

The Mediating Effect of Culture on Management Succession and Corporate Growth Strategy among Local Family Businesses in the Manufacturing Sector in Nairobi County, Kenya

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Abstract

Family businesses exhibit one of the most fundamental characteristics of complexity theory – the interaction of three highly interdependent sub-systems. Not only are the interactions between the family, ownership, and business systems complex, but each of the systems are individually complex. Organization culture refers to shared assumptions, values and norms and is a source of sustained competitive advantage. Culture affects the decision-making process because shared beliefs and values give organizational members a consistent set of basic assumptions and preferences. Culture has been recognized as a contingent variable in the process of strategy formulation. Certain types of culture could enhance organization performance and culture is related to organization strategy particularly in the implementation of a selected strategy.

Keywords: Familybusiness, OrganizationCulture, Growth strategy, Manufacturing.

Introduction and Background

Organization culture refers to shared assumptions, values and norms (Schein,1985). Deshpande and Farley (1999) classify corporate culture into Competitive, Entrepreneurial, Bureaucratic and Consensual. In the competitive culture, values relating to demanding goals, competitive advantage, marketing superiority, and profits are emphasized. The emphasis of the entrepreneurial culture is placed on innovation, risk taking, a high level of dynamism, and creativity. Values such as formalization, rules, standard operating procedures, and hierarchical coordination are particularly relevant in the bureaucratic culture. Finally, in the consensual culture the elements of tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influence are important in the organization's values.The implication is that culture could affect the success of organizations in trying to achieve its goals and objectives.

Management Succession is a double edged sword where on one hand the successor may encourage strategic initiatives that move the business to a higher level and on the other hand stifle growth of the business by having no strategies in place. The growth of a business will depend on its strategies and how well they are implemented. It is therefore crucial that family businesses put in place strategic plans for organizational growth. Operational strategies are short-term and are associated with the various operational departments of the company, such as human resources, finance, marketing, and production. Competitive strategies are those associated with methods of competing in a certain business or industry. Corporate strategies are long-term and are associated with "deciding the optimal mix of businesses and the overall direction of the organization" (Coulter, 2005). To operate as a sole business or as a business with several divisions is part of the corporate strategy.

According to Ansoff (1965) the main growth strategies available to a firm include; Integration (Horizontal and Vertical-forward or backward), Diversification (Related and Unrelated); New Product Development, Modernisation/New Technology and Internationalization.Integration may be either Vertical or Horizontal. Vertical integration may be backward or forward. Backward integration involves moving toward the input of the present product and is aimed at moving lower on the production processes so that the firm is able to supply its own raw materials or basic components.The main purpose of diversification is to allow the firm to grow by diversifying into new businesses by developing new products for new markets(Walton,2007).There are two basic diversification strategies related and unrelated(Hunger &Wheelen,2009).A company can add new products through acquisition or development.Modernisation involves upgradation of technology to increase production, improve quality and to reduce wastages and cost of production.Internationalization occurs when a firm expands its business activities such as Research and Development, Production and Selling into international markets (Hollensen, 2007).

Objective of the Study

The objective of this study was to examine the influence of organization culture on management succession and corporate growth strategy among local family businesses in the manufacturing sector in Nairobi County, Kenya

Hypothesis of the Study

The study tested the following hypothesis.

H₁. Organization culture significantly mediates the relationship between management succession and corporate growth strategy in local family businesses in the manufacturing sector in Nairobi County

Importance of the study

Family businesses employ a significant number of the population in Kenya. They also contribute significantly to the Gross Domestic Product of the country. One of the Vision 2030 objectives is to create new jobs and continued existence and growth of family businesses is therefore critical to help achieve this objective. This study should contribute valuable knowledge to the field of family business in general. The study is expected to add knowledge on this subject and form a useful material for reference to other researchers and readers in general.

Methodology

Research Design

This study was conducted through descriptive census survey. Descriptive studies attempt to obtain a complete and accurate description of a situation or event. In general a descriptive design is commonly used to describe a phenomenon or characteristic associated with a subject, estimate proportions of a population that have these characteristics and discover associations among different variables (Saunders, Lewis & Thornhill, 2007). The design was selected for this study because it would allow the researcher to do an in depth analysis of how succession planning affects corporate growth strategy among the local family businesses in the manufacturing sector in Nairobi. The design also gave information that could be generalized. Descriptive approach has enough provision for protection of bias and maximized reliability (Kothari, 2004)

Population and Sampling

Target Population

The target population consisted of 97 local manufacturing family businesses. These businesses through a preliminary survey done from a list provided by Kenya Association of Manufacturers (KAM) in the Kenya Manufacturers and Exporters directory 2013 formed the population of study.

Sample

A census study was conducted since the population was relatively small. This is a survey where the entire target population was taken into account.

3.3. Data Collection

3.3.1. Instrumentation

A questionnaire was used as the main data collection tool. The selection of this tool was guided by the nature of data to be collected and by the objective of the study. The researcher was mainly concerned with views, opinions, feelings, attitudes and perceptions and such information can be best collected through the use of questionnaires. The questionnaire was used since the study was concerned with variables that could not be directly observed and the target population was also largely literate and unlikely to have difficulties responding to the questionnaire items.

Regression Models of the Study

The following regression models were developed for the study (Table 1)

Table 1: Regression model of the study

Objective	Hypothesis	Analytical Model
Examine the influence of culture on management succession and corporate growth strategy in local family businesses in the manufacturing sector in Nairobi County.	Examine the influence of culture on management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County.	Examine the influence of culture on management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County.
H ₁ Organization culture significantly mediates the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County.	H ₁ Organization culture significantly mediates the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County.	H ₁ Organization culture significantly mediates the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County.
Model 1: $Y = \beta_0 + \beta_1 M + e$ Model 2: $Y = \beta_0 + \beta_1 X + \beta_2 M + e$ Where Y=Corporate growth strategy(Dependent Variable) M=Organization culture(mediating Variable) X=Management Succession(Independent Variable) β_0 =Constant β_1 =Regression Coefficient for Management succession β_2 =Regression Coefficient for organization culture. e=error	Model 1: $Y = \beta_0 + \beta_1 M + e$ Model 2: $Y = \beta_0 + \beta_1 X + \beta_2 M + e$ Where Y=Corporate growth strategy(Dependent Variable) M=Organization culture(mediating Variable) X=Management Succession(Independent Variable) β_0 =Constant β_1 =Regression Coefficient for Management succession β_2 =Regression Coefficient for organization culture. e=error	Model 1: $Y = \beta_0 + \beta_1 M + e$ Model 2: $Y = \beta_0 + \beta_1 X + \beta_2 M + e$ Where Y=Corporate growth strategy(Dependent Variable) M=Organization culture(mediating Variable) X=Management Succession(Independent Variable) β_0 =Constant β_1 =Regression Coefficient for Management succession β_2 =Regression Coefficient for organization culture. e=error

RESULTS AND DISCUSSION

Response rate

The target population was ninety seven family owned businesses in the manufacturing industry in Nairobi County. The study was a census and therefore 97 (100%) questionnaires were administered to the family owned businesses in the manufacturing industry in Nairobi. A total of 65 completed questionnaires were returned while 32 questionnaires were not received even after follow-up. Consequently, the response rate was 67.0%. Mugenda and Mugenda (2003), and Saunders, Lewis & Thornhill., (2007) have argued that a response rate of 50 per cent is adequate, a response rate of 60 per cent is good, and a response rate of 70 per cent is very good. Sixty seven per

cent response rate was therefore appropriate for drawing conclusion of this study.

Organization Culture

The organization culture of the family businesses in the manufacturing sector was assessed using fifteen measures. The relevant results are presented in Table 2, which shows that to a greater extent that most family businesses in the manufacturing sector emphasize on profits (mean score = 4.25), outdoing the competitors (mean score = 4.14), teamwork (mean score = 4.14), and employee loyalty (mean score = 4.05). The top management in family businesses are to a small extent flexible (mean score = 2.61), and use rigid rules and regulations (mean score = 2.69). The overall mean score of the organization culture measures was considerably high at 3.697. The performance ratings of the fifteen items used to measure organization culture are presented in Table 3

Table 2: Organization Culture in the Family Businesses

Organization Culture Measures	N	Mean Difference	Std. Error Mean	t	Sig. (2-tailed)
Organization uses rigid regulations and rules	65	2.692	.152	17.737	.000
The top management is flexible	65	2.615	.165	15.842	.000
The organization decisions are made in the headquarters	65	3.385	.180	18.762	.000
The organizational has a hierarchical coordination	65	3.831	.141	27.098	.000
The organization emphasizes marketing	65	3.954	.127	31.187	.000
The organization sets demanding goals	65	3.923	.110	35.566	.000
The organization emphasizes on profits	65	4.246	.098	43.269	.000
The organization emphasizes on being superior compared to competitors	65	4.138	.131	31.511	.000
The employees are loyal to the organization	65	4.046	.102	39.862	.000
The employees identify with organization activities	65	3.877	.106	36.468	.000
The employees work as teams	65	4.138	.105	39.461	.000
The employees are personally committed to the organization	65	3.892	.110	35.416	.000
The organization encourages innovation and creativity	65	3.969	.118	33.633	.000
The organization allows employees to learn through their mistakes	65	2.923	.159	18.433	.000
The organization is responsive and sensitive to external changes	65	3.831	.121	31.599	.000
Overall mean score= 3.697					
T-test for equality of means: test value=0 (Ho: there is no difference expected between the means, at $\alpha=0.05$ (2-tailed); Reject Ho if p-value $\leq \alpha$, otherwise fail to reject Ho if p-value $> \alpha$)					

Source: Research Data (2014)

The significance of the mean scores variation between one family business and another was tested using one sample t-test. Table 2 indicates that the reported mean difference of all the measures of organization culture were statistically significant. Thus the extent of organization culture practices varied from one family business to another, with the highest difference noted the organizations laying more emphasis on the profits (t-value = 43.25, $p < 0.05$).

The lowest variation was noted in the flexibility of the top management (t-value = 15.84, $p < 0.05$).

Table 3: Organization Culture Frequency Distributions

Organisation Culture	Very great extent %	Great extent %	Moderate extent %	Small extent %	Not at all %	Total %
Organization uses rigid regulations and rules	7.7	16.9	35.4	16.9	23.1	100
The top management is flexible	10.8	16.9	21.5	24.6	26.2	100
The organization decisions are made in the headquarters	26.2	32.3	15.3	6.2	20	100
The organization has a hierarchical coordination	30.8	41.5	13.8	7.7	6.2	100
The organization emphasizes marketing	35.4	35.4	21.5	4.6	3.1	100
The organization sets demanding goals	30.8	35.4	29.2	4.6	0	100
The organization emphasizes on profits	44.7	36.9	16.9	1.5	0	100
The organization emphasizes on superior compared to competitors	46.2	33.8	12.3	3.1	4.6	100
The employees are loyal to the organization	30.8	46.2	21.5	0	1.5	100
The employees identifies with organization activities	24.6	43.2	29.2	1.5	1.5	100
The employees work as teams	40	36.9	20	3.1	0	100
The employees are personally committed to the organization	27.7	38.5	30.8	1.5	1.5	100
The organization encourages innovation and creativity	32.3	40	23.1	1.5	3.1	100
The organization allows employees to learn through their mistakes	10.8	24.6	30.8	13.8	20	100
The organization is responsive and sensitive to external changes	27.7	38.5	24.6	7.7	1.5	100
Average	28.4	34.5	23.1	6.6	7.5	100

Drivers of Organization Culture

Organization culture was measured using 15 items. The factorability was assessed using Bartlett's test of sphericity which was statistically significant and the Kaiser-Meyer-Olkin measure of sampling adequacy which was 0.69, above the recommended 0.5 as shown in Table 4.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.690
Bartlett's Test of Sphericity	Approx. Chi-Square	404.353
	df	105
	Sig.	.000

Source: Research Data (2014)

The 15 items were subjected to factor analysis and the relevant results presented in Tables 5 and 6. Four factors with Eigenvalues above one were extracted and together accounted for 65.55 per cent of the variance in the organization culture. Factor 1 had four dominant loadings which together accounted for 29.87% of the variance in the underlying construct (the employees are personally committed to the organisation; the employees work as teams; the organisation encourages innovation and creativity; the employees are loyal to the organisation), and was thus labelled human resource support. Factor 2 had had four loadings which together accounted for 15.76% of the variance in the underlying construct (The organisation emphasizes on profits; The organisation emphasizes marketing; The organisation sets demanding goals; The organisation emphasizes on superior compared to competitors), and thus the factor was labelled organisation performance. The third factor had two dominant loadings (Organisation uses rigid regulations and rules; The organisation decisions are made in the headquarters; The organisational has a hierarchical coordination) which together accounted for 11.04% of the total variance in the construct under study and was thus labelled organization management. The last factor had two key loadings (The top management is flexible; the employees identifies with organisation activities) and was labelled employee ownership.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.481	29.873	29.873	4.481	29.873	29.873	3.479	23.193	23.193
2	2.363	15.756	45.629	2.363	15.756	45.629	2.765	18.431	41.624
3	1.656	11.041	56.671	1.656	11.041	56.671	2.167	14.445	56.069
4	1.332	8.879	65.549	1.332	8.879	65.549	1.422	9.481	65.549
5	.939	6.257	71.806						
6	.758	5.054	76.861						
7	.705	4.697	81.558						
8	.632	4.216	85.774						
9	.482	3.212	88.986						
10	.414	2.758	91.744						
11	.379	2.529	94.274						
12	.333	2.219	96.493						
13	.222	1.478	97.970						
14	.156	1.040	99.010						
15	.148	.990	100.000						

Source: Research Data (2014)

Table 6: Rotated Component Matrix

	Component			
	1	2	3	4
Organisation uses rigid regulations and rules			.730	
The top management is flexible			.440	.688
The organisation decisions are made in the headquarters			.715	.315
The organisational has a hierarchical coordination		.442	.653	
The organisation emphasizes marketing		.759		
The organisation sets demanding goals		.698		.379
The organisation emphasizes on profits		.799		
The organisation emphasizes on superior compared to competitors		.636		-.374
The employees are loyal to the organisation	.774			
The employees identifies with organisation activities	.593			.616
The employees work as teams	.828			
The employees are personally committed to the organisation	.899			
The organisation encourages innovation and creativity	.774			
The organisation allows employees to learn through their mistakes			-.595	.337
The organisation is responsive and sensitive to external changes	.332	.490		

Source: Research Data (2014)

Tests of Hypotheses

Mediating effect of Organization Culture on the relationship between Management Succession and Corporate Growth Strategies.

Testing mediation involves establishing presence of four conditions tested using three steps and each step presents a regression model. First condition is that the relationship between the dependent variable (growth strategies) and independent variable (management succession) must be statistically significant. Secondly, there must be a statistically significant relationship between the mediating variable (organization culture) and the independent variable (management succession). Thirdly, the mediating variable (organization culture) must be statistically related to the dependent variable (growth strategies). Finally the effect of independent variable (management succession) on the dependent variable (growth strategies) should no longer be statistically significant when controlling for the effects of mediating variable on the dependent variable (growth strategies).

To assess the mediating effect of the organization culture on the relationship between the management succession and the corporate growth strategies, the following null hypothesis was formulated;

H₀: Organization Culture does not significantly mediate the relationship between management succession and corporate growth strategy in local family businesses in the manufacturing sector in Nairobi County.

To test the hypothesis the aggregate mean of growth strategy measures was regressed on the aggregate mean of management succession variables while controlling for the effect of organization culture on the growth strategy.

Step 1: Regression of Growth Strategies on the Management succession

Step one assessed the relationship between the growth strategies and management succession. Results presented in Tables 8 show that the overall model was statistically significant ($F_{(1,58)} = 1.523$, p -value = 0.026). The adjusted R-square statistic in Table 7 indicates that 6.7% of the variance in the growth strategy in the family businesses in the manufacturing sector was explained by the management succession. Examination of the individual coefficients in Table 9 reveals a statistically significant positive linear relationship between management succession and corporate growth strategies ($\beta = 0.247$, p -value = 0.026). The findings meet the first condition of mediation and allow progression to the next step.

Table 7: Goodness-of-fit of Regression of Growth Strategies on Management succession

Sample size	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.287	.082	.067	.54102

Predictors: (Constant), Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Growth Strategies

Source: Research Data (2014)

Table 8: Overall Significance of Regression of Growth Strategies on Management succession

	Sum of Squares	Degrees of Freedom	Mean square	F	Significance (p-value)
Regression	1.523	1	1.523	5.204	.026
Residual	16.977	58	.293		
Total	18.500	59			

Predictors: (Constant), Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Growth Strategies

Source: Research Data (2014)

Table 9: Individual significance of Regression of Growth Strategies on Management succession

	Unstandardized Coefficients		t-value	Significance (p-value)	Collinearity Statistics	
	Beta	Standard Error			Tolerance	VIF
(Constant)	1.766	.378	4.678	.000		
Management succession	.247	.108	2.281	.026	1.000	1.000

Predictors: (Constant), Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Growth Strategies

Source: Research Data (2014)

Results in Table 9 indicate that the following regression equation can be used to estimate growth strategies given a certain level of management succession:

$$\text{Growth Strategies} = 1.7666 + 0.247(\text{Management Succession})$$

Step 2: Regression of Organizational Culture on the Management succession

Step two analyzes the relationship between organizational culture as the dependent variable and management succession. The adjusted R-square statistic in Table 10 indicates that 11.2% of the variance in the organization culture in the family businesses in the manufacturing sector was explained by the management succession. The results presented in Table 11. Reveal that the overall model was statistically significant ($F_{(1,61)} = 8.824$, p -value = 0.004). Scrutiny of the individual coefficient in Table 12 reveals a statistically significant positive linear relationship between the management succession and organization culture ($\beta = 0.268$, p -value = 0.004). The findings support progression to the next step of mediation.

Table 10: Goodness-of-fit of Regression of Organizational Culture on Management succession

Sample size	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.355 ^a	.126	.112	.46125

Predictors: (Constant), Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Organizational Culture

Source: Research Data (2014)

Table 11: Overall Significance of Regression of Growth Strategies on Management succession

	Sum of Squares	Degrees of Freedom	Mean square	F	Significance (p-value)
Regression	1.877	1	1.877	8.824	.004
Residual	12.978	61	.213		
Total	14.855	62			

Predictors: (Constant), Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Organizational Culture

Source: Research Data (2014)

Table 12: Individual significance of Regression of Growth Strategies on Management succession

	Unstandardized Coefficients		t-value	Significance (p-value)	Collinearity Statistics	
	Beta	Standard Error			Tolerance	VIF
(Constant)	2.781	.314	8.855	.000		
Management succession	.268	.090	2.970	.004	1.000	1.000

Predictors: (Constant), Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Organizational Culture

Source: Research Data (2014)

On the basis of results presented in Tables 10,11 and 12, the equation for predicting Organisation Culture given management succession as the independent variable is:

$$\text{Organisation Culture} = 2.781 + 0.268(\text{Management Succession})$$

Step 3: Regression of Growth Strategies on the Organization Culture while Controlling For Management succession

A hierarchical model was used to assess mediating effect of organization culture on the relationship between management succession and corporate growth strategies.

Model one regresses growth strategies on the organization culture while in model two growth strategies is regressed on the management succession. Results presented in Tables 13,14 and 15 shows the two steps in the analysis. Step one show that organization culture explains 13.3% variance in the growth strategies. At step two, management succession does not add significantly to the variance in the growth strategy (R-square 0.28, p -value = 0.171).

Examination of the individual coefficient (Table 15) reveals a statistically significant positive linear relationship between the growth strategy and organization culture ($\beta = 0.418$, p -value = 0.004), however in model two; the relationship between management succession and growth strategy is no longer significant when controlling for the organization culture (mediator). The findings in all the tables meet all the conditions for mediation and consequently support rejection of the organization culture does not significantly mediate the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County. Thus, organization culture significantly mediates the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi County. This is in agreement with Rashid and Anantharaman (1997) that culture is related to organisation strategy.

Table 13: Goodness-of-fit of Hierarchical Regression of Growth Strategies on Organizational Culture Controlling for Management succession

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.365	.133	.118	.52574	.133	8.930	1	58	.004
2	.402	.162	.132	.52162	.028	1.921	1	57	.171

Model 1 Predictors: (Constant), Aggregate Mean of organization culture

Model 2 Predictors: (Constant), aggregate mean of organization culture, management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Growth strategies

Source: Research Data (2014)

Table 14: Overall Significance of Hierarchical Regression of Growth Strategies on Organizational Culture Controlling for Management succession

Model		Sum of Squares	Degrees of Freedom	Mean square	F	Significance (p-value)
1	Regression	2.468	1	2.468	8.930	.004
	Residual	16.032	58	.276		
	Total	18.500	59			
2	Regression	2.991	2	1.495	5.496	.007
	Residual	15.509	57	.272		
	Total	18.500	59			

Model 1 Predictors: (Constant), Aggregate Mean of organization culture

Model 2 Predictors: (Constant), aggregate mean of organization culture, Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Growth strategies

Source: Research Data (2014)

Table 15: Individual significance of Hierarchical Regression of Growth Strategies on Organizational Culture Controlling for Management succession

Model		Unstandardized Coefficients		t-value	Significance (p-value)	Collinearity Statistics	
		Beta	Standard Error			Tolerance	VIF
1	(Constant)	1.068	.521	2.048	.045		
	Organization Culture	.418	.140	2.988	.004	1.000	1.000
2	(Constant)	.808	.550	1.468	.148		
	Organization Culture	.345	.148	2.323	.024	.874	1.145
	Management succession	.155	.112	1.386	.171	.874	1.145

Model 1 Predictors: (Constant), Aggregate Mean of organization culture

Model 2 Predictors: (Constant), aggregate mean of organization culture, Management succession (Aggregate Mean of Succession Planning, Succession Timing and Successor Commitment)

Dependent Variable: Aggregate Mean of Growth strategies

Source: Research Data (2014)

Based on the results presented on Table 15 the model equations are:

Model 1: Growth Strategy=1.068+0.418(organisation culture)

Model 2: Growth Strategy=0.808+0.345(organization culture)

Conclusion

The results of the hierarchical model used for assessing the mediating effect of organisation culture on the relationship between management succession and growth strategy was statistically significant. These findings supported the rejection of the null hypothesis that Organization Culture does not significantly mediate the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi, County. The alternative hypothesis that Organization Culture significantly mediates the relationship between management succession and corporate growth strategies in local family businesses in the manufacturing sector in Nairobi, County was adopted.

Recommendations

Family businesses need to have an organisational culture that encourages adoption of strategies that propel them to grow. This is because the findings showed that culture does mediate the relationship between management succession and growth strategies

Direction for further research.

The researcher offers the following direction to future researchers. Since the study used the study variables of bureaucratic, competitive, consensual and entrepreneurial culture other studies involving other culture variables such as Hofstede could be done.

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