



**A BIBLIOMETRIC ANALYSIS OF ENTREPRENEURIAL ORIENTATION  
RESEARCH UNDERTAKEN IN AFRICAN FAMILY BUSINESSES**

BY

**Liyabona Dakie**

**STUDENT NUMBER: 219346984**

**DATE OF REGISTRATION: 17 March 2021**

SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF

**BACHELOR OF ARTS HONOURS**

IN THE

**FACULTY OF BUSINESS AND ECONOMIC SCIENCES**

AT THE

**NELSON MANDELA UNIVERSITY**

**STUDY LEADER: PROFESSOR ELMARIE VENTER**

**OCTOBER 2021**

## DECLARATION BY CANDIDATE

**NAME:** LIYABONA DAKIE

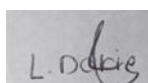
**STUDENT NUMBER:** 219346984

**QUALIFICATION:** BACHELOR OF ARTS HONOURS

**TITLE OF PROJECT:** A BIBLIOMETRIC ANALYSIS OF  
ENTREPRENEURIAL ORIENTATION RESEARCH  
UNDERTAKEN IN AFRICAN FAMILY BUSINESSES

### 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



.....  
**SIGNATURE**

18 October 2021

**DATE**

## **ACKNOWLEDGEMENTS**

I would like to express my sincerest appreciation to the following people who have played an instrumental role in the completion of this study:

- My Lord and Saviour, for His continuous favour and kindness towards me.
- My study leader, Professor Elmarie Venter for her support, patience, constructive criticism, and the time and energy invested in our research skills development.
- My parents and siblings, for their continuous support that has propelled me to always strive for greatness.

## ABSTRACT

The primary objective of this study was to conduct a bibliometric analysis on entrepreneurial orientation research conducted in African family businesses. Specifically, the researchers involved in this past research, the topics under investigation and the scope of their studies was investigated, to acquire a deeper understanding into the future of family business research in the African continent. Taking into consideration the purpose of this study, the quantitative approach was deemed the most appropriate to accommodate the analysis of entrepreneurial orientation related literature of African family businesses conducted. The results revealed that there is a lack of research on family businesses in Africa, and that only 21 authors, 12 different African institutions from six African countries have researched entrepreneurial orientation on African family businesses. The bibliometric analysis of this study revealed that entrepreneurial orientation research has been undertaken in Algeria, Ghana, Kenya, Nigeria, South Africa, and Zimbabwe. The first study on entrepreneurial orientation research in African family businesses was conducted in 2014 by Prof Farrington from South Africa. Furthermore, entrepreneurial orientation research on African family businesses increased by 300% from the year 2014 to the year 2018, while it decreased by 300% between 2018 and 2021. The topics that were covered by entrepreneurial orientation research undertaken on African family businesses are mostly comparative studies of the entrepreneurial orientation of small family and small non-family businesses, how entrepreneurial orientation impacts the growth of family businesses, and how the dimensions of entrepreneurial orientation impact firm performance of African family businesses.

As research in the field of entrepreneurial orientation among African family businesses is still in its infancy (Venter, & Farrington, 2021:10), more research on entrepreneurial orientation in African family businesses needs to be conducted so that scholars in the field of entrepreneurial orientation can gain a better understanding of entrepreneurial orientation in a non-western, African context.

**KEYWORDS:** entrepreneurial orientation, African family businesses, bibliometric analysis

## TABLE OF CONTENTS

DECLARATION BY CANDIDATE .....	i
ACKNOWLEDGEMENTS .....	ii
ABSTRACT .....	iii
LIST OF FIGURES .....	vii
<b>CHAPTER ONE: INTRODUCTION AND BACKGROUND TO STUDY .....</b>	<b>1</b>
1.1 INTRODUCTION.....	1
1.2 PROBLEM STATEMENT .....	2
1.3 PURPOSE OF THE STUDY.....	3
1.4 RESEARCH OBJECTIVES.....	3
1.4.1 PRIMARY OBJECTIVE .....	3
1.4.2 SECONDARY OBJECTIVES .....	3
1.4.3 METHODOLOGICAL OBJECTIVES.....	4
1.4.4 RESEARCH QUESTIONS.....	4
1.5 SCOPE AND DEMARCATION OF THE STUDY .....	4
1.6 SIGNIFICANCE OF THE RESEARCH.....	5
1.7 STRUCTURE OF THE STUDY .....	6
<b>CHAPTER TWO: LITERATURE OVERVIEW .....</b>	<b>7</b>
2.1 INTRODUCTION.....	7
2.2 CONTEXTUALISING FAMILY BUSINESSES.....	7
2.2.1 Defining family businesses .....	7
2.2.2 The significance of family businesses.....	8
2.2.3 Comparison between family and non-family businesses .....	9
2.3 CONTEXTUALISING ENTREPRENEURIAL ORIENTATION .....	9
2.3.1 Defining entrepreneurial orientation .....	9
2.3.2 The dimensions of entrepreneurial orientation .....	9
2.3.3 Importance of entrepreneurial orientation.....	12
2.4 THE EVOLUTION OF THE FIELD OF FAMILY BUSINESS RESEARCH ON ENTREPRENEURIAL ORIENTATION.....	13
2.5 PREVIOUS RESEARCH ON THE FIELD OF ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES.....	14
<b>CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY .....</b>	<b>17</b>
3.1 INTRODUCTION.....	17
3.2 RESEARCH PHILOSOPHY AND APPROACH .....	17

<b>3.3</b>	<b>METHODOLOGICAL CHOICE</b> .....	17
<b>3.4</b>	<b>RESEARCH APPROACH</b> .....	18
<b>3.5</b>	<b>RESEARCH STRATEGY</b> .....	18
<b>3.6</b>	<b>TIME HORIZON</b> .....	19
<b>3.7</b>	<b>DATA COLLECTION AND ANALYSIS</b> .....	19
<b>3.8</b>	<b>ETHICAL CONSIDERATIONS</b> .....	19
<b>CHAPTER FOUR: EMPIRICAL FINDINGS</b> .....		21
<b>4.1</b>	<b>INTRODUCTION</b> .....	21
<b>4.2</b>	<b>THE AUTHORS, INSTITUTIONS AND COUNTRIES WHERE EO RESEARCH ON AFRICAN FAMILY BUSINESSES HAS BEEN CONDUCTED</b> .....	21
<b>4.3</b>	<b>DATE, JOURNAL OF PUBLICATION AND TITLE OF ARTICLE</b> .....	22
4.3.1	Date of publication.....	22
4.3.2	Titles of journals and articles published .....	23
<b>4.4</b>	<b>METHODOLOGICAL CHOICE USED IN ARTICLES</b> .....	23
<b>4.5</b>	<b>ANALYSIS OF KEYWORDS</b> .....	24
<b>4.6</b>	<b>DIMENSIONS OF ENTREPRENEURIAL ORIENTATION INVESTIGATED</b> .....	25
<b>4.7</b>	<b>MASTERS AND DOCTORAL STUDIES UNDERTAKEN ON ENTREPRENEURIAL ORIENTATION IN AFRICAN FAMILY BUSINESSES</b> .....	26
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b> .....		27
<b>5.1</b>	<b>INTRODUCTION</b> .....	27
<b>5.2</b>	<b>OVERVIEW OF THE STUDY</b> .....	27
<b>5.3</b>	<b>MAIN FINDINGS OF THE EMPIRICAL RESULTS AND RECOMMENDATIONS</b> .....	28
5.3.1	Discussion and recommendations on the authors, institutions and countries undertaking entrepreneurial orientation research on African family businesses.....	29
5.3.2	Discussion and recommendations on the trends in entrepreneurial orientation research on African family businesses, as well as where and where the research was published and what topics were covered.....	30
5.3.3	Discussion and recommendations on the dimensions of entrepreneurial orientation that are investigated in an African family business context .....	31
<b>5.4</b>	<b>LIMITATIONS TO THE STUDY AND SUGGESSTIONS FOR FUTURE RESEARCH</b>	
	31	
<b>5.5</b>	<b>CONCLUSION</b> .....	32
<b>LIST OF REFERENCES</b> .....		33
<b>APPENDIX A: TURNITIN REPORT</b> .....		40
<b>APPENDIX B: ETHICS CLEARANCE</b> .....		41
<b>APPENDIX C: PREVIOUS ENTREPRENEURIAL ORIENTATION RESEARCH</b> .....		45

<b>APPENDIX D: AUTHORS, INSTITUTIONS, AND COUNTRIES THAT PUBLISHED ON EO RESEARCH ON AFRICAN FAMILY BUSINESSES .....</b>	<b>51</b>
<b>APPENDIX E: JOURNALS AND TITLE OF ARTICLES .....</b>	<b>52</b>
<b>APPENDIX F: BACHELOR'S THESIS, MASTERS AND DOCTORAL STUDIES .....</b>	<b>53</b>
<b>APPENDIX G: DATA CAPTURE SHEET .....</b>	<b>54</b>

## LIST OF FIGURES

<b>Fig. 4.1: Countries where entrepreneurial orientation research on African family businesses has been conducted.....</b>	<b>22</b>
<b>Fig. 4.2: Date of Publication .....</b>	<b>22</b>
<b>Fig. 4.3: Methodological choice used.....</b>	<b>24</b>
<b>Fig. 4.4: Keywords used in article.....</b>	<b>25</b>



## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND TO THE STUDY**

#### **1.1 INTRODUCTION**

According to Osunde (2017:1), the estimated total monetary effect of family businesses to the worldwide gross domestic product (GDP) is greater than seventy percent and these businesses are more likely to hold and recruit employees than non-family businesses, even amid financial downturns. Furthermore, the effect of the family business worldwide is likewise expected to increase continuously (Duran, Kammerlander, van Essen & Zellweger, 2016:1230). In addition, a family business does not have a generally acknowledged meaning, however, it can be explained as a business where a minimum of two family members are involved with the administration of the business and where one family owns a minimum of 50 percent of the business (Farrington & Jappie, 2016:348).

In most African countries, family businesses are perceived as an indispensable element of economic growth and a pivotal component that is integrated in an endeavor to decrease destitution within the district (Li, Coy & Yang, 2017:364). This suggests that African countries depend on family businesses to improve economic growth and job creation (Li *et al.*, 2017:364). Previous research on the field suggests that entrepreneurial orientation is an important element for success within an organisation and profitability (Taylor, 2013:1927). Entrepreneurial orientation (EO) is multidimensional and has five dimensions, namely: autonomy, competitive aggressiveness, risk-taking, innovativeness and pro-activeness (Farsi, Rezazadeh & Najmabadi, 2013:27). Entrepreneurial orientation has a notable effect on opportunity recognition and on new venture performance (Anwar, Clauss & Issah, 2021:8) and is particularly vital for emerging African countries as they are faced with uncertain markets, globalization, new market systems and intense competition (Anwar *et al.*, 2021:8). In Africa, entrepreneurial orientation could assist in increasing the success rate for family businesses and seizing opportunities in a market filled with uncertainties.

The remainder of the chapter will commence by formulating the problem statement of this study, as well as the purpose of the study. This discussion will be followed by describing the primary, secondary, and methodological objectives. Thereafter research questions will be presented based on these objectives. In addition, the research design and methodology followed in this study will be outlined, followed by the scope and demarcation of the study, significance of the study, and the structure of the study.

## **1.2 PROBLEM STATEMENT**

Despite their growing importance in global and African economies, statistics show that 30% of family businesses survive the first transition from the first to the second-generation, 12% survive the transition from the second to the third and only 3% survive into the fourth generation and beyond (Walia, 2018:8). The reason for this high non-success rate could be due to the lack of entrepreneurial orientation in these family businesses. De Massis, Kotlar, Frattini, Chrisman and Nordqvist (2016:190) suggests that the dearth of innovation strategies in both family and non-family SMEs lead to their high non-success rates. Family businesses are often considered less innovative than non-family businesses, which may be influencing their poor succession rates (Cucculelli, Le Breton-Miller & Miller, 2016:92). This lack of innovation may stem from the fact that family businesses are more conservative with regard to expenditure and they are less likely to spend on something that will yield uncertain outcomes. Family businesses also tend to be more risk-averse and face additional unique challenges in comparison to non-family businesses, which may hamper their use of innovation (Hayidakis, 2021:5).

As family businesses must develop and innovate themselves over time to ensure their sustainability, so too, must the research on family businesses continue to develop and innovate into the future (Litz, Pearson & Litchfield, 2012:2). According to Sharma (2004:2), as a field of study progresses, it is imperative to regularly pause and reflect on the growth and to also reflect on the directions to follow in future so that a deeper understanding can be acquired. According to Harms (2014:281), research undertaken

on family businesses in an African context is still limited, even though research undertaken on family businesses globally is increasing.

### **1.3 PURPOSE OF THE STUDY**

The purpose of this study is to undertake a systematic evaluation of the status, trends, and potential future research areas in the field of entrepreneurial orientation in Africa. As such, this study will reflect on the field by investigating the Who, What and the How, about entrepreneurial orientation research on family businesses in Africa.

### **1.4 RESEARCH OBJECTIVES**

#### **1.4.1 PRIMARY OBJECTIVE**

According to Acquaah and Eshun (2016:44), there is a lack of research on family businesses in Africa, regardless of their presence in the economies of different African countries. Therefore, the primary objective of this study is to conduct a bibliometric analysis on entrepreneurial orientation research conducted in Africa on family businesses. Specifically, the researchers involved in this past research, the topics under investigation and the scope of their studies will be investigated, to acquire a deeper understanding into the future of family business research in the African continent.

#### **1.4.2 SECONDARY OBJECTIVES**

- SO<sup>1</sup>: To identify the authors, institutions and countries undertaking entrepreneurial orientation (EO) research on African family businesses.
- SO<sup>2</sup>: To determine trends in entrepreneurial orientation (EO) research on African family businesses with regard to when and where it is published, as well as what topics are being covered.
- SO<sup>3</sup>: To determine which dimensions of entrepreneurial orientation (EO) are studied in an African family business context.

### 1.4.3 METHODOLOGICAL OBJECTIVES

- MO<sup>1</sup>: To undertake a literature review on the nature and significance of family businesses, as well as the nature and significance of entrepreneurial orientation in family businesses globally and in Africa.
- MO<sup>2</sup>: To identify and describe the research design and methodology most suitable for conducting this study.
- MO<sup>3</sup>: To collect and analyse data from academic articles, bachelor thesis, masters, and doctoral thesis on entrepreneurial orientation amongst African family businesses.
- MO<sup>4</sup>: To conclude and make suggestions based on the findings of the study that can guide future entrepreneurial studies on African family businesses on the African continent.

### 1.4.4 RESEARCH QUESTIONS

- RQ<sup>1</sup>: Who are the authors, institutions and countries undertaking entrepreneurial orientation (EO) research on African family businesses?
- RQ<sup>2</sup>: What are the trends in entrepreneurial orientation (EO) research on African family businesses with regard to when and where it is published, as well as what topics are being covered.
- RQ<sup>3</sup>: What are the dimensions of entrepreneurial orientation (EO) that are studied in an African family business context?

## 1.5 SCOPE AND DEMARCATION OF THE STUDY

As discussed in the introduction, in most African countries, family businesses are recognised as a fundamental element of economic growth and a key component in reducing poverty in the region (Li, Coy & Yang, 2017:364). Furthermore, entrepreneurial orientation is vital for emerging African countries as they are faced with uncertain markets, globalization, new market systems and intense competition (Anwar *et al.*, 2021:8). Moreover, it has been confirmed that entrepreneurial orientation in a business is a key component for organisational success and profitability (Taylor,

2013:1927). Given the importance of family businesses in Africa and the role of entrepreneurial orientation in the family business, this study intends to focus primarily on entrepreneurial orientation research undertaken in African family businesses.

The literature review of this study will provide a background into family businesses in an African and a global context. The significance of entrepreneurial orientation and its dimensions, the evolution of the field of family business research on entrepreneurial orientation and previous research on the field of entrepreneurial orientation will be discussed. The empirical research of this study will be limited to a bibliometric analysis of past entrepreneurial orientation research undertaken in African family businesses only. Furthermore, the African family businesses that the research has been undertaken in should adhere to the definition of family businesses that is accepted and utilised in this study.

## **1.6 SIGNIFICANCE OF THE RESEARCH**

The primary objective of this study is to conduct a bibliometric analysis on entrepreneurial orientation research conducted in Africa on family businesses. According to Acquaah and Eshun (2016:44), there is a shortage of information on family businesses in Africa and this investigation will reflect on the advancement made so more profound insights can be acquired into a phenomenon of interest. In essence, this study aims to provide greater insight into entrepreneurial orientation in African family businesses. This study will be beneficial to various stakeholders, for example, scholars who want to see where research on entrepreneurial orientation in African family businesses began and where it is in the present day, and to existing African family businesses - that want to incorporate entrepreneurial orientation - to easily analyse the entrepreneurial orientation field in African countries by looking at this study.

## **1.7 STRUCTURE OF THE STUDY**

Chapter one provides the introduction and background to the study and the problem statement. The chapter also includes the purpose of the study, primary objective, secondary objectives, methodological objectives, research questions, the scope and demarcation of the study, the significance of the research and the structure of the study

Chapter two provides a brief literature review to answer and to shed light on some of the research questions. The literature review will contextualise family businesses and entrepreneurial orientation. It will further provide an evolution of the field of family business research on entrepreneurial research and previous research undertaken on the field of entrepreneurial orientation in family businesses.

The following chapter, Chapter Three, provides the research design and methodology. The research design and methodology include the research philosophy and approach, methodological choice, and research strategy. The reasons behind the selection of the research design are also discussed. In addition, the chapter includes the time horizon, the data collection and analysis utilised in the study, and the ethical considerations.

Chapter Four will present the empirical results attained from the bibliometric analysis. A discussion of the results will be provided regarding the dimensions of entrepreneurial orientation that are investigated in an African Family Business, the trends in entrepreneurial orientation research on African family business, and the authors, institutions and countries undertaking entrepreneurial research on African family businesses.

The last chapter, Chapter Five, will present the conclusion which is a summary of the key findings of the literature review and the empirical investigation. Recommendations about research that needs to be conducted on the field of entrepreneurial orientation in family businesses will also be discussed. In addition, the recommendations for future research directions stipulated in the research can be used by scholars of the field who want to further investigate entrepreneurial orientation research undertaken in African family businesses.

## **CHAPTER TWO**

### **LITERATURE OVERVIEW**

#### **2.1 INTRODUCTION**

As previously mentioned, the primary objective of the study is to conduct a bibliometric analysis on entrepreneurial orientation research conducted in African family businesses and the purpose of chapter one was to provide the introduction and background to the study.

The purpose of chapter two is to discuss family businesses and entrepreneurial orientation and to achieve the first methodological objective. The chapter commences by contextualising family businesses followed by contextualising entrepreneurial orientation where the five dimensions of entrepreneurial orientation will be elaborated on. Thereafter, the evolution of the field of family business research on entrepreneurial orientation will be discussed. Lastly, the chapter will provide a discussion on previous research on the field of entrepreneurial orientation in family businesses.

#### **2.2 CONTEXTUALISING FAMILY BUSINESSES**

##### **2.2.1 Defining family businesses**

There is no agreement among scholars with respect to what a family business is in qualitative, quantitative, or historical terms (Colli & Rose, 2009:195). In simple terms, a family business is a business owned by a family (Henssen, Voordeckers, Lambrechts & Koiranen, 2011:2). Several researchers have expanded on this definition and Muñoz-Bullón & Sanchez-Bueno (2011:66) defines a family business as a business that has at least two directors that are family and a business where family members hold a considerable portion of shares. Meanwhile, Donnelley (1964:94), the first researcher to define a family business, defined a family business as a business that has been closely associated with a minimum of two generations of a family and when this association has a mutual effect on company principles and on the interests

and on the goals of the family. According to Soler-Porta, Padilla-Meléndez & Rodríguez-Díaz (2019:56), A family business is also defined as a business that is owned and is administered by at least one family. Soler-Porta, Padilla-Meléndez and Rodríguez-Díaz (2019:56) further define a family as a group of people who are either related by blood, marriage, or adoption. For the purpose of this study, a family business is a business where a minimum of two family members are involved with the administration of the business and one family owns a minimum of 50 percent of the business (Farrington & Jappie, 2016:348).

### 2.2.2 The significance of family businesses

Family businesses comprise a prominent socio-economic establishment in both progressing and progressed economies and constitute for about 90% of all businesses worldwide (Gedajlovic, Carney, Chrisman & Kellermans, 2012:1011). It has been recorded that 44% of businesses that are listed in Europe Stock Market are administered by family members, and families manage approximately 33% of the S&P 500 in the United States of America (Gedajlovic *et al.*, 2012:1011). Family businesses are important in economies as they provide job creation, contribute to the GDP of an economy, and improves the standard of living (Devins & Jones, 2016:4). This can be seen in Arab Middle East where family businesses comprise 90% of all businesses, recruit 80% of the labour force, and contribute 60% to the district's GDP (Samara, 2020:1). In South Africa, family businesses comprise about 80% of businesses and contribute 60% to the GDP (Venter & Farrington, 2009:139). In Nigeria, family businesses generate turnover that is over twice as much as other Nigerian sectors and recruit twice as many Nigerian workers as the entire public sector (Osunde, 2017:2). Furthermore, 80% of businesses in Zimbabwe are family businesses and contribute roughly 50% to the country's GDP (Chundu, Njobo & Kurebwa, 2021:464). These statistics depict the importance of family businesses in Africa and globally. Family businesses are important because they hold the key for further economic growth through their socio-economic contributions (Ernst & Young, 2014:3).



### 2.2.3 Comparison between family and non-family businesses

“Family businesses have struggled for an identity in an effort to be recognised and acknowledged as an intellectually meticulous, independent domain; hence research in the family business field is not considered a business-as-usual approach” (Litz, Pearson & Litchfield, 2012:18). It is imperative to be able to distinguish a non-family business from a family business, and it has been noted that family participation in a business distinguishes a family business from a non-family business (Chua, Chrisman & Steier, 2003:331). A non-family business’s principal goal is incessant continuance whilst family business goals are steered by family-centered and non-monetary incentives (Williams, Kellermans, Pieper & Astrachan, 2018:2).

## 2.3 CONTEXTUALISING ENTREPRENEURIAL ORIENTATION

### 2.3.1 Defining entrepreneurial orientation

Entrepreneurial orientation (EO) is a crucial concept in the fields of business and entrepreneurship because of its effect on growth and performance of a business (Fredyna, Ruíz-Palomo & Dieguez 2019:129). It refers to the business having the capability, magnitude, and readiness to recognise new business opportunities, take part in innovation activities, pledge a portion of its resources to uncertain business enterprises, and invest in entrepreneurial product and/or market initiatives (KPMG, 2020:12). The entrepreneurial orientation construct consists of five dimensions that include recognized entrepreneurial abilities and have been extrapolated from the entrepreneurship and strategy-making process literature (Fadda, 2016:3). All five of these dimensions will be defined below.

### 2.3.2 The dimensions of entrepreneurial orientation

- Innovativeness

The innovativeness dimension of entrepreneurial orientation refers to the extent to which a business is incorporating new methods and ideas resulting in new products

and services (Lechner & Gudmundson, 2014:38). The dimension deals with creative proposals, and experimental methods (Anlesinya, Eshun & Bonuedi, 2015:81). “The dimension also shows an organisational tendency to offer originality and creativity by carrying out research into new products, services, technology and new processes and system development” (Anlesinya *et al.*, 2015:81). A study by Okangi (2019:4) states that this dimension is a vital aspect of entrepreneurial orientation because it assists businesses in pursuing new opportunities. In terms of innovativeness, African family businesses are less likely to make radical improvements to product or service lines and tend to focus less on product innovation than non-family businesses do (KPMG, 2020:12).

- Risk-taking

The second dimension of entrepreneurial orientation is risk-taking and refers to the extent to which managers are prepared to make substantial and high-risk resource commitments (Linton, 2019:4). This dimension is characterized by advancing into the unknown, pledging substantial portions of resources and borrowing heavily (Lechner & Gudmundson, 2014:38). A study that was carried out by Lumpkin and Dess in 1996 noted that businesses with an entrepreneurial orientation are usually characterised by risk-taking behavior, such as incurring heavy debt or making large resource commitments in the interest of obtaining high returns (Dele-Ijagbulu, Eresia-Eke & Moos, 2020:97). The 2020 African Family Business Barometer respondents revealed that their family businesses take calculated risks and 23% of their directors tend to choose risky projects to obtain high returns business deals (KPMG, 2020:12).

- Pro-activeness

This third dimension of entrepreneurial orientation refers to a process that focuses on forecasting and acting on upcoming opportunities regarding products, technologies, and markets (Okangi, 2019:4). The dimension relates to being the first mover amongst rivals which can assist in ensuring employment growth (Dele-Ijagbulu, Eresia-Eke & Moos, 2020:97). Boling, Pieper and Covin (2016:896) argue that pro-activeness is a vital dimension of entrepreneurial orientation in family businesses, and it follows a

nonlinear pattern as the family business ages where pro-activeness first decreases, then increases, and finally decreases again. According to the African Family Businesses Barometer, 60% of family businesses are proactive in closely observing technological trends and recognising future demands of consumers, and 60% of African Family Businesses excel in identifying opportunities, and in initiating change to which their rivals respond to (KPMG, 2020:13).

- Competitive aggressiveness

The fourth dimension is competitive aggressiveness which is a business's inclination to directly and intensely challenge its rivals to enter the market, improve its position and be greater than rivals in the marketplace (Kosa, Mohammad & Ajibie, 2018:4). Le Roux and Bengesi (2014:4) describe competitive aggressiveness as a driver that is utilised to face the intense competition posed by rivals. In addition, competitive aggressiveness refers to the type of intensity and head-to-head posturing new entrants often need to compete with existing rivals (Kozubiková, Sopková, Krajcik & Tyll, 2017:209). African Family Businesses show a lack of competitive aggressive, and this could be due to low degrees of individualism and high levels of collectivism (KPMG, 2020:15).

- Autonomy

Autonomy as a dimension of entrepreneurial orientation refers is an action that is freely taken, for the establishment and proper functioning of a company, regardless of organizational constraints (Wójcik-Karpacz, 2016:2). Teles and Schachtebeck (2019:88) describe autonomy as the notion that an individual or a team reaches the final phases in which these individuals are viewed as self-responsible and do not submit to the dwelling of organizational superiors, but ensure that new ideas transform into a new venture. Sixty-six percent of African Family Businesses assists the efforts of individuals/groups that work autonomously and believe that employee input and initiatives play an important role in identifying and selecting business opportunities (KPMG, 2020:12).

It is evident that the abovementioned dimensions of entrepreneurial orientation influence the ability to create an innovation (Usman & Mat, 2017:35).

### 2.3.3 Importance of entrepreneurial orientation

Furthermore, entrepreneurial orientation is usually studied as a disposition of senior management or business owner towards entrepreneurial endeavours, and it is imperative because it is well suited to dealing with pressures that arise from both a changing external environment and an internal tendency to inflexibility and inertia as organisations grow (Covin, Rigtering, Hughes, Kraus, Cheng & Bounken, 2020:2). Entrepreneurship has been argued to be important to the economy since it creates jobs, turns inventions to innovations, and improves the general standard of living.

Entrepreneurial orientation specifies the extent to which the business is entrepreneurial (Linton, 2019:6). Moreover, it is the principal element of entrepreneurship and strategy as it reflects the vision of the organisation's executive and informs organizational efforts that are needed to yield innovations that generate value for consumers and the businesses that serve them (Smith & Jambulingam, 2018:159). Usman and Mat (2017:36) also pointed that entrepreneurial orientation is a non-physical asset that is difficult to imitate and has become an important asset to the performance of the organisation. Previous studies revealed that entrepreneurial orientation qualifies small business or new business ventures to perform better than their rivals (Li, Huang & Tsai, 2009:440). In addition, family businesses must develop entrepreneurial behaviours in order to survive in the long-term, emphasizing the importance of entrepreneurial orientation as the main antecedent (Arzubiaga, Maseda & Iturralde, 2019:131). Furthermore, entrepreneurial orientation offers the vision of mobilising knowledge within the family business and must be implemented in all corporate activities (Visser & van Scheers, 2020:235).

## **2.4 THE EVOLUTION OF THE FIELD OF FAMILY BUSINESS RESEARCH ON ENTREPRENEURIAL ORIENTATION**

Entrepreneurial orientation research in the family business field started in the mid-2000s when Zahra, Hayton, and Salvato wrote their journal article on the effect of organisational culture in family and non-family businesses (Hernández-Linares & López-Fernández, 2018:323). Early family business research on entrepreneurial orientation from 2004-2009 solely focused on which type of business (family or non-family) is entrepreneurial orientation the strongest in, factors that are positively or negatively associated to entrepreneurial orientation in family businesses, if the dimensions are positively or negatively associated to each other, as well as the association between entrepreneurial orientation and employment growth in family businesses (Hernández-Linares & López-Fernández, 2018:323)

Studies from 2010 to 2021 started to focus less on entrepreneurial orientation as a whole and started to zoom in on the intricate factors of entrepreneurial orientation in family businesses. The factors that were zoomed in to explained how the dimensions of entrepreneurial orientation affect each other and the dimensions' influence on firm growth. For example, more recent studies investigated how factors, such as environmental dynamism and environmental hostility, influence entrepreneurial orientation (Casillas, Moreno & Barbero, 2011:93). Zachary, Payne, Moore and Sexton (2017:60) intensified the research on entrepreneurial orientation in family businesses by investigating the presence of entrepreneurial orientation in a family business before, during and after the business has undergone an environmental jolt.

In summary, research on entrepreneurial orientation in family businesses is more detailed in the present day considering that it now focuses on which dimensions of entrepreneurial orientation are important and which dimensions are not important (Hernández-Linares, R. & López-Fernández, M.C. 2018:331). In addition, present day studies on entrepreneurial orientation present the notion that not all the dimensions of entrepreneurial orientation are important, whereas early studies on entrepreneurial orientation found all dimensions to be important and thus need to be thoroughly researched (Kallmuenzer & Peters, 2017:192).

## **2.5 PREVIOUS RESEARCH ON THE FIELD OF ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES**

A preliminary literature review and table of previous entrepreneurial orientation research in family businesses was compiled and is shown in appendix C. The appendix reveals that the first group of researchers to do an overview on entrepreneurial orientation in family businesses was Zahra, Hayton and Salvato in 2004. Their research found that “The relationship between the elements of organisational culture and entrepreneurial orientation are more grounded in family businesses than in non-family businesses, except in the cases of external orientation” (Zahra, Hayton & Salvato, 2004:375). A paper by Kellermanns and Eddleston (2006:821) found that strategic planning intensifies entrepreneurial orientation in first generation family businesses, but it does not have a positive impact on multigenerational family businesses. In addition, the first researchers to ever link entrepreneurial orientation to employment growth were researchers Kellermanns, Eddleston, Barnett and Pearson (2008:8), when they found that entrepreneurial orientation is strongly related to employment growth. In 2009, Escribá-Esteve & Sanchez-Peindo (2009:9) discovered that an increase in the top management team can compel the adoption of a proactive strategic orientation, and thus restrict the potential performance of family businesses.

Lumpkin, Brigham, and Moss (2010:250) found that the long-term entrepreneurial orientation is negatively related with risk-taking and competitive aggressiveness, but positively related to the other three dimensions of entrepreneurial orientation. More research by Casillas, Moreno and Barbero (2010:27) discovered that proactiveness-growth link is positively moderated by generational participation and environmental dynamism while risk-taking-growth link is moderated by environmental hostility. Furthermore, Zellweger and Sieger (2012:50) research findings explain how a lower level of innovation or competitive aggressiveness is compatible with long-term success and recognises the negative influence of non-proactive family members.

Peters and Kallmuenzer’s research (2015:14) found that family businesses show low risk-taking and competitive aggressiveness. Previous research by Zachary, Payne, Moore, and Sexton (2017:12) reveals that entrepreneurial orientation changes prior

to, during and following a major unforeseen and discontinuous environmental change. The relationship between innovativeness and business performance was investigated and it was found that innovativeness impacts business performance to a considerable degree which is why an increase in innovativeness would lead to a rise in performance of family businesses (Mwai, Ntale & Ngui, 2018:86). The different instances where entrepreneurial orientation is strong have also been covered and previous research by Arzubiaga, Iturralde, Maseda and Kotlar (2018:22) states that entrepreneurial orientation and performance are strong in businesses with less family participation and higher levels of gender diversity on the board.

In the year 2019, Hernández-Linares, Kellermanns, López-Fernández and Sarkar (2019) suggested that only pro-activeness, competitive aggressiveness, and autonomy are significant in the dimensions of entrepreneurial orientation. In 2021, it was discovered that strong-identity-based fault lines negatively impact the relation between entrepreneurial orientation and family business performance (Calabró, Santuli, Torschia & Galluci, 2021:845).

Previous research on entrepreneurial orientation in African family businesses is still limited and appendix C only presents articles on entrepreneurial orientation from the year 2018. Research undertaken on entrepreneurial orientation in African family businesses was by Mwai, Ntale and Ngui in 2018 and it examined the effect of entrepreneurial orientation on the performance of family businesses. The second paper that was mentioned in appendix C was by Boohene in 2018.

In conclusion, EO refers to the business having the capability, magnitude and readiness to recognise new business opportunities, take part in innovation activities, pledge a portion of its resources to uncertain business enterprises, and invest in entrepreneurial product and/or market initiatives (KPMG, 2020:12). Moreover, entrepreneurial orientation is important because it provides the vision to mobilise the knowledge within the family business and should therefore be implemented towards all business activities (Visser & van Scheers, 2020:235). Entrepreneurial orientation research on family businesses commenced in the mid-2000s and early studies viewed all the dimensions of entrepreneurial orientation as important whilst present day

studies present the notion that not all the dimensions of entrepreneurial orientation are important (Kallmuenzer & Peters, 2017:192).



## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 INTRODUCTION**

The previous chapter provided an in-depth discussion on family businesses and entrepreneurial orientation. The purpose of chapter three is to achieve the second methodological objective. Moreover, the following research design and methodology needs to be identified and discussed for the objective to be achieved.

Chapter three identifies and explains the research philosophy and approach, methodological choice and the research strategy utilized in this study. Following this will be the time horizon utilised in the study and the data collection and analysis. The chapter will conclude by providing ethical considerations.

#### **3.2 RESEARCH PHILOSOPHY AND APPROACH**

This study will use a philosophy of mainly positivism as a bibliometric analysis includes some basic statistical analyses. This research takes a quantitative approach therefore positivism is feasible since it caters to the methods which will be used in the study, such as a mono-method (Saunders, Lewis & Thornhill, 2016:137). In addition, a deductive approach will be followed and entails drawing conclusions from articles drawn and analysed (Wilson, 2010). The deductive approach is considered most suitable in the current study as categories for analysing the data collected will be based on existing literature.

#### **3.3 METHODOLOGICAL CHOICE**

Melnikovas (2018:33) states that the research onion proposed by Saunders *et al.* (2019:130) is a detailed model that researchers can use to create an effective research methodology. Methodological choice involves decisions around whether the study should be quantitative, qualitative, or mixed in nature (Saunders *et al.*, 2019:175).

The present study is quantitative in nature, which aligns it to the positivism research philosophy and deductive approach since the study involves the collection and analysis of already existing data on research published on EO amongst family businesses in an African context.

### **3.4 RESEARCH APPROACH**

Given that the current study attempts to describe a certain phenomenon (research on EO in African family businesses), a quantitative study is considered most suitable. Aliaga and Gunderson (2002) defines the quantitative study as a clarification of phenomena by the collection of mathematical information dissected utilizing strategies dependent on arithmetic. They further state that quantitative analysis is primarily concerned with gathering numerical data to describe a phenomenon, specific questions seem to be well-suited to being addressed using quantitative methods.

### **3.5 RESEARCH STRATEGY**

As the study focuses on retrieving data which is to be categorized and classified to specifications required for this study which will then be analysed to determine an outcome that will contribute to the future research of EO in African family businesses, both archival and bibliometric research will be conducted.

Archival research incorporates the assessment of verifiable records, that is, reports created in the moderately late past that gives us admittance to foundations, individuals, and occasions that we would not in any case have (Ventresca & Mohr, 2002:2). Scholars conducting non-historical investigations of records and texts created by and about contemporary organizations, on the other hand, use archival approaches as a supplement to other investigation strategies. As a result, archival techniques can be utilised to analyse computerised texts such as databases, emails, and web pages (Ventresca *et al.*, 2002:2).

A technique for summarizing, classifying, and presenting representative results from a collection of bibliographic documents is bibliometrics. This approach is very useful for summarizing scholarly research in a specific field or journal, determining the production and trend of publications, citations, writers, keywords, and institutions, and determining the development and trend of publications, citations, authors, keywords, and institutions (Rovelli, Ferasso, De Massis & Kraus, 2021:2). This approach is fitting for this study as it mainly focuses on retrieving data which is to be categorised and classified to specifications required for this study which will then be analysed to determine an outcome which will contribute to the future research of family businesses in Africa.

### **3.6 TIME HORIZON**

A cross-sectional research design is a design that simultaneously tests the results and the exposures of study participants (Setia, 2016). A cross-sectional study's participants are chosen solely on the study's inclusion and exclusion criteria. A cross-sectional research design will be utilised in the current study because data will be gathered at a specific point in time.

### **3.7 DATA COLLECTION AND ANALYSIS**

The study population will include all past research on entrepreneurial orientation in African family businesses. Additionally, the data will be analysed utilizing two methods of analysis: statistical analysis and content analysis. Statistical analysis will be used to count the number of authors, institutions, and countries that have contributed to research on African family businesses and to distinguish trends or patterns in research. Whereas content analysis will be undertaken to analyse the current areas of research.

### **3.8 ETHICAL CONSIDERATIONS**

Research ethics are defined as the rules of conduct which need to be adhered to when a researcher collects data (Walliman, 2011:171). Furthermore, the study will be

subjected to the research ethics procedures that are set out by the ethical committee of Nelson Mandela University. This research is desktop research and will be conducted in an ethically acceptable manner. In addition, the data included in the research will not be distorted, and previous research will be properly cited or referenced. Furthermore, all results will be reported truthfully. However, no specific ethical clearance is required since the information collected is not private nor personal in nature and does not involve any people. Appendix A is Turnitin similarity report and Appendix B is a signed ethics clearance for treatise that states that the study will not use humans, does not require consent of institutional authority, will not include a questionnaire and the study will not be published and submitted to an accredited journal.

## **CHAPTER FOUR**

### **EMPIRICAL FINDINGS**

#### **4.1 INTRODUCTION**

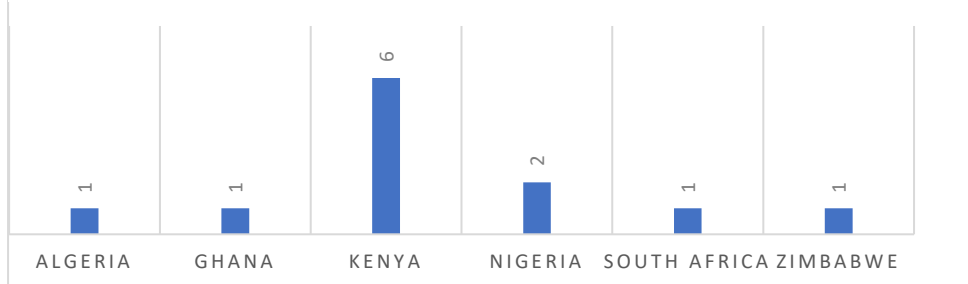
In this chapter, the empirical findings of the study are presented. The data depicted and explained in the chapter was generated from twelve journal articles, one bachelor's thesis, one masters dissertation and four doctoral theses. The journals and studies meet the criteria set in the study as entrepreneurial orientation research undertaken on African family businesses.

The chapter commences by giving an overview of the authors, institutions, and countries where entrepreneurial orientation research on African family businesses has been undertaken. Thereafter dates when articles were published, names of the journal in which the article was published in, accreditation of the journal, titles of articles and the number of citations, is discussed. In addition, the list of keywords, followed by the dimensions of entrepreneurial orientation that were investigated, are also discussed. The third methodological objective will be achieved in this chapter.

#### **4.2 THE AUTHORS, INSTITUTIONS AND COUNTRIES WHERE EO RESEARCH ON AFRICAN FAMILY BUSINESSES HAS BEEN CONDUCTED**

There are 21 authors from 12 different African institutions who have researched entrepreneurial orientation on African family businesses. However, only three of these authors have written more than one article (see Appendix D below). From Appendix D, it can be observed that the most dominant institutions are Jomo Kenyatta University of Agriculture and Technology (Kenya), Catholic University of Eastern Africa (Kenya) and the University of Ibaden (Nigeria). Furthermore, these authors have conducted research on family businesses in only six of 52 African countries with most research conducted in Kenya (6), followed by Nigeria (2), Algeria (1), South Africa (1), Ghana (1) and Zimbabwe (1) (see Fig. 4.1).

**Fig. 4.1: Countries where entrepreneurial orientation research on African family businesses has been conducted**



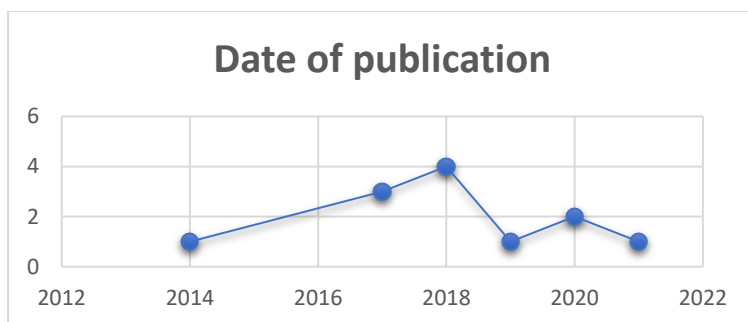
Source: Researcher's own construction

### 4.3 DATE, JOURNAL OF PUBLICATION AND TITLE OF ARTICLE

#### 4.3.1 Date of publication

Research undertaken on entrepreneurial orientation in African family businesses commenced in 2014, as is illustrated in Fig. 4.2 below. The delay in research is expected since research on entrepreneurial orientation only started in the mid-200s worldwide. From Fig. 4.2, it can be observed that articles on entrepreneurial orientation grew exponentially from 2014 to 2018 and then decreased again after 2018.

**Fig. 4.2: Date of Publication**



Source: Researcher's own construction

#### 4.3.2 Titles of journals and articles published

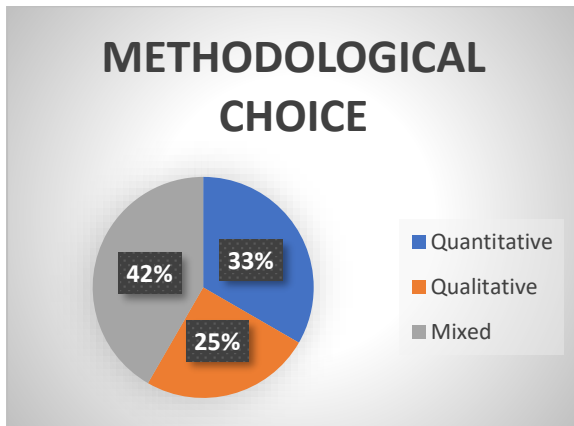
Academic journals are perceived as an imperative and vigorous method of publishing. Furthermore, journals are used to convey research findings, the latest discoveries, and prospects to the public. In Appendix E, a list of the journals in which articles on EO in African family businesses are given. In addition, the journal accreditation, total articles published in each journal, the title of articles, which serve as topics covered, as well as the number of citations for each article, is summarised in Appendix E.

According to appendix E, it is evident that The Strategic Journal of Business and Change Management has published the most articles, on EO in African family businesses. The journal's first article on entrepreneurial orientation on African family businesses was in 2017 on the pro-activeness and performance of family businesses in Nairobi County (Kenya) and then later published an article in 2021 on risk-taking and firm performance between family businesses in Kisumu County. Appendix E further provides the topics covered and the topics that are mostly discussed are family firms, entrepreneurial orientation, and its dimensions. The top three journals with the most citations are the Academy of Entrepreneurship Journal with 23 citations, followed by Management dynamics with 12 citations and the International Academic Journal of Innovation, Leadership and Entrepreneurship with 6 citations. In addition, from Table 4.2 most of the journal's citations are unknown since the search engine could not provide the number of citations for the journals.

#### 4.4 METHODOLOGICAL CHOICE USED IN ARTICLES

The articles on entrepreneurial research undertaken in African family businesses have either used a quantitative, qualitative or a mixed methodology. Fig. 4.3 illustrates that 42% of the articles used a mixed methodology, 33% used a quantitative methodology and 25% used the qualitative methodology.

**Fig. 4.3: Methodological choice used**



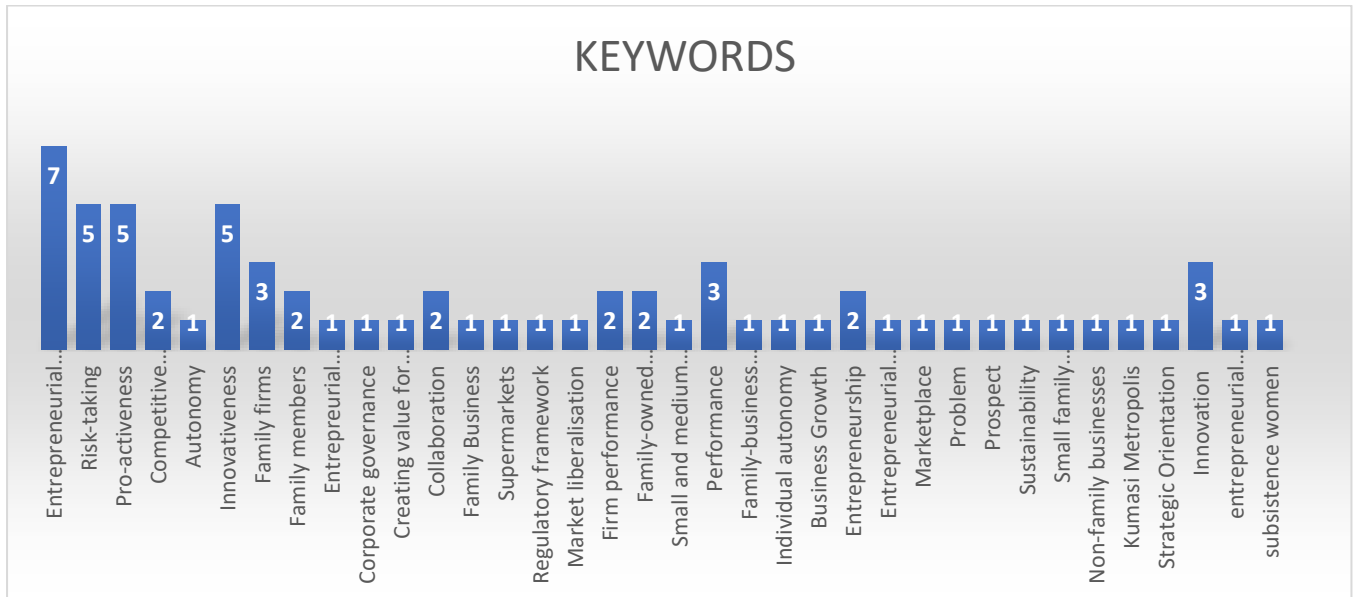
Source: Researcher's own construction

#### **4.5 ANALYSIS OF KEYWORDS**

Keywords are utilised to classify and record documents and to also find documents and linked issues (Aparicio, Ramos, Casillas & Itturalde, 2021:40). The articles on entrepreneurial orientation research undertaken amongst African family businesses revealed 38 keywords in the dataset, of 36 are depicted in fig. 4.4. The keywords which appeared frequently were entrepreneurial orientation (7), risk-taking (5), proactiveness (5), innovativeness (5), family firms (3), performance (3) and innovation (3). Entrepreneurial orientation was the most used keyword, as it was the main concern for researchers. The other keywords that appeared the least are considered less relevant to the study such as supermarkets (1), subsistence women (1), prospect (1) and growth.



**Fig. 4.4: Keywords used in article**

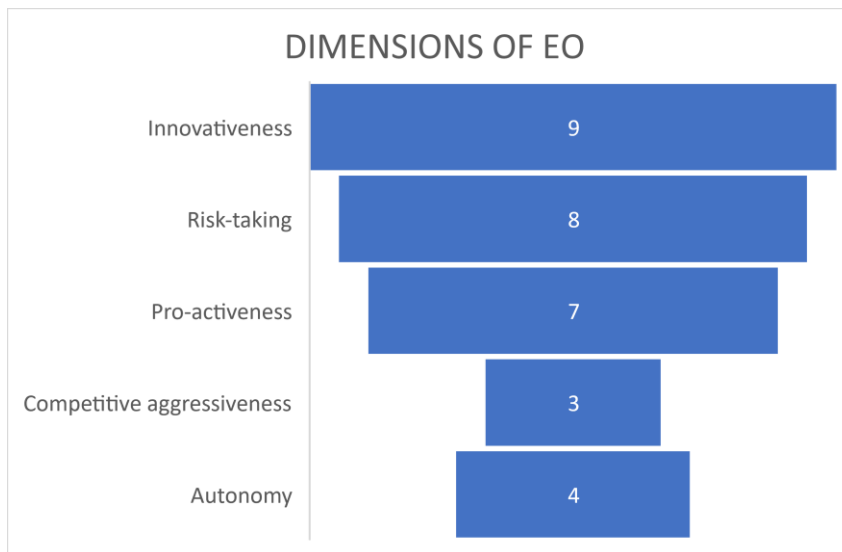


Source: Researcher’s own construction

#### 4.6 DIMENSIONS OF ENTREPRENEURIAL ORIENTATION INVESTIGATED

Entrepreneurial orientation has five dimensions, namely: innovativeness, risk-taking, pro-activeness, competitive aggressiveness, and autonomy. Some authors only focus on three dimensions only, namely: innovativeness, risk-taking and pro-activeness (Le Roux & Bengesi, 2014:1). However, all dimensions of entrepreneurial orientation were investigated in African family businesses, with innovativeness being the most investigated dimension and competitive aggressiveness being the least. As graphically illustrated in fig. 4.5, the top 3 investigated dimensions are: innovativeness (9 articles), risk-taking (eight articles), and pro-activeness (seven articles).

**Fig. 4.5: Dimensions of EO investigated in African family businesses**



Source: Researcher's own construction

#### **4.7 MASTERS AND DOCTORAL STUDIES UNDERTAKEN ON ENTREPRENEURIAL ORIENTATION IN AFRICAN FAMILY BUSINESSES**

Scholars in the field of entrepreneurial orientation on African family businesses have contributed six studies to the field. Appendix F provides six masters and doctoral studies, authors, the date published, the number of authors based in Africa, the title of study, the method used when collecting the data, institutions that are conducting the studies, the country focus, keywords, and the dimensions of EO that were investigated.

As graphically observed on appendix F, there are six authors that have contributed to the field from 6 different institutions. Furthermore, the dominant countries where the most research was focused on are Kenya and Nigeria. In addition, innovativeness (5) is the most investigated dimension followed by risk-taking (4) and pro-activeness (4).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

The preceding chapter presented a detailed discussion of the empirical findings of this study. In the last chapter, chapter five, an outline of the study will be laid out, followed by the conclusions and the proposed recommendations. These recommendations will be founded on the empirical results of this study. The chapter will conclude by discussing the limits of the study and the ideas for future exploration, thereby achieving the fourth methodological objective of the study.

#### **5.2 OVERVIEW OF THE STUDY**

Chapter one provided an introduction and background to the study, the problem statement, and the purpose of the study, research objectives and the research questions. The chapter also provided the scope and demarcation of the study, as well as the structure of the study and the significance of doing this research.

In chapter two, a brief overview on family businesses and entrepreneurial orientation in a global and African context was provided. The chapter commenced with a literature overview that provided a definition of and the importance of family businesses, followed by a comparison between family and non-family businesses. In addition to the contextualisation of family businesses, the overview further provides the definition, dimensions, and the importance of entrepreneurial orientation. Moreover, the evolution of the field of family business research on entrepreneurial orientation is discussed. The overview and chapter conclude with a discussion on previous research on the field of entrepreneurial orientation in family businesses.

Chapter three focused on the study's research design and methodology. Considering that the study is a bibliometric analysis, the positivistic philosophy was utilised since a bibliometric analysis includes basic statistical analyses. In addition, the study is

quantitative and therefore follows a deductive research approach since the data collected is based on existing literature. The study also uses a cross-sectional research design because the data was gathered at a specific point in time. In conclusion, the study population included all past research on entrepreneurial orientation in African family businesses.

Chapter four focused on the results and the explanation of the data that was gathered from all entrepreneurial orientation research undertaken in African family businesses. The chapter commenced by providing an overview on the authors, institutions, and countries where entrepreneurial orientation research on African family businesses has been undertaken. Thereafter, specifics about the journals, the dimensions of entrepreneurial orientation were discussed, as well as the masters and doctoral studies undertaken on entrepreneurial orientation in African family businesses. The primary objective, secondary objectives and the third methodological objective of the study was achieved in chapter four.

In this concluding chapter, the summary, the conclusion, recommendations, and limitations are discussed. Thereafter, the avenues of future research and contribution to the study is presented. The gaps in entrepreneurial orientation research undertaken in African family businesses are identified and the research done in Africa will be compared with the research that has been conducted globally and then similarities and differences will be identified.

### **5.3 MAIN FINDINGS OF THE EMPIRICAL RESULTS AND RECOMMENDATIONS**

This section will provide a discussion on the main empirical findings of the empirical results, along with recommendations about research that still needs to be conducted on the field of entrepreneurial orientation in family businesses. Furthermore, the recommendations can also be about changing the focus of the research or conducting research in other countries where research has not yet been conducted. The fourth methodological objective is achieved in this section since the conclusions and suggestions will be used to guide future entrepreneurial orientation research on

African family businesses. This section will begin by discussing the findings and recommendations on the authors, institutions and countries that are undertaking entrepreneurial orientation research on African family businesses. Thereafter, findings and recommendations on the trends in entrepreneurial orientation will be discussed. In addition, this includes discussing where and where the articles were published, as well as the topics that are being covered. This section will conclude by discussing the findings and recommendations of the dimensions on entrepreneurial orientation that are investigated in African family business.

### 5.3.1 Discussion and recommendations on the authors, institutions and countries undertaking entrepreneurial orientation research on African family businesses

The results revealed that there are 21 authors from 12 different African institutions who have researched entrepreneurial orientation on African family businesses. The institutions which seem to have conducted the most research on the field in an African context are the Jomo Kenyatta University of Agriculture and Technology (Kenya), Catholic University of Eastern Africa (Kenya) and the University of Ibaden (Nigeria). Furthermore, these authors have conducted entrepreneurial orientation research on African family businesses in six of fifty-two African countries. The countries that have been researched in Africa are Algeria, Ghana, Kenya, Nigeria, South Africa, and Zimbabwe. These results clearly show that there is a lack of research on family businesses in Africa, regardless of their presence in the economies of different African countries (Acquaah & Eshun, 2016:44).

#### **Given these results the following recommendations are suggested:**

As research in the field of entrepreneurial orientation among African family businesses is still in its infancy (Venter, & Farrington, 2021:10), more research on entrepreneurial orientation in African family businesses needs to be conducted so that scholars in the field of entrepreneurial orientation can gain a better understanding of entrepreneurial orientation in a non-western, African context. More authors and institutions should conduct research on the remaining 46 African countries.

### 5.3.2 Discussion and recommendations on the trends in entrepreneurial orientation research on African family businesses, as well as where and where the research was published and what topics were covered

The bibliometric analysis of this study revealed that entrepreneurial orientation research has been undertaken in Algeria, Ghana, Kenya, Nigeria, South Africa, and Zimbabwe. The results further show the first study on entrepreneurial orientation research in African family businesses were conducted in 2014 by Farrington in South Africa (See appendix G). Furthermore, entrepreneurial orientation research on African family businesses increased by 300% from the year 2014 to the year 2018. The results also depict the decrease of 300% between 2018 and 2021 in entrepreneurial orientation research undertaken in African family businesses.

The topics that were covered by entrepreneurial orientation research undertaken on African family businesses are mostly comparative studies of the entrepreneurial orientation of small family and small non-family businesses, how entrepreneurial orientation impacts the growth of family businesses, and how the dimensions of entrepreneurial orientation impact firm performance of African family businesses.

Previous entrepreneurial orientation research that was undertaken in family businesses globally reveal that a variety of topics which have been researched globally, have not been researched or studied in an African context. Topics such as examining the entrepreneurial orientation of family businesses prior to, in the course of and following an environmental jolt, whether family participation in administration reduces the probability of business failure and the effect of family participation on entrepreneurial orientation have not been researched in an African concept (Zachary *et al.*, 2017:1; Revilla, Pérez-Luño, & Nieto, 2016:1). Subsequently, the research will focus on how different factor affects the relation between entrepreneurial orientation and family performance. Appendix C lists all the other topics that have been researched globally. Since entrepreneurial orientation research in African family businesses is still in its infancy stages, the focus of the research is also on its infancy stages. Appendix C shows that the focus of the research globally started the same way it has started in Africa.

**Based on this discussion, the following recommendations are suggested:**

The results show that on average two research papers are published in a year. This means that research needs to be intensified so that at least 5 papers are published in a year. The second recommendation is that researchers should compare topics that have been researched both globally and in an African context. The researcher will then need to research the topics that have not yet been researched in an African context.

**5.3.3 Discussion and recommendations on the dimensions of entrepreneurial orientation that are investigated in an African family business context**

The results show that all the entrepreneurial orientation dimensions were investigated in some of the research papers. However, some authors only focused on three dimensions only, namely: innovativeness, risk-taking and pro-activeness. Considering that the field is still in its infancy, future research on entrepreneurial orientation should include all dimensions of entrepreneurial orientation.

**5.4 LIMITATIONS TO THE STUDY AND SUGGESSTIONS FOR FUTURE RESEARCH**

As in any bibliometric study, the most crucial limitation of this study is the database, meaning the choice of the data and the explanation of its restrictions (Cisneros, Ibanescu, Keen, Lobato-Calleros & Niebla-Zatarain, 2018:947). This study has three limitations. Firstly, only English articles, bachelor theses, masters and doctoral studies were utilised in the study. Secondly, the research papers were sourced from Google Scholar only. Lastly, the research philosophy that was utilised in the study considers the research question to be more important than the procedure of the fundamental model (Norwell, 2015:142).

As shown in the study, entrepreneurial orientation research on African family businesses is limited. For future research, researchers in the field shall firstly focus on all articles from all languages and from at least two web search engines and library databases. Secondly, the researchers should research topics that have not yet been researched in an African context but have been researched globally. Lastly, more

authors and institutions should conduct research on the remaining 46 African countries.

## **5.5 CONCLUSION**

The research used a bibliometric analysis of entrepreneurial orientation research on African family businesses to determine the amount of research that has been conducted in the field. The research investigated several factors such as the authors, institutions and the countries undertaking entrepreneurial orientation research on African family businesses, the trends in entrepreneurial orientation research on African family businesses and the dimensions of entrepreneurial orientation that are investigated in an African family business context. In conclusion, the researcher gained a better understanding of entrepreneurial orientation in African family businesses and all the research objectives were achieved in the study.



## LIST OF REFERENCES

- Acquaah, M. & Eshun, J.P. 2016. *Family business research in Africa: an assessment. Family Businesses in sub-Saharan Africa: Behavioural and Strategic Perspectives*. New York: Palgrave Macmillan.
- Aliaga, M. & Gunderson, B. 2002. *Interactive Statistics*. New Jersey: Prentice Hall.
- Anlesinya, A., Eshun, P. & Bonuedi, A.A. 2015. Entrepreneurial orientation dimensions and profitability nexus: evidence from micro enterprises in the retail sector in a developing country. *International Journal of Small Business and Entrepreneurship Research*, 3(7): 79-87.
- Anwaar, M., Clauss, T. & Issah, W.B. 2021. Entrepreneurial orientation and new venture performance in emerging markets: the mediating role of opportunity recognition. [Online]. Available: <https://link.springer.com/content/pdf/10.1007/s11846-021-00457-w.pdf> [Accessed 11 April 2021].
- Aparicio, G., Ramos, E., Casillas, J.C. & Iturralde, T. 2021. Family Business Research in the Last Decade. A Bibliometric Review. *European Journal of Family Business*, 11(1): 33-44.
- Arzubiaga, U., Iturralde, T., Maseda, A. & Kotlar, J. 2018. Entrepreneurial orientation and firm performance in family SMEs: the moderating effects of family, women, and strategic involvement in the board of directors. *International Entrepreneurship and Management Journal*, 14(1): 217-244.
- Arzubiaga, U., Maseda, A. & Iturralde, T. 2019. Entrepreneurial orientation in family firms: new drivers and the moderating role of the strategic involvement of the board. *Australian Journal of Management*. 44(1): 128-152.
- Benavides-Velasco, C.A., Quintana-García, C. & Guzmán-Parra, V.F. 2013. Trends in Family Business Research. *Small Business Economics*, 40(1): 41-57.
- Bewayo, E.D. 2009. Family Business in Africa: A comparison with the U.S. -Western Model. *Journal of Global Business Issues*, 3(1): 171-181.
- Boling, J.R., Pieper, T.M. & Covin, J.G. 2016. CEO tenure and entrepreneurial orientation within family and nonfamily firms. *Entrepreneurship Theory and Practice*, 40(4):891-913
- Broadus, R.N. 1987. Toward a definition of "bibliometrics". *Scientometrics*, 12(5): 373-379.

- Burns, N. & Grove, S.K. 2003. *Understanding nursing research*. 3rd edition. Philadelphia: Saunders.
- Casillas, J.C., Moreno, A.M. & Barbero, J.L. 2010. A Configurational Approach of the Relationship Between Entrepreneurial Orientation and Growth of Family Firms. *Family Business Review*, 23(1): 27–44.
- Casillas, J.C., Moreno, A.M. & Barbero, J.L. 2011. Entrepreneurial orientation of family firms: Family and environmental dimensions. *Journal of Family Business Strategy*, 2(2): 90-100.
- Chua, J.H., Chrisman, J.J. & Steier, L.P. 2003. Extending the Theoretical Horizons of Family Business Research. *Entrepreneurship Theory and Practise*, 27(4): 331-338.
- Chundu, M., Njobo, J. & Kurebwa, J. 2021. Sustainability of Family-Owned Businesses in the Willowvale Industrial Area of Harare. *Zimbabwe. American Journal of Industrial and Business Management*, 11(5): 461-480.
- Cisneros, L., Ibanescu, M., Keen, C., Lobato-Calleros, O. & Niebla-Zatarain, J. 2018. Bibliometric study of family business succession between 1939 and 2017: mapping and analysing authors' networks. *Scientometrics*, 117: 919-951.
- Colli, A & Rose, M.B. 2009. Family Business. In: Jones, G & Zeitlin, J. *The Oxford Handbook of Business History*. [Online]. Available: [https://homepage.univie.ac.at/peter.eigner/WS/colli\\_rose.pdf](https://homepage.univie.ac.at/peter.eigner/WS/colli_rose.pdf) [Accessed 04 June 2021].
- Covin, J.G., Rigtering, J.P.C., Hughes, M., Kraus, S., Cheng, C.F. & Bounken, R.B. 2020. Individual and team entrepreneurial orientation: Scale development and configurations for success. *Journal of Business Research*, 112: 1-12.
- Cucculelli, M., Le Breton-Miller, I. & Miller, D. 2016. Product innovation, firm renewal, and family governance. *Journal of family business strategy*, 7(2): 90-104.
- De Massis, A., Kotlar, J., Frattini, F., Chrisman, J.J. & Nordqvist, M. 2016. Innovation through tradition: Lessons from innovative family businesses and directions for future research. *Academy of Management Perspectives*, 30(1): 93-116.
- Dele-Ijagbulu, O., Eresia-Eke C. & Moos, M. 2020. Dimensions of firm-level entrepreneurial orientation as antecedents to employment growth in SMMEs. *African Journal of Business and Economic Research*, 15(3): 91-114.
- Devins, D. & Jones, B. 2016. Strategy for succession in family-owned small business as a wicked problem to be tamed. *Budapest Management Review*, 47(1): 1-13.

- Donnelley, R.G. 1964. The Family Business. *Harvard Business Review*, 42(4): 1-36.
- Duran, P., Kammerlander, N., van Essen, M. & Zellweger, T. 2016. Doing more with less: innovation input and output in family firms. *Academy of Management Journal*, 59(4): 1224-1264.
- Ernst & Young. 2014. *Family business is the world economy's secret driver of success*. [Online]. Available: <https://www.ey.com/us/en/newsroom/news-releases/news-ey-family-business-is-the-world-economy's-secret-driver-of-success> [Accessed 25 June 2021].
- Ethridge, D.E. 2004. *Research Methodology in Applied Economics*. Oxford: John Wiley & Sons.
- Fadda, N. 2016. *The effects of entrepreneurial orientation dimensions on performance in the tourism sector*. Thesis (D.E.B), University of Sassari
- Farrington, S. & Jappie, A.G. 2016. *The field of family business research in South Africa: A preliminary review*. Proceedings of the 28th Annual Conference of the Southern African Institute of Management Scientists. Pretoria, 4-7 September.
- Farsi, J.Y., Rezazadeh, A. & Najmabadi, A.D. 2013. Social Capital and organisational innovation: The mediating effect of entrepreneurial orientation. *Journal of Community Positive Practices*, 13(2): 22-40.
- Fox, W. & Bayat, M.S. 2007. *A Guide to Managing Research*. Cape Town: Juta Publications.
- Frascati, M. 2002. *The Measurement of Scientific and Technological Activities. Frascati Manual 2002: Proposed Standard Practice for Surveys on Research and Experimental Development*. France: OECD.
- Fredyna, T., Ruíz-Palomo, D. & Dieguez, J. 2019. Entrepreneurial orientation and product innovation. The moderating role of family involvement in management. *European Journal of Family Business*, 9(2): 128-145
- Gedajlovic, E., Carney, M., Chrisman, J.J. & Kellermans, F.W. 2012. The Adolescence of Family Firm Research: Taking Stock and Planning for the Future. *Journal Of Management*, 36(4): 1010-1037.
- Greenberg, B.S., Eastin, M.S. & Garramone, G.M. 2003. Ethical issues in conducting mass communication research. In G.H. Stempel., D.H. Weaver. & G.C. Wilhoit (eds.), *Mass communication research and theory*. Boston: Allyn and Bacon.
- Harms, H. 2014. Review of Family Business Definitions: Cluster Approach and

- Implications of Heterogenous Application for Family Business Research. *International Journal of Financial Studies*, 2(3): 280-314.
- Henssen, B., Voordeckers, W., Lambrechts, F. & Koiranen, M. 2011. *A Different Perspective on Defining Family Firms: The Ownership Construct Revisited*. [Online]. Available: <https://bit.ly/3vlurxB> [Accessed 21 June 2021].
- Hernández-Linares, R. & López-Fernández, M.C. 2018. Entrepreneurial Orientation and the Family Firm: Mapping the Field and Tracing a Path for Future Research. *Family Business Review*, 31(3): 318–351.
- Hernández-Linares, R., Kellermanns, F.W., López-Fernández, M.C. & Sarkar, S. 2019. The effect of socioemotional wealth on the relationship between entrepreneurial orientation and family business performance. *Business Research Quarterly*. Available: <https://doi.org/10.1016/j.brq.2019.03.002> [4 June 2021].
- Kosa, A. & Ajibie, D. 2020. Entrepreneurial orientation and venture performance in ethiopia: the moderating role of business sector and enterprise location. *Journal of Global Entrepreneurship Research*, 8(25): 1-17.
- Kozubiková, L., Sopková, G., Krajcik, V. & Tyll, L. 2017. Differences in Innovativeness, proactiveness and competitive aggressiveness in relation to entrepreneurial motives. *Journal of International Studies*, 10(4): 207-218.
- KPMG. 2020. *African Family Business Barometer: Embracing innovation for a new reality in Africa*. 3rd ed. Port Elizabeth: KPMG Services.
- Lechner, C. & Gudmundson, S.V. 2014. Entrepreneurial Orientation, firm strategy, and small firm performance. *International Small Business Journal*, 32(1): 26-60
- Le Roux, I. & Bengesi, M.K. 2014. Dimensions of entrepreneurial orientation and small and medium enterprise performance in emerging economies. *Development Southern Africa*, 31(4): 606-624.
- Li, Y., Huang, J. & Tsai, M. 2009. Entrepreneurial orientation and firm performance: The role of knowledge creation process. *Industrial Marketing Management*, 38(4): 440-449.
- Li, Y., Coy, E. & Yang, S. 2017. Family Businesses in Tanzania: A Solution to Poverty Reduction. *Advances in Social Science. Education and Humanities Research*, 99(1): 364-366.
- Linton, G. 2016. *Entrepreneurial orientation: Reflections from a contingency perspective*. Thesis, Orebro University.

- Linton, G. 2019. Innovativeness, risk-taking, and proactiveness in start-ups: a case study and conceptual development. *Journal of Global Entrepreneurship Research*, 9(20):1-21.
- Litz, R., Pearson, A.W. & Litchfield, S. 2012. Charting the future of family business research: Perspectives from the field. *Family Business Review*, 25(1):16-32.
- Lumpkin, G.T., Brigham, K.H. & Todd, W.M. 2010. Long-term orientation: Implications for the entrepreneurial orientation and performance of family businesses. *Entrepreneurship & Regional Development*, 22(3-4): 241-264.
- Muñoz-Bullón, F. & Sanchez-Bueno, M.J. 2011. The Impact of Family Involvement on the R&D Intensity of Publicly Traded Firms. *Family Business Review*, 24(1): 62-70.
- Mwai, K., Ntale, J. & Ngui, T. 2018. Effect of Entrepreneurial orientation on the performance of family-owned businesses: A case study of supermarkets in Nairobi country. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 2(2): 73-92
- Norwell, L. 2015. Pragmatism and integrated knowledge translation: exploring the compatibilities and tensions. *Nursing Open*, 2(3): 141-148.
- Okangi, F.P. 2019. The impacts of entrepreneurial orientation on the profitability growth of construction firms in Tanzania. *Journal of Global Entrepreneurial Research*, 9(14): 1-23.
- Osunde, C. 2017. Family Businesses and Its Impact on the Economy. *Journal of Business & Financial Affairs*, 6(1): 1-3.
- Park, Y.S., Konge, L. & Artino, A.R. 2020. The Positivism Paradigm of Research. *Academic Medicine*, 95(5): 690-694.
- Peters, M. & Kallmuenzer, A. 2015. Entrepreneurial orientation in family firms: the case of the hospitality industry. *Current Issues in Tourism*, 21(1): 1-20.
- Pritchard, A. 1969. Statistical bibliography or bibliometrics. *Journal of Documentation*, 25(4): 348–349.
- Revilla, A.J., Pérez-Luño, A. & Nieto, M.J. 2016. Does Family Involvement in Management Reduce the Risk of Business Failure? The Moderating Role of Entrepreneurial Orientation. *Family Business Review*, 29(4): 365–379
- Rovelli, P., Ferasso, M., De Massis, A. & Kraus, S. 2021. Thirty years of research in

- family business journals: Status quo and future directions. *Journal of Family Business Strategy*. Advance Online Publication. [Online]. Available: <https://doi.org/10.1016/j.jfbs.2021.100422>. [Accessed 11 April 2020].
- Samara, G. 2020. Family businesses in the Arab Middle East: What do we know and where should we go. *Journal of Family Business Strategy*. Advance Online Publication. [Online]. doi: <https://doi.org/10.1016/j.jfbs.2020.100359>.
- Saunders, M., Lewis, P. & Thornhill, A. 2016. *Research Methods for Business Students*. 7th ed. England: Pearson Education Limited.
- Setia, M.S. 2016. Methodology series module 3: Cross-sectional studies. *Indian Journal of Dermatology*, 61(3): 261-264.
- Sharma, P. 2004. An Overview of the Field of Family Business Studies: Current Status and Directions for the Future. *Family Business Review*, 17(1): 1-36
- Smith, B. & Jambulingam, T. 2018. Entrepreneurial orientation: its importance and performance as a driver of customer orientation and company effectiveness among retail pharmacies. *International Journal of Pharmaceutical and Healthcare Marketing*, 12(2): 158-180.
- Soler Porta, M., Padilla-Meléndez, A. & Rodríguez-Díaz, B. 2019. Innovation in Family Business and Cooperation: a literature review. *European Journal of Family Business*, 9(1): 55-65.
- Taylor, P. 2013. The effect of entrepreneurial orientation on the internationalization of SMEs in developing countries. *African Journal of Business Management*, 7(19):1927-1937.
- Teles, D. & Schachtebeck, C. 2019. Entrepreneurial Orientation in South African Social Enterprises. *Entrepreneurial Business and Economics Review*, 7(3): 83-97.
- Thompson, K. 2015. *Positivism and Interpretivism in Social Research*. [Online] Available: <https://revisesociology.com/2015/05/18/positivism-interpretivism-sociology/> [Accessed 04 May 2021].
- Usman, M. & Mat, N. 2017. Assessing The Importance of Entrepreneurial Orientation on Innovation in Service Sector. *International Journal of Business and Management Invention*, 6(7): 35-39.
- Venter, E. & Farrington, S. 2009. *The nature of family businesses and their importance for economic development*. [Online]. Available: [https://repository.nwc.ac.za/bitstream/handle/10394/5240/No\\_58%282009%2](https://repository.nwc.ac.za/bitstream/handle/10394/5240/No_58%282009%2)

[9 Venter E %26 Farrington S.pdf?sequence=1&isAllowed=y](#) [Accessed 05 May 2021].

- Venter, E. & Farrington, S.M. 2021. *Entrepreneurial Orientation as a source of heterogeneity in African family businesses*. 32<sup>nd</sup> Annual Conference of the Southern Institute for Management Scientists, 13-14 September, Online Conference. Hosted by Northwest University (School of Tourism Management, the School of Management Sciences, and Tourism Research in Economics, Environs and Society (TREES) at the North-West University), Potchefstroom.
- Ventresca, M. & Mohr, J. W. 2002. *The Blackwell Companion to organizations*. New York: Blackwell.
- Visser, T. & van Scheers, L. 2020. How important is entrepreneurial orientation for family businesses. *Journal of Contemporary Management Issues*. doi: <https://doi.org/10.30924/mjcmi.25.2.13>. [Accessed 26 June 2021].
- Walia, C. 2018 *Generational Success: Succession, Survival and New Leadership in Family-Owned Businesses*. New Delhi: BeOne Foundation for Transformational Leadership.
- Walliman, N. 2011. *Research Methods: The Basics*. London: Sage Publications
- Wilson, J. 2010. *Essentials of Business Research: A Guide to Doing Your Research Project*. London: SAGE Publications.
- Wójcik-Karpacz, A. 2016. Managing Innovation and diversity in Knowledge Society Through Turbulent Time: *The researchers' proposals: what is the entrepreneurial orientation*. Romania, 25-27 May. Poland: Jan Kochanowski University.
- Xi, J., Kraus, S., Filser, M. & Kellermans, F.W. 2013. Mapping the Field of Family Business Research: Past Trends and Future Directions. *International Entrepreneurship and Management Journal*, 11(1): 113-132.
- Zachary, M., Payne, G.T., Moore, C. & Sexton, J. 2017. Time to recalibrate? Exploring entrepreneurial orientation of family businesses before, during, and after an environmental jolt. *International Journal of Management and Enterprise Development*, 16(1-2):57-79
- Zellweger, T. & Sieger, P. (2012). Entrepreneurial orientation in long-lived family firms. *Small Business Economics*, 38(1): 67-84

## APPENDIX A: TURNITIN REPORT

### Treatise

#### ORIGINALITY REPORT

<b>12%</b> SIMILARITY INDEX	<b>9%</b> INTERNET SOURCES	<b>7%</b> PUBLICATIONS	<b>4%</b> STUDENT PAPERS
--------------------------------	-------------------------------	---------------------------	-----------------------------

#### PRIMARY SOURCES

<b>1</b>	<a href="https://hdl.handle.net">hdl.handle.net</a> Internet Source	<b>2%</b>
<b>2</b>	"Family Businesses in Sub-Saharan Africa", Springer Science and Business Media LLC, 2016 Publication	<b>2%</b>
<b>3</b>	<a href="https://etd.uum.edu.my">etd.uum.edu.my</a> Internet Source	<b>1%</b>
<b>4</b>	Ismael Luiz dos Santos, Sidnei Vieira Marinho, Ruan Carlos dos Santos. "The systematization knowledge of articles adherent to familiness, entrepreneurial orientation and absorptive capacity", Journal of Family Business Management, 2020 Publication	<b>1%</b>
<b>5</b>	<a href="https://researchspace.ukzn.ac.za">researchspace.ukzn.ac.za</a> Internet Source	<b>&lt;1%</b>
<b>6</b>	<a href="https://ir.jkuat.ac.ke">ir.jkuat.ac.ke</a> Internet Source	<b>&lt;1%</b>
<b>7</b>	Submitted to CVC Nigeria Consortium	



## APPENDIX B: ETHICS CLEARANCE



### 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
- Submit completed form to Ms Lindie van Rensburg
- Please ensure that the research methodology section from the proposal is attached to this form
- ***Please note that by following this Proforma ethics route, the study will NOT be allocated an ethics clearance number***

**FACULTY: Business and Economic Sciences**

**SCHOOL / DEPARTMENT: Business Management**

I, (surname and initials of study leader) **Prof E Venter**, the study leader for (surname and initials of candidate) Dakie, L\_\_\_\_\_

\_\_\_\_\_ (student number) \_219346984\_\_\_\_\_

a candidate for the degree of \_\_BAHons (Business Management)\_\_\_\_\_

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

\_\_A Bibliometric Analysis of Entrepreneurial Orientation Research Undertaken in African Family Businesses \_\_\_\_\_

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

		YES	NO
1. 1.	Is there any risk of harm, embarrassment or offence, however slight or temporary, to the participant, third parties or to the communities at large?		X
2. 2.	Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		X
2.1 2.1	Are subjects/participants/respondents of your study:		X
2.1.1	Children under the age of 18?		X
2.1.2	NMU staff?		X
2.1.3	NMU students?		X
2.1.4	The elderly/persons over the age of 60?		X
2.1.5	A sample from an institution (e.g. hospital/school)?		X
2.1.6	Handicapped (e.g. mentally or physically)?		X
3. 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)		X
3.1 3.1	Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		X

4. 4.	Will the participant's privacy, anonymity or confidentiality be compromised?		X
4.1 4.1	<p>Are you administering a questionnaire/survey that:</p> <p>(a) 4.1.1 Collects sensitive/identifiable data from participants?</p> <p>(b) 4.1.2 Does not guarantee the anonymity of the participant?</p> <p>(c) 4.1.3 Does not guarantee the confidentiality of the participant and the data?</p> <p>(d) 4.1.4 Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?</p> <p>(e) 4.1.5 Will create doubt whether sample control measures are in place?</p> <p>(f) 4.1.5 Will be distributed electronically via email (and requesting an email response)?</p> <p>Note:</p> <ul style="list-style-type: none"> <li>• If your questionnaire <b>DOES NOT</b> request respondents' identification, is distributed electronically and you request respondents to return it <i>manually</i> (print out and deliver/mail); <b>AND</b> respondent anonymity can be guaranteed, your answer will be NO.</li> </ul>		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>

	<ul style="list-style-type: none"> <li>If your questionnaire <b>DOES NOT</b> request respondents' identification, is <i>distributed via an email link and works through a web response system (e.g. the university survey system)</i>; <b>AND</b> respondent anonymity can be guaranteed, your answer will be NO.</li> </ul>		
(g) 5.	Do you wish to publish an article from this study and submit to an accredited Journal?		<b>X</b>

*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.*

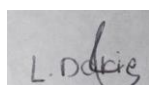
and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.

**Prof E Venter**  
STUDY LEADER(S)

**28 June 2021**  
DATE

**Dr Tony Matchaba-hove**  
HEAD OF DEPARTMENT

**28 June 2021**  
DATE



**L Dakie**  
STUDENT

**28 June 2021**  
DATE

## APPENDIX C: PREVIOUS ENTREPRENEURIAL ORIENTATION RESEARCH

	Authors	Year	Title	Findings	References
1	Zahra, Hayton, & Salvato	2004	Entrepreneurship in Family vs. Non-Family Firms: A Resource-Based Analysis of the Effect of Organisational Culture.	The relationship between the elements of organizational culture and EO are more grounded in family businesses than in non-FBs, except in the case of external orientation. Consequently, family businesses may utilize the organizational culture for accomplishing a competitive advantage by advancing entrepreneurial orientation.	Zahra, S., Hayton, J. & Salvato, C. 2004. Entrepreneurship in Family vs, Non-Family Firms: A Resource-Based Analysis of the Effect of Organizational Culture. <i>Entrepreneurship Theory and Practice</i> , 28(4): 363-381
2	Kellermanns & Eddleston	2006	Corporate Entrepreneurship in Family Firms: A Family Perspective	Willingness to change and perceive technological opportunities are positively related to entrepreneurial orientation. Strategic planning enhances entrepreneurial orientation in first generation FBs, yet it does not have a beneficial outcome of multigenerational family businesses.	Kellermanns, F.W. & Eddleston, K.A. 2006. Corporate Entrepreneurship in Family Firms: A Family Perspective. <i>Entrepreneurship Theory and Practice</i> , 30(6): 809-830.
3	Naldi, Nordqvist, Sjöberg, & Wiklund	2007	Entrepreneurial Orientation, Risk Taking, and Proactiveness in Family Firms	In family businesses, Risk-taking is positively related to innovativeness and proactiveness, but negatively related to proactiveness. Family businesses take less hazard than non-family businesses.	Naldi, L., Nordqvist, M., Sjöberg, K. & Wiklund, J. 2007. Entrepreneurial Orientation, Risk Taking, and Performance in Family Firms. <i>Family Business Review</i> , 20(1): 33-47.
4	Kellermanns, Eddleston, Barnett, & Pearson.	2008	An Exploratory Study of Family Member Characteristics and Involvement: Effects on Entrepreneurial Behaviour in the Family Firm	In family businesses:1) entrepreneurial orientation is strongly related to employment growth2) there is no relationship between CEO age and entrepreneurial orientation or economic growth, 3) the organizational tenure of the CEO is negatively related to employment growth; and 4) the generational involvement-employment growth link is mediated by entrepreneurial orientation.	Kellermanns, F.W., Eddleston, K.A., Barnett, T., & Pearson, A. 2008. An Exploratory Study of Family Member Characteristics and Involvement: Effects on Entrepreneurial Behaviour in the Family Firm. <i>Family Business Review</i> , 21(1): 1-14.
5	Escribá-Esteve & Sanchez-Peinado	2009	The Influence of Top Management Teams in the Strategic Orientation and Performance of	A firm's strategic orientation (including its entrepreneurial orientation dimensions) plays a mediating role in explaining how top management team (TMT) characteristics determine SMEs' performance. An increased	Escribá-Esteve, A., Sánchez-Peinado, L. & Sánchez-Peinado, E. 2009. The Influence of Top Management Teams in the Strategic Orientation and Performance of Small and Medium-Sized Enterprises. <i>British Journal of Management</i> , 20(4): 581-597.

			Small and Medium-Sized Enterprises	presence of family members in the TMT can constrain the adoption of proactive strategic orientation, and thus limit the potential SMEs performance	
6	Casillas, Moreno, & Barbero	2010	A Configurational Approach of the Relationship Between Entrepreneurial Orientation and Growth of Family Firms	Innovativeness and marginally Proactiveness positively influence firm growth. Proactiveness-growth link is positively moderated by generational involvement and environmental dynamism while Risk-Taking-growth link is moderated by environmental hostility.	Casillas, J.C., Moreno, A.M. & Barbero, J.L. 2010. A Configurational Approach of the Relationship Between Entrepreneurial Orientation and Growth of Family Firms, <i>Family Business Review</i> , 23(1): 27–44
7	Lumpkin, Brigham, & Moss	2010	Long-term orientation: Implications for the entrepreneurial orientation and performance of family businesses	Long-term orientation will be positively associated with Innovativeness, Proactiveness, and Autonomy, but negatively associated with Risk-Taking and Competitive Aggressiveness. Long- and short-term implications of EO on FBs performance are also discussed	Lumpkin, G.T., Brigham, K.H. & Todd, W.M. 2010. Long-term orientation: Implications for the entrepreneurial orientation and performance of family businesses. <i>Entrepreneurship &amp; Regional Development</i> , 22(3-4): 241-264.

8	Casillas, Moreno, & Barbero	2011	Entrepreneurial orientation of family firms: Family and environmental dimensions	Environmental dynamism positively affects EO and moderates the next generation's involvement-EO link. Environmental hostility positively moderates the relationships between next generation involvement and non-family involvement in management and Risk-Taking, but it negatively moderates the relationship between non-family involvement in management and Proactiveness.	Casillas, J.C., Moreno, A.M. & Barbero, J.L. 2011. Entrepreneurial orientation of family firms: Family and environmental dimensions. <i>Journal of Family Business Strategy</i> , 2: 90-100.
9	Miller & Le Breton-Miller	2011	Governance, Social Identity, and Entrepreneurship Orientation in Closely Held Companies.	The owner-CEO identities influence EO, and in turn firm performance. Specifically, lone founder firms exhibit higher levels of EO and outperform other firms. Post-founder FBs identity as family nurturers, limits their EO and performance. FBs' founders exhibit blended identities and their firms demonstrate intermediate levels of EO and performance	Miller, D. & Le Breton-Miller, I. 2011. Governance, Social Identity, and Entrepreneurship Orientation in Closely Held Companies. <i>Entrepreneurship Theory &amp; Practice</i> , 35(5): 1051-1076
10	Weismeier-Sammer, D.	2011	Entrepreneurial behaviour in family firms: A replication study	There is a positive effect of willingness to change and perceived technological opportunities on EO, but it finds a positive direct effect of strategic planning instead of the moderator link found in the original study	Weismeier-Sammer, D. 2011. Entrepreneurial behaviour in family firms: A replication study. <i>Journal of Family Business Strategy</i> , 2(3): 128-138.
11	Eddleston, Kellermanns, & Zellweger	2012	Extending the Socioemotional Wealth Perspective: A Look at the Dark Side	Comprehensive strategic decision making, and long-term orientation contribute to EO. The family-to-firm unity positively moderates the relationships between long-term orientation/participative governance and EO, and negatively the human capital – EO link	Kellermanns, F.W., Eddleston, K.A. & Zellweger, T.M. 2012. Extending the Socioemotional Wealth Perspective: A Look at the Dark Side. <i>Entrepreneurship Theory and Practice</i> , 36(6):1175–1182
12	Zellweger & Sieger	2012	Entrepreneurial orientation in long-lived family firm	Long-lived FBs are successful over time, even with moderated or low levels of EO. Authors offer a refined view of the EO dimensions, by proposing to split Autonomy or Risk-Taking in different types. They also find that lower levels of Innovativeness or Competitive aggressiveness are compatible with long-term success and identify the negative influence of non-operating family members on Proactiveness.	Zellweger, T. & Sieger, P. (2012). Entrepreneurial orientation in long-lived family firms. <i>Small Business Economics</i> , 38(1), 67–84
13	Craig, Pohjola, Kraus, & Jensen	2014	Exploring relationships among proactiveness, risk-taking and innovation output in family and non-family firms	Risk-taking does not affect innovation output in FBs, whereas it does in non-FBs. Proactive FBs influence their innovation output more positively than proactive non-FBs do.	Craig, J.B., Pohjola, M., Kraus, S. & Jensen, S.H. 2014. Exploring relationships among proactiveness, risk-taking and innovation output in family and non-family firms. <i>Creativity and Innovation Management</i> , 23(2): 199-210

14	Madison, Runyan, & Swinney	2014	Strategic posture and performance: revealing differences between family and nonfamily firms	EO has a greater impact on the non-FBs performance, whereas small business orientation drives FBs performance. EO has no significant effect on FBs performance. Rather, increased performance is found in FBs that adopt a small business strategic orientation	Madison, K., Runyan, R. & Swinney, J.L. 2014. Strategic posture and performance: revealing differences between family and nonfamily firms. <i>Journal of Family Business Strategy</i> , 5 (3): 239-251
15	Peters, & Kallmuenzer	2015	Entrepreneurial orientation in family firms: the case of the hospitality industry	FBs show low Risk-Taking, and due to their embeddedness in the destinations, present a lower Competitive Aggressiveness. However, their orientation towards Autonomy leads it to short-term cooperation activities.	Peters, M. & Kallmuenzer, A. 2015. Entrepreneurial orientation in family firms: the case of the hospitality industry. <i>Current Issues in Tourism</i> , DOI: 10.1080/13683500.2015.1053849
16	Boling, Pieper, & Covin	2016	CEO Tenure and Entrepreneurial Orientation within Family and Nonfamily Firms	There exists an inverse U-shaped relationship between CEO tenure and EO, but in FBs the shape of the inverse U is less pronounced and the level of EO peaks considerably later in the CEO's tenure when compared with non-FBs.	Boling, J. R., Pieper, T. M. & Covin, J. G. 2016. CEO Tenure and Entrepreneurial Orientation within Family and Nonfamily Firms. <i>Entrepreneurship Theory and Practice</i> , 40(4), 891–913
17	Revilla, Pérez-Luño, & Nieto	2016	Does Family Involvement in Management Reduce the Risk of Business Failure? The Moderating Role of Entrepreneurial Orientation	Family involvement in management reduces the risk of business failure, but this effect decreases as EO increases.	Revilla, A.J., Pérez-Luño, A. & Nieto, M.J. 2016. Does Family Involvement in Management Reduce the Risk of Business Failure? The Moderating Role of Entrepreneurial Orientation. <i>Family Business Review</i> , 29(4): 365–379
18	Hernández-Perlines, & Ibarra Cisneros	2017	Analysis of the moderating effect of Entrepreneurial orientation on the influence of social responsibility on the performance of Mexican family companies	EO positively moderates the association between corporate social responsibility and performance of FBs	Hernández-Perlines, F., Ibarra Cisneros, M.A. 2017. Analysis of the moderating effect of entrepreneurial orientation on the influence of social responsibility on the performance of Mexican family companies. <i>Cogent Business &amp; Management</i> , DOI: 10.1080/23311975.2017.1408209
19	Kallmuenzer & Peters	2017	Entrepreneurial behaviour, firm size and financial performance: the case of rural tourism family firms	All dimensions of EO are important for FBs, except CA, which contradicts the social embeddedness of FBs. For FBs, non-financial performance goals are more relevant	Kallmuenzer, A & Peters, M. 2018. Entrepreneurial behaviour, firm size and financial performance: the case of rural tourism family firms. <i>Tourism Recreation Research</i> , 43(1): 2-14



20	Zachary, Payne, Moore, & Sexton	2017	Time to recalibrate? Exploring entrepreneurial orientation of family businesses before, during, and after an environmental jolt	In FBs, EO changes before, during, and after an environmental jolt (a major unforeseen and discontinuous environmental change).	Zachary, M., Payne, G.T., Moore, C. & Sexton, J. 2017. Time to recalibrate? Exploring entrepreneurial orientation of family businesses before, during, and after an environmental jolt. <i>International Journal of Management and Enterprise Development</i> , 16(1-2), 57-79.
21	Hernández-Linares & López-Fernández.	2018	Entrepreneurial Orientation and the Family Firm: Mapping the Field and Tracing a Path for Future Research	EO research in the family business field did not begin until the mid-2000s	Hernández-Linares, R. & López-Fernández, M.C. 2018. Entrepreneurial Orientation and the Family Firm: Mapping the Field and Tracing a Path for Future Research. <i>Family Business Review</i> , 31(3), pp. 318-351
22	Arzubiaga, Iturralde, Maseda, & Kotlar	2018	Entrepreneurial orientation and firm performance in family SMEs: the moderating effects of family, women, and strategic involvement in the board of directors	EO and performance are stronger in firms with lower levels of family involvement and higher levels of gender diversity on the board. Moreover, the board's high strategic involvement may strengthen the positive impact of gender diversity on the EO-performance link and change the moderating influence of family involvement effect on the same link from negative to positive	Arzubiaga, U., Iturralde, T., Maseda, A. & Kotlar, J. 2018. Entrepreneurial orientation and firm performance in family SMEs: the moderating effects of family, women, and strategic involvement in the board of directors. <i>International Entrepreneurship and Management Journal</i> , 14(1): 217-244,
23	Mwai, Ntale & Ngui.	2018	Effect of entrepreneurial orientation on the performance of family-owned businesses: a case study of supermarkets in Nairobi county	The study established that innovativeness affects business performance to a great extent. Regression results predicts that a unit increase in innovativeness would lead to an increase in performance of family-owned supermarket. firms were actively involved in introducing improvements and innovations, most of the firms were in the forefront to introduce new products and services and processes.	Mwai, K., Ntale, J. & Ngui, T. 2018. Effect of Entrepreneurial orientation on the performance of family-owned businesses: A case study of supermarkets in Nairobi country
24	Boohene, R.	2018	Entrepreneurial orientation, strategic orientation, and performance of small family firms in the Kumasi metropolis	Entrepreneurial orientation is not associated with firm's performance but positively related to strategic orientation, whilst strategic orientation also influences firm performance positively	Boohene, R. 2018. Entrepreneurial Orientation, Strategic Orientation and Performance of Small Family Firms in the Kumasi Metropolis. <i>Academy of Entrepreneurship Education</i> , 24(2): 1-216.
25	Hernández-Linares, Kellermanns, López-	2019	The effect of socioemotional wealth on the relationship between	Not all EO dimensions are equally important for performance, as only proactiveness, competitive aggressiveness, and autonomy were significant. However, we also find that the EO---performance relationship is affected by concern for SEW	Hernández-Linares, R., Kellermanns, F.W., López-Fernández, M.C. & Sarkar, S. 2019. The effect of socioemotional wealth on the relationship between entrepreneurial orientation and family business

	Fernández & Sarkar.		entrepreneurial orientation and family business performance	preservation, as our SEW measure moderates risk taking positively and innovativeness negatively	performance. Business Research Quarterly, doi: <a href="https://doi.org/10.1016/j.brq.2019.03.002">https://doi.org/10.1016/j.brq.2019.03.002</a> .
26	Swanick, A	2020	Transgenerational Entrepreneurship	There is a general aversion to risk, a correlation between proactiveness in individuals and family business elements, changes in networking preferences between generations, and a notable relationship between business longevity, IEO, and family business elements	Swanick, A. 2020. <i>Transgenerational Entrepreneurship</i> . Honours thesis, Business and the Elizabethtown College. Available: <a href="https://jayscholar.etown.edu/cgi/viewcontent.cgi?article=1010&amp;context=busstu">https://jayscholar.etown.edu/cgi/viewcontent.cgi?article=1010&amp;context=busstu</a> [12 June 2021].
27	Calabrò, Santulli, Torchia & Gallucci.	2021	Entrepreneurial Orientation and Family Firm Performance: The Moderating Role of TMT Identity-Based and Knowledge-Based Faultlines	Strong identity-based faultlines (IBFs) negatively moderate the EO–FF performance relationship, even within top management teams that are comprised only of family members, which are often viewed as homogeneous teams. Conversely, strong knowledge-based faultlines (KBFs) amplify the positive effect of EO on FF performance.	Calabrò1, A., Santulli, R., Torchia, M. & Gallucci, C. 2021. Entrepreneurial Orientation and Family Firm Performance: The Moderating Role of TMT Identity-Based and Knowledge-Based Faultlines. <i>Entrepreneurship Theory and Practice</i> , 45(4): 838-866.

Source: Researcher's own construction

**APPENDIX D: AUTHORS, INSTITUTIONS, AND COUNTRIES THAT PUBLISHED ON EO RESEARCH ON AFRICAN FAMILY BUSINESSES**

No	Name of author	Institution and Country	Articles published
1	Guessas, F.	Tlemcen University, Algeria	1
2	Tabet Aouel Lachachi, W.	Tlemcen University, Algeria	1
3	Mwai, K.	Catholic University of Eastern Africa, Nairobi, Kenya	1
4	Ntale, J.	Catholic University of Eastern Africa, Nairobi, Kenya	1
5	Ngui, T.	Catholic University of Eastern Africa, Nairobi, Kenya	1
6	Mburu, R.M.	Jomo Kenyatta University of Agriculture and Technology, Kenya	3
7	Gichira, R.	Jomo Kenyatta University of Agriculture and Technology, Kenya	3
8	Kyalo, T.	Karatina University School of Business, Kenya	3
9	Mitiri, G.M.	Chuka University, Kenya	1
10	Ngugi, N.M.	Jomo Kenyatta University of Agriculture and Technology, Kenya	1
11	Patrick, K.	Jomo Kenyatta University of Agriculture and Technology, Kenya	1
12	Ayobami, A.O.	University of Ibaden, Nigeria	1
13	Dodey, O.D.	University of Ibaden, Nigeria	1
14	Olaniretti, A.M.	College of Education, Nigeria	1
15	Babarinde, K.P.	University of Ibaden, Nigeria	1
16	Olaore, R.A.	Osun State Polytechnic, Nigeria	1
17	Oyeleke, G.O.	Osun State Polytechnic, Nigeria	1
18	Farrington, S.M.	Nelson Mandela University, South Africa	1
19	Boohene, R.	University of Cape Coast, Ghana	1
20	Mandongwe, L.	Manicaland State University of Applied Sciences, Zimbabwe	1
21	Jaravaza, D.C.	Bindura University of Science Education, Zimbabwe	1

Source: Researcher's own construction

## APPENDIX E: JOURNALS AND TITLE OF ARTICLES

Journal Name	Accreditation	Total articles	Title of articles	Citations
Management Dynamics	ISSN	1	A comparative study of the entrepreneurial orientation of small family and small non-family business	12
European Journal of Business and Management	ISSN	1	Innovativeness and Firm Performance among Family-Owned Enterprises in Nairobi County	unknown
Covenant Journal of Entrepreneurship	ISSN	1	Family Business and Innovation in Nigeria: Problems and Prospects	4
Global Scientific Journal	ISSN	1	The significance of innovation to the performance of family business in Nigeria	1
International Journal of Business and Management Invention	ISSN	1	Influence of Family Business Entrepreneurial Orientation on Performance of Small and Medium Sized Food and Beverage Manufacturing Family Enterprises in Nairobi County, Kenya	unknown
Academy of Entrepreneurship Journal	ISSN	1	Entrepreneurial orientation, strategic orientation, and performance of small family firms in the Kumasi Metropolis	23
African Management Journal	ISSN	1	The entrepreneurial practices in family firms case study -Algeria-	unknown
International Academic Journal of Innovation, Leadership and Entrepreneurship	ISSN	1	Effect of entrepreneurial orientation on the performance of family-owned businesses: a case study of supermarkets in Nairobi County	6
The Strategic Journal of Business and Change Management	ISSN	2	Proactiveness and performance of family-owned enterprises in Nairobi County & Risk-taking and firm performance among family-owned enterprises in Nairobi County	both unknown
International Journal of Social Sciences Management and Entrepreneurship	ISSN	1	Entrepreneurial orientation and growth of family-owned enterprises in Kisumu County, Kenya	unknown
Cogent Business & Management	ISSN	1	Women entrepreneurial intentions in subsistence marketplaces: The role of entrepreneurial orientation and demographic profiles in Zimbabwe	4

Source: Researcher's own construction

## APPENDIX F: BACHELOR'S THESIS, MASTERS AND DOCTORAL STUDIES

Study No	Author	Date	Number of authors	Number of authors based in Africa	Title of study	Qualitative, Quantitative or mixed	Country focus	Which dimensions of EO were investigated	Keywords	Institution
1	Tirfe, A.G.	2015	1	1	Effect of resources and entrepreneurial orientation on growth of small enterprises in Tigray Regional State (Bachelors Thesis)	Mixed	Ethiopia	Pro-activeness, Innovativeness & Risk-taking	Entrepreneurial orientation, firm resources, growth of small enterprises, resource-based view, static-trade theory, theory of capital structure, Tigray Regional State-Ethiopia	University of South Africa
2	Saad, M.H.	2019	1	0	Entrepreneurial orientation as the basis for resource orchestration, business resilience and family livelihood in turbulent, resource-scarce contexts: a study among non-farm entrepreneurs in Ethiopia (PhD Thesis)	Quantitative	Ethiopia	Unknown	/	Wageningen University
3	Mugambi, M. G	2014	1	1	Family Business characteristics and performance of small to medium sized family-owned manufacturing enterprises in Kenya (PhD Thesis)	Mixed	Kenya	Innovativeness, autonomy, pro-activeness, competitive aggressiveness and risk-taking	/	Dedan Kimathi University of Technology
4	Nyalita, A.G.	2015	1	1	Succession planning, entrepreneurial orientation, business development services and performance of small and medium family businesses in Machakos county, Kenya (PhD Thesis)	Mixed	Kenya	Innovativeness, risk-taking and proactiveness	/	University of Nairobi
5	Paul, O.E.J.	2014	1	0	Trust, families, entrepreneurial orientation and performance in multigenerational family firms: a case study of Nigeria (PhD Thesis)	Mixed	Nigeria	Pro-activeness, risk-taking, autonomy. Competitive aggressiveness, innovativeness	/	University of Surrey
6	Hayidakis, H.D.	2021	1	1	Innovation in Family and Non-family small and medium-sized businesses in South Africa (Mcom Diss)	Quantitative	South Africa	Innovativeness	Small and medium sized businesses, family businesses, innovation output, perceived financial performance	Nelson Mandela University

Source: Researcher's own construction

## APPENDIX G: DATA CAPTURE SHEET

No.	Author 1	Author 2	Author 3	Author 4	Number of authors	Number of authors based in African country	Title of article	Date	Journal Name	Journal Accreditation	Citations of article July 2021	Qualitative/Quantitative	Country Focus	Which dimensions of EO were investigated	Keywords
1	Boukhobza, T (UWS)	Beloucif, A. (UWS)			2	0	Entrepreneurial orientation and sustainability of family business - evidence from Algeria	2019	University of West Scotland [Centre for African Research on Enterprise and Economic Development 4th Annual Conference]	/	0	Qualitative	Algeria	Unknown	Entrepreneurial orientation, family business, sustainability
2	Guessas, F	Tabet Aouel Lachachi, W			2	0	The entrepreneurial practices in family firms case study - Algeria-	2018	African management review 115	ISSN		Quantitative	Algeria	Autonomy, risk-taking, pro-activeness	family firms, family members. entrepreneurial behaviour, corporate governance

3	Tirfe, A.G. (UNISA)				1	1	Effect of Resources and Entrepreneurial Orientation on Growth of Small Enterprises in Tigray Regional State,	2015	University of South Africa - School of Business Leadership (Bachelors Thesis)	/	0	Both	Ethiopia	Proactiveness, Innovative ness & Risk taking	Entrepreneurial orientation, Firm Resources, Growth of Small enterprises, Resource based view, Static-trade theory, Theory of capital structure, Tigray Regional State-Ethiopia
4	Saad, M.H. (WU)				1	0	Entrepreneurial orientation as the basis for resource orchestration, business resilience and family livelihood in turbulent, resource-scarce contexts: a study among non-farm entrepreneurs in Ethiopia	2019	Wageningen University (PhD Thesis)	/	0	Quantitative	Ethiopia	Unknown	-

6	Mwai, K.	Ntale, J	Ngui, T		3	3	Effect of entrepreneurial orientation on the performance of family-owned businesses: a case study of supermarkets in Nairobi County	2018	International Academic Journal of Innovation, Leadership and Entrepreneurship 149	ISSN	6	Qualitative and Quantitative	Kenya	Innovativeness, Proactiveness and Risk-taking.	entrepreneurial orientation , innovativeness, proactiveness. risk-taking, creating value for customers, collaboration, family businesses, supermarkets, regulatory framework and market liberalization
7	Mburu, R.M	Gichira, R.	Kyalo, T		3	3	Innovativeness and Firm Performance among Family-Owned Enterprises in Nairobi County	2017	European Journal of Business and Management (24)	ISSN		Qualitative and Quantitative	Kenya	Innovativeness.	Innovativeness, Firm performance, family-owned enterprises, small and medium family-owned Enterprises Performance
8	Mburu, R.M	Gichira, R.	Kyalo, T		3	3	Proactiveness and performance of family-owned enterprises in Nairobi county	2021	The strategic journal of business and change management 150	ISSN		Quantitative	Kenya	Proactiveness	Proactiveness, performance, family enterprises



9	Miriti, G.M				1	1	Influence of Family Business Entrepreneurial Orientation on Performance of Small and Medium Sized Food and Beverage Manufacturing Family Enterprises in Nairobi County, Kenya.	2017	International Journal of Business and Management Invention 76	ISSN		Qualitative and Quantitative	Kenya	innovativeness, risk taking, autonomy, competitive aggressiveness	Entrepreneurial orientation, family business performance, innovativeness, individual autonomy, competitive aggressiveness, risk taking
10	Mburu, R.M	Gichira, R.	Kyalo, T		3	3	Risk-taking and firm performance among family owned enterprises in Nairobi county	2017	The strategic journal of business and change management 150	ISSN		Qualitative and Quantitative	Kenya	Risk-taking	Risk-taking, family-owned enterprises and firm performance
11	Mugambi, M.G. (DKUT)				1	1	Family business characteristics and performance of small to medium sized family owned manufacturi	2014	Dedan Kimathi University of Technology (PhD Thesis)	/		Qualitative and Quantitative	Kenya	innovativeness, autonomy, proactiveness, competitiveness and risk taking.	/

							ng enterprises in Kenya								
1 2	Nyalita, A.G. (UN)				1	1	Succession planning, entreprene rial orientation, business developme nt services and performanc e of small and medium family businesses in machakos county, Kenya	20 15	University of Nairobi (PhD Diss.)	/		Qualitative and Quantitative	Kenya	Innovative ness, risk taking and proactiven ess	/
1 3	Ngugi, N.M. (JKUAT)	Patric k, K. (JKUA T)			2	2	Entreprene rial orientation and growth of family- owned enterprises in kisumu county, Kenya	20 20	Internation al Journal of Social Sciences Managemen t and Entreprene urship	ISSN		Qualitative and Quantitative	Kenya	Innovation , Risk- Taking and Pro- activeness.	Business Growth, Entrepreneurshi p, Entrepreneurial Attitudes and Behaviour Entrepreneurial Orientation, Innovation, Risk-

																Taking and Pro-activeness.
14	Ayobami, A.O	Dodey, O.D	Olanireti, A.M.	Babari nde, K.P.	4	4	Family Business and Innovation in Nigeria: Problems and Prospects	2018	Covenant Journal of Entrepreneurship 32		4	Qualitative	Nigeria	Innovativeness	Family Business, Innovation, Marketplace, problem, prospect.	
15	Olaore, R.A	Oyeleke, G.O			2	2	The significance of innovation to the performance of family business in Nigeria	2019	Global Scientific Journals 55	ISSN	1	Qualitative	Nigeria	Innovativeness	Entrepreneurship. Family firm, family member, innovation, performance, sustainability	

16	Paul, O.E.J. (UOS)				1	0	Trust, families, entrepreneurial orientation and performance in multigenerational family firms : a case study of Nigeria	2014	University of Surrey (PhD Thesis)	/		Qualitative and Quantitative	Nigeria	pro-activeness, risk taking, autonomy, competitive aggressiveness, innovativeness	/
17	Hayidakis, H.D				1	1	Innovation in Family and Non-family Small and Medium-Sized Businesses in South Africa.	2021	Nelson Mandela University (Mcom Diss)	/		Quantitative	South Africa	Innovativeness	Small and medium sized businesses, family businesses, innovation, determinants of innovation, innovation output, perceived financial performance
18	Farrington, S.M.				1	1	A comparative study of the entrepreneurial orientation of small family and small non-family business	2014	Management Dynamics: Journal of the Southern African Institute for Management Scientists 4	ISSN	12	Qualitative	South Africa	innovativeness, pro-activeness, competitive aggressiveness, risk-taking, autonomy	entrepreneurial orientation, small family businesses, non-family firms businesses, innovativeness, risk-taking, pro-activeness, competitive aggressiveness, autonomy

20	Boohen e, R				1	1	Entreprene urial orientation, strategic orientation, amd performance of small family firms in the Kumasi Metropolis	20 18	Academy of Entreprene urship Journal 88	ISSN	23		Ghan a	innovatien ess, pro- activeness, compettiv e aggressivn es, risk- taking, autonomy	Strategic orientation, entrepreneurial orientation, family firms, performance, Kumasi Metroplis
----	----------------	--	--	--	---	---	--	----------	--	------	----	--	-----------	--	--

Source: Researcher's own construction