



< Back to results | 1 of 1

Download Print Save to PDF Save to list Create bibliography

Journal of Family Business Management • 2023

Document type

Article

Source type

Journal

ISSN

20436238

DOI

10.1108/JFBM-06-2022-0084

Publisher

Emerald Publishing

Original language

English

View less

Polygamy and family member relationship on Guinean family business succession planning

Oury Bailo, Diallo Oury^a ; Hassan, Arif^b ; Mhd Sarif, Suhaimi Bin^c ;

Othman, Anwar Hasan Abdullah^d

Save all to author list

^a Department of Economics and Management, International Islamic University Malaysia, Kuala Lumpur, Malaysia

^b Department of Economics and Management Sciences, International Islamic University Malaysia, Kuala Lumpur, Malaysia

^c International Islamic University Malaysia, Kuala Lumpur, Malaysia

^d IIUM Institute of Islamic Banking and Finance, International Islamic University Malaysia, Kuala Lumpur, Malaysia

1 85th percentile
Citation in Scopus

View all metrics

Full text options Export

Cited by 1 document

Women entrepreneurs in transport family business: a perspective article

Mogaji, E.
(2023) *Journal of Family Business Management*

View details of this citation

Inform me when this document is cited in Scopus:

Set citation alert

Related documents

Daughter succession; a predominance of human issues

Humphreys, M.M.C.
(2013) *Journal of Family Business Management*

Gender issues related to choosing the successor in the family business

Aldamiz-Echevarría, C. , Idígoras, I. , Vicente-Molina, M.-A.
(2017) *European Journal of Family Business*

Succession planning and family business performance in SMEs

Mokhber, M. , Gi Gi, T. , Abdul Rasid, S.Z.
(2017) *Journal of Management Development*

View all related documents based on references

Find more related documents in Scopus based on:

Authors Keywords

Abstract

Author keywords

Sustainable Development Goals 2023

SciVal Topics

Metrics

Abstract

Purpose: The aim of the paper is to identify the key factors that affect Guinean family business (FB) succession planning. The study also evaluates the impact of these factors on the succession planning process to ensure business continuity. **Design/methodology/approach:** This descriptive quantitative research is based on a survey of 383 family businesses FBs in Conakry, the capital city of Guinea. The structural equation model (SEM) was used to analyze and validate the model featuring factors that influence family business FB succession planning (FBSP). The Theory of Stewardess and the Theory of FB Rivalry have been employed in the study. **Findings:** While the incumbent attributes, firm attributes, and estate tax were revealed to have no significant influence on succession planning, the successor attributes and the family relationship significantly affected succession planning. Besides, undesirable domestic relationships among children of different mothers from polygamous families had an indirect impact on business succession planning. **Research limitations/implications:** The limitations of the study include the population of the FBs being restricted only to those located in Conakry, the capital city. The study did not consider other regions and cities of Guinea. Besides, the grouping of attributes or characteristics was problematic, and studying each attribute separately as an independent variable would be much better. Finally, the limited literature and available data on Guinean FBs in general and succession planning generalize the findings to be done cautiously. Therefore, more studies are needed on FB succession in the country to further confirm these findings. **Social implications:** The study may help ensure social solidarity based on the findings of factors associated to polygamous families in relation to businesses. **Originality/value:** Few studies have been done on FBs in Conakry. Besides, putting attributes or characteristics into categories has been presented. Moreover, there is inadequate relevant literature and data on Guinean FBSP. Considering these limitations, the generalization of the findings should be done with caution. Therefore, this study touched on the issue of family business succession in Guinea which substantiates the findings. © 2022, Emerald Publishing Limited.

Author keywords

Family; Family business; Guinea; Polygamy; Succession planning

Sustainable Development Goals 2023  New 

SciVal Topics 

Metrics 

References (66)

[View in search results format >](#)

All

[Export](#)  [Print](#)  [E-mail](#)  [Save to PDF](#) [Create bibliography](#)

- 1 Abdullah, M.A., Hamid, Z.A., Hashim, J. Family-owned businesses: towards a model of succession planning in Malaysia (2011) *International Review of Business Research Papers*, 7 (1), pp. 251-264. Cited 5 times.

-
- 2 (2006) *Asian Families: Emotional Aspects of Wealth Transfer and Inheritance, Published in Partnership with INSEAD* INSEAD, Fontainebleau
-

-
- 3 Adenike, A.O.
Effects of family type (monogamy or polygamy) on students' academic achievement in Nigeria
(2013) *International Journal of Psychology and Counselling*, 5 (8), pp. 153-156. Cited 5 times.
-
- 4 (2012) *African development bank group*. Cited 5 times.
accessed, 28 May 2022
www.africaneconomicoutlook.org/en/outlook/Trade_Policies
-
- 5 Amran, N.A., Ahmad, A.C.
Family succession and firm performance among Malaysian companies
(2010) *International Journal of Business and Social Science*, 1 (2), pp. 193-203. Cited 24 times.
-
- 6 Ayres, G.R.
Rough Family Justice: Equity in Family Business Succession Planning

(1990) *Family Business Review*, 3 (1), pp. 3-22. Cited 41 times.
doi: 10.1111/j.1741-6248.1990.00003.x

View at Publisher
-
- 7 Barney, J.B.
The debate between traditional management theory and organizational economics: substantive differences or intergroup conflict?
(1990) *Academy of Management Review*, 15 (3), pp. 382-393. Cited 165 times.
-
- 8 Beckhard, R., Gibb Dyer Jr., W.
Managing continuity in the family-owned business

(1983) *Organizational Dynamics*, 12 (1), pp. 5-12. Cited 284 times.
doi: 10.1016/0090-2616(83)90022-0

View at Publisher
-
- 9 Benson, B.L.
(1990) *The enterprise of law: justice without the state*. Cited 321 times.
-
- 10 Benzing, C., Chu, H.M.
A comparison of the motivations of small business owners in Africa

(2009) *Journal of Small Business and Enterprise Development*, 16 (1), pp. 60-77. Cited 66 times.
doi: 10.1108/14626000910932881

View at Publisher
-

- 11 Chaimahawong, V., Sakulsriprasert, A.
Family business succession and post succession performance: evidence from Thai SMEs
(2013) *International Journal of Business and Management*, 8 (2), p. 19. Cited 14 times.
-
- 12 Cho, N.K., Limungaesowe, S., Vilardndiisoh, A.
Examining the effects of succession planning on the sustainability of family businesses in Cameroon
(2018) *International Journal of Business and Management Invention*, 7 (5), pp. 2319-8028. Cited 3 times.
www.ijbmi.org
-
- 13 Chrisman, J.J., Chua, J.H., Sharma, P.
Trends and directions in the development of a strategic management theory of the family firm

(2005) *Entrepreneurship: Theory and Practice*, 29 (5), pp. 555-576. Cited 867 times.
<http://journals.sagepub.com/toc/etp/current>
doi: 10.1111/j.1540-6520.2005.00098.x

View at Publisher
-
- 14 Chua, J.H., Chrisman, J.J., Sharma, P.
Defining the family business by behavior
(1999) *Entrepreneurship Theory and Practice*, 23 (4), pp. 19-39. Cited 1893 times.
-
- 15 Colli, A.
(2003) *The History of Family Business, 1850-2000 (No. 47)*. Cited 243 times.
Cambridge University Press, London
-
- 16 Curimbaba, F.
The Dynamics of Women's Roles as Family Business Managers

(2002) *Family Business Review*, 15 (3), pp. 239-252. Cited 115 times.
doi: 10.1111/j.1741-6248.2002.00239.x

View at Publisher
-
- 17 Davis, P.S., Harveston, P.D.
In the founder's shadow: Conflict in the family firm

(1999) *Family Business Review*, 12 (4), pp. 311-323. Cited 222 times.
doi: 10.1111/j.1741-6248.1999.00311.x

View at Publisher
-
- 18 Donaldson, L.
The ethereal hand: organizational economics and management theory
(1990) *Academy of Management Review*, 15 (3), pp. 369-381. Cited 591 times.
-

- 19 Doumbouya, M.L.
Entrepreneurial survival in Africa: The case of Guinean businesses

(2011) *Mondes en Développement*, 39 (3), pp. 125-140. Cited 3 times.
doi: 10.3917/med.155.0125

View at Publisher
-
- 20 Duh, M., Tominc, P., Rebernik, M.
The importance of family enterprises in transition economies

(2009) *Eastern European Economics*, 47 (6), pp. 22-42. Cited 20 times.
doi: 10.2753/EEE0012-8775470602

View at Publisher
-
- 21 Dumas, C.
Understanding of Father-Daughter and Father-Son Dyads in Family-Owned Businesses

(1989) *Family Business Review*, 2 (1), pp. 31-46. Cited 149 times.
doi: 10.1111/j.1741-6248.1989.00031.x

View at Publisher
-
- 22 Fenske, J.
African polygamy: Past and present

(2015) *Journal of Development Economics*, 117, pp. 58-73. Cited 89 times.
<http://www.elsevier.com/inca/publications/store/5/0/5/5/4/6/index.htm>
doi: 10.1016/j.jdeveco.2015.06.005

View at Publisher
-
- 23 Forrest, T.
(1994) *The Advance of African Capitalism: the Growth of Nigerian Private Enterprise*. Cited 97 times.
Edinburgh University Press, London
-
- 24 Giarmarco, J.
The three levels of family business succession planning
(2012) *Journal of Financial Service Professionals*, 66 (2), pp. 59-69. Cited 15 times.
-
- 25 Girard, D.
Motivation: Responsibility of the teacher

(1977) *ELT Journal*, 31 (3), pp. 97-102. Cited 10 times.
doi: 10.1093/elt/XXXI.2.97

View at Publisher
-

- 26 Global
(2019) *University of St. Gallen global family business index provide 2019*
accessed, 28 May 2022
https://www.ey.com/en_gl/growth/how-the-world-s-largest-family-businesses-are-responding-to-the-transformative-age
-
- 27 Gökçe, K.G., Dogerlioglu, O.
“Bring your own device” policies: Perspectives of both employees and organizations

(2019) *Knowledge Management and E-Learning*, 11 (2), pp. 233-246. Cited 7 times.
<http://www.kmel-journal.org/ojs/index.php/online-publication/article/view/411/405>
doi: 10.34105/j.kmel.2019.11.012

View at Publisher
-
- 28 Grote, J.
Conflicting Generations: A New Theory of Family Business Rivalry

(2003) *Family Business Review*, 16 (2), pp. 113-124. Cited 69 times.
doi: 10.1111/j.1741-6248.2003.00113.x

View at Publisher
-
- 29 Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E.
(2010) *Multivariate Data Analysis*. Cited 82017 times.
7th ed., Prentice-Hall, Upper Saddle River, NJ
-
- 30 Handler, W.C.
(1989) *Managing the family firm succession process: the next-generation family member's experience*. Cited 85 times.
Doctoral dissertation, Boston University
-
- 31 Heck, R.K.Z., Trent, E.S.
The prevalence of family business from a household sample

(1999) *Family Business Review*, 12 (3), pp. 209-219. Cited 150 times.
doi: 10.1111/j.1741-6248.1999.00209.x

View at Publisher
-
- 32 Herzberg, G., Howe, L.L.
The Lyman bands of molecular hydrogen
(1959) *Canadian Journal of Physics*, 37 (5), pp. 636-659. Cited 211 times.
-
- 33 Higginson, N.
Preparing the next generation for the family business: relational factors and knowledge transfer in mother-to-daughter succession
(2010) *Journal of Management and Marketing Research*, 4, p. 1. Cited 22 times.
-

34 Hollander, B.S., Bukowitz, W.R.
Women, Family Culture, and Family Business

(1990) *Family Business Review*, 3 (2), pp. 139-151. Cited 121 times.
doi: 10.1111/j.1741-6248.1990.00139.x

View at Publisher

35 Iannarelli, C.L.
(1992) *The Socialization of Leaders in Family Business: An Exploratory Study of Gender*. Cited 21 times.
University of Pittsburgh, Pennsylvania

36 Ibrahim, A.B., Ellis, W.
Family business management
(2003) *Concepts and Practice*. Cited 89 times.
Kendall/Hunt, Dubuque, IA

37 (2008) *International Finance Corporation 2121 Pennsylvania Ave. NW, Washington, DC 20433*
United States of America a Member of the World Bank Group

38 (2014) *Economy – overview/Guinea*
accessed, 28 May 2022
https://www.indexmundi.com/guinea/economy_overview.html

39 Ip, B., Jacobs, G.
Business succession planning: A review of the evidence

(2006) *Journal of Small Business and Enterprise Development*, 13 (3), pp. 326-350. Cited 93 times.
doi: 10.1108/14626000610680235

View at Publisher

40 Kansal, P.
Succession and retirement planning: integrated strategy for family business owners in India
(2012) *Vilakshan: The XIMB Journal of Management*, 9 (1), pp. 23-40. Cited 5 times.

41 Lensink, R., Hermes, N., Murinde, V.
The effect of financial liberalization on capital flight in African economies

(1998) *World Development*, 26 (7), pp. 1349-1368. Cited 50 times.
doi: 10.1016/S0305-750X(98)00042-4

View at Publisher

-
- 42 Longenecker, J.G., Moore, C.W., Petty, J.W., Palich, L.E.
(2006) *Small Business Management: An Entrepreneurial Emphasis*. Cited 216 times.
Mason, Thomson South-Western
-
- 43 Lucky, E.O.I., Minai, M.S., Adebayo, O.I.
A conceptual framework of family business succession: bane of family business continuity
(2011) *International Journal of Business and Social Science*, 2 (18), pp. 106-113. Cited 18 times.
-
- 44 Maphosa, F.
Leadership succession: a recalcitrant problem in the indigenization of African economies
(1999) *Zambezia*, 26 (2), pp. 169-182. Cited 2 times.
-
- 45 Martin, L.
More jobs for the boys? Succession planning in SMEs

(2001) *Women in Management Review*, 16 (5), pp. 222-231. Cited 44 times.
doi: 10.1108/EUM0000000005584

[View at Publisher](#)
-
- 46 McClelland, D.C.
(1961)
Entrepreneurial behavior
-
- 47 Miller, D., Steier, L., Le Breton-Miller, I.
Lost in time: Intergenerational succession, change, and failure in family business

(2003) *Journal of Business Venturing*, 18 (4), pp. 513-531. Cited 458 times.
doi: 10.1016/S0883-9026(03)00058-2

[View at Publisher](#)
-
- 48 Morris, M.H., Williams, R.W., Nel, D.
Factors influencing family business succession

(1996) *International Journal of Entrepreneurial Behaviour & Research*, 2 (3), pp. 68-81. Cited 118 times.
doi: 10.1108/13552559610153261

[View at Publisher](#)
-
- 49 Motwani, B.
Impact of factors of family business on the performance: a PLS-SEM study
(2016) *Journal of Entrepreneurship and Organization Management*, 5 (2), pp. 1-11. Cited 6 times.
-

-
- 50 Ogundele, O.J.K., Idris, A.A.
Entrepreneurial succession problems in Nigeria: a threat to sustainability
(2008) *Proceedings of 1st ChikeOkoli International Conference on Entrepreneurship and Africa's Quest for Development*, pp. 396-404. Cited 2 times.
February
-
- 51 Onuoha, B.C.
Wealth creation, retirement and succession planning of entrepreneurs in South-East, Nigeria
(2013) *International Business and Management*, 7 (1), pp. 99-105. Cited 4 times.
-
- 52 Osita, F.C., Kekeocha, M.E., Ojimba, C.C.
Succession planning and sustainability of small and medium enterprises (SMEs) in South east, Nigeria
(2020) *International Journal of Research and Innovation in Applied Science*, 5 (5).
-
- 53 Poutziouris, P.Z., Smyrniotis, K.X., Klein, S.B.
Handbook of research on family business

(2006) *Handbook of Research on Family Business*. Cited 77 times.
http://www.e-elgar.com/bookentry_main.lasso?id=3854
ISBN: 978-184542410-7
-
- 54 Richards, E.
(2014) *Towards a better understanding of CEO succession planning in New Zealand*. Cited 2 times.
-
- 55 Saan, R., Boateng, J., Kamwine, S.
Succession planning and family-owned business Continuity In The wa municipality
(2013) *International Journal of Innovative Research and Development*, 2 (10), pp. 304-309. Cited 4 times.
-
- 56 Sardeshmukh, S.R., Corbett, A.C.
The duality of internal and external development of successors: Opportunity recognition in family firms

(2011) *Family Business Review*, 24 (2), pp. 111-125. Cited 105 times.
doi: 10.1177/0894486510391783

View at Publisher
-

-
- 57 Schreiber, J.B., Stage, F.K., King, J., Nora, A., Barlow, E.A.
Reporting structural equation modeling and confirmatory factor analysis results: A review ([Open Access](#))

(2006) *Journal of Educational Research*, 99 (6), pp. 323-338. Cited 4035 times.
<http://www.tandfonline.com/loi/vjer20>
doi: 10.3200/JOER.99.6.323-338

View at Publisher
-
- 58 Sharma, P., Srinivas Rao, A.
Successor attributes in Indian and Canadian family firms: a comparative study
(2000) *Family Business Review*, 13 (4), pp. 313-330. Cited 135 times.
-
- 59 Sharma, P., Chrisman, J.J., Chua, J.H.
Succession Planning as Planned Behavior: Some Empirical Results

(2003) *Family Business Review*, 16 (1), pp. 1-15. Cited 282 times.
doi: 10.1111/j.1741-6248.2003.00001.x

View at Publisher
-
- 60 Stephen, O.U., Rejoice, O.E., Uloma, E.H.
Inheritance culture and management succession of family-owned businesses in Nigeria: an empirical study
(2019) *European Journal of Business and Innovation Research*, 7 (3), pp. 31-47. Cited 5 times.
-
- 61 Tertilt, M.
Polygyny, fertility, and savings

(2005) *Journal of Political Economy*, 113 (6), pp. 1341-1371. Cited 102 times.
doi: 10.1086/498049

View at Publisher
-
- 62 Trevinyo-Rodríguez, R.N., Bontis, N.
Family ties and emotions: A missing piece in the knowledge transfer puzzle

(2010) *Journal of Small Business and Enterprise Development*, 17 (3), pp. 418-436. Cited 30 times.
doi: 10.1108/14626001011068716

View at Publisher
-
- 63 Van Breda, F.D.W.
(2014) *An investigation of selected factors influencing the success of small and medium-sized family businesses*
Doctoral dissertation
-

- 64 Wang, C.
Daughter Exclusion in Family Business Succession: A Review of the Literature

(2010) *Journal of Family and Economic Issues*, 31 (4), pp. 475-484. Cited 96 times.
doi: 10.1007/s10834-010-9230-3

[View at Publisher](#)
-

- 65 Wang, Y., Poutziouris, P.
Leadership styles, management systems and growth: empirical evidence from UK owner-managed SMEs
(2010) *Journal of Enterprising Culture*, 18 (3), pp. 331-354. Cited 22 times.
-

- 66 Ward, J.L.
(1987) *Keeping the Family Business Healthy*. Cited 910 times.
Jossey-Bass, San Francisco
-

👤 Oury Bailo, D.O.; Department of Economics and Management, International Islamic University Malaysia, Kuala Lumpur, Malaysia; email:ourybailo78@gmail.com
© Copyright 2023 Elsevier B.V., All rights reserved.

About Scopus

[What is Scopus](#)

[Content coverage](#)

[Scopus blog](#)

[Scopus API](#)

[Privacy matters](#)

Language

[日本語版を表示する](#)

[查看简体中文版本](#)

[查看繁體中文版本](#)

[Просмотр версии на русском языке](#)

Customer Service

[Help](#)

[Tutorials](#)

[Contact us](#)

ELSEVIER

[Terms and conditions](#) ↗ [Privacy policy](#) ↗

Copyright © Elsevier B.V. ↗. All rights reserved. Scopus® is a registered trademark of Elsevier B.V.

We use cookies to help provide and enhance our service and tailor content. By continuing, you agree to the use of cookies ↗.

