretations. Those definitions were provided in support of this study's scope and nature. To prevent misinterpretations of terms identified by peer-reviewed sources, the following list of organizational meanings offered clarity:

Family business longevity: Family business longevity refers to successful generational transfer of strategic family influence and long-term vision in the business (Moya et al., 2020).

Family business succession: Family business succession is a process involving the transition of management and ownership of a family business from a generation to another (Cater et al., 2016).

Family-owned business (FOB): A family-owned business is a business in which control and most owners belong to the family and at least two family members are involved in the management of the firm (Singh & Bhar, 2016).

Intrafamily succession: Intrafamily succession is the transfer of management to a member of the family who takes over the family business when the incumbent chooses to step down (Zhou et al., 2016).

Nepotism: Nepotism refers to the privilege given to family members by an owner or manager within an employment context by assigning them positions based on kinship rather than skills and abilities (Firfiray et al., 2018).

Paternalistic leadership: Paternalistic leadership is a typical style of leadership in the Asian cultures that works on influencing the employee's behavior and organizational commitment (Y. Chen et al., 2019).

Primogeniture: Primogeniture refers to the right of succession belonging to the first born in the family (Calabrò et al., 2018).

Assumptions, Limitations, and Delimitations

Assumptions

In the qualitative study, researchers start with certain assumptions to mitigate the misrepresentation of facts caused by excessive influence (Yin, 2018). Assumptions are ideas or beliefs accepted as facts and unverified (Yin, 2018). The primary assumption of the current study was that the participants who are the leaders of FOBs would be truthful and honest sources to provide credible information to allow me to answer the research question. The second assumption was that three cases in which family leaders had experienced successful family transitions in the ownership of their businesses from one generation to another would be an appropriate sample size for this study. The last assumption was that this study could be conducted in Ghana, West Africa, to provide the proper data needed.

Limitations

Limitations are constraints that affect the implementation of the study findings on applications to practice and the characteristics that the researcher could not cover completely or correctly (Theofanidis & Fountouki, 2018). First, the use of limited-scope interview questions did not allow for identifying all of the reasons behind transition success across a generation. The second limitation was the participants' location; all of the interviewed leaders are in Ghana, and the findings reflect their experience in Ghana. These findings may not apply to other West African countries and regions. The third limitation was that the participants' experiences might not represent the best practices for implementing succession. The fourth limitation was that the participants belong to

different business sectors; the succession experience may differ from one industry to another, and challenges may be more significant in other areas.

Delimitations

Researchers use delimitations to designate the borders and the available space for the study to ensure timely completion and efficient use of the resources and to maintain high research quality (Theofanidis & Fountouki, 2018). The first delimitation of this study came from the three case studies that covered three FOBs. The second delimitation was the geographical area. The participants are FOB owners with specific knowledge and experience for more than 10 years of management in family organizations. The participants had only worked and operated in Ghana. The delimitations of this study were the restrictions imposed by me for obtaining focused findings.

Significance of the Study

This study was significant in view of Ghanaian and West African FOB leaders who undergo continuous succession from one generation to another. The findings from the study may provide a better understanding of the successful transition planning and succession process. The study findings may add knowledge for current and future leaders of the FOBs regarding how to embrace succession to ensure the growth and continuity of the family organization. The findings may promote social change by identifying the appropriate involvement of successors within the family business to avoid family problems and determine the strategies family leaders can adapt or adopt in selecting successors for business sustainability and the benefits to communities and citizens.

Contribution to Business Practice

FOB leaders in Ghana need to understand how the policies and procedures they implement in their businesses affect the success of their succession. The goal of this study was to explore the strategies that FOB leaders in Ghana have found useful in successfully transitioning their businesses from one generation to the next. Successful small business owners develop, implement, and maintain transition strategies that facilitate their continued profitable operations. Specific strategies that enable generational longevity may contribute to improvements in the organizations' practices and outcomes such as increased profits and gaining competitive advantage.

Implications for Social Change

The implications for social change are the maintenance of profitable Ghanaian FOBs may reduce the unemployment rate in the region, which may increase the standard of living. Continuity of FOBs may strengthen the bond between family members and facilitate better relations among them. Profits may enable business owners to participate in more community-based charitable organizations such as implementing food and clothing donations programs for less fortunate people in society.

A Review of the Professional and Academic Literature

The general problem was that some FOBs failed at a high rate to implement a successful succession plan from one generation to another. The specific business problem was that some FOB leaders lack effective strategies to achieve a successful transition of an FOB from one generation to another. The purpose of this qualitative case study was to explore the business strategies that FOB leaders use to achieve a successful transition of

an FOB from one generation to another. The study's target population was three business owners who transitioned their business from one generation to another.

To conduct the literature review, I obtained the literature for this review through comprehensive online library search methods. Among the journal databases I searched for, those that generated the most relevant results were EBSCOhost, ProQuest, Google Scholar, and American Doctoral Dissertations. These databases included peer-reviewed articles from sources published in their online journals. The sources were found in the Walden Library and on Google Scholar, including SAGE Journals, Family Firm Review, and ProQuest Central.

The keywords or phrases that were searched included *succession*, *succession planning*, *strategic succession plan*, *succession leaders*, and *family business succession*. Of the peer-reviewed journal articles in the study, 85% were published between 2016 and 2020. The following topics are included in this review: theory of planned behavior, organization learning theory, family business, family business versus nonfamily business, succession planning, successor selection in a family business, nepotism, successor selection, and successor preparation and engagement for leadership. Table 1 provides information on the number and type of sources used in the study.

Table 1*Source of Data for Literature Review*

	Review of the literature- before 2016	Review of the literature after 2016	Entire study before 2016	Entire study after 2016	Total
Peer-reviewed journals	6	51	7	90	97
Books	3	5	3	11	14
Non-peer-reviewed journals	1	3	2	8	10
Total	10	59	12	109	121
Percentage (%)	15%	85%	10%	90%	100%

Theory of Planned Behavior

The TPB is an interpersonal theory that researchers use to suggest that information and reason contribute with eager intentions to act on a behavior (Ajzen, 1991). TPB served as a foundation for the current study. Ajzen (1991) presented the TPB as an extension of Fishbein and Ajzen's (1975) theory of reasoned action, which is an approach that is mainly used to predict and understand human behavior based on people's attitude and intentions in a diversified framework. The plan to execute a certain type of behavior may be affected by multiple environmental and social situations (Ajzen, 1991; Christodoulou et al., 2019). Economic, environmental, or political factors can affect an individual's apparent ability to act on their intentions to change. Ajzen added the

construct of behavioral control belief that explains whether individuals believe that they can act on their intentions and can make the required behavioral change in the face of constraints. Ajzen based the study on previous health behavior models and considered various determinants of change in human health behavior.

According to Ajzen (1991), the intentions, attitudes, and beliefs impact human behavior, and there are cause-and-effect relationships between the behavior of an individual and the plan to act, which is affected by perceptions and attitudes toward the act. The base of the TPB offered by Ajzen was that behavior is influenced by an intention to carry out a particular action and that the aim toward conduct clarifies why human beings make certain decisions. Three constructs are determined by the will to do an act: the individual's perception of the consequences of the action, the perceived behavioral norm shared with an important social entourage, and the perception as to the ease or difficulty of acting (Ajzen, 1991). A positive attitude is developed when a positive behavior outcome is evaluated (Ajzen, 1991).

The TPB was a suitable theory for my study, which focused on succession success in FOBs in Ghana, West Africa. The TPB measures direct behavioral aspects of humans under volitional control (Ajzen, 1991). The intentions and perceptions of FOB founders toward successions predict the nature of transitions they would implement for the family business, and succession is impacted by the understanding of acceptable norms within the family and social circle (Boyd et al., 2014). Researchers have also used the TPB to understand social phenomena, and they have proposed several theoretical frameworks for

dealing with human psychological procedures (Ajzen, 1991). However, the TPB was also used by researchers in studies that focused on predicting personal behavior.

Founders' transition of family business firms from generation to generation begins with the founders' consideration of the benefits of handing over the business to either internal (family) or external (nonfamily) members (Boyd et al., 2014). The leadership transition was illustrated by researchers that the intentions and inherited qualities of the founders toward successions should serve as predictors of the nature and outcome of transitions for the family business (Boyd et al., 2014). The owners' intentions influence the plan for succession and the decision to implement any change (Boyd et al., 2014).

Researchers highlighted that the perception of acceptable norms within the family and social entourage impacts the attitudes of the owners toward an action. Researchers have also identified three critical situational factors within the TPB provisions that influence the owners' decisions on transition:

- the commitment of the potential successor
- the events within the family
- the relationship between the household and the business (Boyd et al., 2014)

According to Malebana (2014), a person's conduct reflected beliefs of the possible outcomes of the action and the competence of that behavior within the social entourage of the individual. Malebana argued that within the TPB, a person's demeanor reflects principles of the possible results of the action and the suitability of that behavior within the social entourage of the individual. Malebana posited that work becomes

attractive to a person when it is perceived favorably and the individual believes that such an action would receive the approval of family members and friends.

I used the TPB to evaluate the influence of perceptions on the conduct of individuals. Boyd et al. (2014) argued that leaders come to different decisions on succession due to their different temperaments to the situational issues and that a mixture of the situational problems, regard for the family and the business, and perceived outcome of the transition influence the decision on the nature of succession for the family business. Boyd et al. provided insights into the basis of transition decisions and the link between owners' intentions and the definition of successful outcomes, which can be useful to owners of FOBs involved in succession processes. Within the TPB, the subjective norms act as the understated social pressure as to whether the social entourage will agree with an individual's decisions (Boyd et al., 2014). In contrast, the influence of social pressure is directly proportional to the significance the individual attaches to the opinions of the members (Passafaro et al., 2019). Stronger intentions lead to more commitments to perform an act and increase the chances of success (Passafaro et al., 2019). As such, the actions and intentions of human beings draw from their thinking, regardless of how they arose, which makes the actions appear almost programmed (Ajzen, 1991).

TPB offers a practical model for understanding the significant issues that affect leadership succession in family businesses (Sharma et al., 2020). The requirement that initiates the succession process is a prime determinant of the result of the process and the continuity of the company after a transition (Sharma et al., 2020). Parallel to the TPB

requirements, the chances of leadership succession are a function of the intentions of the relevant individuals engaging in the process (Sharma et al., 2020). The initiator's perception of the possible outcomes, the initiation's acceptance of the result by the initiator's social circle, and the initiator's perceived feasibility of the process also make such intentions reasonable (Sharma et al., 2020). For succession to be an intention, a leader must consider the process as needed (Sharma et al., 2020). Furthermore, the decision must be acceptable within the social norm, and the leader must observe a positive payoff from the outcome (Biesbroek & Wals, 2017).

Learning Organization Theory

The changes in the economic climate caused by globalization and technology have forced organizations all over the world to make significant transformations to adapt, thrive, and prosper in the emerging world. The change includes the basic ways of operating, values, and primary mission (Allouzi et al., 2018). Researchers considered a more important purpose for organizations than generating profits or new products and services, which is to become an effective learning organization (Allouzi et al., 2018). Without continual learning, profits, growth, and succession are not possible (Allouzi et al., 2018).

Senge et al. (1994) reexamined a learning organization's dynamics, whereby there is a link for individuals and organizations to learn how to learn cooperatively. Senge et al. distinguished learning organizations from traditional organizations as organizations that master the five fundamental principles: basic system principles of systems thinking, personal mastery, mental models, building shared vision, and team learning. Senge et

al.'s philosophy can be seen as geared toward organization, management, and leadership. Some added leadership, organizational transformation, stewardship, corporate engagement, and adaptation to the debate through literature. Senge et al. proposed giving up separating things and adopting a relational system, and encouraged individuals to pursue their imagination and the effects of attempting new thought patterns.

System Thinking

Adaptability and participation are inherent in the learning capacity of the individual and the learning organization (Biesbroek & Wals, 2017). Researchers have concentrated on the theory of social learning in Bandura (2000), but their dialogue on adaptation could lean toward the theory of learning organizations. This theory is a mechanism for participation and systems thinking, as defined by Senge et al. (1994).

Personal Mastery

Autonomy and commitment are essential components of understanding the particular dominant discipline (Senge et al., 1994). Getting a clear vision and building self-confidence leads the person through the cycle of honest self-examination and the environment (Kim & Manion, 2019). Involvement and participation were critical components of Smith and Torppa's (2010) study. Autonomy and inclusion work together, just like Burning Man Project's (2012) theory of immediacy, in which individuals and organizations have the potential to overcome obstacles that lie between them and knowledge of their inner self, the truth of those around them, where individuals interact to promote change.

Mental Model

Senge et al. (1994) challenged individuals and organizations to look in the mirror and question the authority of behaviors, values, and perceptions for growth purposes and to build new and successful world descriptions. The cycle of self remains at the core of the questioning of attitudes, values, assumptions, individuals, and staff. Atwood et al. (2010) examined leadership behavior and participant engagement through a 360-degree survey approach that they found developed coworker relationships through involvement and experience with leadership behaviors. Exposure to leadership has helped create a culture in which leaders promote change processes that enable evolutionary changes within the organization (Atwood et al., 2010).

Building Shared Vision

Creating a shared vision is not so much about a declaration of view but about commitment and contributing to a positive shared experience (Senge et al., 1994). Senge et al. (1994) urged organizations to see themselves as a society in which mutual mission contributes to the community, rather than enforcement, through cooperation and collaboration. Organizations that are more successful in promoting engagement are more likely to retain workers; therefore, a hired worker is more likely to share implicit information with the company and turn the company into a learning organization (Bakker, 2017).

Team Learning

Senge et al. (1994) advocated a dialogue that includes a discipline to communicate and listen to the community or organization's interaction further. Senge et

al. stated that this contact is essential to the capacity of the company to learn. Throughout the research of Atwood et al. (2010), leadership behavior and organizational learning appeared within team learning.

Family Business

According to Del Giudice (2017), the FOB is the most common form of business globally, but it involves complications due to the essential needed skills and knowledge. Family businesses are the predominant type of business organization estimated to range from 60% to 98% of all companies in various regions of the world (Daspit et al., 2017). An FOB is a business in which the control and the majority of owners are within the family, and at least two of the family members are involved in managing the organization (Revilla et al., 2016). A firm only qualifies as a family business if it is managed by family members and is family owned (Daspit et al., 2017). The underlying rationale is that influence takes place not only through formal ownership but also through leadership, and hence through the values and style of leadership (Daspit et al., 2017). The family business can be understood as a combination of family and company. The theoretical and practical concepts vary. A concrete concept is the family's desire to be in charge or act as one with the exclusive, unified, synergetic resources and capacities that emerge from it (Daspit et al., 2017). An organizational concept has centered on a combination of the four components involved in the business participation of the family: the transfer of ownership, governance, management, and succession across generations (Daspit et al., 2017).

FOBs represent two thirds of businesses worldwide and produce an estimated 70%-90% of annual global gross domestic product (Family Firm Institute, 2016). The family's presence within the company and the family's distinctive goals make the family business special. Family businesses are composed of a social structure controlled at least partly by interpersonal relationships and a business structure that is subject to market economic logic (Daspit et al., 2017). FOBs are a particular form of organization because uncertainty and difficulty exist when it comes time for succession planning and execution. Another factor that makes the family organization so exclusive is the merger of family or home with the work lives (Mussolino & Calabro, 2014).

Family Business research has grown aggressively, and researchers' interest in family business goals has flourished and succeeded (Williams et al., 2018). Work on family business goals is crucial because objectives decide the ability of the family business to act (Williams et al., 2018). Targets are shown by researchers to have a direct impact on family firm strategic decisions and behaviors. As family members regard the business as an extension of their own identity, they are strongly committed to both the company and the family's success and well-being. Thus, they are primarily concerned with perpetuating a positive family and firm image and reputation to build and sustain the right model with its stakeholders, as well as positive self-esteem (Williams et al., 2018).

Ramadani and Hoy (2015) classified family-owned business participants into four types: senior generation, the incumbent generation, inactive family members, and nonfamily members. The high generation is the current leader of the business and is getting ready to move the firm to the successor. The successor or the next leader

represents the incumbent generation. In addition to that, the family member could play different roles at the same time. A family member could play different purposes; for example, he/she can be an employee or an owner; he/she can play the two positions at the same time, or neither an employee or an owner (Binz et al., 2017). Despite the duality of the family business system, family businesses, at the same time, seek strategies that apply to both the family and the business system. Owners can also split family company priorities into preferences that are family-focused and business-oriented. Family goals are goals that the family, as a family, must attain by itself. Goals-based on business are goals that the family achieves through the company (Binz et al., 2017). The nonfamily member can also be either an owner or an employee (Ahluwalia et al., 2017).

In most family businesses, the firm becomes less competitive after the initial owner departs the organization; theorists have found no clear explanation for the existence of this relation. Researchers have suggested three actions that predict entrepreneurial legacy (Bernhard et al., 2020). The activities start with the tactical education of the younger individuals in the family to train them and get them involved in the family business at an early age. This activity aims for early education to be a period for learning the history of the family business and get inspired by it. The next action is when the senior family members who are already involved in the family business work side-by-side with the junior employees (Bernhard et al., 2020). The tactical succession represents the last action in which initial leaders preserve the business assets for the successors through the securing of the property, the prevention of siblings' purchases, and the incorporation of future in-laws. Researchers acknowledged that this cycle is

lengthy and delicate, but it has succeeded in some families and can be adapted by initial leaders for the future family business generation (Bernhard et al., 2020).

A leader is a major role in the family business. Leaders of the family business must determine when to step out of business and what is the most suitable procedure; they should follow to do that (Warrick, 2017). The family business leader set up and developed his or her company to create legacy and wealth and ensure family business longevity (Goel & Jones, 2016).

The vast majority of paternalistic leadership studies have focused on its outcomes and influence on the family business. One of the important outcomes examined has been organizational commitment, which is defined by researchers as an individual's psychological bond with a Paternalistic organization leadership is often studied as a unitary construct. Yet, its three dimensions might have different influences on behavior (Chen et al., 2019). Several researchers have looked into the on organizational commitment of the three dimensions but found that authoritarianism does not affect commitment; however, their findings related to benevolent leadership and moral leadership are inconsistent (Chen et al., 2019).

Mussolino and Calabro (2014) claimed that family organizations function in three models of paternalistic styles: authoritarian, benevolent, and moral. Authoritarian paternalistic is the least wanted by family business successors to meet. This model is the most obstructive for successors when attempting to promote their innovations and ideas (Mussolino & Calabro, 2014). The second type of paternalistic model is moral leadership, which occurs when the initial leader guides the person who will lead and own the family

firm in the future. The ethical model of leadership is based on the direct influence of the initial owner to the successor and encouraging the successor to be a successful and empowered leader by using his/her same group of morals (Mussolino & Calabro, 2014). In the last paternalistic model, initial leaders are more likely to show negative traits and dominance toward the successor. In the authoritarian model, the predecessors often view successors as subordinates. Successors mostly prefer benevolent and morel models as an alternative to paternalistic leadership as they symbolize love and power while imparting personal qualities such as frankness.

In this study, I was able to identify a common bond among family business and compare and possibly distinguish characteristics from one business to another. Besides, the evidence could support the generalization of results to this specific population when needed. Over the years, there has been considerable debate over the concept of family business throughout the family business literature. More efforts should be given by scholars to develop a more precise definition for the family business to make family business studies comparison less complicated (Neubauer & Lank, 2016). While lists of the oldest and largest family firms continue to draw attention among professionals, educators, and policymakers, scholarly efforts continue to intensify to recognize these firms ' specific challenges and competitive advantages (Daspit et al., 2017).

Family Business Vs Nonfamily Business

Owing to the existence of a family-owned organizations, family business research is motivated by the presumption that family firms vary from their non-family counterparts (Binz et al., 2017). Family and nonfamily businesses share a lot of broad

topics, including financial management, marketing, human resource management, entrepreneurship, and strategies (Acquaah et al., 2016). Family businesses face challenges that may be more noticeable than they would in other types of organizations. While family businesses maintain high performance, when compared to non-family companies, purchasers undervalue family businesses in acquisitions (Acquaah et al., 2016). In the case of smaller firms, the use of family involvement in management as a criterion for the demarcation of family firms is common. For large firms, researchers less often view family management as a distinctive factor between family and non-family firms (Taras et al., 2018). In many studies, the importance of family business versus non-family business and other business practices is also concerning and controversial among researchers (Yazici et al., 2018).

Family businesses are superior to non-family companies in terms of income, productivity, and other profitability indicators (Daspit et al., 2017). Besides that, and because of their indissolubly connected family and company reputations researchers believe that family firms are more likely to behave as good corporate citizens because they are more involved than non-family firms (Binz et al., 2017). Many researchers have presented a comparison of several characteristics and areas, including flexibility, proactivity, and risk-taking between family and non-family businesses (Yazici et al., 2018). Autonomy refers to people who bring an opportunity from the idea to the completion stage and guides this opportunity. Proactiveness is the expectation of changes in the market and future needs. Researchers found that family businesses were more competitive than non-family firms (Yazici et al., 2018). In addition to that, when

separating FOBs from non-family companies, family culture is a crucial feature (Kidwell et al., 2018).

Managing human resources in many family businesses is challenging as members of the family also engage in family and business activities at home and work concurrently. The family system is emotional, while non-family firms are the task-based system. The lack of family and business boundaries causes unclear demarcations of authority and responsibilities that complicate the relationships of family members in the family business (Kidwell et al., 2018). The inconsistencies in organizational norms that regulate family and business conduct and further expectations complicate human resource management in family businesses. Whereas the family's primary function is to cultivate and care for its members based on an individual's needs, the firm's primary purpose is to effectively compete in the marketplace, which requires its members to succeed and excel in their employment (Kidwell et al., 2018).

Governance in non-family business is mainly concerned with the effective structuring of the corporation between a dispersed group of owners and a limited number of managers. Management in family business firms also includes concerns such as effective collaboration of a group of family block holders or the efficient oversight of family managers by family owners. Succession has been a central preoccupation in family firms (Dou et al., 2020). Some researchers suggest that what makes a family firm unique and separates it from a non-family firm is its transgenerational focus and passing on the firm to future family generations. The primary mission of family business owners is to develop offspring into capable adults who can provide business continuity (Dou et

al., 2020). However, non-family firms aim to produce profitable goods and services regardless of who is going to lead or manage the business in the future. Family-centric and non-financial motivations often drive goals in the family business. They are a reflection of the family business owner's desires and intentions, such as socio-emotional wealth, reference points, and intrafamily succession (Williams et al., 2018).

Other researchers argue that regardless of the ownership or management structure, a business can only qualify as a family business if it has remained under family control beyond the founding generation. Many empirical studies find significant differences between founder-controlled companies and those controlled by later generations (Daspit et al., 2017). While comparing the characteristics of the board of family and non-family business, researchers analyzed that both CEO duality and busy directors positively affect family firm value. Moreover, independent directors who do not belong to the family do not seem to be useful for solving agency problems in the family business. The research shows that in family-controlled business, CEO duality has a favorable effect on the value of the family business (Daspit et al., 2017). The CEO duality is where the two roles, CEO and chairman, are held by the same family member as it diminished conflicts between managers and controlling shareholders that generate relevant agency costs but actively contribute to the growth and development of the firm (Daspit et al., 2017).

The positive influence of having a manager who is a family member provides corporate longevity and creates strong relationships with clients to sustain the business (Daspit et al., 2017). Family shareholders seem to use their authority, not for opportunistic reasons, but to safeguard management efficiency and improve their

business progress and development. Busy directors are good stewards and valuable assets for companies because of their expertise reputation and business contacts (Daspit et al., 2017). Finance researchers suggest that busy directors are chosen because of their exceptional advisory and managerial capacity that helps them to improve the board's role inefficiency (Daspit et al., 2017).

Although research about family business has increased and lots of new insights have been revealed, no uniform definition of family firms. The descriptions of this type of business have shown significant variation among different countries (Lantelme, 2017). Various Family Business Criteria, as follows: Family businesses are subject to one family or several families having a significant and characteristic impact, this criterion is usually related to the majority owner of the share and the company's voting rights, and family members need not be working in the firm, and a third party can manage the company (Lantelme, 2017). The defined majority of thresholds differ considerably in different studies. Although researchers often view family businesses as equal to SMEs (Lantelme, 2017). The influence of family stewardship is often regarded as a distinguishing feature. Researchers correlate the characteristic with a set of values, including altruism, collectivism, confidence, identity, loyalty and engagement, and better working relationships that can be found in different degrees (Rubino et al., 2017). Such principles support the often-stated objective of freedom, which includes stable financing and achieving the successional mission to ensure the company's survival. From a structural point of view, the family subsystem, particularly, drives the unique opportunities and the

unique risks of the family business, its policy, and its diverse organizational structures – including ownership and company subsystems (Rubino et al., 2017).

Succession in Family Business

In the life cycle of an organization, the succession of the leader is unavoidable and carries significant firm consequences. Most CEO succession studies investigate direct causes or effects of succession, without the underlying mechanism being thoroughly described, in part because current theory cannot explain, and researchers seldom observe, succession planning processes in practice (Scheper et al., 2018). Boards face a difficult challenge in handling transition processes to a CEO. They lack in-depth knowledge of the company and its employees and will rely on the CEO for details and access to succession applicants (Scheper et al., 2018).

The succession process can be interpreted as mutual behavior between critical players and concerning other company stakeholders, where coordination between actors is necessary (Kandade et al., 2020). Ward, (2016) argues that the definition of a family business should depend on the ability of the business to achieve succession because succession has a severe and direct effect on the economy. The family business continuity is mainly based on the family's desire to preserve the family's ownership, which appears in control, leadership, and management involvement and led over successive generations (Goel, & Jones, 2016). Historically, the impact of succession across generations on the survival and performance of the family business has created much debate in current literature (Kandade et al., 2020). Long-term ownership of a family business presupposes

a degree of capability in entrepreneurial exploration and exploitation, without which the family business as a family business could not be sustained (Goel, & Jones, 2016).

Succession is considered as a pattern in which management and ownership of a family business are transferred to the next generation (Cater et al., 2016). The research indicated the topic of family business succession continues to lead the field based on the literature; more than 20% of the articles refer to the succession process. Most strategic approaches involving succession relate to the business's economic performance (Hatak et al., 2016).

All businesses face related leadership succession problems (Alayo et al., 2016). However, these issues are more complicated within the family business because beyond the requisite qualifications and skills for the position, there is a desire among family members for successors to emerge (Alayo et al., 2016). There are two significant variables involved in determining the efficacy or succession of a leadership plan; these include the satisfaction of family members with the process, and the quality of the process based on quantitative evidence from the organization (Alayo et al., 2016).

According to Bizri (2016), and based on a study of family businesses in Lebanon, the process of leadership succession involved focusing on the basis for successor choice and the impact of these choices on the siblings' entrepreneurial behavior. In his qualitative research, Bizri discovered three dimensions that greatly influence the choice of a successor. These dimensions include the impact on the selection decision of the structural aspects; the impact of the perceptual dimensions; and the relational dimensions (Bizri, 2016).

Succession planning is a required preparation necessary for maintaining family unity and business continuity through the next generation (Adedayo et al., 2016). Researchers consider the family and the /business as subsystems involving relationships among family members, individual emotions, personal feelings, communication, motivation and education, and the transfer of the leader's role as soft issues. One concern facing family business owners is how to conduct the successful and affordable transfer of the business to the next generation and critical employees. Succession is a crucial turning point in the firm's lifecycle, and the primary concern of the business owners is how to keep the family business in the family. Succession is not a fixed phenomenon that occurs in the life of the creator and his successor at a well-defined time. Still, it is a dynamic process that can be mapped and described in detail from the perspective of the next generation of family members (Agarwal et al., 2016). Failure in the succession process can result in financial losses, and even the loss of the whole business (Agarwal et al., 2016). Thinking about when they will not be in control of their firms is something uncommon for business owners; this often leads them to delay the succession planning process. Many family business owners are reluctant to plan for future leadership changes, making these transitions less likely to be successful. Obligatory uncertainties can lead to succession stagnation or even disruption of the process (Collins et al., 2016).

Researchers have considered succession on different levels: The individual level, the group level, the firm level, and the environment level. The individual-level which refers to the personal experience from a psychosocial point of view, putting individuals (individual entrepreneurs or family business managers CEOs at the center of the

succession cycle is considering personal attributes, attitudes, perceptions, behaviors, and expectations (Agarwal et al., 2016). The group-level differentiates the family business relationship from family relationships, looking at relationships, social dynamics, impacts of family members on the succession process, and the responses of the non-family management to the succession process (Giamarco, 2017). The firm-level interpretations concerning cultural and organizational developments, and reflects the collaboration of ownership transfer and succession and the firm level dimension. Environmental level viewpoint is based on the contingency theory and the corporate ecology model and considers the external environmental contingencies which impact the firm structure (Agarwal et al., 2016).

Researchers introduced three levels to a business succession plan. The first level of a business succession plan is management. Recognizing the difference between control and ownership is essential. The day-to-day management of the business may be left to one child, while all other active and nonactive children went with the ownership of the business (Collins et al., 2016). A company succession plan's second level is ownership. Many business owners would prefer to leave their business to those children involved in the company and its operation, but still, want to handle their children equally. However, not all business owners have sufficient non-business assets that allow them to leave an equal share of their estate to their inactive children (Collins et al., 2016).

A business succession plan must provide a means of transferring wealth to the children who are not interested in or not qualified for continuing the business. Business owners must also assess the most effective transfer ownership method and the most

appropriate time for the transfer to occur. Two other issues concerning ownership, leaders must address. The first is whether the business owner will have continued economic benefit after the transfer of ownership. The third level of a business succession plan is to transfer taxes. Estate taxes alone can assert up to 40 percent of the company's value, which often results in a company having to liquidate or take on debt to survive and avoid an obligatory liquidation. Moreover, the need to experience a deficit to pay estate taxes will also require several lifetime gifting strategies that can be implemented by the business owner to minimize estate taxes (Giarmarco, 2017).

Successor Selection in Family Business

Succession, and in particular the succession of Chief Executive Officer (CEO), is one of the most significant issues affecting family businesses as it represents a crucial turning company's life cycle (Schell et al., 2019). The process of choosing a suitable and capable successor is essential to a firm's survival, as the CEO is likely to play a vital role in deciding the prospects of business through his/her position and decision making. CEO successor selection has been a process guided mostly by primogeniture (Schell et al., 2019) and thus considered a somewhat automated process. The most crucial successor attributes are honesty and loyalty to the market, while birth order and gender are less critical, which implies that selection is more deliberate and achievable (Schell et al., 2019).

Family-owned organizations favor internal family applicants for significant family-run management roles. The current generation of potential successors may not necessarily follow a route into the family business (Schell et al., 2019). Parents may have

encouraged their offspring to deliberately choose their career path and may have opted for a profession outside the family business or self-employment (Basco 2017).

Researchers assumed that the selection criteria branch from the family's desire to choose a successor who enjoys different dimensional skills: personal qualities, business, interpersonal skills, and experience. This combination of qualities concurrently stresses the prominent role of a good fit with the family in successor selection. This fit is required in family businesses because managers must simultaneously address family and business goals (Basco, 2017; Binz et al., 2017; Schell et al., 2019).

In professionally managed companies, boards of directors often make successive decisions using a professional consultancy service for recruitment. In such companies, the successor is selected based on perceived competence from a suggested list of candidates (Schell et al., 2019). In contrast, few people in family business firms will exist in the organization or the family with experience of when and how to deal with succession. Succession is a rare occurrence for the family business that occurs only once for each generation (Schell et al., 2019). As a result, one of the most pressing problems for the family business is planning to pass on a challenge and overlooked issue in many family businesses to the next generation. Besides, since the number of potential successors is mostly limited to the number of family members, FOB succession carries a higher risk of failure (Schell et al., 2019).

The selection process of a suitable and qualified successor is essential to the family business' survival. CEO plays a crucial role in evaluating the future of an organization through his/her strategic actions in decision-making (Schell et al., 2019).

The leader or CEO successor selection was process-driven mostly by primogeniture in many cultures and periods and was, therefore, a somewhat automated procedure. Today, the most critical attributes of successors are integrity and commitment to the business. At the same time, birth order and gender are less significant, which implies that selection becomes a more intentional and controllable process (Sharma & Agarwal, 2016). The pool of potential domestic CEO succession candidates from the family is growing wider. Owners are appointing more and more in-family female CEO successors, and second or third-born children are more likely to succeed their parents than ever. The selection of the most successful family internal successor from the pool of potential candidates is one of the primary success factors in the family business CEO succession (Sharma & Agarwal, 2016). Choosing the right replacement is a method of determining a classic team. Scholars have extensively studied the problems of staff selection in general and established the presence of information asymmetries between the potential candidate and the applicant as one of the main issues to be solved. No one can correctly assess all relevant aspects of selection, such as skills, behaviors, expectations, and preferences, even in the inner family circle (Sharma, & Agarwal, 2016).

Another scholar addressed the centrality of trust within FOB, both for family and business functioning (Bell, 2019). Trust in a family organization is an important, far-reaching, multi-faceted concept closely linked to expectations, principles, and beliefs. Nevertheless, gaining trust is not a one-time achievement. Rather, it includes a continuous series of activities that gain or increase trust over time as people understand each other's trustworthiness (Bell, 2019). The level of trust in the family business is

crucial as it allows members to influence each other and defines their characters and abilities. Trust in family members, mainly shown by predecessors/managers and their children/successors, and it impacts interpersonal relationships, members' characteristics, and family business behavior patterns (Bell, 2019). Character attributes of confidence, or trustworthiness, include qualities such as integrity, continuity, fairness, predictability, loyalty, benevolent motives, a lack of hidden agendas, transparency, compassion, respect, sincerity, and sincere concern (Azizi et al., 2017). Competence-related trust aspects include skill, competencies and capability, strength, and demonstrated reliability (Azizi et al., 2017; Bell, 2019).

Family businesses are known as exceptional because of the convergence of family and business life. The convergence of the differential status of family and non-family employees in family business firms complicates social relations. Researchers have suggested that non-family employees may even face bifurcation discrimination in human resource practices by unfair treatment in promotions, performance reviews, and compensation of family and business (Dhaenens et al., 2018). While researchers have suggested that extensive compensation networks have distinguished family businesses where rewards are given indirectly by the long-term success of non-family workers, they are often subjected by the leaders to unfair treatment (Dhaenens et al., 2018).

Even though non-family workers play a crucial role in the success of family businesses, incentives for change are often withheld due to family members' preference. As a result, family members often dominate executive positions in family businesses, while non-family managers operate daily (Dhaenens et al., 2018). As a result to this

unfair bias in treatment and bifurcation, non-family employees often perceive themselves as outsiders who belong to a lower class in comparison with family members (Dhaenens et al., 2018).

Blumentritt (2016) defined three types of motivation for offspring when assessing the successor issue within family businesses. The first form of incentive for offspring requires future heirs who are eager and motivated to join the family firm without any further support. The second type includes offspring with unique interests, skills, or qualities for other fields and domains. The founders may feel hopeless with such kinds of the family to induce them in the business. The third type includes the potential successor offspring. These relatives of the owner prefer employment with firms against other business opportunities in this domain (Blumentritt, 2016). These individuals represent the best successor type, where the family may have different inspirations than the initial leader.

Blumentritt (2016) also worked on classifying succession candidates based on their characters into four classes, none of which are ideal successors. The long shots are the smallest group. This group includes individuals who do not have any natural ability or desire to work in the family firm (Blumentritt, 2016). The second group includes individuals who can become capable successors and, at the same time, can pursue other business options not related to the family (Blumentritt, 2016). The third group includes individuals who have a strong will to enter the business. Still, they are indeterminate about their capabilities, which may be caused by their interpretation or by the doubtfulness from other individuals in the family. The last class is the most promising

and includes children with advanced potentials who have high abilities and are interested in entering the business. These candidates may have the same capabilities as external professional individuals for the family business. The successor who belongs to the fourth group will move forward with the initial leader (Blumentritt, 2016).

Communicating the successors classification operation to the successor could enable the offspring to join in the organization's effort as its new leader. Investments from the founder will help the company and improve the business position which can contribute to the success of the offspring and the firm itself, to gain family support and acceptance, the founder must share the information about these activities with the offspring and with other family members (Blumentritt, 2016).

Nepotism and Successor Selection

Nepotism is a tendency of an owner or manager to hire family members (nepots) instead of random job applicants. Nepotism is a standard recruitment method in (family) firms in which families use their power to recruit family members, thereby maintaining family presence over time and generations (Rajpaul-Baptiste, 2018). Nepotism is a viable hiring method in family businesses, where families use their power to employ family members and thereby maintain family participation over time and generations. The nepotism custom that encourages widely held family goals of moving firm leadership to the next generation (Rajpaul-Baptiste, 2018). Nepotism, however, being discriminated against non- family employees, has been described as detrimental to society. Some studies indicate nepotism can be harmful to the organization itself (Rajpaul-Baptiste, 2018).

Researchers commonly view nepotism as a prime reason for initial leaders to hand over the business to their offspring and other close members who belong to the family (Gorji et al., 2019). Critical problems follow nepotism and family conflicts; for this reason, the board of directors may not approve of this approach (Gorji et al., 2019). From a social view, nepotism is considered illegitimate, and family firms' capital is viewed with suspicion by capital because they are associated with nepotism, and investors often markdown their shares. However, leaders widely practice nepotism outside the family business. Nepotism is most common at the highest level of the income hierarchy, with a strong positive impact on the successor's lifetime earnings (Gorji et al., 2019).

Nepotism can assume several forms and can exist at various levels, such as hiring family members as managers within the senior managerial level. Different reasons lead with the owners to base their selection for a successor on family members (Firfiray et al., 2018). Researchers identified varying views on nepotism. Some researchers have perceived nepotism as a useful tool to deal with highly committed family expertise and allows a willing inexpensive workforce to gain a highly competitive advantage. In contrast, the special treatment of family members in the business based on blood relationships and not on skills and abilities have long been called into doubt for business reasons. Nepotism may affect the firm's financial outcome and socioemotional wealth of the family, such as family ties and conflict of interest, and it widely affects the ability to transfer an excellent firm to the next generation (Firfiray et al., 2018).

Family owners should decide whether or not to practice nepotism while selecting the successor of the business (Firfiray et al., 2018). The owner should evaluate the

possible gains and losses of nepotism in the organization's financial performance and the socioemotional wealth of the family (Firfiray et al., 2018). The presence of the family permits the cash between blood relationships and business commitment for effectiveness and efficiency when dealing with workforce actions for family members (Firfiray et al., 2018).

Researchers emphasized the complication faced by business owners in dealing objectively with family member's productivity and effectiveness, the lack of merit-based logical structure, and paying for family members without referring to the performance assessment (Firfiray et al., 2018). Researchers mentioned that consideration should be given to the various degrees of practicing and defusing nepotism in a firm when seeking to reveal nepotistic practices in a family business (Firfiray et al., 2018).

Nepotism is categorized into 2 different forms: direct and indirect types (Gorji et al., 2019). Direct nepotism is based on simple family preferment, and indirect nepotism is based on demonstrated competence in an occupational field (Gorji et al., 2019). Families practice indirect nepotism while participating in dynastic policies that distribute a 'box' of human, financial, and cultural resources that enable their descendants to prosper in highly competitive labor markets (Gorji et al., 2019). Indirect nepotism is especially important for jobs in cultural and creative industries where individual performance characteristics can be difficult to evaluate objectively. Employers in these industries are affected by third party social ratings and other achievement indicators (Koppman, 2016).

The type of nepotism influences the degree to which family enterprises will take advantage of family social capital (Firfiray et al., 2018). However, the entitlement

situation shows the reverse of nepotism (Ignatowski et al., 2020). When family companies employ family members without considering social interdependence, prior family relationships, and societal norms, it is doubtful that their hiring practices will not likely support organization competitiveness. Such entitlement nepotism might even be harmful (Rajpaul-Baptiste, 2018).

Successor Preparation and Engagement for Leadership

The leading cause of the failure of the succession process in a family-owned business is that the next generation's successors are not always sufficiently prepared to take on the leading position. Based on the lack of the successor's sufficient preparation for leading the business, founders of family business current leaders should make the successor's leadership growth a priority as he/ she represents one of the critical determinants of the survival of family firms over generations (Kandade et al., 2020). The successor position is crucial to the next-generation family member's succession plan, but it is based on their skills, needs, and goals (Samei & Feyzbaksh, 2016). To keep a family business competitive, the leader must generate a new strategy for each generation that enters the company (Sharma et al., 2003). Throughout the succession process, a latent successor's experience will determine the extent to which the successors are prepared by current leaders to take over the firm (Mussolino & Calabro, 2014).

Previous literature has historically concentrated on improving the successor's business and technical skills with incremental expansion to investigate the role of high-quality relationships in developing next-generation family membership leadership (Venter, 2018). In particular, establishing high-quality relationships between the

successor and different family business stakeholders was intricately linked with preparing next-generation successors to succeed in their leadership role (Yonglong Zhou et al., 2016).

Alayo et al. (2016) surmised that gaining professionalism within a family company is a feature of training to gain professionalism within a family company. As a result, FOB owners should incorporate preparation to increase their level of growth and experience, rather than depending on family relations as the only succession criteria. Essentially, the aim of the training is not only to build leaders who will grow within their companies and ultimately take over the running of businesses but also prepare those who will become trainers themselves for future trainees. Odengo and Bett (2016) reported that training is a tool for transformation because it allows new abilities, expertise to be gained and developed, and opens up opportunities to take on new positions.

A current leader examines the current business environment setting and vision for the future to ensure that the potential successor possesses the appropriate skills through growth and experience to take the lead position (Aronoff & Ward, 2017). External changes in the environment and social norms continue to continue from one generation to the next, including respect for authority, firming of social bonds, and communications (Kidwell et al., 2018). Once the leader has identified a successor, he or she must be able to lead, manage, communicate, and commit to taking over the business (Aronoff & Ward, 2017).

A capable successor was a critical variable in a productive succession process (Alayo et al., 2016). Mussolino and Calabro (2014) argued for other variables, such as

creating an environment to facilitate the process. A business owner has an essential responsibility to plan for the continuation of a family-owned business. Tabor et al. (2017) reported that attributes such as demographics, gender, age, industry, and board of directors were instrumental to family business continuity. Urick et al. (2017) claimed that researchers interpreted the age-based approach according to genes.

Ward (2016) proposed that each generation of a family-owned business should be analyzed according to their planning terms as each generation has specific problems and needs. The successor experience might affect the succession. Strategies for succession planning need structures like collaboration, reputation, positive feedback, appreciation, rewards, and opportunities. According to Stephan et al., (2016), the detection and operationalization of these mechanisms may promote positive behavior and create opportunities for change in behavior and attitudes.

The essential properties and value of the incumbent shaped the future and strategy of the family business. As a result, a successful family-owned transition is a result of a good company (Neubauer & Lank, 2016). In addition to that, Ward insisted in his argument on a positive reflection as he argued that rivalry and conflict could be beneficial to business growth because it encouraged family members to develop new ideas. Family business succession can maximize the success of the family business; hence Family success influence positively family business and not the opposite (Ward, 2016). Findings in this area showed that researchers focused attention on succession, but many studies left the successor engagement and preparation out of consideration.

Gap in Literature

Much of the FOBs literature and leadership succession studies concentrate mainly on intergenerational changes from the first to the second generation and beyond. Sustainable leadership still poses a challenge to business owners, given this intense concentration of efforts in this regard. For example, available statistics show the average lifetime of a family-owned company is 24 years; however, at the exit of the founder or first-generation owner, many companies will soon be extinct (Alayo et al., 2016). This low success rate of leadership succession at FOBs is very troubling, and of grave concern to business leaders and scholars. The question of how founders and family-owned business leaders in Ghana prepare and engage the next generation successor for leadership and the associated difficulties in this cycle has become a leader and family business problem that remains largely unexplored.

As a result, I explored succession success in the family-owned businesses from the viewpoint of family business leaders' lived experiences in Ghana and how they planned and achieved a successful succession of leadership. The theory of planned behavior was used as the conceptual framework to support the research. The focus of this qualitative multiple case study was to understand deeply family business owners prepared for the succession period, how they selected and prepared the next-generation successor, and how they addressed the challenges of the transition process.

Section 1 included the foundation and the background of the study, the problem statement, the purpose statement, and an explanation for my selection of qualitative research approach and multiple case study design. Section 1 also contained the study's

significance, the contribution of the study to business practice, and a review of the professional and academic literature. In the literature review, my primary concern was the theory, the alternative theory of the study and the family business, family business versus non-family business, Leadership in the family business, succession planning, successor selection in the family business, Nepotism, and successor selection, and, successor preparation and engagement for Leadership.

Section 2 included an overview of the multiple case study processes and covered the role of the researcher, the participants in the study, the research method and research design, the population and sampling, the requirements for ethical research, the data collection instruments and technique, data organization techniques and analysis, and reliability and validity. In Section 3, I provided the presentation of findings of the study, recommendations for business application, and the conclusion. This section summarizes Section 1 and gives an overview of the next 2 sections.

Section 2: The Project

In this study, I focused on family business succession in Ghana, and I adopted a qualitative multiple case study approach for examining this topic. Section 2 includes the purpose statement, researcher's role, research method and design, population, and data sampling. In addition, this section includes the data collection instruments, techniques and analysis, reliability, and validity of the study.

Purpose Statement

The purpose of this qualitative case study was to explore the business strategies that FOB leaders used to achieve a successful transition of an FOB from one generation to another. The target population included three business leaders of FOBs located in West Africa who had successfully transitioned from one generation to another. The findings and conclusions of the study may lead to positive social change by providing strategies to owners of FOBs to prepare for the leadership transition beyond the tenure of their founders. Providing family business owners with strategies for managing leadership transitions may also contribute to the prosperity of the family members, employment sustainability, and better standards of living for employees' families and their communities.

Role of the Researcher

The role of researchers in qualitative studies includes reflection and analysis of written and verbal data from participants to describe the problem or phenomenon addressed by the research and to articulate its position and perspectives (Castleberry & Nolen, 2018). I conducted this study in Ghana, West Africa, where I have a recognized

network and relationships with business executives and senior managers. I am familiar with FOBs because I work as a head of marketing in one of the FOBs that manufactures and distributes cosmetic products.

The researcher serves as a research tool. Researchers' orientations and mindsets influence the design, nature, and conclusions of qualitative social science studies (Schmidt, 2016). Researchers' personal experiences, views, and perspectives can introduce biases in qualitative studies' analyses and findings (Rosenthal, 2016). Serving as a research tool has many advantages, like having a complete understanding of the study and targeting the researcher's purpose from the data collected (Shaw & Satalkar, 2018). This research role gives the researcher different responsibilities, such as controlling for personal bias and being aware of the study's assumptions and limitations (Shaw & Satalkar, 2018). Personal preference is a dominant issue in qualitative research and forms one of its main disadvantages. Olteanu et al. (2019) claimed that researchers should be mindful of reliability ethics and interpret data without bias.

In this research, I was accountable for selecting the appropriate participants, communicating with them about the purpose of the study, making arrangements for conducting the interviews, and ensuring the interviews and study adhered to the ethical research requirements. I complied with the ethical standards outlined in the Belmont Report by treating each participant and all company documents with respect and by not exploiting information shared during confidential sessions (see Friesen et al., 2017).

A qualitative researcher uses semistructured open-ended interview questions to conduct a thorough exploration of the subject, understand procedures, and detect possible

experimental correlations (Weller et al., 2018). In this study, I was responsible for collecting the data by conducting semistructured face-to-face interviews with the participants to explore their experiences in the family business transition from one generation to another. The interviews took place at work after office hours in the private office of the participants' workplace. I did not conduct interviews during holidays and weekends. Each interview lasted approximately 30 minutes. I was also responsible for analyzing the data collected from the interviews. As a researcher, I had to respect the cultural background and traditions of the participants to establish a trust relationship and to obtain through the interview process the rich data and thick descriptions that reflect the studied phenomenon.

Without proper explanation, individuals may make conclusions about things they recall happening (Shaw & Satalkar, 2018). A researcher should be mindful of experimenter bias, including the possible adherence to a particular hypothesis and discounting other possible explanations (Shaw & Satalkar, 2018). The goal is to evaluate data as objectively as possible and end up with valid findings (Yates & Legget, 2016).

In qualitative research, the researcher should classify participants, commit participants to the interview, and perform the interview while conducting a multiple case study (Rosenthal, 2016). As a researcher, I used a detailed journal to record progress during the research process, and interview details were reviewed with the study participants to clarify unclear information. I preserved the participants' confidentiality during the research process, which included the data collection, data cleaning, and dissemination of research findings. I was responsible for collecting, analyzing, and

reporting findings and conclusions resulting from various resources. During the study, I was responsible for the review of literature founded on existing knowledge, research method and design, and selection of participants. A researcher should work on presenting qualified resources in the study to increase reliability and credibility to the conclusions and findings (Hansson & Polk, 2018).

Participants

Gaining access to qualitative research participants could be an intimidating task (Aroles, 2018). This study included three leaders of FOBs who had been able to sustain their business operations successfully after leadership succession from one generation to another. I selected FOB leaders who belonged to a medium- or small-size FOB that operates in Accra Ghana and represents either the first or second generation. The selection of the participants was critical. Based on the purpose of the study, I selected well-known businesses in Ghana, which have a significant influence on other business owners. The study participants should be knowledgeable and have experience that serves the studied phenomenon and research question (Algozzine & Hancock, 2016). I adopted a selective sampling process to choose the participants. This process is a non-probability technique that focuses on the researcher's judgment on each of the selected cases (Etikan et al., 2016). Protecting and upholding participant confidentiality is a dynamic factor in acquiring and maintaining trust (Surmiak, 2018).

As a researcher, I provided a clear explanation of the study's purpose for the three participants. Participants were not obliged to participate in the study. In addition, the participants could withdraw from the study without complications by providing written or

verbal notice via email or telephone. The collected data remained in a safe and preserved place in my home on an external hard disk, and I will dispose of the data after 5 years from the study completion date. I scheduled a meeting with each of the three participants over the phone. Later, I sent an email with the attached letter that communicated the purpose of the study, the data needed from the interviews, and a guarantee of confidentiality of the provided information. Direct contact with the participants is necessary to secure consent to conduct the interviews at different places (Spencer et al., 2017). To access the participants, I used my public relations and social media skills to call or obtain the email addresses of the participants to contact them and schedule an appointment for the interview after institutional review board approval. Walden University's approval number for this study was 09-18-20-0755288. I called five family business leaders and I interviewed three leaders because I achieved data saturation.

Research Method and Design

The research problem or phenomenon, the purpose statement, and the research questions are to be considered when deciding the research method and design of the study (Ghauri et al., 2020). For this study, I selected a qualitative research approach for collecting data regarding succession success in family businesses in Ghana. In the following section, I justify the reasons for selecting a qualitative approach and case study design to explore the strategies used by family business leaders to transfer the business from one generation to another.

Research Method

I considered using qualitative, quantitative, and mixed methods for this study. The qualitative method was the most appropriate approach to address the research question of this study. The purpose of this qualitative study was to explore the business strategies that FOB leaders used to achieve a successful transition of an FOB from one generation to another. Conducting qualitative research enables the exploration of the real-life experiences of people (Marshall & Rossman, 2016).

The qualitative approach was suitable because this study depended on narrative, descriptive, and nonnumeric data. This approach allowed me to develop insights into the problem by conducting semistructured interviews (see Yin, 2018). Qualitative research is practical, explanatory, and grounded in the experience of the people (Marshall & Rossman, 2016). Qualitative research provided a descriptive understanding of how leaders plan and prepare their family organizations for the transition period.

Collaborating with participants is how researchers facilitate data interpretation and themes. I enabled data interpretation and identification of themes by working with participants. Applying a qualitative approach helped me collect data needed to answer the research question and achieve the study's purpose (see Patten & Newhart, 2017). Quantitative researchers use statistical methods to study relationships or differences among variables to understand phenomena or problems (Apuke, 2017). In a mixed-methods study, researchers utilize both qualitative and quantitative methods in the same study. In this study, I did not need any numeric variables or statistical analyses to

understand a phenomenon, a problem, or relationship. Therefore, the quantitative or mixed-methods approach was not appropriate.

Research Design

Research methodology can have several possible designs. These designs include experimental, quasi-experimental, and ex post facto designs; correlational designs; survey research; grounded theory; ethnography; action research; narrative research; oral and life histories; and consensual qualitative research (Merriam & Tisdell, 2016). In the current study, I used a multiple case study design to examine an actual condition in a specific context or scope. The multiple case study design allows a researcher to provide background perspective to a situation or problem. This research design serves as a set of guidelines for collecting and analyzing data applicable to the research question. An appropriate research design will add strength to the validity of a study (Merriam & Tisdell, 2016). The case study design is time intensive and focuses on the situation (Barclay & Stoltz, 2016).

Other designs used in qualitative research include mini-ethnography. This design was not suitable for the current study because it involves observing a case or phenomenon and asking questions to justify the observation. These practices cannot be applied to the initial leaders of the family business, and the maturity and transition stage may take a lot of time (see Hsieh et al., 2016). Another type of qualitative design is the focus group. This design is applicable in qualitative studies in which participants are involved in a planned discussion, and is usually used by researchers for checking customer perception regarding a new product or service, which was not appropriate for

this study (see Plummer, 2017). The phenomenological design is another qualitative research method. This design is based on interviewing the participants to understand the lived experiences regarding a phenomenon (Barrow, 2017). The phenomenological design was not suitable for the current study because it is interested in people's lived experiences, which were not the focus of the research question in this study (see McNarry et al, 2019).

A researcher may fail to have credible and practical results if the collected data are not sufficient. Saturation is a method to ensure adequate and quality data to support the credibility of a study (Weller et al., 2018). Data saturation is evident in qualitative research when no new information, coding, or themes emerge (Weller et al., 2018). There is no set number of participants required to reach a point of saturation (Weller et al., 2018). I reached data saturation after interviewing three leaders of medium-size FOBs. By the end of the three interviews, I had sufficient and abundant data from which I developed themes.

Population and Sampling

In this qualitative study, I planned to purposefully interview three leaders of FOBs in Ghana, West Africa, who had experienced leadership succession across generations. Using a purposive sampling method is appropriate when selecting information-rich cases to obtain an in-depth understanding of the topic of inquiry (Shaheen & Pradhan, 2019). Researchers usually apply small sample sizes in qualitative case study research while yielding large amounts of data. Researchers using a qualitative approach focus on the participants' changing perspectives and opinions rather than on the

number of participants (M. E. Hancock et al., 2016). The sample size is considered sufficient when the researcher obtains data saturation (Kline, 2017). Researchers achieve data saturation when no new information or themes arise from the data collection (Boddy, 2016; M. E. Hancock et al., 2016; Kline, 2017). This study included semistructured interviews, and I planned to achieve data saturation when no new information emerged from the interviewees.

I collected data by interviewing three participants in an environment that was content and nonthreatening for the participants. Conducting interviews provided me with the opportunity to obtain large quantities of data and follow-up for clarification through the use of member checking (see Marshall & Rossman, 2016). Each interview took approximately 30 minutes. The time and place of the interview were selected according to the participant's convenience. I obtained the approval of the participants before recording the interviews. The settings of the interviews were selected by the participants to minimize distractions. According to Schmidt (2016), participant-selected interview settings permit the researcher to focus on the participant's time limits, culture, space, and feelings. I created a friendly environment in which the participants showed a willingness to participate and share information relevant to the research question. All interviews were at the participants' workplace where they felt comfortable and secure.

Ethical Research

Research protocols benefit society, respect human dignity, and adhere to informed agreement principles (Artal & Rubinfeld, 2017). Qualitative researchers should consider ethical practices when evaluating their procedures to ensure obedience to the ethical

practices of respect, autonomy, confidentiality, and beneficence within their research (Mertens, 2018). Before contacting the potential participants, I obtained approval from the institutional review board at Walden University. The three business leaders signed the research agreement that described the responsibilities of both parties. To ensure consistency with Walden University's ethical principles, I obtained participants' consent and ensured that their involvement was voluntary. Each participant signed the consent form before participating and answering the interview questions. The consent form included information informing the participant about the research topic, risks, and benefits of being in the study.

Participants in this study did not receive any offers of monetary or other participation incentives. The use of an incentive to participate in a study is an ethical consideration for the researcher. An advantage of using incentives is a higher motivation for individuals to become a study participant (Petrova et al., 2016). All participants in the current study could withdraw from the study at any time with verbal or written notice. No penalties existed from departing from this research. In high-quality case study research, the researcher should address ethical issues, including the acquisition of informed consent from all participants of the study (Petrova et al., 2016).

To ensure consistency and anonymity of participants with Walden University's ethical principles, I received informed consent from all participants via e-. Each participant received a separate e-mail detailing the interview protocols, the study's voluntary existence, the risks and benefits of participation, privacy rights, as well as contact information for the representative of the University of Walden. I referred to each

participant by using codes such as K1, K2, and K3 to ensure anonymity for each of them. Protection of participant rights and protection against potential harm, impropriety, and breeches of anonymity and trust rested with the researcher in ensuring research integrity (Petrova et al., 2016).

Data Collection Instruments

Data collection is the process of collecting and evaluating the information on interesting variables in a defined systematic manner that allows one to answer specified research questions, test hypotheses, and analyze findings (Marshall & Rossman, 2016). In qualitative research, data collection may occur from several sources like interviews, direct correspondence from individuals or organizations, findings, document reviews, company websites, or fieldwork (Marshall & Rossman, 2016; Yin, 2018). In qualitative studies, the researcher serves as a dynamic instrument for data collection (Marshall & Rossman, 2016; Lune & Berg, 2016). As the researcher in this study, I was the primary instrument for data collection. Three types of interview methods are available, namely structured, unstructured, and semistructured. The main characteristic of a formal interview is that there are several questions but short answers and that human expression is limited.

An unstructured interview appears to be a conversational one, which seems to lose concentration in which direction. A semistructured interview has few questions and some discussion around the subject allowing an in-depth understanding of the problem for the interviewer (Marshall & Rossman, 2016). For this reason, I selected semistructured face-to-face interviews to collect the data needed for my research. Before

commencing the interview process, each participant read and signed the consent form (see Appendix A). The interview questions are open-ended and semistructured, and provide qualitative questions as appropriate to obtain in-depth answers from the perspectives of the participants (Yin, 2018). The interview questions are listed in Appendix B. The interviews are audio recorded with each participant to ensure accuracy.

Data Collection Technique

Researchers use semistructured interviews to collect reliable data (Arsel, 2017). The data collection technique used in this study was semistructured face-to-face interviews. A researcher usually records interviews and later translates the taped interviews into word documents and rich text formats. These actions enable the researcher to protect the interview's full content and ease data classification and analysis (Arsel, 2017). I created a list of participants. The participants included in the list have met the requirements of the research. The participants should be family business leaders who have successfully transferred the business to the second generation. The three business leaders were selected from the list of participants based on more accessibility to contact and meet because of the study's limited time. The contact information of the three participants was collected through social media site - Facebook. The three participants received a letter of invitation through email (see Appendix A), which briefly explained the purpose of the study and the reason for the invitation. Each participant contacted agreed on joining the study and showed interest. According to Marshall and Rossman (2016), the semistructured interview process offers structure and enables the researcher to use open-ended questions to obtain participants' perspectives and perceptions on the

studied problem or phenomenon. Given the many advantages of semistructured interviews with researchers, researchers can face quality problems arising from participants' unnecessary questions, inadequate timing, and problematic behavior (Hancock & Algozzine, 2017). Researchers can avoid the potential quality issues created from semistructured interviews by preparing and creating and implementing an interview protocol (Hancock & Algozzine, 2017).

After receiving the signed consent by email, each participant decided on the interview location and time. The participants signed the consent and handed it to me by hand before the start of the interview. Participant's independence leads to truthfulness and openness during the interview (Schmidt, 2016). During the interviews, the business leaders responded to seven open-ended interview questions aligning with the interview agreed settings protocol (see Appendix B). The same interview protocol was used with all the identified participants to ensure consistency.

Upon receiving permission from the participants, I audio recorded the interviews using A SONY ICD – UX560F digital voice recorder, and I took outline notes with the participants' main points and made an effort to identify any nonverbal communication with unique facial expressions while asking the interview questions. The outline notes showed the relationship between the information given and the facial expressions I didn't recognize and unusual and unique facial expression during the interview process. These finding would not apply to my data analysis and findings sections because there was nothing important to report. I have also checked the available data published on each of the organization's websites to ensure the credibility of the participants' information. Note-

taking alone is not always a practical strategy because of the massive amount of data the researcher will collect with the interview's limited time (Castillo-Montoya, 2016).

If the interview process structure was flawed, an inherent threat to the interview process could emerge. To avoid this, the researcher needs to ask semistructured, open ended questions resulting in rich data and thick descriptions (Castillo-Montoya, 2016). When researchers add member checking to the use of semistructured, open ended questions, the risk of not collecting sufficient and adequate data shall decrease and become minimized (Castillo-Montoya, 2016). Researchers risk collecting sufficient data to create patterns and trends when participants fail to provide information honestly without fear of reprisals or anger from their peers or supervisors (Castillo-Montoya, 2016). These threats through the interview process will be minimized when research conduct semistructured interviews and use member checking, which will also reduce the risk of participants providing untruthful interview responses. I transcribed the recorded interviews, and the transcripts and the interpretations were shared with the participants through a scheduled meeting over the phone to confirm the accuracy and enhance validity by achieving data saturation. Member checking interviews can also assist in reaching data saturation (Yin, 2018). I did not have any concerns during the transcribing process. Participants verified the accuracy of the information and I did not have to make any modifications. I initially intended to perform follow-up interviews with members and edit the transcripts and explanations accordingly before data saturation was reached. I did not have to perform any follow-up interviews and I was able to achieve data saturation.

Data Organization Technique

The skillful organization of data allows the appropriate storage of data and examination for communication. Researchers use diaries or reflective journals to aid them in precisely recall their research experiences and participants' interview responses. Researchers create and uphold a journal to enhance their knowledge of the material and reduce the time spent locating needed information (Shaw & Satalkar, 2018). I used a journal to create a research framework and track the required information. I kept data such as notes taken during the interview, interview audio records, and diary using a password – protected electronic folder on an external hard disk. I named the files according to the topics.

Researchers can protect the identity of their research participants by assigning generic names and codes (Rosenthal, 2016). I disguised the names and the data of the selected participants by assigning code names. For example, the pseudonym for the organization is 101, 102, and the interview participants' code names are Participant K1 and Participant K2. I maintained a commitment to institutional review board rules and client confidentiality and only presented needed and relevant information in the research. Besides that, the audio recording, along with a written transcribed data, confirmed that I adhered to ethics and my interview protocol. All data remained in a fireproof safe for 5 years. After 5 years, I will use shredding method to destroy all paper and electronic data.

Data Analysis

Data analysis involves exploring the researcher's information to determine the overall meaning of the data as it relates to my conceptual framework of the theory of

planned behavior and other significant findings from my review of the literature (Castleberry & Nolen, 2018). In qualitative studies, a researcher uses data analysis to answer the research question by identifying themes and strategies (Yin, 2018). The initial step in qualitative data analysis is to review interview transcripts of the audio recordings as well as supporting notes taken at the interview (Yin, 2018). The data analysis process includes preparation, interpretation, and analysis of the data for meaning (Yin, 2018).

I used the answers from the interview questions in data analysis. The interview questions addressed the central research question. After each interview, I had transcribed the audio recording into a Microsoft Word document. I adapted the thematic analysis to closely examine the available data, identify themes and common ideas emerging from the research (Castleberry & Nolen, 2018). While analyzing my qualitative data, I considered the following steps:

1. Familiarization
2. Coding
3. Generating themes
4. Reviewing themes
5. Defining and naming themes
6. Writing up

I followed these steps in completing my automatic analysis to examine my data and identifying my themes that emerge from the research.

I used the ATLAS.ti software to compile, interpret, and conclude the findings. The Participants reviewed their face-to-face interview answers, as reflected in the study

through a phone call that took approximately 15 minutes to ensure that their responses were precisely reflected and interpreted by the researcher. After confirmation of the participants' accuracy, I used the final version of the transcripts and interpretation for data analysis. Reviewing the initial data made it possible to categorize and permit coding and the study of themes that integrate new published knowledge.

I performed the content analysis by identifying themes and patterns in ATLAS.ti. I had placed a list of codes from my literature review as my initial set of codes for analysis. I also included my assumptions and biases in my reflective journal for coding in ATLAS.ti software for data analysis. This process assisted in performing bracketing successfully, and the researcher bias was included while performing content analysis. According to Yin (2018), ATLAS.ti software helped organize the collected data, maintaining a list of codes and keywords to maintain consistency and identify themes. I highly recommend ATLAS.ti to individual scholars and higher learning institutes to analyze qualitative data and gain insights into primary or secondary research. ATLAS.ti software is practical, easy to use, and provides researchers with space of freedom to name the categories according to the researcher's criteria and identify the codes' name.

Reliability and Validity

Researchers must consider the validity and reliability of data collection instruments when either conducting or evaluating research (Mohajan, 2017). Displaying reliability and validity in qualitative studies by employing principles of credibility, transferability, dependability, and confirmability can confirm the rigor of the research process (Mohajan, 2017). From a validity perspective, reporting on how the researcher

produces findings is imperative (Mohajan 2017). The readers of a report should follow the research, findings, and conclusions (Cypress, 2017). There are four requirements for determining qualitative research's reliability: integrity, confirmability, reliability, and transferability (Cypress, 2017). Credibility refers to systematic, in-depth research that yields high-quality data (Cypress, 2017).

Reliability

Reliability in qualitative research is dependent upon the consistency of research procedures (Mohajan, 2017). Reliability is the consistency and transferability of the research procedures used in a case study (Yin, 2018). Bias from the researcher can negatively affect the reliability of the research (Cypress, 2017). Following an interview protocol helps increase the reliability of case study research by guiding the data collection process (Yin, 2018). This study's reliability is initiated by following the Walden University consulting capstone protocol outlined in the Walden DBA consulting manual (Walden University, 2018).

I followed the interview protocol for every participant to make sure the data collection and analysis remain the same. For the three participants, I asked semistructured open-ended questions in the same stance. I conducted member checking to ensure trustworthiness of the findings. Member checking allows participants to check for accuracy and resonance with their experiences (Thomas, 2017). Reaching data saturation helped assure the dependability of the findings. I pursued data saturation by interviewing participants until no new data and themes emerged and until I collected enough data to make it possible for other investigators to replicate the study (Hancock et al., 2016).

Validity

Validity is the degree to which evidence, either empirical or theoretical, supported the interpretation of the data (Chen, 2017). Validity in qualitative research refers to the researcher assuring that the methodology, design, and data collection tools and techniques are suitable to answer the research question (Chen, 2017). Validity refers to the degree of accuracy in the interpretation of the findings (Cypress, 2017). While validating a qualitative study, researchers must include research design, data collection, data analysis, and data interpretation that proves reliable and replicable (Cypress, 2017). Validity refers to the level of credibility, transferability, conformability, and data saturation regarding the research findings (Chen, 2017; Cypress, 2017).

The participants in this study assessed the validity of the results by applying member checking to ensure accuracy and credibility. I used member checking to verify knowledge accuracy and comprehension, and I included testing questions to clarify further or clarify topics. When researchers provide full, rich, and unbiased descriptions of the research questions, findings, and interpretations in a study, future readers can determine the transferability of one study to another.

Transition and Summary

Section 2 consisted of participant information and the method and design of research to explain the study structure. The literature in this section supported the sampling method, followed by a discussion on ethical research. Section 2 ended with a detailed overview of data collection instruments and techniques, and the arrangement and

interpretation of data. By the end of this section, I have discussed ways of ensuring reliability and validity.

Section 3 consisted of an in-depth discussion of the finding and contains the overview of results, application to clinical practice, and guidance to use the results to promote progress and development for family business leaders. Section 3 also addresses the aspects of social change, recommendations for actions, and further study. Section 3 concluded the research with limitations and suggestions for future studies.

Section 3: Application to Professional Practice and Implications for Change

The objective of this qualitative case study was to explore the business strategies that FOB leaders used to achieve a successful transition of an FOB from one generation to another. Each participant received an invitation form (see Appendix A) through email and completed a consent form conveying the research's purpose, the voluntary and confidential nature of participation, and their right to participate or withdraw. None of the participants withdrew from the study. The participants responded to seven open-ended semistructured interview questions according to the interview protocol (see Appendix B). I transcribed and shared responses through the phone interview with each participant to validate their accuracy. I also used the Atlas.ti software to perform code frequency and facilitate data analysis by identifying cooccurrence analyses and separating data into themes and strategies. The three themes that emerged from the analyzed data were (a) successor selection between interest and commitment, (b) family values and organization's culture, and (c) transferring knowledge and experience.

Presentation of the Findings

This study's research question was the following: What business strategies do family-owned business leaders use to transition a family-owned business from one generation to another successfully? The study's target population was owners of three family businesses in Accra, Ghana, who had successfully implemented a succession planning strategy to guarantee the family business continuity. Each participant had more than 15 years of experience. To enhance confidentiality and privacy, I used codes K1, K2, and K3 to designate the study participants. Each interview duration was

approximately 45 minutes. The interviews took place at the participants' workplace. In addition, one phone interview with each participant was conducted and took 15 minutes for member checking and validation. Initially, three leaders were selected for this study. The three interviewed leaders focused on the same themes and strategies. Because the participants added no more information, I stopped on the third leader and started my data analysis. The results of the data analysis revealed the following themes: (a) successor selection between interest and commitment, (b) family values and organization's culture, and (c) transferring knowledge and experience. The emerged themes and strategies are shown in Table 2.

Table 2*Themes and Strategies*

Themes	Strategies	Participant %
Successor selection between interest and commitment	Highest interest	100%
	Highest commitment	
	Best performance	
Family values and organization's culture	Adapt family values	100%
	Adhere to the organization's culture	
Transferring knowledge and experience	Teaching by example	100%
	Transfer knowledge and experience	
	Gradual transfer of knowledge and expertise	

Theme 1: Successor Selection Between Interest and Commitment

The first theme that emerged from the analyzed data was the successor selection between interest and commitment. The three selected FOB leaders focused on the importance of seeking an interested successor who is willing to continue with the business and achieve further success. The three FOB leaders (representing 100% of the participants) reported that succession does not come by force, and an uninterested successor will not be committed and will not be able to excel in their job.

K1 stated that

“the child who showed interest was the one with the highest chances to lead the business; if the person did not like what he is doing, he will not succeed.”

K2 stated that

“two of my children showed interest in the business, and I gave both the same opportunity; however, not both were at the same commitment level.”

K2 has also stated that

“I had to withdraw the noncommitted child from the main business and open a separate shop for him and his management with separate records and budget to avoid any conflict between the siblings that may also affect the business in the future.”

K3 mentioned that

“I have joined the business world through the family business of my father and uncle; I took my father’s shares, and my cousin took over his father’s own, but unfortunately, we did not have the same interest and commitment towards the business, so we had to separate and each has his own track.”

K3 has also stated that

“my selected successor was not new to the business and to this industry; he showed interest and commitment to move the business forward and he succeeded.”

All participants (100%) selected a successor whose education was related to the business in one way or another. According to the K3, besides interest and commitment, education

plays an essential role in the success of the selected leader. Having a proper education saves time for the successor to get involved and start performing.

The first theme aligned with Schell et al.'s (2019) research, which identified interest, commitment, and education as part of the successor leader selection criteria. Schell et al. identified important characteristics of successors in family enterprises by highlighting the combination of elements essential for success, such as interest to join the business, needed technical skills and education, and commitment to perform the job. In the current study, the findings for this theme expanded the available knowledge of succession success in the FOB in Ghana. Figure 1 shows a word cloud of codes for Theme 1.

Figure 1

Word Cloud for Successor Selection Between Interest and Commitment in the Interview Data



Note. Created from ATLAS.ti.

The strategies that were mentioned by the participants in Theme 1 were the following:

1. Select the individuals who show the most interest in the business and give them equal opportunities to perform.
2. Select the individual with the highest commitment to the job.
3. Select the individual with the best performance to be the successor leader of the family business.

Theme 2: Family Values and Organization's Culture

The three participants (100%) mentioned the importance of embracing the family values into the succession process and in the successor's involvement process. The participants mentioned different values: respect, trust, loyalty, communication,

empowerment, and leading by example. The participants reported that family values are important not only in succession planning but also in the entire succession process, and the successor must be consistent with family values and the organization's culture.

K1 has stated that

“adapting the family values especially respect and communication was a lot for us to continue and move the business successfully, and I ensured that my son had adopted these values before the moment he started in this business.”

K1 also stated

“values are like a law that organize relations between people, and this is how he wanted his son to lead the organization.”

K2 mentioned that

“family values should also pass from generation to generation as it increases the sense of responsibility towards the family and the business. Not all successors can adapt to the family values the same way, which increases the chances of one of the successors to lead the business more successfully than others.”

K3 stated that

“family values and principles are an important part of the family business identity. Creating alignment with these values provide stability and consistency for the business. In addition, values and especially trust grants a belonging feeling with loyalty and devotion; the successor will work for the business as an owner, and it becomes a part of his life.”

The second theme aligned with the study of Bozer et al. (2017), who mentioned that different factors play a role in attaining a smooth succession, such as family culture and commitment. Bozer et al. identified that the next generation's responsibility to be part of the family business and take control is an essential condition for effective succession. The family culture and values have been shown by researchers to be a positive contributor to the succession process (Bozer et al., 2017). Figure 2 shows a word cloud of codes for Theme 2.

Figure 2

Word Cloud for Family Values and Organization's Culture in the Interview Data



Note. Created from ATLAS.ti.

The strategies that were mentioned by the participants in Theme 2 were the following:

1. The successor should adopt the family values while leading the business.
2. The successor should adhere to the organization's culture while performing and completing tasks.

Theme 3: Transferring Knowledge and Experience

The third theme that emerged from the analyzed data was transferring knowledge and experience. The three interviewed FOB leaders agreed on the importance of transferring knowledge and gaining experience from the initial leader to the successor leader. The three FOB leaders (representing 100% of the participants) mentioned that by transferring knowledge and experience to the selected successor, they increase the chance of success of the new leader and the succession process.

K1 said that

transferring the experience and knowledge is a major part of the succession process; it will save a lot of time and effort on the successor so that he can focus on how to perform better, how to move forward with the business, not how to learn something that is already there. The gained experience includes the challenges faced over the years in the business, the lessons learned, the unsuccessful decisions, and the missed opportunities.

K2 stated that

“the best way to transfer the knowledge and the experience was teaching by example; my son used to travel with me, attend every single meeting not as a leader just to watch and learn how things are done.”

K3 mentioned that

“transferring knowledge and experience does not eliminate the chance of making errors, yet! It minimizes the error of making mistakes; it increases the efficiency

and effectiveness of the work; it is always ok to make mistakes; this is how we learn best.”

K3 has also stated that

“whatever was the education of the successor, transferring knowledge and experiences remain the major role for the successor to get proper involvement in the business.”

This theme of transferring knowledge and experience aligned with the study published by Mako et al. (2016), who identified knowledge transfer and learning in the FOB as all of the skills and competencies family members accumulate during their education and work experiences. These skills and competencies should be exchanged between the different family members to create a shared understanding of the family firm. Knowledge transfer refers to the quality and quantity of information transferred; the content of knowledge is specified (Milagres & Burcharth, 2019). The transfer of information is related to the essence of information and the communication pattern by which it takes place (Luca & Rubio, 2019). The findings for this theme enlarged the available knowledge of succession success in the FOBs in Ghana. Figure 2 shows a word cloud of codes for Theme 3.

selected conceptual framework. According to Boyd et al. (2014), the family business founders' intentions and perceptions towards successions predict the nature of transitions they would implement for the family business. The nature of transition is impacted by the understanding of acceptable norms within the family and social circle. A successful succession of the leader in a family-owned business is a crucial goal. Without the next generation's leader, the firm cannot continue operating successfully.

According to Schepker et al. (2018), most researchers have explored CEO succession studies to identify causes or consequences of succession without fully explaining the underlying mechanism. From my literature review, the current theory does not describe succession planning processes in practice and researchers rarely observe them. For the survival of a company, the process of selecting an effective and competent successor is important, as the initial leader is likely to play a role in determining the company's future through his / her position and decision-making. The selection of successor leader was a process mainly driven by the right of the first born in the family which usually referred to as primogeniture (Schell et al., 2019) and considered a very automated process. The selection traits like interest, integrity, and commitment became more important than gender and birth order. The result of theme 1 aligns with the conceptual framework of the selection process of the successor leader which is directly linked to the theory of planned behavior.

Family values and organizational culture has contributed to the leadership succession process's success. Several scholars discuss the centrality of trust within FOB, both for family and business functioning. A significant, far-reaching, multi-faceted term

closely linked to goals, values, and beliefs is confidence in a family organization (Bell, 2019). The result of theme 2 is aligned with the conceptual framework of family values and organizational culture on the family-owned business's succession planning.

As the founders of the business age, their expertise and knowledge grow and eventually stay with them. Researchers have agreed that a significant duty for the initial leader in the succession process is to transfer to the selected successor the knowledge and experience gained over time (Milagres & Burcharth, 2019). Researchers have developed different models to transfer knowledge (Krylova et al., 2016). Knowledge and experience form a competitive advantage for organizations; monitoring how knowledge is transferred by the predecessor from one generation to the next in family businesses is important. Leaders work hard to transfer strategically valuable knowledge in different business environments to the next generation to successfully transition the business to the next generation (Milagres & Burcharth, 2019). The result of theme 3 about knowledge and experience transfer is aligned with the conceptual framework of the importance of knowledge transfer for successfully implementing the succession plan in a family-owned business, which matches the information in the theory of planned behavior. Intentions, norms, and desired behaviors are features of knowledge sharing (Mussolino & Calabro, 2014).

Applications to Professional Practice

The business implications of attaining a successful leadership succession are many. Ghana and West Africa family-owned- business leaders need to understand how the policies and procedures they implement in their businesses affect the success of their

succession experience. The goal of this doctoral study was to explore the strategies that Ghana and West Africa family-owned- business leaders have found effective at successfully transitioning their businesses from one generation to the next. Successful small business owners develop, implement, and maintain transition strategies that facilitate their continued profitable operations. Specific strategies that could enable small business owners to transition the ownership control successfully may contribute to improvements in business practice.

Implications for Social Change

The study included an extensive literature review that has increased the awareness of the importance of family business continuity across generations, leading to positive social change. The implications for social change are that the maintenance of profitable businesses by Ghana and West Africa family-owned- business leaders can enable them to keep their businesses operational and functional without significant disruptions. By keeping their businesses profitable, the profits could also allow these business owners the opportunity to participate in more community-based charitable organizations. A family business can donate building materials to build houses for low-income families to benefit both families and their communities.

This study's pivotal contribution was the family business leaders' information that may provide tools to validate practices for proper leadership succession in the family business. The continuity of family business will provide stability to the organization's employees and their families; it also increases their commitment level towards the business. Stable jobs provide a steady and good standard of living. This study may be

helpful in succession planning by family business leaders to manage and control the transfer of business from one generation to another.

Recommendations for Action

This study has revealed different strategies used by family business initial leaders to achieve a successful leadership transition from one generation to another. I have four recommendations for action. The first recommendation is that initial leaders should check the successors with the highest interest in the business. The founder or owner should not force any of the offspring to join the business even if they have the power to do so because this will lead to the failure of the succession process, and the business will not survive to the next generation. The second recommendation is that the initial leader should evaluate the commitment of each of the selected successors. Individuals with interest and without the job's required commitment will not perform and excel in leading the business. The study findings indicated that successor selection should be directly linked to interest and commitment.

The third recommendation is that the successor should be able to adapt to the family values that form a significant part of the organizational culture, such as trust, loyalty, respect, and communication. The findings of the study showed that family values ensure a sense of responsibility for the business. The last recommendation is that initial leaders gradually involve the business's successor by transferring the knowledge and their gained experience. The research findings showed that the existing knowledge and expertise represent a competitive advantage for the family firm that should be transferred over generations.

Recommendations for Further Research

In this research study, I used a qualitative multiple case study to explore the business strategies that family-owned- leaders use to transition a family-owned business from one generation to another successfully. This study can be extended in future research to include different geographical locations and more participants. This study's location, Ghana, does not represent the whole perspective and understanding of leaders' strategies to attain a successful leadership transition in the family business. Future Researchers can also use a higher number of participants to have more data to use when analyzing. In addition to that, for future researchers to improve the generalizability of the findings and increase family-owned business leaders' ability to identify the proper strategies of leadership succession, the future researcher can examine the influence of this study's identified strategies business continuity.

The current study did not consider the gender of the leaders, and as a coincidence, the three selected family business leaders were male. I recommend that future researchers consider selecting female family business leaders or an even distribution between male and female leaders, which prevents any demographic bias that may affect the research findings and results. Finally, in this study, I conducted interviews with initial leaders or predecessors; I recommend future researchers to conduct interviews with successors, not only initial leaders, to analyze their insights about succession success in the family business.

Reflections

The Walden University Doctor of Business Administration (DBA) process was a once in a lifetime experience. The journey was challenging and required a high level of integrity, discipline, commitment, and ethics. I work in a family business organization, and I had a passion for this topic, and this helped a lot to keep moving forward with my research. In my research, I explored the strategies that family business owners use to achieve a successful leadership succession to guarantee business continuity across generations. I have come to appreciate the entire research process and respect the commitment to excellence in the research procedure. I enjoyed the data collection part the most, as I did not expect listening to people's successful journeys would be that knowledgeable and enjoyable. Through each of the research processes, I learned different issues, especially how to overcome my personal bias and communicate the research findings as stated by the participants.

During this journey, I learned to appreciate the importance of communication. As my study was online, communicating with the right people was essential. Without the proper and persistent contact with my chairperson, the completion of my research was not possible. This doctoral journey was worth the challenges that I incurred. The excellent resources provided by the University during this program allowed my ability to reach this milestone. Completing the doctoral program provided the necessary credentials for me to achieve higher positions in business and management domains.

Conclusion

Only 30% of FOBs complete the transition from the first to the second generation, and only 3% survive the third generation (De Scheemaecker, 2017). For this reason, succession has become one of the most common topics studied in family business research. Researchers have identified different challenges faced by family business leaders when the firm undergo succession. The challenges covered different domains such as preparation of successor, family members interfere in the business, and the performance of the organization after the succession process (Bozer et al., 2017). Researchers did not focus on the strategies that FOB initial leaders should follow to attain a successful succession from one generation to another. This study revealed different strategies that can be followed by family-owned leaders to increase the chance of obtaining a successful succession.

According to Rajapalase and Kiran (2017), effective succession strategies can contribute to sustainable family companies' continuous growth, enhanced loyalty and long-term staff, increased company credibility, and improved sustainability. In contributing to the current research of family business succession, the study findings revealed different strategies used by family business leaders to transition from one generation to another successfully. The main strategies are selecting the successor leader based on interest and commitment, the importance of the designated successor adopting the organization's culture and family values, and the transfer of knowledge and experience from the initial leader to the successor.

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Appendix A: Letter of Invitation

Dear Sir

I invite you to participate in a research study that relates to Succession Success in Family Business in Ghana. I am Ghinwa Ghamloush Faour, a doctoral student at Walden University. In partial fulfillment of the requirements for the award of a Doctor of Business Administration degree, I am conducting a research study on “Succession Success in Family Business in Ghana.” I am inviting 3 family business leaders in Accra, Ghana, that have successfully experienced a succession planning strategy required for business continuity. I am asking for your participation in this study. I will conduct one-on-one interviews that may take up 30 – 45 minutes of your time, on a date and time convenient for you, the face to face interview can be replaced by ZOOM meeting based on your convenience.

The interview process will also include a follow-up meeting over the phone to share the initial study findings, and seek your opinion about the data collection process, interpretation, and findings. If you have any questions, please do not hesitate to contact me via telephone or e-mail.

This invitation is to elicit your interest in participating in the research. I look forward to working with you.

Sincerely,

Ghinwa Ghamloush Faour

Tel: +233 (0) 245944404

Appendix B: Interview Protocol

Participant Code: _____ Date of Interview: _____

Interview Mode: Face-to-face _____ Zoom _____

Guidance notes:

- Introduce the topic and objectives.
- Explain the purpose and scope of the study.
- Assure participants that their name and organization information will be kept confidential.
- Write the label assigned to the participant on top of the interview sheet to ensure
- confidentiality.
- Ask to record the interview and let the participant know that the materials will be stored for a maximum of 5 years in a safe and confidential place and it will be destroyed after that.
- Watch for non-verbal queues
- Ask follow-up probing questions to get more in-depth information
- Thank the participant for their time and information.
- Schedule a follow-up phone interview for member checking.

Research Question

What business strategies do family-owned- leaders use to achieve a successful transition of a family-owned business from one generation to another?

Interview Questions

1. What succession planning strategy do you currently adopt in your firm?
2. What key obstacles have you faced in implementing successful succession planning?
3. How did you address the key challenges related to succession planning?
4. What role do the family members play in forming the succession plan?
5. How does the succession plan affect the current and successor leader of the business?
6. How is the succession plan integrated with the company's strategic planning process?
7. What else can you share with me about your organization's strategies for transition of a business from one generation to another?

Schedule follow-up member checking interview

Participant Code: _____ Date of Interview: _____

Interview Mode: Face-to-face _____ Telephone _____

Guidance notes:

- Share copy of succinct synthesis for each question in the interview
- Bring in probing questions related to other related information found
- Walk through each question, read the interpretation and ask:
 - ✓ Did I miss anything? Or,
 - ✓ What would you like me to add?