Challenges faced by family-owned education institutions in Nepal in implementing effective succession planning strategies

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Abstract
Purpose – The paper examines the succession management strategies and the preparation level of heirs in the context of family-owned educational institutions in Nepal.
Design/methodology/approach – Sixteen in-depth, semi-structured interviews with the institution’s leader were conducted. Each interview was transcribed using content analysis. Several themes and new items emerged that define the institutional strategies in succession management.
Findings – The paper provides insight into the challenges of implementing effective succession management strategies. The identified themes are traits, processes, challenging aspects and effective plans. The study’s findings show the lack of awareness about the importance of succession planning among the institution owners due to the availability of limited resources. The paper also provides some insights into how family ownership and management are done and the lack of formal processes in succession management strategies.
Practical implications – This paper offers readers the chance to think about succession planning strategies. Also, it adds value in their critical analysis of the succession plan. The study advised the learners to consider additional elements that can impact succession planning, such as experience, educational requirements and their desire to work. It will aid researchers in considering the societal perspective of the successor, which is also a significant worry.
Originality/value – It focuses on a specific context, private schools in Nepal, and examines the challenges they face in implementing succession management strategies. The paper tries to identify the approach that may reveal potential solutions that have not been considered. The paper aims to clearly articulate the unique contributions of the study and explain how it advances the existing literature on succession management.

Keywords Succession planning, Family business, Successor, Effective plans, Interest, Leadership, Sustainability

Paper type Research paper

1. Introduction
Family-owned enterprises hold a dominant position globally, with Peter Drucker emphasizing their significance in our economy and entrepreneurship. The majority of businesses are either founded by or involve family members, underscoring the prevalence of family enterprises across nations. Small to medium-sized family-owned businesses, integral to regional economies, face a critical need for succession planning to ensure continuity and growth (Hillebrand, 2019). This study focuses on understanding the challenges inherent in implementing succession management strategies within family-owned firms, shedding light on the critical considerations in selecting successors and the pertinent knowledge and expertise crucial for the company’s benefit. Succession management is paramount for organizational sustainability, particularly for family-owned businesses where only 30% survive the transition to the second generation, and a mere 3% endure beyond the fourth generation (Pham et al., 2019). Effective succession planning ensures a smooth transition of leadership roles, playing a pivotal role in the long-term success of these enterprises.
In the specific context of private schools in Nepal, effective succession management gains heightened importance due to the competitive nature of the education sector and the challenges associated with attracting and retaining talent. With education being a cornerstone of Nepalese society, private educational institutions, often family-owned, have played a vital role in providing quality education to communities (Bourn and Pasha, 2020). The historical backdrop of private education in Nepal is intertwined with the establishment of mission schools by Christian missionaries in 1853. While the government later took over the first private school, Durbar High School, the 20th century witnessed a surge in private education growth. Early private schools, initiated by individual entrepreneurs or families, primarily catered to the elite but significantly expanded access to education in Nepal. Notable family-owned educational institutions, such as St. Xavier’s School, Rato Bangala School, Budhanilkantha School and Little Angels School, have played instrumental roles in shaping the education landscape (Bhatta and Pherali, 2017).

Succession planning in family-owned educational institutions involves considerations unique to the education sector. The study delves into understanding the challenges faced during generational shifts in these institutions, aiming to answer crucial research questions. These questions include the process of identifying successors, the required qualities for successful successors, challenging aspects of the succession planning process and strategies for owners to create and implement effective succession plans. Maintaining the strength of family-owned businesses during generational shifts is pivotal for the country’s economic sustainability (Yogendra, 2021). However, the succession process for small to medium-sized family-owned businesses differs significantly from that of larger corporations. Factors such as leadership, education, readiness and process frameworks must be carefully considered during generational transitions (Sreih et al., 2019). Despite the corporate world’s comparatively better performance in succession processes, difficulties persist across various organizations. Notably, many family businesses lack formalized succession plans, even when their CEOs are nearing retirement (Lu et al., 2021). In the education sector, where a leadership crisis looms, studies underscore the need for rigorous succession planning processes. Despite the expected retirement of prominent higher education authorities, academia must intensify efforts to research and address succession planning issues (Gokhberg et al., 2022). Consequently, the study outlined here aims to explore and provide insights into the management and succession planning procedures within the education sector, considering the implications of workforce and leadership retirements.

2. Literature review
The exploration of family firms is marked by diverse studies employing various definitions, making it challenging to pinpoint their exact nature. A family business is distinguished by its unique quality derived from family involvement, typically manifesting as a privately owned enterprise managed by family members. Succession within these entities involves a shift in management control from one family generation to the next (Moussa and Elgiziry, 2019). The growing recognition of family firms as a distinct business structure is evident through increased academic, research, media and familial attention, with the first family business journal emerging in 1987 (Hytti et al., 2011). Despite the recent surge in family business research, the dynamic interactions between family and business realms within family firms have historically received minimal attention from organizational and family theorists.

Two factors contribute to this historical oversight. First, the simultaneous examination of family and business realms poses a challenge for academics specializing in one field. Second, contemporary industrial society often perceives work and family as separate and self-contained institutional settings (Mokhber et al., 2017). Increased awareness of family business challenges results from two shifts in recent times. Firstly, throughout the 1990s, more
business owners grappled with the realities of succession and retirement (Garg and Weele, 2012). Secondly, as succession transitions occur more frequently, the demand for experts guiding individuals through this change has significantly increased. Family therapists, business consultants, accountants and attorneys are actively seeking improved ways to assist clients undergoing these transitions (Alderson, 2018).

In Nepal, private schools play a vital role in the education sector, serving a substantial student population. However, many of these schools are family-owned, introducing the crucial issue of succession management as founders or owners approach retirement age. Succession management is indispensable for ensuring a business's sustained success and growth, and private schools are no exception. This literature review aims to delve into the challenges confronted by private schools in Nepal when implementing effective succession management strategies.

2.1 Challenges in private school
One significant challenge in private school succession management is the need for more planning and preparation. Nepalese family-owned businesses often lack formal succession plans, leading to uncertain and haphazard transitions. Few private schools in Nepal have formal succession plans, resulting in a lack of clarity and direction for the institution's future. Proper planning and preparation can make the transition process smooth, boosting morale among employees, students and parents. Another challenge is the conflict between family and business interests in family-owned schools, creating conflicts of interest during succession. Founder or owner family members often wield significant influence, regardless of qualifications, negatively impacting the school's performance and reputation. The need for more suitable successors is a challenge as the education sector in Nepal rapidly changes. Adapting to new technologies, teaching methods and regulations requires finding a qualified and competent successor, especially in family-owned schools. Family members may need to acquire skills or experience, leading to a decline in performance. Financial issues pose a significant challenge during the transition period, with private schools in Nepal often operating on tight budgets. The transition process, involving legal and administrative procedures, can be costly. Financial instability may occur if the new owner or management needs to be more competent. Communication is another challenge, with the transition process causing stress for all stakeholders. Without clear communication, rumors and misunderstandings can lead to chaos. Communication breakdowns often occur, resulting in decreased morale and performance. Effective communication is crucial to ease the transition and create clarity for all stakeholders.

2.2 Family firms
Family firms are the most common type of organization worldwide among small and medium-sized businesses (Sreih et al., 2019). Family businesses, however, face significant obstacles in order to remain and prosper across generations, playing a crucial role in both the social and economic development of wealth. Gokhberg et al. (2022) assert that some family businesses can survive for several generations while maintaining their competitive advantage. Family businesses can support processes of competitive resource allocations toward delivering value through generations (Chakraborty and Biswas, 2020). According to Su and Daspit (2021), knowledge is a crucial asset for the organization to remain dynamic and competitive. Knowledge is characterized in family businesses as specific and implicit. Family members have acquired knowledge in various ways, including through school, employment inside and outside the company and research. This explores how family members, from a young age, acquire tacit knowledge that contributes to the overall expertise of the family business, both in terms of working and living within it (Duh, 2014).
2.3 Education sector of Nepal

The education sector is a vital contributor to the socioeconomic development of any nation, relying on competent and effective leaders at all levels for long-term success (Bozer et al., 2017). Identifying and nurturing talent within the organization is crucial, and the future of academic institutions hinges on effective succession planning. The Nepalese education sector, marked by the baby boomer generation, faces challenges in planning for their replacement, leading to demographic challenges and talent scarcity (Perret, 2016). Attracting talent from outside the organization is challenging, and the lack of interest among new young talents exacerbates the succession planning process, necessitating increased attention and government involvement (Joshi, 2019). Research scarcity in succession planning in academic institutions prompts exploration of insights from the business community’s succession management processes. Interim leadership becomes essential, filling the leadership vacuum during the transition period, maintaining stability and ensuring organizational continuity. Understanding the benefits of interim leaders is crucial for managing change, sustaining organizational momentum and facilitating smooth transitions for incoming leaders.

For newcomers in academia aspiring to provide sustainable leadership, a compatible vision is essential. Principals play a pivotal role in institutional success, and frequent turnovers harm the institution’s culture and overall student achievement within four years (Zepeda et al., 2012). Despite the attractive nature of the principal position, it entails responsibilities, accountability for student achievement and extra working hours. Candidate development is crucial, involving ongoing professional opportunities, formal and informal mentorship and establishing connections with external parties, particularly through collaborations with universities (Zepeda et al., 2012). The importance of identifying potential successors and the incumbent’s role in encouraging and assisting in various leadership activities are emphasized. Once individuals are identified, leadership development activities should align with the organization’s requirements.

2.4 Cross-sector comparison

Cross-sector comparison offers valuable insights for enhancing succession management practices in the private education sector. Lessons from various sectors highlight key considerations. In the healthcare sector, emphasis on talent development and succession planning, particularly for critical roles, suggests the adoption of mentorship programs and robust performance management in education. Learning from the finance sector, practices like talent assessment frameworks, rotational programs and succession planning committees can identify and groom potential successors. The manufacturing sector provides lessons in process orientation and contingency planning, urging the adoption of similar plans in education for seamless leadership transitions. Tech sector insights emphasize innovation and adaptability, encouraging the private education sector to embrace technological advancements for more effective succession planning. The professional services sector showcases strategies for attracting and retaining talent, suggesting structured career paths, performance-based promotions and leadership development programs for educators and administrators. By integrating successful strategies from these sectors, the private education sector can enhance talent identification, development and retention, ensuring long-term success and sustainability.

2.5 Hypotheses development

The realm of education in Nepal has witnessed a significant evolution over the years, with a substantial portion of institutions being family-owned. These family-owned education institutions are not only essential pillars of the country’s educational landscape but also hold a unique place in its social fabric. However, as these institutions navigate the intricate journey of succession planning, they face a plethora of challenges that can significantly influence their
long-term sustainability and success. To delve deeper into this critical aspect, this study proposes three fundamental hypotheses and their respective null hypotheses. These hypotheses provide a structured framework for examining the dynamics of succession planning in family-owned education institutions in Nepal and offer insights into the potential relationship between challenges, effective planning and the role of policies, training and collaboration in shaping their success. Hence, the study proposes three broad hypotheses to be tested and validated. The research hypothesis (HA) and its null hypothesis (Ho) are as follows:

**HA1.** Family-owned education institutions in Nepal face significant challenges related to succession planning.

**Ho1.** There is no significant relationship between the challenges faced by family-owned education institutions in Nepal during succession planning and the success of their succession planning strategies.

**HA2.** Effective succession planning is positively correlated with the long-term sustainability and success of family-owned education institutions in Nepal.

**Ho2.** There is no significant difference in the long-term sustainability and success of family-owned education institutions in Nepal with or without effective succession planning.

**HA3.** The implementation of clear policies and procedures for succession planning, along with the provision of training and development opportunities and collaboration among stakeholders, will improve the success of succession planning strategies in family-owned education institutions in Nepal.

**Ho3.** The implementation of clear policies and procedures for succession planning, the provision of training and development opportunities and collaboration among stakeholders do not significantly affect the success of succession planning strategies in family-owned education institutions in Nepal.

These research hypotheses and null hypotheses provide a framework for further investigation and testing of the issues related to succession planning in family-owned education institutions in Nepal.

### 3. Methodology

The study adopted a qualitative research method (Crabtree and Miller, 1992). The reason for selecting qualitative research is because this method typically entails a thorough investigation of a subject or problem, with a focus on gathering data from those who are directly experiencing or involved in the problem. Within qualitative research, the study adopted “key informant interviews” in qualitative research which refer to the unique characteristics of the interviewee, who is selected by the researcher due to familiarity and knowledge with the topic under study. Succession planning in educational institutions can be understood best by the founders and owners themselves. Hence, the study interviewed these key informants to know their approaches and challenges towards succession planning.

#### 3.1 Research design

Purposive sampling was the most suitable method for the study’s close inspection. With this technique, the respondent for the study can be intentionally chosen by the researcher (Apostolopoulos and Liargovas, 2016). The respondent was chosen for the study based on their professional expertise in education and family business, and the study examined the pre-succession strategies of the participants. The respondents were members of the...
institution’s top management who participated in formulating the institution’s policies. Each interview lasted for 30–45 min. After the participants’ responses were similar, the interview was limited to 16 people.

3.2 Participants
The population for the study was chosen from different regions nationwide and were the owners of family-owned private education institutions. The snowball sampling technique was used as it helped in procuring the names of other family business owners using the succession process. The sample size was 16, and selection was based on the experience of the owner in the succession planning process. The included sample size had ages above 45 years with 12 male participants and 4 female participants.

3.3 Data collection
Semi-structured interview was done where standardized interview questions were created to increase the uniformity of the data that was gathered. The interview was conducted in the author’s native tongue and recorded with his or her prior consent. To improve the interviewer’s interviewing abilities, three pilot interviews were conducted.

3.4 Data analysis
After 16 interviews, the interview ended since the answers were being given repeatedly. This method was very systematic, as a content analysis was used to analyze the data (Camfield and Franco, 2019). The content analysis examines data that have not been altered from their original state. Conventional content analysis, directed content analysis and summative content analysis are the three primary methods used in content analysis. The conventional content analysis method was employed in this study since it begins with observation and defines codes during data analysis. In typical content analysis, categories are created using data analysis from the data (Shava et al., 2021). This method typically enables the researcher to understand a phenomenon more deeply. The researcher draws on preexisting theory or earlier study while conducting a directed content analysis. NVIVO was used to code the data and assign the interview transcripts to specific nodes. The codes are created using the gathered data. The information was produced by 16 semi-structured interviews, which helped to understand the succession management strategies at family-owned educational institutions (see Figure 1).

3.5 Process of data analysis
3.5.1 Qualitative: interview themes. Interview analysis yielded six themes about succession planning, and it is related in educational institutions. Each theme is presented in Table 1 and is covered in length, including excerpts from the interview to strengthen the argument of the themes identified. Each theme generated explains a unique feature of succession planning, ranging from the initial process of identifying a successor to exploring what are the traits required in a successor, to challenging aspects of the succession planning process and finally discussing future plans of succession planning to sustain in the long run.

Table 1 serves as a comprehensive resource, featuring quotes that delve into four central themes related to organizational succession planning. Each theme, accompanied by participant quotes, offers unique perspectives, enriching the understanding of succession planning within leadership development. The table functions as a crucial tool in the theme-generation process, presenting concise, insightful and articulate quotes that encapsulate the essence of each theme. Designed to aid comprehension and discussion, the table provides valuable quotes for readers and decision-makers, shedding light on key ideas and challenges associated with succession planning.
4. Findings
This research explores the challenges and implications of succession planning in family-owned education institutions in Nepal. Three research hypotheses (HA1, HA2, HA3) and corresponding null hypotheses (Ho1, Ho2, Ho3) were formulated to assess these challenges and the effectiveness of succession planning strategies. HA1 reveals significant challenges in succession planning, including a lack of awareness, resistance to change, difficulty in identifying successors and limited resources for training. Ho1 suggests no significant relationship between these challenges and planning success. HA2 emphasizes the positive correlation between effective succession planning and long-term sustainability, supported by our findings, which highlight the role of planning in ensuring institutional continuity and prosperity. Ho2 posits no difference in success with or without effective planning. HA3 asserts that clear policies, training and collaboration enhance succession planning success, backed by our findings, emphasizing their importance in overcoming challenges. Ho3 contends these factors have no significant impact. The research contributes to understanding succession planning in family-owned institutions in Nepal, emphasizing the need for investment in planning and strategies involving policies, training and collaboration to ensure continued success. Table 1 presents four themes: identification process, required successor
traits, challenging aspects and effective succession plans, aligning with existing themes (Ejakpomewhe, 2017). The themes presented in Table 1 are explained as follows:

### 4.1 Process of identifying a successor
In succession planning, internal identification of a successor is contingent on the individual’s expressed interest in the institution, according to 88% of respondents. The survey highlights the significance of interest, competence and tolerance in successor selection. Additionally, 75% stress the importance of determining key skills and characteristics, emphasizing motivation and passion. Addressing challenges in the education sector is deemed crucial, with 50% agreeing that successors should play a pivotal role in proposing solutions (see Figure 2).

### 4.2 Traits required to be a successor
Successors in the education sector require diverse traits depending on their roles. Essential qualities include a deep commitment to education and a passion for student success. According to 88% of respondents, educational qualifications are crucial, while 56% emphasize the significance of emotional intelligence. Successors must effectively manage relationships, understand stakeholders’ needs and create a positive work environment. Additionally, 67% believe a thorough understanding of education policies is vital (see Figure 3).

### 4.3 Challenging aspects in the succession planning process
Succession planning in education often encounters resistance to change from stakeholders, including staff, students and parents, making smooth transitions challenging. Respondents (69%) highlight this resistance as a significant challenge. Time constraints, with a focus on short-term goals, pose challenges for long-term planning (44%). Additionally, 44% note that
regulatory requirements, like background checks and educational qualifications, add complexity to the succession planning process (see Figure 4).

4.4 Effective succession-related plans

According to 88% of respondents, leadership development programs are crucial for preparing employees for future roles, incorporating activities like mentorship and coaching. Additionally, 75% advocate for knowledge transfer plans, including job shadowing and mentoring, to ensure a smooth transition. Effective succession plans, as per 38% of respondents, require implementing a performance management system aligned with organizational goals, emphasizing clear expectations, regular feedback, coaching and growth opportunities (see Figure 5).

Finally, the study emphasizes the need for organizations to adapt their succession management strategies to the changing nature of work. This includes developing strategies to attract and retain a diverse and inclusive workforce and adapting to new work arrangements such as remote work.

The study highlights the importance of proactive and strategic succession management strategies in private education. Organizations can ensure long-term success and sustainability by investing in developing a strong talent pipeline, communicating plans clearly and adapting to changing trends.
5. Viewpoint of stakeholder
Before a change in management in family-owned education institutions, stakeholders often hold diverse views on succession planning. Concerns may revolve around potential disruptions, conflicts, impact on reputation, financial stability and overall performance. Employees, students and parents may be uncertain about the institution’s future direction and how leadership changes will affect them personally. Post management change, stakeholders’ perspectives hinge on the succession planning’s effectiveness. Successful implementation fosters reassurance, confidence and a positive outlook for innovation and growth. Transparent communication and stakeholder involvement enhance trust. Conversely, poorly managed transitions prompt concerns about new leadership’s competence and ability to fulfill the institution’s mission, potentially leading to dissatisfaction. Stakeholders’ views depend on transparency, communication, new leadership competence and the continuity of institutional values and goals. Engaging stakeholders throughout the succession planning process is crucial for fostering a positive environment during and after management changes.

5.1 Stakeholder satisfaction survey: impact of change in management – survey results
The following results are based on the responses received (see Figure 6):
The survey results provide insights into the stakeholders’ satisfaction and perceptions regarding the impact of change in management. The data indicate that while there is a mix of satisfaction levels, there are areas that require attention, such as communication, transparency and effectively addressing transition challenges. These results highlight the need for continuous improvement and effective strategies to address stakeholder concerns and ensure a successful transition (see Table 2).

6. Discussions
The research findings offer valuable insights into the succession management strategies employed by private educational institutions, shedding light on key considerations and practices in this sector. The study identifies themes such as the process of identifying a successor, traits required for succession, challenging aspects in succession planning and effective succession-related plans. These findings align with existing research (Ejakpomewhe, 2017) and provide a foundation for understanding and improving succession management in private education.

The study underscores key aspects of successor identification, emphasizing a preference for internal candidates displaying interest and competence in education. Crucial traits for

<table>
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<th>S.N.</th>
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<th>Very satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Very dissatisfied</th>
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<td>Satisfaction with previous management</td>
<td>20%</td>
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<td>18%</td>
<td>20%</td>
<td>7%</td>
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<td>Communication of management change</td>
<td>25%</td>
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<td>25%</td>
<td>15%</td>
<td>5%</td>
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<td>3</td>
<td>Transparency and inclusion in decision-making</td>
<td>12%</td>
<td>30%</td>
<td>25%</td>
<td>20%</td>
<td>13%</td>
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<td>4</td>
<td>Impact on confidence in institution’s future</td>
<td>10%</td>
<td>20%</td>
<td>35%</td>
<td>25%</td>
<td>10%</td>
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<td>5</td>
<td>Continuity with institution’s values and goals</td>
<td>15%</td>
<td>28%</td>
<td>32%</td>
<td>18%</td>
<td>7%</td>
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<td>6</td>
<td>Effectiveness in addressing transition changes</td>
<td>8%</td>
<td>25%</td>
<td>30%</td>
<td>27%</td>
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<tr>
<td>7</td>
<td>Satisfaction with new management</td>
<td>18%</td>
<td>32%</td>
<td>25%</td>
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Source(s): Author’s own work

Challenges in the succession management strategies

Figure 6. Participant demographics

Table 2. Stakeholders’ satisfaction and perceptions regarding the impact of change in management
successors include a deep commitment to education, passion for student success, emotional intelligence and knowledge of education policies. Challenges in succession planning encompass resistance to change, time constraints and regulatory requirements, requiring proactive resolution. Effective plans involve leadership development, knowledge transfer and aligning performance management with strategic goals. Family-owned institutions face challenges like the lack of proper succession planning, family conflicts, inadequate preparation of the next generation and financial considerations. Addressing these involves formal succession plans, communication, family governance, investment in family education and adapting to external changes. Professional expertise is crucial, and a multifaceted approach is recommended for family-owned institutions. The study concludes by emphasizing the need for organizations to adapt succession management strategies to changing work dynamics, considering trends like remote work and diverse talent pipelines for long-term success. Implementing these strategies contributes to a smooth transition and long-term success in the evolving educational landscape. Future research should explore integrating these trends for effective succession planning.

7. Managerial implications
In Nepal, family-owned education institutions play a crucial role in the educational landscape and economic development. However, like other family-owned businesses, they face unique challenges, particularly in succession planning. Effective succession planning is vital for their sustained success, prompting an in-depth exploration of the specific challenges in Nepal. Through an extensive literature review, this study identifies key obstacles, including family conflicts, insufficient preparation of the next generation, a lack of a clear vision, external factors like government policies and the reluctance of the current generation to relinquish control. Family conflicts, stemming from differing opinions on the institution’s future, ownership distribution and personal dynamics, can impede decision-making, impacting operational effectiveness. Inadequate preparation for the next generation poses a substantial challenge, with the current generation failing to provide sufficient training and development opportunities. Formulating a clear vision for the institution’s future is also a struggle, vital for effective succession planning and long-term sustainability. External factors, such as government policies and the education system, add complexity. The current generation’s reluctance to retire presents a formidable obstacle, hindering opportunities for the next generation and impeding innovation. Recognizing the pivotal role of succession planning, family-owned education institutions in Nepal must adopt effective strategies to ensure enduring success amidst these challenges.

This paper provides practitioners with insights into challenges faced by family-owned education institutions in Nepal during succession planning. Recognizing and understanding these challenges enables tailored approaches, promoting awareness of succession planning’s importance, fostering a culture of change and openness and investing in training. The implications extend beyond education, as identified challenges are likely relevant across industries. Societally, the paper emphasizes effective succession planning’s significance for sustaining and enhancing family-owned education institutions, contributing positively to society and the broader education sector.

8. Limitations and future scope
While the paper introduces new insights, it faces limitations. The study’s sample size may only represent a subset of the private education sector, potentially introducing biases. The exclusion of those who failed the succession process and the use of purposive sampling raise concerns about the study’s comprehensiveness. Researcher bias might have influenced the study’s design and interpretation. The long-term effects of succession strategies on
organizational performance and employee retention were not explored, limiting practical applicability. To enhance the study’s scope, future research should consider including the public education sector and exploring the effectiveness of various succession strategies in private education.

The study can be extended to examine the impact of succession management strategies on organizational performance and employee retention in the long term. The study suggests several directions for future research. Firstly, future research could investigate the effectiveness of different succession planning strategies in private schools in Nepal, such as talent management, leadership development and knowledge transfer. This could provide insights into the most effective approaches for ensuring organizational continuity and sustainability in the context of private schools in Nepal. Secondly, future research could explore the impact of succession planning on employee motivation, engagement and retention in private schools in Nepal. This could help private schools to design succession planning processes that enhance employee satisfaction and commitment, thereby reducing turnover and improving organizational performance. Thirdly, future research could examine the role of external factors, such as government policies and regulations, on succession planning in private schools in Nepal. This could help private schools to anticipate and respond to changes in the external environment and to align their succession planning processes with broader societal goals and objectives.

9. Conclusion

In conclusion, this study has examined the challenges faced by family-owned education institutions in Nepal while implementing effective succession planning strategies. Through a thorough investigation on the topic, including a review of relevant literature, data collection and analysis, several significant conclusions have been drawn, which effectively tie together the various elements of the study. These challenges include a lack of awareness and understanding of the importance of succession planning, resistance to change, difficulties in identifying suitable successors and limited resources for training and development. These findings highlight the multifaceted nature of the obstacles faced by these institutions and provide valuable insights for practitioners and policymakers. Eventually, addressing these challenges and developing effective succession planning strategies are crucial for ensuring the continuity and success of family-owned education institutions in Nepal and beyond. Recognizing the scope and context-specific nature of the study, the authors highlighted the need for further exploration of succession planning strategies in different cultural and institutional contexts. These recommendations provide valuable guidance for future researchers to expand upon this study and generate a more comprehensive understanding of the topic.

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Further reading


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