



HONOURS TREATISE

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

By

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UNDERTAKEN IN AFRICAN FAMILY BUSINESSES**

DECLARATION:

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



.....
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ABSTRACT

This study was motivated by the severe lack of adequate research and documentation mapping the field of entrepreneurial orientation in family businesses in Africa. As a result the primary objective is to conduct a bibliometric analysis by evaluating the field of entrepreneurial orientation (EO) research in Africa in terms of who the researchers are, what topics are under study, the methods used to carry out such research and the contributions being made. With the use of a positivism research philosophy, deductive approach to theory development and a quantitative research methodology a desktop research was conducted via the Google and Google Scholar search engines. The results of this study found that between the years of 2014-2021 only 19 studies were conducted measuring EO in family businesses in Africa. From 2014-2016 academic papers represented 80 percent of all studies conducted in the field, with 2018 being the first year where the total number of journal articles surpassed the total number of academic papers. This study therefore confirm the findings of previous researchers who stated that EO research in family businesses in Africa is still in its infancy and more research is needed to ensure that the body of research on EO in African family businesses continues to grow and that our understanding of EO in a non-western, African context continue to develop.

TABLE OF CONTENTS

	Page
DECLARATION	i
ACKNOWLEDGEMENTS	ii
ABSTRACTS	iii
TABLE OF CONTENTS	iv
LIST OF FIGURES	viii
LIST OF TABLES	ix

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

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	4
1.4.3	METHODOLOGICAL OBJECTIVES	4
1.4.4	RESEARCH QUESTIONS	4
1.5	SCOPE OF THE STUDY	4
1.6	SIGNIFICANCE OF THE STUDY	5
1.7	STRUCTURE OF THE STUDY	5

CHAPTER TWO

LITERATURE REVIEW

2.1	INTRODUCTION	7
2.2	CONTEXTUALISING FAMILY BUSINESSES	7
2.2.1	DEFINING FAMILY BUSINESSES	7
2.2.2	THE IMPORTANCE OF FAMILY BUSINESSES	8

2.3	CONTEXTUALISING ENTREPRENEURIAL ORIENTATATION	9
2.3.1	DEFINING ENTREPRENEURIAL ORIENTATION	9
2.3.2	DIMENSIONS OF ENTREPRENEURIAL ORIENTATION	9
2.3.2.1	Innovativeness	10
2.3.2.2	Risk-taking	10
2.3.2.3	Proactiveness	11
2.3.2.4	Competitive aggressiveness	11
2.3.2.5	Autonomy	11
2.3.3	THE IMPORTANCE OF ENTREPRENEURIAL ORIENTATATION IN FAMILY BUSINESSES	12
2.4	THE EVOLUTION OF THE FIELD OF RESEARCH ON ENTREPRENEURIAL ORIENTATION	13
2.5	PREVIOUS RESEARCH ON THE FIELD OF ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES	14

**CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY**

3.1	INTRODUCTION	17
3.2	RESEARCH PHILOSOPHY	17
3.3	APPROACH TO THEORY DEVELOPMENT	18
3.4	METHODOLOGICAL CHOICE	18
3.5	RESEARCH STRATEGY	18
3.6	TIME HORIZON	19
3.7	TECHNIQUES AND PROCEDURES	19
3.7.1	DATA COLLECTION	20
3.7.2	DATA ANALYSIS	20
3.7	ETHICAL CONSIDERATIONS	21

**CHAPTER FOUR
EMPIRICAL RESULTS**

4.1	INTRODUCTION	22
4.2	ACADEMIC INSTITUTION, COUNTRY WHERE RESEARCH WAS CONDUCTED AND TYPE OF PUBLICATION	22
4.3	ACADEMIC JOURNALS USED FOR PUBLICATION	24
4.4	GROWTH OF ENTREPRENERIAL ORIENTATION IN FAMILY BUSINESS RESEARCH IN AFRICA	25
4.5	DIMENSIONS OF ENTREPRENEURIAL ORIENTATION INCLUDED	26
4.6	MEASURED OUTCOMES OF ENTREPRENEURIAL ORIENTATION	28
4.7	KEYWORDS IDENTIFIED IN STUDY ABSTRACT'S	29

**CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECCOMENDATIONS**

5.1	INTRODUCTION	31
5.2	OVERVIEW OF THE STUDY	31
5.3	LIMITATIONS OF THE STUDY AND SUBSEQUENT RECOMMENDATIONS FOR FURTURE RESEARCH	34
5.4	RECCOMENDATIONS PREMISED ON THE FINDINDS OF THE STUDY	35
5.5	CONTRIBUTION OF THE STUDY	36

LIST OF REFERENCES	37
ANNEXTURE A - PREVIOUS ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES RESESRCH	41
ANNEXTURE B - ETHICAL CLEARANCE FORM	46
ANNEXTURE C - SUMMARY OF STUDIES REVIEWED FOR CONSTRUCTION OF EMPIRICAL RESULTS	49
ANNEXTURE D - TURNITIN SIMILARITY REPORT	53

LIST OF FIGURES

	Page
Figure 4.1: Entrepreneurial orientation in family business research in Africa – country and type of publication	24
Figure 4.2: Growth of entrepreneurial orientation family business research in Africa from 2014 – 2021	26
Figure 4.3: Comparison of the three dimensional and five-dimensional model of entrepreneurial orientation	27
Figure 4.4: Dimensions of entrepreneurial orientation measured African family business research	28
Figure 4.5 Outcomes of entrepreneurial orientation measured in family business in Africa	29
Figure 4.6: Keywords identified in the abstracts of reviewed studies	30

LIST OF TABLES

	Page
Table 4.1: Academic institution and African country in which the EO research was conducted	23
Table 4.2: Academic journals that have published entrepreneurial orientation in family business research in Africa articles	25

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

Family businesses form the foundation and are of utter importance to almost every economy globally (Acquaah & Eshun, 2016:43; Deakins & Freel, 2012:70). The Family Business Association of Southern African (FABASA, 2021) defines family businesses by means of the following criteria: the majority of shareholding belongs to the family who established or acquired the business; the family who established or acquired the business controls its strategic business decisions; and the family has the intention to preserve the business for future generations.

Family businesses represent roughly 80 percent to 90 percent of all businesses in the world's free economies (Poza, 2010:3), and account for nearly 50 percent of the gross domestic product of the United States of America and between 45 percent and 65 percent of Europe's gross national product (Visser & Chiloane-Tsoka, 2014:427). In Germany, France, Spain, Italy, India and most Latin American countries, family businesses account for approximately 80 percent of all employment (Poza, 2010:2).

Due to a lack of reliable databases related to family business in Africa, it is not possible to definitively state what the contribution of family businesses in Africa are (Visser & Chiloane-Tskoka, 2014:428). Maas and Diederichs (2007:101) estimate that family business account for roughly 80 percent of all South African businesses and 60 percent of the businesses list on the Johannesburg Stock Exchange. In Ghana it is estimated that roughly 80 to 90 percent of all businesses are family businesses and that family businesses account for approximately 70 percent of the country's labour force (Acquaah, 2013:132). According to Le Roux and Bengesi (2014:606) a commonly accepted estimation is that roughly 80 to 90 percent of all businesses in sub-Saharan Africa are family businesses.

Rauch, Wiklund, Lumpkin and Frese (2009:762) argue that one of the key factors that determines the success or failure of a business is its entrepreneurial orientation (EO). Their views regarding the importance of EO are shared by Visser and Chiloane,

(2014:428) who explain that successful businesses are generally entrepreneurially orientated and use entrepreneurial action as a strategy for continues growth. Danes, Lee, Stafford and Heck (2008:229) are of the opinion as well that family businesses are founded with strong entrepreneurial attitudes, but these attitudes decrease overtime as the organisation develops and stabilises.

An entrepreneurial business in general is regarded as one that engages in both product or market innovation, undertakes business ventures which have an element of risk and is proactive in terms of their innovation efforts (Miller, 1983:771). Premised from the definition of an entrepreneurial business, the term entrepreneurial orientation was created (Hernández-Linares & López-Fernández, 2018:319). Entrepreneurial orientation is a concept which is comprised of five dimensions namely: innovativeness, risking-taking, proactiveness, competitive aggressiveness and autonomy (Hernández-Linares & López-Fernández, 2018:319). The positive impact that an entrepreneurial orientation has on an organisation's performance has been confirmed by a meta-analyses conducted by Rosenbusch, Rauch and Bausch (2013:641) which supports the claim by Visser and Chiloane (2014:428) that successful family businesses are strongly entrepreneurially orientated.

The remainder of the proposal will commence by framing the problem statement of this study, followed by a discussion of the primary, secondary and methodological objectives and research questions. Thereafter, literature deemed to be of significant importance to the present study will be discussed. Subsequently, the research design and methodology, and scope of the study will be discussed. The proposal will conclude with the proposed structure of the study and the scheduled time frame for the completion of study.

1.2 PROBLEM STATEMENT

Despite their importance globally and in an African context, family businesses have a staggering cross generational failure rate. It is estimated that only 30 percent of family businesses survive from the first to the second generation, only 12 percent survive from the second to the third generation and only 3 percent of family businesses survive from the third to the fourth generation (Byrd & Megginson, 2013:35). According to

Danes et al. (2008:230) a major reason for the drastic cross generational failure rate of family businesses from the second generation onwards is due to a significant decrease in entrepreneurial orientation of the business. In addition, despite entrepreneurial orientation being a well-researched field with numerous meta-analyses, most entrepreneurial orientation reviews are not specifically focused on family businesses (Hernández-Linares & López-Fernández, 2018:319) or they are conducted in a Western context (Acquaah & Eshun, 2016:43). Despite the importance of family businesses to the global economy and the abundance of research conducted about family businesses in the western world, the field of family businesses within the African context has not been sufficiently researched (Acquaah & Eshun, 2016:43) and according to Acquaah and Eshun (2016:43), the research that has been conducted is of a comparatively low quality.

Based on the discussion above, the following problem statement has been identified: despite the significance of family businesses to the African and global economies and the essential role of entrepreneurial orientation in determining the success of family businesses, the field of entrepreneurial orientation in family businesses in Africa has not been adequately researched and documented.

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 entrepreneurial orientation in Africa. As such this study will reflect on the field by investigating the Who, What and the How, with regard to entrepreneurial orientation research on family businesses in Africa.

1.4 RESEARCH OBJECTIVES

1.4.1 PRIMARY OBJECTIVE

The primary objective is to conduct a bibliometric analysis by evaluating the field of entrepreneurial orientation (EO) research in Africa in terms of who the researchers

are, what topics are under study, the methods used to carry out such research and the contributions being made.

1.4.2 SECONDARY OBJECTIVES

SO¹: To determine which dimensions of entrepreneurial orientation (EO) are investigated in an African family business context.

SO²: To determine which factors influence EO in an African family business context.

SO³: To determine the outcomes of EO in an African family business context.

SO⁴: To determine whether EO in the African family business context are measured at the individual or business level.

1.4.3 METHODOLOGICAL OBJECTIVES

MO¹: To conduct a detailed theoretical investigation into the nature and status of the field of entrepreneurial orientation in family businesses research within Africa.

MO²: To determine the appropriate research methodology to address the identified research problem and research objectives.

MO³: To develop a visual model that is able to visually map the field of entrepreneurial orientation in family business research within Africa.

1.4.4 RESEARCH QUESTIONS

RQ¹: What are the dimensions of entrepreneurial orientation (EO) are investigated in an African family business context?

RQ²: What are the factors influence EO in an African family business context?

RQ³: What are the outcomes of EO in an African family business context?

RQ⁴: Does EO in the African family business context get measured at the individual or business level?

1.5 SCOPE OF THE STUDY

The focus of the current study is on the field of entrepreneurial orientation in family business research in Africa. As noted in the introduction, despite the importance of

family businesses to the global economy and the abundance of research conducted about family businesses in the western world, the field of family businesses within the African context has not been sufficiently researched (Acquaah & Eshun, 2016:43) and according to Acquaah and Eshun (2016:43), the research that has been conducted is of a comparatively low quality. Table 1, which was discussed in section 2.5, further validates the above statement of Acquaah and Eshun (2016). Given that the purpose of the present study is to map the field of entrepreneurial orientation in family business research in Africa, the scope of this study is limited to all articles and literature sources related to entrepreneurial orientation in family businesses in Africa.

1.6 SIGNIFICANCE OF THE STUDY

Premised on the importance of family businesses in the global economy and the positive correlation between the presence of EO and organisational performance, the present study attempted to map the field of study of EO in family business research in Africa in order to determine what research has been conducted, and to make recommendations on future research that would bring further enlightenment to the phenomena EO in family business research in Africa. Despite the previously discussed limitations, the present study has achieved a degree of success in terms of mapping the field of study, thus providing insight into the research that has already been conducted and has been successful in making a set of informed recommendations for future research.

1.7 STRUCTURE OF THE STUDY

The structure of the study will be as follows:

Chapter One will provide an introduction to the study. The chapter will commence with the introduction and background to the study, followed by the problem statement, and the research objectives for the study, which are comprised of the primary objective, secondary objectives, methodological objectives and research questions for the present study. Chapter one will conclude with the scope of the study, structure of the study and the scheduled time frame for the study.

Chapter Two provides a literature review of entrepreneurial orientation in family businesses research. The chapter commences with the contextualisation of family businesses, which consists of the definition of family businesses and the importance of family businesses. Followed by the contextualisation of entrepreneurial orientation, which is comprised of the definition of entrepreneurial orientation, the dimensions of entrepreneurial orientation and the importance of entrepreneurial orientation in family businesses. Thereafter the evolution of the field of research on entrepreneurial orientation will be discussed. The penultimate segment of this chapter will provide an overview of the previous research conducted in the field of entrepreneurial orientation in family businesses, and the chapter will conclude with the definitions of the identified key concepts for the study.

Chapter Three will describe the research and methodology applied in this study. The chapter will consist of the research philosophy, approach to theory development, methodological choice, research strategy, time horizon, data collection techniques and procedures, data analysis and procedures for the current study. The trustworthiness, validity and reliability of the study will also be discussed, the chapter will be concluded with a section describing the ethical considerations made for the present study.

Chapter Four will present and report on the empirical results based on the data which has been attained and analysed in the study. The chapter will commence with an overview of the collected and analysed data in terms the volume of research regarding entrepreneurial orientation in family businesses in the African context. The chapter will include an in-depth analysis of the nations in which research is being conducted, the number of entrepreneurial orientation dimensions that are most regularly measured in the African context and the outcomes of entrepreneurial orientation in family businesses which are being measured in the African context.

Chapter Five will provide a summary of the preceding chapters, and more specifically of the key findings of the literature review and empirical investigation. Additionally, the will chapter draw conclusions from the conducted research and premised on the literature review and empirical results of the study recommendations will be made. The chapter will be concluded with an explanation of the contributions and possible shortcomings of the study, and suggestions for future research will be made.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The literature review will commence by defining family businesses, followed by a discussion on their importance. Secondly, entrepreneurial orientation will be contextualised, which entails entrepreneurial orientation being defined, the dimensions of entrepreneurial orientation being defined and explained, and the importance of entrepreneurial orientation in family businesses will be discussed. The third section of the literature review will provide an overview of the evolution of the field of research on entrepreneurial orientation. Followed by an overview of previous research conducted in the field of entrepreneurial orientation in family businesses. The fifth and final section of the literature review, will provide definitions of key concepts which have been deemed to be of significant importance to the present study.

2.2 CONTEXTUALISING FAMILY BUSINESSES

In this section of the literature review family businesses will be defined and the importance of family businesses will be discussed.

2.2.1 DEFINING FAMILY BUSINESSES

Braidford, Houston, Allison and Stone, (2014:5) define a family business as a business that has been founded by a family member with the intension of being succeeded by future generations of the same family, while Bosch, Tait and Venter, (2011:577) emphasise the importance of ownership, stating a family business is any business where a single family owns at least 51 percent of the business. Premised from the various definitions of a family business, the Family Business Association of South Africa, (2021) defines a family business by means of the following criteria: the majority of shareholdings belong to the family who established or acquired the business; the family who established or acquired the business controls its strategic business decisions; and the family has the intention to preserve the business for future generations (FABASA, 2021). For the purpose of this study, *Family businesses* will be

defined as any business that satisfies the following criteria: the majority of shareholding belongs to the family who established or acquired the business; the family who established or acquired the business controls its strategic business decisions; and the family has the intention to preserve the business for future generations.

2.2.2 THE IMPORTANCE OF FAMILY BUSINESSES

Family businesses, which are regarded as the foundation upon which the global economy is built (Acquaah & Eshun, 2016:43; Deakins & Freel, 2012:70) and they are seen as the most prominent and significant form of business ownership globally (Acedo-Ramirez, Ayala-Calvo & Navarette-Martinez, 2017:80). Furthermore, family businesses account for roughly 80 to 90 percent of all businesses in the world's free economies (Poza, 2010:3), and generate approximately 70 percent of the globe's gross domestic product (GDP) (Family Firm Institute, 2018). Given the magnitude of their contribution to the global economy, the importance of family businesses cannot be understated (Atemnkeng & Tambi, 2018:177).

In the United States of America, family businesses account for roughly 90 percent of all businesses (Poza, 2010:1) and are responsible for approximately nearly 50 percent of the country's gross domestic product (Visser & Chiloane-Tsoka, 2014:427). In Europe, family businesses are of equal significance, accounting for over 80 percent of all businesses (Alonso, Kok & O'Shea, 2019:96) and between 45 and 65 percent of the continent's gross national product (Visser & Chiloane-Tsoka, 2014:427). Furthermore, it is estimated that in Italy, India and Latin America countries, between 90 and 98 percent of all businesses are family owned and account for roughly 80 percent of all employment (Visser & Chiloane-Tsoka, 2014:427; Casillas, Acedo & Moreno, 2007:22).

Due to a lack of reliable databases related to family business in Africa, it is not possible to definitively state what the contribution of family businesses in Africa are (Visser & Chiloane-Tskoka, 2014:428). Maas and Diederichs (2007:101) estimate that family business account for roughly 80 percent of all South African businesses and employ an estimated 75 percent country's workforce (Visser & Chiloane-Tsoka, 2014:427;

Murphy & Lambrecht, 2015:34). In Ghana it is estimated that roughly 80 to 90 percent of all businesses are family businesses and that family businesses account for approximately 70 percent of the country's labour force (Acquaah, 2013:132). According to Le Roux and Bengesi (2014:606) a commonly accepted estimation is that roughly 80 to 90 percent of all businesses in sub-Saharan Africa are family businesses.

2.3 CONTEXTUALISING ENTREPRENEURIAL ORIENTATION

In this section of the literature review entrepreneurial orientation will be defined, the dimensions of entrepreneurial orientation will be explained and the importance of entrepreneurial orientation in family businesses will be discussed.

2.3.1 DEFINING ENTREPRENEURIAL ORIENTATION

It must be noted that the terms, entrepreneurial orientation (EO) and entrepreneurship, are not synonyms but two distinct, yet highly correlated concepts that arise at different stages of an organisation's development (Covin & Wales, 2018:5). Entrepreneurship is related to the action of creating a new business by identifying and selecting businesses opportunities that have a relative chance of achieving success due to favourable industry conditions (Richard, Barnett, Dwyer & Chadwick, 2004:258). EO is related to the strategic outlook of an organisation in terms of how the organisation's standard practices and decision-making philosophies (Lumpkin & Dess, 1996:136), influence the organisation's level conviction in pursuing entrepreneurial activities (Dess & Lumpkin, 2005:151; Hosseini, Dadfar & Brege 2013:2).

According to Miller, (1983:771) entrepreneurial business is regarded an organisation that engages in both product or market innovation, undertakes business ventures which have an element of risk and is proactive in terms of their innovation efforts. Premised from the definition of an entrepreneurial business, the term entrepreneurial orientation was created (Hernández-Linares & López-Fernández, 2018:319). Danes, Lee, Stafford and Heck, (2008:229) explain that family businesses are often founded with strong entrepreneurial attitudes, but these attitudes decrease overtime as the organisation develops and stabilises. In this study, *Entrepreneurial orientation* (EO)

refers to the strategic outlook of an organisation in terms of how their standard operating procedures and decision-making philosophies influence the organisation's level of conviction in pursuing innovative activities.

2.3.2 DIMENSIONS OF ENTREPRENEURIAL ORIENTATION

The concept of EO was initially established by Miller, (1983:771) who developed a conceptual model consisting of three dimensions, namely, risk-taking, proactiveness and innovativeness, that would adequately measure and characterise an organisation's entrepreneurial values (Miller, 1983:771). The original three-dimensional framework of EO was then expanded to a five-dimensional framework by Lumpkin and Dess (1996:152), with the additional of two new dimensions, namely autonomy and competitive aggressiveness.

There is much debate surrounding the three-dimensional and five-dimensional frameworks in terms of which framework is most effective in measuring EO, various authors (i.e. Covin & Wales, 2018:5; Rauch *et al.*, 2009:763) are of the opinion that the original three dimensions are the foundational components of EO. Wales, Gupta & Mousa, (2011:366) have gone so far as to state that three-dimensional framework has been widely accepted as the premier measuring instrument of entrepreneurial behaviour, however numerous other authors (Hernández-Linares & López-Fernández, 2018:319; Callaghan & Venter, 2011:31) are of the opinion that the five-dimensional framework is the more effective tool for measuring entrepreneurial behaviour. For the purpose of this study all five dimensions of EO will be investigated. The five dimensions of EO are briefly defined below.

2.3.2.1 Innovativeness

Innovativeness refers to an organisation's willingness to engage experimentation and exploration with the aim of finding novelty solutions to time old problems (Hernández-Linares & López-Fernández, 2018:319; Dai, Maksimov, Gilbert & Fernhaber, 2014:513). Miller (1983:771) explains that the purpose of innovativeness is to facilitate the creation of new products, services and processes, by supporting and encouraging

the exploration and experimentation of creative new ideas (Lumpkin & Dess, (1996:152).

2.3.2.2 Risk-taking

Risk-taking represents and an organisation's willingness to commit valuable resources towards projects where the outcome is uncertain and the cost of failure would be significant (Hernández-Linares & López-Fernández, 2018:319; Rauch *et al.*, 2009:763). Rauch *et al.* (2009:763) regards risk-taking as a particularly brave action, as it entails stepping into the unknown. Mohammed, Bint, Talib, Hayat and Kohar (2020:1067) explain that risk-taking requires an organisation's to willingly accept risk and seize opportunities that exist in business environments which have an element of uncertainty.

2.3.2.3 Proactiveness

Proactiveness represents the conviction of an organisation's future orientated actions that are geared towards the anticipation and eventual exploitation of future market developments (Covin & Wales, 2011:694; Raunch *et al.*, 2009:763). Miller (1983:771) regards proactiveness as the ability of an organisation to adapt to changing market conditions and more specifically the ability of an organisation to anticipate the future demands of the market. Miller, (1983:711) continues that proactiveness is primarily concerned with the creation and introduction of innovative concepts to the marketplace that will satisfy an anticipated future market demand.

2.3.2.4 Competitive aggressiveness

Competitive aggressiveness refers to an organisation's inclination to challenge their competitors directly with a high degree of conviction in order to gain an advantageous market position that would allow the organisation to outperform their rivals (Lumpkin & Dess, 1996:138). Hernández-Linares and López-Fernández (2018:319) state that organisations who have high levels of competitive aggressiveness are characterised by a combative posture and tend to respond forcefully to the actions of their rivals.

2.3.2.5 Autonomy

Autonomy refers to the ability of an individual or team to develop and execute a plan of action whilst acting independently without the guidance of an authority figure (Lumpkin & Dess, 1996:136). Hernández-Linares and López-Fernández (2018:319) explain that the concept of autonomy revolves around the ability of individuals or teams to take independent action aimed at creating and executing a business strategy.

2.3.3 THE IMPORTANCE OF ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES

Entrepreneurial orientation (EO) is regarded as a significant factor in determining the success or failure of an organisation (Rauch, Wiklund, Lumpkin & Frese, 2009:762) due to its consequential influence on organisational growth and performance (Fredyna, Ruiz-Palomo & Dieguez 2019:129). The importance of EO is further emphasised by Visser and Chiloane, (2014:428) who explain that successful businesses are generally entrepreneurially orientated and use entrepreneurial action as a strategy for continued growth. Rauch *et al*, (2009:763) explain that the presence of EO facilitates an organisation to be able to capitalise on opportunities that would allow the organisation to create value and gain competitive advantages over their rivals through entrepreneurial activities, however the tendency of an organisation to proactively engage in entrepreneurial activities is heavily dependent on the levels of EO within the organisation (Hosseini *et al.*, 2013:2; (Callaghan & Venter, 2011:37).

The nature of family businesses can have the effect of either enhancing or restricting an organisation's entrepreneurial activities (Nordqvist, Habbershon & Melin, 2008:93), however according to Jiménez-Jiménez, Sanz-Valle and Perez-Caballero, (2020:114) there is a higher correlation between EO and business performance in family businesses than in non-family businesses, thus further emphasising the importance of EO.

2.4 THE EVOLUTION OF THE FIELD OF RESEARCH ON ENTREPRENEURIAL ORIENTATION

According to Edmond and Wiklund (2010:4), the intellectual origins of EO can be traced back to the early 1960's, where a number of scholars (e.g. Pugh, Hickson, Hinings, McDonald, Turner, & Lupton, 1963) belonging to the Aston group published a series of papers exploring the relationship of various organisational factors on the behaviour and performance of businesses. A second significant step in the evolution of EO was made in 1973, when Mintzberg (1973) published an article where he created a framework for strategy development consisting of three modes of strategy making, one of these modes was referred to as the entrepreneurial mode (Edmond and Wiklund, 2010:5). Khandwalla, (1977) similarly to Mintzberg (1973), identified seven styles of management, one of these styles was the entrepreneurial management style, which was most notably characterized by high levels of risk-taking (Edmond and Wiklund, 2010:5).

As previously stated, the concept of EO as it is known currently known in the scholarly literature was initially established by Miller (1983:711) who developed a conceptual model consisting of three dimensions, namely, risk-taking, proactiveness and innovativeness. According to George and Marino (2011:990), Miller's (1983) original three-dimensional framework of EO was further developed by Covin and Slevin, (1989) who established what has now become the most widely accepted conceptualisation of EO. Lumpkin and Dess (1996:152) unlike Covin and Slevin, (1989) expanded Miller's (1983) three-dimensional framework to a five-dimensional framework with the addition of two new dimensions, namely autonomy and competitive aggressiveness. More recently, a third theoretical framework of EO was developed by Anderson, Kreiser, Kuratko, Hornsby and Eshima (2015:1582) this new framework of EO only consists of two lower-order dimensions, namely, entrepreneurial behaviours and managerial attitudes towards risks. However, despite the invention of Lumpkin and Dess's (1996) five-dimensional framework and Anderson *et al's.*, (2015) two lower-order dimensional framework, these frameworks have not yet been widely adopted by the entrepreneurial orientation research community and therefore, Miller's (1983) original three-dimensional framework remains the most widely accepted measuring instrument of organisation level entrepreneurial behaviour (Covin & Wales, 2018:5).

2.5 RESEARCH ON THE FIELD OF ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES

With the purpose of providing a comprehensive overview of the previous research conducted on the field of entrepreneurial orientation (EO) in family businesses, several studies have been summarised in Annexure A. For the purpose of constructing Annexure A, a total of 34 articles have been summarised and categorised by continent in chronological order. Annexure A seeks to identify the origins of EO in family business research and attempts provide overview of what types of studies have been previously conducted in relation to EO in family businesses. From Annexure it is apparent that research in the field of EO in family businesses has been underway for over 15 years and the overwhelming majority of the previous research conducted in the field of entrepreneurial orientation in family businesses has been empirical in nature. Annexure A reveals that most of the previous research on EO in family businesses has taken place in Europe and North America. Europe has been identified as the continent with the greatest number of studies, accounting for 18 of the 34 studies summarised in Annexure A, while North America contributed 10 studies, Asia contributed three studies, South America provided two studies and Africa added only two studies. The United States of America has been identified as the nation who has made the single largest contribution to the research field, accounting for nine studies, followed closely by Spain who contributed eight studies. The vast majority of the studies selected of Miller's (1983) three original dimensions of EO, however in recent years a few authors have preferred the five-dimensional framework presented by Lumpkin and Dess (1996).

Furthermore, from Annexure A it can be observed that the field of EO in family businesses has experienced a significant evolution over the past decade and half, in the mid to late 2000's much of the emphasis of EO in family business research was centred around comparing the differences between EO in family businesses and non-family businesses. Zahra, Hayton and Salvato (2004) for example investigated whether organisational culture and EO are more highly associated in family businesses or non-family businesses, while Naldi, Nordqvist, Sjöberg, and Wiklund (2007) compared the difference between the influence of the three dimensions of EO on firm performance in family and non-family businesses. The focus of the field of EO

in family business rapidly expanded and moved past the examination and comparison of EO in family and non-family businesses and how EO related to performance and started examining which factors within family businesses affect or are affected by EO. Organisational leadership and organisational strategic philosophies were identified as key factors which influence EO in family businesses (Kellermanns & Eddleston, 2006; Escribá-Esteve et al., 2009).

Premised from the initial studies that revealed the influence of organisational leadership on EO, studies measuring the influence of family involvement in strategic decision making on EO in family businesses began to emerge, for example, Sciascia et al., (2013) examined how the presence of multiple family generations in family businesses will influence EO, similar studies were conducted by numerous other authors (Madanoglu, Altinay, & Wang, 2016; Calabrò, Campopiano, Basco, & Pukall, 2017; Arzubiaga, Iturralde, Maseda, & Kotlar, 2018; Alayo, Maseda, Iturralde & Arzubiaga, 2019). In recent years numerous studies have also been published around the influence of socioemotional wealth on EO in family businesses (Schepers et al., 2014; Hernández-Linares et al., 2020; Hernandez-Perlines, 2021). Multiple studies have also been conducted measuring the influence of EO on various organisational functions such as employment growth (Kellermanns et al., 2008), organisational learning (Zahra, 2012), organisational corporate social responsibility (Hernández-Perlines & Ibarra Cisneros, 2017) and international performance (Hernández-Perlines et al., 2016; Hardrys'-Nowak, 2018).

As in Annexure A, EO in family businesses research within the African context is severely lacking and is still in its infancy in comparison to Europe and North America. Ngugi and Patrick's study (2021) examines the role of EO in the growth of family businesses in Kisumu city, Kenya, which is very similar to the study conducted by Naldi et al., (2007) in Sweden 14 years earlier. The shortcomings of EO in family business research is further emphasised by the fact that only two articles related to EO in family businesses in Africa were found during the course of this research, further highlighting the need for the mapping of the field of EO in family business research in Africa.

To summarise, in chapter two a review of the literature relevant to the present study was presented, the main findings of this review will now be briefly discussed. For the purpose of this study, *Family businesses* will be defined as any business that satisfies the following criteria: the majority of shareholding belongs to the family who established or acquired the business; the family who established or acquired the business controls its strategic business decisions; and the family has the intention to preserve the business for future generations. Furthermore, in the present study, *Entrepreneurial orientation* (EO) refers to the strategic outlook of an organisation in terms of how their standard operating procedures and decision-making philosophies influence the organisation's level of conviction in pursuing innovative activities. Additionally the review revealed that the intellectual origins of EO can be traced back to the early 1960's when studies were conducted by the Aston group (Edmond and Wiklund 2010:4). Finally, the chapter also revealed that research on the field of entrepreneurial orientation in family businesses globally is still in its infancy, with the first article researching EO in family businesses only being released 17 years ago, in 2004, that particular study was conducted by Zahra, Hayton and Salvato, (2004).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

In order to facilitate the description and explanation of the research design and methodological choices of the present study, the research design and methodology framework of Saunders, Lewis, and Thornhill, (2016:124) known as the research onion will be used. The research onion consists of six layers, beginning from the outside these layers are, (i) research philosophy; (ii) approach to theory development; (iii) methodological choice; (iv) research strategy; (v) time horizon; and (vi) techniques and procedures (Saunders, Lewis & Thornhill, 2019:124), each of these layers will now be briefly discussed. The chapter will then be concluded with a discussion regarding the ethical consideration that were made for the present study.

3.2 RESEARCH PHILOSOPHY

Saunders *et al.*, (2016:124) explains that the term research philosophy refers the system of beliefs and assumptions that a researcher adopts during the course of knowledge development. Saunders *et al.*, (2016:124) continues by stating that a research philosophy simply represents the actions of a researcher whilst conducting research. According to Saunders *et al.*, (2016:124) there are five main research philosophies, namely: positivism, critical realism, interpretivism, postmodernism and pragmatism.

Premised on the fact that the purpose of this study is to conduct a bibliometric analysis of the field of entrepreneurial orientation research in family businesses in the African context, which consists of the researcher conducting a comprehensive literature review in order to interpret and effectively map the entire field of entrepreneurial orientation in family business research, positivism has been deemed to be the most appropriate research methodology for the current study. Saunders *et al.* (2016:135) explains that positivism entails working with observable social phenomena to produce well established rules that have law-like characteristics. Saunders *et al.* (2016:135)

additionally states, that positivism provides unambiguous and accurate knowledge, thus making it especially appropriate for the present study.

3.3 APPROACH TO THEORY DEVELOPMENT

According to Saunders *et al.*, (2016:124) there are three possible approaches to theory development, namely: deductive, inductive, or abductive. In the present study the researcher adopts the deductive approach. Saunders *et al.*, (2016:144) explains an approach to theory development is deductive when the research starts with theory that has been gained through the reading of the scholarly literature. Based on present study mapping the field of entrepreneurial orientation in family businesses in the African context by means of conducting an extensive literature review, the deductive approach to theory development has been deemed most appropriate for the current study.

3.4 METHODOLOGICAL CHOICE

Saunders *et al.*, (2016:167) explains that researchers have three main research methodological choices when conducting research, namely the: mono method, multi method and mixed methods. According to Saunders *et al.*, (2016:167) a researcher's methodological choice is directly related to whether the researcher follows a qualitative, quantitative, or mixed method research design.

Premised on the fact that the purpose of this study is conduct a bibliometric analysis of the field of family business research in the African context and that the sole method of data collection in this particular study will be an extensive literature review, the mono method has been selected as the most appropriate methodological choice for the present study.

3.5 RESEARCH STRATEGY

Saunders *et al.*, (2016:177) defines a research strategy as the plan which researchers employ to enable them to answer their identified research question. Saunders *et al.*, (2016:177) continues by stating that the research strategy of a particular study serves

as the link between the selected research philosophy of the study and the methods selected for data collection and analysis. According to Saunders *et al.*, (2016:178) there are eight strategic which can be selected during a research study, namely: experiments, surveys, archival research, case study, ethnography, action research, grounded theory, or narrative inquiry.

For the purpose of this study, an archival and a desk research strategy has been selected. Saunders *et al.*, (2016:183) explains that archival research is an appropriate research strategy in scenarios where the researcher is seeking to collect and analyse secondary data as appose to primary data. Premised on the fact that the primary objective of this study is map the field of entrepreneurial orientation in family businesses research in the African context, which would entail the researcher having the systematically analyse all previous research that has been conducted in the specific field of research, the archival and desk research strategies has been deemed most appropriate for the present study.

3.6 TIME HORIZON

Saunders *et al.*, (2016:200) explains that when conducting a study, a researcher must decide if they want their study to be a single “snapshot” that is taken at the present time or if they want their study to be a series of snapshots that give a representation of how events in the field of research unfold over an extended period of time. The single snapshot approach is referred to as a cross-sectional study, whilst the series of snapshots approach is referred to as a longitudinal study.

Premised on the fact this study is seeking to map the field of entrepreneurial orientation in family businesses in the African context at the present time, therefore resembling the snapshot analogy made by Saunders *et al.*, (2016) the cross-sectional time horizon has been deemed post appropriate for the present study.

3.7 TECHNIQUES AND PROCEDURES

The final layer of the research onion framework consists of the techniques and procedures the research will employ to facilitate the collection and analysis of data

(Saunders *et al.*, 2016:124). The techniques and procedures followed by the researcher for both data collection and data analysis will be discussed below.

3.7.1 DATA COLLECTION

As previously mentioned, the research strategies deemed most appropriate for the present study, archival and desk research, which as previously explained, is deemed to be appropriate research strategies in scenarios where the researcher is seeking to collect and analyse secondary data as appose to primary data (Saunders *et al.*, 2016:183). Palić, Vignali, Hallier, Stanton and Radder, (2015:83) explain that secondary data, refers to data that has already been collected and reported on by other researchers. Premised from the fact that the sole purpose of the current study is to map the field of entrepreneurial orientation (EO) in family business research in Africa, the present study will only collect secondary data. The secondary data for this study will be gathered by means of a desktop research conducted on Google Scholar. In order to ensure that the field of EO in family business research in Africa is mapped in its entirety, the researcher will examine all prior research related to EO in family businesses in each of Africa's 54 countries, relevant articles and literature sources will then be identified and further analysed to adequately map the field of research.

3.7.2 DATA ANALYSIS

The data analysis phase will entail the researcher extracting relevant information form the various identified articles from the data collection phase, with the purpose of constructing a comprehensive literature review table that would provide an overview of the entire field of entrepreneurial orientation (EO) in family business research in Africa. The literature review table will be comprised of a number of factors deemed to be of significant importance to mapping the field of research, such as: the author(s) of the article, the year of publication, the country in which the research was conducted, the dimensions of EO which were measured, the number of participants in the study, the outcomes of EO that were measured, the main objective of the article and the main findings of the article.

3.8 ETHICAL CONSIDERATIONS

Saunders *et al.*, (2016:239) explain that within the context of research, the term ethics refers to the behavioural standards that guide a researchers conduct in relation to those who become the subject of the researcher's work, of those who are affected by the researcher's work. Walliman, (2011:171) further elaborates, stating that research ethics additionally refers to the codes of conduct to which a researcher must adhere whilst conducting research as to ensure that no harm is caused to any party participating in a given study.

Based on the above explanation of ethics within the context of research and given that the purpose of the current study is to map the field of entrepreneurial orientation (EO) in family business research in Africa, the subjects of the present study are all articles related to EO in family businesses in Africa, however the authors above of the above-mentioned articles are the only parties who have a possibility of being affected by the current study. Premised on the above discussion, the ethical considerations for the present study are to ensure the articles and literature sources included in the mapping of EO in family business research in Africa, are accurately represented as to not cause any reputation damage to the authors of the relevant article, and that the authors of the various articles receive adequate recognition for their work. Additionally, as per of Nelson Mandela University regulations, prior to the commencement of this study the researcher is required to apply for and obtain ethical clearance from the institution's ethics committee, to ensure that the present study meets the ethical standards of the Nelson Mandela University. The ethical clearance obtained from the Nelson Mandela University's ethics committee has been included in the present study in the form of an Annexure (see Annexure B), for viewing of the ethical clearance form for the present study.

CHAPTER FOUR

EMPIRICAL RESULTS

4.1 INTRODUCTION

The previous chapter provided an overview of the research design and methodological choices made for the purpose of this study. This involved an explanation of the data collection method employed in the present study. Premised on the fact that the primary objective of the present study is to map the field of entrepreneurial orientation in family businesses in Africa, only secondary data was collected. In order to collect the secondary data, a comprehensive desktop research was conducted using Google and Google Scholar. Thereafter, the data analysis methods were introduced. The purpose of this chapter is to present and discuss the empirical results from the bibliometric analysis of the data collected.

The chapter commences with a summary of the academic institutions who have contributed to the field of EO in an African context, followed by discussion of the African countries in which the research on EO was conducted and the academic journals in which these articles were published. Thereafter, an overview is given of the growth of entrepreneurial orientation in family business research in Africa, this is followed by a discussion regarding the usage of the three and five-dimensional frameworks of EO. The dimensions of EO will then be discussed individually and the outcome EO that were measured in the reviewed studies will be discussed. The penultimate section for this chapter will provide brief overview of the keywords that were identified in the abstracts of the reviewed studies and the chapter will be concluded with a brief summary.

4.2 ACADEMIC INSTITUTION, COUNTRY WHERE RESEARCH WAS CONDUCTED AND TYPE OF PUBLICATION

The purpose of this section is to acknowledge the academic institutions who have conducted entrepreneurial orientation in family business research in the African context and to identify the academic journal(s) in which such articles have been published. Table 4.1 gives a visual representation of the academic institution and

country where the entrepreneurial orientation in family business research in Africa were conducted, while Figure 4.1 gives a visual overview of the country where the research was conducted, as well as the type of publication.

Table 4.1: Academic institution and African country in which the EO research was conducted

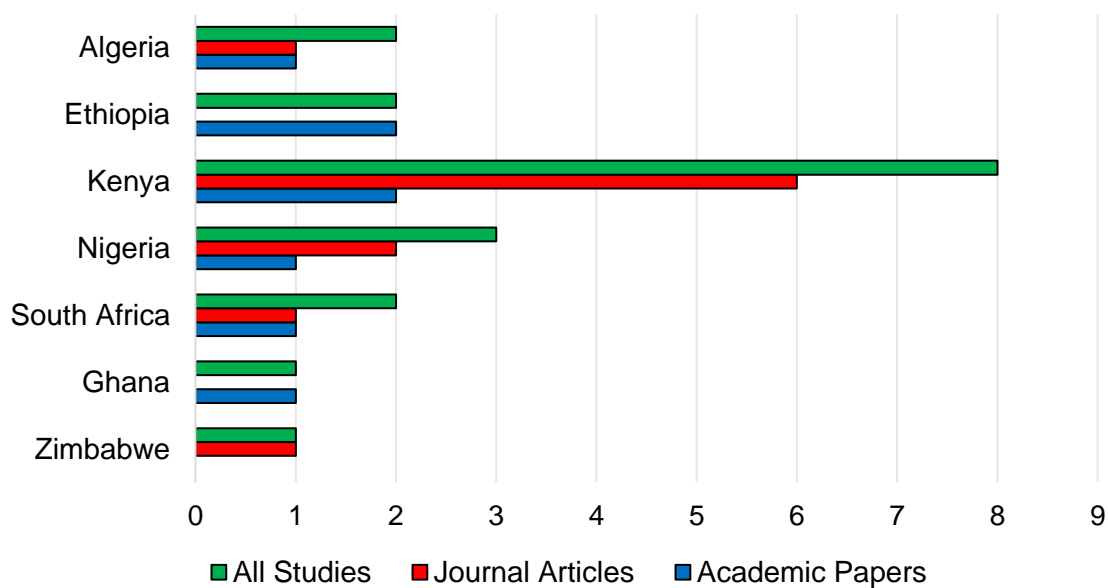
Academic institution who conducted the research	African country where EO was investigated
Tlemcen University (Algeria)	Algeria
University of West Scotland (Scotland)	Algeria
University of South Africa (South Africa)	Ethiopia
Wageningen University (Netherlands)	Ethiopia
Catholic University of Eastern Africa (Kenya)	Kenya
Jomo Kenyatta University of Agriculture & Technology (Kenya)	Kenya
Chuka University (Kenya)	Kenya
Dedan Kimathi University of Technology (Kenya)	Kenya
University of Nairobi (Kenya)	Kenya
University of Ibadan	Nigeria
George Washington University (United States of America)	Nigeria
Osun State University (Nigeria)	Nigeria
University of Surrey (England)	Nigeria
Nelson Mandela University (South Africa)	South Africa
University of the Cape Coast (Ghana)	Ghana
Manicaland State University of Applied Sciences (Zimbabwe)	Zimbabwe

Source: Researcher's own construction

Table 4.1 above consists of 16 academic institutions who conducted research on entrepreneurial orientation in family business research in Africa. From the table above it can be seen that five of these 16 academic institutions are situated in Kenya, therefore resulting in almost one third of all academic institutions conducting entrepreneurial orientation in family business research. Figure 4.1 below provides

additional emphasis towards the contribution of Kenya’s academic institutions in the field of entrepreneurial orientation in family business research in Africa. Kenya is the most densely researched country, with more than 40 percent of all studies conducted in entrepreneurial orientation in family business research in Africa taking place in Kenya. Nigeria is the second most researched country, while Algeria, Ethiopia and South Africa are tied in third position.

Figure 4.1: Entrepreneurial orientation in family business research in Africa – country and type of publication



Source: Researcher’s own construction

4.3 ACADEMIC JOURNALS USED FOR PUBLICATION

The purpose of this section is to acknowledge and identify the academic journals in which entrepreneurial orientation in family business research in Africa, articles have been published. Table 4.2 below represents the academic journals in which articles, researching entrepreneurial orientation in family business in Africa, have been published.

As can be seen in table 4.2 below, entrepreneurial orientation research in family businesses in Africa, have been published in 10 separate academic journals. The Strategic Journal of Business and Change Management is the only academic journal

Table 4.2: Academic journals that have published entrepreneurial orientation in family business research in Africa articles

Name of Journal	Journal accreditation
African Management Review	ISSN
Cogent business & management	ISSN
Covenant Journal of Entrepreneurship	ISSN
European Journal of Business and Management	ISSN
Global Scientific Journals	ISSN
International Journal of Social Sciences Management and Entrepreneurship	ISSN
International Academic Journal of Innovation, Leadership and Entrepreneurship	ISSN
International Journal of Business and Management Invention	ISSN
Management Dynamics: Journal of the Southern African Institute for Management Scientists	ISSN
The Strategic Journal of Business and Change Management	ISSN

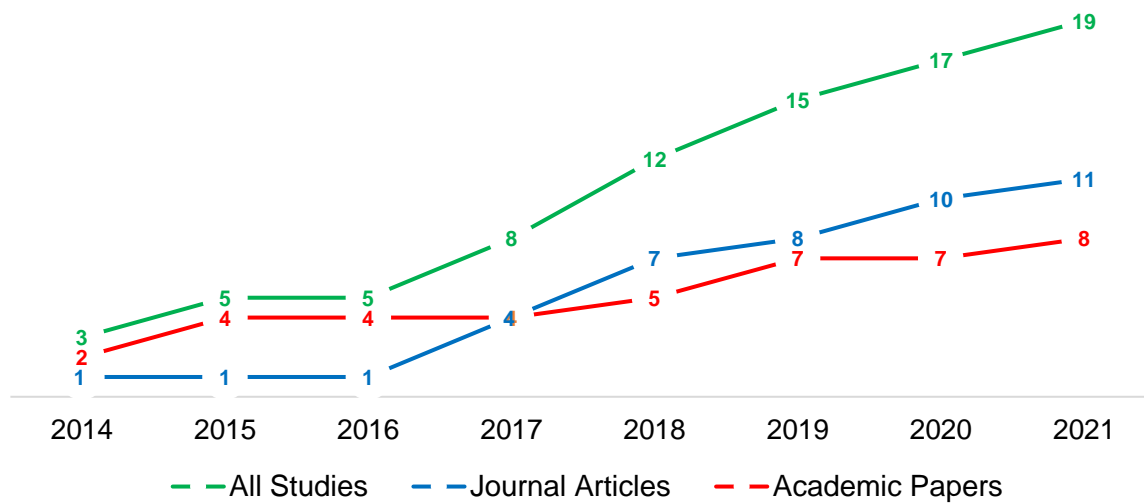
Source: Researcher's own construction

which published more than one article. It should be noted from the above table that three international journals and one European journal have published articles researching entrepreneurial orientation in family business research in Africa.

4.4 GROWTH OF ENTREPRENERIAL ORIENTATION IN FAMILY BUSINESS RESEARCH IN AFRICA

This section focusses on the growth of entrepreneurial orientation in family business research. Figure 4.2 below, provides a visual representation of the growth of the research filed from 2014 – 2021. It should be noted that green line denotes all studies researching entrepreneurial orientation in family businesses in Africa, while the blue line refers specifically to articles published in journals, and the red line refers to studies that have been conducted as part of qualification requirement, such as master's dissertations and doctoral theses.

Figure 4.2: Growth of entrepreneurial orientation family business research in Africa from 2014 – 2021



Source: Researcher’s own construction

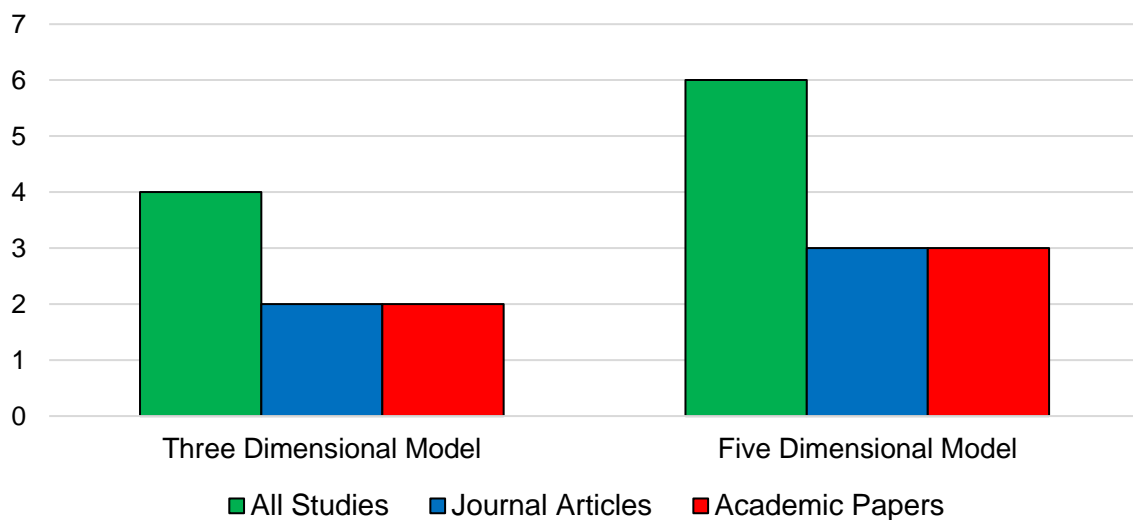
With the green line denoting all studies researching entrepreneurial orientation in family businesses in Africa, it can be seen that from 2014-2021, 19 studies have been conducted, of which 11 were published in recognised academic journals as denoted by the blue line and the other eight studies were conducted as part of qualification requirement, such as master’s dissertations and doctoral Theses. It is important to note that from 2014-2016, academic papers represented 80 percent of all studies conducted in the field, with 2018 being the first year where the total number of journal articles surpassed the total number of academic papers.

4.5 DIMENSIONS OF ENTREPRENEURIAL ORIENTATION INVESTIGATED

As discussed previously in chapter two, there is much debate surrounding which framework of entrepreneurial orientation (EO) is most effective in measuring EO. In Figure 4.3 below, Miller’s (1983) three-dimensional model and Lumpkin and Dess’s (1996) five dimensional are compared in terms of their frequency of usage within the collected studies. The five-dimensional model of entrepreneurial orientation (EO) consists of the following dimensions, namely: innovativeness, risk-taking, proactiveness, competitive aggressiveness and autonomy. The three-dimensional model in general include only innovativeness, risk-taking and proactiveness. As

previously explained three colour coded columns are provided, the green column represents all studies conducted, researching entrepreneurial orientation in family business in Africa, the blue column exclusively represents articles that have been published in recognised journal and the red column represents academic papers such as masters dissertations and doctoral theses.

Figure 4.3: Comparison of the three dimensional and five-dimensional model of entrepreneurial orientation



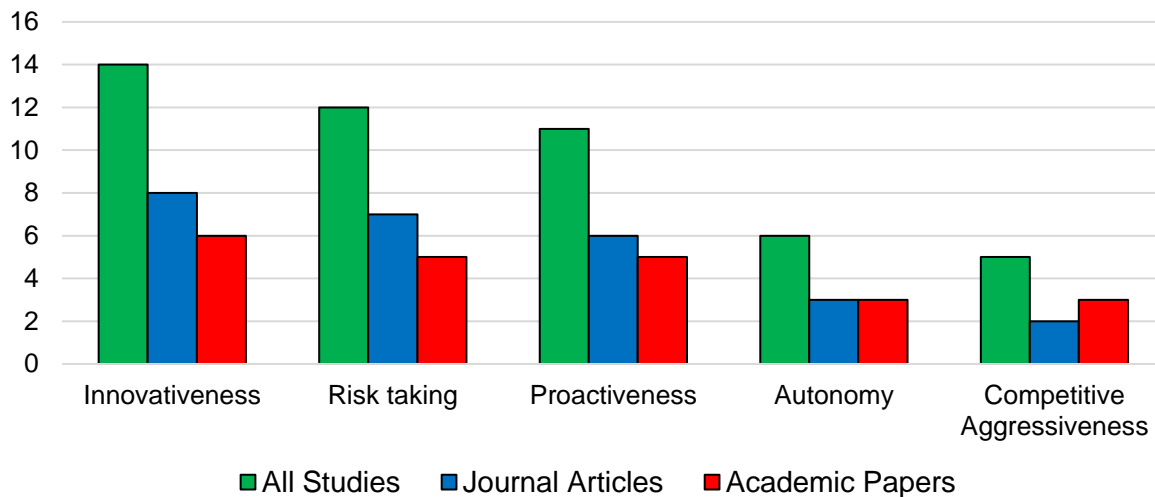
Source: Researcher’s own construction

As can be seen in Figure 4.3 above, Lumpkin and Dess’s (1996) five-dimensional model of entrepreneurial orientation was used in six studies in comparison to Miller’s (1983), three-dimensional model which was only used in four studies. It should be noted that there is no identifiable difference between the dimensional model preferences between journal articles and academic papers, as both contribute equally to the usage of both respective dimensional models.

Figure 4.4 below represents a visual representation of the dimensions of entrepreneurial orientation that were measured in family businesses in Africa. The table includes each of the five entrepreneurial dimensions, namely, innovativeness, risk-taking, proactiveness, autonomy and competitive aggressive. The table consists of three columns, the green column represents all studies conducted, researching entrepreneurial orientation in family business in Africa, the blue column exclusively

represents articles that have been published in recognised journal and the red column represents academic papers such masters dissertations and doctoral theses.

Figure 4.4: Dimensions of entrepreneurial orientation measured African family business research



Source: Researcher’s own construction

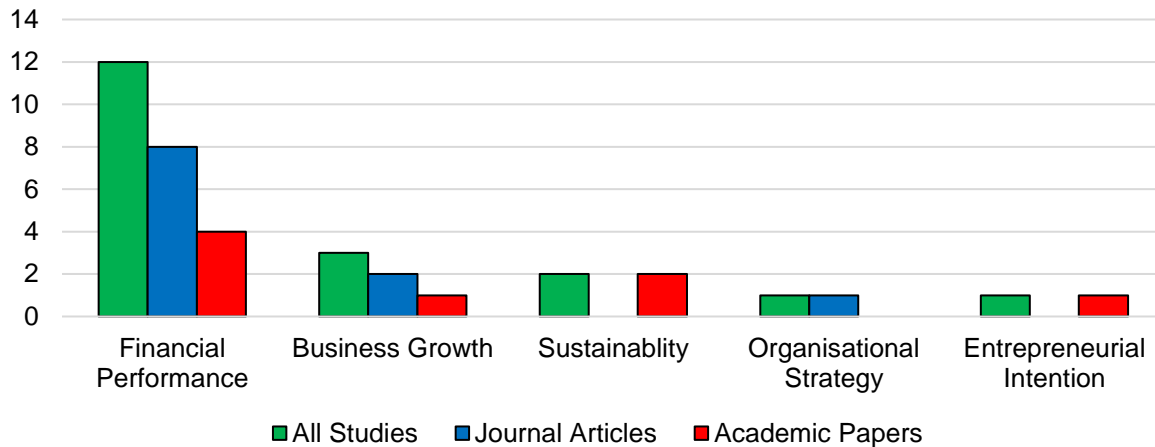
As can be seen in figure 4.4 above, the most measured dimension of entrepreneurial orientation was innovativeness, which was measured in 14 of the 19 studies that were found during this study. Risk-taking was the second most measured dimension of entrepreneurial orientation and was measured in 12 studies, followed closely by proactiveness which was measured in 11 studies. Autonomy and competitive aggressive were only measured in four and three studies respectively, it should be noted that these two dimensions are the dimensions that were added by Lumpkin and Dess (1996) to create their five-dimensional model of entrepreneurial orientation.

4.6 OUTCOMES OF ENTREPRENEURIAL ORIENTATION

Throughout the course of the data analysis phase of the present study, several measurable outcomes of entrepreneurial orientation (EO) were identified. Figure 4.5 gives a visual representation of the outcomes of entrepreneurial orientation that were measured when conducting research on EO in family businesses in an African context. The measurable outcomes of entrepreneurial orientation include, amongst others, financial performance of the organisation, growth of the business, corporate

sustainability practices, organisational strategy, and the entrepreneurial intention of the organisation.

Figure 4.5: Outcomes of entrepreneurial orientation measured in family business in Africa



Source: Researcher’s own construction

From Figure 4.5 above it is evident that the most researched outcome of entrepreneurial orientation in family business research in Africa is financial performance, which was measured in 12 out of the 19 studies researched in the present study. The second most research outcome was business growth, however this outcome was only measured in 3 out of the 19 studies.

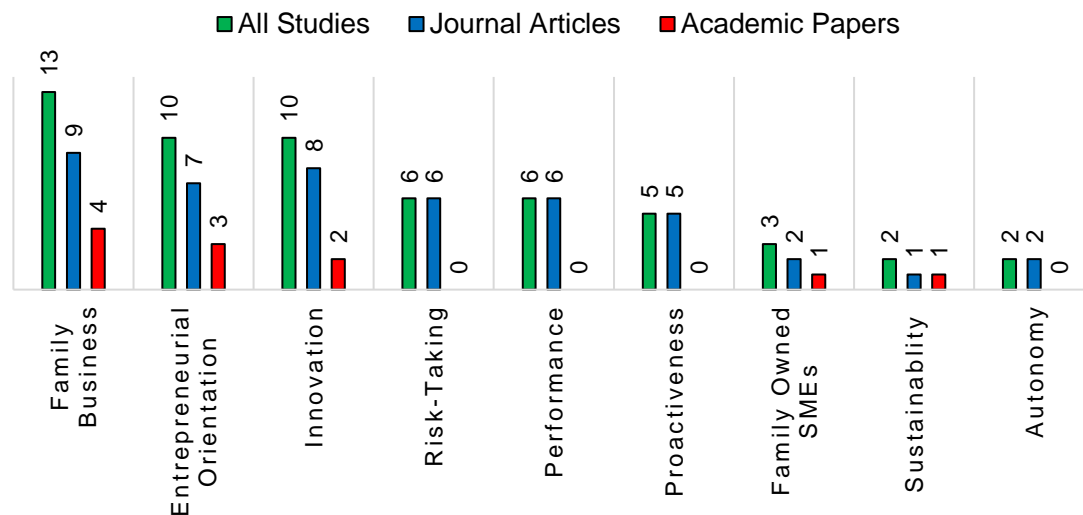
4.7 KEYWORDS IDENTIFIED IN STUDY ABSTRACT’S

During the course of the present study the researcher took note of several keywords that appeared frequently throughout the various studies which were evaluated. Overall, 10 keywords were identified, these keywords are visually represented in Figure 4.6 below.

From Figure 4.6 below it is evident that the most frequently used keyword or term was, family business, appearing in 13 of the 19 studies that were evaluated for the present study. The terms, entrepreneurial orientation, and, innovation, are tied for the second

most frequently used terms, with each keyword or term appearing in 10 of the 19 studies that were reviewed in the present study. Risk-taking, and, performance, both appeared in 6 studies whilst proactiveness appeared in five, other key works that appeared at least more than once include family-owned SMEs, sustainability and autonomy.

Figure 4.6: Keywords identified in the abstracts of reviewed studies



Source: Researcher's own construction

In conclusion, chapter four provided an overview of the empirical results for the present study. The main findings of chapter four will now be briefly summarised. According to the findings of the present study, 19 studies have been conducted, research entrepreneurial orientation (EO) in family businesses in Africa, with 11 of these studies being published in recognised academic journals and the other eight were conducted as part of qualification requirement, such as master's dissertations and doctoral theses. Research on EO in family business research in Africa has been conducted by 16 academic institutions, with more than one third of these institutions being situated in Kenya. An additional finding was that articles researching EO in family businesses in Africa have been published in 10 separate academic journal. In terms of EO, the study revealed that Lumpkin and Dess's (1996) five-dimensional framework was preferred over Miller's (1983) three-dimensional framework. the most frequently researched dimension of EO was Innovativeness, whilst financial performance was the most frequently measured outcome of EO.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter five is the final chapter of the present study and provides a brief overview of the entire study with particular emphasis being placed on giving a brief overview of the research conducted, the main empirical findings, the recommendations, limitations, and future research opportunities in the field of entrepreneurial orientation in family business research in Africa.

The overview of the study will commence by giving a brief summary of the introduction and background of the present study, followed by a discussion on the literature review undertaken in the present study. Thereafter the research design and methodology will be briefly summarised, where after a discussion of the main empirical findings of this study will be discussed. The chapter concludes by making recommendations that can be made premised on the findings of the study, the present study's limitations and the future research opportunities that arise from the limitations of the present study.

5.2 OVERVIEW OF THE STUDY

Chapter One provided an introduction to the study. The chapter commenced with the introduction and background to the study, followed by the problem statement for the present study which was identified as the following: despite the significance of family businesses to the African and global economies and the essential role of entrepreneurial orientation (EO) in determining the success of family businesses, the field of EO in family businesses in Africa has not been adequately researched and documented. Premised on the above problem statement a set of research objectives were formulated, which are comprised of the primary objective, secondary objectives, methodological objectives and research questions for the present study. Chapter one concluded with the scope of the study, significance of study, and structure of the study.

Chapter Two provided a review of the literature relevant to the present study. The chapter commenced with the defining of *family businesses*, which were defined for the purpose of this study as any business that satisfied the following criteria: the majority of shareholding belongs to the family who established or acquired the business; the family who established or acquired the business controls its strategic business decisions; and the family has the intention to preserve the business for future generations. Followed by the defining of *entrepreneurial orientation*, which for the purpose of the present study was defined as, the strategic outlook of an organisation in terms of how their standard operating procedures and decision-making philosophies influence the organisation's level of conviction in pursuing innovative activities. The present study made use of Lumpkin and Dess's (1996) five-dimensional framework of EO which consists of the following dimensions, namely: innovativeness, risk-taking, proactiveness, competitive aggressiveness and autonomy. The review additionally revealed that the intellectual origins of EO can be traced back to the early 1960's when studies were conducted by the Aston group (Edmond and Wiklund 2010:4). The penultimate segment of the chapter provided an overview of the growth EO research in family businesses globally, revealing that the research field is still in its infancy with the first article researching EO in family businesses only being released 17 years ago, in 2004, that particular study was conducted by Zahra, Hayton and Salvato, (2004).

Chapter Three described the research and methodology applied in this study. The study utilised the positivistic research philosophy, the deductive approach to theory development, mono method, and quantitative methodological choice. The archival and desk research strategies were used to gather data, while data was analysed by means of a bibliometric analysis.

Chapter four presented the empirical results of the present study, the chapter commenced with an overview of the academic institutions and African countries in which EO in family business research was conducted. During the course of the present study, 19 studies were found, these 19 studies are comprised of 11 journal articles and eight academic papers. Of the 19 identified studies more than 40 percent of these studies being conducted in Kenya.

The growth of EO research in family businesses in Africa was then discussed, the study revealed that entrepreneurial orientation in family business research in Africa is a relatively young research field, with the first journal article being published by Farrington, (2014). From 2014-2016 academic papers represented 80 percent of all studies conducted in the field, with 2018 being the first year where the total number of journal articles surpassed the total number of academic papers.

The discussion then transitioned to a comparison of Miller's (1983), three-dimensional framework of entrepreneurial orientation and Lumpkin and Dess's (1996) five-dimensional framework of EO, where it was determined that the five-dimensional framework of EO was the preferred measuring instrument of EO in family business research in Africa, with six of the 19 studies employing the five-dimensional framework, four utilizing the three-dimensional framework and a further nine studies using a variety of dimensions that do not fall within either of the identified frameworks. The findings regarding researchers preferring the five-dimensional framework over three-dimensional framework is supported by a number of authors (Hernández-Linares & López-Fernández, 2018:319; Callaghan & Venter, 2011:31), whilst contradicting the views of Wales, Gupta & Mousa, (2011:366) who stated that the three-dimensional framework has been widely accepted as the premier measuring instrument of entrepreneurial behaviour.

The dimensions of EO were then reviewed individually, where it was concluded that innovativeness is the most research dimension of entrepreneurial orientation, followed by risk-taking and then proactiveness, with autonomy and competitive aggressiveness being the two least researched dimensions of EO. A notable finding of the present study is the fact that not a single dimension of EO was measured in each of the studies that were reviewed for the purpose of the present study. Innovativeness was measured in 14 of the 19 total studies, risk-taking was measured in 12 studies and proactiveness was measured in 11 studies.

The final segment of Chapter four provided an overview of the outcomes of EO measured in family businesses in Africa, where it was determined that financial performance was the most researched outcome of EO, accounting for 12 out the 19 studies reviewed in the present study. Other outcomes of entrepreneurial orientation

that were identified during the course of the present study were, business growth, sustainability, organisational strategy and entrepreneurial intention.

5.3 RECOMMENDATIONS

According to the findings of the present study, at present only 11 journal articles have been published, researching entrepreneurial orientation in family businesses in Africa, whilst eight additional academic papers have also been written. Premised on this finding it can be stated that the field of entrepreneurial orientation in family business research in Africa is still in its infancy. This statement is supported by the views of Venter and Farrington, (2021:10) who stated that as a result of the fact that research in the field of EO among family businesses in Africa is still in its infancy, future research on entrepreneurial orientation should include all five dimensions of EO.

To further emphasise the need to for additional research in the field of EO in family business research in Africa, Figure 4.1 provided a visual representation of the countries in which EO in family business research have been conducted. The study found that research has been conducted in only seven of Africa's 54 countries, i.e. not a single EO in family business research study has been conducted in 47 of Africa's 54 total countries. It should be noted that there may EO studies that have been conducted in languages other than English as discussed in the limitations section of Chapter five. Based on the fact that family business account for between 80 to 90 percent of all businesses in the world's free economies (Poza, 2010:3), and the fact that there is a well-defined correlation between the presence of EO and organisational performance (Rosenbusch, Rauch and Bausch 2013:641; Visser and Chiloane 2014:428), it is recommended that future research be conducted in African countries where no prior or very limited EO research in family businesses have been conducted.

Premised from the findings illustrated in Figure 4.5, over two thirds of studies conducted in Africa the outcome of EO that was measured was financial performance or organisational performance. As stated above, numerous authors have confirmed that there is a well-defined correlation between the presence of EO and organisational performance (Rosenbusch, Rauch and Bausch 2013:641; Visser and Chiloane 2014:428), therefore it is recommended that future research select and measure other

outcomes of EO such as sustainability or organisational strategy, in order to ensure that the body of research continues to grow and that our understanding EO continues to develop.

5.4 LIMITATIONS OF THE STUDY AND SUBSEQUENT RECOMMENDATIONS FOR FUTURE RESEARCH

The present study made an attempt to provide a meaning contribution to the body of knowledge about entrepreneurial orientation in family business research in the African context. Throughout the course of the present study, several limitations have been identified, these limitations will now be discussed, and recommendations will be provided as to how these limitations may be reduced or eliminated in future studies in the field of EO in family business research in the African context.

The most severe limitation of the present study comes of the form of the research criteria for the studies to be included in the present study. In the present study, a study had to be published in English for it to be considered as eligible for review. When viewed in the context of the African continent as a whole, the severity of this limitations is quite significant. Africa has incredible diversity when it comes the languages which are spoken in the various countries, whilst many countries academic institutions operate in English, there are numerous countries where academic works are conducted in a variety of other languages, for example, Ivory Coast where the official language is French, Angola where the official language is Portuguese and Morocco where the official language is Arabic. Due to the research criteria set for the present study, any study conducted in any other language than English was not deemed eligible for the present study, thus possibly resulting in a number of studies that being excluded. It is recommended that future studies attempting to map a field of research in Africa, collaborate with fellow scholars from Africa's non-English speaking countries to ensure that all studies relevant to the particular research field are included regardless of which language the study was published in.

Another limitation of the present study is the selected data collection method. The present study executed a desktop research exclusively using the Google and Google Scholar search engines. These search engines are an incredibly useful tool for a

researcher to work through a large volume of content, however throughout the course of the present study, it was found that the two above were not entirely accurate in their search results, in some instances when an identical searches were executed on different devices, the search engines produced different results. The significance of this limitations is that the possibility exists that are studies who satisfy all the criteria for the present study, that simply did not appear in the search results whilst the research for the present study was being conducted. Premised on this limitations it is recommended that future studies seeking to map a field of research, utilise a larger variety of search engines and consult additional databases to ensure that future research does not suffer from the same limitation.

5.5 FINAL CONCLUSION

The present study achieved its primary objective of conducting a bibliometric analysis by evaluating the field of entrepreneurial orientation (EO) research in Africa in terms of who the researchers are and what topics are under study. However the accuracy of the findings of the present study are not concrete as explained in the previous section, which examined the limitations of the current study. It is hoped that the present study will spark interest and debate within the academic community and serve as a catalyst for additional research in order to ensure that the field of entrepreneurial orientation in family business research in the African continent is accurately mapped to allow future researchers within the field to bring forth novel ideas as appose to only corroborating well established findings.

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ANNEXURE A: PREVIOUS ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES RESESRCH

Authors(s)	Year	Country	No. of EO Dimensions	Type of Research	Sample Size	Main purpose of the study
Previous research conducted in North America						
Zahra, Hayton and Salvato	2004	U.S.A.	Three	Empirical/Quantitative	218 U.S. FBs and 318 non-FBs	The article attempts to understand the association between the dimensions of organisational culture and EO and seeks to determine whether these associations are strong in FBs or non-FBs
Kellermanns and Eddleston	2006	U.S.A.	Three	Empirical/Quantitative	74 U.S. FBs	The study seeks to gain an understanding between the relationship of EO and willingness to change and to determine what influence the presence of strategic planning on the dimensions of EO
Kellermanns, Eddleston, Barnett, and Pearson	2008	U.S.A.	Three	Empirical/Quantitative	232 U.S. FBs	The article attempts to understand the relationship between EO and employment growth in FBs
Miller and Le Breton-Miller	2011	U.S.A.	Three	Empirical/Quantitative	898 U.S. current and former FBs	The study seeks to compare the business practices, philosophies and EO levels of current FBs and former FBs
Zahra	2012	U.S.A.	Three	Empirical/Quantitative	741 U.S. FBs	The article seeks to understand what influence the presence of EO has on the quality of organisational learning in FBs
Madison, Runyan, and Swinney	2014	U.S.A.	Three	Empirical/Quantitative	279 U.S. FBs and 98 non-FBs	The study compares the impact of EO on FBs and non-FBs firm performance (FP) where EO has a more significant impact

ANNEXURE A. (Continued)

Authors(s)	Year	Country	No. of EO Dimensions	Type of Research	Sample Size	Main purpose of the study
Boling, Pieper, and Covin	2016	U.S.A.	Three	Empirical/Quantitative	85 U.S. FBs and 125 Non-FBs	The article seeks to understand and compare the relationship between CEO tenure and EO levels in FBs and non-FBs
Hernández-Perlines and Ibarra Cisneros	2017	Mexico	Three	Empirical/Quantitative	140 Mexican FBs	The study seeks to understand what influence EO has on organisation corporate social responsibility and performance
Zachary, Payne, Moore, and Sexton	2017	U.S.A.	Three	Empirical/Quantitative	136 U.S. FBs	The study seeks to measure the impact of an environmental jolt (major and unexpected environmental change) on EO levels in FBs
Previous research conducted in Europe						
Naldi, Nordqvist, Sjöberg, and Wiklund	2007	Sweden	Three	Empirical/Quantitative	265 Swedish FBs and 431 non-FBs	The article to understand if there is any difference between influence of the three dimensions of EO on FBs and non-FBs performance
Escribá-Esteve, Sánchez-Peinado, and Sanchez-Peinado	2009	Spain	Three	Empirical/Quantitative	147 Spanish FBs and 148 non-FBS	The study seeks to understand how an organisation's strategic orientation regulates the characteristics of the of organisation's leadership (OL) and how OL influences EO
Casillas, Moreno, and Barbero	2011	Spain	Three	Empirical/Quantitative	317 Spanish FBs	The study seeks to understand how environmental dynamism influences the EO of FBs and FBs willingness to allow non-family involvement in the FB

ANNEXURE A. (Continued)

Authors(s)	Year	Country	No. of EO Dimensions	Type of Research	Sample Size	Main purpose of the study
Sciascia, Mazzola, and Chirico	2013	Sweden	Three	Empirical/Quantitative	199 Swiss FBs	The article attempts to gain an understanding around the influence of multiple family generations operating in the same FB on EO
Craig, Pohjola, Kraus, and Jensen	2014	Finland	Three	Empirical/Quantitative	224 Finish FBs and 308 Finish non-FBs	The study seeks to compare the three dimensions of EO in FBs and non-FBs and determine which is more relevant in each case
Schepers, Voordeckers, Steijvers and Laveren	2014	Belgium	Three	Empirical/Quantitative	232 Belgian FBs	The study attempts to understand what influence the presence of socioemotional wealth (SEW) on the EO-FP relationship
Hernández-Perlines, Moreno-García, and Yáñez-Araque	2016	Spain	Three	Empirical/Quantitative and Qualitative	174 Spanish FBs	The study seeks to determine to what extent EO influences the international performance of FBs.
Madanoglu, Altinay, and Wang	2016	United Kingdom	Three	Empirical/Quantitative	145 British FBs	The study seeks to determine how the three dimensions of EO are influenced by extended family involvement in FBs
Bauweraerts and Colot	2017	Belgium	Three	Empirical/Quantitative	208 Belgium FBs	The article seeks to understand what influence family involvement in the FB board has on EO and FP in FBs
Hernández-Perlines, Moreno-García, and Yáñez-Araque	2017	Spain	Three	Empirical/Quantitative	218 Spanish FBs	The study attempts to measure the influence FBs absorptive capacity has on the relationship of EO and FP

ANNEXURE A. (Continued)

Authors(s)	Year	Country	No. of EO Dimensions	Type of Research	Sample Size	Main purpose of the study
Calabrò, Campopiano, Basco, and Pukall	2017	Germany	Three	Empirical/Quantitative	113 German FBs	The study attempts to determine what influence the involvement of non-family members has on FBs governance philosophies and EO
Arzubiaga, Iturralde, Maseda, and Kotlar	2018	Spain	Three	Empirical/Quantitative	230 Spanish FBs	The article seeks to understand what impact the involvement of family has on organisational innovativeness and the intensity of board activity
Hardrys'-Nowak	2018	Poland	Three	Empirical/Quantitative	383 Polish FBs	The study attempts to understand the influence of EO on the internationalisation of FBs in Poland and which resources do FBs need to be able to internationalise.
Alayo, Maseda, Iturralde and Arzubiaga	2019	Spain	Three	Empirical/Quantitative	191 Spanish FBs	The study seeks to gain and understanding of the influence of family character on the relationship of EO and internationalisation
Hernández-Linares, Kellermans, López-Fernández and Sarkar	2020	Spain and Portugal	Five	Empirical/Quantitative	609 Spanish and Portuguese FBs	The study examines the effect of the five dimensions of EO on FP in FBs and to what extent does SEW moderate the relationship between EO and FP in FBs.
Hernandez-Perlines, Covin and Ribeiro-Soriano	2021	Spain	Three	Empirical/Quantitative	106 Spanish FBs	The paper seeks to explore whether FBs concern for SEW diminishes the positive effects of EO on FP in FBs
Previous research conducted in Asia						
Akhtar, Ismail, Hussain, and Umair-ur-Rehman	2015	Pakistan	Three	Empirical/Quantitative	86 Pakistani FBs and 64 non-FBs	The study seeks to identify which of the five dimensions of EO are most significant in determining firm success

ANNEXURE A. (Continued)

Authors(s)	Year	Country	No. of EO Dimensions	Type of Research	Sample Size	Main purpose of the study
Lee and Chu	2017	Taiwan	Three	Empirical/Quantitative	223 Taiwanese FBs	The study seeks to measure the importance of active family involvement on sustaining EO and FP
Fu and Si	2018	China	Three	Empirical/Quantitative	683 Chinese FBs	The study seeks to compare the EO levels of first and second-generation FBs to determine which generation exhibits higher levels of EO
Previous research conducted in South America						
Cruz, Hamilton and Jack	2012	Honduras	Three	Empirical/Qualitative	34 Honduran FBs	The study attempts to gain an understanding of the entrepreneurial cultures in Honduran FBs and how these culture influence FP
Alonso-Dos-Santos and Llanos-Contreras	2018	Chile	Five	Empirical/Quantitative and Qualitative	307 Chilian FBs	The article seeks to understand how the influence of SEW and EO on FB performance in disaster relief scenarios
Previous research conducted in Africa						
Visser and Van Scheers	2020	South Africa	Five	Systematic Literature review	-	The study seeks to gain a comprehensive understanding regarding how important EO is for FBs
Ngugi and Patrick	2021	Kenya	Five	Empirical/Quantitative	141 Kenyan FBs	The study seeks to examine the role of EO on the growth of FBs in Kisumu City, Kenya.

Sources: Hernández-Linares and López-Fernández, (2018:323-331) and researcher's own construction



FACULTY OF BUSINESS AND ECONOMIC SCIENCES

ETHICS CLEARANCE FOR TREATISES / DISSERTATIONS / THESES

Instructions:

- Should be completed by study leader and student
- Must be signed off by student, study leader and HoD
- 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) S. Van der Poel

Stefan van der Poel (student number) 217505880

a candidate for the degree of Bachelor of Commerce Honours (Business Management)

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

Bibliometric analysis of entrepreneurial orientation research undertaken in African family businesses

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

ANNEXURE B. (Continued)

		YES	NO
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.	Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		X
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.	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	Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		X
4.	Will the participant's privacy, anonymity or confidentiality be compromised?		X
4.1	Are you administering a questionnaire/survey that:		X
4.1.1	Collects sensitive/identifiable data from participants?		X
4.1.2	Does not guarantee the anonymity of the participant?		X
4.1.3	Does not guarantee the confidentiality of the participant and the data?		X
4.1.4	Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		X
4.1.5	Will create doubt whether sample control measures are in place?		X
4.1.5	Will be distributed electronically via email (and requesting an email response)?		X

ANNEXURE B. (Continued)

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

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 T Matchaba-Hove

HEAD OF DEPARTMENT

28 June 2021

DATE



S. Van der Poel

STUDENT

28 June 2021

DATE

ANNEXURE C: SUMMARY OF STUDIES REVIEWED FOR CONSTRUCTION OF EMPIRICAL RESULTS

Title of Study	Authors(s)	Year	Country of Focus	Publishing Journal/Institution	Dimensions of EO	Measured outcomes of EO
Entrepreneurial orientation and sustainability of family business - evidence from Algeria	Boukhobza, T and Beloucif, A.	2019	Algeria	University of West Scotland [Centre for African Research on Enterprise and Economic Development 4th Annual Conference]	Unknown	Sustainability
The entrepreneurial practices in family firms case study -Algeria-	Guessas, F and Tabet Aouel Lachachi, W	2018	Algeria	African Management Review	Autonomy, Risk-Taking and Proactiveness	Entrepreneurial behaviour and corporate governance
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	Saad, M.H.	2019	Ethiopia	Wageningen University (Doctoral Thesis)	Unknown	Sustainability
Effect of Resources and Entrepreneurial Orientation on Growth of Small Enterprises in Tigray Regional State	Tirfe, A.G.	2015	Ethiopia	University of South Africa - School of Business Leadership (Doctoral Thesis)	Proactiveness, Innovativeness and Risk-Taking	Resource theory and organisational growth
Proactiveness and performance of family-owned enterprises in Nairobi County	Mburu, R.M, Gichira, R. and Kyalo, T	2021	Kenya	The Strategic Journal of Business and Change Management	Proactiveness	Organisational performance

ANNEXURE C. (Continued)

Title of Study	Authors(s)	Year	Country of Focus	Publishing Journal/Institution	Dimensions of EO	Measured outcomes of EO
Entrepreneurial orientation and growth of family-owned enterprises in Kisumu County, Kenya.	Ngugi, N.M. and Patrick, K.	2020	Kenya	International Journal of Social Sciences Management and Entrepreneurship	Innovation, Risk-Taking and Proactiveness.	Organisational Growth
Effect of entrepreneurial orientation on the performance of family-owned businesses: a case study of supermarkets in Nairobi County.	Mwai, K., Ntale, J. and Ngui, T.	2018	Kenya	International Academic Journal of Innovation, Leadership and Entrepreneurship	Innovativeness, Proactiveness and Risk-Taking.	Creation of customer value and organisational performance
Innovativeness and Firm Performance among Family-Owned Enterprises in Nairobi County.	Mburu, R.M., Gichira, R. and Kyalo, T	2017	Kenya	European Journal of Business and Management	Innovativeness	Organisational performance
Influence of Family Business Entrepreneurial Orientation on Performance of Small and Medium Sized Food and Beverage Manufacturing Family Enterprises in Nairobi County, Kenya.	Miriti, G.M	2017	Kenya	International Journal of Business and Management Invention	Innovativeness, Risk - Taking, Autonomy and Competitive Aggressiveness	Organisational Performance
Risk-taking and firm performance among family-owned enterprises in Nairobi County.	Mburu, R.M., Gichira, R. and Kyalo, T.	2017	Kenya	The Strategic Journal of Business and Change Management	Risk-Taking	Organisational Performance

ANNEXURE C. (Continued)

Title of Study	Authors(s)	Year	Country of Focus	Publishing Journal/Institution	Dimensions of EO	Measured outcomes of EO
Succession planning, entrepreneurial orientation, business development services and performance of small and medium family businesses in Machakos County, Kenya.	Nyalita, A.G.	2015	Kenya	University of Nairobi (Doctoral Thesis)	Innovativeness, Risk-Taking and Proactiveness	Succession planning and Organisational performance
Family business characteristics and performance of small to medium sized family-owned manufacturing enterprises in Kenya.	Mugambi, M.G.	2014	Kenya	Dedan Kimathi University of Technology (Doctoral Thesis)	Innovativeness, Risk-Taking and Proactiveness	Organisational performance
The significance of innovation to the performance of family business in Nigeria	Olaore, R.A. and Oyeleke, G.O	2019	Nigeria	Global Scientific Journal	Innovativeness	Organisational performance
Family Business and Innovation in Nigeria: Problems and Prospects.	Ayobami, A.O., Dodey, O.D., Olanireti, A.M and.Babarinde, K.P.	2018	Nigeria	Covenant Journal of Entrepreneurship	Innovativeness	Organisational performance and sustainability
Trust, families, entrepreneurial orientation and performance in multigenerational family firms : a case study of Nigeria.	Paul, O.E.J. (UOS).	2014	Nigeria	University of Surrey (Doctoral Thesis)	Proactiveness, Risk-Taking, Autonomy, Competitive Aggressiveness, Innovativeness	Organisational performance

ANNEXURE C. (Continued)

Title of Study	Authors(s)	Year	Country of Focus	Publishing Journal/Institution	Dimensions of EO	Measured outcomes of EO
Innovation in Family and Non-family Small and Medium-Sized Businesses in South Africa.	Hayidakis, H.D	2021	South Africa	Nelson Mandela University (Master of Commerce Dissertation)	Proactiveness, Risk-Taking, Autonomy, Competitive Aggressiveness, Innovativeness	Organisational innovation
A comparative study of the entrepreneurial orientation of small family and small non-family business	Farrington, S.M.	2014	South Africa	Management Dynamics: Journal of the Southern African Institute for Management Scientists	Innovativeness, Proactiveness, Competitive Aggressiveness, Risk-Taking, Autonomy	Organisational performance
Entrepreneurial orientation, strategic orientation, and performance of small family firms in the Kumasi Metropolis.	Boohene, R	2018	Ghana	Academy of Entrepreneurial Education	Innovativeness, Proactiveness, Competitive Aggressiveness, Risk-Taking, Autonomy	Strategic Orientation and Organisational growth
Women entrepreneurial intentions in subsistence marketplaces: The role of entrepreneurial orientation and demographic profiles in Zimbabwe	Mandongwe, L. and Jaravaza, D.C.	2020	Zimbabwe	Cogent Business & Management	Innovativeness, Proactiveness and Risk-Taking.	Entrepreneurial intention

Source: Researcher's own construction.

ANNEXURE D: TURNITIN SIMILARITY REPORT

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