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Impact of family capital on family business sustainability: A study of selected micro scale businesses in Abakaliki, Ebonyi State

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Abstract

The aim of this study was to investigate the impact of family capital on the sustainability of micro family businesses in Abakaliki, Ebonyi State. The specific objectives of the study were to investigate the impact of family human resources; family social resources and family financial resources respectively on business sustainability. To achieve these objectives, an explanatory research which involved a cross sectional survey was designed and adopted in this study. This led to drawing a simple random sample from the total micro family businesses in Abakaliki. A total of 354 structured questionnaires were distributed to the owners/managers of the selected micro family businesses. The data gathered from the survey were tested for fitness, including discriminant and divergent validity and reliability with the Confirmatory Factor analysis (CFA). Descriptive statistics to test the level of relationship between the study variables was done using the Pearson's Product Moment Correlation, while the test of analysis was calculated via a multiple regression analyses using the Statistical Package of Social Sciences (SPSS, V. 23). The findings of the study indicated that the individual variables of family capital: human, social and financial, all have positive and significant impacts on sustainability of family business (β = 2.30, $p<0.01$; β = 1.35, $p<0.01$; β = 1.20, $p<0.0$). This implies that the right mix of family capital fosters sustainability of the business. Thus, it was recommended that the owners/managers of these firms must ensure that they acquire and maintain these resources within their businesses, as they will enable them sustain the business in the family.

Keywords: Family Capital, Family Business Sustainability, Micro Scale Businesses

1. Introduction

Family capital appears to be attracting more attention recently in the study of family businesses as a whole. This is a reference to the collection of resources the family has access to, which allows them to run their enterprises successfully (Danes, Stafford &Amrapurkar, 2009). The justification for this rise in interest stems from the claims made by early researchers on the relationship between work and family that the significance of different factors that the family can use as resources and that are crucial to the operation of the business because they affect its continuity (Dyer, Nenque, & Hill, 2014; Musa, Raimi, & Hasan, 2019). The first waves of family capital research revealed that family structure and the ability to care for family members in ways that go beyond financial support were empirically linked to performance at work (Lobel & St. Clair, 1992), job satisfaction and intention to quit (Rothausen, 1994), mood at work (Williams & Alleger, 1994), mood at home and absenteeism (Williams & Alleger, 1994), and job involvement (Hackett, Bycio &Guano, 1989). All of the aforementioned results appear to be connected to a company's ability to increase profitability, making them crucial to the economic facets of family capital.

However, prior studies have indicated that factors other than the economic side of family capital, such as human and social capital, also contribute to the success of family enterprises (Danes et al., 2009; Hoffman et al., 2006; Zellweger &Nason, 2008). When people are in good spirits and are in good physical and mental health, they can invest in relationships and in the major aspects of life, including work, family, and other passions (Danes et al., 2009; Sharma, 2008; Thompson et al., 1992). As a result, it is possible to operationalize the capital of a family business as including human, social, and financial resources that support the firms' successful operation. While these outcomes are assessed at the individual, interpersonal, and organizational levels (e.g., corporate culture and climate, business unit profit), they are also measured at the level of the individual (e.g., work performance, commitment, job satisfaction, family satisfaction). The components of human, social, and economic capital can work together to increase organizational effectiveness (Pieper &Klein, 2007; Zellweger &Nason, 2008).

There is a wealth of research supporting the idea that family capitals can improve productive organizational outcomes. Family social capital significantly enhances family business performance, according to studies by Akintimehin Eniola, Alabi, Eluyela, Okere, and Ozordi (2019) and Yosra and Lassaad (2015), for example. Sharabati, et al. (2010) also found that intellectual capital, which was equated with human capital, has a significant impact on the performance of family firms. Other researches have examined the effects of certain family capital dimensions on a range of organizational outcomes, including growth (e.g. Wiklund & Sherpard, 2005), survival (Okwo et al., 2019), and intentions (Edigbo et al., 2021). Despite the enormous attention that family capital seems to have received, there are few studies that have used a complete model to examine all of its aspects. The only study that looked at the full family capital dimensions—human, social, and financial resources—against business sustainability was one by Danes, et al. (2009). As a result, there is a knowledge gap regarding family capital and the viability of firms, especially in this region where the majority of studies in this field have so far been carried out elsewhere.

According to the definition used in this study, sustainability refers to a company's ability to continue operating across multiple generations of a family. It entails maintaining the company's customs, methods, goods, services, and reputation long after the original founders have passed away (Svoboda, 2019). Because sustainability implies tenacity, constancy, and persistence, it is a crucial component of business and entrepreneurship (Cardon& Kirk, 2013). It can also be used to determine how a company will strategically use its resources (Barney, 1991). The economies that have seen a high number of sustainable company ventures are those that have been able to record developments over their thresholds (e.g. Svoboda, 2019; Hoelscher, 2014). Most Western and other European companies that are now conglomerates with franchises around the world began as family enterprises and were able to grow to such heights because of sustainability (Mani & Lakhal, 2015). For many years, family-run enterprises like Coca-Cola have been able to keep their rights, patents, logos, and trademarks within the family line. Despite numerous changes to their brand or leadership approach, they have been able to preserve the fundamental motivations of the company's founders. There are more family businesses from different regions, particularly from Africa and Nigeria. For instance, the majority of today's profitable companies in Nigeria were founded by families and are still run as such.

For businesses falling under the micro category, valuable, uncommon, imperfectly imitable, and non-substitutable resources are crucial. These resources give microbusinesses the motivation they need to launch, develop, and expand. Additionally, the right combination and use of this group of resources could allow small enterprises to grow into new markets and stay in places where others are leaving. For micro-family companies, these resources take the shape of human, social, and financial resources, and frequently situate the people who possess them in an appropriate mix and proportion in advantageous settings, allowing them to advance the venture across many generations within the family line.

If these observed abnormalities, such as a lack of resources, continue across multiple generations of a family business, they may be dangerous for these family enterprises and may make it difficult for them to complete the activities essential to maintain the family business. Therefore, it stands to reason that these issues could slow the expansion of smaller family businesses and ultimately result in their closure. In order to help prevent the dangerous situations foreseen, this study investigates how family capital may be related to the sustainability of micro family companies in Abakaliki, Ebonyi State.

There is no disputing the existence of family businesses in Nigeria; nevertheless, it is unclear how feasible this would be for small family enterprises in Nigeria, and in Abakaliki in particular. This is due to the scant quantity of research that seems to have originated in this field from this location. The Central Bank of Nigeria (CBN) defines micro enterprises as those that are run with a capital of no more than five million Naira (5M), excluding property and buildings, and no more than ten employees (10). These enterprises are typically run by a single owner who primarily hires family members as their labor force rather than many other members of the public (Zuiker, Lee, Olson, Danes, Van Guilder-Dik, &Katras, 2002). For a bigger population who is not working in the public or private sectors, they are typically alternate sources of employment. In some circumstances, they help folks who are employed supplement their salaries or pursue their aspirations of starting their own enterprises. In a city like Abakaliki in Ebonyi State, there are many of these types of firms, but a detailed examination of the literature revealed that there are few studies looking at how family capitals might affect their survival. As a result, this study helps by examining how family capital affects the viability of small family companies in Abakaliki, Ebonyi State.

The Resource-Based View of Firms (RBV) developed by Barney in 1991 was used in this study to better understand how family capital might promote the sustainability of tiny family companies. According to the RBV, the type of resources a company has at its disposal, both material and intangible, can influence strategic decisions or the competitive spirit of the company (Barney, 1991). According to Barney (1991), the RBV variables, which comprise valuable, rare, imperfectly imitable, and non-substitutable (VRIN) resources, are crucial for the performance and profitability of businesses. The RBV paradigm is important for analyzing the connections between firm resources and outcomes like intents, success, or performance. It is predicated on the idea that companies who can obtain VRIN resources will have a better chance of surviving and remaining in business. According to this study, the many facets of family capital—family human resources, family social resources, and family financial resources—represent VRIN resources that, if available to the company, would help it achieve higher performance and maintain its family-owned status.

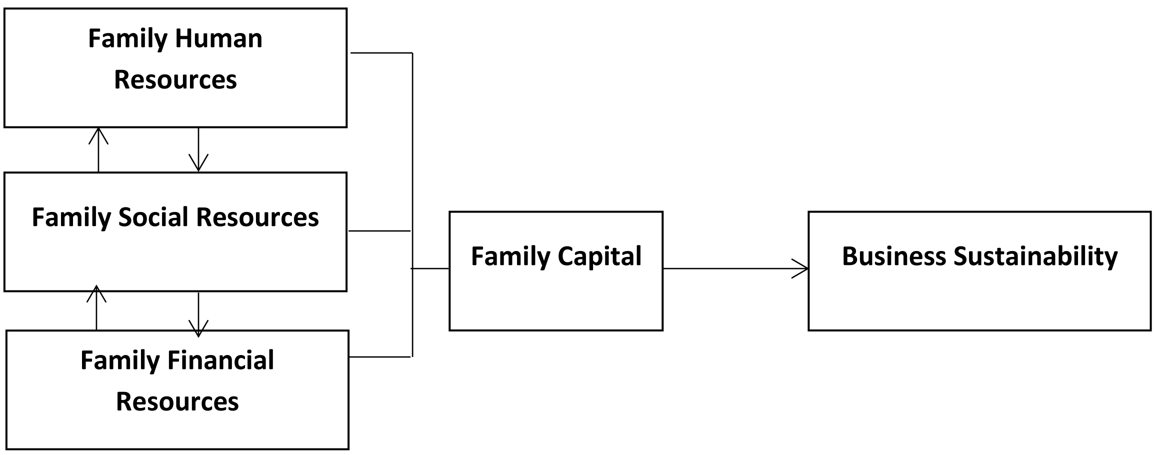

Figure 1: Conceptual link between family wealth and the viability of businesses.
Researcher's Design (2022)

Yosra and Lassaad (2015) investigated the impact of internal social capital characteristics on the family effect on firm performance. They wanted to know how the success of the family firm was impacted by internal social capital, which is one of the family business resources. They made their case using the social capital theory, which postulated that family firms' internal social capital is made up of three dimensions: the structural dimension, the relational dimension, and the cognitive dimension, and that these three works better together to improve performance. The study's goal was to ascertain how each aspect of internal social capital and family firm performance related to one another. They carried out an empirical analysis on a sample of 114 Tunisian family businesses to accomplish these goals. The data analysis showed a positive correlation between the structural and relational aspects and both the financial and non-financial family enterprise performance. However, the cognitive factor significantly improves financial performance but not performance of the non-financial family enterprise. Therefore, it was determined that a family business's multiple social capital characteristics improve both financial and non-financial performance. Akintimehin, Eniola, Alabi, Eluyela, Okere, and Ozordi (2019) looked into how social capital affected the success of informal businesses in Nigeria. The investigation of the impact of internal and external social capital on the financial and nonfinancial performance of firms in the informal economy of Nigeria was the study's main objective. The study was also created to look more closely at how company age influences how well social capital works for businesses. A cross-sectional survey was created and carried out on a sample of 650 informal business owners in the Ikeja area of Lagos state, Nigeria, based on these goals. The study used the structural equation model's (SEM) partial least square method to analyze the survey data. The analyses' findings showed that, in the absence of the firm age controlling variable, social capital significantly affected business performance. Internal social capital significantly affected non-financial performance, while external social capital had no significant impact on either financial or non-financial performance. Social capital significantly affected business performance when firm age was the controlled variable; internal social capital significantly affected both financial and non-financial performance; external social capital significantly did not affect either financial or non-performance. The study concluded that in order to succeed in their businesses, informal entrepreneurs should aim to increase their external social capital as well as make use of their internal social capital resources.

In their 2010 study, Intellectual Capital and Business Performance in the Pharmaceutical Sector of Jordan, Sharabati et al. The goal of the study was to conduct an empirical investigation into the relationship between Jordan's pharmaceutical industry's commercial performance and intellectual capital (i.e., human capital, structural capital, and relational capital). In order to gather information, they created and carried out a survey of 132 top- and middle-level managers from all 15 members of the Jordanian Association of Pharmaceutical Manufacturers. To determine the validity of the metrics and models, correlation and path analysis were done. The study discovered statistical evidence to support the proposed linkages. Therefore, it was suggested in the study that in order to improve the performance of businesses in the pharmaceutical industry, intellectual capital must be increased.

How does family capital and market orientation affect the business performance of the family firm in the manufacturing sector? was the title of a related study. Musa, Ramli, and Hasan led the performance (2018). The study's objective was to ascertain how family capital and market orientation impacted the success of the family firm in the manufacturing industry. Purposive sampling was used to choose 155 family company manufacturing sectors as the study's unit of analysis. The data analysis tool used was structural equation modeling (SEM). According to study results, market orientation and family capital have a direct and considerable impact on how well a family business performs in the manufacturing industry. In order to improve the performance of their family businesses, it was advised that family firms in the manufacturing sector should enhance and utilize family capital.

In a study published in 2014, Hoelscher (2014) investigated whether family capital overcame the detrimental impacts of conflict on firm performance. There is still a dearth of empirical evidence to support the claim that family capital improves business performance, it was asserted in the study, despite scholars having highlighted the significance of family capital for successful family business results. To provide an empirical analysis of the relationship between family wealth and family company success as well as the moderating effects of conflict on this relationship was the aim of the research. In order to accomplish this goal, a survey was created, and 299 businesses were chosen at random to receive structured questionnaires. The association between family wealth and family company success, as well as the moderating effect of conflict on this relationship, were investigated using hierarchical regression analysis. According to the study, family wealth is a key predictor of family business performance. The study also discovered that task conflict, as opposed to relational conflict, moderates the association between family capital and family business performance. This finding implies that family capital can result in a long-lasting competitive advantage, making the choice to support and nurture it much simpler. Additionally, it seems that family capital can make up for inefficient levels of task conflict. Finally, family capital has a lot of potential to become that unique, priceless, uncopiable, and replaceable resource that results in long-term competitive advantage.

Study on family capital of family enterprises integrating human, social, and financial capital was carried out by Danes et al. in 2009. The study made the case that by examining the individual dimension effects of company sustainability, a holistic effect of family impact could be reached. The purpose of the study was to use panel data from the National Family Business Survey to provide a family capital typology based on Sustainable Family Business Theory II and to document its relative contribution to short-term company successes and long-term sustainability. According to the study, family money greatly influenced the success and long-term viability of businesses. Short-term explanations for all family capital categories included 13.5% of variance in gross income and 4% of variance in owner's feeling of success. Over the long run, all family capital types explained 11.6% of the variance in owners' perceptions of their performance and 26.7% of the variance in gross revenue.

2. Methodology

Data

The key source used to get the data set for this study was primary data. This information was directly gathered from the study's participants using a standardized questionnaire. This data set is appropriate for this kind of study because it enables researchers to learn about the phenomenon being studied directly from participants. The owners and managers of small family companies in Abakaliki, Ebonyi State, made up the study's sample. The owners/managers are in a position to report the necessary information, which is why these groups of participants were chosen. There are a total of 590,355 micro firms in Ebonyi State, according to the most recent report of the National Survey of Micro, Small, Medium & Enterprises (MSMEs), which was consulted to ensure that the correct sets of data were gathered. 384,877 of these businesses were run by lone proprietors. We used this cohort for the study because it was focused on micro family enterprises. The study's sample size was chosen using a basic random sampling technique. There were 354 micro family companies in Abakaliki as a result.

The distribution of the research tools was done among small, family-run companies in and around the city of Abakaliki. Only businesses that have been around for a while and those that the researcher believes are functioning with a capital above $3 million were found and located in order to ensure that the correct data sets were collected. For the distribution and collecting of the study devices, the researcher used a few assistances. In order to measure respondents' perceptions of family capital, this study incorporated instruments from similar studies. For example, the original scale of Danes et al., (2009) was adapted with minor wording changes. A modified version of the Svoboda (2019) sustainability scale was also adopted before being given to the study's respondents. Three pieces, A, B, and C, made up the research instrument. The instrument's section A was used to compile the respondents' biographical information. Family capital, which includes human, social, and financial resources, was the independent variable that was the subject of section B's data collection, whereas section C's focus was on the sustainability of family companies.

Measures

Contingent variable

Family business sustainability is the study's dependent variable. Meeting current requirements without compromising the ability of future generations to satisfy their own needs is referred to as "business sustainability" (WCED, 1987). It is an issue that affects all types of businesses, not just family-run ones. Even this is a contemporary issue that inspires fresh concepts for how to provide lasting value. One of Tur-(2018) Porcar's most recent and helpful studies emphasized the numerous effective indicators for measuring sustainability. Revenue is not always emphasized in sustainability; instead, continuity, survival, and persistence are emphasized. Family business sustainability refers to how well the family and the business are run as well as how well family members communicate and share resources. The majority of conversations about sustainability often take an environmental angle. However, the concept of sustainability has been defined in this study from the standpoint of continuity. As a result, we define family business sustainability as the capability of the company's future generations to preserve and carry on in the family business line.

The scale, which had a total of five elements, examined the degree to which the family business's owners and managers believed they had the skills necessary to run the company and keep it in the family. The scale measured how much the owners/managers agreed or disagreed that they had been able to lead the company out of challenging circumstances, how much they agreed or disagreed that they had been able to carry on with their operations despite difficulties, and how much they agreed or disagreed that they had established plans to train family members who could carry on the company. The scale's elements all loaded together smoothly, with the least factor loading at 0.832 and a Cronbach's alpha () of 0.903 for the entire scale.

An unrelated variable

Family human resources, family social resources, and family financial resources made up our independent variables. Family capital has three aspects. The four components that made up family human resources measured the degree to which the family business's owners and management believed they had the labour they needed to effectively manage the company's operations inside the family. The scale measured how much respondents agreed or disagreed that they have family members who are professionals and who can contribute their services to the company; how much respondents agreed that they do not need to pay nonfamily members because every member of the family involved in the company is skilled; etc. The least factor loading for all items on this scale was 0.782, and the Cronbach's alpha () was 0.881.

A total of three factors made up the family social resources scale examined how well-connected, associated, and socially connected the family business owners and managers were thought to be in order for the operation of the company to be successful. The scale measured how much they agreed or disagreed that they belong to important associations that govern their industry, how much they agreed or disagreed that they know influential people who could help them change unfavourable laws, and how much they agreed or disagreed that they have the power to influence decisions that could have an impact on their company. The least factor loading for all items on this scale was 0.826, and the Cronbach's alpha was 0.864. Family financial resources, which consisted of a total of four items, examined the degree to which the owners/managers of the family business believed they had the financial and material resources required to manage the business efficiently. The scale measured how much they agreed or disagreed that they have enough family equity to ensure they always maintain control of the company, how much they agreed or disagreed that they have enough equipment and supplies to ensure the business runs smoothly, etc. With a Cronbach's alpha () of 0.801 and the least factor loading of 0.773, all items on this scale loaded consistently well together.

3. Results and Discussion

Table 1: Pattern Matrix from Confirmatory Factor Analysis in SPSS

Variables	1	2	3	4
Sus1	0.933			
Sus2	0.910			
Sus3	0.904			
Sus4	0.864			
Sus5	0.832			
FHR1		0.887		
FHR1		0.841		
FHR3		0.814		
FHR4		0.782		
FSR1			0.871	
FSR2			0.829	
FSR3			0.826	
FFR1				0.817
FFR2				0.789
FFR3				0.781
FFR4				0.773

Note: Only factor loadings > .50 are shown.

Table 1, Following Hahn, Frees, Binnewies, and Schmitt (2012), confirmatory factor analyses (CFAs) were conducted using AMOS 24.0 (IBM, Armonk, NY, USA) to determine if the three family capital measures and the sustainability measures were best represented by a 4-factor model. Results from the CFAs suggest that the 4-factormodel fits the data better than a 1-factor model.

Table 2. Fit indices for FHR, FSR, & FFR, and SUS

$\chi 2$/df	GFI	AGFI	CFI	IFI	NFI	PGFI	AIC	RMSEA
1.32	.963	.946	.992	.992	.969	.651	161.919	.030

Source: AMOS V 24

Note: FHR =Family Human Resources, FSR = Family Social Resources, FFR = Family Financial Resources, SUS = Sustainability

This study utilized the Pearson's product-moment correlation in accessing the nature of the relationships that exists between the various dimensions of family capital and business sustainability. To test for the impact of these dimensions of family capital, the study utilized the simple regression i.e. ordinary least squares (OLS). These data analyses were performed with the Statistical Package for Social Sciences (SPSS v 23) at a 95 percent confidence level and the Analysis of Moment Structures (AMOS V. 24).

Descriptive Statistics

The nature of the relationships was tested on a 0.05 level of significance. The results of the associations between the variables and the dependent variables are presented in Table 2 below

Table 3: Mean, Standard Deviation and Correlations of variables

	Mean	SD	1	2	3	4	5	6	7
Gender	4.31	0.81	1						

Age	16.21	7.414	0.27*	1					
Qualifications	14.99	6.195	0.34**	0.31*	1				
Human resources	15.78	7.646	0.41*	0.29*	0.47*	(0.71)			
Social resources	16.55	6.933	0.33**	0.40**	0.52**	0.53**	(0.76)		
Financial resources	14.00	8.841	0.26**	0.29*	0.41**	0.43**	0.48**	(0.81)	
Sustainability	17.52	8.619	0.37**	0.42**	0.45**	0.52**	0.41**	0.47**	(0.70)

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 3 above shows the means, standard deviation scores, and the associations between the variables of the study. From all indications, there are varying relationships between family capital and micro-business sustainability in Abakaliki; Gender indicated a strong significantly positive relationship ($r = 0.42$; $p< 0.01$), meaning that gender spread in micro family businesses in Abakaliki improves the rate of sustainability of these businesses. The age of the respondents also showed a significant and positive relationship with business sustainability ($r = 0.42$, $p<0.01$); an indication that the higher the ages of managers/owners of the family business, the higher the chances of sustainability of the business. The relationship between educational qualification of the business owner/managers of the sustainability of the business, was positive and significant ($r = 0.42$, $p<0.01$); meaning that with higher levels of educational qualifications, managers/owners stand a higher chance of sustaining the business. There are positive significant relationships between respective dimensions of family capital and business sustainability: human family resources and sustainability; ($r = 0.52$, $p<0.01$), which implies that the higher the levels of the human resources of the firms, the higher the rate of the likelihood of sustenance. Social human resources; ($r = 0.41$, $p<0.01$), which implies that with higher levels social resources, they higher the rate of sustainability of such firms; and family financial resources and business sustainability ($r = 0.47$, $p<0.01$) implies that with higher levels of financial resources, the chances of sustaining the business will be higher.

The study adopted a multiple regression analysis for this test. This analysis was conducted using the Analysis of Moment Structures (AMOS V. 24). This was done in such a way that each dimension of family capital (i.e. the independent variable) was regressed against sustainability of business (the independent variable). The results of the analysis are presented in Table 4 below.

The table showed that family human resources positively and significantly impact business sustainability ($\beta = 2.30$; $p<0.01$). The implication is that an increase in the family human resources in the family business, significantly improves their sustainability. Hence, the null hypothesis formulated to test this relationship was rejected and the alternate hypothesis that: there is a significant impact of family human resources on the sustainability of micro-family businesses in Abakaliki was accepted.

Table 4: Regression of Family human resources, Family social resources and Family financial resources against business sustainability

Variable	**Coefficient**	**t-Value**	**p<t>**
Constant	67.615	70.636	0.000

Family human resources	2.294	24.130	0.000
Family social resources	1.347	19.834	0.000
Family financial resources	1.172	18.217	0.000
F-Statistic	247.15		
p<t>	0.000		
Adjusted R-Square	0.731		
Durbin-Watson Statistic	1.877		

Dependent Variable: Business Sustainability

The regression line will, therefore, be:

Business Sustainability = 67.61 + 2.30FHR + 1.35FSR + 1.17FFR + μ.

Similarly, the test of the second hypothesis as can be deduced from the table: family social resources positively and significantly impact business sustainability ($\beta = 1.35$; $p<0.01$). This also implies that increase in the family social resources, would significantly improves their sustainability. Thus, the null hypothesis formulated to test this relationship was rejected and the alternate hypothesis that: there is a significant impact of family social resources on the sustainability of micro-family businesses in Abakaliki was accepted. Family financial resources positively and significantly impacts on business sustainability ($\beta = 1.20$; $p<0.01$). The implication is that an increase in the family financial resources in the family business, significantly improves their sustainability. Hence, the null hypothesis formulated to test this relationship was rejected and the alternate hypothesis that: there is a significant impact of family financial resources on the sustainability of micro-family businesses in Abakaliki was accepted.

Discussions of Results

Study on family capital has received widespread popularity among researchers in the fields of family business, succession and sustainability research, although little has been done concerning family capital on business sustainability of micro businesses in Abakaliki. Understanding how micro family businesses utilize the capital at their disposal to sustain the business beyond the generation of the founders or other generations will contribute immensely to literature and as well as to knowledge of family capital in the area and population of this study. The best of the knowledge of the researcher, no previous studies have utilized the RBV to investigate how family capital might influence the sustainability of family businesses. This study proposed that family capital influences business sustainability. We found that the individual dimensions of family capital associated positively with business sustainability.

The implications of these positive associations are that micro family businesses which have the right mixtures of family capital will easily sustain the advantages within the family business. Another possible interpretation of this finding is that family businesses with adequate mix of human resources within the family may experience less negative conduct of sabotage, pilfering and espionage (agrees with) and be more instrumental in exploring various growth and expansion opportunities. Similar interpretation of this finding is that family businesses with the right mixture of social resources may experience fewer negative receptions, denials, or socio-cultural challenges (agree with). Family businesses that have adequate financial resources may also experience less negative incomplete projects and experience growth and expansions as the needed funds to engage in research and development are available (e.g. Danes *et al.*, 2009; Musa *et al.*, 2018; Yosra & Lassaad, 2005). These results suggest that in an adequate mixture of family capital, that a combination of family human, social and financial resources foster business sustainability.

Drawing on RBV, this study can suggest that micro family businesses with rare capitals that are valuable, rare, not imitable such as human, capital and financial resources can expand, grow and sustain the business within the family business when they are able to have an adequate mixture of these resources (e.g. Kushnirovisch & Heilbrunn, 2007; Salvato &Melin, 2008).

5. Conclusion and Recommendations

This study aimed at investigating the impact of family capital on the sustainability of micro-family businesses in Abakaliki, Ebonyi State. After reviewing the related literature and analyzing data from the survey of micro family businesses in the study area, it was concluded that the individual dimensions of family capital: human, social and financial resources and as well as the adequate mixture of these dimensions have positive impacts on the sustainability of micro-family businesses. It can thus be said that families can easily maintain and sustain their businesses within their family if they have the right blend of capital.

The study recommended that Family businesses have to device a means of acquiring and maintaining competent human resources in the businesses. This can be achieved by ensuring that various family members are trained in areas where the family businesses are having deficiencies and that in the cases where there are managers in these businesses, that the managers that are employed are people with the skills and expertise. This will go a long way in fostering the sustenance of the businesses within the family.

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