



**A THEORETICAL ANALYSIS OF INNOVATION RESEARCH IN AFRICAN FAMILY
BUSINESSES**

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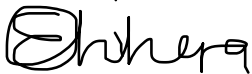
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DECLARATION:

In accordance with Rule G5.6.3, I hereby declare that the above-mentioned treatise/dissertation/thesis is my own work and that I have not previously been submitted to another University or for another qualification



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ABSTRACT

The significant absence of adequate research and documentation illustrating the area of innovation in family businesses in Africa served as the driving force for this study. The main goal of this study was to do a theoretical analysis of the existing research being conducted on innovation amongst African family businesses, by identifying the topics researched, the methodologies used, and as well as the contributions these past studies made to the field of innovation research in an African family business context.

A desktop search was done using the Google and Google Scholar search engines using a positivist research philosophy, a deductive approach to theory formation, and a quantitative research methodology. According to the study's findings, 40 articles assessed innovation in family businesses globally, and only 10 of these articles were researched in Africa. These 10 articles were carried out between 2008 and 2022 and approximately 73% of these researchers were found to be based in African nations. The methodology employed by the writers, showed that 7 out of 10 publications used the quantitative research method, 2 articles used the qualitative research method, and 1 article applied both methods. The findings revealed that South Africa provided the most articles with 5 articles to the research, followed by Nigeria with 2 articles. The most discussed type of innovation with 30% was product innovation.

Future research can focus on other types of innovation. Researchers can use other types of search engines to gather their information while considering publications that are not in English but fall in the search criteria of innovation in family businesses.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

In today's world, family businesses are critical to any nation's economy (Jamil, Fadzil, Waqar & Yaacob 2021:4858). Family businesses make up a large proportion of economic operations, leading the economic structure of most countries in the western world (Farrington & Jappie 2016:348). Regardless of their relevance and global contributions, the topic of family business as an independent area of research was only approximately 30 years old just at end of the twentieth century (Farrington & Jappie, 2016:348). In other African countries and Nigeria, the fast destruction of family businesses is common; in some cases, the business goes out of business only a few years after the visionary's death as a result of a variety of factors, including succession planning, management structure, financial mismanagement, embezzlement, and a lack of competent top management, among others (Ayobami, Odey, Olanireti, & Babarinde 2018:27). These constraints hinder the company's growth and long-term goals, resulting in a considerable percentage of employees not living through the second generation therefore further research in this field from an African perspective is needed (Ayobami et al. 2018:28). A family business is a business that is governed and/or managed with the goal of shaping and pursuing the corporate goals maintained by a dominant coalition owned by close relatives or a small group of family members in a way that is ideally sustainable and productive from generation to generation (De Massis, Frattini, Pizzurno, & Cassia 2015:1). A family business is described as the interplay amongst two sets of institutions, business, and family relations, that determines the family firm's core nature and distinguishes it from others (Lee, 2006:175)

In today's rapidly evolving, complicated, and intensely competitive business climate, it is critical for family businesses to be innovative just to adjust to the ongoing business sector climate and accomplish further turn of events, to keep up with long haul improvement, particularly on account of multi-generational relatives, privately-owned

companies frequently need to advance to stay away from downturn and passing. (Ayobami et al. 2018:26). Researchers and professionals have recognised the value of innovation as an origin of competitive edge in recent years and considering innovation to include both technological and non-technological innovation such as, enabling us to carry out research with a broad focus (Padilla-Meléndez, Dieguez-Soto, & Garrido-Moreno 2015:1065). Innovation can be defined as a tool to take advantage of change as an opportunity (De Massis, Frattini & Lichtenthaler 2013:11). Previous research has defined innovation as the method through which businesses recognise new prospects for change, bring them to fulfilment, and profit from them (De Massis et al. 2013:11). According to De Massis et al (2013:11) new methods of doing things, as well as new goods, services, and procedures, are all possible outcomes of innovation.

Family businesses as well can take advantage of existing possibilities by altering the industry, allowing them to compete more favourably. As a result, disruptive innovation alters/enhances current structures, brings new technology to the forefront, improves commercial transactions, and ultimately becomes popular (Ayobami, Olanireti, James, Odey, & Kayode 2019:1228). Family business analysts describe innovation as a critical aspect for a business's economic advancement and success because innovation not only improves long-term commercial success but also secures a business's survival against rivals in the market (Werner, Schröder & Chlost 2018:201). According to Ayobami et al (2018:27) state that family businesses in Africa place a lower priority on investing in innovation, particularly radical innovation, choosing instead to focus on incremental innovation rather than spending a significant portion of their money and time on disruptive innovation.

Innovation is said to be different for family businesses to some extent because as a result of their reduced Research and Design intensity, family businesses are reported to be less technologically inventive in therefore most academics believe that family businesses have a reduced proclivity for technological innovation due to their traditions and risk aversion nature (De Massis, et al. 2015:10). It appears that family businesses typically partake in innovation processes geared at generating and bringing significant new items to the market, which are implemented using a structure and offer the project coordinator substantial degrees of decisional autonomy (De Massis, et al. 2015:25). Family businesses rely on a significant number of relationships with external sources

of information and technology during this process compared to non-family businesses which invest in both radical and incremental innovations, and they often form cross-functional teams to execute these projects, with the project coordinator having limited decision-making power (De Massis, et al. 2015:25).

1.2 PROBLEM STATEMENT

Family businesses often do not innovate, and this is due to poor management procedures, conservatism in innovation and their reluctance to change (Kankisingi & Dhliwayo, 2019:41). In addition, there is a lack of research on African family businesses (Ayobami et al 2018:27).

The subject of innovation in family businesses has grown in popularity, however understanding of how these businesses develop is still scattered and inadequate, as a result, there has been a desire for more study in this area (Ayobami et al. 2018:26). Considering that previous and present research has been preferentially centred on Western developed nations, it is necessary to perform studies in a variety of geographic and social contexts in order to improve the reliability of existing research on innovation in family businesses and identify differences between regions (Padilla-Meléndez et al. 2015:1083).

1.3 PURPOSE OF THE RESEARCH

The purpose of this study is to undertake a theoretical analysis of research that have been conducted on innovation amongst family businesses in Africa. As such this study will investigate by Whom, What, Where and How, research on innovation in African family businesses has been conducted.

1.4 RESEARCH OBJECTIVES

The research aims of the study will be discussed in this section. The research objectives comprise of the primary objective, secondary objectives, followed by the methodological objectives.

1.4.1 PRIMARY OBJECTIVE

The primary objective is to conduct a theoretical analysis of innovation research conducted amongst African family businesses, by evaluating the field of innovation research in Africa in terms of who the researchers are, what topics are under study, the methods used to carry out such research and the contributions being made.

1.4.2 SECONDARY OBJECTIVES

SO¹: To identify the authors, institutions and countries that have undertaken innovation research on African family businesses.

SO²: To determine trends in innovation research on African family businesses with regard when and where it was published, as well as which topics on innovation has been focused on.

SO³: To determine which outcomes of innovation were investigated in an African family business context.

1.4.3 METHODOLOGICAL OBJECTIVES

MO¹: To undertake a literature review on the nature and importance of family businesses, as well as the nature and importance of innovation in family business research globally and in Africa.

MO²: To identify and describe the research design and methodology most suitable for conducting this study.

MO³: To collect and analyse secondary, published data on innovation practices amongst African family businesses.

MO⁴: To draw conclusions and make suggestions based on the results of the study that can guide future innovation research on African family businesses.

1.5 SCOPE OF THE STUDY

The present study focusses on the area of innovation in family business research in Africa. In accordance with the problem statement, little study has been done on family

businesses in the African environment, irrespective of the significance of family businesses to the world's marketplace and the volume of research on family businesses in the western countries (Ayobami et al 2018:27). Figure 4.1, which depicts the low level of publication activity in Africa, supports this statement further. This study's scope is confined to all journals and literary sources that are connected to innovation in African family businesses as the goal of the current study is to map the area of innovation in African family businesses. The sourcing of these journals will be done by Google and Google Scholar and the articles searched must be written in English to fall under this criteria of the study being on innovation in family businesses in Africa.

1.6 STRUCTURE OF THE STUDY

The study will be structured in this format:

Chapter One: This chapter will present an overview of the study by starting with the introduction and background. The problem statement and the purpose of the research will then be discussed. The research objectives for the current study will follow which will be made up of the primary objectives, secondary objectives, and methodological objectives. The study's scope and structure will be covered at the end of chapter one.

Chapter Two: This chapter forms the literature review of the study and commences by defining family businesses, followed by an exploration of the importance of family businesses on a global scale. Thereafter innovation will be contextualised by defining innovation, discussing the strategies and types of innovation, followed by a discussion on the significance of innovation in family businesses. The differences in innovation between family and non-family businesses will be highlighted before ending the chapter with the evolution of the field of research on innovation in general, as well as the evolution of global family business research on innovation in particular.

Chapter Three: The following chapter will display the research design and the methodology utilised in the present study. The chapter will begin by identifying the research philosophy and approach, methodological choice and the research strategy adopted in this study. Following this will be the time horizon and then the techniques

and procedures used to collect and analyse the primary data. Chapter three will then be concluded by a discussion on the ethical considerations of this study.

Chapter Four: In this chapter the empirical results will be illustrated based on the collected data which will be analysed in the current study. The chapter will commence by demonstrating the publication activity of the articles of innovation conducted amongst African family businesses, the methodology used by these authors, and the countries that were studied. Thereafter the authors' information, keywords that were used and types of innovation associated with innovation will be illustrated and discussed.

Chapter Five: This final chapter of the study will present a summary of the whole study. The chapter will begin with an overview of the research which will discuss the main findings from both the literature review and the empirical research, and the methodology used in the study. Furthermore, recommendations will be given, especially for future research, followed by the contributions of this study. Lastly, the limitations that emerged in the present study of innovation in family businesses in Africa will be highlighted, after which a final conclusion will be given.

CHAPTER TWO

LITERATURE OVERVIEW

2.1 INTRODUCTION

In Chapter one an introduction and background of the study was given, as well as the objectives of the study. In the problem statement it was highlighted that even though innovation is important to all businesses, family businesses often do not innovate due to poor management procedures, conservatism in innovation and their reluctance to change (Kankisingi & Dhliwayo 2019:41). In addition, there is a lack of research on African family businesses (Ayobami et al. 2018:27). Considering that previous and present research has been preferentially centred on Western developed nations, it is necessary to perform studies in a variety of geographic and social contexts (Padilla-Meléndez et al. 2015:1083). Therefore, the primary objective of this study is to investigate previous research conducted on innovation amongst family businesses in Africa.

This chapter which serves as the literature review of the study, begins by defining family businesses, followed by an exploration of the importance of family businesses on a global scale. Thereafter innovation will be contextualised by defining innovation, discussing the strategies and types of innovation, followed by a discussion on the significance of innovation in family businesses. The differences in innovation between family and non-family businesses will be highlighted before concluding the chapter with the evolution of the field of research on innovation in general, as well as the evolution of global family business research on innovation in particular.

2.2 CONTEXTUALISING FAMILY BUSINESSES

2.2.1 DEFINING FAMILY BUSINESSES

Past research has sought to define the characteristic features and basic nature of family businesses using theoretical concepts. As a result, the core of a family business is a vision formed by a dominating group governed by relatives of a family or a limited

number of families, and that is enduring over generations of the family or families (Padilla-Meléndez et al. 2015:1067).

A family business is governed and/or managed with the goal of shaping and pursuing the corporate goals maintained by a dominant coalition, owned by close relatives or a small group of family members (De Massis et al. 2015:1). This is ideally undertaken in a sustainable and productive conduct from generation to generation (De Massis, et al. 2015:1). A family business is one in which a family owns the majority of the shares, one or multiple members of the family hold significant managerial roles, and members of further than one generation are active in the business (Tipu 2021:2).

Furthermore, the study has a distinct perspective on what constitutes a family business as some academics emphasised the single-family or single-control notion of a family business, while others focused on multiple families which gave insight on a thorough description of the entrepreneurial family business and emphasised that the major components of the family business are ownership, governance, and management (Jamil et al. 2021:4859). Ownership means the family owns over 50 percent of the business, governance means the family controls the company, and management means a considerable share of the senior executives comes from that very same family (Llach & Nordqvist 2010:383). As a result, many researchers base their requirements on these three characteristics and these three components are fundamental to every entrepreneurial family business, whether it is run by a single-family or a group of families (Jamil et al. 2021:4859).

For the purposes of this study, a family business is defined as any business that is owned and operated by one or more family members, the family or families involved must own over 50 percent of the business and must hold significant managerial roles in the business. To further understand the study, the importance of family businesses will be discussed in the next section.

2.2.2 THE SIGNIFICANCE OF FAMILY BUSINESSES

In today's world, family businesses are critical to any nation's economy (Jamil et al. 2021:4859). Family businesses make up a large proportion of economic operations, leading the economic structure of most countries in the Western world (Farrington & Jappie 2016:348). Family businesses contribute to the economy by raising GDP, providing jobs, and, most significantly, lowering unemployment (Jamil et al. 2021:4859). Regardless of their relevance and global contributions, the topic of family business as an independent area of research was only approximately 30 years old just at end of the twentieth century (Farrington & Jappie 2016:348).

The contribution of family businesses to the economy of developed nations may be used to determine their relevance (Jamil et al. 2021:4858). For example, in Europe 85.1% of businesses are family-owned, contributing significantly to the country's 50 percent employment rate (Jamil et al. 2021:4859). In Mexico, family businesses account for 99.8% of all firms, whereas in Italy, 85% of all businesses are family businesses, employing 70% of the population (Jamil et al. 2021:4859). Despite Nigeria's lower number of family businesses, family businesses account for 53 % of all businesses in the nation (Jamil et al. 2021:4859). These numbers represent a significant representation of family businesses worldwide, whether in developing or established countries.

Despite the reality that most of the family businesses are minor, there are several well-known examples of enormous family businesses (Venter & Farrington 2009:135). There is convincing proof globally that a good proportion of family businesses are holding major spots in regional and global rankings and have solidified ranks in the top 500 in their respective nations, apart from Asia (Venter & Farrington 2009:135). With commercial powerhouses such as Samsung and Walmart, the USA has 35 percent of the 500 largest corporations being owned by families (Venter & Farrington 2009:135).

The next sections will define innovation as it is used in the study, then go into the main strategies and types of innovation, followed by the importance of innovation in family businesses and then finally discusses the differences in innovation between family and non-family businesses.

2.3 CONTEXTUALISING INNOVATION

2.3.1 DEFINING INNOVATION

Innovation can be defined as a tool to take advantage of change as an opportunity (De Massis et al. 2013:11). Previous research has defined innovation as the method through which businesses recognise new prospects for change, bring them to fulfilment, and profit from them (De Massis et al. 2013:11). According to De Massis et al (2013:11) new methods of doing things, as well as new goods, services, and procedures, are all possible outcomes of innovation.

Innovation is the process of individuals inside an organisation's structure developing and implementing fresh concepts that result in the advancement of goods, offerings, and current business procedures, foreseeably resulting in greater monetary gains, greater competitive placement, and better value for stakeholders for instance suppliers and end-users (Ringberg et al. 2019:103). This description is wide enough to include new approaches, concepts, technical processes, goods, and or services that fall somewhere between incremental and radical innovation (Ringberg et al. 2019:103).

For the purpose of this study, innovation will be referred to as all operations that enable a company to envision, design, build, and implement new goods, services, procedures, or business strategies (Cesaroni, Diaz, & Sentuti 2021:2). Having discussed the definition of innovation, the following section describes the main strategies and types of innovation.

2.3.2 THE MAIN STRATEGIES AND TYPES OF INNOVATION

The main strategies of innovation discussed in this study are incremental, radical and disruptive innovations, followed by briefly referring to the types of innovation resorting under each of the three main strategies of innovation.

2.3.2.1 Incremental innovation

Incremental innovations are described as the result of logical and reasonable reactions to markets, technological regime trends, and other factors (Latzer 2009:605). Incremental innovation is ongoing which means that linear improvement in consumer value is exercised, and it is built on existing technology, with the prevailing design remaining constant (Latzer 2009:605). Incremental innovation does not result in a paradigm change and it entails a minimal level of uncertainty as well as feature enhancements which means that the structure and credentials already in place are adequate (Ringberg et al. 2019:103). Incremental innovation is as a result of a sensible reaction, or out of necessity, it is influenced by market forces, and it is carried out in order to attain short-term economic objectives (Latzer 2009:605).

2.3.2.2 Radical innovation

Radical innovation is characterised by spontaneous, chance, or random scientific findings which is based on the latest technology that leads to new dominating designs and is discontinuous meaning that it has non-linear advancements (Ringberg et al. 2019:109). Due to radical innovation being full of risks, it might result in a paradigm shift and generates a whole new set of performance characteristics, necessitating retraining and new organisational abilities (Latzer 2009:605; Hu & Hughes, 2019:2). Radical innovation is linked to luck rather than need; it may be impacted by research and design policy and is fuelled by technological push which is essential in the beginning stages of technology to attain long-term economic objectives (Latzer 2009:605).

2.3.2.3 Disruptive innovation

Disruptive innovation is a process that is fuelled by a shift in management thinking, and it argues that business model developers do not create new products or services, but rather redesign current ones and how they are delivered to customers (Ringberg et al. 2019:107).

The main types of innovation discussed in this study are product, process, market, organisational, paradigm and progressive innovation.

2.3.2.4 Product innovation

Product Innovation is the launching of a new product tailored to accommodate consumer demand or find solutions for consumers (Chen & Yin 2019:34). In the conventional definition, a product is any physical or tangible item or raw material, which can range from daily items such as toothpaste to industrial commodities (Chen & Yin 2019:34). Even though service organisations often refer to what they provide as a product, it differs from what we think of as a product (Chen & Yin 2019:34). A service product such as medical health care is created and consumed concurrently, and its supply necessitates the consumer's active engagement (Chen & Yin 2019:34).

2.3.2.5 Process innovation

Process innovation is a new way of making or offering a new product or service, such as in manufacturing processes, technology guidelines, or manufacturing equipment (Chen & Yin 2019:36). Process innovation for a producing company is the use of innovative processes, procedures, production techniques, and technologies to enhance expense, durability, lead time, duration of the project, and faster delivery, as well as the ability to customise goods and services (Chen & Yin 2019:36). Process innovation is distinct in that it usually takes place behind the scenes, away from the eyes of the client and the consumer will become aware of a faulty method only when a blunder in the business internal procedure results in a failed delivery of items or services (Chen & Yin 2019:36).

2.3.2.6 Market innovation

Marketing innovation can be defined as the advancement of new services, new pricing strategies, new advertising initiatives, marketing information systems and new distribution methods or networks (Purchase & Volery, 2020:765). This is the ability of a business to generate cutting - edge solutions to meet present and future clients demands (Purchase & Volery, 2020:765). The majority of definitions focus on

modifying and improving the four P's of the marketing mix which are product, promotion, price and place (Purchase & Volery, 2020:765).

2.3.2.7 Organisational innovation

Organisational innovation is referred to as the introduction of anything new to an organisation, such as a concept, item, service, software, procedure, or plan (Demircioglu, 2016:1). This adoption of a new gadget, technique, policy, project, method, product, or service could have been created internally or bought by the adopting business (Demircioglu, 2016:1). Even though organisational innovation is primarily concerned with creativity at the organisational level, adopting innovations requires a favourable innovation climate as well as sources that influence innovation (Demircioglu, 2016:5). Furthermore, innovation in corporations usually attempts to reduce costs while improving product and service quality but considering today's challenges that are growing more complicated, corporations may opt to undertake difficult innovations (Demircioglu, 2016:5).

2.3.2.8 Paradigm Innovation

Adjustments in the fundamental mental models that govern how an organization operates are known as paradigm innovation, and they frequently include strategic reorientations inside the business (Baregheh, Rowley, & Hemsworth, 2016:770). The importance of paradigm innovation is underscored by the fact that it frequently results in advances in both products and processes (Baregheh et al. 2016:770). In this type of innovation, the organisation modifies the product line up, the operations, the markets, and the strategies, which results in a significant transformation to the business plan (Baregheh et al. 2016:770).

2.3.2.9 Progressive Innovation

Progressive innovations are developed through modest adjustments or advancements made to an invention or earlier technical development rather than a dramatic leap (González, Huato, Gaxiola, Espinosa, Miguez & Sánchez. 2019:278). According to

González, et al. (2019:278) Every year, this kind of innovation supports advancements in management strategies and procedures.

The section that follows discusses the significance of innovation in family businesses.

2.3.3 THE IMPORTANCE OF INNOVATION IN FAMILY BUSINESSES

Innovation is a critical component of today's big business transformations as modern managers are being challenged to innovate their operations, including goods and services, from both within and outside the firm and often research looks into innovative processes from either a technological or management thinking standpoint (Ringberg, Reihlen & Rydén 2019:102).

In today's rapidly evolving, complicated, and intensely competitive business climate, it is critical for family businesses to be innovative just to adjust to the ongoing business sector climate and accomplish further turn of events (Ayobami et al. 2018:26). This allows family businesses to keep up with long haul improvement, particularly on account of multi-generational relatives, privately-owned businesses frequently need to advance to stay away from downturn and passing (Ayobami et al. 2018:26). Researchers and professionals have recognised the value of innovation as an origin of competitive edge in recent years and taking into account innovation to include both technological and non-technological innovation such as, enabling individuals to carry out research with a broad focus (Padilla-Meléndez et al. 2015:1065).

Family businesses can take advantage of existing possibilities by altering the industry, allowing them to compete more favourably. As a result, disruptive innovation alters or enhances current structures, brings new technology to the forefront, improves commercial transactions, and ultimately becomes popular (Ayobami et al. 2019:1228).

Family business analysts describe innovation as a critical aspect for a business's economic advancement and success because innovation not only improves long-term commercial success but also secures a business's survival against rivals in the market (Werner et al. 2018:201). According to Ayobami et al. (2018:27) family businesses in Africa place a lower priority on investing in innovation, particularly radical innovation,

choosing instead to focus on incremental innovation rather than spending a significant portion of their money and time on disruptive innovation. According to De Massis et al. (2013:10-11) the presence of family members in business ownership may have an impact on technological improvements because businesses held by a controlling family, for example, could have a varying degree of disruptive innovations than non-family businesses due to their stronger long-term focus. Now that the importance of innovation in family businesses has been explained, the following section discusses the differences in innovation between family and non-family businesses.

2.3.4 THE DIFFERENCES IN INNOVATION BETWEEN FAMILY AND NON-FAMILY BUSINESSES

In the 1990s, study revealed that family businesses had little or no innovation capabilities because they were more interested in maximising returns on investments in political rent-seeking actions rather than innovation, and their avoidance to risk and resistance to transformation may have resulted in a failure to spend money on new ventures (Llach & Nordqvist 2010:383).

Innovation is said to be different for family businesses because of reduced research and design intensity and most academics believe that family businesses have a reduced proclivity for technological innovation due to their traditions and risk averse nature (De Massis, et al. 2015:10). It appears that family businesses typically partake in innovation processes geared at generating and bringing significantly new items to the market, which are implemented using a structure and offer the project coordinator substantial degrees of decisional autonomy (De Massis, et al. 2015:25). That is why family businesses are frequently criticised in the literature regarding their lack of or minimal innovativeness (Kankisingi & Dhliwayo 2019:41; Ayobami et al. 2018:26).

In early research on family businesses, it was discovered that family businesses were less innovative than non-family businesses in terms of both mindsets and accomplishments (Llach & Nordqvist 2010:382). In the early 2000s, for example, it was discovered that heir-controlled Canadian businesses were less engaged in R&D than benchmark businesses of identical size and age in a similar industry (Llach & Nordqvist 2010:382). However, recent studies suggest that family businesses do innovate but

minimally and research enters into detail on the type of innovation that family businesses often exercise (Ayobami et al. 2018:27; De Massis et al.2015:25; Llach & Nordqvist 2010:382).

Family businesses exhibit less product and process innovativeness than non-family businesses, but they adopt a more explorer approach, according to a representative sample of 2,000 Australian Small Medium Enterprises in the services and manufacturing sectors (Llach & Nordqvist 2010:382). When family businesses hold strong positions in their industries, they suggest that agency concerns may cause reduced innovation (Llach & Nordqvist 2010:382).

However, some research argues that family businesses are more inventive than non-family businesses and these vastly differing findings call into question previous studies that claimed family businesses outperformed non-family businesses in terms of human and social capital (Bresciani, Thrassou, & Vrontis, 2013:207; Cesaroni et al. 2021:2). Furthermore, it was discovered that family businesses really have to lure and employ skilled people, and that the large number of partnerships amongst family businesses demonstrates their strong ties to their communities (Bresciani et al. 2013:207-208).

Family businesses rely on a significant number of relationships with external sources of information and technology during this process compared to non-family businesses which invest in both radical and incremental innovations, and they often form cross-functional teams to execute these projects, with the project coordinator having limited decision-making power. (De Massis, et al. 2015:25). However according to Werner et al (2018:203) family businesses are less likely to incorporate external information and are more likely to produce incremental rather than radical innovations. Having explored how innovation varies between family and non-family businesses, the following section discusses the evolution of the field of research on innovation on a global scale.

2.4 THE EVOLUTION OF THE FIELD OF RESEARCH ON INNOVATION (GLOBALLY)

In the previous four decades, the area of innovation studies has evolved significantly, resulting in the introduction of new methodologies and theoretical development that must be explored and evaluated (Rossetto, Bernardes, Borini, & Gattaz, 2018:1). In the early 90's, the concept of innovation was established, and Schumpeter integrated the term "innovation" into the economic notions of the day in his work "The Theory of Economic Development," which was published in 1912 (La Falce, De Muylder, & Toivanen 2014:2). Schumpeter's dynamic and nonlinear innovation model, which characterises the innovation mechanism as a cycle of innovations and impersonations, provides a framework for a wide range of subsequent theoretical advancements, including evolutionary models (Latzer 2009:602). He used a broad knowledge of innovation, covering goods, processes, and structures, as well as the firm and the entrepreneur's role into the investigation (Latzer 2009:602). Although Schumpeter's definition of innovation has developed through time, the fundamental concepts, particularly the importance of innovation as an inducer to economic progress, both for an industry and for a country, have been retained (La Falce et al. 2014:2).

Simon Kuznets, in two publications released in the 1970s, made conclusions concerning the nature of inventions by discussing the nature of innovations and the challenges of assessing the consequences of innovation (Engerman & Rosenberg, 2016:434). According to La Falce et al (2014:2) other researchers continued researching on the topic, such as those by Osborne and Gaebler who researched in 1992, Boyne, Farrell, Law, Powell, and Walker who researched in 2003, and Tidd, Bessant, and Pavitt who researched in 2005. These researchers attempted to understand the reasons and implications of a business's acceptance of innovation as well, however other studies examine whether a positive or negative setting for innovation exists for example Damanpour and Schneider's article of 2006 which explored the link between innovation features, management qualities, and innovativeness in public businesses (La Falce et al. 2014:2).

Anderson and Tushman's research of 1990 also discussed the paradigm and variations that are created by technical disruptions caused by unforeseen radical

innovations as well as incremental innovation (Latzler 2009:602). Current studies have expanded on the various types and strategies of innovation and have been linking them to various variables (Rossetto et al. 2018:3; La Falce et al. 2014:12). Now that the evolution of innovation has been explored, a discussion of the evolution of family business research on innovation follows in the next section.

2.5 EVOLUTION OF FAMILY BUSINESS RESEARCH ON INNOVATION

An exploratory literature review and table of previous research on innovation in family businesses was compiled and is shown in ANNEXURE A. According to the annexure, Craig and Moores were one of the first researchers to conduct a review on the field of innovation in family businesses. According to Cesaroni et al (2021:2) Craig and Moores started their research in the early 2000s by comparing strategy, systems, and the environment to innovation in family businesses.

The impact of innovation in big, publicly listed companies and high-tech enterprises has been extensively researched but unfortunately innovation experts have generally neglected businesses that have continued being family owned (Bresciani et al. 2013:197). The study of innovation in family businesses has grown in popularity during the last decade as the number of research in this field has risen dramatically over the last few decades, yielding a wide range of perspectives and findings (Cesaroni et al. 2021:2).

Despite a range of studies on family business innovation to date, research has lacked in producing a consistent overall picture (Hermann, Kessler, Bachner, Fuetsch & Suess-Reyes 2019:320; Padilla-Meléndez et al. 2015:1066; Werner et al. 2018:201). One of the key factors is the approach chosen and primarily quantitative research methodologies which are only marginally useful in comprehending the complicated and innovation-related reasoning that underpins specific family business decision (Hermann et al. 2019:320). Due to quantitative studies being designed to test causally constructed hypotheses, a detailed comprehension of the underlying rationale and cycles of the inventive operations in the study outcomes is lacking (Hermann et al. 2019:320; Werner et al. 2018:212).

More recent studies on revealed that family businesses do innovate, and research enters into detail on the type of innovation that family businesses often exercise (Ayobami et al. 2018:27; De Massis et al.2015:25; Llach & Nordqvist 2010:382). Comparisons and discussions on family businesses use of radical, disruptive and incremental innovation are the new themes being explored by researchers (Hu & Hughes, 2019:2; De Massis, et al. 2015:25; Ayobami et al. 2018:27; Werner et al. 2018:203).

Throughout the study there has been a debate whether family businesses are more innovative in contrast to non-family businesses and some studies agree that family businesses are indeed more innovative (Bresciani, Thrassou, & Vrontis, 2013:207; Cesaroni et al. 2021:2; De Massis, et al. 2015:3). However various research contradicts this and states that family businesses are less innovative (Llach & Nordqvist 2010:382; Kankisingi & Dhliwayo 2019:52).

2.6 SUMMARY

This chapter began by discussing the definition of family businesses before diving into the significance of family businesses globally. The chapter then went on to contextualise and define innovation which was then followed by the discussion on the strategies and types of innovation. Furthermore, the importance of innovation in family businesses was illustrated next. To finalise the chapter, an evolution of the field of research on innovation on a global scale and an evolution of family business research on innovation was explored.

In the next chapter, chapter three, the research design and methodology followed in this study will be discussed.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

In the previous chapter a literature overview was given on the nature and importance of innovation in family businesses, as well as the evolution of innovation research globally and in family businesses in particular. The purpose of chapter three is to discuss the research design and methodology that was used to accomplish the goals of this study.

Chapter 3 commences by identifying the research philosophy and approach, methodological choice and the research strategy adopted in this study. Following this will be the time horizon and then the techniques and procedures used to collect and analyse the primary data. The chapter will then be concluded by a discussion on the ethical considerations of this study.

3.2 RESEARCH PHILOSOPHY AND PARADIGM

A research philosophy is defined as a set of assumptions and beliefs concerning the creation of knowledge (Saunders, Lewis, & Thornhill, 2016:124). Saunders, Lewis, & Thornhill (2019:144) state that there are five research philosophies namely pragmatism, interpretivism, positivism, postmodernism, and critical realism. Positivism has been identified as the best research philosophy and paradigm for the present study, considering that the goal of this research was to undertake a theoretical analysis of the field of family business innovation in the African context. This entails the researcher undertaking a detailed literature review in order to interpret and proficiently map the entire field.

Positivism is a natural scientific's philosophical approach that calls for using observed social reality to generate generalisations that resemble laws. (Saunders et al. 2019:144). Positivism emphasises purely scientific empiricist methodology to produce pure facts and information that is free from human interpretation or prejudice and offers

clear-cut, accurate information. (Saunders et al. 2016:136). Furthermore, Saunders et al. (2019:144) states that these universal norms and laws aid in the explanation and prediction of organisational behaviour and occurrences.

3.3 APPROACH TO THEORY DEVELOPMENT

Saunders et al (2019:153) states that there are three theory development approaches which can be utilised and these include the abductive, deductive and inductive approaches. The present study employs a deductive approach and this is because using this approach to theory development is appropriate if the study is primarily based on the reading of academic literature, and then building a research plan to better understand the data (Saunders et al. 2019:154). The deductive approach was appropriate for this study of a theoretic analysis of innovation in family businesses in an African context, as it satisfied the goal of analysing existing secondary literature which was collected. Furthermore, this is relevant to the research philosophy that was chosen in the preceding section on positivism.

3.4 METHODOLOGICAL CHOICE

Saunders et al. (2019:176) illustrates that while undertaking research, academics have three basic methodological options to choose from: multi method, mono method, as well as mixed methods. Saunders et al. (2019:176) contends that a researcher's methodological choice significantly influences if a quantitative, qualitative, or mixed method study design should be used.

A mono-method is a single data collecting strategy and related quantitative data analysis procedure. (Saunders et al. 2016:166). For the purpose of this study a mono-method will be used and this is appropriate for the study of a theoretic analysis of innovation in family businesses as it corresponds with the positivist philosophy and deductive approach that were chosen earlier to undertake this study.

3.5 RESEARCH STRATEGY

According to Saunders et al (2016:177) a research strategy is a plan that outlines how a researcher will approach solving a research issue and it is the methodological link between their philosophy and the data collection and analysis methodologies they are using. There are eight research strategies that can be utilised and these include Narrative inquiries, surveys, case studies, experiments, grounded theories, action research, ethnography and lastly archival and documentary research (Saunders et al. 2016:178).

Archival and desk research strategies have been chosen to undertake this study. Data digitisation and the emergence of internet archives have expanded the options for conducting archival or documentary research (Saunders et al. 2016:183). In an archival research strategy, secondary sources are used and these are documents that were originally prepared for a different purpose and are now being utilised for the present study (Saunders et al. 2016:183). Undertaking archival and desk research strategies is appropriate for the purpose of this study as the research is heavily reliant on literature reviews which are secondary sources.

3.6 TIME HORIZON

According to Saunders et al. (2016:200) a crucial question to ponder while creating your study is to determine if the research should be captured at a specific time as in the case of a snapshot or if the study should be comparable to a record or a collection of snapshots and be a depiction of events across a given time frame. Therefore, the two options that can be used are longitudinal studies which depict events across a given time frame or cross-sectional studies which use the snapshot perspective that studies phenomena at a specific point of time (Saunders et al. 2016:183). Due to the current study being a theoretic analysis of innovation in family businesses in Africa at this present moment, it is more fitting to use the cross-sectional time horizon to achieve this study.

3.7 TECHNIQUES AND PROCEDURES

In this section the techniques and procedures that the study will undertake in order to gather and analyse the data, will be discussed.

3.7.1 DATA COLLECTION

Data collection is the act of acquiring and quantifying information on variables of interest in a methodical manner that allows researchers to answer research questions, test hypotheses, and assess outcomes (Kabir, 2016:202). Primary data and secondary data are the two main types of data. Data that has previously been gathered from primary sources and made easily accessible for academics to utilise for their own study is known as secondary data (Saunders et al. 2016:316).

The secondary research that will take place is in the form of journal articles related to innovation in family businesses that were sourced from Google and Google scholar search engines. As stated before, the research strategies regarded as the most suitable for the current study are archival and desk research strategies, which are relevant in cases where the researcher is wanting to investigate secondary data that was already collected rather than primary data.

3.7.2 DATA ANALYSIS

When the secondary data has been gathered, it will be assessed using acceptable procedures in order to achieve the objectives of the study. Statistical analysis has been found to be appropriate for this study in the form of an excel spreadsheet with a literature review table that has information of the articles and authors in the field of innovation in family businesses. This table also consists of the journal names, topics discussed, methods used, main findings, implications, limitations and suggestions for future research. Following this, the literature will be examined to ascertain the amount of papers on innovation in African countries that are presently accessible.

3.8 ETHICAL CONSIDERATIONS

Ethics refers to the norms of behaviour that regulate the researchers conduct in respect to the rights of persons who become the topic of your work or are impacted by it in the case of this research individuals (Saunders et al. 2016:231). Ethical considerations will arise when creating and organising the study, requesting admission to organisations archives, analysing, managing, and reporting findings (Saunders et al. 2016:231).

The subjects of this study are all publications that are relevant to innovation in family businesses based on the foregoing definition of ethics in the case of this research and considering that the goal of this study is to undertake a theoretic analysis of innovation in family businesses in Africa. Moreover, because the authors from the articles used in this study are the only ones who may be impacted, ethical considerations stipulate that the journal articles and literary publications used in this study should be properly portrayed so that the authors' reputations are not harmed, and they are given the credit that they deserve. Therefore, if an individual wants to carry out a series of interviews, fill out a questionnaire, observe something, or utilise secondary data, a request may be sent up the organisation or group for permission, and it will certainly be reviewed by several individuals (Saunders et al. 2016:231). Additionally, the research ethics protocols established and applied by Nelson Mandela University's ethical committee will be followed in this study. This work received ethical approval, which is detailed in ANNEXURE B, and also the originality report is included in ANNEXURE D.

3.9 SUMMARY

The third chapter outlined the research design and methodology which will be implemented in this study. The chapter began by identifying and describing the research philosophy and approach, methodological choice and the research strategy employed in this study. Following this was the time horizon and then the techniques and procedures used. The chapter was then concluded by a discussion on the ethical consideration that were created for the study.

The next chapter, chapter 4 will discuss the empirical findings for the study from the journal articles of innovation in family businesses in Africa.

CHAPTER FOUR

EMPIRICAL FINDINGS

4.1 INTRODUCTION

In the preceding chapter, the methodology and research design that were employed to accomplish the set objectives of this study were discussed, which also included an overview of how the current study's data was collected. As discussed in the previous chapter, only secondary data was gathered because the major goal of this study is to map the field of innovation research amongst family businesses in Africa. An extensive desktop investigation was carried out utilising Google Scholar and Google in order to gather secondary data. This was followed by the presentation of data analysis techniques.

This chapter commences by demonstrating the publication activity of the articles of innovation conducted amongst African family businesses, the methodology used by these authors, and the countries that were studied. Thereafter the authors' information, keywords used and types of innovation associated with innovation are illustrated and discussed.

4.2 PUBLICATION ACTIVITY

In total 40 of the articles initially gathered fit the criteria of innovation in family businesses globally. However, only 10 of these articles were composed by authors from different African countries and were therefore used in the analysis of this empirical study. The first article about innovation in African family businesses appeared in 2008, and the most current article appeared in 2022 (see Figure 4.1). This is in accordance with most of the global studies on innovation which were conducted in the early 2000s. The rapid rise of articles from 2008 to 2018 is seen in Figure 4.1. Additionally, we observe a rise in the number of papers published annually beginning in 2018, the first year in which two articles from Africa were published.

Figure 4.1: Publication Activity

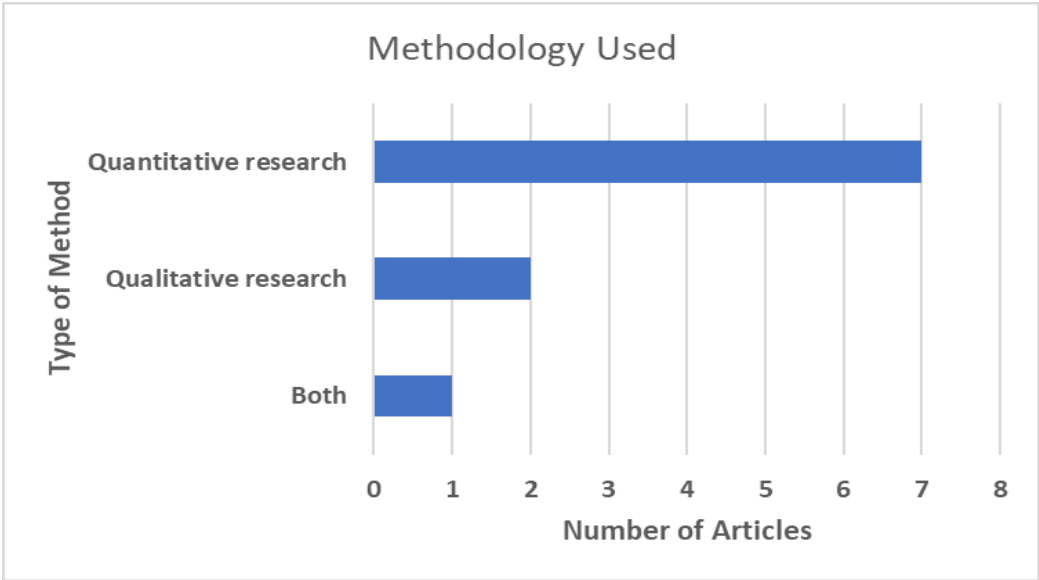


Source: Researcher’s own construction

4.3 METHODOLOGY USED BY AUTHORS

Figure 4.2 illustrates the use of qualitative, quantitative, or a combination of the two methodologies in the 10 articles on innovation in African family businesses. The majority of articles (7 out of the 10) adopted a quantitative methodology. The qualitative and mixed methodologies came next, with 2 and 1 articles adopting each method, respectively.

Figure 4.2: Methodology used by authors

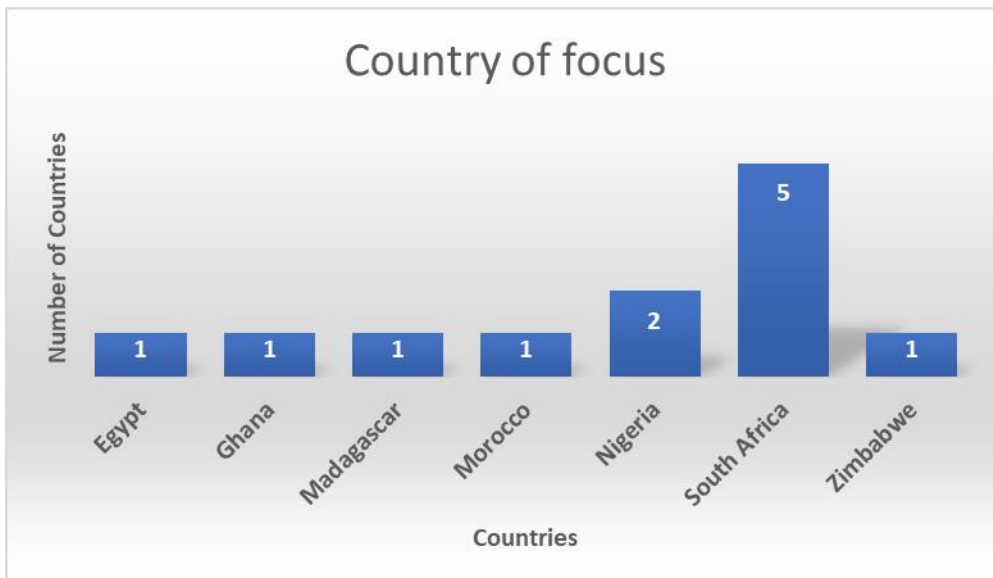


Source: Researcher's own construction

4.4 COUNTRIES OF STUDY

This section discusses the countries where research on innovation in African family businesses has been conducted. Figure 4.3 illustrates the various African countries in which the research was conducted. South Africa has the most contributions with 5 articles, followed by Nigeria with 2 articles and then Egypt, Ghana, Madagascar, Morocco, and Zimbabwe which have 1 article each. Two out of the 10 articles conducted research on multiple countries and this is seen in ANNEXURE C where one of the articles conducted research on Egypt, Madagascar, Morocco, and Turkey collectively with Turkey not being an African country. In addition, the other article conducted research on developing countries which included South Africa, India, Malaysia, Mexico, Oman, and UAE (refer to ANNEXURE C) of which the only African country in this article was South Africa.

Figure 4.3: Country of focus where research of innovation in African family business has been explored.



Source: Researcher's own construction

4.5 AUTHOR INFORMATION

There are 26 authors in the 10 articles who have contributed to the research of innovation of family businesses in Africa. Table 4.1 shows the institutional information, country and number of articles on innovation in family businesses done by each author. The highest number of articles on innovation in family businesses written by an African author is 2. South Africa has a contribution of 9 authors, followed by 7 non-African authors and 5 Nigerian authors who have researched on innovation in African family businesses. Zimbabwe and Egypt follow with two authors each and lastly Ghana has one author who has contributed to this field. The University of Stellenbosch from South Africa and the University of Ibadan from Nigeria each have 3 authors followed by Nelson Mandela University, University of Zimbabwe, Durham University, and the University of KwaZulu-Natal who have 2 authors each from these institutions respectively. There is only one doctoral dissertation in the 10 articles that were investigated, and it was written by Mr Etienne David-Olivier Heyns who is a graduate of Stellenbosch University (refer to ANNEXURE C).

Table 4.1: Institutional information, country and number of articles on innovation in family businesses done by each author

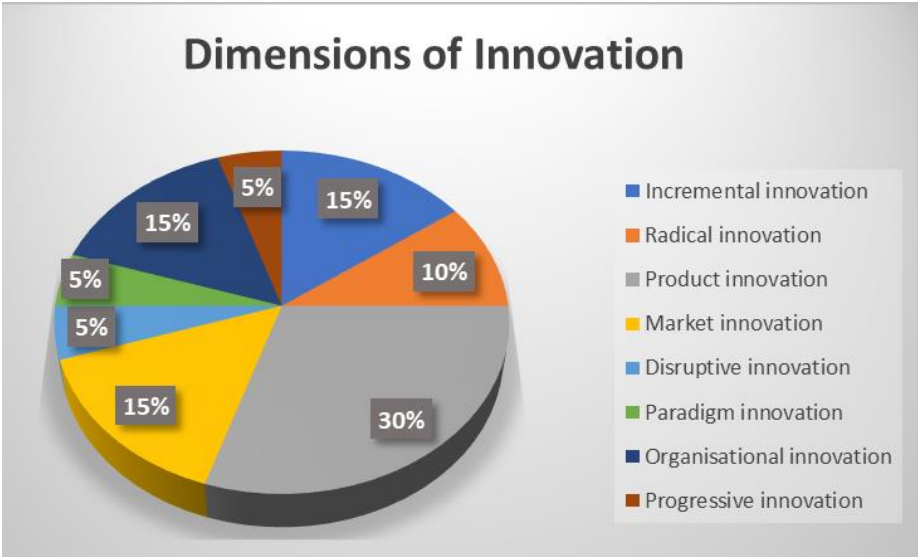
Author(s) names	Articles in Innovation in Family business	Institution	Country
Ayodele Olubayode Ayobami	2	Northumbria University	Nigeria
Ayodele Margaret Olanireti	2	University of Ibadan	Nigeria
Aruleba Tomisin James	1	Bamidele Olumilua University of Education Science and Technology	Nigeria
Oko Dominic Odey	2	University of Ibadan	Nigeria
Kayode Philip Babarinde	2	University of Ibadan	Nigeria
Saikat Gochhait	1	Constituent of Symbiosis International	Non-African
Amit Kumar Bhanja	1	Sambalpur University	Non-African
Ashwinkumar Modi	1	University of Puerto Rico	Non-African
Ramon Sanguino Galván	1	University of Extremadura	Non-African
Anand Nagrecha	1	Quafie Projects Pvt. Limited	Non-African
Elham Kalhor	1	University of Southern Denmark	Egypt
Seham Ghalwash	1	The American University in Cairo	Egypt
Elmarie Venter	1	Nelson Mandela University	South Africa
Haydn Hayidakis	1	Nelson Mandela University	South Africa
Etienne David-Olivier Heyns	1	Stellenbosch University	South Africa
Tobie de Coning	1	Stellenbosch University	South Africa
Eon Smit	1	Stellenbosch University	South Africa
Gustave Mungeni Kankisingi	1	Durban University of Technology	South Africa
Shepherd Dhiwayo	1	University of Johannesburg	South Africa
Lloyd Baiyegunhi	1	University of KwaZulu-Natal	South Africa
Mihalis Chasomeris	1	University of KwaZulu-Natal	South Africa
Maxwell Sandada	1	University of Zimbabwe	Zimbabwe
Lorraine Mangwandi	1	University of Zimbabwe	Zimbabwe
Paul J. A. Robson	1	Durham University	Non-African
Helen M. Haugh	1	University of Cambridge	Non-African
Bernard Acquah Obeng	1	Durham University	Ghana

Source: Researcher's own construction

4.6 KEYWORDS USED BY ARTICLES

In total, 32 keywords were extracted from the 10 articles that were being analysed. The words were then sorted according to the number of times they appeared, from those that appeared the most to those that appeared the least times. Figure 4.4 shows a wordcloud that was then generated using MonkeyLearn. The keywords that appeared the most were *innovation* which appeared 11 times and *family business* which appeared 4 times. This was then followed by *family enterprise*, *country*, *SMEs* and *performance*, which all appeared 3 times respectively. On the basis of these keywords, it can be suggested that authors focussed their research on innovation in family

Figure 4.5: Dimensions of Innovation



Source: Researcher’s own construction

4.8 SUMMARY

Chapter four presented the empirical findings of the study. The publication activity of the articles about the innovation of African family businesses is displayed at the beginning of this chapter. Thereafter it showcases the countries that were investigated, the methodology utilised, and the author’s details. To conclude the keywords employed, and the dimensions of innovation were discussed.

The study’s fifth and final chapter serves as a summary of the whole research. In Chapter 5, the results are discussed, and it is illustrated how the study’s goals were met. The study’s contributions and limitations will also be discussed, and recommendations for future research, as well as the limits of the study, will be addressed.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The fifth and final chapter of the current study gives a brief summary of the study as a whole. Chapter five begins with the overview of the research which discusses the main findings from both the literature review and the empirical research, and the methodology used in the study. Furthermore, recommendations are given, especially for future research, followed by the contributions of this study. Lastly, the limitations that emerged in the present study of innovation in family businesses in Africa are highlighted, after which a final conclusion is given.

5.2 OVERVIEW OF THE STUDY

Chapter One presented the study's introduction and background. This was then followed by the problem statement which identified that despite the fact that innovation is crucial for all organisations, family businesses frequently fail to do innovation because of inadequate management practices, a conservatism in innovation, and a resistance to change (Kankisingi & Dhliwayo 2019:41). Additionally, there are limited research that has been conducted in an African context on innovation amongst family businesses because past research primarily focused on Western, industrialised countries. It is however essential to conduct studies across a range of geographic and socioeconomic locations on innovation practices amongst family businesses. Lastly based on the aforementioned problem statement a series of research objectives which include primary objectives, secondary objectives and methodological objectives were presented for the purpose of the current study.

5.2.1 MAIN FINDINGS FROM THE LITERATURE REVIEW

Chapter Two gave an overview of the nature and importance of innovation in general and within family businesses in particular. This chapter began with a definition of family

businesses and for the purpose of this study a family business was stated as any business that is owned and run by one or more family members (De Massis et al. 2015:1). In addition, the family or families in question must possess more than 50% of the business and must hold key executive positions (Tipu 2021:2). An exploration of the importance of family businesses on a global scale was then discussed and it was highlighted that family businesses make up a large proportion of economic operations in most countries by raising GDP and creating jobs which reduce unemployment (Jamil et al. 2021:4859). This was followed by a contextualisation of innovation which was done by defining innovation, discussing the strategies and types of innovation, as well as a discussion on the significance of innovation in family businesses. For the purpose of this study, innovation was defined as any activities that allow a firm to design, create, develop, and execute novel products, services, operating models, or marketing strategies. The main strategies of innovation that were explored were incremental innovation, radical innovation and disruptive innovation. The types of innovation discussed were product innovation, process innovation, market innovation, organisational innovation, paradigm innovation and progressive innovation. A discussion on the differences in innovation between family and non-family businesses then followed highlighting various evidence that supports family businesses being more innovative than non-family businesses and vice-versa. The evolution of the field of research on innovation in general revealed that innovation studies have evolved drastically within the last forty years with new theories and methodologies emerging (Rossetto, Bernardes, Borini, & Gattaz, 2018:1). The chapter was then concluded by an exploration of the evolution of family business research on innovation globally which indicated that the topic is still in its developmental stage with the first research being conducted in the early 2000s (Cesaroni et al. 2021:2).

5.2.2 METHODOLOGY USED IN THE CURRENT STUDY

Chapter Three identified and described the present study's research design and methodology. This chapter commenced by identifying the research philosophy and paradigm of which this study utilises positivism and a deductive theory development approach. This was followed by the methodological choice of a quantitative and mono-method collecting choice. The research strategy and time horizon were then discussed which are archival and desk research and cross-sectional study respectively.

Additionally, the techniques and procedures used to collect and analyse the primary data were identified as secondary research and statistical analysis. The conclusive segment discussed the ethical considerations of the study.

5.2.3 MAIN FINDINGS FROM THE EMPIRICAL RESEARCH

Chapter Four displayed the empirical findings of the current study which commenced with the discussion of the study's publication activity. Around 40 articles initially gathered fit the specification of innovation in family businesses globally and 10 of these articles were composed by authors from various African countries and used for the empirical research. The publication activity revealed that the first article on innovation in African family businesses appeared in 2008 with at least one article being published annually through to 2022. A representation of the methodology used by the authors was then identified where 7 out of 10 articles used the quantitative research method, 2 articles used the qualitative research method and one article used both methods. This was followed by an identification of the countries where research in innovation in African family businesses had been conducted. The results showed that South Africa contributed 5 articles to the study followed by Nigeria with 2 articles and Zimbabwe, Egypt, Ghana, Madagascar and Morocco contributed one article each. The author's information was then explored where the names, countries, academic institutions and number of articles in innovation in African family businesses were displayed. The penultimate segment presented the keywords employed and in total 32 keywords were extracted from the 10 articles with *Innovation* and *family business* appearing the most with 11 and 4 appearances respectively. The chapter was concluded with information on the types of innovation discussed in the articles and the research revealed that product innovation with 30% of the articles was the most discussed type of innovation. This was followed by incremental, market, and organisational innovations which were each discussed in 15% of the articles respectively.

5.3 RECOMMENDATIONS FOR FUTURE RESEARCH

Premised upon the discussion in the previous section on the findings of this study, this section will now discuss recommendations suggested for future research. The research shows that on average one research article on innovation in African family

businesses is published in a year and this indicates that more research in this field is needed. Due to only seven countries having conducted research on innovation in African family businesses, further research should be done in other African nations. In this way, knowledge growth, wealth creation, and the prosperity of family businesses can be achieved as well as representing Africa as a whole.

Countries and institutions should set aside resources to be used for funding, more research studies and attracting researchers to the field. Moreover, universities and researchers in developing nations with weaker economies could also submit applications for research grants to organisations like the International Development Research Centre (IDRC) in order to increase research activity on innovation in African family businesses. These researchers must make an effort to develop cooperative relationships with supporters and scholars from nations with more developed economies who are accomplished and well-known. This might guarantee that the study receives widespread coverage and has a significant impact, highlighting the need for more study on these developing countries.

Researchers studying African family businesses should use qualitative research more frequently. This is so that the data may be used to fully describe the study's participants and to produce a multitude of knowledge on actual people and situations (Reay 2014:95). Furthermore, only a few types of innovation have been explored in the journal articles of innovation of family businesses in Africa. Product innovation and incremental innovation were the most discussed types of innovation, and this indicates that further research on the other types of Innovation such as disruptive innovation and paradigm innovation are crucial to explore.

Due to the present study being limited to Google scholar and Google search engines, the use of other search engines can improve the amount and quality of data on endeavours for future research. Furthermore, the present study only took into account articles that were written in English which limits the study as some countries in Africa learn and publish their work in other languages such as French or Portuguese. In this way, future researchers can find a way to incorporate articles in other languages by offering for instance a translated version of the articles. Another recommendation is that masters and PHD researchers should be encouraged to publish their research on

globally recognised sites such as research gate that allow free access thereby creating a larger body of information on the field of innovation in family businesses in Africa.

5.4 CONTRIBUTIONS OF THE STUDY

According to Venter and Hayidakis (2021:2), there have been few studies on the factors that influence innovation in family and non-family SMEs operating in underdeveloped countries, notably in Africa. Therefore, the purpose of this study was to give a theoretic analysis of the research on innovation in African family businesses that have been conducted so far. The present study, which has a special focus on offering insights into innovation in family business research done in Africa, has contributed to the collection of knowledge on family business research by providing this overview, among other contributions. In this way, this study was able to identify gaps in the literature on innovation in African family businesses and form sound judgments about the trends it has found. To be more precise, the research has focused on the challenge of examining and quantifying several research-related components of innovation in family businesses. In order to do this, it was examined who the writers were, who contributed to the research outputs, how the study was conducted, and the types of innovations that were investigated. Additionally, the suggestions presented in the preceding section will be crucial in assisting these family businesses' development, which would then promote the economic growth of their respective countries.

5.5 LIMITATIONS OF THE STUDY

The goal of the current study was to provide meaningful knowledge regarding the innovation of family business research in the African context. An observation of the steps followed to carry out this investigation indicated various limitations which might have impeded the study. To begin with, the current study implemented the desktop research and the search method was restricted to Google Scholar and Google search engines. The number of articles that showed up in the search engine results could have been limited as a result of this. However, it should be highlighted that Google and Google scholar are reputable search engines and they are very helpful resources for researchers who need to sort through a significant amount of data. Several publications lacked crucial details like the number of citations, and some writers failed

to mention the institutions to which they were affiliated with. As a result, this made it harder to accurately portray some of the information.

Some of the online articles were not open access but fit the criteria of the present study which made it difficult for some of the data to be accurately represented. Studies done in any language other than English were not considered suitable for the current study due to the research criteria established, which may have led to the exclusion of a number of studies in other languages. This was a constraint as the languages spoken in the different countries of Africa are incredibly diverse with countries like Mozambique even conducting their education and academic writing in Portuguese.

5.6 CONCLUSION

By analysing the area of innovation research in Africa in terms of who the researchers are and what types of innovation are under investigation, the current study was able to accomplish its main goal of doing a theoretic analysis. But as was stated in the preceding chapter that looked at the current study's limitations, the validity of the findings is not certain. In order to make sure that the area of innovation in family business research in the African continent is appropriately mapped, it is wished that the current study will heighten a desire to participate and exchange views within the academic world and help pave the way for future investigations. This will enable future researchers within the field to add new insights as opposed to working only on evidence supporting well-established research results.

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ANNEXURE A: Previous Innovation research in family businesses done globally

Date	Author(s)	Topic	Purpose	Journal Name	Method	Main findings
2015	Antonio Padilla-Meléndez, Julio Diego	Empirical research on Innovation in Family Business: literature review and proposal of an integrative framework	The objective of this paper is to present the results of a systematic literature review concerning empirical research about innovation in the Family Business.	Review of Business Management	Qualitative research	The revision presents an integrative framework, identifying main determinants and dimensions of innovation; and summarizes main research avenues and existing gaps, in order to guide future research.
2010	Josep Llach and Mattias Nordqvist	Innovation in family and non-family business	This article expands our understanding regarding the differences in innovation in family and non-family firms.	International Journal of Entrepreneurial Research	Quantitative and Qualitative research	It was found that differences between family and non-family firms with regard to the role of human, social and marketing capital for innovation. Some of them run contrary to conventional thinking that family firms are less innovative than non-family firms
2013	Alfredo De Massis, Federico Frattini and	Research on Technological Innovation in Family Firms	The purpose of this article is to review and systematize prior work on technological innovation in family firms.	Family Business Review	Qualitative research	The importance of family business in all world economies is paramount and there are strong theoretical reasons to believe that technological innovation in family firms is different from that found in nonfamily firms.
2015	Alfredo De Massis, Federico Frattini, and	Product innovation in family vs. non-family firms	The paper studies how and why the anatomy of the product innovation process differs between family and non-family firms.	Journal of Small Business Management	Qualitative	The paper shows that family firms differ from non-family ones under several aspects of the product innovation process. The reasons underlying these dissimilarities are discussed in light of the peculiarities of family firms' resources, authority structures, incentives, orientations and behavioral attitudes.
2018	Arndt Werner, Christian Schröder and	Driving factors of innovation in family and non-family firms	The study at hand takes one step back and examines the drivers of innovation output. Applying a contextualized approach, we use data of 1.870 SMEs located in Germany, arguing that the main characteristic of family SMEs is the unity of ownership and leadership.	Small Business Economics	Quantitative and Qualitative research	The results indicate that a long-term perspective positively affects innovation output in small family firms. We also show that family firms are better able to preserve the knowledge of the workforce through lower fluctuation rates which leads to higher levels of innovation output.
2017	Feranita Feranita, Josip Kotler and Alf	Collaborative Innovation in Family Firms: Past Research, Current Debates and Agenda for Future Research	To provide a summary of the current state-of-the-art in this literature, point to the importance of collaborative innovation to resolve the innovation dilemma in family firms and identify promising opportunities for future research.	Journal of Family Business	Qualitative research	Family firms behave differently from nonfamily firms, and this leads to strong conceptual reasons why their collaborative innovation behavior is likely to be distinct at many levels.
2016	Ingram, A. E., Lewis, M. W., Barton, S.	Paradoxes and Innovation in Family Firms	this multi-stage exploratory study develops measures of paradoxical tensions and paradoxical thinking in family firms, and tests these propositions of theorists that firms led by paradoxical thinkers are more likely to manage these tensions and fuel innovative behavior.	Entrepreneurship Theory & Practice	Quantitative research	Findings indicate that paradoxical tensions may stymie innovative behavior, but that leaders' paradoxical thinking is positively related to innovative behavior.

ANNEXURE A (Continued)

Date	Author(s)	Topic	Purpose	Journal Name	Method	Main findings
2003	Michael Carney and Eric Gedajlovic	Strategic Innovation and the Administrative Heritage of East Asian Family Business Groups	Using the case of Chinese Family Business Groups (FBGs) in East Asia, this paper examines the relationship between the strategic behaviour exhibited by an organisational form and its administrative heritage	Asia Pacific Journal of Man	Qualitative research	It is unlikely that FBGs will be willing to nurture a generation of new firms that will marginalize them. Perhaps more importantly it seems unlikely that FBGs will be able to alter their functioning in a way that emulates venture capital markets.
2018	Ayodele Olubayode Ayobami, Oko Dominic Odey Ayodele Margaret Olanireti and Kayode Philip Babarinde	Family Business and Innovation in Nigeria	The focus of this paper is to examine the concept of family business and innovation, role of innovation in building a successful family business, factors inhibiting the growth of family business and prospect of family business. This paper concludes by recommending ways to tackle problems faced by family businesses and how these businesses can be improved upon.	Covenant Journal of Entre	Qualitative research	Successful performance of family businesses is as a direct product of firms innovativeness. Evidence from this study revealed that innovation makes it possible for family businesses to engage in succession planning, innovation leads to competitive advantage as well as it promotes product innovation in manufacturing industries.
2018	Dr.Saikat Gochhait, Constituent of Symbiosis International Amit Kumar Bhanja, Dr. Ashwinkumar Modi, Dr.Ramon Sanguino Galván and Dr.Anand Nagrecha.	The Role Of Innovation In Entrepreneurship In Family Firms: A Case Study On Developed And Developing Countries	The overall purpose of this study is to expand the understanding on how a family influence or 'familiness', influences innovation within family-owned firms.	International Journal of En	Quantitative and Qualitative	Major findings for the study in large family firms from developed and developing countries were aware of failure in transition phase and building longterm plans for their next generations in place with due importance to family values along with strenghtening family capital too.
2019	Gustave Mungeni Kankisingi and Shepherd Dhliwayo	Differences in Innovation Performance between Family and Non-family Owned Manufacturing Small and Medium Enterprises (SMEs) in KwaZulu-Natal	This study attempts to determine the differences in innovation performance between family and nonfamily owned businesses.	Family and Non-family Ow	Quantitative	The study found that there was a significant difference in innovation performance between family owned and non-family owned SMEs. Non-family owned firms were found to be more innovative than family owned firms.
2019	Ayodele Olubayode Ayobami, Ayodele Margaret Olanireti, Aruleba Tomisin James, Oko Dominic Odey and Babarinde Philip Kayode	IMPROVING THE PERFORMANCE OF FAMILY-OWNED SMALL AND MEDIUM SCALE ENTERPRISE: THE ROLE OF DISRUPTIVE INNOVATION	This paper is focused on examining the role of disruptive innovation in improving the performance of family-owned small and medium scale enterprises.	Global Scientific Journal	Quantitative research	The findings revealed that disruptive innovation has a strong relationship with sales growth and a weak one with profitability.
2021	Liu Yingrui	Research on the influencing factors of family firm innovation	Based on the existing literature, this paper discusses the factors that influence the innovation behavior of enterprises from the perspective of family involvement and external environment.	Web of Conferences	Qualitative research	There are differences in the research on the impact of family involvement on the R&D of family business. Previous studies have considered that family involvement has an inhibitory effect on the R&D of family business, but there are also studies in specific situations.
2013	Stefano Bresciani, Alkis Thrassou and Demetris Vrontis.	Change through innovation in family businesses: evidence from an Italian sample	This research investigates the innovative capacity of family businesses and the degree and manner to which innovation can lead to change or even be the change needed in the context of strategic reorientation. The research investigates innovation with reference to the resource perspective, which is measured in terms of the human, social and marketing capitals.	World Review of Entrepre	Quantitative and Qualitative	The findings support that family firms are in fact more innovative than non-family firms.This highlights the innovative strength of family businesses and suggest that innovation is indeed not simply the means of strategic change.

ANNEXURE A (Continued)

Date	Author(s)	Topic	Purpose	Journal Name	Method	Main findings
2015	Nadine Kammerlander, Cinzia Dessi, Miriam Bird, Michela Floris and Alessandra Murru	The Impact of Shared Stories on Family Firm Innovation: A Multicase Study	They apply a multiple case study research design to investigate the relationship between stories that are shared among family members across generations and the family firms' innovations. We derive a set of four propositions suggesting that founder focus in stories is negatively and family focus is positively associated with innovation.	Family Business Review	Qualitative research	Family firms with more than one generation active in the firm are not necessarily innovative and not only did they identify association between shared stories and innovation but also the proposed bridging mechanisms serve to advance scholarly knowledge on family firm innovation.
2021	Francesca Maria Cesaroni , Gail Denise Chamochumbi Diaz and Annalisa Sentuti	Family Firms and Innovation from Founder to Successor	This paper aims to explore how family firms' innovativeness may evolve from the first to the second generation and understand which conditions may favour or hamper this change. A qualitative approach based on a multiple case study was adopted, conducting seven face-to-face semi-structured interviews with founders and successors that formed the basis of four case studies.	Administrative Sciences	Qualitative research	The results reveal four different dynamics that characterise how a first-generation family firm's innovation capacities are or are not passed on to the second generation: decline, transformation, consolidation and preservation.
2019	Hermann Frank, Alexander Kessler, Christine Bachner Elena Fuetsch and Julia Suess-Reyes	Principles for innovation management in family firms. An analysis of long-term successful of the principles	Family firms (FF) reveal a considerable heterogeneity in their innovation behavior. Due to the successful long-term preservation of their innovation capacity via special resources and routines, multi-generational FF are of special interest in terms of learning from good practices.	Journal of Family Business Management	Qualitative research	Intense reflection on the innovation characteristics of the five good practice cases along with a critical examination of the literature on innovation in FF were used to derive practical suggestions for FF in the form of 11 principles for FF taking a proactive interest in innovation.
2021	Elmarie Venter and Haydn Hayidakis	Determinants of innovation and its impact	The aim of the study was to identify the determinants of innovation output, the types of innovation that are commonly being utilised and the influence thereof on perceived financial performance.	The Southern African Journal of Entrepreneurship and Small Business Management	Quantitative research	Innovation plays an important role in improving the financial performance of SMEs. In addition, financial and human resources are not necessarily the main determinants of innovation in South African SMEs, but rather the creation of an innovation- and market orientated organisational culture.
2020	Qilin Hu Mathew Hughes	Radical innovation in family firms: a systematic literature review	Investigation of family firm radical innovation is burgeoning but far less understood than incremental innovation.	International Journal of Entrepreneurial Research	Qualitative research	The authors identify key research problems and research questions needing urgent scholarly and present a framework that captures their complementary and competing assumptions to enable rigorous future research
2020	Elena Casprini, Marina Dabic, Josip Kolar, Ivan Miroshnychenko, Alfredo De Massis , Roberto Barontini, and Francesco Testa	A bibliometric analysis of family firm internationalization research: Current themes, theoretical roots, and ways forward	The study aims at advancing an integrative framework, clarifying the variety of research paths available regarding the internationalization of family firms, and identifying new and important research avenues for further developing the field.	International Business Review	Quantitative and Qualitative	A bibliographic coupling analysis and a co-citation analysis reveal the richness of family firm internationalization research and help to organize this large body of work into five thematic clusters and seven theoretical roots.
2022	Alfredo De Massis, Roberto Barontini, and Francesco Testa	Family Firms and Environmental Performance	This article critically reviews and meta-analyzes the environmental performance of family firms. Using a sample of 40,910 firms covering a 12-year period, we conclude that the average effect of family involvement on environmental performance is negative.	Family Business Review	Quantitative research	The findings suggest that from an agency perspective, and compared with nonfamily firms, the negative view of the environmental performance of family firms prevails over the positive view.
2019	Frank Lattuch	Family firm innovation strategy: contradictions and tradition	There are different organizational issues that influence innovation capabilities in family firms. This article discusses them in more detail to widen our understanding of the formulation of a family firm's innovation strategy.	Journal of Business Strategy	Qualitative research	Family firm research provides at least partial answers and solutions for these contradictions. The suggested propositions provide additional insights into successfully managing innovation in family firms.
2020	Emanuela Rondi, Salvatore Sciascia and Alfredo De Massis	Innovation in Small Family Firms	This introductory article summarizes the studies included in the special issue, integrates their contributions by uncovering four types of innovation that allow small family firms to overcome the liability of smallness.	Piccola Impresa/Small Business	Quantitative and Qualitative	Specific challenges and opportunities for innovation in small family firms have been highlighted by identifying four types of innovation that may allow such firms to overcome their liability of smallness and thrive in the competitive environment.
2016	Alfredo De Massis, Federico Frattini, and Francesco Testa	Innovation Through Tradition: Lessons From Innovative Family Businesses And Directions For Future Research	Combining prior research on innovation, dynamic capabilities and family business, we conceptualize a new product innovation strategy called innovation through tradition (ITT) and identify its underlying capabilities of interiorizing and reinterpreting past knowledge.	Academy of Management Perspectives	Qualitative research	Managers of non-family firms can learn from the family businesses that successfully use ITT to create and nurture a competitive advantage and emulate them by leveraging rather than discarding tradition.

ANNEXURE A (Continued)

Date	Author(s)	Topic	Purpose	Journal Name	Method	Main findings
2020	Maura McAdam, Eric Clinton and Clay	Navigation of the paradoxical landscape of the family business	The aim of this special issue is to enhance knowledge and understanding of the distinctive, paradoxical landscape of the family business. In particular, it investigates the strategies used by family businesses to manage such tensions and to navigate this landscape where numerous paradoxes relating to family businesses have been identified.	International Small Business Journal	Quantitative and Qualitative	After a rigorous reviewing process, three papers were selected for inclusion in this special issue and in so doing, provide insight into the strategies used by family businesses in order to manage such tensions and navigate this landscape where numerous paradoxes relating to family businesses have been identified.
2021	Poh Yen Ng, Mumin Dayan and Mariar	Influence of socioemotional wealth on non-family managers' risk taking and product innovation in family businesses	There is a growing interest in understanding family firms' strategic behavior using the socioemotional wealth perspective. This study explores how family socioemotional wealth (SEW) dimensions influence non-family managers' attitudes toward risk in the context of product innovation.	Cross Cultural & Strategic Management	Quantitative research	The results indicate that SEW influences non-family managers' risk-taking behavior in different magnitudes and directions, thus impacting firms' product innovation.
2022	Daniel Lorenzo, Pedro Núñez-Cacho,	Why are some family firms not innovative?: Innovation Barriers and Path Dependence in Family Firms	Drawing on path dependence theory, this study focuses specifically on what family-specific barriers work against innovation in family firms. It follows a qualitative theory-building approach due to the limited amount of extant theory, and study a sample of 4 family firms headquartered in Spain and Uruguay.	Scandinavian Journal of Management	Qualitative research	Through the insights that emerged, first, it was revealed that a reduction of managerial discretion leads to low levels of engagement in innovation.
2016	Amy E. Ingram, Marianne W. Lewis, Sid Barton and William B. Gartner	Paradoxes and Innovation in Family Firms: The Role of Paradoxical Thinking	This multi-stage exploratory study develops measures of paradoxical tensions and paradoxical thinking in family firms, and tests these propositions.	Frontiers of Entrepreneurship Research	Qualitative research	Findings indicate that paradoxical tensions may stymie innovative behavior, but that leaders' paradoxical thinking is positively related to innovative behavior
2016	Irina Röd	Disentangling the family firm's innovation process: A systematic review	To address this gap, the present systematic review article analyzed 78 peer reviewed journal articles on innovation in family businesses.	Journal of Family Business	Quantitative and Qualitative	Building on previous frameworks applied in family business research, the framework highlights the input-activity-output nature of the innovation process.
2019	Joshua J. Daspit, Rebecca G. Long and	How familiness affects innovation outcomes via absorptive capacity: A dynamic capability perspective of the family firm	The conceptual model offered highlights the role of absorptive capacity in understanding how familiness affects innovation outcomes and elucidates the heterogeneity across family firms that results from nonfamily member involvement.	Journal of Family Business Strategy	Qualitative research	To this end, the article offers propositions that detail the effects of familiness on absorptive capacity, an essential dynamic capability responsible for enabling the capture and utilization of new, external knowledge
2022	Syed Awais Ahmad Tipu	Organizational structure in family firms: a systematic literature review	This paper provides a review of the academic literature on organizational structure (OS) in family firms, highlighting the contribution to knowledge and identifying research gaps and possible avenues for future research.	Journal of Strategy and Management	Quantitative research	The literature largely reveals inconsistent findings in terms of the characteristics and outcomes of OS in family firms. The majority of the studies are either survey-based or employ a case study approach, with relatively fewer studies being conceptual in nature.
2020	Stefania Migliori, Alfredo De Massis,	How does family management affect innovation investment propensity? The key role of innovation impulses	To investigate the relationship between family management and innovation investment propensity in family firms through analyzing the effect of two innovation impulses: demand-pull and technology-push.	Journal of Business Research	Qualitative research	The results show that both the demand-pull and technology-push innovation impulses moderate the relationship between family management and the firms' propensity to invest in innovation, reducing the negative effect exerted by family management on family firms' innovation investment propensity.

ANNEXURE A (Continued)

Date	Author(s)	Topic	Purpose	Journal Name	Method	Main findings
2021	Kristen Madison, Joshua J. Daspit, and Emily Garrigues Marett	Does Knowing “Who Knows What” Matter for Family Firm Innovation? Insights From Transactive Memory System Theory	To extend transactive memory systems theory from psychology to examine the cognitive interdependence of family and nonfamily employees and its effects on family firm innovation.	Family Business Review	Qualitative research	Firm outcomes are enhanced when family and nonfamily employees have similar perceptions of their collective cognitive structure. However, the effects of the cognitive process on the cognitive structure differ based on family membership.
2019	Justin Gordon	Commentary on “Unlocking innovation potential: A typology of family business innovation postures and the critical role of the family system”	To discuss how the next generation fostered a new innovation posture at Amramp	Journal of Family Business Strategy	Quantitative research	The two dimensions identified by Rondi et al.’s family business innovation posture; specifically, risk-taking propensity and tradition attachment, help paint a clearer picture of the issues facing Amramp as leadership succession transitioned
2013	Christina Matz Carnes and R. Duane Ireland	Familiness and Innovation: Resource Bundling as the Missing Link	Using resource-based logic, the aim is to integrate and extend theory and research on familiness and innovation in family firms.	Entrepreneurship Theory and Practice	Qualitative research	Grounded in resource-based theory, a central tenet of resource management arguments is that unique and valuable resources are necessary but insufficient to create a competitive advantage; indeed, resources must be effectively managed in order for their value-creating potential to be fully reached.
2009	Paul J. A. Robson, Helen M. Haugh and	Entrepreneurship and Innovation in Ghana: Enterprising Africa	This study adopts a multi-level theoretical framework to examine data from 496 entrepreneurs in Ghana.	Small Business Economics	Quantitative research	The results of our analysis present a complex view of entrepreneurship and innovation in Ghana. They also suggest that multi-theoretical approach, which was originally applied to Cyprus, is also useful and applicable to Ghana.
2015	Maxwell Sandada and Lorraine Mangwandi	An Assessment of the Influence of Selected on the Performance of Small to Medium Sized Family Owned Businesses in the Zimbabwe Retail Sector	The study attempted to assess the factors that are affecting business performance of small to medium sized family owned businesses in the Zimbabwean retail sector.	Business Administration and Business Economics	Quantitative research	The findings have implications to family business managers and owners in Zimbabwe who are encouraged to be innovative, properly manage, practise succession planning and be guided by business morals in managing their enterprises.
2020	Elham Kalhor and Seham Ghalwash	Innovation mediating and moderating internationalization in family and non-family businesses: embeddedness in Egypt, Madagascar, Morocco and Turkey	This paper focuses on how innovation may mediate and moderate the effect of governance upon internationalization in the form of exporting, as this dynamic is embedded in developing societies with weak institutions.	Italian journal of management	Quantitative research	Analyses show that governance hardly affects innovativeness, but affects internationalization, in that exporting is especially high for family businesses in Morocco. Moreover, innovativeness boosts exporting in family business more than in non-family business.
2020	Etienne David-Olivier Heyns, Prof Tobie de Coning (supervisor) and Prof Eon Smit (Co-supervisor)	Conflict, innovation and the moderating role of family influence in the South African wine industry	This study investigated the impact of family influence in terms of conflict and innovation, by scrutinising the potential moderating effect of family influence on the relationship between conflict and innovation in the South African wine industry.	Stellenbosch University Library - SUNScholar Research Repository	Quantitative research	The study’s meaningful findings indicate that family commitment is a significant moderator of the relationship between task conflict and innovation.
2019	Andrea Calabro, Mariangela Vecchiari, Johanna Gast, Giovanna Campopiano, Alfredo De Massis and Sascha Kraus	Innovation in Family Firms: A Systematic Literature Review and Guidance for Future Research	Through a systematic review of 118 peer-reviewed journal articles published between 1961 and 2017, this article provides an integrative picture of the state of the art of the family firm innovation literature. The aim is to widen existing understanding of innovation in family firms by building a theoretical bridge with studies in the mainstream innovation literature.	International Journal of Management Reviews	Quantitative and Qualitative	The findings of the literature review suggest some promising avenues to address these gaps. Indeed, considering aspects such as top managers’ and directors’ external ties, temporal orientation, family histories, cultures and traditions can further our understanding of the role of family involvement in innovation.

Source: Researcher’s own construction



FACULTY OF BUSINESS AND ECONOMIC SCIENCES

ETHICS CLEARANCE FOR TREATISES / DISSERTATIONS / THESES

Instructions:

- Should be completed by study leader and student
- Must be signed off by student, study leader and HoD
- ***Please note that by following this Proforma ethics route, the study will NOT be allocated an ethics clearance number***

FACULTY: Business and Economic Sciences at the Nelson Mandela University

SCHOOL / DEPARTMENT: Department of Business Management / School of Management Sciences

I, (surname and initials of study leader) Prof E Venter

the study leader for Chihera EV, 219098050

a candidate for the degree of BCOM Honours in Business Management

with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis):

A bibliometric analysis of innovation research in African family businesses

considered the following ethics criteria (*please tick the appropriate block*):

		YES	NO
1.	Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		✓

2.	Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?	✓
2.1	Are subjects/participants/respondents of your study:	✓
2.1.1	Children under the age of 18?	✓
2.1.2	NMMU staff?	✓
2.1.3	NMMU students?	✓
2.1.4	The elderly/persons over the age of 60?	✓
2.1.5	A sample from an institution (e.g. hospital/school)?	✓
2.1.6	Handicapped (e.g. mentally or physically)?	✓
3.	Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)	✓
3.1	Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?	✓
4.	Will the participant's privacy, anonymity or confidentiality be compromised?	✓
4.1	Are you administering a questionnaire/survey that:	✓
4.1.1	Collects sensitive/identifiable data from participants?	✓
4.1.2	Does not guarantee the anonymity of the participant?	✓
4.1.3	Does not guarantee the confidentiality of the participant and the data?	✓
4.1.4	Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?	✓
4.1.5	Will create doubt whether sample control measures are in place?	✓
4.1.5	Will be distributed electronically via email (and requesting an email response)?	✓
	<p>Note:</p> <ul style="list-style-type: none"> • If your questionnaire DOES NOT request respondents' identification, is distributed electronically and you request respondents to return it <i>manually</i> (print out and deliver/mail); AND respondent anonymity can be guaranteed, your answer will be NO. • If your questionnaire DOES NOT request respondents' identification, is <i>distributed via an email link and works through a web response system (e.g. the university survey system)</i>; AND respondent anonymity can be guaranteed, your answer will be NO. 	
5.	Do you wish to publish an article from this study and submit to an accredited Journal?	✓

Please note that if ANY of the questions above have been answered in the affirmative (YES) the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) representative.

and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.

STUDY LEADER(S)

17 May 2022
DATE

HEAD OF DEPARTMENT

30 May 2022
DATE

STUDENT

17 May 2022
DATE

ANNEXURE C: Summary of Articles Reviewed for The Development of Empirical Results

Date	Author(s) names	Number of Authors	Article Title	Journal Name	Type of innovation	Suggestions for Future Research	Country focus	Keywords	URL
2008	Paul J. A. Robson , Helen M. Haugh and Bernard Acquah Obeng	3	Entrepreneurship and innovation in Ghana: enterprising Africa	Small Business Economics	Incremental innovation	Further research on the importance of innovation is needed. This is because the importance of innovation in driving forward entrepreneurship means that it is equally important to also understand those factors that are related to innovation and those that constrain it.	Ghana	Entrepreneurship, Innovation, Ghana	http://www.istor.com/stable/4034455
2015	Maxwell Sandada and Lorraine Mangwandi	2	An Assessment of the Influence of Selected on the Performance of Small to Medium Sized Family Owned Businesses in the Zimbabwe Retail Sector.	Business Administration and Business Economics	innovation discussed in general	41% of the influences of business performance in small to medium family business is explained by other factors which creates a gap for future research.	Zimbabwe	SMEs, family business, innovation, succession planning and corporate governance	https://hdl.handle.net/10520/EIC185926
2018	Ayodele Olubayode Ayobami, Oko Dominic Odey, Ayodele Margaret Olanireti and Kayode Philip Babarinde	4	Family Business and Innovation in Nigeria: Problems and Prospects	Covenant Journal of Entrepreneurship	Radical innovation, incremental innovation, product innovation,	A quantitative research on more small family businesses.	Nigeria	Family Business, Innovation, marketplace, problem and prospect.	https://core.ac.uk/download/pdf/68594325.pdf
2018	Dr.Saikat Gochhait, Amit Kumar Bhanja, Dr. Ashwinkumar Modi, Dr.Ramon Sanguino Galván and Dr.Anand Nagrecha.	5	The Role Of Innovation In Entrpreneurship In Family Firms: A Case Study On Developed And Developing Countries	International Journal of Entrepreneurship	Product innovation, market innovation	There are not enough research which can point out combined implication of innovative indicators to sustain of multiple generation family firms, especially in reference to developed and developing countries.	Developing Countries- South Africa, India, Malaysia, Mexico, Oman and UAE	Innovation, Family Firms, Developed Countries, Developing Countries and Entrepreneurial Orientation.	https://www.researchgate.net/publication/329218574
2019	Ayodele Olubayode Ayobami, Ayodele Margaret Olanireti, Aruleba Tomisin James, Oko Dominic Odey and Babarinde Philip Kayode	5	Improving The Performance Of Family-Owned Small And Medium Scale Enterprise: The Role Of Disruptive Innovation.	Global Scientific Journal	Disruptive innovation	The study can be done in other states as well.	Nigeria	Disruptive Innovation, Family-owned SMEs and performance.	https://www.researchgate.net/publication/335501496

ANNEXURE C (Continued)

Date	Author(s) names	Number of Authors	Article Title	Journal Name	Type of innovation	Suggestions for Future Research	Country focus	Keywords	URL
2019	Gustave Mungeni Kankisingi and Shepherd Dhlwayo	2	Differences in Innovation Performance between Family and Non-family Owned Manufacturing Small and Medium Enterprises (SMEs) in KwaZulu-Natal	Family and Non-family Owned Manufacturing SMEs	Organisational innovation, product innovation, process innovation, paradigm innovation	Comparative studies focusing on different regions and sectors could also be more insightful. Different research path qualifying the findings of this study might further enlighten the stakeholders of various business sectors. Further study are proposed involving different family generations and succession arrangements.	South Africa	innovation performance, family enterprise, non-family enterprise, and SMEs	https://doi.org/10.29086/2519-5476/2019/sp29a2
2020	Elham Kalhor and Seham Ghalwash	2	Innovation mediating and moderating internationalization in family and non-family businesses: embeddedness in Egypt, Madagascar, Morocco and Turkey	Italian journal of management	Product innovation	Extending the analysis to developed countries will be expected to add much to the finding that the internationalization of family businesses is not universal but differs worldwide. Extending the analysis to cover many countries, preferably a representative sample of countries, would enable researchers to not only assess differences across countries.	Egypt, Madagascar, Morocco and Turkey	family business, internationalization, exporting, innovation and developing countries	https://doi.org/10.7433/s.12.2020.05
2020	Etienne David-Olivier Heyns, Prof Tobie de Coning (supervisor) and Prof Eon Smit (Co-supervisor)	3	Conflict, innovation and the moderating role of family influence in the South African wine industry	Stellenbosch University Library - SUNScholar Research Repository	Family influence on innovation, radical innovation, progressive innovations and incremental innovations	Further cross-sectional studies could provide additional insights in terms of testing the proposed hypotheses in other sectors, to establish whether the findings of the present study are indeed unique to the South African wine industry. Broader job creation could, however, also be considered as a non-economic social goal and this aspect could be specifically investigated in future.	South Africa	Conflict, family business, family goals, family harmony, innovation, long-term orientation, non-economic	http://hdl.handle.net/10019.1/108324
2021	Elmarie Venter and Haydn Hayidakis	2	Determinants of innovation and its impact on financial performance in South African family and non-family small and medium-sized enterprises	The Southern African Journal of Entrepreneurship and Small Business Management	Product innovation, Process innovation, Organisational innovation, Marketing innovation	Future research should take this into consideration when comparing the results of this study that used Innovation output as its main dependent variable, with other research findings.	South Africa	small and medium-sized enterprises, family enterprises, innovation, innovation output and financial	https://doi.org/10.4102/sajesbm.v13i1.414
2022	Lloyd Baiyegunhi and Mihalīs Chasomeris	2	Examining the determinants of agricultural innovation activities: a case study of emerging	University of KwaZulu-Natal - Discipline of Agricultural Economics	Product innovation, process innovation, Organisational innovation, Marketing innovation	Consideration should also be given to providing support and linking the farmers to markets to drive innovation.	South Africa	agricultural innovation, emerging farmers,	https://srn.com/abstract=

Source: Researcher's own construction



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