

UNIVERSITY OF CAPE COAST

SUCCESSION PLANNING OF OWNERS/ MANAGERS OF FAMILY-  
OWNED BASIC SCHOOLS IN THE SEKONDI-TAKORADI  
METROPOLIS

BY

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## **DECLARATION**

### **Candidate's Declaration**

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature ..... Date .....

Name: .....

### **Supervisor's Declaration**

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature ..... Date:.....

Name: .....

## **ABSTRACT**

This study sought to examine succession planning of owners or managers in family-owned basic schools in the Sekondi-Takoradi Metropolis. The study adopted a mixed-method approach to achieve the stated objectives. Semi-structured questionnaire was used to collect the primary data used for the analyses. The purposive sampling technique was used to select 100 respondents for the study. The statistical package for social sciences was employed in the data processing. The study revealed that owners of basic schools did not have any plan on succession. As a result, the schools had no succession plan policy integrated with the institutions' planning process. Also, the study revealed that succession planning affected the future direction of the family-owned basic schools. Finally, training and education, involvement of non-family members and coaching of potential successor enhanced succession planning in family-owned basic schools. Based on the findings, it was recommended that owners of family-owned basic schools were to have a deliberate succession plan policy in place to ensure a smooth transition into the future. In addition, planning of succession was to be time-bound and updated to be realistic and relevant to the current business situations so that it became an invaluable business tool to guide transgenerational business transition and ensured future direction of the business.

**KEY WORD**

Family

Future direction

Owner/manager

Planning

Successor

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## **DEDICATION**

To my lovely daughter Adom Kissiwa Bilson

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## **LIST OF ACRONYMS**

CEO	Chief Executive Officer
FOB	Family-owned Business
GDP	Gross Domestic Product
SP	Succession Planning
SPSS	Statistical Package for Social Sciences
STM	Sekondi Takoradi Metropolis
USA	United States of America

## **CHAPTER ONE**

### **INTRODUCTION**

Succession planning of family-owned enterprises has concerned the consideration of researchers plus policy makers owing to the contribution of family-owned businesses in national development. Indeed, succession is inevitable for the existence as well as viability of family-owned business. A lot of family-owned business lacked proper continuity planning. As a result, many family-owned business did not make it the next generation, only a handful did. This study provided more consideration of family-owned continuity strategies especially issues which have influenced successful succession of family-owned businesses which remains largely unknown in succession planning literature. To ensure succession was in place, the business needed to appoint a successor in the absence of the current manager. This chapter presents the background to the study as well as a clear description of the statement of the problem. Other important sections that are contained in this chapter include the main and specific purposes of the study, research questions, significance of the study, delimitations, limitations as well as a vivid description of how the study is generally organized.

#### **Background to the Study**

Globally, the economic and social roles played by family-owned businesses have been acknowledged. Ranging from providing job opportunities to contributing significantly to the national Gross Domestic Product (GDP). Poza (2005) revealed that 80 percent to 90 percent of businesses in the World are family businesses, providing employment to about 85 percent of the employed populace in the world as well as contributing to 75 percent of the

world GDP. Ward (2003) viewed household firms as a module of private enterprise growth and essential feature of fiscal improvement and financial revolution with a prime aim of job and wealth creation for family members and other individuals functioning in household firms. In the emerging markets, for instance in Kenya, family enterprises are estimated to contribute largely to the GDP in the country (Rodrigo, 2013). In the Ghanaian economy, family businesses were celebrated for their risk-taking, inventive life and backbone of the private sector which was the main machine of economic growth in the economy of Ghana (Ahmed, 2016).

As a result of these numerous roles played by family businesses, promoting a favourable environment for the development and viability of family business was seen as critical in both advanced and developing markets. Nonetheless, in the development of household firms, business continuity was crucial for the workability and growth (Rodrigo, 2013). The exercise of succession planning was practically one of organisations considerable vital component for feat plus managerial continuance (Saan, Boateng & Kamwine, 2013). Succession planning, according to Schmalzried and Fallon (2007), is a practical effort to ensuring that headship in industry will be unremitting by finding how unoccupied spots, positions and tasks will be filled once both unintended plus intended exit happen. Buang and Sidek (2013) asserted that continuity is not a sole transmission of a mandate, but it comprises diverse degrees of time-consuming processes and many began earlier than the heir entering.

The focus of business continuity, nonetheless, is on headship and other spots critical to the work of the association (Bjursell, 2011). This assertion was

supported by Hills (2009) statement that continuity went far beyond just occupying senior positions. The inability of family businesses, however, to manage the complex process of ownership and management succession from one generation to the next is one of the main reasons of the high failure rate among first - and second - generation family businesses (Venter & Boshoff, 2006). Due to inadequate preparation for a succession, about 30 percent of firms globally, in transfer situations were at the edge of collapse (Saan, Boateng & Kamwine, 2013). Cruz, Hamilton and Jack (2012) further revealed that most family owned businesses are entangle with internal matters like the inability of owners to provide a successful succession, less in-house staff with the expertise to develop and manage an integrated succession planning initiative.

A number of writers showed that founder's individual judgement, departure, occurrences including ailment/marital issues, or a shifting reasonable environment frequently activated business continuity. In such cases, if the selected heir was understood as parent preference, dysfunction rivalries might result between siblings irrespective of the sex that could thwart as well as interrupt the continuity plan (Friedman, 1991). Sometimes, the size of the candidate pool and the personal relationships that existed between the incumbent and successor when transferring leadership to family member complicated the succession process (Long & Chrisman, 2013).

In Ghana, succession planning is also relevant for most businesses particularly family- owned basic schools. The educational sector in Ghana is partly dominated by family owned basic schools. A lot of basic schools in the Sekondi-Takoradi Metropolis are family-owned businesses. As a result, these basic school are prone to the obstacles that other businesses encounter in

relation to succession planning to ensure successful continuity. Avila and Naffziger (2003) revealed that, little has been written on business continuity strategizing. Which might be a reason in the number of family-owned enterprises that do not survive through subsequent generations. Hence the need for this current study.

### **Statement of the Problem**

Several factors such as poor business planning, operational inefficiencies, dysfunctional management and a decline in market share can affect the longevity of the family business (Monk, 2000). However, a particular factor often cited as the crucial impediment to the feat of a household firm, is continuity from current managers to the impending replacement. It was not surprising that business continuity was inevitable for the survival and viability of household firms. Over the years, family firms went extinct after 10 years and only a handful made it to the next stage (Saan, Boateng & Kamwine, 2013). Besides, about 12 percent to 16 percent of family businesses continued to operate in a third generation and only 3 percent go far through to the fourth generation and beyond as a result of improper succession (Zimmerer & Scarborough, 2005). Without succession planning, family-owned enterprises were vulnerable and in danger of failing (Lyon & Hollcroft, 2012).

The issue of continuity of family owned business in Ghana is no different from that which exist in other parts of the world. Ahmed (2016) revealed that majority of family owned businesses in Ghana have no plans for succession in the next generation. Notwithstanding, few studies conducted in the country on the succession planning take divergent routes so as to portray the significance of succession planning in other family businesses of the country.



For instance, Ahmed (2016) considered succession planning measures of SMEs family businesses in Ghana. Buckman, Jones and Buame (2019) noted that succession planning is a process that persist for a long time but not a one-off activity. Saan, Boateng and Kamwine (2013) observed that selection of a successor in SMEs family owned business is relevant and that most business prefer a family member to succeed in the absence of the owner or manager.

In addition, studies conducted in other countries such as Zahra and Sharma (2004), Andebe (2016), Rodrigo (2013) on succession planning have focused largely on how succession planning would affect the success and performance of family-owned businesses. A review of the issues above indicate that there are a lot of studies that focus on succession planning however, regarding family owned basic schools, studies in the field are rare, it appears there is little or no studies that focuses on that branch. It was in the light of this that this study sought to fill the gap by examining succession planning of owners/ managers in family-owned businesses in the basic schools in the Sekondi-Takoradi Metropolis. Besides, this study focused on succession planning of owners/ managers in the basic education sector, one of the critical sectors of national development.

### **Objectives of the Study**

The main objective of this study was to examine succession planning of owners or managers in family-owned basic schools in the Sekondi-Takoradi Metropolis.

Specifically, the study sought to:

1. Determine whether there was any succession planning policy for owners or managers of family-owned basic schools in the Sekondi-Takoradi Metropolis
2. Identify the factors which affected the smooth succession of owners or managers of family-owned basic schools in the Sekondi-Takoradi Metropolis.
3. Examine the effects of succession/no succession planning on the future direction of the family-owned basic schools.
4. To suggest plausible ways of enhancing succession planning in family-owned basic schools in the Sekondi-Takoradi Metropolis.

### **Research Questions**

1. Was there any succession planning policy for owners or managers of family-owned basic schools in the Sekondi-Takoradi Metropolis?
2. What were the factors which affected the smooth succession of owners or managers of family-owned basic schools in the Sekondi-Takoradi Metropolis?
3. What were the effects of succession no/succession planning on the future direction of the basic schools?
4. What were some plausible ways of enhancing succession planning in family-owned basic schools in the Sekondi-Takoradi Metropolis?

### **Significance of the Study**

The findings of the study would provide useful information for owners of family-owned businesses on how to develop appropriate succession planning for the sustainability of their basic schools. Also, the findings of the study would

enable policy makers to develop appropriate policy on family business succession. Such policies would promote and stimulate growth and sustainability of family-owned basic schools in the country.

Finally, the findings of the study would serve as a reference material for further research and strengthen existing theories on succession planning.

### **Delimitations**

There were so many basic schools operating in the Sekondi-Takoradi Metropolis and each one of them faced issues of succession planning. Within the context of this study, the focus was on family-owned basic schools. Furthermore, this study concentrated on owners/ managers of the family-owned basic school.

### **Limitations**

Limitations as asserted by Best and Kahn (1993) were conditions beyond the control of the researcher that may place restrictions on the conclusions of the study and their application to other situations. The limitation encountered in the study primarily related to time and financial constraints, which limited the intensity of the spread or area of coverage of the study. The basic schools were spread throughout the length and breadth of Sekondi-Takoradi Metropolis but the researcher as much as possible covered a major percentage of them by employing some researcher assistants in the data collection.

Also, some respondents failed to complete the questionnaire. This curtailed the data expected to be collected but the researcher removed those incomplete questionnaires when gathering the data collected. Despite the above

limitation, the study complemented the existing knowledge on succession planning.

### **Organization of the Study**

The study was organized into five chapters. Chapter one of the study was introduction. It comprised background to the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations, delimitations and organization of the study. Chapter two focused on review of related literature. Here, it looked at theoretical, conceptual and empirical studies related to the study. Chapter three comprised research design, population and sample, sampling procedure, data collection instruments, data collection procedures, reliability test, validity, data processing and analysis and chapter summary. Chapter four was made up of results and discussions. In the final chapter, chapter five was made up of summary, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction**

In this chapter, existing literature that were relevant to the topic were reviewed. The chapter presented the concepts and definitions of variables in conjunction to the theoretical review on succession planning. The chapter reviewed literature concerning the forms of enterprise structure, strengths and challenges. The chapter also provided some empirical literature of the subject matter of investigation and finally provided the conceptual framework of the study.

#### **Theoretical Framework**

There were many of relevant theories that connected to planning of family enterprise. Indeed, there was a difficulty in formulating a single theory on owner enterprise since every family business had its own unique practices, attitudes and values. However, this study was based on the theory of leadership model succession.

#### **Theory of Leadership Model Succession**

The theory states that, to guarantee the place of leadership succession, a business ought to preserve surplus in the part of management in order to increase attention, make plans for reserved officials choosing a next of kin afore the incumbent forerunner left, train the core applicants who had been chosen via agreeing to the incumbent front-runners and lastly do away with clash through swiftly creating variations in leadership (Ibrahm, Soufani, & Lam, 2001). Businesses which were successful, stood the tendency to survive their founders. Businesses which had been designed as corporations, cooperatives or non-

profits had trajectories that were related, nevertheless distinct after their authors. Progression of a business dealt with discovering how a firm would continually run next the authors or frontrunners were not at all more keenly convoluted. Due to the wide difference in headship elegances plus prototypes, models of progression too varied and this was based on organizational management (Bjuggren & Sund, 2001). The model of governance remained too worldwide as firms supporting after on-going direction organization retained mechanism of commerce approaches plus the route of an organization.

### **Concept of Succession Planning**

The word succession planning (organisational continuity) had widely stayed to explain activities involving planning a leadership transition within an organization. According to Rothwell (2001), explained progression forecasting was an intentional plus organized attempt through business in safeguarding governance permanence in fundamental spots, to recollect then grow scholarly plus information wealth aimed at the forthcoming years, then to motivate personal development. Succession planning was viewed by way of a procedure of classifying endowed inheritors to the mandatory and fixing in to take up a fresh title (Garman & Glawe, 2004).

Redman (2006) provided a holistic additional definition: For him, governance progression forecasting entailed evaluating plus scheduling forthcoming directional essentials in the business. The situation was longstanding corporate plan that needed tactical sophistication in addition to exploit to guarantee that governance required in the business would be expected then headship proficiencies resolve adequately advanced in persons that took prospective control in the impending years.

Berchelman (2005), "Progression forecasting could appear similar to critical method aimed at lasting achievement, nevertheless remote also several societies put in danger outcomes in anticipating that the accurate individual is accessible in lieu of elevation once spots turn out to be vacant all of a sudden". Gray had stated, "Organizational continuity could be identified by way of method aimed at categorizing plus increasing crucial frontrunners in the firm. Redman provides an additional, comprehensive definition: Governance progression scheduling consist[s] of weighing plus forecasting intended for governance wants in the association. It is a lasting corporate scheme that entails equally tactical rational in addition to achievement to safeguard that management desires in the association would be expected plus headship abilities would be appropriately advanced in persons who took possible governance positions (Redman, 2006). Succession planning was viewed as a method of ascertaining probable heirs to the mandatory plus arranging persons to accept a fresh position (Garman & Glawe, 2004).

Charan, Drotter and Noel (2001), progression forecasting is a method of ascertaining plus increasing core individuals with probable significant professional governance spots in the firm. A generic approach to succession planning identified by Success Labs, a leadership and organizational development consulting firm in Baton Rouge, focuses on five factors: (1) assess your critical people and positions, (2) assess key skills and information, (3) identify key talent, (4) assess key talent, and (5) create individual development plans (Lemoine, 2015). Agreeing to Poza, (2005) the worthy update is that countless multigenerational household companies took magnificently accomplished their household module through the progression practise. They

had completed this via creating an assurance to smearing verified household corporate plans (household corporate superlative performs) to their progression method. As effect of the unending examination plus the experienced multiplied since household corporate experts, an amount of demonstrated household corporate progression plans appeared to help household companies successfully achieve their household module.

Family-owned plus functioned companies want to transform, then in most circumstances dispose of unoriginal corporate philosophy in favour of modified explanations in command to integrate/put up their household module. Those who had successfully done this tended to dominate their markets and continued for many generations (Zellweger & Nason, 2008).

### **Forms of Family Business Structure**

The stage a firm was presently in was dependent on a plethora of influences, stretching since title organisation to the phase of the industry. Lansberg (1999), in his book *Succeeding Generations*, defined three essential systems of household industry organisation: First, the controlling owner, with this type of possession a sole proprietor took every chief resolution aimed at the household industry. Frequently, the industry originator had a robust character. More often, the desires of the proprietor were simply followed. Progression forecasting was demanding since the proprietor was unwilling to cede governance. The second phase was brotherly corporation, repeatedly the period of proprietorship as the firm ages into the dawn foremost age group or second group. Management could be united or one participant can be singled out as a forerunner. Participants of the family remain channelled via the standard that they were responsible to the other holders of the household. Exceptional



contemplation was specified to the practise of management formulated via the corporation plus exactly how the pyramid was demarcated. The third phase was the cousin consortium where the ownership developed as the industry aged over numerous alterations. Proprietorship was scattered between associates of a comprehensive people over various age band. Lansberg's three stages showed in what way a household industry grew above its maturation, opening per a scheming holder, touching to a familial corporation plus before to a companion association.

Ward (2004), clarified that progression scheduling for household industries was extra multifaceted than progression forecasting for additional varieties of companies since household companies need employed in four discrete however intertwined types of scheduling: occupational policy development, emerging approaches nearly the course of the industry. Second, management and proprietorship progression scheduling, educating the succeeding group of frontrunners for the industry begins by grooming the managerial arrangement then teaching policies. Third, domain plus individual monetary preparation aimed at household participants, occasionally ignored, this arrangement centres on constructing fluidness in addition to resources external of the industry in order to ensure the firm might be positively switched as the oldest group move into superannuation. Lastly, household permanency forecasting, at the centre of every scheduling, the household need to progress a set of ideologies that lay the firm into the framework by what means it machineries inside the superior worthy of family.

## **Strengths of Succession Planning**

The chief drive was to create increased commitment plus preservation by means of creating a profession hierarchy” (Gray, 2014). The tenacity of business continuity was not greatly to handpick an entrant aimed at a definite vacancy, but to identify candidates with strong management training, information, expertise, also outlooks for upcoming headship positions (Quin, 2002). A well-defined progression plan communicated properly within the organization would boost sureness amid shareholders, falling the danger of trailing significant staffs (Krishnan, 2012). In addition, a well-defined plan combined progression forecasting plus governance growth, because two tasks were natural allies sharing a vibrant plus essential objective: receiving the true expertise in the correct domicile (Conger & Fulmer, 2003). A generic approach to succession, at a minimum, would include an assessment of the position in detail, the skills and education needed, and other individual qualities required to perform at a satisfactory level. In addition, it would require an organised calculation of the persons presently employed to determine their governance competences as well as possible aimed at touching into headship spots, provided it was existing (Redman, 2006).

Business continuity advanced management in organization as well as the benefiting firm development plus attractiveness. The worth of progression administration pinpoint very significance of progression administration, proficiently implementing the policies executed through establishments, plus permitting in lieu of advance as well as preservation (Greenberg, 2012). The departure of former frontrunners as well as the appearance of fresh front-runners expose visions for fresh industry prospects.

Succession planning remained important at the nursing stage. A lot of consideration went into effective succession planning like, financial, social factors, and political uncertainty. Firms nose dive in understanding how dangerous to making of progression scheduling (Lyon & Hollcroft, 2012).

Corporate leaders suggested that progression stayed equally key now such as the situation was. Research showed that firms that strategized to succeed tended to outperform persons who did not plan (Larcker & Saslow, 2014). Garman and Glawe (2004), led a study to enhance understanding, results of progression forecasting plus to determine whether firms established a yield on savings for adopting the planning process. In their 2004 article, Garman and Glawe listed six result lessons germane to progression development. The first study, authored by Worrell and Davidson (1987), studied model of sixty firms which Chief Executive Officers demised suddenly. The results of the study concluded that firms did well provided instantly can mention an inner inheritor. The results from Garman and Glawe's survey showed progression scheduling had impacted firms in more helpful manner (2004).

Family-owned firms that planned together stayed together. In the same vein, those that did not strategize remained further probably to be one of those household owned firms that did not continue the switch to the next age band. It may not be farfetched from the right to mention that progression scheduling was feat preparation of the business. It was imperative to contemplate phase of firm an enterprise was, in order to appropriately plan the true calibre of strategy. The actual core of household firms was that it was transferred from one group to the subsequent, nevertheless the instant of changeover plus the ages foremost may create/halt the organization's forthcoming victory. There needed to be strategies

in order to change the capabilities of the possessor. Though that was factually meant for every main employee in the firm, there was concern with change of ownership and/or management positions held by household memberships in the firm (Shepherd & Zacharakis, 2000).

Extra revision indicated that the existence of household effect as well as household societal wealth could relax household business's method of formalizing social means performances if likened to a not household firm (Kidwell, Hoy & Ibarreche, 2012). Conversely, household enterprises could be helpful extra than their not household colleagues provided the persons tied their attention as well as focus to the main interested parties of the organization. The household workers plus the outside clients, as it was over staffed that the loads plus want of clients stood frequently happened (Neubum, Dibrel & Criag, 2012).

### **Challenges of Succession Planning**

However, in spite of the numerous importance discussed above, succession planning had its failures. Amongst them were discussed below. According to Sonfield and Lussier, (2004) an amazingly minor amount of relations possessed firms continue to the succeeding age band. Here stood dualistic shared details to which relatives did not hold their enterprises. Firstly, at hand stayed not at all capable inheritor. But, provided the firm wouldn't be transferred to succeeding group, ensuring the household took measures to safeguard the worth of the firm continued was fair as imperative plus was certainly unbiased extra method of progression scheduling. Secondly, key motive aimed at ineffective firm transition remains additionally unlucky. In

several situations, household firms nose dive/remain vended as a result of absence forecasting.

### **Empirical Review**

Empirically, studies suggested and well-known linkage amongst business continuity had created affirmative ends. These included revisions by (Behan, Kirschner & Snyder, 2009; Leggett, 2007; Mithra & El-Osta, 2008). Suggestions commencing these studies affirmed that upcoming headship of administrations were the best decisive feature of the situation abilities as well as development. Consequently, the various studies recommended progression scheduling ought to remain in place in order to make certain of firms having the appropriate aptitudes plus attributes needed to encounter upcoming desires.

Ahmed (2016) investigated business continuity deals with minor as well as standard firms' household enterprises in Ghana. The study adopted the descriptive survey method with equally quantifiable as well as qualitative approach with a sampling size of 260 family business. The simple random sampling system remained applied in choosing respondents for the work. The descriptive statistics remained utilized to analyse the responses of the study using the Statistical Package for Social Sciences (SPSS) version 20. The research established that most of the household firms in Ghana had progression forecasting put in place but practically none had a way or method to nominate an inheritor. The study also revealed that individual want to defend the firm plus the prosperity for the succeeding compeers minus somewhat consideration for the degree of danger, abilities, proficiencies, as well as know-hows essential of replacements, dissatisfaction and absence of enthusiasm of potential successors, plus skill of the probable inheritor plus preparedness to accept responsibilities

stood as the factors influencing progression scheduling among most family businesses in Ghana. Finally, the incumbent manager must make sure that probable heirs were getting adequate vocation growth and open tutoring plan for household enterprises on progression forecasting to enhance succession planning in family businesses.

Adebe (2016) examined planned progression scheduling and household industry viability in Nairobi, Kenya. The study employed three huge household firms with five hundred otherwise extra workers. Stratified and convenient sampling methods were utilized in the section of 84 respondents for the work. Both qualitative and quantitative approach were adopted to realize the purposes of the work. He found out, most of the family owned business had plan on succession and that the viability of the enterprise hinged on proper progression scheduling approach. The situation revealed opinion that education as well as personal traits were the major factors influencing progression scheduling. Moreover, the work ended that progression scheduling practice positively influenced household enterprises in Kenya. Finally, it maintained that they had a strategic succession plan in enhancing progression scheduling in household enterprises.

Daisy (2017) investigated progression scheduling in household firms in USA based family owned businesses. The descriptive survey design stayed utilized to achieve the objectives of the work. The purposive sampling method was employed to select the respondents for the exercise. It employed detailed discussions to gather the facts for the analysis. It was found that many of the U.S. household firms didn't possess a progression strategy. The study also revealed that family conflict and availability of potential successor were the

major factors influencing family firms in US. It therefore indicated, managers/owners in household businesses should make contingency planning and provide enough preparation to the frontrunners plus executives plus participation at meetings or extra meetings to enhance proper progression scheduling of household firms.

Saan, Boateng and Kamwine (2013) examined the degree of progression scheduling by means of proprietors/authors of household enterprises plus the significance in safeguarding the stability in addition to success of the firms in the Wa Municipality. It adopted the exploratory approach to achieve its goals. Total sample of 205 stayed selected using the simple random technique beginning a populace of four hundred and forty household firms in the Municipality. The study carried out a discussion planned to gather as well as analyze information through descriptive and inferential measurements. Results of the study revealed most of the family-owned businesses in the Municipality didn't possess documented progression policies with respect to the firms. Moreover, creators/proprietors of family-owned business favoured the choice of a relative as a replacement as well as the choice plus preparing of an heir is crucial in enhancing progression planning.

Phikiso and Tengeh (2017) sought to determine vital mechanisms and difficulties of progression scheduling plus employment in household firms in Cape Town, South Africa. The study was a longitudinal study where the researcher could practice how the progression method spread-out in the family-owned businesses of the respondents and participants who made up the search sample. Qualitative and quantitative method were used in the work with a total sample of 120 owners and managers of family firms. Questionnaire stayed used

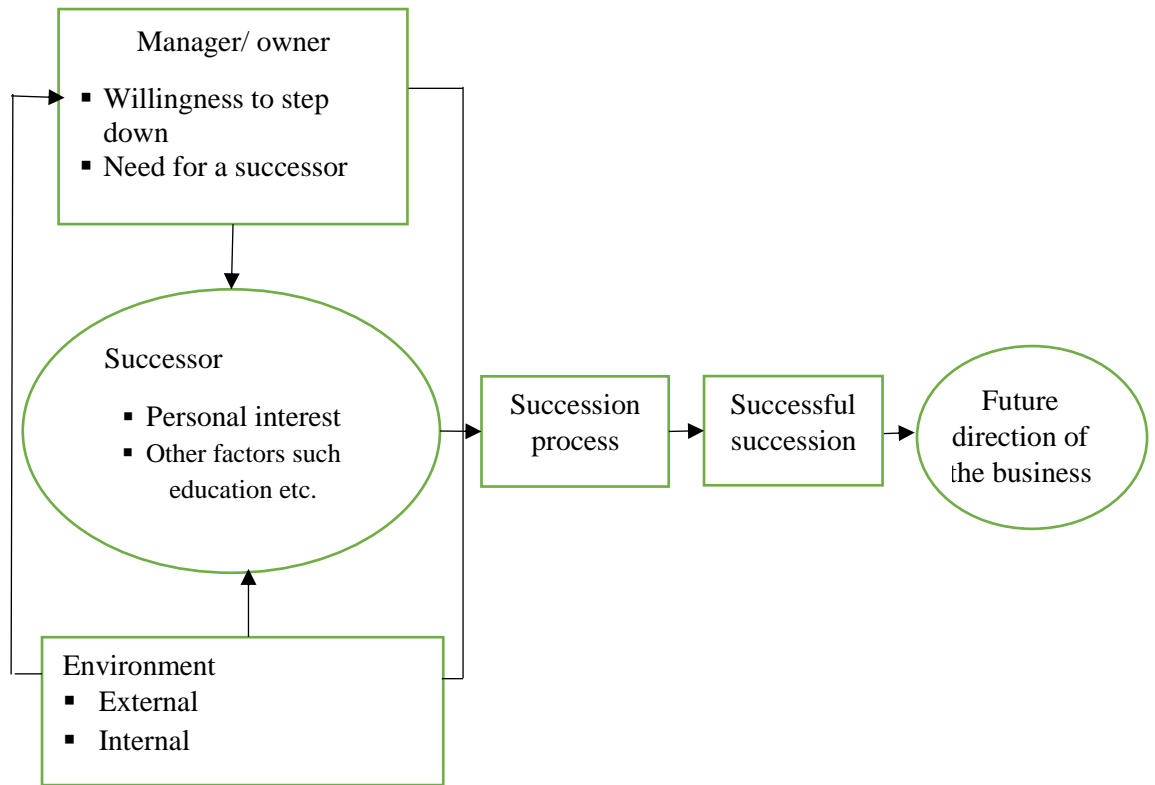
for gleaning information to the work. The study found that many proprietors of the household firms did not involve family members in the making of decisions concerning the running of their businesses. It was indicated from the study that mutual trust and cooperation were the factors that influenced progression scheduling in the enterprise. The study indicated, family business should organize training programs in enhancing proper succession planning.

Abdille (2013) investigated the existence of deliberate progression planning in household firms in Kenya and examined its consequences on future direction of the family businesses. The descriptive survey design was adopted with a random sample of 84 respondents. The study used a structured and semi structured questionnaires in the gathering of the data used in the analysis. Both quantitative and qualitative methods remained utilized to realise the purposes of the work. Outcomes from the study revealed that strategic planning and succession plans were the main determinants of existence of household firm and from this time needed to be tackled to guarantee continuity of family enterprise to the next compeers.

### **Conceptual Framework**

It was adapted grounded on the works of other scholars. Deduction could be made from other scholarly pieces that business continuity was necessary for future direction of household businesses. Business continuity was a method which needed by owners of family-owned business. These processes had been presented in Figure 1 which display just how the many fragments connect so as to realise a fruitful progression that ensure the future direction of the business.





**Figure 1: Conceptual review**

Source: Adapted from Lucky, Monai & Adebayo (2011)

From Figure 1, the readiness of the proprietor to retire coupled with the need for an inheritor called for succession planning. On other hand, the personal interest of the successor and other factors ensured his desire to take over. Finally, the environment which constituted inside and outside, in addition to the owner plus the inheritor from side to side the progression procedure would lead to positive progression which will influence the future direction of the business.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **Introduction**

The thorough explanation of the procedure that was adopted in the work was presented in this chapter. Specifically, it covered the research design, details of the study area, the population, sampling procedure, the data collection instruments, data collection procedures, data processing and analysis.

#### **Research Design**

Harwell (2011) posited that the research design of the work reflected the research process in entirety ranging beginning theorising a problem to the literature review, research questions, methods and conclusions. This work adopted the descriptive survey research design. Leedy and Ormrod (2005) asserted that descriptive research design involved reviewing and gleaning data from around individuals so as to state their solutions or answers. Amedahe (2002) maintained that in descriptive research, precise explanation of happenings of the procedures and the individuals were the goal. Surveys used a normal established queries to gather an extensive summary of a set's views, outlooks, self-reported behaviours, demographic and background statistics (Olney & Barnes, 2013). The descriptive survey research design was adopted since the aim of the researcher was to describe the nature of respondents, nature of results and findings in a manner that answered the research questions in the study.

#### **Research Approach**

It employed mixed-method approach. Specifically, both the quantitative and qualitative research approach were espoused to reach the purposes of the

work. The quantitative research was regarded by means of an exceeding empiricism of which models were not simply reasonable via the degree to which variables could be tested, however likewise through a request of evidences attained (Amaratunga, Baldry, Sarshar & Newton, 2002). According to Cooper and Schindler (2008), quantitative research test model as well as could correctly gauge constructs. The quantitative research method made an effort to make the most of independence, dependability plus generalizations of research results and were usually concerned in predictions (Guba, & Lincoln, 1994). Straub, Boudreau & Gefen, (2004) maintained that important mechanisms utilized for quantitative researchers involved statistical tools and software packages due to the occurrence of statistics in such research. The quantitative method aimed at determining the repercussions of progression scheduling on the upcoming way of the business.

Qualitative method was employed to achieve the other objectives which the quantitative method failed to achieve. The qualitative research provided the investigator by way of a descriptive study as well as narrative of the superiority of connections, conditions, measures, ingredients and situations as witnessed in the normal scenery of the family business study (Wiesma & Jurs, 2009). The normal situation was the straight basis of information and the investigator was the main tool in qualitative research (Fraenkel & Wallen, 2009). Also, through the qualitative method, the investigator tended to analyse their information instructively.

### **Population and Sample**

The mark populace referred to a group of people from which the investigator wanted to generalize (Vogt, 2007). For the basis of the study, the

mark people stayed constrained to family-owned basic schools which had been in existence for more than 5 years in the Sekondi-Takoradi Metropolis. The target population constitutes 150 family-owned basic schools. A sample of one hundred (100) family-owned basic schools were selected from the population.

### **Sampling Procedure**

The study adopted the purposive sampling technique for the selection of appropriate sample for the study. The purposive sampling method is used by a researcher to select samples that are likely to be informative and knowledgeable about a phenomenon under study (Babbie, 2008). Under purposive sampling, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard, 2017; Lewis & Sheppard 2006). According to O’Leary (2004), purposive sampling is a non-random sampling technique that is most effective when one needs to study certain area with knowledgeable experts within. It can be used in quantitative and qualitative researches (MacDonald & Headlam, 2008). The prime aim of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable you to answer your research questions. The study adopted the purposive sampling technique since the study is focused on family owned basic schools.

### **Data Collection Instruments**

Aaker, Kumar, Leone and Day (2013) stated that there were numerous information gathering approaches which could be well-thought-out, both individually or in mishmash. Information gathering remained completed by the usage of an organised questionnaire that was personally distributed to every member. According to Jones, Beynon-Davis and Greaves (2003), with

organised questionnaires information gathering could be completed swiftly. The aim of personally delivering questionnaire was to safeguard that contributors got the questionnaire timely as well as completed them at their own leisure periods. Questionnaire was employed for the reason that it helped the investigator to gather great sum of information in large areas within a little interval thus gaining extra period for the work (Orodho, 2003). Finally, questionnaire is standardized that helps in contrast of diverse answers from respondents and at the same time handing over some understanding of anonymity for respondents (Hair, Black, Babin, Anderson, & Tatham, 2006; Saunders, 2011)

The questionnaire was made up of four sections and composed of both open ended and closed ended questions. Section A asked demographic data of respondents such as gender, scholastic qualification level, number of years the institution had been in existence, the respondent's title with institution and number of employees' institution had. Section B comprised questions on general succession planning practices. Section C comprised questions on the elements influencing the smooth progression of owners of household firm. Section D was made up of questions on the influences of progression scheduling on the upcoming way of the business. The final section on measures of enhancing progression development in household firm.

The instrument designed for the study had a 5-point modified Likert scale. The Likert scale was used because it is one of the most widely used tools in researching popular opinion, easy to use and understand (Leung, 2011; Neuman (2000). In addition, the reliability of data conducted with Likert scale is highly valued (Nguyen Thi Bich, & Balami, 2011).

## **Reliability Test**

Corsten and Kumar (2005) asserted that reliability constituted the amount of constancy, accuracy, permanency and predictability of a research instrument Corsten and Kumar, 2005) further posited that a measure is dependable to the degree that repeated quantities made by it under continual circumstances would provide similar outcome. Inside consistency reliability of the research tool was measured using the Cronbach's alpha. A reliability values of 6.0 to 0.70 and above were considered by many researchers as acceptable (Cooper & Schindler, 2006; Malhotra & Birks, 2006).

It was also prudent to conduct a pilot test to refine the instrument. As a result, the questionnaire items were piloted to remove confusing words and to improve upon the clarity of the questions items to strengthen its reliability.

## **Validity**

Validity referred to the degree to which a statistical instrument measured what it was intended to measure. It emphasized the accuracy of a measurement instrument (Cooper & Schindler, 2006). The researcher presented the questionnaire to the supervisor to find response to increase the content of the questions, directions, clearness, plus the design of the questionnaire. The questionnaire was then revised to address comments and suggestions after presenting it to the supervisor. This was done before the questionnaires were administered to participant.

## **Data Collection Procedure**

Introductory letter from the UCC was sent to the target owners of family-owned basic schools to seek their permission. The questionnaires were then disseminated to the target respondents by person. The target respondents

were given ample time for them to answer to the questionnaire. The researcher took time to clarify the essence of the research and the meaning of the items to them before the respondents answered the items.

### **Data Processing and Analysis**

The data that was collected from the field of study and modified to safeguard that the questionnaire was appropriately finished and checked correct data. The responses were coded using Statistical Product for Service Solution version 23. The study adopted both the descriptive and inferential statistics to analyse the data. Descriptive statistics such as frequencies and percentages were used to relay findings on the demographic profiles of the data. Again, Frequencies, mean, percentages and standard deviation were used in the analysis based on the research questions of the study.

### **Ethical Considerations**

Ethical considerations were of great concern for the study. The ethics of conducting social scientific research such as rights to free consent, rights to inform consent, rights to privacy were upheld by the researcher. Confidentiality and anonymity in high esteem on which the researcher proceeded to interact with participants who were ready to partake in the study. In adherence to such a reputable norm of the research community, contributors were well-versed of the objective of the study and why they were to participate. The researcher only engaged those who voluntarily agreed to participate and no participant was compulsorily made to make any input to the study. Their information and data provided was basically for scholarly reasons then was handled with the utmost degree of privacy and anonymity.

## **Chapter Summary**

This chapter presented the research methodology employed in the study. Firstly, the descriptive survey research design was offered, subsequent to population and sampling design which expressed how information was sampled from the population. The sample size was also offered, subsequent to data gathering procedures, data processing as well as information analysis.



**CHAPTER FOUR**  
**RESULTS AND DISCUSSIONS**

This chapter presented and discusses findings of the research. The chief aim of the research was to examine the succession planning of owners or managers in family-owned basic schools in the Sekondi-Takoradi Metropolis. In analyzing and interpreting the responses, the researcher made use of frequencies, percentages, means and standard deviation to reach the aims of the research.

**Demographic Characteristics of Respondents**

The demographic features of the respondents focused on the gender of respondents, educational qualification level, years of existence of the institution, number of employees.

**Table 1: Demographic Data of Respondents**

Variable	Sub-scale	Frequency (N)100	Percentage (P)100%
Gender	Male	73	73
	Female	27	27
Levels of Education	Primary	1	1
	Secondary	7	7
	Tertiary	92	92
Years of Existence	5-9 years	44	44
	10-14 years	30	30
	15-19 years	16	16
	Above 20 years	10	10
Number of Employees	10-19	44	44
	20-29	30	30
	30-40	16	16
	Above 40	10	10

Source: Field survey (2020)

Table 1 presented the demographic characteristics of respondents in the study. It was indicated from Table 1 that out of 100 respondents sampled for the study, 73 percent were male while the remaining 27 percent were female. This meant that males dominated the ownership of family owned basic schools relative to their male counterpart in the Metropolis. This also indicated the gender insensitivity that prevailed in the ownership of family-owned basic schools. However, this did not influence the soundness and consistency of the outcomes since the type of responses solicited through the questionnaire demand objectivity.

With regards to levels of education, 92 percent of the 100 respondents went to school up to the tertiary level. 7 percent had obtained primary school education, while 1 percent had primary education level. Therefore, the results indicate that most of the respondents had at slightly attained nearly vital training. This implies that most of the respondents have some understanding of the subject matter under study.

From Table 1, the number of years the family-owned basic schools have been in existence was mostly recorded to be 5-9 years, representing 44 percent of respondents. 30 percent have been in existence for 10-14 years, 16 percent had been in existence for 15-19 years and 10 percent had been in existence above 20 years. It can therefore be concluded that most of the institutions had been in existence for 5-9 years.

Finally, concerning the number of employees, it was revealed that 44 percent of the family owned-basic schools had 10-19 employees. 30 percent of them had 20-29 employees, 16 percent of the family business had 30-40 employees and the remaining 10 percent had above 40 employees. It clearly

showed that majority of the family-owned basic schools had 10-19 employees helping to curb the unemployment and increase the normal living of people in the country.

## **Analysis of the Main Results**

### **Test of Reliability**

The Cronbach's alpha remained employed to quantify the consistency of the variables. The independent variable had high loading as well as overloaded seamlessly on the dependent variable with a precisely exceptional Cronbach's alpha of 0.70. The result was presented Table 2.

**Table 2: Reliability Test**

<b>Cronbach's alpha</b>	<b>Number of items</b>
0.70	32

Source: Field survey (2020)

From the Table 2, the coefficient for the items was 0.70, signifying the objects had comparatively high internal uniformity. Which also implied that all the variables employed in the study were reliable.

### **Succession Planning**

The first objective of the study sought to determine whether there was any deliberate strategic succession planning policy for owners or managers of family-owned basic schools. The responses of the respondents are presented in Table 3.

**Table 3: Succession Planning**

Statements	Yes		No	
	F	Percent	F	Percent
Does any family member work in this institution?	39	39	60	60
Does the institution have a strategic plan on how to succeed the current management?	48	48	52	52
Is the continuity strategy integrated with the institution's planning process?	48	48	52	52
Has the institution groomed a prospective successor?	45	45	55	55

Source: Field survey (2020)

Table 3 presented the results concerning succession planning. From the results, 39 percent of the respondents had their relatives working in the household firm while 60 percent of them did not have any of their family members working in their schools. It can be indicated that most of the owners of household basic schools disliked having any of their family members working in their businesses. This according to Ahmed (2016) will not help the business in relation to succession planning as the participation of relatives made it simpler to make way for improved continuity strategy since that family member became conversant with the tasks of the firm. Family enterprise continuity remained more of a procedure than an incident plus the continuous relative's participation was critical to its feat.

In relation to whether the business had strategic disposition on succeeding the present management, 48 percent indicated yes while 52 percent indicated no. The outcomes indicated that most of the owners of basic schools

in the study area did not have any plan on succession. The outcome remained constant with the verdicts of Nonkwelo (2019) and Saan, Boateng and Kamwine (2013) who found that many household firms had no continuity strategy laid down. Positive continuity of Chief Executive Officers was a crucial objective for household enterprises with the subsequent group's and straight organization, the enterprise could not live as a household enterprise, talk of sustaining its attractiveness" (Barach & Ganitsky, 1995). The failure of relative enterprises, nonetheless, to achieve the multifaceted procedure of proprietorship and organization continuity from one group to the next was one of the key explanations of the high failure proportion amongst first and second generation relative enterprise (Venter & Boshoff, 2006). However, the result was inconsistent with the findings of Ahmed (2016) and Andebe (2016).

Moreover, 52 percent of the respondents disagreed that the business had no continuity strategy joined with the institution's forecasting techniques. Just forty-eight per cent of the respondents approved that the business had continuity strategy joined with the institution's scheduling techniques. This result clearly showed that owners of family-owned business had no succession plan strategy integrated with the institution's planning process.

Finally, 55 percent of the respondents indicated that the institution had not groomed a prospective successor in the absence of the current owner. However, 45 percent indicated otherwise. This result confirmed the earlier findings that many household firms had not laid down continuity strategy. Hence their failure to groom prospective successor in the absence of the current owner.

As part of the succession planning, the research wanted to recognise the respondents' preferences in handing over the succession of the institution. Table 4 presents the result.

**Table 4: Respondents' Preference in Handing Over Succession of the Institution**

Preferences	Frequency	Percentage
Family member	64	64
Non Family member	36	36
Total	100	100

Source: Field survey (2020)

The result in Table 4 indicated that 64 percent of the respondents preferred their family members to succeed in the absence of the owner in the household firms. Only 36 percent of them preferred to hand over the continuity of their family-owned businesses to non-family member. The reasons provided by the respondents concerning their preference for a family member included; family members were in a better position to take over, family members were more responsible and trustworthy, to avoid any form of future misunderstanding and to enhance proper management of the institution. On the other hand, those respondents who preferred non-family members provided the following reasons; non-family members tend to be more obedient and hardworking, no family member was available and because of neutrality.

The outcome was consistent with the results of Saan, Boateng and Kamwine (2013) who revealed that founders of relative business preferred the appointment of a relative as a replacement. It also supported the argument of Ahmed (2016) that the participation of relatives made it simpler to make way for well continuity preparation since such individuals will be acquainted with the processes of the firm.

### **Factors affecting the smooth succession of owners**

The second objective of the research sought to determine the factors affecting the smooth succession of owners or managers of family-owned basic schools. The results is depicted in Table 5.

**Table 5: Factors Affecting the Smooth Succession of Owners or Managers**

Factors	Mean	Std. Deviation
Succession in family owned business is based on the owner's choice	3.33	0.922
Family contract	1.75	0.947
Availability of potential successor	2.31	0.825
Mistrust of owner/founder	1.58	0.781
Strategic succession plan helps the smooth transition of family business	2.50	0.759
Succession plan is needless	1.41	0.637
The strategies developed by the owner/founder of the institution determines the future success of the institution	2.54	0.809

Source: Field survey (2020)

Mean of Means = 2.20; Mean of Standard Deviation = 0.81

Table 5 showed descriptive statistics of responses by respondents regarding the factors affecting the smooth succession of owners or managers of family owned basic schools. It was obvious that most of the respondents strongly agreed that succession in family-owned businesses was based on the owner's choice, strategic succession plan helped the smooth transition of family business and the strategies developed by the owner/founder of the institution determined the future success of the institution were the factors affecting the smooth succession of owners or managers of family owned basic schools. This was evident as the responses to the statements recorded respective means of

3.30, 2.50 and 2.54. This means that amongst all the determinants, the respondents consider owner's choice, strategic succession plan helped the smooth transition of family business and the strategies developed by the owner/founder of the institution determined the future success of the institution very crucial factors that affect the smooth succession of owners or managers of family owned basic schools.

The other factor that the respondents agreed to affect smooth succession of owners or managers of family-owned basic schools were the availability of potential successor. This was also indicated by a mean of 2.31. However, some of the respondents strongly disagreed that succession plan was needless for smooth succession of owners or managers of family-owned basic education. The results concluded that factors such as succession in household firms was premised on the owner's choice. Continuity strategy helped the undisturbed transition of household firms and the plans advanced by the founder of the institution determined the impending success of the institution. These were the factors respondents suggested that they affected the smooth succession of owners or managers of family owned basic education. The above results supported the findings of Ahmed (2016), Phikiso and Tengeh (2017) who found that factors such as availability of the probable replacement as well as readiness to take over were the factors which influenced continuity strategy among most family businesses. Indeed, the availability and the willingness of a successor to take over affected one's capability to take up the succession.



### Effects of Succession Planning on the future Direction of the Business

The third objective of the study sought to examine the effects of succession planning on the future direction of the family-owned basic schools. The responses in relation to this objective are indicated in Table 6.

**Table 6: Effects of Succession Planning on the Future Direction of Family Owned Business**

<b>Factors</b>	<b>Mean</b>	<b>Std. Deviation</b>
Succession planning is the key factor for future moving to the next generation	3.63	1.041
succession planning can help smooth running of family business	3.70	0.980
The growth of the family owned businesses get to future generations only when there is a unifying figure in the family	3.50	0.969
The movement from generation to the other is dependent on family cohesion	3.35	1.019
Family businesses requires strategies to remain sustainable in future	3.69	1.098

Source: Field survey (2020)

Mean of Means = 3.57; Mean of Standard Deviation = 1.02

Table 6 presents the information that respondents have agreed that succession planning is a pertinent factor behind the future direction of family Owned Business and this was seen with mean of means scores of 3.57. This tells that all the constructs provided by the researchers to reflect the effects of succession planning, the majority of students agree that it influence the future direction of family Owned Business. On the precise note, the respondents are of the view that succession planning can help smooth running of family business and this was indicated with a mean score of 3.70. Also, respondents are of the

view that family businesses require strategies to remain sustainable in future, Succession planning is the key factor for future moving to the next generation and the growth of the family owned businesses get to future generations only when there is a unifying figure in the family and these were indicated with mean scores of 3.69, 3.63 and 3.50 respectively.

In sum, with the least mean being 3.35 and standard deviation as 1.019, the respondents agreed that the movement from generation to the other is dependent on family cohesion. In general, the results give a clear indication that the succession planning affect the future direction of the family-owned basic schools. Result supported the findings of Andebe (2016); Abdille (2013) and Nell (2014) who found that strategic planning and succession plans were the main determinants of existence of household enterprises and hence needed to be talked about to be sure the continuity of family enterprises to the next group. Proofs from these researches confirmed that imminent headship of establishments was the more critical feature of its capacities and progress. The Authors proposed that continuity should be laid down to be sure that establishments had the correct abilities and qualities required to meet future desires.

### **Measures of enhancing succession planning in family owned business**

The last objective of the study was to identify some possible measures that can enhance firm continuity. To achieve this objective, the respondents were asked an open-ended question. Table 7 presents the results.

**Table 7: Measures that can Enhance Succession Planning in Family-owned Business**

<b>Measures</b>	<b>Frequency</b>	<b>Percentage</b>
Training and Education	35	35
Involvement of non-family members	20	20
Succession Planning should be based on ability and willingness	15	15
Strategic succession planning	18	18
Coaching of potential successor	12	12
Total	100	100

Source: Field survey (2020).

Table 7 presented some possible measures that can be employed to augment firm continuity in family-owned basic schools. From the result, 35 per cent of the respondents approved that education as well as training of potential successor could enhance continuity in family enterprise. Also, 20 percent of the respondents indicated that participation of non-relatives in succession could help in enhancing continuity. 15 percent of the respondents were in agreement that for succession planning to be enhanced in relative enterprises, the appointment of successor should be based on ability and willingness of potential successor. Moreover, 18 percent cited strategic continuity policy as a means of enhancing continuity in family-owned businesses. Finally, 12 percent of them agreed that coaching of potential successor was a means of enhancing succession continuity.

These result supported the findings of Ahmed (2016); Andebe (2016); Chesley (2017); Saan, Boateng & Kamwine (2013) and Phikiso (2017) who cited possible ways as education, training programs, formal or written succession plans and other ways to enhance succession in family-owned businesses. For instance, Ahmed (2016) asserted that the incumbent manager

was to be sure that possible replacements were getting adequate professional growth and open to training programmes for household enterprises on continuity to enhance progression forecasting in household enterprises. Also, C Nonkwelo (2019) posited that managers of family-owned enterprises were to make contingency planning and provide enough preparation for frontrunners then superiors and participation at seminars or other meetings to enhance proper continuity. Phikiso and Tengeh (2017) indicated that household enterprises should organize training programs in enhancing proper succession planning.

### **Chapter Summary**

The results and discussions of this study have been presented in this chapter. The Cronbach's alpha coefficient signifies the objects had comparatively high internal uniformity. It was indicated that most of the owners of household basic schools did not have any plan on succession. It was obvious that most of the respondents strongly agreed that succession in family-owned businesses was based on the owner's choice. Moreover, succession planning is a pertinent factor behind the future direction of family. This implies that succession planning affect the future direction of the family-owned basic schools. Finally, training and education, involvement of non-family members among others could enhance continuity in basic schools

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

The chapter presented the summary, conclusions and recommendations of the study. The overview of the research problem, objectives, methodology and the results of the study were presented in this chapter. The conclusions contained all outcomes regarding the outcomes of the research grounded on the purpose. Also, policy recommendations to be implemented and submissions for impending study were offered.

#### **Summary**

Over the years, family-owned businesses were extinct after ten (10) years and only a handful made it to the next stage. Besides, about 12 percent to 16 percent of family-owned businesses continued to operate in a third generation and only 3 percent went far through to the fourth generation and beyond as a result of improper succession (Zimmerer & Scarborough, 2007). Several factors such as poor business planning, operational inefficiencies, dysfunctional management and a decline in market share can affect the longevity of the family business (Monk, 2000). However, a particular factor often cited as the crucial impediment to the continuity firms in the family, was handing over to the impending generation.

As a result, this study sought to examine succession planning of owners of family-owned businesses as pertained in the basic schools in the Sekondi-Takoradi Metropolis. Specifically, the study sought to:

1. Determine whether there was any succession planning policy for owners or managers of family-owned basic education in the Sekondi-Takoradi Metropolis
2. Identify the factors which affected the smooth succession of owners or managers of family-owned basic education in the Sekondi-Takoradi Metropolis.
3. Examine the effects of succession planning on the future direction of the family-owned basic education.
4. To suggest plausible ways of enhancing succession planning in family-owned basic education in the Sekondi-Takoradi Metropolis.

The researcher employed a mixed-method approach to achieve the stated objectives. Semi-structured questionnaire was utilized to gather the basic information used for the analyses. A sample of one hundred (100) respondents were chosen using the purposive sampling technique in the Sekondi-Takoradi Metropolis. The Statistical Package for Social Sciences (SPSS) was employed in the data processing. Again, Frequencies, mean, percentages and standard deviation were used in the analysis based on the research questions of the study.

### **Key Findings**

1. The study revealed that owners of basic schools did not have any plan on succession.
2. Also, the decision of who succeeded the owner in family-owned basic schools was purely based on the owner's choice.
3. Moreover, succession planning is a pertinent factor behind the future direction of family. This implies that succession planning affect the future direction of the family-owned basic schools

4. Finally, training and education, involvement of non-family members among others could enhance continuity in basic schools.

### **Conclusion**

The piece concluded that owners of basic schools had not pencilled down continuity policies beyond the owner's absence. Succession in family-owned basic schools was primarily based on the owner's choice. Deliberate continuity policies helped the smooth transition of family business and the policies advanced by the founder of the institution determined the impending success of the organisation affected the smooth succession of owners or managers of family-owned basic education. The research again established that succession planning is a pertinent factor behind the future direction of family. This implies that succession planning affect the future direction of the family-owned basic schools. Training and education, participation of non-relatives, strategic succession planning plus coaching of possible replacement enhanced continuity.

### **Recommendations**

1. Owners of family-owned basic schools should put in place business continuity policies to be sure of smooth transition into the future.
2. Succession planners should involve family members in their choice of potential successor as relatives are abreast of the operation of the enterprise.
3. Owners of family-owned business should groom potential successor(s). Such a person(s) should receive sufficient career development and required training and development practices prior to his/her succession.

4. Succession planning should be time-bound and updated to be realistic and relevant to the current business situations so that it becomes an invaluable business tool to guide transgenerational business transition and ensure future direction of the business.
5. Government agencies should organize public education and training programmes for family-owned businesses on succession planning.

### **Suggestions for Future Research**

The study considered business continuity specifically in the basic schools in the Sekondi-Takoradi Metropolis only, future research can consider other businesses as well to determine how succession planning affects the future direction of such business. Also, similar studies may be conducted by expanding the sample size plus a different study area to broaden the knowledge on the subject matter.



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**APPENDIX**  
**QUESTIONNAIRE**  
**UNIVERSITY OF CAPE COAST**

Dear correspondent,

I am conducting a research on the Topic **SUCCESSION PLANNING OF OWNERS/ MANAGERS OF FAMILY-OWNED BASIC SCHOOLS IN THE SEKONDI-TAKORADI METROPOLIS** as part of the requirements for the award of **MASTER OF BUSINESS ADMINISTRATION (GENERAL MANAGEMENT)** at the University of Cape Coast. I would be grateful if you could participate in my survey. All data are strictly for academic purpose and will be treated with the utmost care and confidentiality. Therefore, you are requested to willingly provide information that reflect the true situation on ground.

Succession planning in this exercise is a proactive attempt to ensure that leadership in business will be continuous by identifying how vacant positions, roles and responsibilities will be filled when both unplanned and planned departures occur.

**SECTION A: RESPONDENT'S BACKGROUND/DEMOGRAPHICS**

*Please tick (✓) the appropriate answer*

1. Gender

A. Male            [   ]

B. Female        [   ]

2. Educational qualification level

A. Primary/JHS            [   ]

B. SHS/A level            [   ]

C. Tertiary                [   ]

D. Other, specify .....

3. How many years has your institution been in existence?

A. 5-9 years [ ]

B. 10-14 years [ ]

C. 15-19 years [ ]

D. Above 20 years [ ]

4. What is your title with the institution?

A. Owner/Founder [ ]

B. Manager [ ]

C. Both [ ]

D. Other, specify.....

5. How many employees do you have?

A. 10-19 [ ]

B. 20-29 [ ]

C. 30-40 [ ]

D. Above 40 [ ]

**SECTION B: SUCCESSION PLANNING**

6. Does any family member work in this institution?

Yes [ ] No [ ]

7. Does your institution have a strategic plan on how to succeed the current management/leadership?

Yes [ ] No [ ]

8. Is the succession plan strategy integrated with the institution's planning process? Yes [ ] No [ ]

9. Has the institution groomed a prospective successor?

Yes [ ] No [ ]

10. Which of these do founders' prefer to hand over the succession of the institution to A. Family member [ ] B. Non-family member [ ]

11. If **A**, Family member, please provide your reason(s)

.....  
 .....  
 .....

12. If **B**, Non-family member, please provide your reason(s)

.....  
 .....  
 .....

11. What other information, if any, would you like to share concerning your institution's succession planning

.....  
 .....  
 .....

**SECTION C: FACTORS AFFECTING THE SMOOTH SUCCESSION OF OWNERS OR MANAGERS OF FAMILY-OWNED BASIC SCHOOLS.**

*These are factors which affect the smooth succession of family owned businesses. To what extent would you rate the following factors as affecting survival of family-owned businesses. Please tick the appropriate answer.*

*1 – strongly agree; 2 – agree; 3 – disagree; 4 – strongly disagree*

<i>Factors</i>	<i>1.Strongly agree</i>	<i>2.Agree</i>	<i>3.Disagree</i>	<i>4.Strongly disagree</i>
12. Succession in family owned business is based on the owner's choice				
13. Family conflict				
14. Availability of potential successor				
15. Mistrust of owner/founder				
16. Strategic succession plan helps the smooth transition of family business				
17. Succession plan is needless				

18. The strategies developed by the owner/founder of the institution determines the future success of the institution				
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**SECTION D: EFFECTS OF SUCCESSION PLANNING ON THE FUTURE DIRECTION OF THE BUSINESS**

Please kindly use the following Likert Scale (1= very small extent; 2 = small extent; 3 = moderate extent; 4 = to a large extent; 5 = to a very large extent) concerning the effects of succession planning on sustainability and future direction of a family business.

Effects	1	2	3	4	5
Succession planning is the key factor for future moving to the next generation					
succession planning can help smooth running of family business					
The growth of the family owned businesses get to future generations only when there is a unifying figure in the family.					
The movement from generation to the other is dependent of family cohesion					
Family businesses requires strategies to remain sustainable in future					

**SECTION E: WAYS OF ENHANCING SUCCESSION PLANNING IN FAMILY OWNED BASIC SCHOOLS.**

Please can you suggest some plausible ways of enhancing successful succession planning in the school.

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**Thank You**