

ATTITUDE TO FARM SUCCESSION PLANNING AMONG POULTRY FARMERS IN ILORIN METROPOLIS, KWARA STATE, NIGERIA

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Received 4th March, 2020 Accepted 24th July, 2020

ABSTRACT

This study focused on farm succession planning among poultry farmers in Ilorin metropolis, Kwara state, Nigeria. The objectives of the study were to determine the attitude of poultry farmers to farm succession planning, identify strategies used by poultry farmers in succession planning among other. The questionnaire was used to elicit information from one hundred and thirty-two respondents selected for this study. Both descriptive and inferential statistics were employed for the study. Results revealed that majority (72.7%) of the poultry farmers were male, married (88.6%) with average age of 54years. The result shows that majority (78.8%) of the poultry farmers believe that farm succession planning is a means of keeping poultry farming continuous and 75% of the respondents paid a close relative to oversee the poultry business. The finding also reveals that cultural believe on farm succession (98.5%) and lack of interest of the children to take over the poultry farm (97%) were the major challenges faced by the poultry farmers. The result shows positive correlation between the respondents age ($r=0.015$, $p=0.010$), marital status ($r=0.314$, $p=0.000$), education ($r=0.257$, $p=0.003$) and their inclination to farm succession planning. The study concluded that poultry farmers in the study area have foresight for farm succession however cultural believe and inadequate knowledge on farm succession plan have limited them. The study therefore recommended that sound orientation and capacity building on farm succession be given to poultry farmers by rural development agencies.

Keywords: Attitude, farm Succession planning, Poultry farmer, Ilorin, strategies,

INTRODUCTION

Farm succession planning is a planned process of recognizing, readiness and training of potential successors to take over the management, ownership and control of the farm assets. Succession planning is a comprehensive approach to strategic human resources management, leadership development (Bernthal and Wellins, 2006) and overall workforce planning (Kiyonaga, 2004). It is a proactive attempt at ensuring that an organizations' leadership will be continuous by identifying how these positions will be filled as both planned and unplanned departure occurs (Schmalzried and Fallon, 2007; Nura and Osman, 2012). Succession is important to ensuring the sustainability of any farm business (Singhry, 2010). Moreover, effectively organized succession plans give way for easy transition in management and ownership (Chrisman, Shama,

and Yoder, 2009). Lack of planning on decision as to who to take over the farm could render many family businesses at undue risk and have serious impact on the sustainability of the business (Bewayo, 2009). Whereas, presence of a successor, enhances farmer attitudes and behavior in regard to farm size, scale and degree of specialization (Hennessy & Rehman, 2007). Series of studies as accrue the founder's reluctance to take decisions on succession to a number of reasons including the owner's deep sense of attachment to the business, fear of retirement and death (Ogundele, and Idris, 2008).

Oladeebo and Ambe-Lamidi (2007) stated in their work that poultry production as an aspect of livestock production is important to the biological needs, economic and social development of the people in any nation. Poultry keeping also contributes to household nutrition,

micronutrients such as iron, vitamin A and other that are of crucial importance for health, especially for children (Hong *et al.* 2007). Farm business is being run as collective unit within a family with each individual having his/her role to play. From a tender age, the children are being allotted portion to cater for. However, as these children become old enough to enter labor market, they tend to overlook future employment prospect on their family farms to look for jobs in urban areas. The farm are being abandon to be looked after by ageing ones, who manage them without clear vision for succession. The poor or non-existence of succession planning among poultry farmers will affect sustainability of poultry farming in the long run due to the risk which is attached to poultry farming like disease outbreak, especially the highly infectious viral disease like Newcastle disease. The assessment of farm succession plans becomes absolutely important for the sustainability of farm assets (Lobley *et al.*, 2010) because failure to do so may lead to total degeneration or close – down of the farm, family conflicts, breakdown in family relations, loss of existing rights to assets as a result of injustice in inheritance decisions meted out as a result of gender bias, moral and other biases. Furthermore, Jayne *et al.*, (2003) showed that the death of a working-age male household head reduces the land allocated to high value crops resulting in a large reduction in per capita household crop value production.

The specific objectives of the study are to;

- i. describe the socio-economic characteristics of the poultry farmers.
- ii. determine the attitude of poultry farmers to farm succession planning.
- iii. identify strategies used by poultry farmers in succession planning.
- iv. determine the problem facing poultry farmers on farm succession planning.

Hypothesis of the Study.

Ho₁: There is no significant relationship between socio economic characteristics of the poultry farmers and their attitude to farm succession planning.

METHODOLOGY

Study Area

The study was carried out in Kwara State, Nigeria. The state is located in North Central Nigeria and it has a population of about 3,192,893 (NPC, 2017)(projected). Kwara State is located between latitude 11° 71'N and 11° 45'N of the equator and longitude 6° 40'East of the Greenwich meridian covering 36,825km²(14,218 sq miles) and coordinates 8° 30'N 5°00'E (Ogunlade *et al* 2009).It lies exclusively within a tropical hinterland. It also has an estimated figure of 203,833 farm families with the majority living in rural areas. The state experiences both the wet and dry seasons each lasting for about six months. The raining season starts from March and end in October while the dry season begins in November and ends in early March. The total annual rainfall in the state ranges from 800mm to 1,200mm in the northwest and 1,000mm to 1,500mm in the southeast. The state has a mean annual temperature ranging between 30° - 35°C and a relative humidity of 60% on the average. The area is located within the Guinea Savanna.

Sampling Procedure and Sample Size

A two stage sampling procedure was used in this study. The first stage involves purposive selection of Ilorin metropolis because of prevalence of poultry farms there. The second stage involves the proportionate random sampling of the members of poultry associations of Nigeria (PAN) in Ilorin based on sampling frame. Therefore, based on the sampling frame of 185 registered members in Ilorin metropolis, 71% was selected to give a sample size of 132 respondents. List of registered farmers under the poultry farmers association of Nigeria (PAN) was used to select 71% of 185 of (PAN) member registered under Ilorin metropolis, making a total size of 132.

Data Analysis

The data were analyzed using descriptive statistics such as frequency, percentage, mean and ranks while Pearson Product Moment Correlation (PPMC) was used to test the hypothesis.

A 5 point Likert scale (Strongly Agree 5, Agree-4, Undecided -3, Disagree-2 and

Strongly Disagree – 1) was adopted for measuring attitude of poultry farmers to farm succession planning. Fifteen attitudinal statements on succession planning were made and the respondents were to indicate their level on the scale. The actual mean is 3.00 due to the rating scale. Therefore, any statement having a mean of 3.00 or greater than 3.00 denoted positive attitude to farm succession planning while any statement having a mean below 3.00 denoted negative attitude towards farm succession planning.

A 5 point Likert scale (Strongly Agree 5, Agree-4, Undecided -3, Disagree-2 and Strongly Disagree – 1) was used to measure strategies adopted by poultry farmers for farm succession planning. Seven strategies were identified and respondents were to identify strategies they are inclined to use. The actual mean is 3.00 due to rating scale and a mean of 3.00 or greater than 3.00 denoted strategies poultry farmers were inclined to use while a mean less than 3.00 denoted strategies they are not inclined to use in farm succession planning.

RESULTS AND DISCUSSION

Result in Table 1 shows that majority of the respondents were male (72.7%), married (88.6%), educated (96.2%) with the average age of 54 years. This implies that poultry farming is mainly an activity performed by men. This finding is similar to Ntabo, (2011) who found out that there exists gender imbalance in accessibility of resources and information. Moreover, farmers are old enough to have plans for succession of their poultry farms. Besides,

poultry farmers can rely on their spouse to help out in poultry activities. This concurs with Bogue (2012) in his research in Ireland who found out that half of the land owners were aged 55. The result shows that 57.6% of the farmers have large household size of 6-10 with average household size of 6. This implies that poultry farmers are likely to have family labour assisting in the poultry farms. 46.2% of respondents in the study area raise the bird for egg production purpose. This implies that majority of the poultry farmers in the study area are into layers for egg production purposes and probably broilers during the festive season. 43.9% of the respondent in the study area have birds between 2001-4000 while only few (3.1%) have birds between 6001 and above. The mean number of flock size in the study is 2911. This implies a fairly big poultry farm.

This result showed that the respondents have 1-5 years of experience in poultry business with a mean of 6 years. This implies that poultry farmers in the study area have relatively low years of experience in poultry production and may still be ignorant of succession plan. Whereas, experience gained in poultry farming, will in turn gives the farmer ability to combine resource inputs used in poultry production in an optimal manner, given the available technology (Idiong, 2007). About half of the respondent's employ family labour in poultry farming. This may be attributed to the fact that majority of the respondents were married and have fairly large household size which can assist them in the poultry farms.

Table 1: Distribution by Socio-economic Characteristics of the Respondents (n =132)

Variable	Frequency	Percentage (%)	Average
Age			
31-40	4	3.0	54years
41-50	37	28.0	
51-60	67	50.8	
61 & above	24	18.2	
Gender			
Male	96	72.7	
Female	36	27.3	
Religion			
Christianity	61	46.2	
Islam	71	53.8	
Marital status			
Single	5	3.8	
Married	117	88.6	
Separated	3	2.3	
Widowed	7	5.3	
Household size			
1-5	52	39.4	6 persons
6-10	76	57.6	
11-15	4	3.0	
Level of education			
Non- formal	5	3.8	
Primary education	3	2.3	
Quranic/ Adult education	16	12.1	
Secondary education	42	31.8	
Tertiary education	66	50.0	
Purpose of production			
Egg	61	46.2	
Meat	38	28.8	
Dual	33	25.0	
Number of birds			
1-2000	56	42.4	2911 birds
2001-4000	58	43.9	
4001-6000	14	10.6	
6001 & above	4	3.1	
Poultry experience			
1-5	65	49.2	6 years
6-10	54	40.9	
11 & above	13	9.9	
Available labour			
Self employed	18	13.6	
Family employed	66	50.1	
Hired labour	18	13.6	
Employed labour	30	22.7	
Total	132	100	

Source: field survey, 2018

The result in Table 2 shows the poultry farmers' response to the attitude statements on farm succession planning. The result revealed a positive attitude by poultry farmers to some of the statements on farm succession planning. The most prominent attitudinal statement as ranked by the farmers were statement that Farm succession planning is a means of keeping poultry farming continuous ($\bar{x}=4.78$), Farm succession planning enables the Successor to have confidence of future handling of the farm($\bar{x}=4.67$). The result is in line with the report of Sharma *et al* (2001) that well

developed succession plans can increase the likelihood of co-operation among stakeholders in businesses, thereby enhancing the chance of a smooth and effective succession. The result further shows that Farm without succession planning is normally sold or abandoned ($\bar{x}=4.00$). The finding is similar to Sottomayor *et al.*, (2011) that found that farmland without a designated successor is normally sold, rented out or abandoned. The result also shows a negative attitude to some of the statement on farming succession planning. This include statement that 'succession planning is not needed for farm

continuation' ($\bar{x} = 1.60$), 'serious consideration should not be given to farm succession' ($\bar{x} = 1.74$), 'Farm succession planning influences farm management during the current life cycle' ($\bar{x} = 1.77$). This implies that poultry farmers actually agree that farm succession planning can influence the continuity of poultry farmers and should be given serious consideration. Harris, Mishra and Williams (2012) found out that

farms with designated family successors have higher financial performance, both in terms of higher profits margins and returns to equity. However, the result shows that the respondents do not agree with the statement that farm succession planning can affect the farm management during the current lifecycle. This may be because they are still in charge of the poultry farms themselves.

Table 2: Distribution of the Respondents by their Attitude to Farm Succession Planning

ATTITUDE STATEMENT	S A	A	U	D	S D	MEAN S	RANK
1. Farm succession planning is a means of keeping poultry farming continuous.	104(78.8)	27 (20.4)	1 (0.8)	-	-	4.78	1 st
2. Farm succession planning enables the successor to have confidence of future handling of the farm.	97(73.5)	30 (22.7)	2 (1.5)	3 (2.3)	-	4.67	2 nd
3. Farms without succession planning is normally sold or abandoned.	21(15.9)	96 (72.7)	4 (3.0)	10 (7.6)	1 (0.8)	4.00	3 rd
4. Farm succession planning can prevent future conflict on the farm after the owner is dead.	82(62.2)	7 (5.3)	4 (3.0)	14 (10.6)	25(18.9)	3.81	4 th
5. Farm succession is of more disadvantages compared to its benefits	12 (9.1)	47 (35.6)	67 (50.8)	1 (0.8)	5 (3.8)	3.46	5 th
6. The entrusted successor will ensure that farm is kept well as it was during the regime of the person who gave him ownership right.	9 (6.8)	12 (9.1)	111(84.1)	-	-	3.23	6 th
7. Lack of farm succession planning affect more of women and widow.	3 (2.3)	8 (6.1)	116 (87.9)	2 (1.5)	3 (2.3)	3.05	7 th
8. Farm succession can be used to orientate youth to take up poultry farming business.	6 (4.5)	19 (14.4)	-	79 (59.8)	28(21.2)	2.21	8 th
9. Only the male child or family members should be considered in farm succession planning.	9 (6.8)	1 (0.8)	3 (2.3)	104(78.8)	15(11.4)	2.15	9 th
10. Farm succession planning should be based only on family members.	1 (0.8)	10 (7.6)	6 (4.5)	103(78.0)	12 (9.1)	2.13	10 th
11. Farm succession planning has positive and significant effect on financial performances of the farm.	10 (7.5)	13 (9.8)	1 (0.8)	22 (16.7)	86(65.2)	1.78	11 th
12. Children should be considered in farm succession planning.	4 (3.0)	14 (10.6)	3 (2.3)	38 (28.8)	73(55.3)	1.77	12 th
13. Farm succession planning influences farm management during the current life cycle.	3 (2.2)	15 (11.4)	8 (6.1)	28 (21.2)	78(59.1)	1.77	12 th
14. Serious consideration should not be given to farm succession planning.	-	3 (2.3)	2 (1.5)	84 (63.6)	43(32.6)	1.74	14 th
15. Succession planning is not important for farm continuation.	2 (1.5)	1 (0.8)	3 (2.3)	61 (46.2)	65(49.2)	1.60	15 th

Key: SA: Strongly agree, A: Agree, U: Undefined, D: Disagree, SD: Strongly disagree

Source: field survey, 2018. *Multiple responses

Result in Table 3 shows the strategies used by poultry farmers in farm succession planning. The result revealed that poultry farmers were inclined to some of the farm succession strategies. The most prominent strategy as indicated by the farmers was the statement 'I paid a close relative to oversee the poultry business' ($\bar{x}$ =4.39). This result is in line with the report of Calus and Huylenbroeck (2008) who pointed out that once farmers identify a successor they become more likely to invest in the farm. The statement, 'I rent out the poultry house' ($\bar{x}$ =4.34) was another strategy the poultry farmers were inclined to adopt. The finding is similar to Sottomayor *et al.*, (2011) that found that farmland without a designated

successor is normally sold, rented out or abandoned. However, the result shows that the strategies that respondents were not inclined to adopt are the statements that 'I deliberately choose a successor for my poultry farm' ($\bar{x}$ =1.60). This may be as a result of fear of not having hands or willing person.' I mentor my male child to take over my poultry business' ($\bar{x}$ =1.63). This may be because of the fact that the children may not be interested in the poultry business. Scientific research on family farms succession have become more and more important in the present time as many farms, especially in transition countries, face big structural changes (Borec *et al*, 2013).

Table 3: Distribution of the Respondent by the Strategy Adopted in Farm Succession

Strategy		S A (%)	A (%)	U (%)	D (%)	S D (%)	Mean	Rank
1.	I paid a close relative to oversee the poultry business.	75	40	12	4	1	4.39	1 st
2.	I rent out poultry farm.	66	51	9	6	-	4.34	2 nd
3.	Involve my spouse/partner in my poultry farming.	5	117	6	4	-	3.93	3 rd
4.	I prepare a trusted employee to manage the poultry farm.	6	87	3	36	-	3.48	4 th
5.	I involve my children both male and female to oversee different areas of poultry farming.	2	20	106	4	-	3.15	5 th
6.	I mentor my male child to take over the poultry farm.	11	5	3	18	95	1.63	6 th
7.	I deliberately choose a successor for my poultry farm.	2	18	3	11	98	1.60	7 th

Key: SA: Strongly agree, A: Agree, U: Undefined, D: Disagree, SD: Strongly disagree
Source: field survey, 2018. *Multiple responses

The result in table 4 shows that cultural belief (98.5%), 'lack of interest of children to take over the poultry farms' (97%), 'inadequate knowledge on farm succession planning (96.2%) and 'Farm succession planning is not for immediate use but future' (96. 2%) were the major constraints identified by the respondents. This may be as a result of the fact that some

cultural belief do encourage discussion of your property in the present and may be likened to preparing for death. This implies that the respondents need more orientations and capacity building on farm succession planning so that adequate preparation can be made for farm sustainability.

Table 4: Distribution of Respondents by their Constraints to Farm Succession Planning

Constraints	Frequency	Percentages (%)
Fear of choosing a successor during the lifetime of the farm	26	19.7
Lack of interest of many children to take over the poultry business	128	97.0
Inadequate knowledge on farm succession.	127	96.2
Farm succession planning is not an immediate need but should be attended to in the future.	128	96.2
Cultural belief	130	98.5
Lack of trust in the potential of others.	126	95.5
Inability to put check in our poultry farm.	21	15.9

Source: field survey, 2018. *Multiple responses.

Result of the Pearson product moment correlation between the socio-economic characteristics of the poultry farmers and their attitude to farm succession planning shows a significant relationship between some selected socio- economic characteristics. Out of the variables used for this study, age, marital status, education and experience have significant positive relationship with the attitude of poultry farmers to farm succession plan. This implies that the higher the age of the respondents, the more incline they are to succession planning. This may be because older farmers are more likely to think of the future of the farm than younger farmers. Marital status has positive and significant relationship with farm succession plan. This implies that the married respondents are more likely to plan on succession of their farm because of the possibility of involving their spouse or children in the business. Furthermore, the level of education has a positive significant relationship with farm succession planning. This

implies that the higher the level of education, the higher the understanding of the poultry farmers on farm succession plans. This is because of the fact that educated farmer may obtain relevant information that can enhance his business through many sources. Farm experience has a positive and significant relationship with farm succession plan. This implies that the higher the experience of poultry farmer, the higher the tendency to plan on succession. This may be because of the fact that the experience the farmers had over time will make him to be very careful to choose whosoever he will ask to manage or takeover the farm. These findings were in congruent with the findings of Nhemachama & Hassan (2007) who also found out that farming experience enhanced a farmers knowledge and information and high skills in farming techniques and management, which improve the technical efficiency of the farmer.

Hypothesis Testing

Table 5: Pearson Product Moment Correlation between the Socio-Economic Characteristics of the Poultry Farmers and their Attitude to Farm Succession Planning

Variable	p-value	r-value	Decision
Age	0.010	0.015	Significant
Gender	0.699	-0.034	Not significant
Marital status	0.000	0.314	Significant
Household size	0.823	0.020	Not significant
Level of education	0.003	0.257	Significant
Production purpose	0.079	0.154	Not significant
Farming experience	0.005	0.241	Significant

*Significant level of $p \leq 0.05$

CONCLUSION AND RECOMMENDATIONS

Based on the finding, the study concludes that poultry farmers believe that farm succession planning is a means of keeping poultry farming continuously after the demise or retirement of the owner and the strategy used to make this possible is by paying a close relative to oversee the poultry business or renting out poultry farms for other users. The major challenges facing poultry farmers include cultural believe, inadequate knowledge on farm succession and lack of interest of children to take over the poultry. The study therefore recommends that poultry farmers should involve and create interest in both male and female children in poultry farming. Besides, poultry farmers should carefully mentor a successor from his or her employed labour. Moreover, stakeholders in agriculture, such as government (federal, state and local level), extension agents, etc. should organize orientation programs and capacity building on farm succession planning so as to influence the cultural believes and gives better insight on farm succession planning for farm sustainability.

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