



Copreneurs: The Impact of Spousal Relationships on Business success In Nigeria

Dr. Olufemi Aladejebi
University of Lagos Business School,
Akoka Lagos, Nigeria.

ABSTRACT

Copreneurship is a term used to describe a situation where the husband and wife manage the same company. Copreneurship is a branch of the family business. It is becoming popular among the type of businesses. The main objectives of this research study include the examination of how spousal relationships affect a firm's financial profitability, factors that limit and improve the effective functioning of copreneurial teams, and how decisions are made. A purposeful sample was used to select respondents. Data was collected from fifty-five (55) couples out of which forty-seven (47) were viable. The research instrument was based on a five-point Likert scale. The questionnaire administered contained 2 parts, Part 1: contains general information while Part 2: contains Perceived success, financial performance, growth performance, shared dream, Leadership, personal needs alignment, Division of labour, complementary skills, supportive employees, competencies, adequate resources. The results showed that the primary operators of the businesses were mostly wives. The majority of the copreneurs benefitted greatly from their business relationship in terms of perceived success, financial performance, growth performance, and shared dreams.

Keywords: Family business, copreneurship, teamwork theory, entrepreneurship.

INTRODUCTION

Family business consists of eighty percent of businesses worldwide, and one-third of these businesses are copreneurships (Amubode, Rauf-Lawal & Owodiong-Idomeko, 2016); however, only 10-15% transition to the third generation (Oudah, Jabeen, & Dixon, 2018). Dyer & Gardner (2012) discovered that at least 80% of businesses worldwide employ family members, and one-third of these include spouses. In the European Union, the proportion of the family firm is 85%, while in the USA, the proportion is 90% (Amubode et al.; 2016). The concept of copreneurship has been around since close to 30 years. Copreneurships are a branch of Family business where couples own and manage the business together (Machek, Kolouchova, & Hnilica, 2016). Much of the growth in entrepreneurship is attributed to an increasing number of wives becoming involved in business partnerships with their husbands (Fitzgerald and Muske, 2002). According to Ponthieu and Caudill (1993), "Copreneurs" are married couples or life Partners who jointly own and operate business organizations or who otherwise share responsibility, risk, ownership, and management by working together in any phase of a business venture. Research on copreneurs, a subset of family, is found primarily in the family literature. There is no difference between life and work. Copreneurs love, work and sleep together (Phillips, 2002).

Statement of Problem

Fitzgerald and Muske, (2002); Muske, Fitzgerald, & Haynes (2003) revealed that on the average copreneurs are less successful than their non-copreneur counterparts in terms of profit and perceived success (Danes & Olson, 2003; Fitzgerald and Muske, 2002). Though Dyer, Dyer, & Gardner (2012) found no effect when couples switched from non-copreneurial to copreneurial. Belenzon and Zarutskie (2012) found that family businesses performed better

when the two leading shareholders are married. Danes & Olson (2003) observed that when couples work together, the potential for tension and conflict is high. This study will focus on where a couple jointly runs companies. Copreneurial business is a subset of a family business that presents real challenges with regards to teamwork, decision making, and the level of job satisfaction experienced by the copreneurs.

According to Cole & Johnson (2007), copreneurs face the unique challenge of balancing their professional business with their romantic personal relationship. It is estimated that 90percent of all businesses in the US, Canada & Europe are family owned and operated (Ibrahim, Jean, & Soufani, 2009). While numerous popular articles on the subject of copreneurship exist, these are not research-oriented but rather anecdotal or based on single-case studies (Marshack, 1993). Figures of family businesses in Nigeria could not be easily determined due to paucity of data (Eguh, Mohd, & Adebayo, 2011).

Objectives of the Study

The objectives of this study include an examination of how spousal relationships affect a firm's financial profitability, examination of the factors that limit as well as improve the effective functioning of copreneurial teams including relational and organizational factors, and how is a decision –making approached within the business.

LITERATURE REVIEW

Theoretical Framework

Teamwork Theory

The Theoretical framework for this work for this study is teamwork theory. In this study, spouses are assumed as a team working together, sharing the same goals and ideals. Teamwork and collaboration are vital to the positive result of any business partnership (Farrington, Venter, Eybers & Boshoff, 2010). Teamwork theory is relevant to copreneurial business (Farrington et al., 2009). A team is a multifaceted social and dynamic entity that consists of two or more individuals with specified roles (Rogelberg, 2007). By nature, teamwork is complex and dynamic, and currently, no universally agreed upon definition exists (Rousseau, Auke & Sawoie,2006). According to Salas, Sims & Burke (2005), the core composed of teamwork can be classified into five, namely: team leadership, adaptability, team orientation, mutual performance monitoring, and back up behavior. Teams are means of organizing work so that individuals can accomplish more than they can on their own (Bell, Brown, Colaneri & Outland, 2018). Teamwork involves team member's interdependent behaviors that translate inputs into outputs called team processes (Bell et al., 2018). Teamwork orientation, which is an extent to which members have a positive attitude towards working as a team (Fransen, Kirschener & Erkkens, 2011), is an essential aspect of teamwork (Salas et al., 2005). The enthusiasm and ability of team members to work together in a truly cooperative manner concerning the achievement of shared goals are referred to as teamwork orientation (Mustafa, Glavee-Geo & Rice, 2017).

Family Business

A family business is a Firm in which one or more families control the strategic direction of the business. (Miralles-Marcelo, Miralles-Quiros, & Lisboa, 2014). It is a firm in which a family or several families has/have effective control, contributing to family well-being and identity (Woodfield & Husted, 2017). A family business has been broadly defined as a firm that includes two or more members of a family that has financial control of the company (Aronoff, Ward, & Astrachan, 2002). The family business is the most common form of business in the world (Oudah et al., 2018). According to Massis, Sharma, Chua, & Chrisman, (2012) there is no generally accepted definition of family business, but each definition usually includes three

elements One or several families hold a significant part of the share capital; Family members retain significant control over the company, which depends on the distribution of capital and voting rights among non-family shareholders with possible statutory or legal restrictions; Family members hold top management positions. In the area of a family business, the dominant research focus centres on succession planning. According to Chua, Chrisman & Sharma (1999), 21 different definitions were identified out of 250 articles reviewed. The protagonist of the family business has four criteria that a definition must possess to be acceptable: degree of ownership and/or management by family members degree of family involvement, the potential for succession, or based on multiple criteria (Bailee, 2014). Marriage strategies are not uncommon to business families. Michelin, the French tyre-making family, encouraged the marrying of cousins to keep ownership control within the firm. In India, a woman might bring business ownership as a dowry when marrying, and following the wedding, her husband becomes the proprietor or manager of the firm (Kenyon –Rouvinez & Ward, 2005).

According to Ogundele (2012), the survival rate of family firms beyond the founder's generation is extremely low, especially in Nigeria. Copreneurship is a branch of the family business (Machek et al., 2016).

Copreneurial Business

The term copreneur was coined by Barnett and Barnet, in 1988. Couples who share a personal relationship and a working relationship are referred to as copreneurs in the family business literature, and they represent one part of a broader business type of family business (Fitzgerald & Muske, 2002). According to the United States census 2007 survey of Business Owners, 3.7million American Firms are jointly owned and run by copreneurs. Couples in business together represent a large category of family-owned businesses in the United States, generating 57 percent of the gross domestic product (GDP) and employing 63 percent on the workforce (Gannon & Drew, 2012). Reasons for setting up copreneurial firms include: drain on quality time at home, lack of stability in a shifting global economy, stoppage of women from getting to managerial positions, downsizing, redundancy, extended working hours travel demands in the business world and flexibility in running a business. (Vyas, 2017). According to Weigel 2013; There are many reasons according to the experts why Copreneurship is increasing:

- Issues on quality of life are leading couples to work together to be close to home and children.
- Younger workers are balancing work and personal life philosophy.
- Important economic and tax benefits that make such an arrangement attractive to couples who want to work together
- Corporate bureaucracy downsizing and restructuring that has caused many business individuals to look to themselves and significant others for increased security and work opportunities.
- New technologies that make copreneurial businesses more practical.
- Older workers are opting for a different employment venture rather than retirement.

According to a study carried out by Othman et al., (2016), there are six motivating factors identified for starting copreneurial business namely: adaptability, wealth, achievement, opportunities, freedom, and evasion. Overall the two major considerations are freedom and opportunity. Pratt (2009) also supports this position with an additional factor of lifestyle. The challenges of copreneurship include the distribution of roles and responsibilities, time allocation. In most traditional nuclear family, the husband is considered the head decision-maker, working for the longer term, while the duties and responsibilities of marriage and the

family are passed to the wife (Millman & Martin, 2007; Blenkinsopp & Owens, 2010). Husband and wives do not equally manage their copreneurship because of differences in how they allocate their time. Ponthieu and Caudill (1993) specifically question, "Who is the Boss?" in copreneur ventures and the National Family Business Survey (NFBs) defines the business manager as "the person most involved in the day-to-day management of the business" (Fitzgerald & Muske, 2002). As a rule, the wife gives priority to the household and the husband to the business (Marshack, 1994). There is a need for couples to define complementary work roles and respect boundaries between business and personal lives (Tompson & Tompson, 2002). Collaborative decision-making as copreneurs is deemed important even when women take a subordinate role in operating the business (Folker, 2008). Copreneurs have an unequal division of tasks (Fairlie & Robb, 2008; Fitzgerald & Muske, 2002). According to Vyas (2017), support from a spouse is a source of competitive edge in the family business. According to research carried out by Tompson & Tompson, (2000) in Australia, the main factor that motivated couples to open a business together was to be able to manage their lives better. The husbands concluded that copreneurship make them earn more money while the wives said it enabled them to cope with the responsibilities of work and family more effectively. According to (Muske, Fitzgerald & Kim, 2002), the growth in copreneurship is as a result of couples desire to be together and their shared vision, goals and ideas, time for family, obtaining control over their lives, the ability to be independent. The spousal commitment of a Company's managers or owners may have beneficial as well as harmful consequences (Machek et al., 2016).

The positive effect of Copreneurial business

One of the advantages of the family business over non-family business is the sharing of a common language, history, beliefs, and values. Communicate with more ease and effectiveness, experience strong familiar relationships, and are more likely to commit to long-term business goals (Barker, Rilmer, Moreno, & Kaplan, 2004; Kim, 2006). A study comparing Japanese family and non-family businesses found that family firms exhibited greater resilience during times of economic downturn and recovered faster when the economy stabilized (Amann & Jaussaud, 2012). Copreneurs are more likely to incorporate family values into a business decision (Muske et al., 2009).

The negative effect of Copreneurial business

Close relationships of a couple may create more difficulties than such intimacy can help overcome (Fitzgerald & Muske, 2002). There are also disadvantages which include conflicts in workplaces which if not well managed may spill over to the home, a downturn in the family business which may lead to financial stress boredom (when couples are together every day) and lack of financial trust (Amubode et al.; 2016). Copreneurial structured family businesses report a higher level of tension more than non-copreneurial family business (McDonald, Marshall & Delgado, 2017). Work-Family Conflict (WFC) is common in copreneurial businesses, and atimes affect business success (Helmle, Botero & Seibod, 2014). While being together all the time may help in personal as well as a business relationship, for others, it might be a recipe for divorce and business failure (Burn, 2007). Vyas (2017) noted that the wrong combination, irritation as a result of spending too much time together, and more business than relationship (too formal) might also harm copreneurs.

Factors responsible for effective Copreneurial business

It has been observed that entrepreneurship work among couples who have mutual understanding and trust (Amubode et al.; 2016)

Table: Factors influencing the effective functioning of Copreneurial teams (Eybers, 2010).

Relational Factors	Organizational Factors
Spousal relationship	Shared dream
Respect and Fairness	Leadership and planning
Commitment to the business	Complementary Skills
Open Communication	Division of labour
The balance between work & family	Internal Context
Family Harmony	Governance

According to Eybers' (2010) study, where there was a high degree of relational and organizational factors present between the couples interviewed, the respondents also perceived their businesses to be successful. The study also revealed that both relational and organizational factors needed to be present to provide a framework within which the spousal team could contribute and function effectively. The spouses must work together in their business as a team if they want their copreneurship to be successful. According to Hedberg & Danes (2012), social cohesion, share leadership, unified vision, and collective perceptions are vital to copreneurship. Keys to running a successful copreneur firm include equality, independence, Trust, Commitment, Compromise, Confidence in each other's work ethic, managing working and family conflict, role priorities, and role clarity (Vyas, 2017).

METHODOLOGY

The population for this study consists of copreneurs operating within Lagos metropolis. A purposeful sample was used to select respondents. The measuring instruments used for the study were adapted from a study carried out by Farrington et al.; (2009) titled Task-based factors influencing the successful functioning of copreneurial Business in South Africa. The questionnaire administered contained two parts, Part 1: contains general information while Part 2: contains Perceived success, financial performance, growth performance, shared dream, Leadership, personal needs alignment, Division of labour, complementary skills, supportive employees, competencies, adequate resources. All items in Section B were arranged on a five-point Likert Scale of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree, respectively.

RESULTS

Questionnaires designed to understand the business characteristics of couples managing business together ("copreneurs"). One hundred and ten (110) questionnaires were distributed to 55 couples via purposive sampling; however, 94 (47 couples) viable questionnaires were analysed. The questionnaire was formulated using a Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

Table 1: Characteristics of Coupeneurs

Characteristic	Frequency	Percentage
Gender		
Female	47	50%
Male	47	50%
Total	94	100%
Educational Qualification		
High School	3	3.2%
Diploma	12	12.8%
BSc	41	43.6%
MSc	37	39.4%
PhD	1	1.1%
Total	94	100%
Age		
20 – 30	2	2.1%
31 – 40	28	29.8%
41 – 50	32	34%
51 – 60	25	26.6%
6> 60	7	7.5%
Total	94	100%
Industry(Per Couple)		
Agriculture	3	6.4%
Art	1	2.1%
Beauty & Fashion	2	4.3%
Construction& Real Estate	2	4.3%
Education	6	12.8%
Event Management	2	4.3%
Finance	4	8.5%
Health	3	6.4%
Food & Beverage	2	4.3%
Hospitality	3	6.4%
Law	1	2.1%
Logistics	2	4.3%
Manufacturing	2	4.3%
Media	2	4.3%
Oil & Gas	2	4.3%
Pharmacy	2	4.3%
Power	2	4.3%
Trading	6	12.8%
Total	47	100%
Working Hours		
5 – 20	5	5.3%
21 – 35	15	16%
36 – 50	42	44.7%
>50	26	27.7%
NR	6	6.4%
Total	94	100%
Number of Distinct Products (Per Business)		
1 – 5	32	68.1%
6 – 10	7	14.9%
>10	8	17%
Total	47	100%
Number of Employees (per Business)		
0 – 5	20	42.6%
6 – 10	10	21.3%
>10	17	36.2%
Total	47	100%

Legal Status (per Business)		
Enterprise	23	48.9%
Limited	24	51.1%
Total	47	100%
Date of Commencement of Business		
Before 2005	7	14.9%
2005 – 2010	8	17%
2011 – 2015	14	29.8%
2016 – date	15	31.9%
NR	3	6.4%
Total	47	100%
Primary Operator (Per Business)		
Husband	9	19.2%
Wife	23	48.9%
Both	15	31.9%
Total	47	100%

The table above shows the characteristics of couples running businesses together interviewed in Lagos. The population was seen to be an educated one as 43.6% of the business owners had a BSc degree, 39.4% had MSc degree, 12.8% with Diploma, 3.2% with High School certificate, and 1% had a Ph.D. Majority of the respondents (34%) were between 41 and 50 years of age, followed by 29.8% between 31 and 40 years, 26.6% were between 51 and 60 years, 7.5% were above 60 years old, and only 2.1% were between 20 and 30 years of age. The businesses were seen to operate in various sectors of the economy with Education and Trading both taking the lead at 12.8%, followed by finance (8.5%), Agriculture (6.4%), Healthcare (6.4%), Hospitality (6.4%), Logistics (4.3%), Manufacturing (4.3%), Media (4.3%), Oil & Gas (4.3%), Pharmacy (4.3%), Power (4.3%), Beauty & Fashion (4.3%), Construction & Real estate (4.3%), Event management (4.3%), Food (4.3%), Art (2.1%) and Law (2.1%). The majority of the entrepreneurs (44.7%) worked 36 hours to 50 hours per week; 27.7% worked over 50 hours per week, 16% worked 21 hours to 35 hours per week, while 5.3% worked 5 hours to 20 hours per week. The majority of the businesses (68.1%) had one to five distinct products, while 17% had over ten distinct products, and 14% had six to ten distinct products. Most of the businesses (42.6%) had more than zero to five employees (s), 36.2% had over ten employees, while 21.3% had six to ten employees.

The statistics of limited liability companies and business names were close: 51.1% of the businesses were limited liability companies while 48.9% were enterprise. When asked the year they commenced their businesses, the majority (31.9%) said they started between the years 2016 and 2019, 29.8% started within the years 2011 to 2015, 17% started within the years 2005 to 2010 while 14.9% started before the year 2005. Regarding the primary operator of the businesses, 48.9% were primarily managed by wife, 19.2% by the husband, and 31.9% by both spouses.

Table 2: Statements on perceived Success

S/N	VARIABLE	MEAN	STD DEVIATION
1	I am satisfied with the way that my spouse and I work together	4.34	0.71
2	I enjoy working with my spouse in our family business.	4.50	0.74
3	I experience my involvement in this business together with my spouse as rewarding	4.44	0.80
4	My involvement in this business together with my spouse is beneficial to our whole family	4.68	0.51
5	My involvement in this business together with my spouse has contributed to my professional growth and development	4.49	0.67
6	My involvement in this business together with my spouse has been beneficial to my marriage relationship	4.55	0.56
7	My participation in this business together with my spouse has improved the health of our marriage relationship	4.41	0.65

The respondents were asked to rank their level of agreement to statements on perceived success as copreneurs. Results from the analysis of their responses showed positive means ranging from 4.34 to 4.68, with a standard deviation between 0.51 and 0.80. The statement “My involvement in this business together with my spouse is beneficial to our whole family” had the highest mean (4.68) followed by “My involvement in this business together with my spouse has been beneficial to my marriage relationship” (4.6). The statement “I am satisfied with the way that my spouse and I work together” (4.34) had the least mean.

Table 3: Statements on Financial Performance

S/N	VARIABLE	MEAN	STD DEVIATION
1	I regard our family business as being financially successful	4.05	0.69
2	Our family business is profitable	4.10	0.73
3	The financial wellbeing of our family business is secure	3.98	0.76

The respondents were asked to rank their level of agreement to statements on financial performance as copreneurs. Results from analysis of their responses showed positive means ranging from 3.98 to 4.10 with a standard deviation between 0.7 and 0.8. The statement “Our family business is profitable” had the highest mean (4.10). The statement “The financial wellbeing of our family is secure” (3.98) had the least mean.

Table 4: Statements on Growth Performance

S/N	VARIABLE	MEAN	STD DEVIATION
1	Our family business has experienced growth in turnover over the past two years	4.06	0.76
2	Our family business has experienced growth in employee numbers over the past two years	3.45	1.04
3	Our family business has experienced growth in profits over the past two years	3.91	0.77

The respondents were asked to rank their level of agreement to statements on growth performance as copreneurs. Results from the analysis of their responses showed positive means ranging from 3.45 to 4.06, with a standard deviation between 0.76 and 1.04. The statement “Our family business has experienced growth in turnover over the past two years”

had the highest mean (4.06) while the statement “Our family business has experienced growth in employee numbers over the past two years” (3.45) had the least mean.

Table 5: Statements on Shared Dream

S/N	VARIABLE	MEAN	STD DEVIATION
1	My spouse and I have agreed on the vision for our family business	4.32	0.69
2	My spouse and I have agreed on the goals for our family business	4.32	0.72
3	My spouse and I have agreed on the future direction for our family business	4.28	0.74
4	My spouse and I have a vision for our family	4.40	0.69
5	My spouse and I hold regular scheduled meetings concerning our business	3.90	0.95

The respondents were asked to rank their level of agreement to statements on the shared dream as entrepreneurs. Results from analysis of their responses showed positive means ranging from 3.90 to 4.40 with a standard deviation between 0.49 and 0.95. The statement “My spouse and I have a vision for our family” had the highest mean (4.40), while the statement “My spouse and I hold regular scheduled meetings concerning our business” (3.90) had the least mean.

Table 6: Statements on Leadership

S/N	VARIABLE	MEAN	STD DEVIATION
1	The spouse that takes the lead in our family business is always considerate of others working in the business	4.39	0.78
2	The spouse that takes the lead considers the opinions of others when making decisions	4.27	0.72
3	The spouse that takes the lead in our family business encourages others involved in the business to voice their opinions	4.34	0.66
4	The spouse that takes the lead in our family business inspires loyalty among those working in the business	4.33	0.72

The respondents were asked to rank their level of agreement to statements on leadership as entrepreneurs. Results from the analysis of their responses showed positive means ranging from 4.27 to 4.39 with a standard deviation between 0.66 and 0.78. The statement “The spouse that takes the lead in our family business is always considerate of others working in the business” had the highest mean (4.43) while “The spouse that takes the lead considers the opinions of others when making decisions” had the least mean (4.27).

Table 7: Statements on Personal needs Alignment

S/N	VARIABLE	MEAN	STD DEVIATION
1	I can realise my ambitions through my involvement in our family business	4.30	0.83
2	I can realise my personal goals through my involvement in our family business	4.39	0.72
3	It is my own choice to be involved in our family business	4.68	0.51

The respondents were asked to rank their level of agreement to statements on personal needs alignment as entrepreneurs. Results from analysis of their responses showed positive means

ranging from 4.30 to 4.68 with standard deviation between 0.51 and 0.83. The statement "It is my own choice to be involved in our family business" had the highest mean (4.68), while the statement "I can realise my ambitions through my involvement in our family business" (4.30) had the least mean.

Table 8: Division of labour

S/N	VARIABLE	MEAN	STD DEVIATION
1	In our family business, a clearly defined division of labour exists between my spouse and I.	4.23	0.87
2	In our family business, demarcated areas of authority and responsibility exist between my spouse and me.	4.09	0.97
3	My spouse and I have agreed on each other's roles or positions in our family business	4.13	0.89

The respondents were asked to rank their level of agreement to statements on the division of labour as copreneurs. Results from the analysis of their responses showed positive means ranging from 4.09 to 4.23 with standard deviation between 0.87 and 0.97. The statement "In our family business a clearly defined division of labour exists between my spouse and I." had the highest mean (4.23) while the statement "In our family business demarcated areas of authority and responsibility exist between my spouse and I." (4.09) had the least mean.

Table 9: Complementary skills

S/N	VARIABLE	MEAN	STD DEVIATION
1	My spouse and I bring different strengths (abilities) to our family business	4.70	0.53
2	My spouse and I bring a diverse mix of knowledge, skills, perspectives, and experiences to our family business	4.69	0.49

The respondents were asked to rank their level of agreement to statements on complementary skills as copreneurs. Results from the analysis of their responses showed positive means ranging from 4.69 to 4.70 with standard deviation between 0.49 and 0.53. The statement "My spouse and I bring different strengths (abilities) to our family business." had the highest mean (4.75).

Table 10: Supportive employees

S/N	VARIABLE	MEAN	STD DEVIATION
1	Our family business has the support of employees working in the business	4.20	0.70
2	Our family business has employees with the necessary competencies	4.09	0.78

The respondents were asked to rank their level of agreement to statements on the division of labour as copreneurs. Results from analysis of their responses showed positive means ranging from 4.09 to 4.20 with standard deviation between 0.70 and 0.78. The statement "Our family business has the support of employees working in the business." had the highest mean (4.20).

Table 11: Competencies

S/N	VARIABLE	MEAN	STD DEVIATION
1	My spouse and I have appropriate business experience that enables us to contribute to the functioning of our family business	4.32	0.87
2	My spouse and I have the qualifications that enable us to contribute to the effective functioning of our family business	4.40	0.83

The respondents were asked to rank their level of agreement to statements on competencies as coupreneurs. Results from the analysis of their responses showed positive means ranging from 4.32 to 4.40, with standard deviation between 0.83 and 0.87. The statement "My spouse and I have the qualifications that enable us to contribute to the effective functioning of our family business." had the highest mean (4.40).

Table 12: Adequate Resources

S/N	VARIABLE	MEAN	STD DEVIATION
1	Our family business has sufficient access to information required to function effectively	4.28	0.68
2	Our family business has adequate access to the resources required to function effectively	3.89	0.96

The respondents were asked to rank their level of agreement to statements on adequate resources as coupreneurs. Results from analysis of their responses showed positive means ranging from 3.89 to 4.28 with standard deviation between 0.68 and 0.96. The statement "Our family business has sufficient access to information required to function effectively" had the highest mean (4.28).

DISCUSSION & CONCLUSION

The coupreneurs were well educated, mature, and also experienced in entrepreneurship. The legal status statistic of the population was close, making it a well-represented population. The industries of the entrepreneurs were also well distributed across various sectors of the economy.

The primary operators of the businesses were mostly wives. This is not uncommon in a country like Nigeria, where a lot of the men are in paid employment, and their wives monitor the family business they are running on the side.

Analysis of the results showed that majority of these coupreneurs benefited greatly from their business relationship as results showed positive means across all parameters namely: perceived success, financial performance, growth performance, shared dream, leadership, personal needs alignment, division of labour, complementary skills, supportive employees, competencies and adequate resources.

In conclusion, it can be inferred that running a business with one's spouse can be an added advantage for business growth.

References

- Amann, B. & Jaussaud, J. (2012). Family and non-family business resilience in an economic downturn. *Asia Pacific Business Review*, 18(2), 203-223. doi: 10.1080/13602381.2010.537057
- Amubode, A. A., Rauf-Lawal, H. M., & Owodiong-Idemeko, B. M. (2016). Attitude of couples and marriageable singles in establishing joint fashion business. *Journal of Management and Sustainability*, 6, 192-205. doi:10.5539/jms.v6n1p192
- Aronoff, C., Ward, J., & Astrachan, J. (2002). *Family business sourcebook (3rd ed.)*. Marietta, GA: Family Enterprise Publishers.
- Bailee A. K. (2014). Goal congruity within copreneurial partners: an exploration of family business continuance. A Thesis Submitted to the Graduate Faculty North Dakota State University of Agriculture and Applied Science. Dakota
- Barker, R., Rimler, G., Moreno, E., & Kaplan, T. (2004). Family business members' narrative perceptions: Values, succession, and commitment. *Journal of Technical Writing & Communication*, 34(4), 291-320. doi: 10.2190/H78U-J2AF-6QWC-X46J
- Barnett F. & Barnett S (1988) *Working Together: Entrepreneurial Couples*. Ten Speed Press: Berkeley, CA.
- Bell, S.T., Brown, S. G., Colaneri, A. & Outland, N. (2018). Team composition and the ABCs of teamwork. *American Psychologist* 73(4):349-362. doi:10.1037/amp0000305
- Belenzon, S, and Zarutskie, R. (2012). *Married to the firm? Family ownership, performance, and financing in private firms*. Working paper, Duke University. Retrieved from www.faculty.fuqua.duke.edu.
- Blenkinsopp, J. & Owens, G. (2010). At the heart of things: The role of the married couple in entrepreneurship and family business. *International Journal of Entrepreneurial Behaviour and Research* 16(5):357-369. doi:10.1108/13552551011071850
- Chua, J., Chrisman, J., & Sharma, P. (1999). Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23(4), 19-39. doi/10.1177/104225879902300402
- Cole, P.M. & Johnson, K. (2007). An exploration of successful copreneurial relationships post-divorce. *Family Business Review*, 20(3):185-198. doi: 10.1111/j.1741-6248.2007.00093.x
- Danes, S. M., & Olson, P. D. (2003). Women's role involvement in family businesses, business tensions, and business success. *Family Business Review*, 16(1), 53-67. doi:10.1111/j.1741-6248.2003.00053.x.
- Dyer, W. G., Dyer, W. J., & Gardner, R. G. (2012). Should my spouse be my partner? Preliminary evidence from the panel study of income dynamics. *Family Business Review*, 26, 68-80. doi:10.1177/0894486512449354
- Eshuh, O. L, Mohd S. M, Adebayo. O. I (2011). A conceptual framework of family business succession: Bane of family business continuity, *Int. J. Bus. Soc. Sci.*, 2 (18):106-113. Retrieved from www.ijbssnet.com
- Eybers, C. (2010). *Copreneurs in South African small and medium-sized family businesses (Unpublished master thesis)*. Nelson Mandela Metropolitan University, PortElizabeth, South Africa
- Fairlie, R. W. & Robb, A. M. (2008). Gender differences in business performance: Evidence from the Characteristics of Business Owners Survey. Retrieved from www.ssrn.com
- Farrington, S., Venter E., Eybers, C. & Boshoff, C. (2010). Task-based factors influencing the successful functioning of copreneurial businesses in South Africa. *South African Journal of Economic and Management Sciences*, 14 24-46. doi: 10.4102/sajems.v14i1.96
- Fitzgerald, M. A., & Muske, G. (2002). Copreneurs: An exploration and comparison to other family businesses. *Family Business Review*, 15, 1-16. doi:10.1111/j.1741-6248.2002.00001.x.
- Folker, C. (2008). Women in family firms: Characteristics, roles, and contributions. *Small Business Institute Research Review*, 35, 157-168. Retrieved from www.researchgate.net
- Fransen, J., Kirschner, P.A., & Erkens, G. (2011). Mediating team effectiveness in the context of collaborative learning: The importance of team and task awareness. *Computers in Human Behavior*, 27(3), 1103-1113. doi.org/10.1016/j.chb.2010.05.017
- Gannon, D. (2012). *Copreneurs: When Work and Love Mix*. Retrieved from: www.thefiscaltimes.com
- Helmle, J. R., Botero, I. C., & Seibold, D. R. (2014). Factors that influence perceptions of work-life balance in owners of copreneurial firms. *Journal of Family Business Management*, 4, 110-132. doi:10.1108/JFBM-06-2014-0013

- Hedberg, P. R. Danes, S. M. (2012). Explorations of dynamic power processes within copreneurial couples. *Journal of Family Business Strategy* 3, 228-238. doi:10.1016/j.jfbs.2012.10.004
- Ibrahim A. B, Jean M, Soufani, K. (2009). *Global Economy & Finance Journal*, 2(2):1-21. Retrieved from www.degruyter.com
- Kenyon-Rouvinez, D., & Ward, J. L. (2005). *Family Business: Key Issues*. Palgrave Macmillan
- Kim, J. (2006). Korea. In F. Kaslow (Ed.), *Handbook of family business and family business consultation: A global perspective*. Florence, KY: Taylor & Francis.
- Machek, O., Kolouchová, D., & Hnilica, J. (2016). The impact of spousal relationship on profitability: A matched-pair investigation of copreneurial firms. *Journal of Advanced Management Science*, 4, 245-249. doi:10.12720/joams.4.3.245-249
- Marshack, K.J. (1993). Coentrepreneurial couples: A literature review on boundaries and transitions among copreneurs. *Family Business Review*, 6(4):355-369. doi.org/10.1111/j.1741-6248.1993.00355.x
- Marshack, K. J. (1994). Copreneurs and dual-career couples: are they different? *Entrepreneurship Theory and Practice*, 49-69. doi:10.1177/104225879401900104
- Massis, A. Sharma, P. Chua, J. H. & Chrisman, J. J. (2012). *Family Business Studies—An Annotated Bibliography*, Edward Elgar Publishing
- McDonald, T. M., Marshall, M. I. & Delgado, M. S. (2017). Is working with your spouse good for business? The effect of working with your spouse on profit for rural businesses. Springer Science doi: 10.1007/s10834-017-9525-8
- Millman, C., and Martin, L. M., (2007) Exploring small copreneurial food companies; female leadership perspectives, *Women in Management Review*, 22(3), 232-239. 10.1108/09649420710743680
- Miralles-Marcelo, J. L., Miralles-Quiros, M., & Lisboa, I. (2014). The impact of family control on firm performance: Evidence from Portugal and Spain. *Journal of Family Business Strategy*, 5, 156-168. doi:10.1016/j.jfbs.2014.03.002
- Muske, G., Fitzgerald, M. A., & Haynes, G. (2003). The intermingling of financial resources among copreneurial couples. In Proceedings of the 17th annual US association for small business and entrepreneurship conference.
- Mustafa, G., Glavee-Geo, & Rice, P. M. (2017). Teamwork orientation and personal learning: The role of individual cultural values and value congruence. *South Africa Journal of Industrial Psychology* 43, 1-13. doi: 10.4102/sajip.v43i0.1446
- Ogundele O. J. K, Idris, A. A & Ahmed-Ogundipe, K. A, (2012). Entrepreneurial succession problems In Nigeria's family businesses: A threat to sustainability. *European. Science. Journal* . 8 (7):208-227. Retrieved from www.eujournal.org
- Oudah, M., Jabeen, F. & Dixon, C. (2018). Determinants linked to family business sustainability in the UAE: An AHP approach. *Sustainability*, 10, 1-23. doi:10.3390/su10010246
- Othman, N. Mohamed, S. Suradi, S. (2016). *Motivating Factors of Couple Involvement in Copreneurship Businesses in Malaysia*. *World Academy of Science, Engineering and Technology International Journal of Industrial and Systems Engineering*. 10. 256-259. Retrieved from waset.org
- Phillips, M. (2002) *Spouses find ways to meet the challenges of working together –sometimes*. *The Business Review (Albany)*. Retrieved from www.albany.bizjournals.com
- Ponthieu, L. D. & Caudill, H. L. (1993). Who's the boss? Responsibility and decision making in copreneurial ventures. *Family Business Review*, 6, 3-17. Retrieved from www.researchgate.net
- Pratt, J. H., (2009). *Who operates the business? A comparison of husband and wife copreneurs from the survey of business owners*. *U.S. Small Business Administration*. Retrieved from www.researchgate.net
- Rogelberg, S. G. (2007). *Encyclopedia of industrial and organizational psychology*. Thousand Oaks, Calif.: Sage.
- Rousseau, V., Aubé, C., & Savoie, A. (2006). Teamwork behaviors: A review and an integration of frameworks. *Small Group Research*, 37, 540-570. doi: 10.1177/1046496406293125
- Salas, Sims, & Burke. (2005). Is there a "big five" in teamwork? *Small Group Research*, 36, 555-599. doi: 10.1177/1046496405277134
- Sharma, P., Chrisman, J. J. & Gersick, K. E. (2012). 25 years of family business review: Reflections on the past and perspectives for the future. *Family Business Review*, 25, 5-15. doi: 10.1177/0894486512437626

Tompson, G. H. & Tompson, H. B. (2000). *Determinants of successful co-preneurship. Paper presented at the International Council for Small Business work conference, Brisbane, Australia. Retrieved from www.icsb.org*

Vyas, M. (2017). Copreneurship: Pros and cons. *Indian Journal of Research*, 6(10),63-64. Retrieved from www.worldwidejournals.com

Weigel, R. R., (2013). Copreneurs: Mixing business and love. *Enterprising Rural Families*, 9(10), 2-3. Retrieved from [www. eRuralFamilies.org](http://www.eRuralFamilies.org)

Woodfield, P., & Husted, K. (2017). Intergenerational knowledge sharing in family firms: Case-based evidence from the New Zealand wine industry. *Journal of Family Business Strategy*, 8, 57-69. doi:10.1016/j.jfbs.2017.01.001