

# Influence of Culture on the Operations of Entrepreneurial Family Business in Nigeria

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**Abstract:-**The purpose of this paper is to examine the influence of culture on the operation of an entrepreneurial family business in Nigeria. Using a multiple case approach, we explore the contributions of family values, manners and customs, funding, education, traditions and ethics in relation to a family-owned business. This study enables us to deepen our understanding of cultural influence on the entrepreneurial family business. The results reveal that the operation and sustainability of family-owned businesses are ascribable to family culture.

**Keywords:** Culture, Entrepreneurship, Family, Family firm, Tradition.

## I. INTRODUCTION

Culture refers to common ways of thinking and behaving that are passed on from parents to children or transmitted by a social organisation (Histrich, Peters & Shepherd, 2013). According to Triandis (2000), culture denotes an improved adaptation of members to a particular ecology, that includes the knowledge that people need to have in order to function effectively in their social environment. Culture is the core values and beliefs of individuals within a society, which are formed in complex knowledge systems during childhood and reinforced throughout life (Hofstede, 1994, 2001). A family owned business is one that includes two or more members of a family having financial control of the company (Scarborough, 2013).

Samovar and Porter (1994), opined that culture is the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations, through individual and group striving. While culture has been defined in many ways, Histrich, et al., (2008) argued that it is a common way of thinking and behaving that are passed on from parents to children or transmitted by social agents, developed and then reinforced through social pressure. Culture is learned behaviour and the identity of an individual and society (Histrich, et al., 2008).

Research has shown that cultural patterns of family businesses can either facilitate or constrain their level of entrepreneurship (Hall et al. 2001; Zahra et al. 2004). Hollander and Ellman (1988), state that 'the culture of the business often becomes an embodiment of the founding personality; this culture then influences operational style which in turn affects both the

development of the business and its ability to respond to change'. Vallejo (2008), identifies four dimensions of culture in family firms as commitment, harmony, long – term orientation, and customer service. There are also reasons to believe that the extent to which a firm is entrepreneurial has a lot to do with the culture of that organization (Burgelman, 1983).

Schein, (1996) states that culture is one of the most stable and powerful forces at work in organizations. Family firms have a very strong culture (Dyer, 1986), that is often unique and difficult to imitate because of their permanent and noticeable features in both family history and processes (Gersick et al., 1997; Payne et al., 2011). Kansikas and Kuhmonen, (2008) suggested that there is a concern for understanding the risk of selection bias easily rooted in the family firm culture: are some variations favoured in the selection of operating, investment and search routines because of family relations, emotions and values, including decisions on who will succeed and who will own the firm in the future

The research question is *how culture influences family business operations in Nigeria*? The family business plays a vital role in the economic development of the nation and it is an effective engine for every economy regarding job creation and tax collection (Lucky et al., 2011). By performing a beneficial analysis through theoretical and empirical research and critically discuss the findings, this study will identify some of those cultural factors that could influence the operation and sustainability of an entrepreneurial family-owned business in Nigeria.

The qualitative method will be used for the study and this approach will give valuable exploration and in-depth understanding of the impact of culture on entrepreneurial family firms in Nigeria. More so, based on the proximity and connection with selected three family firms, a structured interview schedules will be carried out through convenient sampling method. Also, for the clear understanding of the findings, thematic analysis and pattern matching are going to be used for the data analysis and discussion. The conclusion section summarizes the main points and outlines the theoretical and firm-related implications of this study.

The outcome of the study will be a set of roadmaps that will improve the performance of the family members in the

family-owned business, cultural impact towards the firm’s growth and a fruitful relationship among the stakeholders.

*Theoretical Framework*

*The stewardship perspective of family enterprises*

The stewardship perspective of family enterprises recognizes that owners of family businesses often exhibit a commitment to the mission of the family firm that extends beyond self-interest and is motivated by a desire to leave a positive legacy to succeeding generations (Poza, 2010). Similarly, (Corbetta & Salvato, 2004) opine that when family members are stewards of their business, they are willing to put aside personal interests for the sake of the business. The roots of a family’s stewardship over the continuity of a business and its mission are manifold, and many have socio-emotional aspects (Miller, et al. 2008).

*Cultural Collectivism Theory*

The concept of collectivism describes how people think of themselves as parts of different collectives (e.g., families, circles of friends, various organizations, entire society) and to what extent their social behaviour is a consequence of norms, duties, and obligations imposed by these collectives (Triandis, 1995; Vadi et al. 2002). Arguably, Vadi et al. (2002) emphasize the members of organizations need to have “we”

identities, to a certain degree at least, in order to cooperate and accomplish the organizational task.

A collectivist culture is one in which people tend to view themselves as members of groups (families, work units, tribes, nations), and usually consider the needs of the group to be more important than the needs of individuals (Sunnydream, 2007). People in collectivist cultures promote trust, cooperation, and cohesion within their extended families, which in turn reduce the costs of monitoring and encourage families to retain ownership and control of their business activities within their extended families (Franke, et al,1991; Chakrabarty, 2009).

The family in collectivist societies allows efficient information flow, lowers transaction costs, allows convergence of mutual interests, and does not have to bear any hassles associated with formal contracting (Williamson, 1994). Collectivist behaviour is displayed in the existence of reinforced extended families and groups where fellow members take responsibility and care of each other (Gudykunst et al., 1996). In a research programme conducted by Bond & Sabourin, (2000), the logic of collectivist social thought was used to argue that the achievement of relationship and harmony with others would be a major goal in collectivist systems valuing group stability.

Table 1: Roles Families Play in the Entrepreneurial Process

	Family-Influenced Start-Ups	Family Corporate Venturing	Family Corporate Renewal	Family Private Cash	Family Investment Fund
<b>Formal</b>	An entrepreneur with no legacy assets/existing business, but who formally launches a new business with family and /or intending to involve family	Family holding companies or businesses that have formal new venture creation and or acquisition strategies, plans, departments, or capabilities.	Family-controlled companies with a formal strategic growth plan for creating new streams of value through change in business strategy, model, or structure.	Start-up money from family member or business with a formal written agreement for market-based ROI and or repayment.	Stand-alone professional private equity or venture capital fund controlled by family and/or using family-generated capital.
<b>Informal</b>	An entrepreneur with no legacy assets/existing business who happens to start a new business out of necessity and it begins to involve family members	Family holding companies or businesses that grow through more informal, intuitive, and opportunistic business start-up and acquisitions.	Intuitive growth initiatives that result in a change in business strategy, model, or structure and new streams of value for the family company.	Start-up money or gift from family member or business with no agreement or conversation about ROI or repayment.	Internal capital and /or funds used by family owners to invest in real estate or passive partnerships or seed new businesses.

Source: Spinelli, S. J. & Adams R. J. (2012) *New Venture Creation: Entrepreneurship for the 21<sup>st</sup> Century*, Ninth Edition, New York; McGraw-Hill.

*The problems of Family Firms*

Bridge et al (2009) emphasised that managerial succession is fraught with difficulties with the result that, while there is an impression of stable, conservative, family-dominated institutions, they are often riddled with conflict. Difficulty in family businesses can be the conflict that often emerges between family members, specifically founders and their children. The founders often recognize that they should let go of the reins and develop their successor, but the business is such an important feature of their lives that they fear that the ‘loss’ of it will damage their self-image and bring their competency into question. Such behaviour can be resented, and tension can build as a result.

The Rivalry between siblings is another common source of difficulties (Bridge et al 2009; Hofstede, 2001). Where multiple family members have an interest in the business they may all expect equal treatment but, in the nature of things, this is rarely possible. Also, they may have different expectations such as short –term riches or long term growth. Conflict is inevitable in organisations, and it must be managed, but its management presents special problems for family-run businesses. Because the conflict can be intense, and because it is transposed from the business to the personal or family arena, it is often suppressed and not resolved.

Managing the transition of power and control can often be a difficulty in family businesses, especially the transition from

one chief executive to another. There is evidence that this is rarely planned in family firms, and that the transition is, as a result, frequently traumatic. This may contribute to the failure of many family businesses to survive to the second or third generation (Brenes, et al., 2006; Bridge et al 2009; Hofstede, 2001; Smith, 2009).

### *Individual Culture*

Schwartz, (1994) discussed individual value structure theory as values that are derived from three universal requirements: biological needs, social needs and welfare needs of groups. The individual value structure theory has ten distinct value types namely, self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence, and universalism (Ndubisi, 2010).

Table 2. Individual Value Structure Theory

Individual Value Structure Theory		
Value Type	Defining Goal	Value Items
Self-direction	Independent thought and action – choosing, creating, exploring	Creativity, Freedom, Choosing own goals, curious, Independent
Stimulation	Excitement, novelty, challenge in life	A varied life, An exciting life, Daring
Hedonism	Pleasure or sensuous gratification for Oneself	Pleasure, Enjoying life, Self-indulgent
Achievement	Personal success though demonstrating competence according to social standards	Ambitious, Successful, Capable, Influential
Power	Social status and prestige, control or dominance over people and resources	Authority, Wealth, Social power
Security	Safety, harmony, and stability of society, of relationships and of self	Social order, Family security, National security, Clean, Reciprocation of favours, Healthy
Conformity	Restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms	Obedient, Self-discipline, Politeness, Honouring parents and
Tradition	Respect, commitment, and acceptance of the customs and ideas that one's culture or religion provides	Respect for tradition, Humble, Devout, Accepting my portion in life, Moderate
Benevolence	Preserving and enhancing the welfare of those with whom one is in frequent contact ("in-group")	Helpful, Honest, Forgiving, Responsible, Loyal, True Friendship, Mature Love

Source: Ndubisi, N. O., 2010. The impact of personal culture on sophisticated succession planning by Owner-managers of SMES in Malaysia. *Academy of Entrepreneurship Journal*, 16(1), pp.41-54

### *Culture of collectivism influence on family business ownership*

Chakrabarty, (2009), states one dimension of national culture is collectivism. Collectivism is characterized by a tight social framework in which people distinguish between in-groups and out-groups, and people within an in-group are loyal to each other. A common in-group in the business economy of a collectivist country is the family. In countries with high collectivism, a relatively large number of strong interpersonal relationships are the norm. Collectivist behaviour is displayed in the existence of reinforced extended families and groups where fellow members take responsibility and care of each other.

The argument that family ownership will be more prominent in collectivistic cultures can be supported by sociological theories. Sociological theories support the positive role of solidarity and norms in binding the family into a strongly knit group. In collectivist cultures, the family represents the entrenching of social relationships where a principle of solidarity exists (Granovetter, 1994). Furthermore, people in collectivist cultures promote trust, cooperation, and cohesion within their extended families, which in turn reduce the costs of monitoring and encourage families to retain ownership and control of their business activities within their extended

families. The family in collectivist societies allows efficient information flow, lowers transaction costs, allows convergence of mutual interests, and does not have to bear any hassles associated with formal contracting (Williamson, 1994).

## II. RESEARCH METHODOLOGY

For this research, a qualitative method is used. A structured interview schedules was carried out through convenient sampling of small numbers of family businesses in South West region of Nigeria. Most qualitative analysis is done with texts which can be assembled, sub clustered, broken into semiotic segments. They can be organised to permit the researcher to contrast, compare, analyse, and bestow patterns (Miles and Huberman, 1994). Exploratory research method was used in data collection. Panneerselvam, (2004) states that exploratory research is an initial research which analyse the data and explores the possibility of obtaining as many relationships as possible among different variables. This research provides a basis for findings that can be generalised to existing theories in family business domain in the field of entrepreneurship, where researchers and practitioners can explore the possibility of using such general findings in future.

### Research Design

A research design is the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research to the research purpose with economy in procedure. It is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004).

This study will be conducted through qualitative method (Bryman & Bell, 2007), which can be construed as a research strategy that usually emphasises words rather than quantifications in the collection and analysis of data. The research design provides complete guidelines for data collection (Panneerselvam, 2004).

Qualitative research enables the researcher use and collects a variety of empirical materials; case study, personal experience, interviews, self-examination, life history, observational, interactions and visual texts, which describe organisational routine and problematic moments in individual participant life (Newman and Benz, 1998). This approach will give valuable exploration and in-depth understanding on the influence of culture in entrepreneurial family firms in Nigeria.

The researchers using a comparative multiple case study approach tend to closely links empirical observations with existing theories (Schuster and Holtbrugge, 2012). However, this approach is useful to reduce researcher biases and increase the chance to build empirically valid theories (Eisenhardt, 1989; Siggelkow, 2007). The comparative case study approach systematically analyses complex causal links in consideration of numerous different factors (Yin, 2009). Another advantage of the multiple case study approach is to reveal differences and similarities among the cases and to bring the findings into the broader picture (Eisenhardt & Graebner, 2007). “Multiple cases enable comparisons that clarify whether an emergent finding is simply idiosyncratic or consistently replicated by several cases” (Eisenhardt & Graebner, 2007; Schuster and Holtbrugge, 2012).

According to Yin (2009), all designs can guide successful case studies, but multiple case designs may have more advantages over single case design. Why you use single case, the discussion and analysis would be less substantial compare with using multiple-case design. As Yin (2009) put it, it has possibility of doing a good case study, even if you use “two case studies. Using at least two cases can have stronger effect than adopting only one case. The conclusion will be more powerful if they come from two or more independent cases instead of one case. Moreover, using multiple cases can find out the similarities and differences and the author who look for differences in seemingly similar cases can break frames (Eisenhardt, 1989).

### Case selection

To select cases which provide valuable insights into entrepreneurial family business in Nigeria information-oriented sampling was used as diverse cases reveal more information than average or similar cases (Eisenhardt & Graebner, 2007). Thus, the researcher chose companies that operate in different industries in order to guarantee a high heterogeneity of the sample. The use of such “polar types” facilitate concentration on a number of cases to narrow the complexity as much as possible (Eisenhardt, 1989; Schuster and Holtbrugge, 2012).

Three cases were able to be selected for interview among many family firms in Yoruba community in Nigeria ranges among merchandise, manufacturing and service organisations.

### Sampling Techniques

One of the principal anticipated difficulties in undertaking a study of family business in Nigeria is that no comprehensive list of family firms is currently available with Nigeria Bureau of Statistics or any other government agency (Higginson, 2010). Chrisman, et al., (1998) defend the use of non-statistical sampling procedures in family businesses research, citing the lack of a universally accepted definition of family business and nationwide statistics on this form of organisation (Higginson, 2010). Therefore, the researcher chose to use a convenient sampling method based on his relative connection to collect data from the community. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher (Castillo, 2009). In addition, convenience sample is usually used because it allows the researcher to obtain basic data and trends regarding his study without the complications of using a randomized sample. This sampling technique is also useful in documenting that a quality of a substance or phenomenon occurs within a given sample. Such studies are also very useful for detecting relationships among different phenomena (Castillo, 2009).

Convenience sampling is a type of non-probability sampling technique. Non-probability sampling focuses on sampling techniques that are based on the judgement of the researcher. It represents a group of sampling techniques that help researchers to select units from a population that they are interested in studying. Collectively, these units form the sample that the researcher studies. A core characteristic of non-probability sampling techniques is that samples are selected based on the subjective judgement of the researcher, rather than random selection (*i.e.* probabilistic methods), which is the cornerstone of probability sampling techniques. A convenience sample is simply one where the units that are selected for inclusion in the sample are the easiest to access (Lund, 2010).

### III. DATA COLLECTION AND ANALYSIS

Data were collected for the case studies from multiple sources. The researcher gathered information from reports

published by organizations, such as CIA World Fact book, Nigeria newspapers and magazines, websites, and articles in academic journals. In addition to the gathered secondary data, 16 interviews were conducted with immediate family firms' members and relatives working with them to substantiate and complete the information in regard to the research questions. Yin, (2009) states that because of comparison within case studies, it is imperative that the cases are chosen carefully so that the researcher can predict similar results across cases or predict contrasting result on a theory. To address problem of outcome validity, the three family firms were asked to comment on drafts of this manuscript. Prior to the study it was agreed with the firms that the identities of the firms and individual informants would not be revealed. The firms are therefore referred to by pseudonyms (A, B, C) and respondents are identified in terms of their position in the family.

The interviews took place between February 2017 and July 2017. Face-to-face interviews were used for data collection for in-depth exploration of the research. Eleven interviews were in English which lasted between 35 and 60 min with an average duration of 45 min per each interview. Two working days before the interviews took place the interview guidelines were given to all selected family firms founders by hand with explanation by providing information about the study design and the objectives. The interview guideline was developed in English simply because majority of the participants were educated, so, they understand the English language. Some of the participants were interviewed more than once to ensure continuity.

Permission of the interviewees were obtained through connections from family relatives and friends before the

researcher could be allowed to conduct interview, this was based on the secretive nature of the culture on any matter relating to the family especially polygamous, traditional believes and level of civilisation. The researchers were allowed to record and write down the conversation on the family issue, which was done by maintaining the participants voice, focused on what they said and how they said it in a slow and steady manner.

Thematic analysis and pattern matching will be used to analyse the data. This is a method of qualitative analysis based on participants' conceptions of actual communication episodes; a theme is identified based on recurrence, repetition, and forcefulness (Yin, 2009). It is a process of working with raw data to identify and interpret key ideas or themes.

Boyatzis, (1998) delineates thematic analysis as a process that is a part of many qualitative methods and provides clear guidelines about learning to develop techniques to apply it to one's own research. Hardy and Bryman, (2004) argues that thematic analysis is ideally suited to getting a clear picture of the content of a text. Transforming qualitative information shows how to sense themes, the first step in analysing information as well as how to develop codes, through the use of numerous examples from myriad research settings. Research design issues that are essential to rigorous and high-quality use of qualitative information are addressed, such as identifying, sampling, scoring and scaling, and reliability (Boyatzis, 1998).

The researcher captured and coded the transcribed interviews, directly written interviews as well as the information from the secondary sources.

Table 3: Description of selected family firms in South-West, Nigeria

S/N	Description	Industry	Category	Business activities
1	A	Manufacturing	Family firm	Welding and fabrication
2	B	Merchandise	Family firm	Sales of consumer goods
3	C	Transportation	Family firm	Inter-States transport services Intra-State transport services

### Within Case Analysis

#### *Case A: Manufacturing Industry (Welding and fabrication)*

The company was founded in the year 1991 by a senior elder of a family of twenty-four. The firm was inherited from the father of the family. The company was officially registered with corporate affairs commission, Nigeria in the year 1991. The father was into the business for many decades. All the male children were exposed to the business. They were all educated to at least secondary school. The head of the firm had a degree in mechanical engineering. He was the first born of the family and due to culture of respect for the elders, the other family members assigned him with the responsibilities of taking over the business after the demise of the father. The

company has four branches that are being managed by the family members. There are 19 employees comprises of 14 family members and 5 outsiders.

There was an encouragement in the provision of funds for the development of the business from the family members while they also provided managerial support for the business growth. Every participant in the business cultivates an entrepreneurial attitude towards the expansion of the firm by creating new market in each unit of the region.

Although, lack of discipline arises occasionally among the family employees as few of them cannot differentiate between family culture and organisation culture. The pride of

ownership makes some of them to act unofficially (lack of due process) in the process of performing their duties.

*“The first son was assign the role of chief executive of the inherited business based on respect for elders as part of our culture.” - family employee.*

*My brothers are my blood, so there is harmony and complete interest in the development of the business.” –Chief Executive Officer.*

Sometimes, there is crisis in term of individual psychological needs but culture of unity will not allow it to tense, otherwise the person will be disowned as non-family member.

*‘Innovation is more develop in family firms because they all (employees) want the business to thrive successfully.’ - Employees*

#### *Case B. Merchandise*

The firm was established in 1997 in Ore, Ondo, State, Nigeria. The firm was founded by a woman, who was the third born of a polygamous family of eighteen children. Five of the siblings that participated in the business was living with founder since childhood, she sponsored them to school and exposed them to the business. The company has twenty-three employees, engaged eleven family members in the business and twelve non-members of the family. The firm has three branches in Ondo state, two in Ekiti state and one branch in Osun State, Nigeria. The branches were formed to empower the family employees who has spent over five years in the business to manage a branch of the firm as a manager.

Family private cash funding facilitates the growth of the business, so the synergy in the family relationship is very crucial to the development of the family business. The expansion of the firm was also accelerated due to the good vision of the owners and effective communication within the family.

*“Lack of self-discipline occurs frequently among the family members because it is very difficult to disengage any of them.” - Employee*

The management of the business is the responsibility of all the family members participating in the business, therefore, conflict of an interest most common. The word “we and ours” as part of their norms always influence their behaviour. In most cases, the immediate family of the founder claim major ownership of the firm while the extended family react negatively to the action that the business belongs to the family, especially the participant.

#### *Case C: Transportation*

The company was established in the year 1995 in Lagos, Nigeria. It has 15 vehicles for transportation and twenty-seven members of staff. The owner was the second born of the family and first son respectively. The firm engages in both inter-states and intra-states services. Eight buses involve in inter-states services in South West Nigeria including Ogun,

Kwara, Ondo, Osun, Lagos, Ekiti State and Benin city. More so, it runs intra-state within Lagos State, Nigeria. The company has twenty-five employees comprising of 19 family members and 6 non-family members. Every concerned family members works towards the same vision to develop the company. Seven of the family members head the branch offices in each of the state being served, while other staff operate as drivers of the buses for both intra and inter states of the region. The founder involves his siblings in the business to foster the spirit of oneness in the family and to allow for better performance. The company expansion was facilitated through the involvement of family members simply because every employee intends to impress the founder by putting on an outstanding performance.

*“Yoruba culture builds relationship capital through an effective communication among the family members.” Family employee.*

One of the challenges in the company is the leadership crisis among the family members in term of age difference. In most cases, the older persons demand respect from the junior members that are seniors to them in the company as culture demands. In other way, all the family participant in the business give respect to the Chief Executive Officer (founder) as father and most senior in the family.

*“Usage of extended family compound name creates oneness, so, everyone avoids any action that may damage the family name goodwill.” – Founder*

#### IV. FINDINGS AND DISCUSSION

This section presents the findings from the case studies. Having examined the impact of culture on entrepreneurial family firms’ operations in the selected three cases through in-depth interview and observation, we will now discuss the similarities and differences in the findings. The analysis will be addressed using the theoretical framework in the literatures.

##### *Education*

Both formal and informal education affect the culture and the way the culture is passes on, (Histrich, Peters & Shepherd, 2013). This has been clearly evidenced in the above three cases. The findings reveal that education impacts the culture in mostly all the family firms selected within the region. It shows that managerial capability and innovation were enhanced through literacy of the founders. More so, the civilisation brought by education has mended the family culture to meet up with organisation culture. In most circumstances, the study observed that some members of the family found it difficult to separate the family culture from organisation culture, but with their good educational background, they were able to manage the business cooperatively and successfully.

### *Economic and Economic philosophy*

The three case studies provide evidence that funding the business was mostly through family private cash. The family business participants reinvested their earnings to the business to sustain and develop the business. There was full financial support for the entrepreneurial family firms to protect the interest of every member and to maintain the goodwill of the family name. according to the report, it is their source of income and moreover, provides economic sustenance of the family.

### *Manners and customs*

We observed from the cases that the Yoruba culture gives much respects to elders in the family. Most essentially, it is their custom to honour especially the first son and daughter of the family. In this regard, nearly all the selected firms' family members that participated in the business saw the founders as fathers or mother. According to a founder, "*The family custom creates synergy, so, it fosters wide participation with good vision.*" The punishment for any misconduct in the business usually treated through family customs by calling the culprit to family meeting instead of engaging in official means of discipline in formal organisation.

The use of family manners and customs as code of conduct in family firms operation also pose a challenge to family employees working attitude and working condition. Findings show that since it was difficult to disengage any family employee from the job, few of the younger children do misbehaves. In other way, leadership problem is also a challenge because of a long term or permanent nature of the firm headship. Individual interest to be boss creates crisis as most of them that might have spent many years in the industry wish to take over managerial role or otherwise, demanded to form their own branch of the business. Consequently, the entrepreneurial family firms' influences start-ups among the family members and facilitate cluster of industries.

### V. CONCLUSION

In this paper, we analyse the impact of culture on the operation of entrepreneurial family firms in Nigeria. The study covers part of Yoruba society, in South West, Nigeria. Three family firms' cases were considered for study that includes, manufacturing (welding and fabrication), transportation and merchandising (sales of goods).

The research considers the theoretical submissions of some scholars on culture to establish the consistencies of our findings. The findings also strengthen the power factor in Hofstede (2001) cultural dimensions to analyse the reports from the in-depth analysis. Furthermore, various aspect of culture proposed by Histrich, et al., (2013) were used to discuss the findings in terms of economic philosophy, education, manners and customs, many more.

This study provides guidance for the entrepreneurial family firms to understand the opportunities and challenges in family

culture as against the organisational culture. Nigeria Nigeria is a multi-ethnic with different traditions and culturally diverse society, so, our findings and discussions are based on a limited number of observations (Schuster & Holtbrugge, 2012) in the Yoruba society, South West, Nigeria. This serve as limitation, therefore, we underscore the need to conduct further research on the concept of family culture on business operations.

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