

Effect of Family Business in the Promotion of Entrepreneurship Skills among the Youths in Ebonyi State

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Abstract

The study investigated the effect of family business in the promotion of entrepreneurship skills among the youths in Ebonyi State. Specifically, the study dwelt to ascertain the level at which family business can promote or encourage innovative skills among Youths and to determine the level at which family business can drive good business orientation skills inculcated in the Youths in Ebonyi State. Survey research design method was adopted for the study, as it had to deal with issues of the economy as regard to effect of family business in the promotion of entrepreneurship skills among the Youths in Ebonyi State. Seventy-Two (72) respondents were sampled among the business people across the study area. The method of data analysis employed for the study was descriptive statistics and Pearson Product Moment Correlation Coefficient. The findings revealed that there was a significant relationship between family business and the level at which it can promote innovative skills among the Youths in Ebonyi State [$p\text{-value} = 0.023 < 0.05$ and it is significant at 95% confidence interval and the value of R is 0.768] and a significant relationship between family business and the level at which it can get good business orientation skills inculcated in the youths in Ebonyi State [$p\text{-value} = 0.047 < 0.05$ and it is significant at 95% confidence interval and the value of R is 0.687]. The study concluded that through family business, innovative skills among the Youths can be enhanced and as well enable them to inculcate good business orientation skills. Recommendations were made among other things that government should always encourage entrepreneurs, especially Youths with meaningful economic resources that will make them to be productive and self-reliant in the cause of doing family business and that Youths should always prioritize engaging in better businesses that provide opportunities for them to develop their business orientation skill. So doing, their business would always thrive.

Keywords: Family Business, Entrepreneurship Skills, Entrepreneurship Promotion

Introduction

The oldest and most dominant type of business in the world is family business. In family business, the owner controls the capital, participates in the management of the operations and has the will to transmit the business to the next generation. Family business is also known as family firm or family Enterprise. It is a business that entails owning and managing of enterprises by member of the same or extended family. Family business can be habitual entrepreneurship and can be found in all sectors of the economy (Adedayo, Olanipekun & Ojo, 2016). Family businesses are of different sizes; micro, small, medium, large and multinational and in various forms; sole proprietorship, partnership, joint venture, public limited company. Families establish family businesses to create opportunities for their children, perpetuate family inheritance, hold the family together, give the families financial independence and inheritance (Ayobami, Odey, Olanireti & Babarinde, 2018).

It is a small, medium-sized, large or multinational enterprise established or bought over through a solo or family (one, two or more individuals related by blood or marriage) entrepreneurial efforts and operated based on a high level of trust, commitment, family members, involvement and control by the owning family and most times fused ownership, management and governance systems with the founder, descendant or external CEO directing the achievement of the developmental and trans-generational visions of the family business (Agbim, 2018).

During the early part of industrialization, the resultant effect of the environment was market failure. As a result, families became the interface between markets and firms. Within this period, the business owners acquired the needed managerial knowledge and experience from families and communities rather than through training (Ottih, 2016). The acceptability of family business as a culture across the globe is the outcome of dominating role family members play in the daily running and operations of various aspect of the business, thereby leading to leadership system proposed by family members (Ayobami et al., 2018).

Entrepreneurial skills are “catalyst for business survival, growth and development. Micro, Small and medium scale as well as large scale businesses leverage on entrepreneurship skills and innovation to remain competitive in the marketplace. Family businesses recognize the necessity for entrepreneurial skills in their product development, service offering and marketing (Rod, 2016).

Entrepreneurship skills make it possible for family businesses to flourish despite fierce competition from large businesses, dynamic business environment and complexity. Family business and entrepreneurship skills have a close relationship, however, there is a debate concerning family business and entrepreneurship skills and without entrepreneurial skills and innovation most family businesses cannot be sustained over time” (Pindado & Requejo, 2015).

Family businesses in Ebonyi State play pivotal roles in the promotion of entrepreneurship skills among the youths. Family-owned businesses may be the oldest form of business organizations in Ebonyi State, but it is only in recent decades that their benefits and roles in the economy have been researched into. It is pertinent to note that the contributions of Small and Medium Enterprises and family-owned enterprises in Nigeria are numerous, diverse and integrated. Some of these contributions include stimulation of indigenous entrepreneurship, creation of thousands and millions of employment opportunities and openings, maintenance of competition, greater innovations and creativity, paying taxes, earning foreign exchange, mobilizing savings and contributing reasonably to a nation’s gross domestic product (Adeoye, 2015).

CBN (2015) stated that SMEs or family businesses can also reduce penury, social ills, inequality and are catalysts for innovations, inventions, creativity and indigenous entrepreneurship. However, research on effect of family business in the promotion of entrepreneurship skills among the youths in Nigeria, specifically in Ebonyi State, has only been sparingly carried out, hence, the necessity for the study.

Economic indices are flooded with youths’ unemployment in Nigeria – Ebonyi State inclusive. Graduates at all levels and disciplines are seen milling around in both public and private sectors looking for unsolicited job offerings. Even non-graduates are not left out. The reason for youth unemployment in Ebonyi has been attributed to lack of employable skills (Udu, 2015), particularly entrepreneurship skills such as business awareness skills (intuitive decision making, creative problem solving, ability to conclude a deal, negotiating and motivating people among others), analytical skills (numeracy and data presentation), innovative skills, good business Orientation skills, creative skills and visionary leadership among others.

2006 Ebonyi State SEED Report identifies the characteristics of Ebonyi State among others to include very low real income generation; primitive and seasonal

farming system (Ebonyi State Government, 2006). The implication of the SEED observation is that there are little or no entrepreneurial activities and behavior in Ebonyi State. This is even supported by statistical reports of various years showing that between 2002 – 2006, the unemployment rate in Ebonyi State was 5.5 percent, 2007 – 2008, it was 12 percent in 2009 – 2011, the figure stood at 23.1 percent in recent times (NBS/CBN, 2018). Based on the foregoing; it became pertinent to interrogate the extent family business can help to inculcate the appropriate entrepreneurship skills to the teeming unemployed youth in Ebonyi State.

The general objective of the study was to examine how family businesses can adequately indoctrinate the youths with the appropriate entrepreneurial skills that will make them to be self-reliant as well as employers of other unemployed youths in Ebonyi State. Specifically, the objectives were to ascertain the level at which family business can promote innovative skills among the youths in Ebonyi State and to determine the level at which family business can get good business orientation skills inculcated on the youths in Ebonyi State.

Based on the above specific research objectives, the following issues were addressed. Firstly, to what extent can family business promote innovative skills among the youths in Ebonyi State and Secondly, to what level can family business drive good business orientation skills inculcated in the youths in Ebonyi State. Also, the following null hypotheses were formulated for the study: There was no significant relationship between family business and the level it can promote innovative skills among the youths in Ebonyi State and there is no significant relationship between family business and the level it can drive good business orientation skills inculcated in the youths in Ebonyi State.

Finally, this study would be useful to the various tiers of Government, policy makers, international intervention organizations and other government established Agencies in the formulation of policies to ensure that measures are put in place for effective modality for family business to strive in order to promote entrepreneurship skills among the youths in Ebonyi state. Sex, gender, age, and economic status of the respondents. The researcher strongly believed that the result of this research work will procure solution to the long-standing problem of family business and entrepreneurial skills in Nigeria.

Following this introduction, section two presents the literature review, research methodology is in section three, data presentation and analysis of results is in section four; section five is the conclusion and policy recommendations.

Literature Review

Conceptualizing Family Business, Entrepreneurship and Entrepreneurship Skill

A family business is defined as “a firm that is dominantly owned, managed, governed or controlled by a family, with the intention to retain the ownership and control of the business within the family across generations (Jones, 2019). Family business as defined is a business in which ownership lies within the family and at least two family members are employed by the business and the influence of a family on ownership, governance, management of a firm and their direct participation in the strategic direction, involvement in day-to-day running of the business and their intention to retain voting control is very high” (Shittu & Dosunmu, 2014).

It also entails a business where the largest percentage of shares in a business is owned by a family, the family is actively involved in firm management and the intention of the family members is to retain ownership of the firm. A family business may also be an enterprise in which two or more family members hold large percentage ownership, family members are employed in the business, and the family intend to retain control of the firm in the future. It could also be a firm that has the owning family in executive and other key positions and the extent to which the family intends to maintain significant involvement in the future (Gylych & Evren, 2016).

As credited by Boldureanu, Ionescu, Bercu, Bedrule-Grigorut and Boldureanu (2020), an entrepreneur is one who initiates a new business in the face of risks and uncertainty for the purpose of satisfying human needs and making profits. An entrepreneur carves out a niche for himself by scanning the environment, identifying opportunities and threats and combining and utilizing the necessary resources to capitalize on opportunities identified. Entrepreneurs are driven by the desire to be their own bosses, do what they want to do, and turn passions into profit-making businesses (Boldureanu et al., 2020).

Entrepreneurship consists of routine management tasks, relationships with venture capitalists and other sources of external finance, product development, marketing, and so on. According to Shane (2010), entrepreneurship is the act of being an

entrepreneur, which can be defined as "one who undertakes innovations, finances and displays business acumen in an effort to transform innovations into economic goods." This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. Entrepreneurship involves taking chances to create businesses as new businesses do not emerge by accident. They are usually founded as a result of motivated entrepreneur gaining access to resources and finding niches in opportunity structures" (Barba-Sánchez & Atienza-Sahuquillo, 2016).

In the words of Barba-Sánchez and Atienza-Sahuquillo (2018), entrepreneurship is the manifest ability and willingness of individuals, on their own, in teams, within and outside existing organizations, to - perceive and create new economic opportunities (new products, new production methods, new organizational schemes and new product- market combinations) and to introduce their ideas in the market, in the face of uncertainty and other obstacles, by making decisions on location, form and the use of resources and institutions. Entrepreneurship is at the heart of national advantage. It is of eminent importance for carrying out innovations. Concerning the role of entrepreneurship in stimulating economic growth, many links have been discussed. Both the role of the entrepreneur in carrying out innovations and in enhancing rivalry is important for economic growth (Barba-Sánchez & Atienza-Sahuquillo, 2018).

Entrepreneurship and Promotion of Entrepreneurship Skills through Family Business

Entrepreneurship skill "is the willingness and ability of an individual to seek investment opportunities, to establish and to run an enterprise successfully" (Gylych & Evren, 2016). The entrepreneurship spirit is a pre-requisite to an entrepreneurial society and culture. This spirit is required for the overall economic growth of any nation especially developing ones like Nigeria. Entrepreneurship is the willingness and the ability of an individual or a firm or an organization to identify an environmental change and exploit such an opportunity to produce goods and services for public consumption. In the words of Dangote entrepreneurship is built on vision, focus and determination. It is built on standards management practices, enabling environment, access to funds businesses (Gylych & Evren, 2016).

Family business plays a very germane role in promoting entrepreneurial skills anywhere around the world. The effect of Family business in promoting entrepreneurial skills includes:

- a. **Creates Innovative Skills:** Innovation is a vital instrument in developing competitive advantage over other businesses within the same industry and outside industries. Innovation is a catalyst that drives business to achieve long-term objectives. Innovation makes businesses more attractive, drives organizational change as well as builds competitive advantage of the business. Innovation affects the culture of the business which in turns puts the business at a competitive position (Rafiu, Olakunle & Ajayi, 2019).
- b. **Succession plan:** Family businesses embarks on long term planning and this Promotes Entrepreneurial Skills. Succession planning is a major concern for most family businesses, as such, these businesses employ innovation in planning the organizational hierarchy and who takes over from member/s of top management in case of death or incapability. Innovative family business, enables the business owner and other members of management prepare effectively for unforeseen events and also train successor in line with the demands of the business Promoting Entrepreneurship Skills (Olayinka, Agbaeze, Adeleke, Ghasi & Ude, 2019).
- c. **Family businesses promotes Product Innovation:** Family businesses sometimes uses product innovation as competitive strategy to gain an advantage and this create entrepreneurial skills. Family businesses which fail to innovate their individual products will in no time discover that those products have become obsolete. Family businesses makes use of new products with different technologies, methods and offer greater customer benefits than existing products (Rafiu et al., 2019).
- d. **Effective engine for every economy job creation and tax collection:** “The family business plays a vital role in the economic development of the nation and it is an effective engine for every economy job creation and tax collection” (Rafiu et al., 2019).

Theoretical Framework

Utilitarianism Entrepreneurial Theory

The study anchored on Utilitarianism Entrepreneurial Theory. First developed by Rhodes (1986), Utilitarianism entrepreneurial theory “states that the ultimate good that a system desire (Entrepreneurship skills) should be made available to the majority of the people operating the system otherwise, there is bound to be chaos in the system operating the organization. According to Rainbow (2002), he stated that the “theory must be directed towards a common set of goals”. As a result, this

study adopted utilitarianism entrepreneurial theory to analyze the effect of family business in the promotion of entrepreneurship skills among the youths in Ebonyi State. This was because theoretical investigations into the effect of family business in the promotion of entrepreneurship skills among the youths at the state level respond to theories that perceive family business as a value-laden medium used to accomplish the balance between the youth personal well-being and entrepreneurial skill for the well-being and progress of the youth. Utilitarianism theory represents the dominant and most influential normative teleological or consequential youth entrepreneurial skill acquisition philosophy.

Utilitarian entrepreneurial theorists developed various approaches explaining what should be perceived as good consequences. Classical utilitarians believe that the ultimate good is something that most people actually desire, such as entrepreneurial skills, improving on the job, happiness, good performance, increase in productivity and pleasure. In its simplest form, utilitarianism entrepreneurial theory states that in any society where there is a choice for progress, the right thing to do is to choose that which is likely to produce the greatest happiness for the greatest number of people and the organization or the least harm to the organization as a whole. Therefore, everyone ought to strive for the best entrepreneurial skill that ensure the balance between the good for the individual and for the organization as a whole (Rhodes, 1986).

In Ebonyi State scene, Utilitarianism Entrepreneurial theory in public life has one great benefit; "its impartiality, and one great weakness; it can be over demanding. Practically, the greatest benefit of the utilitarian entrepreneurial theory would be the requirement that all should at least be considered. This consideration would certainly influence all youth decisions at the state levels, even if deontological and virtue entrepreneurial skill were part of the moral reasoning. As the youth becomes confident that family businesses are making decisions for the good of the populace, they may become more interested in the entrepreneurial skill process as a whole both personally and collectively. This is one of the most important outcomes of this type of utilitarian thinking, the trust that youths and the system will gain in the entrepreneurial skill process. This is where youths are disappointed, total lack of fairness and even distribution in the public systems affect family businesses. Right the Nigeria government constitution stipulate entrepreneurial skill acquisition on the job for youths but the performance in the state government level where facilities such electricity, access roads, portable water services are denied the citizens on which lies the family.

Empirical Review of the Literature

The study of this nature cannot be completed without reviewing dearth of empirical evidence relating to this topical issue. According to Silvia, Roxana, Alina, Nicoleta, Georgeta, Meghisan and Flaviu (2022) in their study, “a multivariate analysis of the interest in starting family businesses within a developing economy” they analyzed the factors influencing the intention to start an intergenerational family business in a developing economy, highlighting the measures that can be implemented by decision-makers to stimulate these initiatives. PLS-SEM was used to analyze the data issued from 200 valid questionnaires. The survey was applied to 950 individuals from Romania. They focused on four variables: the closeness to family members, the financial support expected from family, the independence of individuals regarding the intention to start their own business and the intention to form partnerships with family members. All the hypotheses were validated, according to the final results. Thus, closeness to family members has a direct and positive impact on both the financial support expected from the family and the intention to form intergenerational family businesses. There is also a direct correlation between the financial support received from family and the intention to have partnerships with family members. Individuals who are closer to their families are not interested in developing independent businesses. There are several studies on family businesses in Romania, but there is no research analyzing the impact of closeness to family on the intention to develop an intergenerational family business. The study is useful for the decision-makers who can create national strategies in order to stimulate families to develop their own businesses.

Agu, Okocha, Ebere, Anichebe and Paschal (2021) carried out a study on family business and sustainability of small and medium Scale enterprises in Enugu State, Nigeria. Specifically, the objectives were to: determine the effect of succession planning on sustainability of small and medium scale enterprise in Enugu State, Nigeria and ascertain the nature of the relationship strategic planning and Sustainability of small and medium scale enterprise in Enugu State, Nigeria. The study had a population size of (28) small and medium scale enterprises in Enugu State. Instruments used for data collection were primary questionnaires and interview. The total number of 28 copies of the questionnaire were distributed while 25 copies were returned & used while 3 copies were not properly filled. Survey research design was adopted for the study. Two hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression tool. The findings indicated that Succession planning significantly affected sustainability of small and medium scale enterprise in Enugu State, Nigeria ($r =$

0.958; $F = 257.230$; $t = 16.038$; $p < 0.05$). There was a positive relationship between strategic planning and sustainability ($r = .920$, $p < 0.05$). The study concluded that family business control about 85% of nation's wealth. The study recommends that every owner of small and medium scale enterprises should organize a proper succession plan that will help the next in command to know, all secrets concerning the business, in order to sustain it for future generation.

Olubiyi (2019) examined knowledge management practices and family business profitability: evidence from Lagos State, Nigeria. The study adopted survey research design. Target population comprised of 503 selected SMEs operating in Lagos State and Yamane sample size method was adopted. Data was collected through the use of structured questionnaire adapted and validated for the study. The Cronbach's alpha coefficient for the constructs ranges between 0.850 and 0.775. The questionnaire response rate was 93.2%. The data were analyzed using descriptive and inferential (Pearson product moment correlation and regression analysis) statistics. The analysis of the data revealed that knowledge management practices had a significant effect on the profitability of family business ($R^2 = 0.614$, $F(6, 461) = 125.006$; $p < 0.05$). The paper concluded that knowledge management practices are pertinent to enhance the profitability of family businesses. The paper recommended that for family businesses to continue to gain profit and survive, knowledge management must be put into a strategic plan so that employees have adequate capability and knowledge sharing culture.

Karen, Joseph and Thomas (2018) determined the effect of entrepreneurial orientation on the performance of family-owned supermarkets in Nairobi County. A descriptive survey research design was used this study. The target population of the study consisted of the management staff of all the 45 family-owned supermarkets in Nairobi County. This research study used a stratified random sampling method to select 30% of the respondents. The researcher therefore selected 216 respondents. The researcher used primary data for this study and was collected using questionnaires. The quantitative data in this research was analyzed by descriptive statistics. In addition, a multivariate regression model was applied to determine the relative importance of each of the five variables with respect to Family-Owned supermarket performance. The study found that innovativeness culture promoted a performance of family-owned supermarkets in Nairobi County, innovativeness is a tendency, an individual's or organization's receptivity and proclivity to adopt new ideas. The study concludes that proactiveness supported performance among family-owned supermarkets in Nairobi County.

The study concludes that risk taking presented new business opportunities and ventures which had a positive influence on performance among family-owned supermarkets in Nairobi County and that features of risk-taking form the basis for the targets of profit acquisition and improved business performance. The study concludes that collaboration in family-owned supermarkets through exchange of explicit knowledge promoted better production. The research recommends that the management of family-owned supermarkets should work to ensure that that internal flow of activities is effective as the quality of coordination was found to be a crucial factor in the survival of family-owned supermarkets. Family-owned super markets should endeavor to be in the forefront to introduce new products and services and processes. Family-owned super markets should endeavor to form strategic business partnerships this will present an opportunity to grow their customer base and improve their business performance. Family-owned super markets should take moderate level of in order to make entrepreneurial venture attainable and thus succeed in entrepreneurial venture.

Ayobami, Odey, Olanireti and Babarinde (2018) studied family business and innovation in Nigeria: problems and prospects”, at the centre for entrepreneurship and innovation, university of Ibadan, Ibadan, Nigeria. The study “examined the concept of family business and innovation, role of innovation in building a successful family business, factors inhibiting the growth of family business and prospect of family business”. The research methodology adopted was a multi-case study using a semi structured interview, observation. The data was analyzed using a qualitative data analysis. The study revealed that “government policy is a major setback for family business in Nigeria, government policies do not favour family business rather government policies are in favour of foreign products that flood the Nigerian market. The study further revealed that family business, but in most cases, we do not have the resources to be innovative, Innovation cost huge money which they cannot afford.

Nnabuike and Okoli (2017) investigated succession planning and sustainability of selected family-owned businesses in Anambra State, Nigeria. The broad objective of the study was to examine the place of succession planning in the sustainability of selected Family-Owned Businesses (FOB's) in Anambra State. Survey research design was adopted for the study. The population of the study consisted of 275 FOB's comprising of 50 incorporated FOB's and 225 unincorporated FOB. Complete enumeration was adopted. Data was collected through the use of questionnaire and analyzed using Pearson's Product Moment Correlation Coefficient to test for relationship and t-test to examine the mean difference.

Findings revealed that mentorship has a high positive significant relationship with sustainability ($r = .858$ $p < .05$) and that there is no statistical difference between the perceptions of selected incorporated FOB's and unincorporated FOB's on succession planning in Anambra State ($t = -218$ $p > .05$). The study concluded that mentorship is very germane in the quest to perpetuate the existence of family businesses and therefore recommended that FOB's should see mentorship as a process that is gradual and not rushed towards the end; the owner/managers of FOB's should ensure that they first of all ensure that they make the people who will take over to be genuinely interested in the business and that owner/founders should see succession as a process of sustaining their businesses for long rather than a process of relinquishing power and control.

Odebisi, Ijiwole and Abodunde (2017) examined influence of creativity and innovation on family business: an empirical investigation in Oyo State, Nigeria. The specific objectives were to ascertain the extent creativity and innovation influence family businesses' and to determine the factors affecting creativity and innovation in family businesses. Simple random technique was used to select one hundred and five (105) manufacturing subsectors from one thousand six hundred and sixty (1,660) registered with Manufacturing Association of Nigeria (MAN). Structured questionnaire designed for the study was used to collect data from the owners/managers of the selected manufacturing subsectors. Data analysis was performed with the aid of Ordinary Linear Square (OLS) and Factor Analysis.

Results show that creativity and innovation have significant influence on family business performance in term of profit level, productivity and customer satisfaction. The study also confirms that lack of infrastructural facilities and lack of knowledge and skills are most factors devitalizing creativity and innovation among entrepreneurs in Nigeria. Subsequently, the study therefore recommends that government should provide enabling environment for family business to employ new technology and also, centre for family business should be established to partner with tertiary institutions so as to have training, conferences and workshops on entrepreneurial creativity and innovation on regular basis in the country. This will enable them to adopt creativity and innovation in their daily operations to enhance their productivity. The gap in empirical review here is that family businesses play germane roles that cannot be overemphasized such as enhancing entrepreneurship skills among youths, engendering indigenous entrepreneurship, creating employment opportunities and reducing poverty among others. On this premise, it is imperative to note that of all the empirical studies

reviewed, to the best of the researcher's knowledge, some may have adopted the same design and method of data analysis with the present study, but none, to the best of the researcher's knowledge examined effect of family business in the promotion of entrepreneurship skills among the youths in Ebonyi State. This was the gap that the present study filled.

Research Methodology

The survey research design method was adopted for the study, as it had to do with issues of the economy as regard to effect of family business in the promotion of entrepreneurship skills among the youths in Ebonyi State, as it had no control over the variables and could not manipulate them. Data for the study came through primary source, which were the respondents that provided first-hand information. The study was carried out in Ebonyi State, Nigeria.

The study population comprised the entire family businesses in Ebonyi state. The entire population of family businesses in Ebonyi state has an estimate of Two Hundred and Forty-Eight Thousand (248,000) (SMEDAN, 2022), with 75 respondents sampled using Taro Yamane's formula through simple random sampling technique as all the elements had equal chance of being selected. Structured questionnaire was used to collect data. Copies of the questionnaire were administered to the respondents by the researcher. The questionnaire had 20 item questions. The reliability of the research instrument was determined using the Cronbach's Alpha(α) Coefficient and the corresponding reliability coefficient of 0.77 and above was considered reliable. Data were analyzed using frequency tables and simple percentages as brief analytical comments were used to summarize the findings. Also, the data collected were analyzed using means and standard deviations for the two research questions that guided the study with a 4-point Likert scale. The various hypotheses formulated were tested using Pearson Product Moment Correlation Coefficient analysis.

Interpretation of the 4-point Likert Scale

Strongly Agreed (SA)=4, Agreed (A)=3, Disagreed (D)=2 and Strongly Disagreed (SD)=1].

$$\text{Sample Mean} = \frac{1}{n} \left[\sum_{i=1}^n \right]$$

$$\text{Cluster Mean} = \frac{1}{N} \left[\sum_{i=1}^N \right]$$

$$\text{Sample Standard Deviation} = \sqrt{\frac{1}{n-1} [\sum_{i=1}^n (X_i - \mu)^2]}$$

$$\text{Population Standard Deviation} = \sqrt{\frac{1}{N} [\sum_{i=1}^N (X_i - \mu)^2]}$$

Pearson Product Moment Correlation analysis is given by the formula as presented below and is represented by the letter r.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n[\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Data Presentation, Analysis and Discussion of Results

Data Presentation

Research Question 1: To what level can family business promote innovative skills among the youths in Ebonyi state?

3 < Mean value ≤ 4 = Very High Level = (76-100) % = about 88%

2 < Mean value ≤ 3 = High Level = (51-75) % = about 63%

1 < Mean value ≤ 2 = Low Level = (26-50) % = about 38%

0 < Mean value ≤ 1 = No Level = (0-25) % = about 12.5%

Table 4.1: Level at which family business promotes innovative skills among the youths in Ebonyi State

SN	Variable	Frequency				Descriptive Statistics	
		VHL	HL	LL	NL	Mean	SD
1	Family business encourage innovative skills	22(30.6%)	30(41.7%)	14(19.4%)	6(8.3%)	2.944	.918
2	Family business encourages visionary leaders	25(34.7%)	23(31.9%)	21(29.2%)	3(4.2%)	2.972	.903
3	Family business encourages dynamism	19(26.4%)	36(50%)	8(11.1%)	9(12.5%)	2.903	.937
4	Family business encourage youth to be self-dependent	42(8.3%)	19(26.4%)	8(11.1%)	3(4.2%)	3.389	.849
5	Family business stimulates youth to be self-reliance.	32(44.4%)	27(37.5%)	13(18.1%)	0(0%)	3.264	.751
6	Family business encourage entrepreneurial skills among youths	31(43.1%)	23(31.9%)	18(25%)	0(0%)	3.181	.811
7	Family business encourages and mobilizes savings skills	9(12.5%)	36(50%)	14(19.4%)	13(18.1%)	2.569	.932
8	Family business encourages training on entrepreneurial skills	27(37.5%)	24(33.3%)	14(19.4%)	7(9.7%)	2.986	.986
9	Family business encourage productive skill	28(38.9%)	19(26.4%)	17(23.6%)	8(11.1%)	2.931	1.039
10	Family business encourage marketing skills	34(47.2%)	19(26.4%)	19(26.4%)	0(0%)	3.208	.838
Cluster Mean						3.035	0.896

Source: Field Survey, 2022

From the result of the analysis carried out as shown in table 4.1, the result revealed the level to which family business can promote innovative skills among the youths in Ebonyi State. According to the analysis, the overall cluster mean value is 3.035 with standard deviation value of 0.896. This cluster mean value lies within the mean acceptance region of $3 < \text{Mean value} \leq 4 = \text{Very High Level} = (76-100) \% = \text{about } 88\%$. Indicating that the level to which family business encourage innovative skills among the youths in Ebonyi state is to a very high level which is about 88% level. So, the level to which family business encourage innovative skills among the youths in Ebonyi state is to 88%.

Research Question 2: To what level can family business drive good business orientation skills inculcated in the youths in Ebonyi State?

$3 < \text{Mean value} \leq 4 = \text{Very High Magnitude} = (76-100) \% = \text{about } 88\%$

$2 < \text{Mean value} \leq 3 = \text{High Magnitude} = (51-75) \% = \text{about } 63\%$

$1 < \text{Mean value} \leq 2 = \text{Low Magnitude} = (26-50) \% = \text{about } 38\%$

$0 < \text{Mean value} \leq 1 = \text{No Magnitude} = (0-25) \% = \text{about } 12.5\%$

Table 4.2: Level at which family business can drive good business orientation skills inculcated in the youths in Ebonyi State

SN	Variable	Frequency				Descriptive Statistics	
		VHM	HM	LM	NM	Mean	SD
1	Family business develops entrepreneurial skills	30(41.7%)	20(27.8%)	12(16.7%)	10(13.9%)	2.972	1.074
2	Family business promotes negotiation skills	23(31.9%)	15(20.8%)	32(44.4%)	2(2.8%)	2.819	0.924
3	Family business builds good communication skills	31(43.1%)	23(31.9%)	14(19.4%)	4(5.6%)	3.125	0.918
4	Family business fosters good leadership skills	24(33.3%)	30(41.7%)	10(13.9%)	8(11.1%)	2.972	0.964
5	Family business develops team building skills	19(26.4%)	31(43.1%)	16(22.2%)	6(8.3%)	2.875	0.903
6	Family business promotes general management skills	16(22.2%)	16(22.2%)	30(41.9%)	10(13.9%)	2.528	0.993
7	Family business develops strategic planning ability	24(33.3%)	24(33.3%)	20(27.8%)	4(5.6%)	2.944	0.918
8	Family business improves sales & marketing skills	22(30.6%)	17(23.6%)	27(37.5%)	6(8.3%)	2.764	0.986
9	Family business develops cashflow management skills	32(44.4%)	14(19.4%)	20(27.8%)	6(8.3%)	3.139	0.793
10	Family business develops financial risk management skills	23(36.1%)	32(44.4%)	12(16.7%)	2(2.8%)	2.625	1.041
Cluster Mean						2.876	0.951

Field Survey, 2022

From the result of the analysis carried out as shown in table 4.2, the result revealed the level at which family business can drive good business orientation skills inculcated in the youths in Ebonyi State. According to the analysis, the overall cluster mean value is 2.876 with standard deviation value of 0.933. This cluster mean value lies within the mean acceptance region of $2 < \text{Mean value} \leq 3 = \text{High Magnitude} = (51-75) \% = \text{about } 63\%$. Indicating that the level at which family business can drive good business orientation skills inculcated in the youths in Ebonyi State is to a high degree which is about 63% extent. So, the degree to which family business influence good business orientation skills among the youths in Ebonyi state is to 63%.

Test of Hypotheses

Hypothesis One: There is no significant relationship between family business and the level it can promote innovative skills among the youths in Ebonyi State

Table 4.3: Relationship between family business and the level it can promote innovative skills among the youths in Ebonyi State

SN	Variable	N	Mean	STD	R	Sign Value
1	The Level Family Business Encourages Innovative Skills Among the Youths in Ebonyi State	72	30.347	2.784	0.768(*)	0.023
2	Family Businesses	72	29.611	2.560		

* Correlation is significant at the 0.05 level (2-tailed)

Source: Field Survey, 2022

From the result of the analysis carried out as shown in the table 4.3, the value of Pearson Product Moment Correlation Coefficient between the variable “the level family business encourages innovative skills among the Youths in Ebonyi State” and the variable “family business”, done at alpha level of 0.05 is 0.768 and this value is closer to the figure plus one than zero indicating that there is a strong positive correlation between the variable “the level family business encourages innovative skills among the youths in Ebonyi State” and the variable “family business”, this means that the level family business encourages innovative skills among the youths in Ebonyi State have strong positive influence on family businesses in Ebonyi State.

Also, the significant value of Pearson Product Moment Correlation Coefficient between the variable “the level of family business encourages innovative skills among the Youths in Ebonyi State” and the variable “Family Businesses” is 0.023 and this value is less than 0.05 indicating that there is a linear relationship between the variable “the level family business encourages innovative skills among the youths in Ebonyi State” and the variable “family business”. Meaning the more the level family business encourages innovative skills among the youths in Ebonyi State is enhanced, the more likely family businesses promote entrepreneurship skills among the youths in Ebonyi State.

Inferentially, since $p\text{-value} = 0.023 < 0.05$ and it is significant at 95% confidence interval and the value of R is 0.768 indicating strong positive correlation, we reject the null-hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between family businesses and the level it can promote innovative skills among the youths in Ebonyi state.

Hypothesis Two: There is no significant relationship between family business and the level it can drive good business orientation skills inculcated in the youths in Ebonyi State

Table 4.4: Relationship between family business and the level it can drive good business orientation skills inculcated in the youths in Ebonyi State

SN	Variable	N	Mean	STD	R	Sign Value
1	The Magnitude Family Business Stimulates Creative Skills Among the Youths in Ebonyi State	72	28.764	2.688	0.687(*)	0.047
2	Family Businesses	72	29.611	2.560		

* Correlation is significant at the 0.05 level (2-tailed)

Field Survey, 2022

From the result of the analysis carried out as shown in the table 4.4, the value of Pearson Product Moment Correlation Coefficient between the variable “the level at which family business can drive good business orientation skills inculcated in the youths in Ebonyi State” and the variable “Family Business”, done at alpha level of 0.05 is 0.687 and this value is closer to the figure plus one than zero indicating that there is a strong positive correlation between the variables. This means that the level of good business orientation youths inculcate has strong positive influence on family business in Ebonyi State. Also, the significant value of Pearson Product Moment Correlation Coefficient between the variable “the level at which family business can drive good business orientation skills inculcated in the youths in Ebonyi State and the variable “Family Business” is 0.047 and this value is less than 0.05, indicating that there is a significant relationship between the them.

Inferentially, since $p\text{-value} = 0.047 < 0.05$ and it is significant at 95% confidence interval and the value of R is 0.687 indicating strong positive correlation, we reject the null-hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between family business and the level it drives good business orientation skills inculcated in Ebonyi State.

Discussion of Findings

Objective One (1) of the study ascertained the level at family business can encourage innovative skills among the youths in Ebonyi state. According to the model, there is significant relationship between family businesses and innovative

skills among the youths in Ebonyi state. The result revealed the level to which family business encourage innovative skills among the youths in Ebonyi state is to 88%. The level to which family business encourage innovative skills among the youths was supported by Ayobami, Odey, Olanireti and Babarinde (2018) who revealed that there is significant relationship between family businesses and the level it encouraged innovative skills among the youths, and the level to which family businesses encouraged innovative skills among the youths was above 70%.

Also, objective Two (2) determined the level at which family business can drive good business orientation skills inculcated in the youths in Ebonyi State and this led to model two. According to this model, there is a significant relationship between family businesses and the level it drives good business orientation skills inculcated in the youths in Ebonyi State and that was 63%. This finding was confirmed by Rafiu, Olakunle and Ajayi (2019). According to Rafiu, Olakunle and Ajayi (2019), there is significant relationship between family business and the level it drives good business orientation skills inculcated in the youths and it was above 60%.

Conclusion And Policy Recommendations

There was a significant relationship between family business and the level at which it can promote innovative skills among the youths in Ebonyi State [p-value = $0.023 < 0.05$ and it is significant at 95% confidence interval and the value of R is 0.768]. There was a significant relationship between family business and the level at which it can get good business orientation skills inculcated in the youths in Ebonyi State [p-value = $0.047 < 0.05$ and it is significant at 95% confidence interval and the value of R is 0.687].

In conclusion, having examined the effect of family business in promoting entrepreneurship skills among the youths in Ebonyi state, the study concluded that through family business, innovative skills among the youths can be enhanced and as well enable them to inculcate good business orientation skills and finally, based on the outcome of the study, since family business can promote innovative skills, government should always encourage entrepreneurs, especially youths with meaningful economic resources that will make them to be productive and self-reliant in the cause of doing family business. Finally, youths should always prioritize engaging in better businesses that provide opportunities for them to develop their business orientation skill. So doing, their business would always thrive in Nigeria Economy.

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