THE EFFECT OF SUCCESSION PLANNING ON FINANCIAL PERFORMANCE OF FAMILY-OWNED SUPERMARKETS IN NAIROBI COUNTY

BY

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DECLARATION

This research project is my original work and has not been submitted for any degree award in any other university or for any other award.

Signed…………………….………………… Date……………………………...

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This research project has been submitted for examination with my approval as a University supervisor

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DEDICATION

I dedicate this research project to my late father John Koskei , my mother Jane Koskei and my siblings who have inspired me to undertake my project. They have given me the inspiration to pursue my education to highest level.

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ABSTRACT

Succession planning is the process of pinpointing key needs for leadership and intellectual talent throughout the organization over time and preparing individuals for present and future work responsibilities. Succession is an inevitable event in the life of a family owned supermarkets. The strategies employed to facilitate the transferer of ownership and control have been observed to have a significant influence on the financial performance of family owned supermarkets. In Nairobi County a number of families have gone to court with intentions of barring other family members from taking control of the family businesses or barring them from getting a share of the family estates after retirement or death of founder. This has lead to additional costs used in resolving conflicts in courts, hence affect financial performance of family owned supermarkets. Many studies have been conducted on supermarkets but little is known about the contributions made by a well organized process of succession planning on financial performance of family owned supermarkets.

This study determined the effect of succession planning on financial performance of family owned supermarkets in Nairobi County. The design of the study was descriptive research. Quantitative methods were applied in data collection and analysis. Data on the succession planning and their financial performance were obtained from a sample of 45 family owned supermarkets through a structured questionnaire. The sample was selected using convinience sampling technique.The study carried out frequency, descriptive, correlation and multiple regression to analyze data.

The study found out that three independent variables showed positive relationship with financial performance namely succession planning, firm capital structure, firm age, but though the association for capital structure was not significant with financial performance. However, firm governance and firm size independent variables relationships with financial performance were negative. The study concluded that there is positive effect of succession planning on financial performance of family owned supermarkets. The study recommends the need for firm to develop succession planning policies that will improve future management of their firms. Also it recommended the used of debt financing in their investment and need for small supermarkets mergers. Further studies should be replicated in the different sectors of the economy to determine any significant differences in the relationship between succession planning and financial performance of family firms.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF ABBREVIATIONS

CEOs: Chief Executive Officer

FOS: Family Owned Supermarket

SMFEs: Small and Medium Family Owned Enterprises

SOEs: State Owned Enterprises

SPSS: Statistical Product and Service Solutions

CHAPTER ONE

INTRODUCTION

1.1Background of the Study

Succession planning is the process of identifying and preparing suitable employees through mentoring, training and job rotation, to replace key players within an organization as those key players leave their positions for whatever reasons such as retirement, advancement and attrition (Rodrigo, 2013). In Nairobi County, family owned businesses has experience increased public and academic discussion of issues related to succession planning of family owned supermarkets, with high rate management conflicts during succession period. Succession planning is an inevitable process that has to be addressed except if one is willing to risk the peril of postponing the inevitable. The quality of family governance is largely determined by the fulfilment its obligation on leadership matters hence the need of clear succession policy in family owned supermarkets (Allison, 2011).

The stewardships, transformation leadership and human capital theories have been developed around succession planning and performance to providing a platform for analyzing the relationship between variables and their effects on the performance of family owned supermarkets. The basis of human capital theory lies in the concept that individuals possess knowledge, skills or experiences, which have economic value to a firm (Becker, 1964). An individual who possesses more human capital has more relevant knowledge and experiences necessary to be productive or influence financial performance. The transformational leadership theory assumes the heroic leadership stereotype that effective performance by an individual, group, or organization is assumed to depend on leadership by an individual with the skills to find the right path and motivate others to take it (Purvanova, Bono &

Dzieweczynski, 2006). Stewardship theory assumes that individuals are more concerned with their potential to make a contribution to the organizational performance than individualistic desires (Davis & Schoorman, 1997).

Many supermarkets in Nairobi County view Succession Planning as an on-going dynamic process that identifies, assesses, and develops talent to ensure that an organization can keep up with changes in the workplace and marketplace. Supermarket succession planning has assumed critical importance in the socio-economic and political leaderships in an organization. The statistics in Kenya indicates that most family business survives for up to 2nd generation and contributes 60% of the employment and job creation. The issue with sustaining the family owned supermarkets and controlling for external factors are paramount to the continuity, financial performance and passing over the business to the next generation for most family business in Nairobi County (Muvea, 2013).

1.1.1 Succession Planning

Succession planning can be defined as the process of identifying and preparing suitable employees through mentoring, training and job rotation, to replace key players within an organization as those key players leave their positions for whatever reasons such as retirement, advancement and attrition (Rodrigo, 2013). Succession planning is the process of pinpointing key needs for leadership and intellectual talent throughout the organization over time and preparing individuals for present and future work responsibilities. Planning for succession is believed to be one of the most challenging tasks facing family business managers and one of the most significant factors determining the continuity of the family business from one generation to the next generation (Dunemann & Barret, 2004).

Succession planning strives to achieve exponential growth and benefit from a team of personnel, with the promise of developing and advancing one of the many well qualified high potentials on that team. Succession planning allows for the identification and development of multiple potential candidates at each level of the organization. Unfortunately, despite cautions, succession planning appears to be left to chance by many family owned supermarket (Rue & Ibrahim, 1996). Succession planning of family owned supermarkets encompasses not only top-level management, but also a breadth of other factors. It can cover issues such as the procedures necessary for a successful transfer, legal and financial considerations, psychological factors, leadership development, and exit strategies (Barry & Gabriel, 2006).

Despite these family owned supermarkets achievements, many owners unwittingly risk losing everything by failing to adopt the optimal transition structure. Very frequently, family owned supermarkets fail following the death of the founder. Unexpected events aren't the only source of business failure. Just 30% of family-owned businesses survive the second generation, 15% the third generation and 5% the fourth, according to the Canadian Association of Family Enterprise. Also, 78% of family businesses face a transition of ownership within the next 15 years, yet 70% have done no succession planning(Grant, 2011) The succession planning in both ownership and corporate governance has been identified as a very significant moment in the life of a family owned supermarkets. Consequently, it is one of the issues that require analysis from the perspectives of family, corporate governance, and ownership systems in order to understand adequately the effect on financial performance. Succession planning can be determined in terms of the mean ranking of the succession practices on a rating scale of 1-5 (Maalu, J., McCormick, D., Obonyo K.,& Machuki, V. (2013). The mean for the various aspects of succession can be computed to give a new distribution of means to be used in Linear Regression Model to measures its effects on performance

1.1.2 Financial Performance

Performance refers to the competencies such as the skills, knowledge, attitudes and behaviours which describe how employees achieve the firm's desired results. In other words it can be refer to as accomplishment of a given task measured against preset standards accuracy, completeness cost and speed that lead to effectiveness and efficiency. Employees have to be willing to make the best use of all the internal resources and of their own capabilities and initiative. Mwangi (2008) defined performance as a general term applied to a part or to all conducts of activities of an organization over a period of time often with reference to past or projected cost, efficiency, management responsibility or accountability or the like. Family owned supermarkets managers might not always be profit-oriented, as the family owned supermarkets believe they must satisfy deep social and emotional needs of family members such as the need for belonging, affection, intimacy and sense of identity (Mwangi, 2008).

However, various scholars have proposed difference measures from a wide range of disciplines including accounting, economics, operations management, psychology, sociology and strategic management (Marr & Schiuma, 2003). The most objective and most commonly cited indicators of measurement are the financial data. Financial data can, however, be difficult to access and interpret especially for full family owned firms who do not publish their financial report. The used of profitability ratios such as return on assets, return on equity to measure performance is common. Kaplan and Norton (1992) expressed scholars dissatisfaction with the exclusive use of financial dimension arguing that it encourages short-termness and local optimization and therefore overlooks the long term improvement strategy, ignoring competitor information and interaction with customers.

1.1.3 Succession Planning and Financial Performance

It is infact that, the objectives of succession planning is the survival and continuity of family ownership and good finance performance which is inlined with the shareholders long term goals. Although, other approaches are contradictory to the positive relationship between succession planning and financial performance because of complexity nature of family-owned supermarkets, which has lead to application of different empirical, methods or even theoreies. The used of succession crisis hypothesis by Allen, Panion and lotz (1979) lead to arguement that managerial succession planning diminishes the organazation financial performance,since it disrupts work routines, interrupts command, and increase employees insecurity.

Stewardship theory alternatively based on the premised that the performance of both a manager and the organization for which he or she works is maximised when both the manager and the people who run the firm create a relationship based on stewardship theory rather than on agency theory (Davis, Schoorman & Donaldson, 1997). This is an optimistic approach on succession planning that yield positive effects on financial performance indicator. These mean that agency theory is minimal in the family owned supermarkets where all the member participate in the running and also earns a satifactory compesantion.

However, the differences in performance comparison outcomes are sometimes explained by the idea that family influence has a positive effect on financial performance up to a certain level. For instant, the relationship between the share of family ownership and firm performance is often considered being inverted U-shaped, which means that increased family involvement may initially contribute to firm performance, but when it becomes large enough, it may foster negative effects of the family ownership and management, for instance altruism and conflicts among family members, and eventually reduce performance (Kowalewski, Talavera, and Stetsyuk, 2009).

1.1.4 Family-Owned Supermarkets in Nairobi County

Kotler (2003) define a supermarket as a relatively large, low-cost, low-margin,high-volume, self-service operation designed to serve total needs for food, laundry and household maintenance products. Family owned supermarket like any other Family businesses have been around for centuries and even today account for growth of economic activity globally and recognise as an integral part of the socioeconomic environment and source of national income for any country. The growth of Family-owned supermarket sector in Nairobi County has been driven by factors such as rapid urbanization; a growing middle class and its changing lifestyle; market liberalization that has led to increased competition in the sector; market stabilization which had several important effects for supermarkets among them being import licensing removal and increased consumers buying power (Neven and Reardon, 2005). In Nairobi county there are 88 supermarkets (Supermarket Directory,2014). Some of the old family owned supermarkets are Ukwala supermarkets, founded in the mid 70s and Nakumatt supermarkets, founded in 1987 (Kamau, 2008; Neven and Reardon, 2005).

The growth of supermarkets has provided thousands of jobs in the County hence by providing employment they are assisting the government in its efforts to alleviate poverty among the citizens. The supermarkets have also brought about development of other businesses in the County. The Nairobi County economic growth is attributed to family-owned firms such as supermarkets hence, a lot of effort should focus in making family owned supermarkets to grow so as to make them more prominent, and their presence felt as well as convert their visions into reality (Ndongeri, 2010).

Supermarket firms in Nairobi County are register by the register of companies under the ministry of trade and industry through the Directorate of Commerce .The Directorate of Commerce has been mandated to execute the following functions Trade Development Policy, Promotion of Retail and Wholesale Markets Fair trade Practices and Consumer Protection (Ministry of trade, 2013). Also Nairobi county provide license to allow them operate their business within the county.

1.2 Research Problem

One of the major problems faced by family owned supermarkets in Nairobi County is the transfer of leadership , ownership and management to the next generation (Astrachan, Klein & Symronois, 2002). The transition of leadership is a critical point in a family owned supermarket's existence and many changes come from succession that not only affect the management directions of the supermarket but often will change the ownership of the company (Schleifer & Badger, 2011). In Nairobi County a number of families have gone to court with intentions of barring other family members from taking control of the family businesses or barring them from getting a share of the family estates after retirement or death of the first generation entrepreneurs. This has lead to additional costs used in resolving conflicts in courts hence affect firm performance. Only one third of family businesses survive into the second generation, and only about 10% to 15% make it into the third generation (Birley, 1986)

Family-owned supermarkets in emerging markets are by and large lacking to take proper initiative for a succession plan hence poor financial performance These may be because lack of awareness of its benefit, while others like to make it 'informal' as a family or personal decision and yet others either do not have foresight or have attitude 'let the time decide when it comes' or 'enlightened self-interest' for fearing of losing ownership and control in a pyramidal social structure (Behn et al, 2005). Nairobi County being an emerging economy faces similar challenges.

Froelich, McKee & Rathge (2009), examined succession planning in non-profit organizations. They found that non-profit organizations are doing little about succession planning yet they consider it important. Naldi et al. (2007) investigated family business succession and firm performance where they employed both financial and non financial measures. They found out that succession planning have positive effects on firm performance of family owned firms and financial measures suffer from short-termness. These studies were done outside Kenya or Nairobi context.

In Nairobi County, very little has been done on the study of effect of succession planning of family-owned supermarkets. Hussein (2013) looked at the effect of strategic succession planning on family owned business. He found out that succession planning is vital to future survival and success of family owned firms. Muvea (2013) looked at the strategy development of family owned business in Mombasa County. She found out that family owned firms embraced strategic development and succession practices in order to position themselves favourably within a very dynamic, complex, and ever-turbulent environment. Kenneth (2013) examined the effect of CEOs succession on the share price performance on listed companies. He found out that a CEOs succession have a significant effect on performance of share prices as per market reaction to it as bad or good succession to the firm management.

Charles, John, Patrick, & Gakure (2012) investigated the roll of succession planning on survival of small and medium family enterprise after the retirement or death of the first generation entrepreneurs in Kenya. They found out that the degree of mentoring affects the survival of SMFEs after retirement or death of first generation entrepreneur. They further deduced that entrepreneurial orientation mainly affects the survival of SMFEs after retirement or death of first generation entrepreneur. They did not look at the effect succession planning on financial performance.

Most of the related studies have been carried out in other countries whose context is significantly different from Nairobi County or whose focus was limited. This study attempts to empirically test the succession planning on financial performance relationship in Nairobi County context. Researchers in Kenya,(Muvea, 2013; Kenneth, 2013; Hussein, 2012; Charles et at, 2012) have not studied the effect of succession planning on financial performance of family-owned supermarkets in Nairobi and it’s not possible to generalize their findings on the effect of succession planning on family-owned supermarkets, hence the existence of a gap. Also their result was mainly on the existence of succession planning and its effect on firm survival of family owned SMEs. The study seeks to answer the following research question; what are the effects of succession planning on financial performance of the family-owned supermarkets in Nairobi County?

1.3Research Objectives

The objective of the study is to determine the effects of succession planning on financial performance of family-owned supermarkets in Nairobi County.

1.4 Value of the Study

The study will be of great benefit to many individuals, businesses and families in general. The following will benefit from the study;

Family-owned supermarkets will greatly benefit from information on how succession planning affects the family owned supermarkets and strategies to adopt to sustain these businesses to the next generation.

The family business investors will also benefit from the knowledge of the challenges that awaits family owned supermarkets that do not embrace succession planning for the future generation and be in a better position to make appropriate decisions.

Future studies may also build on the findings as a source of empirical information as regards to the effects of succession planning on the financial performance of family owned supermarkets.

The study will also help to promote policy development related to family owned supermarkets by the County Government. This will promote and encourage the growth and development of family owned supermarkets within Nairobi County and other counties in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers literature on family owned supermarkets. It also encompasses the relevant theoretical review.

2.2 Theoretical Foundation

There are different theories on succession planning, each identifying its own paradigm and concept on family owned supermarket. Some of these theories include; stewardship theory, transformation leadership theory and human capital theory.

2.2.1 Stewardship Theory

Stewardship theory has been introduced as a means of defining reletionships based upon the premise by Danaldson and Davis (1997). Stewardships theory defines situations in which managers are not motivated by individaul goals but rather are stewards whose motives are aligned with the objectives of principals The stewardship theory assumed that board of directors and Chief Executive Officer will act as good stewards of the family firms' assets and will in fact pursue the interests of the firm, even if the interest of executives differ from family interest. The stewardship theory argues that the executives don't need compensation packages that motivate them to strive for a higher firm value because the absence of self-interest mostly experience in family firm where leadership is control by the family. The opportunistic steward believes in gaining a higher utility with pro-organizational behaviour instead of self-serving behaviour (Davis, Schoorman& donaldson, 1997).

Stewardship theory, alternatively argues that the performance of both a manager and the organization for which he or she works is maximised when both the manager (board of directors) and the people who run the firm (the family) create a relationship based on stewardship theory rather than on agency theory (Davis, Schoorman & Donaldson, 1997). Stewardship theory assumes that individuals are more concerned with their potential to make a contribution to the organizational performance than individualistic desires. Accordingly, family enterprise CEOs act more as stewards because firm survival is viewed as an extension of the family's survival and well-being (Davis et al, 1997). Hence, stewardship theory is a more appropriate lens through which family owned supermarkets should be studied

2.2.2 Transformational Leadership Theory

The concept of transformational leadership was introduced by James Macgregor Burns in 1978 in his descriptive research on political leaders, but its usage has spread into organisational psychology and management with further modifications by B.M Bass and J.B Avalio (Jung & Sosik, 2002).Transformational leadership theory also fits into the succession planning and governance model. This theory explains one of the fundamental ways in which leaders influence followers is by creating meaningful work (Purvanova, Bono & Dzieweczynski, 2006).

Transformational leaders are charismatic and inspirational and provide individualized consideration to followers, attending to followers' individual needs for growth and development (Bass, 1985). Transformational leadership should result in more engaged, more devoted and less self-concerned employees, as well as in workers who perform beyond the level of expectations (Purvanova, Bono & Dzieweczynski, 2006).

In most versions of transformational leadership theory, it is a basic postulate that an effective leader will influence followers to make self-sacrifices and exert exceptional effort. Influence is unidirectional, and it flows from the leader to the follower. When a correlation is found between transformational leadership and subordinate commitment or performance, the results are interpreted as showing that the leader influenced subordinates to perform better (Odumeru and Ifeanyi, 2013).This theory is important to those leaders developing succession planning and governance programs, as they themselves need to possess these skills and need to be able to identify and build these skills in their future leaders (Allison, 2011).

2.2.3 Human Capital Theory

Gary Becker and Samuel Bowles made significant contributions to human capital theory (Angela, 2009). According to Corbetta and Salvato (2004) an individual's human capital, such as skills and experience as well as his / her social capital, such as contracts with external constituencies and professional networks, can add substantial resources to a family enterprise. In particular economies with limited capital and small labour markets, a successor who has high levels of human and social capital can reduce the family enterprise's dependency on its external environment, thereby attenuating the uncertainty it faces and enhances its prospects for survival. The basis of human capital theory lies in the concept that individuals possess knowledge, skills or experiences, which have economic value to a firm (Becker, 1964). An individual who possesses more human capital has more relevant knowledge and experiences necessary to be productive.

A second component of human capital is work experience, which is often defined in terms of tenure or years of work experience (Quinones et al, 1995; Tesluk and Jacobs, 1998). A successor's industry work experience can augment knowledge gained by formal education when making decisions about repositioning the firm in order to be more competitive (Chrisman et al, 1988). Successors with deep industry work experience tend to have greater levels of knowledge, self confidence; resources and credibility to successfully manage the family enterprise (Barach et al, 1988; Dyer, 1986).The human capital theory argue that, we can expect higher levels of firm performance when the successor has appropriately high levels of human capital.

Human Capital theory is important to this study because it is critical that this family- owned supermarkets survive the current management team. Moreover, there is need for the training of persons to succeed the founder. Human Capital theory is applicable to succession as it is important to have key employees groomed for leadership positions based on their stock of knowledge and skills sets

2.3 Determinants of Financial Performance in Family-Owned Supermarkets

Succession planning is a vital process that organizations cannot afford to ignore. Organizations lose workforce all the time mean they loss efficient and effectiveness. The workforce might be replaced in a short time, but what they are actually losing is a large quantity of company memory and essential skills. These losses will affect the financial performance and survival of family owned supermarket. The succession independent variables or determinants that will affect family controlled firm performance are discussed below.

2.3.1 Capital Structure

Capital structure is a significant factor by which a firm can increase its financial performance at its optimum level if the firm uses it in effective and efficient way. The idea of the modern theory is taken from the theory of Modigliani and Miller in 1958, which was assumed under the perfect capital markets (Berger and Patti, 2002). Capital structure/ financial structure, is the means by which an organization is financed. It is the mix of debt and equity capital maintained by a firm. How an organization is financed is of paramount importance to both the managers of firms and providers of funds. This is because if a wrong mix of finance is employed, the performance and survival of the business enterprise may be seriously affected.

Pinegar and Wilbricht (1989) argue that capital structure can be used through increasing the debt level and without causing any radical increase in agency costs. This will force the managers to invest in profitable ventures that will be of benefit to the shareholders. Zeitun and Tian (2007), using 167 Jordanian companies over fifteen year period (1989-2003), found that a firm's capital structure has a significant negative impact on the firm's performance indicators, in both the accounting and market measure.

2.3.2 Ownerships Structure

Jensen & Meckling (1976) argue that greater equity ownership by insiders improves corporate performance because it better aligns the monetary incentives of the manager with other shareholders, thereby mitigating the standard principal-agent problem. Shleifer & Vishny (1986) found out that even when controlling block holders are not involved in management, they are nonetheless more capable of monitoring and controlling managers. Stein (1989) found out that family-owned firms may make better investment decisions, since families have more firm specific knowledge, are less myopic and have longer investment horizons.

2.3.3 Firm Governance

Governance is about the control and direction of managers (Thomsen & Conyon, 2012). But the literature provides more definitions. Shleifer, & Vishny (1997), defined corporate governance as the way in which suppliers of finance to corporations assure themselves of getting a return on their investments. This perspective on governance is clearly focussing on the financial aspects. Governance can also be seen as a mechanism to influence the social performance of a business, like McGuire (2011) investigated in his research 'governance in family firms'. Charkham (1994) at last, gives an even broader definition, which covers all aspects , that is financial and social performance. All these empirical evindences conclude that governance is positively related to financial performance of a family firm

2.3.4 Firm Size

The firm size affects positively financial performance. Hvide and These (2007) in their study concluded that larger firms have better performance. Flamini et.al (2009) suggested that bigger firms are more competitive than smaller firms in harnessing economies of scale in transactions and enjoy a higher level of profits. Almajali et al (2012) argued that the size of the firm can affect its financial performance. However, for firms that become exceptionally large, the effect of size could be negative due to bureaucratic and other reasons (Yuqi, 2007).

2.3.5 Firm's Age

Malik (2011) in his Pakistan study found that there is significantly positive relationship between company size and profitability. Stinchcombe (1965) in his research suggests that older firms are more experienced, have enjoyed the benefits of learning, are not prone to the liabilities of newness and can therefore enjoy superior performance.Liargovas and Skandalis (2008) reported that older firms are more skilled since they have enjoyed the benefits of learning and not prone to the liabilities of newness, hence they have a superior performance. Loderer et al, (2009) found a positive and significant relationship between the age of a company and profitability.

2.4 Empirical Literature

Succession planning has been widely researched on by various management scholars. Various aspects of succession planning have been looked into ranging from succession planning in various types of industries. This section of the literature review will look into various researches done pertaining to succession planning and the end results of the researches.

Diwisch et al (2007) investigated the relationship between succession and firm performance. The study based on non-parametric matching approach on a panel of roughly 4,000 Austrian family firms they evaluated the impact of actual (past) succession as well as future successions on employment growth. The study used both primary and secondary data. Analyzing succession plans, they did not find a significant difference in employment growth between firms that planned to transfer the firm in the next 10 years and those who did not

Naldi et al. (2007) in their investigation of family business succession and firm performance employed both financial and non financial measures. The research study design was descriptive and used questionaires to collected data. They required the respondents to compare their own performance with that of two key competitors in terms of profit, sales growth, cash flows and growth of network. These items were summed into an index and validated by used of previous authors work to ensured its validity and reliabilty. The measures were captured on a scale of 1-5 (1= much better and 5=being much worse). The researcher allowed performance to rated using Likert scale in relation to competitors in the industry over the most recent years. They used ROA, sales growth, employment growth, market share growth for financial analysis.

Marisetty, Ramachandran & Jha (2008) examine a research on the wealth effects of management succession announcement on Indian family business groups. The research design employed by the study was descriptive. The study used a sample of 124 firms; they found that family succession is generally perceived as positive news by the market participants its reaction lead to abnormal return of experience by firms during the announcement period. They further found that firm performance also improves significantly after succession and those families that have succession without fight or split show higher rates of profitability.

Cucculelli and Micucci (2008) did a study on family succession and firm performance among selected Italian family firms focused on the impact of the founder–chief executive officer (CEO) succession. The research design employed was descriptive and used questionnaires to collect primary data and financial reports were source of secondary data. They contrasted firms that continue to be managed within the family by the heirs to the founders with firms in which the management is passed on to outsiders. They found that the maintenance of management within the family had a negative impact on the firm's performance, and this effect is largely borne by the good performers, especially in the more competitive sectors.

Froelich, McKee & Rathge (2009) studied the effect succession planning on non-profit organizations. The research design employed was descriptive and primary data was collected using questionnaires. Their desire for such organizations was the lack of enough study, that will cover these organizations, yet management of such organizations can be more difficult due to shortage of experienced executives in the market, lower salaries and lack of organizational infrastructure which are less lucrative to younger generation. From the study, Froelich et al., (2009) found that non-profit organizations are doing little about succession planning yet they consider it important on its performance.

Avanesh (2011) measured the process of succession planning and its impact on organizational performance in Indian IT sector and made specific recommendations for improving the quality of succession planning and organizational performance. The study found that the overall mean percentage of Succession Planning Performance of IT Consultancy firms (72.4%) is found to be higher than that of IT Product/ Research firms (70.4%). Organizational Performance of IT Consultancy firms (79.6%) are higher than that of the IT Product/ Research firms (76.7%). The relationship between Practice of Succession Planning and Organizational Performance was found to be positive in IT Consultancy Groups and IT Product/Research Groups

Helmich and Gilroy (2012) examined CEO successions in State Owned Enterprises (SOEs). SOEs operate in a different environment from those discussed in most of the succession planning literatures. Their focus was on the supply of executives in different managerial labour markets and on what the aspiring executive is looking for when considering or moving into the CEO position. The duos expectations for Chinese SOEs, is that the interaction between the intra-industry managerial labour market and the intra-firm managerial market will influence the CEO choice from inside or outside the firm. The study used descriptive design and collected primary data using questionnaires and secondary data from financial reports. Data was analyzed using multiple regression method to determine the effect of succession on SOEs. The study concluded that the likelihood of intra-firm succession in SOEs is significantly increased when the proportion of SOEs in the industry is low.

There are few empirical studies that have been done in Kenya on succession planning of family business. A study on the roll of succession planning on survival of small and medium family enterprise after the retirement or death of the first generation entrepreneurs in Kenya (Charles, John, Patrick, & Gakure, 2012).The study targeted 237 respondents in collection of data with regard to role of succession planning on survival of small and medium family enterprises and used descriptive method. The study concludes that the degree of mentoring affects the survival of SMFEs after retirement/death of first generation entrepreneur. The study further deduced that entrepreneurial orientation mainly affects the survival of SMFEs after retirement/death of first generation entrepreneur. The study also concludes that level of education/training affect survival of SMFEs after retirement/death of the first generation entrepreneurs. Finally, the study further concluded that capability of successor affects the survival of SMFEs after retirement/death of first generation entrepreneur.

Hussein (2013) the effect of strategic succession planning on family owned firm. The sample population was three supermarkets in Kenya and research design used was descriptive. Hussein also used questionnaires to collected primary data and analyzed used SPSS. The study concluded that strategic succession planning affect on future success and survival of family owned business. The success of the business according to majority of the respondents is dependent on the strategies applied in sustaining its success hence strategic succession planning is a vision of where the company will be going in the future

The effect of CEOs succession on the share price performance on listed firms (Kenneth, 2013).The population of study were all companies in Nairobi stock exchange and its research design based on the event study. The look prices of stock in event before succession, succession and after succession on firms. The study used SPSS to analyzed secondary data collected from NSE report on daily share prices. The study conclude that volatility that's follows a CEOs change have a significant effect on performance of share prices as per market reaction to it as bad or good succession. Good market reaction lead good prices conclusion on the analysis in stock exchange market

Muvea (2013) study on strategy development of family owned business in Mombasa. The population was all the business register in the county and analysis data basing on descriptive method. Through apply regression analysis she ascertained that majority of the family businesses in Mombasa County practice strategic succession and development. It concluded that just like any other businesses, family-owned businesses within Mombasa County have embraced strategic succession development practices in order to position themselves favourably within a very dynamic, complex, and ever-turbulent environment.

2.5 Summary of Literature Review

Many theories have been put forward pertaining Succession planning of family owned supermarkets. The Stewardship Theory that assumed that board of directors and Chief Executive Officer will act as good stewards of the family firms' assets and will in fact pursue the interests of the firm, even if the interest of executives differ from family interest. While Human Capital Theory argues that the skills and experience is important asset to be transfer to next generation. Lastly, Transformational leadership theory proposed a more engaged, more devoted and less self-concerned employees, as well as in workers who perform beyond the level of expectations The common evident from these theories is that Succession planning is an ongoing process for most of the family owned firms and that those responsible for planning and developing succession plans must have future business vision. The three theories provide argument to solve the financial effect on the failure of having a good successor, hence give a more proactive approached to family firm succession

Muvea (2013) and Hussien (2012) both determine the implication of succession planning practices in the family owned business and supermarkets respectively and found positive impact on success of family firm. The work of Charles, John, Patrick, & Gakure (2012) found out that succession planning play a big role on survival of small and medium family enterprise after the retirement/ death of the first generation entrepreneurs in Kenya. Kenneth (2013) conclude that the volatility that's follows a CEOs succession have a significant effect on performance of share prices as per market reaction to it as bad or good succession. Mariselty, Ramachandran &Jha (2008), Cuculelli & Mucci and Naldi et.al examine effects of succession on firm performance in difference context and arrived at the same conclusion that there is positive effect of succession of family business on firm performance.

The empirical evidence (Muvea,2013;Kenneth 2013;Hussein 2012) in Kenya show that there is no study that have examine the effect of succession planning on financial performance of supermarket, hence no results to used to generalize in this study. The gap exist because international scholars carry their study in different context, hence the research will examine whether the result are true for Kenya family owned supermarkets

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights the methods that was used in collecting and analyzing data, which aid in achieving the study objective. It discusses the research design, study population, data collection and data analysis.

3.2 Research Design

The study used descriptive design. Descriptive research can either be used in qualitative or quantitative research. A descriptive study was undertaken in order to ascertain and describe the characteristics of the variables of interest in the study. The goal of descriptive study hence is to describe relevant aspects of the phenomena of interest from an individual organizational, industry oriented or other perspective (Best & Kahn, 2007). Quantitative research can be used for describing aspects or events and discovering inferences or causal relationships. The design is appropriate for this study because it ensure in-depth analysis and help determine the effect of the various aspects under study.

3.3 Population

The population of the study consisted of all supermarkets companies operating in Nairobi County. There are 88 supermarkets operating in Nairobi County as indicated in the Appendix II (Supermarkets Directory, 2014). The study was on family owned supermarkets in Nairobi County since it’s experience a high growth due to urbanization and also most large supermarkets have their headquarters in Nairobi.

3.4 Sample Design

The study sample consisted of 45 supermarkets within Nairobi County (as indicated in appendix iii) which represented 51.13% of the population. The 45 supermarkets was selected from a sampling frame of 88 which are within or near Nairobi Central Business District using convenience sampling tenchnique. Convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it. Convenience sampling is the best way of getting some basic information quickly and efficiently. The convenience sampling was used because it reduced cost and time constraint. Mugenda and Mugenda (2003) claims that a representative sample of at least 30 respondents is a good representative sample of a population which does not exceed 10,000 respondents. Saunders et al (2007) argue that if well chosen, samples of about 10% of a population can often give good reliability. The study used 45 supermarkets as respondents which was high than 30 respondents hence will satify the reguirement of Mugenda and Mugenda. Therefore a sample size of 51.13% of supermarkets population was deemed fit, since it was also above 10% of the population as proposed by Saunders et al (2007), hence this was statistically fit for generalization.

3.5 Data Collection

A questionnaire was used because it helps the researcher to collect large amount of data in large areas within a short time thus saving time for the study (Orodho, 2003). The questionnaires contained both open-ended and closed ended questions which based on the research questions and objectives of the study. The questionnaire was self administered to the Management and supervisors of supermarkets.

Succession planning data was collected using likert scale constructed questionaire.The Likert scales aim to measure the extent of key succession planning aspects influence financial performance on a five-point scale (whereby; 1=Very Great Extent; 2= Great Extent; 3= Moderate; 4 = Small Extent and 5 = No Extent at All). Depending on how the statements are worded, low mean scores was used to equate with either positive or negative opinions while high mean scores was either used to suggest the opposite. The information on ownership structure and governance was collected through questionaires where respondents indicated whether the firm was fully owned or not and indicate the number of family members in the Board of Directors. Secondary data to measure return on asset, firm size and debt ratio such as firm's debt, asset, net operating income,equity was collected through respondents filling the questionaire's table.The data on firm age was collected using the questionaires requiring respondents to indicated years since the company was incoperated. The study collected data for 5 years starting from 2009 to 2013 to allow for comparison purposes and to determine the effect of independent variables.

3.5.1 Validity and Reliability

The research carried out a pilot study to pretest the validity and reliability of data to be collected using the questionnaire. Validity is the degree by which the sample of test items represents the content the test is designed to measure Berg and Gall (1989). Mugenda and Mugenda (1999) argued that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. The content validity of the research instrument was evaluated through the actual administration of the pilot questionnaires to a pilot study sample. The study selected a pilot group of 12 supermarkets from the target population not under study sample to test the reliability of the research instrument. The aim was to correct inconsistencies arising from the instruments, which ensure that they measure what was required for the study.

Also the study carried out a statistical test of internal consistency of the test items. The computation of Cronbach’s alpha facilitated this test. According to Allen and Yen (2002), Cronbach's alpha splits all the questions on the instrument in every possible way and computes correlation values for all of them. In the end, output is one number for Cronbach's alpha - and just like a correlation coefficient, the closer it is to one, the higher the reliability estimate of the instrument. The test reliability findings was cronbachs alpha of 0.79 of 30 tested items. As a rule of the thumb all items were accepted since their cronbachs alpha was above coefficients of 0.7

3.6 Data Analysis

The data was collected and analyzed using quantitative methods. Quantitative data was used to obtain descriptive statistics such as frequency, percentages, mode, median and standard deviation and descriptive statistics (Best & Khan, 2007). The data collected was analyzed with the help of Statistical Package for Social Science (SPSS) and specific statistical methods such as correlation and multiple linear regression. Multiple Linear Regressions help to establish how a set of independent variables explains a proportion of the variance of a dependent variable to a significant level through significance test of R2. It can also help to explain the relative predictive importance of independent variables by comparing the beta weights. The coefficient of significance of the independent variables will be determine using T-test.

3.6.1The Analytical Model

The succession planning was determined in terms of the mean ranking of the succession practices on a rating scale of 1-5(as showed in appendix IV). The mean for the various aspects of succession was computed to give a new distribution of means to permit the application of linear regression model. The same method was applied in a study on succession strategy and performance of small and medium businesses (Maalu, et al, 2013). They measure succession strategy in terms of mean ranking of the succession practices on a scale of 1-5 and computed a new distribution mean, using various aspects of succession planning. The algebraic expression of the regression model for this study took the following form where financial performance was the dependent variable and succession planning and other determinants of financial performance are the independent variables.

The regression model is given by:

$$\mathbf{Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + \beta 6X6}$$

Where :

Y = financial performance/Return on Asset(ROA)

β1 to **β5** = regression coefficients of independent variables

X1 = Succession Planning

X2 = Capital Structure

X3 = Ownership Structure

X4 = Governance

X5 = Firm Size

X6 = Firm Age

Error term= **ε**

Financial Performance of family owned supermarket was measured using Return on Assets (Return on Asset =Net Operating Income /Total Assets).

Firm size and **Firm Age** was used as controll variables.Firm Age is the number of years since incorporation while Firm Size was measured as natural log of book value of total assets.

Firm Governance was measured by the number of family members in the board.

Ownership Stucture was measured using dummy variable (0,1) to differentiate between family owned and non-family owned supermarket. Where 1 was given to fully family owned supermarket, whereas zero (0), otherwise.

Capital Structure was measure using debt-to-equity ratio which was obtained by dividing total debt by total equity. This measure was used to check the impact of debt ratio in a firm's capital on its performance as done by Ntim (2009).

Error Term account for other possible factors that could influence Y(Financial Performance) that were not captured in the model

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DICUSSION

4.1 Introduction

This chapter is a presenation of data analysis, results and dicussion. The study used both descriptive and inferential statistics, specifically using correlation, regression analysis and ANOVA to establish the significance of the model and also establish the relationships between succession planning and financial performance of family owned supermarkets..

4.2 Descriptive Statistics

The data was summarised and analyzed using descriptive statistics, specifically calculation of mean and standard deviation for the respective variables. The used of frequency and percent aimed at giving more information on background information of the respondents. This summarizes the population characteristics of the relationship between succession planning and financial performance of family owned supermarkets in Nairobi County.

4.2.1 Response Rate

Questionnaires were administered to 45 respondents and 30 respondents filled the questionnaires. This translated to a response rate of 66.67% of sample population. This response satisfy Mugenda (2003) recommendation of an acceptable response rate of more than 60% of the sample which is adequate to small population whereas a response rate of more than 40% is required for big population.

4.2.2 Number of Staff Employed

The study found it important to establish the background information of the respondents because it forms the basis under which the researcher can judge their responses**.** The background information enhances the understandings and description of variables. This was achieved through establishing the number of the staffs in the organisation. The results of the findings are show in the Table 4.1.

Table 4.1 Number of staff in the organisation

	Frequency	Percent
1-50	12	40.0
51-100	9	30.0
101-150	6	20.0
151-200	2	6.7
Above 200	1	3.3
Total	30	100.0

Source: (Researcher, 2014)

From the findings in the Table 4.1 above, the highest number of supermarkets employed staffs between 1-50 staffs represents 40% of respondents. Also 30%, 20% and 6.7% of respondents employed staffs within a range of 51-100, 101-150 and 151-200 respectively. While the companies that employed staffs above 200 are only 3.3% of the study firms. The researcher ought to seek the size of the company measured by the number of staff employed. Based on the findings, it can therefore be noted that most of supermarkets study were small and medium companies.

4.2.3 Level of Professional Qualification

The level of professional qualification was considered as one of the most important factors in the understanding and implementation of succession plan in an organisation. The analysis results are show in Table 4.2.

Table 4.2 Level of Professional Qualification

Level of professional qualification	Frequency	Percent
Masters	2	6.7
Degree	7	23.3
Diploma	10	33.3
Tertiary education	10	33.3
Others	1	3.3
Total	30	100.0

Source: (Researcher, 2014)

Table 4.2 indicates that majority of the respondents had diploma or tertiary education which were represented by 33.3%, while master holders were represented by 6.7%. The respondents who were degree holders represent 23.3%, while others represented by 3.3% of the respondents. Level of education indicates literacy and ability of the respondents to make informed managerial decisions. It indicates the respondents capabilities in terms of decision making based on education and professional training that has effect on long term financial performance

4.2.4 Succession Planning Practice

The study established whether family owned supermarkets practice succession planning as this help in understanding the extent of data reliability and applicability of the findings of the study. The succession planning practice analysis is show in Table 4.3:

Table 4.3 Succession Planning Practice

	Frequency	Percent
Yes	28	93.3
No	2	6.7
Total	30	100.0

Source: (Researcher, 2014)

The finding from the Table 4.3 above shows that the frequencies of firms that practice formal succession planning are 28 which represent 93.3%t of the respondents. While 6.7% practise informal succession planning. The study seek to establish the extent to which firm have adopted succession planning in their company today and future management. The results shows that most companies have embrace succession planning as part of firm management strategy.

4.2.5 Extent of Practice of Key Succession Planning Aspects

To determine the extent of succession planning adoption by family owned supermarkets, the study used some identified key succession practices by the management of supermarkets. The key succession practices were derived from the literature on succession practices. The specific succession practices include realization of the need for succession plan, founder exit decision, business structures and organization, succession training, skills assessments, criteria for succession, and conflicts resolution. Table 4.4 below summarizes these key succession planning practices.

Table 4.4 The summary of frequency scores of the extent of Practice of key succession planning aspects

		Very great Extent		Great Extent		Moderate		Least Extent		No Extent at All		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Succession plan	10	33	13	43.3	4	13.3	2	6.7	1	3.3	30	100
2	Succession Criteria	4	13	8	26.7	5	16.7	9	30	4	13	30	100
3	Skills Assessment	4	13	7	23.3	11	36.7	5	16.7	3	10	30	100
4	Conflicts Resolution	5	16	7	23.3	11	36.7	6	20	1	3.3	30	100
5	Succession Training	2	7	10	33.3	7	23.3	5	16.7	6	20	30	100
6	Organization structure	5	17	8	26.7	10	33.3	6	20	1	2	30	100
7	Founder Exit	3	10	3	10	5	16.7	10	33.3	9	30	30	100

Source: (Researcher, 2014)

From the results in Table 4.4 above show frequency (F) and percentage (%) scale ratings of key succession planning issues, it can be seen that 33 % representing very great extent of the respondents reported having established the need for succession plan, with only 10% having considered the founder exit options at a very great extent. The other results on need for succession plan and founder exit were great extent, moderate and no extent at all. Response of 33.3% was moderate on whether they have a business and organization structure. The study finding also indicate the need for conflict resolution, skills assessment and succession training were at moderate of 36.7%, 23.7% and 36.7% respectively. The other result percentages on conflict resolution, skill assessments and skills training were very great extent, great extent or no extent at all. This generally indicates that most enterprises considered planning business systems and activities more than they considered succession planning strategies. The minimal extent of succession planning is consistent with initial expectation that due to the cultural factors in organisation and the family business relationship succession planning issues would experience little attention depending on the firm's management decision on the significant of succession planning in relation to firm objectives.

4.2.6 Descriptive Statistics of the Variables.

This summarizes the population characteristics of the relationship between succession planning, other independent variables and financial performance of family owned supermarkets. The study used descriptive analysis to establish the Means and standard deviations of all variables of the model. The analysis is show in the Table 4.5 below.

Table 4.5 Descriptive Statistics of the Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Return On Assets	150	.01	1.57	.2019	.32114
succession planning	150	2.14	4.81	3.2170	.60830
Capital Structure	150	.01	1.03	.3293	.29701
Ownerships structure	150	1.00	1.00	1.0000	.00000
Governance ,	150	1.00	4.00	2.1000	.87278
Firm size	150	6.99	11.08	8.1521	.89223
Firm Age	150	1.00	47.00	15.3800	11.17684
Valid N (list wise)	150				

Source: (Researcher, 2014)

Table 4.5 above shows that the average net income earned on total assets for the 150 indication by the respondents from the thirty family owned supermarkets in Nairobi County (from the year 2009 to 2013) was 20.19% with a standard deviation of 32.114%; the data includes an observation from a supermarket firm making a loss on its total assets employed of 1%. The maximum ROA was 157%, implying that an observation from supermarket whose performance is remarkable earning 157% income as a percentage of total assets. N is 150 meaning that the number of observation is 150 from 30 companies for 5 years period of data from 2009 to 2013.

The Table 4.5 above also shows that the average firm size as measured by the natural logarithm of assets (for the 150 observation made from the 30 supermarkets from the year 2009 to 2013) is 8.1521 as a power of natural logarithm of its total assets with a standard deviation of 0.89223 power of natural logarithm of total assets, varying from an observation from a firm which had a lowest power of natural logarithm of its total assets of 6.99 to a maximum observation from a supermarket having 11.87 power of natural logarithm of its total assets.

Ownerships structure is constant since all the companies study was fully owned by family members. Succession planning lowest score was 2.14 as per respondent while highest score is 4.81 at an average score of 20.19%. The lowest age of family owned supermarkets is one year and was incorporated in 2009 and the highest age is at 47 with an average of 15.87 and standard deviation of 11.17 years.

Capital structure represents 0.1 of debt at minimum and at maximum used of debt is at 1.03 as show in the table with a mean debt ratio of 32.93% and standard deviation of 29.701%. The average debt to equity ratio for the observations is 32.93% as ratio of debt levels to total equity implying that on average 32.93% debt was used in financing structure with a standard deviation of 29.701% in debt levels to total equity varying from a range of lowest observation from a firm a having 1% debt levels in the capital structure to one of the highest observation showing 103% of debt that was used in financing structure of the supermarkets.

4.3 Correlation Analysis

The study used Pearson correlation to determine the relationships of variables as shown in the Table 4.6 below. The Pearson correlation matrix is useful for analyzing data that is non-categorical in nature and uses interval measurement scale (Field, 2009). Ownership is constant hence has no correlated computed this is because it was used as dummy variables to eliminate non- family owned supermarkets, this lead to its being eliminated from the study variables. The study summary of established relationships between succession planning and financial performance is show in Table 4.6.

Table 4.6 Correlations Analysis

	Return On Assets	succession planning	Capital Structure	Firm governance	Firm size	Firm Age
Return On Assets	1					
succession planning	.258**	1				
Capital Structure	.227**	.127	1			
Firm Governance	-.166*	-.046	-.091	1		
Firm size	-.177*	.006	.099	.103	1	
Firm Age	.149	.135	.141	.000	.404**	1

Source (Researcher, 2014)

**. Correlation is significant at the 0.01 level (2-tailed).

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

From the findings in the Table 4.6 above it can be observed that there is a positive relationship between succession planning and return on assets with an R (Pearson correlation coefficient) of 0.258, P-value of (two-tailed) < 0.01; positive relationship between Capital structure or debt ratio and return on assets with an R =.227 significance value of (two-tailed) < 0.05 . Firm age was positively related with financial performance as indicated by R = 0.149 though it is not significant.

The family governance significantly exhibited as weak negative correlation relationship with firm performance as measured by ROA having an R of -0.166, P-value (two tailed) < 0.05.The findings showed negative relationship between firm size and ROA at pearson coefficient of - 0.177, but was not significance. The Pearson correlation analysis in the table above show independent variables association with dependent variable, whether negative or positive association, hence correlation exist between the dependent and independent variables.

The study also conducted a multicollinearity tests to determine if two or more predictor variables using the correlation matrix show in Table 4.6 above. Large correlation coefficients in the correlation matrix of predictor variables indicate multicollinearity. The table 4.6 above shows that correlation values ranged between -0.177 and 0.258 which show weak correlation, hence multicollinearity was not found. Multicollinearity inflates the variances of the parameter estimates and hence this may lead to lack of statistical significance of individual predictor variables even though the overall model may be significant.

4.4 Regression Analysis

The researcher ran a multiple linear regression for the six variables relating to data from the year 2009 to 2013 for the thirty supermarkets mentioned earlier using IBM SPSS version 20 and the results show in Table 4.7.

Table 4.7 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438[a]	.191	.163	.29374

Source: (Researcher, 2014)

Predictors: (Constant), Firm Age, Firm Governance, Succession Planning, Capital Structure, Firm Size

From the findings displayed on the Table 4.7 above the value of the Adjusted R square was 0.163, an indication that there was a variation of 16.3% Return on Asset of sample Supermarkets in Nairobi County due to changes in the independent variables (Succession Planning, Debt Ratio, Ownerships Structure, Firm Age, and Firm Size) at 95% confidence level. This therefore shows that 16.3% Changes in the ROA of the Family owned supermarkets could be accounted for by the variables in the model. R is the correlation coefficient which in our case above was 43.8%. This shows that there was a weak positive relationship between the study independent and dependent variables in the family owned supermarkets.

Table 4.8 Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.942	5	.588	6.821	.000[b]
Residual	12.424	144	.086		
Total	15.367	149			

Source: (Researcher, 2014)

Dependent Variable: Return On Assets

Predictors: (Constant), Firm Age, firm governance, succession planning, Capital structure, Firm size

ANOVA statistics was conducted to determine the differences in the means of independent and dependent variables thus showing whether there was relation between the two variables. The ANOVA P-value of 0.000 implies succession planning and other variables combined have strong significance relationship with financial performance of supermarkets.

Table 4.9 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.570	.270		2.115	.036
succession planning	.107	.040	.203	2.665	.009
Capital Structure	.204	.083	.189	2.468	.015
Firm Governance	-.041	.028	-.112	-1.476	.142
Firm size	-.096	.030	-.267	-3.230	.002
Firm Age	.006	.002	.203	2.438	.016

Source: (Researcher, 2014)

Dependent Variable: Return On Assets

In Table 4.9, the various coefficients are shown on the first column with an intercept of 0.570 which shows that if all the five predictors (succession planning, capital structure, governance, firm size and firm age) were to be equated to zero then ROA will be 0.570. The succession planning beta coefficient is 0.107 which implies and increase in succession planning commitment lead to corresponding increased. Also a positive beta coefficient is also observed in firm age at beta coefficient of 0.006 while capital structure being a coefficient of 0.204 but is not significant since P-value >0.05. As for an increase in age of a firm per one year it will lead to improvement of the firm's ROA by a slight increase in ROA by 0.006. Same thing for an increase in one unit of capital structure, would translate to 0.204 increases to ROA. The firm size beta coefficient is -0.096 which implies that if the size of the firm was to be increased by 1 unit of natural logarithm of assets then a corresponding decrease of ROA by 0.096. An increase in one family board member will result into a decline of ROA by - 0.041.

The above findings are summarized in the multiple linear regression model show below:

Y= 0.57+0.107SUP+O.204DR-0.041GOV-0.096SIZ +0.006AG

Y=Return On Asset

SUP =Succession Planning

DR= Debt Ratio

GOV =Family Governance

SIZ=Firm Size

AG=Firm Age

4.5 Discussion of Research Findings

The various financial performance determinants were analyzed and the findings of three independent variables namely succession planning, capital structure and firm age were found to be positively related to financial performance as measured by ROA and also having positive beta coefficient that measures their gradients. The firm size and family governance show negative relationships with financial performance and also negative beta coefficient.

The study found succession planning was positively related to financial performance which supports findings of studies done by Jackson, et al, 2013. The succession planning correlation coefficient and beta coefficient both show positively significant. This is because agency theory is minimal in the family owned supermarkets where all the member participate in the running and also earns a satifactory compesantion, hence the reductions of conflicts leading to smooth succession planning process. Also most family firm took succession planning as an important management strategy to ensure future survival and financial performance. Low costs for educations and skills development are used by these family firms, hence most funds went to management of firm operations and expansion of business.

The firm size as predictor variable showed negatively relationship with financial performance of family owned supermarkets. The findings of firm size as measure by natural log show a negative correlation coefficient and also negative slope as measured by the beta coefficient. These concur,s with findings of Yuqi (2007), who argue that for firms that become exceptionally large, the effect of size could be negative due to bureaucratic and other reasons (Yuqi, 2007). As the family firm business grow increase need for more management staffs to maximise the return is experience, which also lead to increase agency costs.

As for debt to equity or capital structure findings shows that it was positively related to financial performance as measured by ROA though the effect was not significant. This finding contradicts what was observed by Zeitun and Tian (2007), who found that a firm’s capital structure has a significant negative impact on the firm’s performance indicators, in both the accounting and market measure. This study findings implies that the extra unit proportion of external financing from debt providers compared to total financing from all providers of capital contributes positively to financial performance

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The findings shows that firm age is positive related to financial performance as evidenced by Malik (2011), Stinchcombe (1965), Liargovas and Skandalis (2008) and Loderer et al, (2009) who found a positive and significant relationship between the age of a company and profitability. This study finding implies that older firms have a competitive advantage over new comers in the industry but not by a big margin as shown by beta coefficient. Also older firms have well established business networks and knowledge of their market in which they serve and thus being able to facilitate higher sales and negotiate for lower costs for purchases.

The study also evidenced a negative relationship of number of family member's in the board of governance to financial performance in both correlation analysis and also the beta coefficient from regression analysis. The findings contradicted the findings of McGuire (2011) and Charkham (1994) who found that governance affect both financial and social performance positively because the owned took part in governance and make the best decision from their full knowledge of the company. Charkham (1994) conclude that governance is positively related to financial performance of a family firm. The reason for negative relationship is that family owned supermarkets do not have a pool of talented individual to make good management decision. They should outsource or employ individual to head the governance of their organisation.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study and make conclusion based on results. The chapter presents the summary of findings, conclusions, recommendations based on the findings, limitations of the study and suggestions for further research.

5.2 Summary of Findings

In data analysis and presentation of results both descriptive and inferential statistics were employed specifically using correlation, regression and ANOVA to establish the significance of the model and also to establish the relationship between succession planning with financial performance. The frequency and percentages was used in analysis of population of respondents.

The study analyzed the population information of the respondents. The results showed a response rate of 66.67% of sample population. Also 40% represent the highest percentage of responedents who employed staffs between 1-50 staffs. The lowest category of employed staffs in the supermarkets lied above 200 staffs and are employed by 3.3% of the respondents. The level of proffessional qualification show that the highest percentages is 33.3% which are either diploma holders or tertiary education level, while the lowest required qulification was 3.3% and 6.7% for others and masters education.. Lastly, the respondents population indication show 93.3% have adopted formal succession planning while the remaining practice informal succession planning.

The key succession planning issues showed the highest percent, that is 33 % representing very great extent of the respondents reported having established the need for succession with only 10% having considered the founder exit options at a very great extent. The other results on need for succession planning and founder exit were great extent, moderate and no extent at all. Response of 33.3% was moderate on whether they had planned their business and organisation structures. The results also indicate the need for conflict resolution, skills assessment and succession training were at moderate of 36.7%, 23.7% and 36.7% respectively. The other remaining percentages on conflict resolution, skill assessments and skills training were either, very great extent, great extent and no extent at all. This generally indicates that most enterprises considered planning business activities more than they considered succession planning.

The descriptive analysis was used to determine the means and standards deviation of variables in the study using data collected for the various financial performance determinants namely firm governance, firm capital structure, firm age and firm size on financial performance measured by ROA The study also revealed the average ROA of family owned supermarkets as 20.57% (Std Dev. 32.14%), average for firm size was natural logarithm of 8.151 (Std Dev. 89.223), average debt to equity ratio for the firms was 0.03217 (Std Dev. 0.2970), the average age of firm in the industry was 15.38 years (Std Dev.11.17684 years), the average family members in governance position was 2.1 members (Std Dev. 0.87278) the study also revealed the average succession planning scores from respondents to be 3.217% (Std Dev. 0.6083).

The results on correlation analysis showed that three independent variables were positively related to financial performance namely succession planning, firm capital structure, firm age, but though the association for capital structure was not significant with financial performance. The relationships between firm governance, firm size independent variables with financial performance was negative. The correlation show positive correlation of .258 and .227 (significant at the 0.01 level) for succession planning and capital structure respectively. Also firm age showed a positive correlation of .149 even though it was not significant. The study findings indicate that the combined variables are significance to give positive effects on financial performance of family owned supermarkets.

The coefficient of determination as measured by R square was 19.1 % and adjusted R square was 16.1% which explaining the variations of ROA by the five independent variables (firm size, capital structure, succession planning firm age, governance) Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the Independent variable. Analysis of variance statistics show a P-value of 0.000 which means the model is good predictor of the variable with a strong significant level.

The standardized beta coefficients gave a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor's variable has a large effect on the criterion variables. The t and Sig (p) values give an indication of the impact of each predictor variable- a big absolute t value and p value (0.000) suggests that a predictor variable is having a large impact on the criterion variable.

5.3 Conclusion

The results show different frequency percentage from the descriptive analysis of respondent's information. The results percentages of frequency show the number of staffs employed, level of professional qualification and succession practice in the respondent. It also showed tests on the differences in means of selected variables of the financial performance model considered. The positive values implied that the respondents information provided are reliable and significant in determining financial performance of family owned supermarkets.

The study findings indicate that the variables are statically significance to give effects on financial performance of family owned supermarkets as indicated by the positive Pearson correlation coefficients. Succession planning showed Pearson correlation of 0.258 in relation to financial performance which means that there exist relationship between succession planning and financial performance of family owned supermarkets.

The study concludes that there is a positive effect of succession planning on financial performance of family owned supermarkets and statistically significant at 95% confidence levels, the effect of capital structure on financial performance is positive but not statistically significant at 95% confidence levels, there is relatively weak positive effect of firm age on firm performance and statistically significant at 95% confidence levels. As for governance, there is a negative effect on financial performance which is statistically significant at 95% confidence level. The firm size had negative effect on financial performance although it was not significance.

The standardized beta coefficients gave a measure of the contribution of each variable to the model. A large value indicates a united change in these predictors has large proportionate change on each predictor variables the t and Sig (p) values gave the impact of predictor variables. The pearson of 0.258 and p-value of 0.000 shows a strong , significant positive correlation between succession planning and financial performance of family owned supermarkets. Therefore basing on these findings the study conclude that there is positive effect of succession planning on financial performance of family owned supermarkets in Nairobi County.

5.4 Recommendations

The study therefore recommends that family supermarkets should carefully analyze the effects of succession planning and other determinants of financial performance of family owned supermarkets and see its long-term effect on ROA, management effectiveness and business survival. The family supermarkets should engaged in successor training and skills assessments to ensured smooth leaderships transition without negative effects on financial performance.

The bigger the firm is the greater its ability to negotiate prices and benefits of discounts of purchasing in large quantities. That why large supermarkets are seen to be doing well than smaller supermarkets hence I recommend that after careful analysis they can merge several small family owned supermarkets to create a mega supermarket whose financial resources will be more than sufficient to seize any profitable opportunities and be competitive.

Based on the evidence gathered, the use of proportionate debt financing in relation to financing structure of a firm is profitable, therefore the firms should use debt financing up to optimum level in order to maximised returns. As for firm age the management should have strategies to exit from the retail industry or diversification of its products and investments to ensure that they reduced risks of being irrelevance in the market.

Also based on the results I recommended that family firms should employed skills employees in the board of governance and management to compliment the lack of a pool of talented expertise in the family. They should also set succession policies that allow outsider directors or CEOs to control the leaderships of the company decision making. The outsider expertise would improved decision making and inject new ideas to the developments and expansion that will lead to high profitability.

Lastly, the study findings can form the basis of recommendations to assist both government to develop suitable succession policies and legal framework that will enable family businesses make smoother succession of leadership from one management generation to other without any negative effect on financial performance. These will also help in conflict resolution with family members on leaders and ownerships of supermarkets.

5.5 Limitations of the Study

The findings of this study should be interpreted and understood within the confines of inherent limitations. First, this study did not achieve 100% response rate. Coupled with limited time and resources, efforts of obtaining more responses were greatly hampered. Therefore the results could have improved if more data were obtained for analysis that would allow use of a wide variety of data analysis methods.

The study also had limitation in terms of scope because it only concentrated on family owned supermarkets hence ignored listed supermarkets and other firms which are not in retail industry, this may limit generalization of study findings. It also ignored family owned firms which are not supermarkets which form the majorly private firms hence the results would only be applicable for family owned supermarkets.

The lack of regulation that require family owned supermarkets to published there financial statements hindered the study since it relied on willingness of respondents to provided these information. Other respondents strictly believe financial data are private information that could not be provide to public. Also it was difficult to determine the true financial information since it was difficult to know whether the financial statement had be audited.

The study also experience financial and time constraint that lead to used of a small sample of 45 supermarket using convience sampling techniques. The aim was to reduces cost and achieved the research objective within limitted time. These may have affect the reliabilty of the findings hence more time and funds are need to obtained more information needed to valididate these results.

Lastly, the sampling frame was limited to family owned supermakets in Nairobi County. This means that the findings might not apply to family owned supermarkets in other Counties in Kenya, that were not covered by this study. There is limitation on the extent to which these results could be generalized across all the family owned supermarkets in Kenya.

5.6 Suggestions for Further Research

The study findings indicated a number of relevant issues that the research project did not investigate, but which might be significant for further research on the effects of succession planning on financial performance of family owned supermarkets in Nairobi County. The study was only limited to six factors that affect the financial performance of the supermarkets in nairobi county. Thus, more research should be carried out to determine other factors that affect financial performance. Factors such as competency of management ,experience of successor and economical factors of the firm are recommended for future study.

The same study could be replicated in other industries like financial institutions, manufacturing, energy and petroleum industry. To have wide understanding of the effect of succession planning on financial performance across various sectors of Nairobi County economy and see whether the results would deviate from this study finding.

This study was conducted in Nairobi county and considered only 45 supermarkets, other studies should involve bigger sample and explore the effects of succession planning on family owned firms in order to obtain more holistic information. The addition on the sample could bring more reliability of the findings.

Also similar study is suggested for other Counties,because it is very important to validate and enhance this study's results.This is because the study was only limited to Nairobi County which characteristics may not be the same with other counties in rural areas with different family cultures. This results could only be generalized for only major towns in Kenya

Lastly, the study was base on descriptive research design on the financial performance of family owned supermarkets in retail industry. Future study should employed event analysis or case study for a long time preriod which will help in finding in-depth of single group or events. The event analysis will help to determine effect of succession planning at pre-succession, succession process and post succession on financial performance of family owned supermarkets.

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APPENDIX I: QUESTIONNAIRE

QUESTIONNAIRE FOR SUPERVISORY AND MANAGEMENT STAFF

THE UNIVERSITY OF NAIROBI (SCHOOL OF BUSINESS)

Dear Respondent

I am a student at The University of Nairobi pursuing a Master of Science (in finance) Degree. My research project is on the effect of succession planning on financial performance of family owned supermarkets in Nairobi County. In order to complete the study, you are requested to complete this questionnaire. This questionnaire is aimed at collecting information on the given topic. The information provided will be held confidential and used for the purpose of enabling the researcher accomplish an academic requirement. Your response will be highly appreciated

SECTION A: GENERAL INFORMATION

1. Name of organization…………………………………………………………………

2. Industry………………………………………………………………………………….

Respond by putting a tick (√) in the box next to your correct answer.

3 What is the number of staff in your firm?

1– 50 [ ]   51 – 100 [ ]   101 – 150[ ]   151 – 200 [ ]   Above 200 [ ]

4 What is your Highest Professional Qualification?

Masters [ ]   Degree [ ]

Diploma **[ ]**   Tertiary Education [ ]

Others (specify) [ ]..

SECTION B: SUCCESSION PLANNING

5 Does your firm practices succession planning

Yes [ ]   No [ ]

6 Please indicate the age of your firm in years?   -------------------

7 Please indicate the number of Members in the Board that are:-

Family members________

Non family members_________

8 Who are the owners of your firm's share holdings?

Fully owned by Family members [ ]

Both family and Non family members ownership [ ]

Non family ownership [ ]

9 To what extent, has your company practice the following key succession aspects? Using a scale of 1-5 below, in which: 5= Very Great Extent; 4= Great Extent; 3= Moderate; 2 = Small Extent; 1 = No Extent at All

	Very great Extent	Great Extent	Moderate	Least Extent	No Extent at All
Need for succession plan					
Succession criteria determined					
Successor skills assessment done					
Conflicts resolution plan made					
Successor Training					
Business structures and organization made					
Founder exit decision made					

10 Please indicate the Net income, Debt, Equity Total Assets for the following periods

Year	Net income	Debt	Equity	Total asset
2009				
2010				
2011				
2012				
2013				

Thankyou for taking your time to fill this questionaire.

APPENDIX II: LIST OF SUPERMARKETS IN NAIROBI COUNTY

1. Acacia Supermarket Ltd	45. Makro Supermarket Ltd
2. Aflose Supermarket Ltd	46. Master Supermarket
3. Al-hilal Supermarket & Bakery	47. Mesora Supermarket Ltd
4. Aliance Supermarket Ltd	48. Midas Supermarket Ltd
5. Amal Supermarket Ltd	49. Lumar Supermarket Ltd
6. Amana Eastleigh Supermarket	50. Mumtaz Supermarket
7. Banshi Supermarket	51. Mustard Supermarket
8. Bei Poa Supermarket	52. Naks supermarkets
9. Betccam Savers Supermarket	53. Naivas Supermarket
10. Binka Supermarket	54. Naivasha Supermarkets Ltd
11. Broadway Supermarket	55. Nakumatt Supermarket
12. Builders Supermarket Ltd	56. Neibas Supermarket
13. Centaline Supermarket	57. Nova Supermarkets
14. Chandarana Supermarkets Ltd	58. Nuru Supermarket Ltd
15. Clear Cut Supermarket	59. Panje Supermarket
16. Continental Supermarket	60. Park & Shop Supermarket Ltd
17. Crown Supermarkets Ltd	61. Raken Supermarket Ltd
18. Eastmatt Supermarket	62. Ridgeways Supermarket
19. Easy Mart Supermarket Ltd	63. Right Supermarkets Ltd
20. Ibrahim supermarket	64. Rikana Supermarkets
21. Esajo Supermarket	65. Rosjam Supermarket
22. Fair Mart Supermarket	66. Sakim Supermarket
23. Fairlane Supermarkets Ltd	67. Satellite Supermarket Limited
24. Fairrose Supermarket Ltd	68. Savannah Selfridge Supermarket
25. Fontana Supermarket	69. Savemore Supermarket
26. Fourty Six Supermarket	70. School Supermarkets Ltd
27. Galmart Supermarket	71. Saltes Supermarkets
28. Green Forest Supermarkets Ltd	72. Select N Pay Supermarket
29. Happy Valley Supermarket Ltd	73. Seraben Supermarket
30. Homechoice Supermarket	74. Sheela Supermarket Ltd
31. Horyal Supermarket (K) Ltd	75. Shop-In-Style Supermarket Ltd

32. Jack & Jill Supermarket Ltd 33. Janamu Supermarket 34. Jawa's Supermarket Ltd 35. Top people supermarket 36. Jeska Supermarket Ltd 37. Jey Supermarket 38. Kanyaki Supermarket 39. Karia Supermarkets Ltd 40. Kassmatt Supermarket 41. Kawangura supermarket 42. Kilimanjaro Supermarkets Ltd 43. Leadway Supermarkets Ltd 44. Top People Supermarkets	76. Spring Valley Supermarket 77. Star Supermarkets Ltd 78. Starehe Supermarkets 79. Stellar Supermarkets Ltd 80. Sterling Supermarket 81. Sunshine Supermarket 82. Tumaini Supermarket 83. Tuskys Supermarket 84. Uchumi Supermarkets Ltd 85. Ukwala Supermarket Ltd 86. Vantage Supermarket Ltd 87. Venture Mini Supermarket 88. Wananchi Supermarket 89. Whitestar Supermarket

Source (Supermarket directory, 2014)

APPEDIX III: LIST OF STUDY SAMPLE

1. Ukwala supermarkets	25. Park &shop supermarket ltd
2. Wayaki way supermarkets	26. Raken Supermarket Ltd
3. Top people supermarkets	27. Ridgeways Supermarket
4. Homechoice supermarkets	28. Right Supermarkets Ltd
5. Horyal supermarket	29. Rikana Supermarkets
6. Eastmatt supermarket	30. Rosjam Supermarket
7. Jawa supermarkets	31. Sakim supermarket
8. Ibrahim supermarkets	32. Saltes Supermarket
9. Happy valley supermarket	33. Starehe Supermarket
10. Vantage Supermarket Ltd	34. Lumar Supermarket
11. Venture Mini Supermarket	35. Seraben Supermarket
12. Whitestar Supermarket	36. Tuskys Supermarket
13. Esajo Supermarket	37. Acacia Supermarket Ltd
14. Fair Mart Supermarket	38. Aflose Supermarket Ltd
15. Fairlane Supermarkets Ltd	39. Horyal supermarket
16. Fairrose Supermarket Ltd	40. Aliance Supermarket Ltd
17. Galmart Supermarket	41. Amal Supermarket Ltd
18. Green Forest Supermarkets Ltd	42. Amana Eastleigh Supermarket
19. Mustard Supermarket	43. Banshi Supermarket
20. Naivas Supermarket	44. Bei Poa Supermarket
21. Naks Supermarkets Ltd	45. Wananchi supermarket
22. Neibas Supermarket	
23. Nova Supermarkets	
24. Nuru Supermarket Ltd	

APPENDIX IV : OPERATIONALIZATION OF SUCCESSION PLANNING

Variable	**Type**	**operationalization**	**measurement**	**Question No**
Succession planning (key succession planning aspects)	independent	1= Very Great Extent; 2= Great Extent; 3= Moderate; 4= Small Extent; 5 = No Extent at All	Rating scale	9

APPENDIX V : SUMMARY OF X AND Y VARIABLES DATA

NAME OF SUPERMARKET	YEAR	ROA	SCUP	D/R	OWN	GOVAN	SIZ	AGE
		Y	X1	X2	X3	X4	X5	X6
WAIYAKI WAY	2013	0.157874	2.57	0.1032	1	4	8.2322488	26
WAIYAKI WAY	2012	0.139498	2.57	0.1068	1	4	8.2133291	25
WAIYAKI WAY	2011	0.12885	2.57	0.1028	1	4	8.1675716	24
WAIYAKI WAY	2010	0.117067	2.57	0.0949	1	4	8.1218141	23
WAIYAKI WAY	2009	0.106539	2.57	0.0704	1	4	8.0760567	22
HAPPY VALLY	2013	0.19147	2.14	0.1096	1	1	8.1756975	15
HAPPY VALLY	2012	0.185354	2.14	0.1145	1	1	8.108979	14
HAPPY VALLY	2011	0.181951	2.14	0.1187	1	1	8.0821069	13
HAPPY VALLY	2010	0.180105	2.14	0.1251	1	1	8.0552462	12
HAPPY VALLY	2009	0.17053	2.14	0.0123	1	1	8.0283626	11
SALTES	2013	0.10363	2.86	0.8516	1	2	8.4401169	11
SALTES	2012	0.096734	2.86	0.9394	1	2	8.4126873	10
SALTES	2011	0.094517	2.86	0.8905	1	2	8.403918	9
SALTES	2010	0.092333	2.86	0.8014	1	2	8.3770402	8
SALTES	2009	0.092333	2.86	0.7694	1	2	8.3638131	7
TOP PEOPLE	2013	0.145894	2.43	0.1896	1	3	8.311226	23
TOP PEOPLE	2012	0.136506	2.43	0.1852	1	3	8.3077206	22
TOP PEOPLE	2011	0.136971	2.43	0.066	1	3	8.2864699	21
TOP PEOPLE	2010	0.130035	2.43	0.063	1	3	8.2571552	20
TOP PEOPLE	2009	0.123056	2.43	0.0517	1	3	8.2314747	19
NAKS	2013	0.043591	3.14	0.4456	1	2	7.0768588	8
NAKS	2012	0.038643	3.14	0.4294	1	2	7.0896226	7
NAKS	2011	0.034397	3.14	0.3879	1	2	7.0375062	6
NAKS	2010	0.031964	3.14	0.3853	1	2	7.0342498	5
NAKS	2009	0.030982	3.14	0.3937	1	2	6.9898701	4
LUMAR	2013	0.146728	2.29	0.4454	1	2	8.3976689	16
LUMAR	2012	0.0991	2.29	0.2679	1	2	8.3989395	15
LUMAR	2011	0.091242	2.29	0.2357	1	2	8.3483282	14
LUMAR	2010	0.089747	2.29	0.2074	1	2	8.2977189	13
LUMAR	2009	0.102475	2.29	0.1825	1	2	8.2471087	12
HOME CHOICE	2013	0.087569	2.71	0.17	1	2	8.2905884	5
HOME CHOICE	2012	0.056166	2.71	0.228	1	2	8.2976345	4
HOME CHOICE	2011	0.051039	2.71	0.254	1	2	8.2773045	3
HOME CHOICE	2010	0.050749	2.71	0.308	1	2	8.2658365	2
HOME CHOICE	2009	0.055162	2.71	0.2797	1	2	8.2295301	1
HORYAL	2013	0.690155	4.81	0.4379	1	1	7.8945946	26
HORYAL	2012	0.661247	4.81	0.3737	1	1	7.893079	25
HORYAL	2011	0.702745	4.81	0.3541	1	1	7.8486386	24
HORYAL	2010	0.754331	4.81	0.337	1	1	7.7948574	23
HORYAL	2009	0.77034	4.81	0.4308	1	1	7.7414723	22
TUMAINI	2013	0.087561	2.71	0.17	1	2	7.1035017	12

TUMAINI	2012	0.056166	2.71	0.228	1	2	7.110548	11
TUMAINI	2011	0.052405	2.71	0.254	1	2	7.07875	10
TUMAINI	2010	0.055174	2.71	0.308	1	2	7.0424436	9
TUMAINI	2009	0.055162	2.71	0.2797	1	2	7.0424436	8
FAIRMART	2013	0.068295	3.71	0.1301	1	2	7.4712951	8
FAIRMART	2012	0.057901	3.71	0.1249	1	2	7.3052657	7
FAIRMART	2011	0.070771	3.71	0.1214	1	2	7.2003655	6
FAIRMART	2010	0.073397	3.71	0.107	1	2	7.1668137	5
FAIRMART	2009	0.073763	3.71	0.0982	1	2	7.1469222	4
JAW	2013	0.03131	3.29	0.4789	1	3	9.6391277	19
JAW	2012	0.02917	3.29	0.5368	1	3	9.6628145	17
JAW	2011	0.008594	3.29	0.9093	1	3	9.6721903	16
JAW	2010	0.006718	3.29	0.9783	1	3	9.7726224	15
JAW	2009	0.006709	3.29	0.9621	1	3	9.7542642	14
NEIBAS	2013	0.011943	3.57	0.2583	1	1	8.0304289	9
NEIBAS	2012	0.011534	3.57	0.3466	1	1	8.0161605	8
NEIBAS	2011	0.011534	3.57	0.3466	1	1	7.9892884	7
NEIBAS	2010	0.011534	3.57	0.3466	1	1	7.9624162	6
NEIBAS	2009	0.011534	3.57	0.3466	1	1	7.9355441	5
NOVA	2013	0.022534	3.57	0.7477	1	1	9.9803193	31
NOVA	2012	0.016957	3.57	0.6749	1	1	9.9637737	30
NOVA	2011	0.018162	3.57	0.9141	1	1	9.8805278	29
NOVA	2010	0.014324	3.57	0.7628	1	1	9.8563155	28
NOVA	2009	0.014324	3.57	0.7132	1	1	9.8247986	27
MUSTURD	2013	0.152602	3.2	0.0419	1	2	9.9954158	44
MUSTURD	2012	0.169236	3.2	0.0237	1	2	9.9191827	43
MUSTURD	2011	0.173064	3.2	0.0187	1	2	9.8767373	42
MUSTURD	2010	0.174618	3.2	0.0088	1	2	9.8155777	41
MUSTURD	2009	0.16661	3.2	0.0376	1	2	9.7659664	40
FAIRLANE	2013	0.062268	2.37	0.0271	1	2	8.6827135	20
FAIRLANE	2012	0.062814	2.37	0.0258	1	2	8.6686654	19
FAIRLANE	2011	0.066812	2.37	0.0207	1	2	8.6405311	18
FAIRLANE	2010	0.055869	2.37	0.0205	1	2	8.648682	17
FAIRLANE	2009	0.050197	2.37	0.0247	1	2	8.6444977	19
RIKANA	2013	0.118203	2.41	0.4308	1	1	7.5132191	7
RIKANA	2012	0.118207	2.41	0.3628	1	1	7.4674618	6
RIKANA	2011	0.118018	2.41	0.2291	1	1	7.4217041	5
RIKANA	2010	0.132723	2.41	0.3436	1	1	7.3994276	4
RIKANA	2009	0.138254	2.41	0.0191	1	1	7.3025177	3
FAIROSE	2013	0.1403	3.86	0.1032	1	2	8.0104	6
FAIROSE	2012	0.139498	3.86	0.1068	1	2	7.9914804	5
FAIROSE	2011	0.149246	3.86	0.1028	1	2	7.9457229	3
FAIROSE	2010	0.154838	3.86	0.0949	1	2	7.8999654	2
FAIROSE	2009	0.1569	3.86	0.0704	1	2	7.8542079	1
IBRAHIM	2013	0.1403	3.86	0.7354	1	3	8.0647577	47

IBRAHIM	2012	0.154701	3.86	0.876	1	3	7.9873611	46
IBRAHIM	2011	0.165825	3.86	0.8436	1	3	7.954332	45
IBRAHIM	2010	0.154838	3.86	0.9492	1	3	7.9543231	44
IBRAHIM	2009	0.1569	3.86	0.7042	1	3	7.9085656	43
BEI POA	2013	0.1403	3.29	0.1136	1	1	7.70937	36
BEI POA	2012	0.139498	3.29	0.1068	1	1	7.6446929	35
BEI POA	2011	0.137027	3.29	0.0946	1	1	7.6455778	34
BEI POA	2010	0.154838	3.29	0.0095	1	1	7.5531779	33
BEI POA	2009	0.1569	3.29	0.0064	1	1	7.5074204	32
NURU	2013	0.118203	3.43	0.425	1	2	7.4909427	11
NURU	2012	1.182135	3.43	0.3628	1	2	7.4451854	10
NURU	2011	0.118018	3.43	0.2291	1	2	7.3994277	9
NURU	2010	0.132723	3.43	0.3436	1	2	7.3771512	6
NURU	2009	0.138254	3.43	0.0191	1	2	7.2802413	5
GALMART	2013	0.118203	3.43	0.4297	1	3	7.4686663	5
GALMART	2012	0.118214	3.43	0.3628	1	3	8.422909	4
GALMART	2011	1.052632	3.43	0.2291	1	3	7.3771513	3
GALMART	2010	1.052632	3.43	0.3436	1	3	7.3548748	2
GALMART	2009	1.052632	3.43	0.0191	1	3	7.2579649	1
PARK & SHOP	2013	0.1403	3.14	1.032	1	2	7.6870936	7
PARK & SHOP	2012	0.139498	3.14	0.9518	1	2	7.6224165	6
PARK & SHOP	2011	0.137027	3.14	0.9462	1	2	7.6233014	5
PARK & SHOP	2010	0.169514	3.14	0.9488	1	2	7.5309015	4
PARK & SHOP	2009	0.14121	3.14	0.6353	1	2	7.5309015	3
ESAJO	2013	1.402997	3.43	0.9258	1	2	7.0424813	9
ESAJO	2012	1.394718	3.43	0.9355	1	1	7.0235616	8
ESAJO	2011	1.492466	3.43	0.9619	1	1	6.9778022	7
ESAJO	2010	1.548375	3.43	0.9492	1	1	6.9320466	6
ESAJO	2009	1.568998	3.43	0.7042	1	1	6.8862892	5
AMANA	2013	0.1403	3.86	0.1032	1	1	7.9881236	14
AMANA	2013	0.1403	3.86	0.1032	1	2	7.9881236	14
AMANA	2012	0.139498	3.86	0.1068	1	2	7.969204	13
AMANA	2011	0.014925	3.86	0.1028	1	2	7.9234465	12
AMANA	2010	0.154838	3.86	0.1059	1	2	7.877689	11
RIDGEWAYS	2013	0.118203	3.57	0.4308	1	3	7.4909427	17
RIDGEWAYS	2012	1.183852	3.57	0.3628	1	3	7.4445302	16
RIDGEWAYS	2011	0.118018	3.57	0.2291	1	3	7.3994277	15
RIDGEWAYS	2010	0.132723	3.57	0.3436	1	3	7.3771512	14
RIDGEWAYS	2009	0.138254	3.57	0.1914	1	3	7.2802413	13
EASTMATT	2013	0.087569	3.57	0.17	1	3	11.068739	20
EASTMATT	2012	0.056166	3.57	0.228	1	3	11.075786	19
EASTMATT	2011	0.051039	3.57	0.254	1	3	11.055456	18
EASTMATT	2010	0.055173	3.57	0.3099	1	3	11.007681	17
EASTMATT	2009	0.055162	3.57	0.2797	1	3	11.007681	16
SAVANNAH	2013	0.146725	3.29	0.4454	1	1	8.175819	17

SAVANNAH	2012	0.099099	3.29	0.2679	1	1	8.177089	16
SAVANNAH	2011	0.100211	3.29	0.2362	1	1	8.1264788	15
SAVANNAH	2010	0.101337	3.29	0.2289	1	1	8.075868	14
SAVANNAH	2009	0.102474	3.29	0.2046	1	1	8.0252567	13
ALIANCE	2013	0.131242	3.71	0.0584	1	2	8.0893773	6
ALIANCE	2012	0.136506	3.71	0.0543	1	2	8.0858719	5
ALIANCE	2011	0.136971	3.71	0.066	1	2	8.0646212	4
ALIANCE	2010	0.141928	3.71	0.063	1	2	8.0353064	3
ALIANCE	2009	0.117064	3.71	0.0517	1	2	8.0893773	2
AMAL	2013	0.155853	3.86	0.1067	1	4	7.9952772	13
AMAL	2012	0.200915	3.86	0.1145	1	4	7.8871303	12
AMAL	2011	0.190228	3.86	0.1187	1	4	7.8602581	11
AMAL	2010	0.018011	3.86	0.1251	1	4	7.8333975	10
AMAL	2009	0.17053	3.86	0.1233	1	4	7.8065139	9
SAKIM	2013	0.014352	2.43	0.1032	1	3	8.0104	14
SAKIM	2012	0.013959	2.43	0.1068	1	3	7.9914804	13
SAKIM	2011	0.015537	2.43	1.0285	1	3	7.9457229	12
SAKIM	2010	0.154838	2.43	0.0949	1	3	7.8996583	11
SAKIM	2009	0.1569	2.43	0.7042	1	3	7.8542079	10