

## The nexus between entrepreneurial skills and generational business success

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**Abstract:** This research paper is an empirical investigation to identify the entrepreneurial skills that can guarantee generational business success. It also seeks to ascertain the connection between entrepreneurial skills and generational business success, as well as to establish a conceptual framework for family business success. This study adopted a descriptive survey research design for this investigation through the use of questionnaires from 250 business owners, chief executives, managers, and employees of family businesses across Delta State. The results empirically identify the entrepreneurial skills required for the sustainable success of family and other businesses. The study also empirically discovered that there is a significant connection between entrepreneurial skills and the generational success of family businesses. This empirical result means that entrepreneurial skills ensure the generational business success of family businesses. For family businesses to succeed, business managers, chief executives, owners, and employees must be equipped with entrepreneurial skills. The study also found that entrepreneurial skills guarantee the sustainability of family businesses. This result has proven empirically that the only way family businesses can be sustainable and achieve generational success is through entrepreneurial skill development. The study concludes with this empirical result, which underscores the importance of entrepreneurial skills in sustainable business success in any kind of business, including family businesses. The study recommends that the human resource department of every business organization, including family businesses, must ensure that only employees with demonstrated entrepreneurial skills are hired for the sustainability of generational business success.

**Keywords:** *Entrepreneurial skills, Family business, Generational business Success, Organizational success, Sustainable business Success.*

### 1. Introduction

It's thrilling to launch a firm, but the reality is that entrepreneurship requires more than simply a love for your offering. Many businesses quickly learn that while some qualities are instantly apparent, they are essential for sustained success. Given that many new business failures happen during the first two years of operation, these abilities frequently mean the difference between a successful company and one that struggles to stay competitive [1].

According to Haber and Reichel [2] the most important elements influencing small enterprises' capacity to survive are entrepreneurial skills. The findings indicated that, when it comes to entrepreneurs' human capital, managerial skill is mostly responsible for reaching goals, whether they are short- or long-term for the company. Important entrepreneurial skill that Giunipero [3] identified in his research include leadership, creativity, management, communication, risk-taking, negotiation, customer focus, and the capacity to make decisions and collaborate with others. Timmons [4] who

defined a set of entrepreneurial skills as dedication, leadership, opportunity obsession, risk tolerance, inventiveness, and internal motivation, was the focus of this study.

A broad range of skills known as entrepreneurial skills can greatly increase the likelihood of business success when used properly. These abilities cover a variety of hard and soft skills, such as marketing, negotiation, problem-solving, leadership, and flexibility. Every business owner needs to acquire certain essential abilities in order to thrive in the cutthroat realm of entrepreneurship [5]. Entrepreneurs may overcome obstacles and achieve long-term success by using these underutilized skills. Being an entrepreneur is a process that frequently involves a constant learning curve. As an entrepreneur, you will probably encounter a variety of abilities and expertise that can advance your company. However, how do you successfully use what you've learned into your business endeavors? To promote growth and innovation, it's not enough to simply acquire knowledge; you also need to incorporate it into your business processes.

Prior to learning new entrepreneurial skills, assess your existing competencies. Determine which of your skills are strong and where you may make improvements. You can choose which new abilities to concentrate on with the help of this self-awareness. Keep in mind that the objective is to expand and supplement your current skill set, not to overload you with information. Make learning that supports your business objectives and can directly affect the success of your endeavor a top priority [6]. With practice, skills improve. Provide opportunities for regular practice in your company so that you may use your new talents successfully. This may be offering to lead projects that will push you to use your new talent or scheduling time each week to work on chores that call for it. By practicing often, you'll improve your skills and gain confidence and efficiency while using them in practical situations. Getting input is crucial when using new abilities in your business ventures. Ask for feedback on your performance from colleagues, mentors, or clients. You can modify your strategy and enhance your use of the skill with the support of constructive criticism [7].

The one thing that is consistent in the fast-paced world of entrepreneurship is change. Whether it's changing market demands, developing technologies, or unforeseen competition, flexibility is essential. To remain relevant and attract clients, entrepreneurs frequently need to modify or reconsider their business strategy [8]. For a developing company, having the flexibility to swiftly analyze the market, absorb new information, and alter course as needed might be crucial.

### *1.1. Statement of problem and the Justification for this Study*

This research paper is very expedient right now due to the unemployment rate in Nigeria currently floating the highest figures in years and this has made it compulsory to every Nigerian to develop entrepreneurial skills that drives businesses into a sustainable success. Entrepreneurship has been proven as the only potent strategy against unemployment. Nigeria has been bedeviled by many economic challenges which include unending inflation, exchange rate volatility, and unemployment rate hike, with high increase of jobless citizens without any unemployment benefits. Others include corruption, high cost of doing business etc. The proven strategic solution to this problem is entrepreneurial skill development that will help float businesses and ensures its sustainable business success. This will contribute to Nigeria's economic development.

This major objective of this research paper is to identify the entrepreneurial skills that can guarantee generational business success. It also seeks to ascertain the connection between Entrepreneurial skill and Generational Business Success as well as to establish a conceptual frame work for family business success.

## **2. Literature Review**

### *2.1. The Concept of Entrepreneurial Skills and Generational Business Success*

According to Chukwuka [1] Entrepreneurial skills are the aptitudes and proficiencies that allow someone to launch, run, and expand a firm. Opportunity recognition, risk management, creativity, decision-making, leadership, and strategic planning are several examples of these abilities. For

businesses to succeed and navigate the intricacies of business environments, entrepreneurial skills are essential. Technical proficiency, leadership, business management, and creative thinking are just a few of the skill sets that can be included in entrepreneurial capabilities. Developing your entrepreneurial talents may require learning many skill sets because they are applicable to a wide range of sectors and employment responsibilities [9]. For example, to be a successful business owner, you might need to improve your business management abilities. Building and maintaining successful project teams may need you to hone your communication and leadership abilities [10]. A wide variety of hard and soft skill can be included in entrepreneurial skills. In order to support the expansion of their companies and brands, entrepreneurs may acquire a variety of skill sets due to the wide range of commercial responsibilities they may play.

The following are the Entrepreneurial skills required for generational Business Success according to Chukwuka [11]:

### *2.1. Opportunity Identification*

Every business begins with spotting opportunity. Opportunity recognition or simply the capacity to spot promising prospects for new business initiatives or company expansion, is a critical entrepreneurial skill [12]. It is the initial stage of the entrepreneurial process, which entails determining unmet needs, market gaps, or new trends and evaluating their potential to generate value. In addition to identifying ideas, this skill involves assessing their viability, potential impact, and compatibility with an entrepreneur's skills. Opportunity identification is the first stage [13].

#### *2.1.1. Creativity and Innovation*

Innovation and creativity are essential for business success because they promote flexibility, uniqueness, and expansion in a competitive marketplace. They give companies the ability to create new goods and services, enhance current ones, and simplify procedures, all of which boost productivity and profitability [13]. Businesses can improve consumer happiness, obtain a competitive edge, and successfully navigate a dynamic market by promoting innovative problem-solving and a willingness to try new things. While creativity is the process of coming up with new concepts, ideas, or methods, innovation is the act of putting those concepts into practice to produce something new and worthwhile. The process of transforming those imaginative concepts into reality is known as innovation, while creativity serves as the foundation [1].

### *2.2. Proficiency in Business Management*

To manage and operate a company or brand, successful entrepreneurs frequently rely on their business acumen. Gaining proficiency in business management can help you become more adept at multitasking, assigning tasks to others, and making decisions that affect the well-being and financial success of your company. A core set of abilities is necessary for effective business management in order for people to lead teams, make wise judgments, and accomplish organizational objectives [6].

### *2.3. Leadership and Teamwork Skill*

Working as a team and assuming leadership responsibilities are two more ways to become a successful entrepreneur. As a business owner, you will almost certainly be a team player as well as a supervisor, and you will need to use your strong leadership abilities to inspire your employees [14].

### *2.4. Communication and Listening*

Entrepreneurs and business owners should also work on improving their communication abilities. Working with others to develop your business can be facilitated by active listening, facilitating discussions in meetings, and using clear communication. Similarly, how you raise brand awareness may also be attributed to successful communication. Effective and unambiguous communications via social

media, content marketing, emails, and other advertising channels, for example, can have a favorable impact on how you connect with your target audience.

### *2.5. Financial Skills and Intelligence*

Finance is the life of every business. Lack of financial intelligence will lead to pack-up of many start-ups. Managing the finances of your company is another component of being a business owner [15]. Using financial tools to assist you manage and monitor the financial operations of your company, reading financial guides, and consulting a financial planner can all help you improve your financial literacy.

### *2.6. Customer Service Skills*

As an entrepreneur, you might still need to learn how to provide excellent customer service regardless of the sector you choose. Effective customer service abilities will help you connect with your consumer base and make sure your brand is offering the goods or services your market requires whether you're interacting with potential customers or considering forming partnerships [16].

### *2.7. Problem-Solving and Analytical Skills*

Successful entrepreneurs may also possess outstanding analytical and problem-solving abilities. Many parts of developing a brand or business may involve making tough choices, overcoming challenges, and applying creativity to create plans and strategies that will support your company's objectives.

### *2.8. Critical Thinking Skills*

Similar to analytical talents, critical thinking abilities may be required to build your total entrepreneurial abilities. Making decisions and addressing difficulties can be aided by considering issues, circumstances, projects, and operations from several angles. Strategic planning and assessing your methods to make essential adjustments or enhancements to your business strategies may also require critical thinking abilities.

### *2.9. Skills In Strategic Planning and Thinking*

The skill to think critically might also be a prerequisite for strategic thinking. Most likely, entrepreneurs who have established brands and companies use their expertise in strategic planning to create plans for business growth and expansion. By strategically planning and thinking, you can identify ways to outperform your competitors, expand your market reach, or put successful ideas into action to meet your objectives.

### *2.10. Technical Skills*

Having access to software for planning, marketing, financial analysis and other business operations can help you advance your technical abilities. Effective tech-savvy entrepreneurs may manage projects, monitor sales and revenue, and assess the success of their company's expansion using software and other digital tools [5].

### *2.11. Time Management and Organizational skill*

Organization and time management are also critical abilities for business owners to possess. Setting deadlines and attainable goals for both you and your team, as well as segmenting activities into small to-do lists, are strategies that can aid in the development of these skill sets. Additionally, you may hire an office assistant to help you manage papers, client files, and business records, or you might use technology to help keep business files organized [17].

### 2.12. Branding, Marketing and Networking Skills

For the purpose of promoting and expanding their brands, entrepreneurs may devote the majority of their time to marketing and professional networking. Becoming an entrepreneur may require putting effective branding and marketing tactics into practice. To begin learning the fundamentals of branding and marketing, you might enroll in a free online course. You could also meet with other business owners to expand your network. You can see more success as an entrepreneur as you hone these skill sets.

### 2.13. Family or Generational Business Success

Family-owned or multigenerational firms' capacity to maintain and expand their operations over several generations is referred to as generational business success. Sayings such as "Shirtsleeves to shirtsleeves in three generations" in the United States and similar proverbs in other countries summarize the widespread problem of family companies losing their financial viability by the third generation. According to estimates, a family firm typically lasts 24 years, which is about equal to the number of years the founder maintained control of the company. In South Africa, it is clearly clear that family enterprises cannot be sustained across several generations. According to a study by Venter, et al. [18] and Farrington, the complex relationships among family members affect the family business's growth, development, and performance throughout time. According to Ward [19] family businesses have several challenges in their long-term growth and survival. Among these needs are standard business obstacles like being a part of a business lifecycle, growing competition, and emerging technologies. However, it gets harder for the family business to grow quickly enough to meet these demands as families get bigger and their lifestyle demands rise.

**Table 1.**  
Differences between family and non-family businesses.

Dimensions	Family business	Non-family business
Nature	Emotional	Rational
Membership	Involuntary	Voluntary
Assessment	Based on norms of loyalty and reciprocity	Based on contribution to the firm
Orientation	Inwardly oriented to protect, nurture, and develop members	Profit oriented
Penchant to change	Views change as a threat to safety and security for family	Views change as an opportunity for growth and advancement

Source: Strike [20].

One of the goals of this study was to provide a conceptual framework to help family business enterprises become sustainable over multiple generations. The result of this study is a Family Business Success Map that allows family business members, advisors, and managers to benchmark their business practices in eight key family business practice areas. This study examined key leverages in family business practice areas that can be used to enhance the longevity of a family business over multiple generations, given the unique challenges associated with a family business to ensure sustainability beyond the founding generation.

The two domains in which non-family enterprises function are the ownership domain and the business domain, wherein the operational operations are conducted [21]. Families in family enterprises are included in the ownership and business spheres [21]. The success of a family business in the future is influenced by all three of these systems. Four characteristics define family businesses: they are run by a single family; they employ a certain number of family members; they offer employment to nonfamily members; and, finally, they have an independent board of directors that supports the controlling family's objectives and values [18]. The business sphere, where operational operations are conducted, and the ownership sphere are the two operational domains of non-family firms. The business and ownership sectors are combined with the family sphere in family businesses. A family business's future prosperity is influenced by all three of these systems. Family businesses are characterized by four things: they are run

by a single family; a specific percentage of family members work for the company; they hire nonfamily members; and, finally, they have an independent board of directors that supports the objectives and principles of the controlling family. This study's definition of a family business comes from, who defined a family business as one that is owned by members of the same family and is impacted by family ties to realize the family's vision throughout several generations. The following lists the several practices that have been identified in the literature [18].

#### 2.14. Practices Followed by Successful Family Businesses

In order to guarantee the long-term viability of their companies, successful family businesses adhere to the following five essential practices, according to the study's initial literature review: strategic planning, financial planning and management accounts, family meetings, succession planning, and the board's role. For several generations of success, these approaches mainly encourage thorough evaluations of the finest family business practices [19]. It should be mentioned that hundreds of related procedures with theme variations are suggested by the literature [19]. This article simply aims to highlight a small number of crucial leverages in family business practices that a family firm should constantly take into account to promote sustainability throughout generations.

**Table 2.**

Features of family business (FB) experts.

Expert members of successful family businesses					
Name	Age	Family business sector scope	Position at family business	FB: Years' experience	Generation
Family member 1	42	Manufacturing and retailing of agricultural goods	Operational Director	16	4
Family member 2	59	Agricultural primary producer	Managing Director	32	5
Family member 3	53	Agricultural primary producer	Managing Director	33	11
Family member 4	54	Monument and granite business	Managing Director	29	4
Expert family business advisors					
Name	Age	Qualification	Position of family business advisor	FB: Years' experience	
Business advisor 1	66	CA(SA) &MBA	Head of Advisory firm	35	
Business advisor 2	54	Masters in Marketing	Chief Operational Director: FABASA	18	
Expert family business academic specialist					
Name	Family business advisor expertise			FB: Years' experience	
Academic1	Director of the Nelson Mandela Metropolitan University (NMMU) Family Business Unit, the only one in Africa.			13	

Source: Ungerer and Mienie [21].

#### 2.15. Empirical Review

This study empirically reviewed some related works as follows:

Akanbi [22] investigated the effects of personality traits, self-efficacy, and familial situations on students' entrepreneurial aspirations for financial independence at a vocational college of education in Oyo State. The study's data came from 470 respondents to a survey. Multivariate regression models, Pearson Product Correlation Moment, and vocational-based students in Oyo State's two public institutes of education were used in the analysis. The results demonstrated that personality traits, self-efficacy, and familial influences collectively accounted for 74% of the variance in entrepreneurial intention for financial independence.

Amari, et al. [23] investigated the entrepreneurial behavior of college students in connection to the impact of personal skill variables (motivations, desire for autonomy, need for success, eagerness to

develop one's own concept, individual characteristics, work experience, and teaching). The upper Institute of Business Administration at Sfax University in Tunisia surveyed 250 students, and the results were analyzed using multiple regression analysis. Supportive teachers, professional experience, personality qualities, and motivational elements all have a significant impact on students' entrepreneurial intents, the study found.

Idogho and Ainabor [24] investigated the degree to which students' entrepreneurial education equipped them with the managerial abilities required to launch small businesses. Pearson correlation analysis and a survey of 300 final-year students were used to administer the test. It was shown that students who participated in entrepreneurship courses were more inclined than those who did not to start small businesses following graduation. The study concludes that adding entrepreneurial training to tertiary institutions for skill development has greatly helped the students in the studied area.

Gurol and Atsan [25] investigated the connection between 498 fourth-year students from two Turkish institutions' entrepreneurial abilities, character, and revenue-generating potential. Their investigation revealed that pupils with a greater propensity for taking chances, internal locus of control, drive for success, and inventiveness were also more entrepreneurially minded. The study also discovered that within the sample population, startup potential and revenue creation were influenced by entrepreneurial skills.

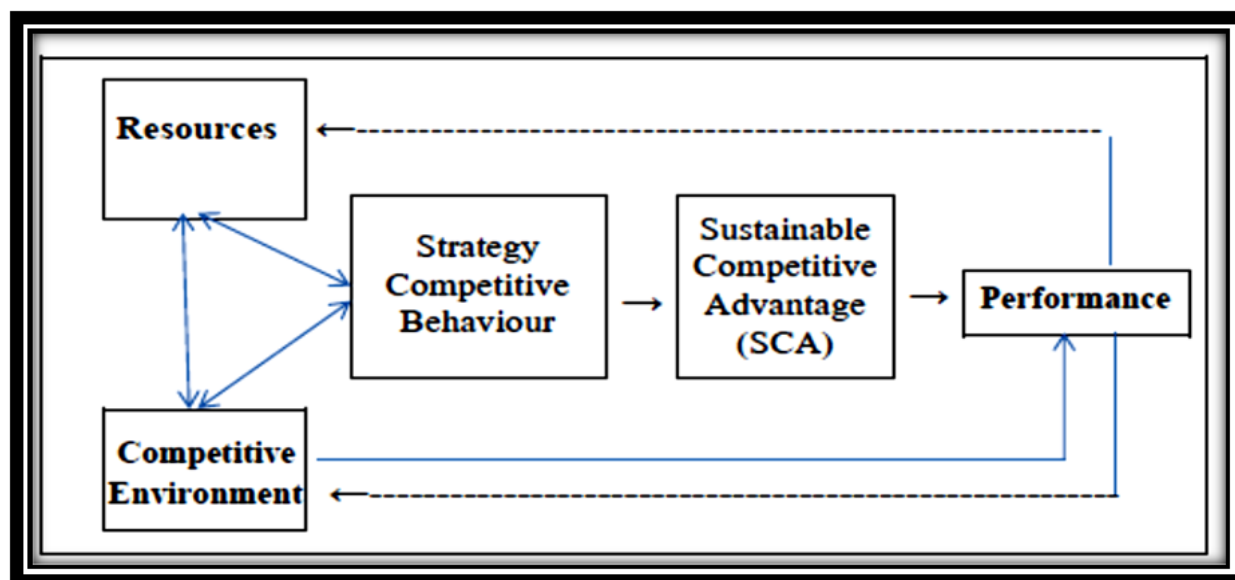
Gerry, et al. [26] investigated the impact of a student's personality on their capacity to start a business in Portuguese universities after graduation. The results of a survey that was completed by 640 undergraduate students were analyzed using multivariate statistical techniques. The study found that factors related to career/employment choice, risk, gender, and academic preparation had a significant impact on students' motivation and interest in launching their own company. Additionally, the study found that the study population's ability to generate revenue and skill development were positively correlated.

#### *2.16. Theoretical Review*

According to strategic management literature, a key first step in enhancing company performance is aligning a plan with each person's unique entrepreneurial skills. Previous research has employed a variety of theories to demonstrate the connection between company success, training and development, and entrepreneurship skills. One such theory is the Resource Base Theory (RBT), which was introduced by Barney [27].

#### *2.17. Theory of Resource Base*

This research investigation is based on Barney's Resource Base Theory (RBT), which was proposed in 1991. The main idea behind this theory is that companies can be successful if they use their entrepreneurial skills and resources to create and maintain a competitive advantage [28]. The resource-based theory of the firm is founded on the idea that a company's HR system can be a distinct source of competitive advantage [29]. Resource-based theory, according to Foss [30] distinguishes particular organizational resources, such as entrepreneurial skills, that may be controlled or managed to execute the best possible plan. The RBV hypothesis states that an organization's capabilities and resources should be its top priorities.



**Figure1.**  
RBV Approach to Performance and Competition.  
Source: Bridoux [31].

As seen in the box above, the relationship between strategy and relationships can be viewed as a continuous sequence of actions and reactions that are impacted by the competitive environment and the companies' resources (entrepreneurial skills) [31]. The company's performance and strategy have an effect on the resources and competitive environment. All of these changes will generate new knowledge, which will open up new avenues for resource development. Due to its examination of the "business-strategy-performance" relationship, the general RBV is known as one of Porter's generic strategies [32].

A company's resources and the strategies it uses to allow those resources to take advantage of and overcome external chances and challenges determine its skills and capacity to prosper or succeed, according to Barney [27]. Although a company's internal organizational resources are the focus of the RBV strategy, this does not mean that important external challenges should be ignored [32]. This tactic links a business's external environment—what customer's desire and what competitors are providing—with its internal strengths.

### 3. Methodology

A descriptive survey research design is used in this investigation. Using a questionnaire to gather information from a sample of participants is known as a survey design [33]. Because the researcher had no intention of controlling any of the study's sample populations, this strategy was adopted. This study is empirical or quantitative in character since primary data was gathered through the use of a questionnaire.

The population of the study includes 150 business owners, managers, chief executives and employees of family businesses in Delta state, Nigeria.

### 4. Results Analyses of Returned questionnaire Respondents

From the 108 respondents returned, from the questionnaires distributed to the Business owners, managers and employees of family businesses within Delta state which represent 69%. Summary of responses using five point Liker's scale



**Table 3.**

2025 Field Survey Summary of responses using five point Likert's scale of employees of family businesses.

S/N	Questionnaire	SA	A	U	D	SD
1	Creativity and Innovation is identified as an entrepreneurial skill that can guarantee generational business success of your family business	48	45	5	10	0
2	Financial skill and Intelligence is an entrepreneurial skill that can ensure the success and sustainability of your family business	50	43	5	8	4
3	Business Management skill is an entrepreneurial skill that can ensure sustainable family business success.	40	43	3	17	5
4	Problem solving and analytical skills is an entrepreneurial skills that can guarantee family business success	39	49	5	13	2
5	Customer service skill is an entrepreneurial skill that can ensure family business success	57	40	4	7	0
6	Leadership and teamwork skill is an entrepreneurial skill that can lead to generational business success	35	52	5	19	0
7	Technical Skill is an entrepreneurial skill that can lead to generational business success of your family business	45	39	4	16	4
8	Communication and listening skill is an entrepreneurial skills that can guarantee generational business success of family business	46	51	0	10	19
9	Skills in strategic planning and thinking is an entrepreneurial skills that will lead to generational business success of your family business	41	58	0	9	2
10	Critical thinking skills is an entrepreneurial skills that guarantee generational business success	49	54	31	1	1
11	There is a connection between Entrepreneurial Skills and Generational Business Success	38	50	2	6	2
12	Entrepreneurial skills guarantees the sustainability of family businesses	35	63	0	7	3

#### 4.1. Test of Hypotheses

Hypothesis 1: Ho1: Ho1: There is a significant Connection between Entrepreneurial Skills and Generational Business Success of Family Business.

**Table 4.**

One-Sample Test for Hypothesis 1: There is a significant Connection between Entrepreneurial Skills and Generational Business Success of Family Businesses.

One-Sample Test						
Questions	Test Value =0					
	T	Df	Sig (Two tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	2.097	4	.104	21.60000	-6.9933	50.1933
2	2.182	4	.095	22.00000	-5.9995	49.9995
3	2.546	4	.064	21.60000	-1.9524	45.1524
4	2.285	4	.84	21.60000	-1.9524	47.8459

From the above one sample t-test table, the five questions give a positive result. The calculated t-value is 9.110 while the table t-value is 1.812. This means that calculated t-value is greater than the table t-value.(9.110>1.812). We therefore reject null hypothesis and uphold alternative hypothesis which states that there is a significant connection between Entrepreneurial Skills and Generational Business Success of Family Business.

#### 4.2. Hypothesis 2

Hii: Entrepreneurial skills Guarantees the sustainability of family Businesses.

**Table 5.**  
One-Sample Test for Hypothesis 2 on Entrepreneurial skills Guarantees the sustainability of family Businesses.

<b>One-Sample Test</b>						
<b>Questions</b>	<b>Test Value =0</b>					
	<b>T</b>	<b>Df</b>	<b>Sig (Two tailed)</b>	<b>Mean Difference</b>	<b>95% Confidence Interval of the Difference</b>	
					<b>Lower</b>	<b>Upper</b>
5	1.8901.901	4	0.130	21.60000	-9.9417	-53.1417
6	2.308	4	0.082	22.20000	-12.3772	55.5772
7	1.931	4	0.126	17.80000	-7.7885	43.3885
8	1.904	4	0.130	21.40000	-9.8100	52.6100

From the above one sample t-test table, the five questions give a positive result. The calculated t-value is 8.044 while the table t-value is 1.812. This means that calculated t-value is greater than the table t-value ( $8.044 > 1.812$ ). We therefore reject null hypothesis and uphold alternative hypothesis which states that Entrepreneurial Skills guarantees the Sustainability of Family Businesses.

#### 4.3. Results and Discussion

One sample t-test table above in Hypothesis one, the five questions give a positive result. The calculated t-value is 9.110 while the table t-value is 1.812. This means that calculated t-value is greater than the table t-value ( $9.110 > 1.812$ ). We therefore reject null hypothesis and uphold alternative hypothesis which states that there is a significant connection between Entrepreneurial Skills and Generational Business Success of Family Business. This empirical result means that Entrepreneurial Skills ensures the generational business success of family business. For family businesses to succeed, the business managers, chief executives, business owners and employees must be equipped with entrepreneurial skills. This result is in tandem with the result of Abdullah, et al. [8] which examined the nexus between entrepreneur skills and successful business: a decompositional analysis' that company's success depends on Entrepreneurial skills.

From the Hypothesis two in one sample t-test table above, the five questions also gave a positive result. The calculated t-value is 8.044 while the table t-value is 1.812. This means that calculated t-value is greater than the table t-value ( $8.044 > 1.812$ ). We therefore reject null hypothesis and uphold alternative hypothesis which states that Entrepreneurial Skills guarantees the Sustainability of Family Businesses. This result has proven empirically that the only way family businesses can be sustainable to generational business success is through entrepreneurial skill development. With this empirical result which underscores the imperative of entrepreneurial skills in sustainable business success in any kind of business including family businesses. This Study also empirically identifies the entrepreneurial skills required for sustainable business success of family and other businesses.

#### 4.4. Conclusion

This study empirically identifies the entrepreneurial skills required for sustainable business success of family and other businesses which was one of the objectives of the study. The study also empirical discovered that there is a significant connection between Entrepreneurial Skills and Generational Business Success of Family Business. This empirical result means that Entrepreneurial Skills ensures the generational business success of family business. For family businesses to succeed, the business managers, chief executives, business owners and employees must be equipped with entrepreneurial skills. The study also found that Entrepreneurial Skills guarantees the Sustainability of Family Businesses. This result has proven empirically that the only way family businesses can be sustainable to generational business success is through entrepreneurial skill development. The study concludes with this empirical result which underscores the imperative of entrepreneurial skills in sustainable business success in any kind of business including family businesses.

#### 4.5. Recommendation

Based on the above results, the study recommends that Human resource department of every business organization including family business must ensure that only employees with demonstrated entrepreneurial skills should be hired for the sustainability of generational business success.

#### Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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