

Role of succession planning and entrepreneurial thinking towards the performance of family-owned businesses

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Abstract: *Family-owned businesses were considered as the oldest form of businesses and major chunk in every sector. Family-owned businesses particularly SMEs receive a good deal of attraction and prestige from academicians and policymakers, even backing economies for long-time. The underpinning objective of current study is to test the role of succession planning (structural, cognitive, and relational ties) and entrepreneurial thinking (identifying opportunity, risk taking, tolerance of ambiguity and creative & innovative) towards the performance. The findings indicate that the succession planning, structural, cognitive, and relational have a positive and significant relationship with the firm performance. Moreover, entrepreneurial thinking identifying opportunity, risk-taking, tolerance of ambiguity, and creative & innovation have a positive and significant relationship with firm performance. The current study considered the subjective firm performance based on financial and non-financial dimensions. The future studies need to consider the role of family structure and culture towards the succession planning process.*

Keywords: *Firm performance, financial performance, non-financial performance, succession planning, entrepreneurial thinking, SMEs, Family-owned businesses.*

Introduction

Family-owned businesses were the oldest form of businesses and categorized major chunk in every sector across the world (Burns, 2016). In recent years, family-owned businesses particularly SMEs receive a good deal of attraction and prestige from academicians and policymakers (Ramadani & Hoy, 2015). Family-owned businesses accounted for 80 to 99 percent of total businesses registered in each country (Muriithi, Waithira, & Wachira, 2016). According to Bloomberg approximately 90 percent of businesses were registered as a single-member company and managed and control by the family (Dupuis, Spraggon, & Bodolica, 2017). Furthermore, family-owned SMEs contribute a significant portion of employment generation, total exports, and economic growth (Ramadani, Hisrich, Anggadwita, & Al, 2017). Several studies have been documented the relationship between factors affecting and performance of family-owned businesses and non-family-owned businesses (Ramadani, Hisrich, Anggadwita, & Al, 2017).

Succession planning is a process of in which business is transferred from one family-member to another family-member. Succession planning is considered as critical factor in survival and sustainability of family-owned businesses (Boyd, Royer, Pei, & Zhang, 2015). The various constructs have been tested in literature for the measurement of succession planning however, there is no single most appropriate construct to measure succession planning effectively. The structure of family varies from culture to culture as western culture is different from the non-western culture (Garcia, Sharma, & De

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Massis, 2019) . Moreover, the literature indicates that the success of family-owned businesses is based on the several integrated factors that must be possessed by a successor or successfully transferred from the founders (Ghee, Ibrahim, & Abdul-Halim, 2015) . Unfortunately, several family-owned businesses do not consider succession planning a process and eventually higher failure rate (Mandl, 2004). The survival of family-owned businesses is 30 percent in first-generation, 13 to 15 percent in the second generation, and just 3 to 5 percent in third-generation (Ghee, Ibrahim, & Abdul-Halim, 2015).

According to the global entrepreneurship index for the last 10 years, the Pakistani manufacturing sector is losing competitiveness in global markets due to a lack of business acumen, innovation solution, creation and capturing opportunities, and research and development. Literature indicates that entrepreneurial thinking is an outcome of tolerance of ambiguity, creativity and innovation, calculated risk-taking, and capturing the opportunities (Tang, Kacmar, & Busenitz, 2012) . The literature has shown that there is a significant relationship between entrepreneurial thinking and firm performance. It is also well acknowledged in recent literature that succession planning has a strong association with entrepreneurial thinking. However, statistical testing has never been documented in the domain of family-owned businesses. It is further documented in the literature that family-owned businesses do not consider the succession planning and entrepreneurial skills as a process or tool to train next generation to be capable to achieve the sustainable performance (Mohamad, Buang, & Hussein, 2014; Alhnaity, Mohammad, & Ishak, 2016) . Moreover, literature also affirms that a higher failure rate in family-owned businesses is due to the lack of required level of skills, entrepreneurial thinking, and capability (Armitage, Webb, & Glynn, 2016).

Literature Review

In the context of family business research, the Asia Pacific region plays an important role in this arena (Globerman, Peng, & Shapiro, 2011). First, family-owned businesses contributed a significant portion of national economies. Secondly, every country represents its own distinctive civilization environment. Third, the levels of institutional development deviate in countries that run family-owned businesses. Fourth, in the past few decades' family-owned businesses have been the high pace of economic growth.

As family groups have predominance traditions across Asia and researchers have more opportunities to study or understand the dynamics and family structures and such factors affect the performance of family-owned businesses (Globerman, Peng, & Shapiro, 2011) . However, a limited number of studies from the family-businesses documented on the succession planning and its relationship with the performance. The structure and association among the family members influence the performance of family-owned businesses. Limited literature has been documented in this domain (Kammerlander, Dessi, Bird, Floris, & Murru, 2015).

Succession planning and performance

Researchers empirically investigated that the issues regarding succession planning and business performance are explained becomes necessary from the success of the business point of view (Cerrato & Piva, 2012) . Moreover, the succession process can be affected due to the frequency of interaction among family members and the strength of the family ties (Pearson, Carr, & Shaw, 2008). The survival of long-term family-owned businesses is very difficult in the context of the globe. Therefore, business challenges such as family-owned business face challenges regarding emotions and feelings of human mindset in terms of family power struggles, sibling rivalry, upholding family values, family conflict, autocratic paternalistic cultures, nepotism, rigidity in innovation, succession and resistance to change (Lee, 2006; Ward, Huerta, Grajeda, & Velázquez, 2011) . These all challenges linked with the successor's performance towards the business performance that is associated with strong succession planning. Furthermore, the process of extensive succession planning needs ownership and management control from the beginning to the next generation to hold business owners in terms of excessive performance. Mokhber, Gi, Rasid, and Vakilbash (2017) recommend that it is mandatory to ensure the success and effective succession planning of family-owned business, a family member needs to have a focus on performance to make business powerful and effective. However, there is a need to provide liquidity in the process of succession planning, as result there might create conflicts between family members that lead a business towards failure rather than growth in the business (Oduwusi, 2018). In literature, most of the studies documented that the impact of succession planning on business performance is positive and significant and few studies represented the association between succession planning and

business performance is negative and significant (Mokhber, Gi, Rasid, & Vakilbash, 2017; Perrenoud & Sullivan, 2017; Ali & Mehreen, 2019).

H1: Succession Planning significantly linked with firm performance

Structural ties towards performance

The term structural ties are the dimension of succession planning and it is described as family ties and familiar network ties that characterize family members and bind them together to make the betterment of the business. The understanding regarding family and network ties, configuration as well as their roles, rules, precedents, and procedures are strong which translates into the high performance of the family-owned business (Kampouri, Plakoyiannaki, & Leppäaho, 2017).

H1a: Structural ties significantly linked with firm performance

Cognitive ties towards performance

This term cognitive is defined by the group's shared vision and mission, as well as a unique language, stories, and culture's collectivism. The shared understandings between vision and mission towards the performance are higher, positive and significant (Garcia, Sharma, & De Massis, 2019).

H1b: Cognitive ties significantly linked with firm performance

Relational ties towards performance

The term relational is defined by which regular interaction or communication among the family members for the family-owned business, the trust is considered a key factor in the selection of successor while the obligation is also a key factor in the selection of a successor. Tsai and Ghoshal (1998), documented four key factors that explain the relational dimension includes; identity, norms, trust, and obligation. Trust level change the perception from self-seeking to collectivism and obligation explains the successor will be selected based on the strong sense of demonstration towards the family and family-owned business (Arregle, Hitt, Sirmon, & Very, 2007; Bizri, 2016). Moreover, the antecedents of relational include identity, norms, trust, and obligation increased business performance concerning succession planning (Bizri, 2016).

H1c: Relational ties significantly linked with firm performance

Entrepreneurial thinking towards performance

The literature is very limited regarding the relationship between entrepreneurial thinking and business performance. The term entrepreneurial thinking has a significant impact on business performance. Moreover, in Family-owned SMEs entrepreneurial thinking plays an important role as entrepreneurial skills. Through these skills, a business can run become a successful level according to its strategies (Boyd, Royer, Pei, & Zhang, 2015). According to Alhnaity, Mohammad and Ishak (2016) entrepreneurial thinking significantly impacts on Family-owned SMEs. This study described the impact of entrepreneurial thinking with the use of their four dimensions on Family-owned SMEs. The dimensions of entrepreneurial thinking are significantly related to business performance. However, the higher impact of their dimensions makes a business performance effective and efficient (Alhnaity, Mohammad, & Ishak, 2016).

H2: Entrepreneurial thinking significantly linked with firm performance

Identifying opportunities for performance

Identifying opportunities is the best source to generate corporate leaders and entrepreneurs by using strong entrepreneurial thinking (Ramadani, Hisrich, Anggadwita, & Al, 2017). However, the strong and accurate entrepreneurial thinking includes identifying a lot of opportunities regarding entrepreneurship and developing future leaders among individuals who are already the part of the organizations (Armstrong, Francis, & Grow, 2017). The specific goals under identifying opportunities are to select the best leaders at the various stage that ensure to enhance leadership skills. Gradually leadership skills enhance business performance for new leaders for existing businesses (Lam, Lee, Taylor, & Zhao, 2018). Therefore, the basic success of businesses is to select the best possible techniques and future management applications that generate opportunities regarding executive evolution with a specific focus on entrepreneurial skills (Bruton, Peng,

Ahlstrom, & Stan, 2015). Moreover, entrepreneurial skills build strong entrepreneurial thinking that leads the business performance (Rahman, Amran, Ahmad, & Taghizadeh, 2015).

H2a: Identifying opportunities significantly linked with firm performance

Risk-taking towards performance

“Risk-taking is associated with a willingness to commit more resources to projects where the cost of failure may be high” (Miller & Friesen, 1982). while on the other hand, risk-taking mentions that it is an act of acceptance of risk in promise to enhance the entrepreneurial advantages. The understanding of risk-taking is associated with the negative implications that can generate from the try of the prospect of an unsuccessful outcome (Hsu, Wiklund, & Cotton, 2017). However, the tendency of risk-taking is very important in terms of deciding the entrepreneurial intentions. Therefore, the risk is linked with entrepreneurial skills that build a strong entrepreneurial thinking mindset. Eventually, the risk-taker mind increasing the quality of entrepreneurial thinking that leads the business performance upwards (Frederiks, Englis, Ehrenhard, & Groen, 2019).

H2b: Risk-taking significantly linked with firm performance

Tolerance of ambiguity towards performance

The tolerance of ambiguity is a part of complicated and continues to change in a business environment that can create a high level of ambiguity and insecurities regarding the business environment. Moreover, it is considered a powerful ability which makes the manager/owner to react according to the situation successfully. In short, the term tolerance of ambiguity an emotional reaction of any manager in the complicated, ambiguous and changing situation (Aisyah, Musa, & Ramli, 2017).

H2c: Tolerance of ambiguity significantly linked with firm performance

Creative and innovation towards performance

Creative and innovative is defined by which all family business owners/managers have strong qualities regarding creativity and innovatively. Owners/managers with creative thinking mean he/she has the power to think differently and develop a new product with a unique idea. While innovative thinking means owners/managers have skills of adaptation where they can change the product with their environment. Through, different educational programs these both concepts can be establishing and extent (Alhnaity, Mohammad, & Ishak, 2016).

H2d: Creative and innovation significantly linked with firm performance

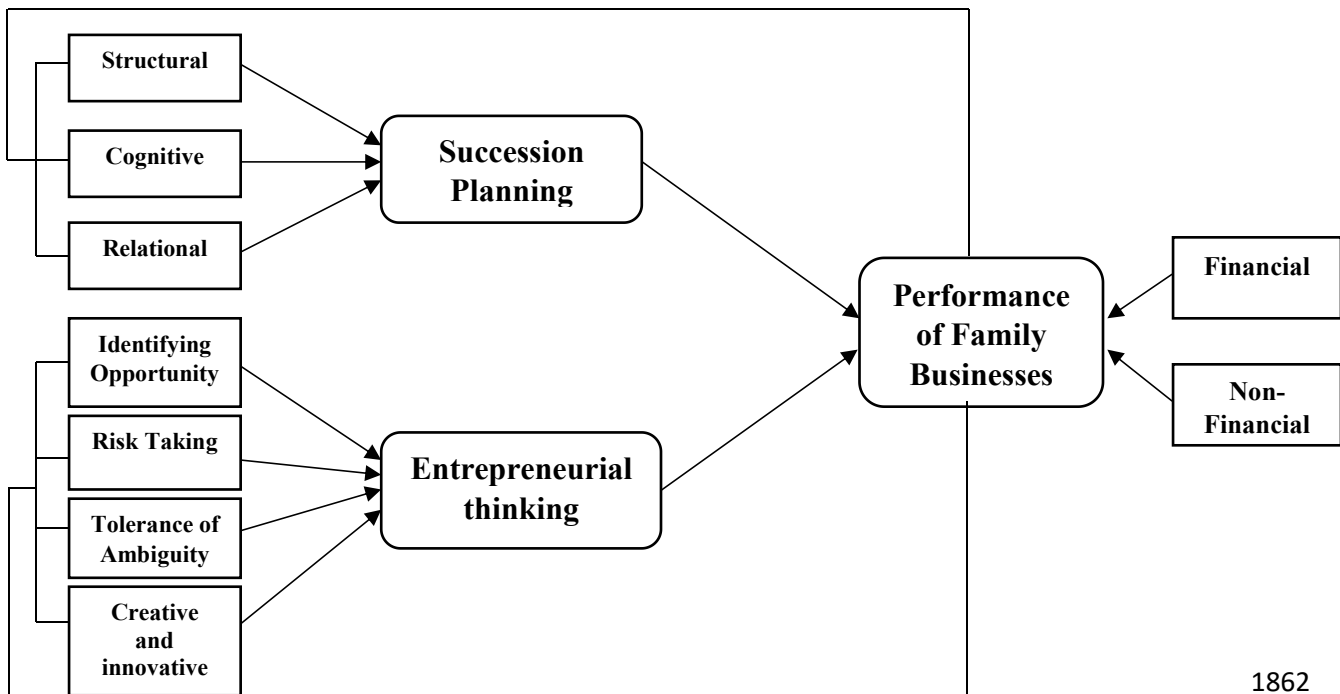


Figure 1: Theoretical Framework

Methodology

The current study considered a survey-based approach, as it is appropriate for relational and descriptive studies (Watkins, 2010). The unit of analysis of current study firms from the sports goods industry (manufacturing) of Pakistan. The sports goods industry manufacture sports products for the well-known brands across the world and contribute approximately \$450 million per annum with the labor force of 60,000 with total manufacturing units of 1,500 registered in the Sialkot chamber of commerce. The minimum sample size of 136 was calculated using a G*power calculator with the effect size 0.30 at a 95 percent level of significance. Furthermore, according to Krejcie and Morgan (1970) the required sample size based on the known population is 306. The scale was adapted from the literature to measure the succession planning, entrepreneurial thinking, and firm performance (Alhnaity, Mohammad, & Ishak, 2016; Bizri, 2016; Aisyah, Musa, & Ramli, 2017). Firm performance is considered as subjective performance because SMEs are not legally bound to publish their annual accounts, in the absence of a secondary primary dataset is considered an appropriate option (Goovaerts, 1998). The results of reliability and validity were reported in the analysis portion. The succession planning construct was adapted from the (Bizri, 2016), and the entrepreneurial thinking construct was adapted from the (Alhnaity, Mohammad, & Ishak, 2016). According to the theoretical contribution, a minor modification has been incorporated into items. The PLS-SEM technique considered for analysis as the current study is not about theory testing.

Results and analysis

The assessment of the measurement model is based on the statistical tools; factor analysis, construct validity and reliability and discriminant validity (Henseler, Ringle, & Sinkovics, 2009). Validity and reliability testing under the measurement model is important before going for the structural model for clarification of the theoretical explanations (Hair, Black, Babin, & Anderson, 2006). The best result can be evaluated through the most suitable method named as CFA (Law, Stewart, Letts, Pollock, & Bosc, 1998). The correlations matrix facilitates understanding the nature and direction of the relationship among the constructs.

Table 1 shows the results of the correlation matrix among all the measured constructs. The correlation matrix indicates the direction and nature of the relationship between the measured constructs. All the measured constructs indicate the direction of the relationship is positive. The result shows structural, cognitive, relational, identifying opportunity, risk-taking, tolerance of ambiguity, creative and innovative, financial, and non-financial performance have a positive direction of the relationship. The degree of association between structural and cognitive is $r = 0.75$, structural and relational is $r = 0.46$, structural and identifying opportunities is $r = 0.37$, structural and risk-taking $r = 0.44$, structural and tolerance of ambiguity $r = 0.70$, structural and creative and innovation is $r = 0.68$, structural and financial performance $r = 0.59$, and structural and non-financial performance $r = 0.41$ the direction of relationship is positive at 5% level of significance. The degree of association among the constructs is not too high so there is no chance of multicollinearity.

Table 1: Correlation Matrix

	STR	COG	REL	IO	RT	TA	CI	FP	NFP
Structural	1.00								
Cognitive	0.75	1.00							
Relational	0.46	0.44	1.00						
Identifying opportunity	0.37	0.38	0.57	1.00					
Risk Taking	0.44	0.43	0.57	0.57	1.00				
Tolerance of ambiguity	0.70	0.69	0.32	0.42	0.57	1.00			
Creative and innovative	0.68	0.53	0.48	0.45	0.34	0.45	1.00		
Financial Performance	0.59	0.41	0.44	0.39	0.70	0.40	0.35	1.00	
Non-Financial	0.41	0.37	0.53	0.48	0.41	0.72	0.52	0.67	1.00

* STR= structural, COG= cognitive, REL=relational, IO=identifying opportunities, RT=Risk taking, TA= tolerance of ambiguity, CI=creative and innovation, FP=financial performance, and NFP=non-financial performance.

Evaluation of Measurement Model

Factor analysis

The factor analysis is a technique used to assess the variability among the observed, correlated variables in terms of unobserved constructs known as factors. All the items being employed for the measurement of constructs were adapted from the literature; the loading shows that the items measure the relevant constructs. Only two items from the identifying opportunities indicate loadings less than 0.50 hence, these items were dropped from further analysis. The current study considers the threshold value for each item is 0.50 (Tzeng, Chiang, & Li, 2007).

Table 2: Factor Loading

	STR	COG	REL	IO	RT	TA	CI	FP	NFP
Sps1	0.78								
Sps2	0.70								
Sps3	0.60								
Sps4	0.79								
Sps5	0.84								
Sps6	0.78								
Sps7	0.67								
Sps8	0.62								
Sps9	0.52								
Spc1		0.649							
Spc2		0.628							
Spc3		0.754							
Spc4		0.812							
Spc5		0.698							
Spc6		0.590							
Spc7		0.849							
Spc8		0.835							
Spc9		0.734							
Spc10		0.760							
Spr1			0.881						
Spr2			0.768						
Spr3			0.748						
Spr4			0.659						
Spr5			0.640						

eti1				0.502					
Eti2				0.523					
Eti3				0.639					
Eti4				0.732					
Eti5				0.415					
Eti6				0.591					
Eti7				0.660					
Eti8				0.422					
Eti9				0.748					
Eti10				0.710					
Eti11				0.782					
Eti12				0.740					
Eti13				0.769					
Eti14				0.520					
Eti15				0.652					
Etr1					0.766				
Etr2					0.780				
Etr3					0.804				
Etr4					0.681				
Etr5					0.551				
Ett1						0.795			
Ett2						0.745			
Ett3						0.767			
Ett4						0.749			
etc1							0.727		
etc2							0.992		
etc3							0.526		
etc4							0.774		
Pf1								0.705	
Pf2								0.650	
Pf3								0.677	
Pf4								0.841	
Pf5								0.615	
Pnf1									0.798
Pnf2									0.765
Pnf3									0.787
Pnf4									0.790
Pnf5									0.555
Pnf6									0.657

Items dropped from analysis

The reliability and validity were reported in Table 3. The threshold value of Cronbach's Alpha is 0.70, the value Cronbach's Alpha for each estimated construct is higher than the threshold value. The rho_A considered the most important indicator to assess the internal consistency of data, the threshold value of rho_A is 0.70. The estimation shows that all the values are higher than the threshold for the constructs which ensure the data highly consistent. The current study uses the cut off value for composite reliability 0.70 and the results of estimation indicate that all the values are above than cut off values. The average variance extract (AVE) cut off value is 0.50 to assess the validity and reliability of data. The value of AVE for the estimated constructs is much higher than the threshold value.

Table 3: Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Structural	0.869	0.880	0.896	0.792
Cognitive	0.890	0.899	0.912	0.537
Relational	0.793	0.817	0.858	0.650
Succession planning	0.894	0.932	0.908	0.737
Identifying opportunities	0.830	0.832	0.874	0.601
Risk taking	0.766	0.785	0.843	0.622
Tolerance of ambiguity	0.777	0.792	0.849	0.584
Creative and innovative	0.715	0.731	0.744	0.638
Entrepreneurial Thinking	0.794	0.872	0.784	0.683
Financial	0.738	0.750	0.827	0.792
Non-Financial	0.793	0.805	0.860	0.754
Performance	0.840	0.861	0.874	0.698

The discriminant validity is used to assess all the constructs that must be unrelated. The concepts or constructs should not be highly correlated. The results of discriminant validity were reported in table 4. Two techniques are being followed in literature for the assessment of discriminant validity Fornell-Larcker and Heterotrait-Monotrait (HTMT). The recent criticism on the Fornell-Larcker for the assessment of discriminant validity, the current study used the HTMT technique for the assessment of discriminant validity. There are two schools of thought about the threshold value HTMT to assess discriminant validity. The (Gold, Malhotra, & Segars, 2001) explains the maximum value of HTMT must not be higher than 0.90 while (Kline, 2011) explained that maximum value must not be higher than 0.85. The current study considers the cut off value of HTMT 0.90 for the assessment of discriminant validity.

Table 4: Discriminant Validity

	str	cog	rel	sp	eti	rt	ett	etc	et	Fin	Nf	per
Str												
Cog	0.75											
Re	0.15	0.35										
Sp	0.63	0.23	0.36									
Io	0.31	0.43	0.29	0.30								
Rt	0.53	0.53	0.37	0.23	0.61							
Ta	0.79	0.64	0.40	0.71	0.38	0.32						
Ci	0.21	0.35	0.24	0.22	0.32	0.47	0.33					
Et	0.16	0.17	0.25	0.17	0.91	0.84	0.27	0.34				
Fin	0.39	0.40	0.45	0.64	0.27	0.27	0.28	0.26	0.27			
Nf	0.32	0.27	0.33	0.20	0.23	0.21	0.22	0.26	0.21	0.661		
Per	0.21	0.43	0.24	0.38	0.31	0.32	0.31	0.29	0.02	0.69	0.42	

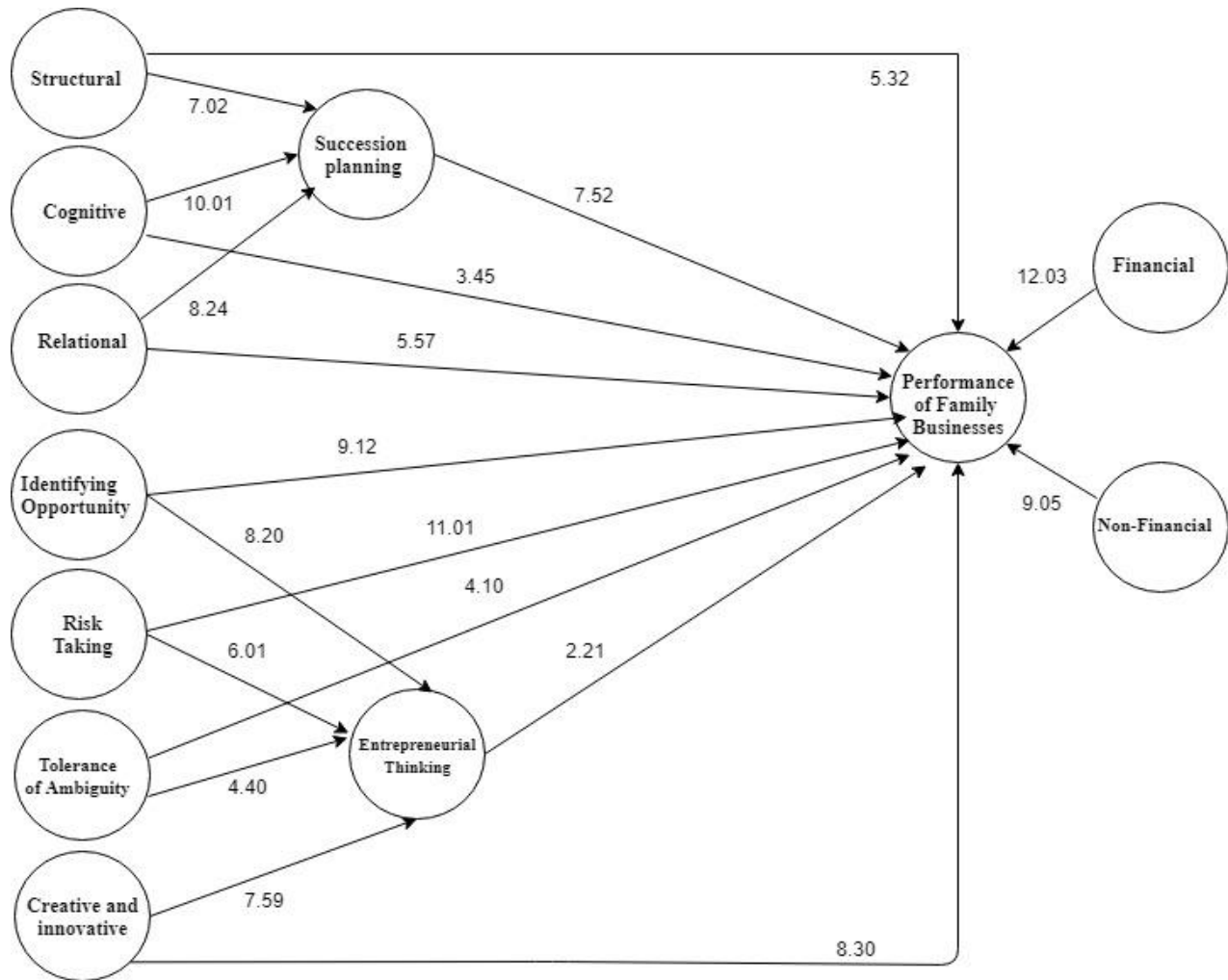


Figure 2: Structural Model

Structural Model Assessment

The assessment of structural model assessment is used to test the causal relationship among the constructs based on the underlying theory. The current study considered the PLS-SEM for the assessment of the structural model. The findings include path coefficient, standard deviation, t statistics value, and p-value to assess the significance of relationship among the measured constructs. The results of the structural model reported in table 5. The findings indicate that structural, cognitive, and relational ties positively and significantly explain succession planning. Furthermore, the result indicates that the succession planning, structural, cognitive and relational has a positive and significant relation with performance ($\beta = 0.22, t=7.21, p<0.01$; $\beta = 0.53, t=5.13, p<0.01$; $\beta = 0.51, t=3.02, p<0.01$; $\beta = 0.52, t=5.30, p<0.01$) hence we accept the H1, H1a to H1c. The identifying opportunity, risk-taking, tolerance of ambiguity, and creativity and innovation has a positive and significant relation with entrepreneurial thinking. Moreover, entrepreneurial thinking, identifying opportunities, risk-taking, tolerance of ambiguity, and creative and innovation indicate positive and significant relationship with the performance ($\beta = 0.22, t=2.31, p<0.05$; $\beta = 0.48, t=9.01, p<0.01$; $\beta = 0.45, t=11.20, p<0.01$; $\beta = 0.32, t=4.07, p<0.01$; $\beta = 0.44, t=8.20, p<0.01$) hence we accept H2, H2a to H2d. explained in table 5. All hypothesis testing is explained in table 5.

Table 5: Testing of Hypothesis

	Mean	S. D	T	P
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				Statistics	Values
	Structural->Succession planning	0.51	0.07	7.01	0.00
	Cognitive->Succession planning	0.54	0.05	10.29	0.00
	Relational->Succession planning	0.35	0.04	8.45	0.00
H1	Succession planning->Performance	0.22	0.03	7.21	0.00
H1a	Structural-> performance	0.53	0.10	5.13	0.00
H1b	Cognitive-> performance	0.51	0.16	3.02	0.00
H1c	Relational-> performance	0.52	0.10	5.30	0.00
	Identifying opportunity->Entrepreneurial thinking	0.64	0.08	8.04	0.00
	Risk taking->Entrepreneurial thinking	0.42	0.07	6.50	0.00
	Tolerance of ambiguity->Entrepreneurial thinking	0.77	0.19	4.24	0.00
	Creative and innovative->Entrepreneurial thinking	0.61	0.08	7.22	0.00
H2	Entrepreneurial thinking->Performance	0.22	0.09	2.31	0.02
H2a	Identifying opportunity->Performance	0.48	0.05	9.01	0.00
H2b	Risk taking->Performance	0.45	0.04	11.20	0.00
H2c	Tolerance of ambiguity->Performance	0.32	0.08	4.07	0.00
H2d	Creative and innovative->Performance	0.44	0.05	8.20	0.00
	Financial Performance->Performance	0.50	0.04	12.01	0.00
	Non-Financial Performance->Performance	0.59	0.06	9.21	0.00

Conclusion and Discussion

Several studies have been documented in the literature on the relationship between succession planning and firm performance. However, the direction of the relationship and there is no unique measurement method for succession planning. The current study uses social capital theory to measure the construct of succession planning as the family culture in Pakistan is quite different from the western culture so, it is better to measure succession planning using structural, cognitive, and relational ties among the family members. Various studies tested mediation and moderation between the relationship of succession planning and firm performance (Ghee, Ibrahim, & Abdul-Halim, 2015; Mokhber, Gi, Rasid, & Vakilbash, 2017; Ogbu Edeh, 2019). However, the current study also indicated the positive and significant relationship between succession planning and performance based on the social capital theory. Furthermore, entrepreneurial thinking and performance showed a positive and significant relationship with each other in previous studies (Alhnaity, Mohammad, & Ishak, 2016; Aisyah, Musa, & Ramli, 2017). The family-owned businesses in Pakistan operating in traditional ways and unable to plan succession planning as well as their required level of training. The finding indicates a positive and significant relationship between entrepreneurial thinking and performance. The findings of the current study are completely consistent with previous studies. However, culture is most important in the measurement of succession planning because the culture and family-structure are the key factors in the initiation of the succession planning process. Succession planning and entrepreneurial thinking enhance the performance of the family-owned business with respect for their equal and strong contributions of each family member towards success.

This current study presents the theoretical impact of succession planning with dimensions (structural, cognitive, and relational ties) and entrepreneurial thinking along with dimensions (identifying opportunity, risk-taking, tolerance of ambiguity and creative and innovative) with the performance of the family-owned business. The underpinning theory to support this current study is resources based view theory. Furthermore, overall results indicated that the impact of succession planning and entrepreneurial thinking along with dimensions are positively and significantly influence the firm performance of family-owned businesses. However, the findings of this current study support myth that family-owned business is more concerned and enhance their performance by using effective succession planning and entrepreneurial thinking along with dimensions. This study described the sample includes family-owned businesses from the sports goods industry. The sports goods industry reported approximately 99 percent of businesses were owned and operated by the families. Moreover, future studies need to consider the role of family structure and culture towards the succession planning process. Future studies also need to test this model on another sector of Pakistan as well as south Asian countries.

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