

**NELSON MANDELA**  
UNIVERSITY

**AN OVERVIEW OF INNOVATION RESEARCH IN AFRICAN FAMILY  
BUSINESSES**

BY

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## **DECLARATION BY CANDIDATE**

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### **DECLARATION:**

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

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## **ABSTRACT**

The purpose of this study was to give an overview of innovation research in African family businesses in terms of who the researchers are, what issues are under study, the methods employed to carry out such research, and the contributions being made. Taking into consideration the purpose of this study, the quantitative approach was deemed most appropriate for this study to accommodate the analysis of innovation research in African family businesses.

The results revealed that the field of innovation in African family businesses is still in its early stages, and only eight articles were written by 24 authors, in four different African institutions from four African countries, namely Nigeria, South Africa, Nairobi, and Ghana. The reviewed studies all pointed to a research gap on innovation amongst family businesses in an African context and very few African countries and institutions researching this important topic within African family businesses. Therefore, this study highlights that research on innovation in African family businesses needs to be intensified so that at least more authors and institutions conduct research on innovation issues in African family businesses. Given the positive effects that innovation has on the performance and chances of survival of African family businesses, it is important that innovation research continues to receive attention from African family business researchers.

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## CHAPTER ONE

### INTRODUCTION, PROBLEM STATEMENT AND SCOPE OF THE STUDY

#### 1.1. INTRODUCTION

Globally, family-owned businesses (fbs) are by far the most common form of business enterprise, accounting for two thirds of all businesses (Urban & Caha, 2020:20). Furthermore, more than 70% of the global gross domestic product is produced by family-owned enterprises. In countries like Europe and Spain, FB make up 70 percent of all businesses and contribute about 50 percent of the gross domestic product (Vacek & Zbránková, 2017:12). Similarly, family businesses make up more than 95% of businesses in the Arab world (Al-Nashmi & Shujaa Aldeen, 2021:4). According to estimates, family businesses make up a significant portion of the economy in Africa, making up 60% of companies registered on Johannesburg Stock Exchange (JSE) and 80% of all enterprises in South Africa (Visser & Chiloane-Tsoka, 2014:427).

The term “family business” was first introduced by Donnelley in 1964 (Hernández-Linares, Sarkar, & Cobo, 2018:931). The author defined FB as a business that has at least two generations of the same family and the family has direct influence on the firm’s policies and objectives through management roles. Venter and Farrington (2012:147) adds that a family business is an entity managed and governed by members of the same family in a sustainable way throughout the family generations, with the aim intention of advancing the company's mission.

Long-term economic growth has been linked to innovation, which also serves as the catalyst for market competition (Urban & Caha, 2020:25; Rozsa & Kmecová, 2020:295). Innovation is the main source of competitive advantage, as it can serve as a long-term catalyst for improving efficiency in a competitive market (Hou, Hong & Zhu 2019:490). Wahyono (2019:19) explains that continuous innovation is a necessity, which in turn leads to the development of a competitive advantage, and the desire of the business to develop innovation affects the ability of businesses to succeed. Businesses can increase their investment returns and market

share with innovation (Kraus, Pohjola & Koponen, 2011:268; Hou et al. 2019:489). Cesaroni, Chammochumbi and Sentuti (2021:2) are of the opinion that innovation is a key factor in the success of a business, especially since innovative businesses tend to make more profits and grow faster as well as being a strength to a viability to the survival through generations.

Additionally, while innovation is essential for all organizations, family firms have a special need for it since they need on it to better the process of passing down wealth from one generation to the next. (Rozsa & Kmecová, 2020:26). Some studies show that innovation has always maintained its duality for family business and has a positive effect on the business performance and is key to ensuring the survival of a family business in the long term (Skoneczna & Trzmielak, 2018:112). According to Cesaroni, Chammochumbi and Sentuti (2021:1) innovation can be defined as all activities that allow the business to conceive, develop, and produce new products and services processes. Majid (2018:6) adds that there are four wider forms of innovation, and these include product, process, marketing, and organisational innovation (Rahman & Kavida 2019:2).

Research that has unpacked the relationship between family businesses and innovation have two dominant perspectives. On the one hand, some researchers argue that the level of innovation tends to be higher in family business with less formalised processes (Gudmundson, Tower & Hartman, 2003:11; Craig & Moores, 2006:8). On the other hand, other researchers are of the opinion that family businesses typically not quick to adopt organisational innovation as they profit more from family ties (Battisti and Iona, 2009:1327). As such, family involvement in ownership, management and management can influence family business innovation (Cesaroni et al., 2021:2). There is thus a need to investigate the underlying factors that determine the factors that influence innovation in family businesses.

Innovation is different in family business because Breciani, Thrassou and Vrontis (2013:199) highlights the main resource that provide family business with potential advantages is the patient financial capital that is rarely found in other forms of business (Breciani, Thassou & Vrontis, 2013:199). Compared to non-family enterprises, family businesses may innovate differently (Llach & Norquist 2010:382).

## **1.2. PROBLEM STATEMENT**

Despite their significance on a global and African context, family businesses typically collapse during the first three to four years of operation, and those that last longer than five years barely make it (Hutchinson, 2013:30). According to the Family Firm institute only 30% of families continue to exist into the second generation, and 3% continue into the fourth and subsequent generations (Byrd & Megginson, 2013:35). The low level of innovation in family business is one of the causes of this high failure rate (Feninger, Kammerlander & De Massis 2019:200).

According to Nunez-Cacho and Lorenzo (2013:4) family businesses are conservative and unwilling or unable to assume the risks associated with new activities. Furthermore, there is limited exposure to innovate ideas from other industries, particularly in families where business leaders have not worked anywhere else (Venter & Farrington 2012:147). However, as a tactical tool to promote business performance and survivability, innovation is becoming more crucial (Frank et al, 2019:321).

Phikiso (2017:4), states that it is crucial to identify and study the difficulties these businesses face. There has been a significant quantity of study on family companies and innovation in a Western environment (Visser and Chiloane-Tsoka 2014:427). However, the field of family business within the African context is quite limited. It is against this backdrop that this research seeks to provide an overview of innovation research within the context of African family business.

## **1.3. AIM AND OBJECTIVES OF THE STUDY**

### **1.3.1. AIM**

The aim of the research is to present an overview of innovation research that has already been conducted amongst African family businesses and to identify gaps in research where future research studies on innovation can be undertaken.

### **1.3.2. OBJECTIVES**

The primary, secondary as well as methodological research objectives stated below have been formulated to address the research problem highlighted in the current study.

#### **1.3.2.1. PRIMARY OBJECTIVE**

The primary objective of this study is to give an overview of innovation research in African family businesses, including information about the researchers involved, the topics they are researching, the methodologies they are using, and the impacts they are making.

#### **1.3.2.2. SECONDARY OBJECTIVES**

- SO<sup>1</sup> To establish how studies on innovation in African family businesses evolved.
- SO<sup>2</sup> To ascertain the definition of innovation in the context of an African family business.
- SO<sup>3</sup> To establish the factors that have impact innovation in an African family business context.
- SO<sup>4</sup> To assess constitutes of successful innovators among family business and their behaviour.

#### **1.3.2.3. METHODOLOGICAL OBJECTIVES**

The primary and secondary objectives will be attained by following the identified methodological objectives:

- MO<sup>1</sup> By carrying out a theoretical investigation into the nature and significance of family businesses globally and in Africa, as well as the nature and importance of innovation.
- MO<sup>2</sup> To determine the best research approach to solve the given research topic.
- MO<sup>3</sup> To identify the appropriate published journal papers and record the essential data.

MO<sup>4</sup> To present recommendations and conclusions based on the study's findings by outlining the family business research in African areas that need more investigation.

#### **1.4. RESEARCH QUESTIONS**

RQ<sup>1</sup> What is the current state of family business research conducted amongst African family businesses on innovation?

RQ<sup>2</sup> How did studies on innovation in African family businesses evolved over the years?

RQ<sup>3</sup> How is innovation defined in the context of an African family business?

RQ<sup>4</sup> What are the elements that affect innovation in the context of an African family business?

#### **1.5. SIGNIFICANCE OF THE STUDY**

As mentioned in the problem statement on this proposal, the main aim of this research study is to an overview of empirical research which have already been conducted on innovation in African family businesses. The results of this study will give future researchers an overview of the outcome of innovation in African family businesses and allow them to explore the gaps that have been identified. This research will also identify how innovation impacts performance of family businesses and will assist future researchers to expand the limited body of knowledge.

#### **1.6. STRUCTURE OF THE STUDY**

The structure of the research will be as follows:

In chapter one the introduction and context of the study, accompanied by the topic description and research purpose of the study is given. This chapter also disclosed the research objectives that were divided into primary, secondary, and methodological objectives and research questions for the present study. The scope of the study will conclude this chapter, thereafter the essential ideas were defined. The study's organizational structure and planned timeframe were discussed

Chapter two presented the current trends and discussions on the topic in the form of a literature review. This chapter starts by describing the nature, importance, and development of family over time. We will also get a general review of innovation in family business from it. The chapter will discuss the nature, importance, and types of innovation into family businesses as well as why it is crucial for family businesses to be innovative.

The focus of chapter three is on describing the research approach and methodology applied by the researcher, through determination of the research objectives of the study, research design, research paradigm, and approach to theory development. It also discusses time horizon, data collection and analysis methods, and research design and paradigms. The trustworthiness, validity and reliability of the study will also be reviewed, and lastly ethical considerations be explored for the present study.

In chapter four the empirical findings from the chapter's overview will be presented. The findings will be examined, as well as the authors, institutions, and nations that participated in the innovation research on African family businesses and the elements of innovation that are investigated in an African family business.

Chapter five, the final chapter, summarise the study investigated. Recommendations and avenues for future research concerning innovation in family businesses are given.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. INTRODUCTION**

The previous chapter one included a discussion of the significance and goal of this investigation. This study's main goal to provide an overview of innovation research in African family businesses including information about the researchers' backgrounds, the subjects they are studying, the research methods they are using, and the discoveries they are making.

Chapter two, which serves as the literature review chapter of this study, will commence by providing an overview of the nature and significance of family businesses, the nature and significance of innovation, the evolution of innovation research, and lastly will provide the evolution of family business research on the field of innovation.

#### **2.2. THE NATURE AND IMPORTANCE OF FAMILY BUSINESSES**

##### **2.2.1. DEFINING FAMILY BUSINESSES**

When defining a family business, various authors, including Urban and Caha (2020:21) and Hernández-Linares, Sarkar, and Cobo (2018:931), offer similar definitions when defining a family business. These definitions use the founder's family members using the involvement in ownership and management, the continuation of the family after the founder's death, and the readiness to pass on business ownership to subsequent generations as criteria. However, Kalhor and Ghalwash (2020:92) states that family business is one in which one or more members of one family have ownership, interest, and significant commitment towards the business. Considering the multiple meanings that the term "family" might have, many researchers still struggle to define it (Filipe 2019:13), Nonetheless, a family business is typically defined as a company where:

- The family owns most of the ownership of the company's stock or shares is held by just one family (Filipe 2019:15; Phikiso 2017:2; Tipu 2022; Krasnicka & Steinerowska-streb, 2019:291).

- One or two family members are directly involved in the governance of the business daily (Arcese, Valeri, Popo & Elmo 2020:4).
- In the future, the family company will incorporate more than one generation (Fornasani 2018:7; Filipe 2019:15).

### **2.2.2. THE IMPORTANCE OF FAMILY BUSINESSES**

Family businesses (fbs) are by far the most common but also most complicated form of business form in the global economy (Urban & Caha, 2020:20). Family businesses represent a very important component of the world's economy and contributes more than 70 percent of the world's gross domestic product. In countries like Europe and Spain, family businesses make up 70 percent of all businesses and contribute about 50 percent of the gross domestic product (Vacek & Zbránková, 2017:12). Similarly, family businesses make up more than 95% of businesses in the Arab world (Al-Nashmi & Shujaa Aldeen, 2021:4). Furthermore, family businesses contribute to tax revenue and initiate innovation globally (Fuetch & Reyes, 2017). Regardless of their complicated nature and inexistence of agreement of definitions they are still the backbone of the economy as they create wealth and provide jobs for the communities (Fuetch & Reyes, 2017).

Family businesses have been around for long period of time (Hlahane 2018:10) therefore, are united over generations by their vision, values and emotional bondage (Hlahane 2018:10). There's a "fresh momentum" created when a business have multiple generations involved in the business management and such businesses become more innovative (Kosmidou & Ahuja 2019:158). The motivation of family businesses has shown quite a growing realisation that families have a social role to fulfil and take responsibility for specific activities including contributions to the community development. (Fornasari 2018:12). It is these family businesses that produces the products and services that we consume on a daily basis. Generally, families apply their values to their businesses and those values may have an influence in the success of the business hence building long term relationships may be of paramount.

The growth of family businesses is important for any economy as they deliver innovative products and contribute to the national output of a country through either the manufacture of value products or the provision of services to both consumers and/or other businesses (Hlahane



2018:15). Family businesses do not only contribute to income generation but also income distribution, they also produce significantly large number of people coming from poor backgrounds with low income (Arcese, Valeri, Poponi & Elmo 2020:26). Arcese et al. (2020:26) also believe that in the spirit of entrepreneurship family businesses paves a way to various families to initiate and bring up new ventures.

### **2.2.3. DIFFERENCES BETWEEN FAMILY AND NON-FAMILY BUSINESSES**

Family businesses are a dominant form of business in the world with unique characteristics that arise from the influence of the family's vision and objectives (Werner, Schroder & Chlosta, 2017:202). According to Tipu (2022) Large families frequently participate actively in the operational parts of family companies. The goal is to establish long-term viability and consistent business methods, unlike non-family businesses (Nordqvist & Llach 2010:382). Family businesses are more efficient than non-family businesses because family businesses have unique governance structure and family orientated goals (Werner, Schroder & Chlosta, 2017:202). Research carried out by Bhat (2013:66) shows significant differences between family and non-family businesses at every stage of the innovation process and shows that innovative behaviors in family business are more complex and multi-faceted than in large ones. Moreover, unlike non-family firms, family businesses strive to raise all family members participating in the business to develop their talents (Bhat, 2013:66).

## **2.3. THE NATURE AND IMPORTANCE OF INNOVATION**

### **2.3.1. DEFINING INNOVATION**

Wahyono (2019:20) defines innovation as a new technology embedded in a product or process. Cesaroni, Chammochumbi and Sentuti (2021:1) are of the opinion that for anything to be recognised as an innovation it requires the following characteristics: novelty; measurable qualities; must result from deliberate action and not coincidence; must aim for benefit; and be identifiable as something other than just a transformation in the usual routine. Erdogan, Rondi and De Massis (2019:2) stress that innovation is anything that has to do with change and making money. Innovations have been emphasised as an essential feature of any business practice, as they can build a new area for possible innovation and future development (Krasnicka & Sternerowska-Streb 2019:6292). Development basically alludes to the intrinsic capacity of firms to withstand rivalry through the recognisable proof of novel and better approaches to secure and execute undertakings related with items, forms structures, administrations and advertising strategies (Kulkarni 2020:137-138). Innovation refers to the company's innate capacity to succeed by finding new and improved ways to acquire and perform product, process, method, structure, service and marketing tasks to compete and differentiate themselves in the marketplace (Kulkarni 2020:137-138).

Innovation processes equip new products or processes that need new capability or new implementation of existing capabilities. Therefore, if innovation involves interaction with a growing number of components or subsystems, the complexity of the innovation cycle can increase rapidly (Krasnicka & Steinerowska-Streb 2019:292). However, this makes it more important to develop a structure, system and methodology for the development of new products as well as getting clarity on which type of innovation that can have influence.

### **2.3.2. TYPES OF INNOVATION**

According to Klisaroski and Petkoska (2019:78) businesses will make certain advancements to use the production factors and product types that increase the efficiency and market success of the business. There are several types of innovation, namely product, process, marketing, and organization, which will be covered in the parts that follow.

### **2.3.2.1. Production innovation**

Larsson (2017:78) defines production innovation as a process of developing and increasing a production capability together with manufacturing organisations while Wahyono (2019:20) and Oduro (2019:114) believes that production innovation is the introduction of new or substantially enhanced products or services with regard to their characteristics or intended uses; including substantial changes in technological requirements, components and materials, integrated software, user-friendliness or other usable features. It involves constant monitoring and evaluation of the advances in research and significant changes in technological requirements, parts, and materials, user-friendly applications, or other features (Larsson 2017:78). They can be utilizing cutting-edge technology, older technologies, or perhaps a mix of both (Klisaroski & Petkoska 2019:78). The online banking services, that are a result of the greatly increased speed and ease of use of the services, are an example of a substantial improvement.

In this study, product innovation is defined as the development and release of new goods and services or the material enhancement of already-available goods and services (De masis, Frattini, Pizzuro & Lucio., 2015:44). According to Tohidi & Jabbari (2011:545) product innovation is well known for being highly effective and motivated mostly by consumer demand and market demands. Family businesses use product innovation because they are classified as “improvers” rather than “transformative”, in the sense that their innovative activities seek to improve either production systems or products that are well known (Tohidi & Jabbari., 2011:536). This is to achieve the creation and maintenance of products and services in a manner to adjust them to certain sectors rather than being based on introduction of radical innovation or creations of new paradigms (Larsson, 2017:78).

### **2.3.2.2. Process innovation**

Process innovation can be defined as the Implementation of a new or significantly improved production process or delivery method (Rahman & Kavid 2019: 95, Kulkani 2020:138) and includes new or improved production techniques, new or enhanced distribution methods, new / enhanced techniques, equipment, and software (Oduro 2019:114). Process innovation can be described as means for businesses to minimise operational expenses in production and/or distribution, as well as to produce or distribute new or considerably enhanced products to boost productivity (Klisaroski & Petkoska 2019:78). This efficiency can be achieved by relying on the needs of production to drive process innovation (Reguia 2014:142). The implementation of a novel type of production method at a manufacturing site is an illustration of process innovation (Klisaroski and Petkoska, 2019:77).

The high resource and talent requirements for process innovation are proven to present family firms with the same issues as they do for product innovation (De masis et al., 2015:2) there are so many ways to overcome these challenges but (Reguia 2014:142) mentions that businesses rely heavily on networking and benchmarking more of external knowledge sources. The lack of attention to process innovation in family business has resulted in inadequate empirical evidence (De Masis et al., 2015:2). Family businesses typically exhibit less process innovations as opposed to non-family firms because technological innovation has been proven to be less important to family businesses than to non-family enterprises (De Masis et al., 2015:6).

### **2.3.2.3. Marketing Innovation**

Marketing technologies seek to better meet consumer demands, open up new markets or reposition the company's product to improve sales (Oduro 2019:114). Innovation in marketing is the implementation of major improvements in product design or labelling, the development of new strategies for product advertising and new approaches for product placement and distribution channels (Klisaroski & Petkoska 2019:78). Additionally, marketing technologies merge new goods and services pricing policies. Innovations in marketing aim to better satisfy customer needs, open up new markets or reposition the company's product and increase sales (Oduro 2019:114).

Market innovation of family businesses is restricted by lack of resources including finance, personnel, skill, and attitude (O'dwyer & Carson 2009: 505). Pierra and Fernandez (2018:145) agree by further saying family businesses usual lack of qualified personnel may have a negative effect on their ability to absorb knowledge, in addition because family businesses lack resource, they tend to depend on network integration because it enables family businesses to access resources and divide risk and cost. Ajay and Morton (2018:4) also believe that sometime family businesses are very slow or unable to respond to changes in the market expectation and opportunities compared to large firms.

#### **2.3.2.4. Organisational Innovation**

The adoption of a new organizational strategy in a business' operations, workplace structure, or external relations is referred to as organizational innovation. (Oduro 2019:115). Organisational innovation can be designed to improve the business's output through lowering administrative or transaction costs, increasing employee satisfaction (and thus worker productivity), gaining access to untradeable resources (such as unconfirmed knowledge) or can reduce shipping costs (Klisaroski & Petkoska 2019:78). Workplace innovations include developing new procedures for allocating duties and decision-making between staff members for the division of work inside the company, as well as novel ideas for organizing operations, including the blending of multiple business functions (Klisaroski & Petkoska 2019:78).

Larsson (2017:383) is of opinion that family firms are more flexible in terms of organizational innovation, are better adapted and better positioned to develop and implement organizational innovation. Furthermore, the success of family business depends on the flexibility and open culture with short communication line. Salavou and Lioukas (2004:1093) also believe that family businesses are generally considered to have behavioural advantages that justify their success in innovation despite their lack of resources. Vossen (1998:4) believes that in large businesses there are more people involved in decision making and there is a long chain of command that needs to be followed, which can cause less flexibility and managerial coordination inefficiency compared to family business.

#### **2.3.3. THE IMPORTANCE OF INNOVATION IN FAMILY BUSINESSES**

Businesses can enter new markets and improve in their existing markets with innovation (Gundry, Kickul, Lakovlena & Carskud 2014:7; Hou, Hong & Zhu 2019:494). Innovation enhances the special existence of systems, goods, processes and services, resulting in greater productivity and development (Kraus et al. 2011:268). Innovation allows a business to increase its returns on investment, achieve a greater market share and strengthens its overall competitive position (Kraus et al. 2011:268).

Businesses can develop technological capabilities and partnerships through innovation that are difficult for competitors to imitate (Mukherjee & Chang 2018:1). The goods and services provided by the business are some of the needs of potential customers and creative businesses are based on learning how to best address the needs they already meet and recognise the needs they will address in the future (Mukherjee & Chang 2018:1). Business owners are aware that innovation drives growth but testing and introducing the latest technology is costly and time consuming and small businesses struggle to keep up with innovations that can help them stay ahead without more support (Quicke, 2019).

Innovation is crucial to family businesses as they rely on it to enhance their generational transition process and maintain the family's wealth over generations (Rozsa & Kmecová, 2020:26). Some studies show that innovation has always maintained its duality for family business and has a positive effect on the business performance and is key to ensuring the survival of a family business in the long term (Skoneczna & Trzmielak, 2018:112).

Given that innovation is an important means by which family businesses can grow and renew themselves, interventions have received a lot research attention (Werner, Schroder & chlosta, 2017:202; Kosmidou & Ahuja, 2019:154). A more dynamic world continues to see a greater interest in recognizing the factors relevant to innovation (Rozsa & Kmecová, 2020:26). Innovation has also been recognized as the primary engine of long-term economic growth and as the start of competitive strategy in the market. Considering the advantages of innovation in business, it is thought that doing so may have a favourable impact on both the monetary success of family and non-family businesses as well as their successfulness (Mukherjee & Chang 2018:22).

#### **2.3.4. THE NATURE OF INNOVATION IN FAMILY BUSINESSES**

Innovation might be different in family businesses as compared to non-family businesses (Llach & Norquist 2010:382). Research that has unpacked the relationship between family businesses and innovation has two dominant perspectives. On the one hand, some researchers argue that the level of innovation tends to be higher in family business with less formalised processes (Craig and Moores, 2006). For example, in a quantitative survey in the UK, Gudmundson et al. (2003:14) investigated the impact of organisational culture, ownership structure and implementation of innovative processes. The study found that the implementation of innovation was high in family businesses in their sample. Family businesses have distinct traits that are positively associated to innovation implementation this effect, however, is hampered by variances in organisational culture. Similarly, Craig and Moores (2006) investigated the factors that determine innovation in 67 Australian family businesses. The study found that the organisational structure is a key determining factor in adapting innovation. Businesses that were more innovative had less formality and were more decentralised.

On the other hand, other researchers state that family-owned businesses are typically not quick to adopt organisational innovation as they profit more from family ties (Battisti & Iona, 2009:1327). Family firms have been found to be less innovative than non-family enterprises in general due to their high degree of risk avoidance and concern of change (Koh et al., 2019:86). Family ownership has been proven to hinder long-term expenditures and investments, as well as unpredictable innovation expenditures in innovation, to minimize such risk (Koh et al., 2019:88). Classen, Carree, Gils and Peters (2014) conducted an exploratory comparative study on the differences between family and non-family businesses in innovation investment, innovation outcomes and labour productivity. The researchers conducted the survey on more than 2000 German businesses. The researchers found that innovation is indeed different in family businesses and while family businesses are more likely to invest in innovation, they invest less intensively than their non-family counterparts. Innovation is different in family businesses because Breciani, Thrassou and Vrontis (2013:199) highlight that the main resource that provide family business with potential advantages is the patient financial capital that is rarely found in other forms of business (Breciani, Thassou & Vrontis, 2013:199).

The ability and willingness paradoxes are linked to a lack of innovation. According to Chrisman, Chua, De Massis, Frattini and Wright (2015) Family businesses are more than

capable to innovate but they are less eager to pursue innovation than their non- family counterpart's due to fear of compromising the effective endowment. De masis, Di Minin and Frattini (2015:7) proposed an integrated perspective on family business innovation called family-driven innovation by means of resolving the paradox. Additionally, this framework strives to make it possible to execute innovation in a way that closely aligns choices with the traits of the family business. According to Craig, Lumpkin, and Meyer (2019:193), it is probable that innovation will not lead to a competitive edge if innovation decisions are not coordinated.

#### **2.4. THE EVOLUTION OF INNOVATION RESEARCH**

Since the turn of the twentieth century, innovation has been a popular notion. But few have taken time to investigate the roots of the category and the research that have been done to analyse innovation. According to Godin (2012:397), technology innovation has been studied for over a century. It was only in the early 1900s that scholars from a variety of disciplines started to examine the role of technical innovation in society. For Engerman and Rosenberg (2014:114), it was Kuznets who explained the difficulty in judging new technologies and their consequences on society. When it comes to new technologies, there is a great deal of early ambiguity as to what they will really accomplish. Second, before an innovation's full consequences (good and negative) can be identified, complementary positive changes, which are technical, ideological, and organizational (including social and legal institutions), must be made. Scholars such as Dosi (2013:112) reveal that early research about innovation, among other things.

Throughout history there has been significant scholarly debates on the definition and what innovation is made up of. Early studies about innovation focused on technological innovation, this is confirmed and challenged by scholars such as Godin (2012:398), who investigated why the term "technological innovation" came to be used to describe innovation. Godin (2012:398) further stated that studies on technical innovation often used the word "innovation" when they truly mean "technological innovation." When it comes to the origins and history of the term "innovation," however, the definition is far more inclusive of other changes and developments that take place in society. Taylor (2017:128) also shows that the definition of the word innovation in the twentieth century has been a resolution between the two competing notions



of imitation and invention which have developed through history. Taylor (2017:128) further states that because there were so many kinds of writing and language about innovation, scholars had different ideas about what it means and how it works.

Some scholars developed models that sought to frame and understand how the innovation happens, how creativity takes place and is enhanced. A study of creativity undertaken by Plsek (1996:12) highlighted several models within the literature on creativity that are important in explaining how the creative process has been analysed by researcher and academics. The reason for the development of these models is further elaborated on by Ville (2011:64) that most attention has been paid to the result of creativity, which is innovation. This is mostly because people are more interested in the economic and social effects of innovations. According to Arora, Landau and Rosenberg (1999:217), the development of the models that studied innovations served as a gateway to foster a more formal scientific and technical training in educational institutions to motivate and enhanced innovativeness and experimentation in German industry.

Innovation research also paid a lot of attention to the creation of national networks and systems between public and private organizations that develop, improve, and spread new technology (Freeman, 1987:5). This is because all parts of the economy and institutions of society affect and drive the exploration, research, and learning, which enhance innovations (Lundvall, 1992:15), additionally, national systems determine the speed and direction of innovation (Patel & Pavitt, 1994:10).

Current research on innovation is highlighting the importance of businesses adopting innovation practices to gain competitive advantage as well keeping up with global economic demands (Farrell, Mapanga, Chitha, Ashton and Joffe, 2022:220). These researchers note that adopting innovative activities allows businesses to improve their performance thereby improving their market value. Based on the visible benefits of innovation, researchers have also paid attention to the enablers and barriers of innovation for businesses. Studies that analysed the enablers of innovation note that correct management, organizational structures, and available resources are key to adopting innovation (Elbeltagi, Sharji, Hardaker and Elsetouhi, 2013:23). Studies on the barriers to innovation have noted these include a lack of infrastructure, lack of skills, inappropriate laws to regulate innovation, conservatism, and lack of vision (Alinaitwe, Widén, Jackson and Mwakali, 2007:120). It is only since then that family

business research started to focus on innovation in family businesses and this evolution will be discussed in the section to follow.

## **2.5. THE EVOLUTION OF FAMILY BUSINESS RESEARCH ON INNOVATION**

Within Family business research, limited research have been conducted on research in family businesses. Berent, Flören and den Ouden (2018:128) note that research on innovation in family business is still in the early stages. However, due to the economic benefits of innovation, research on the relationship between family business and innovation has grown. This section discusses the key themes in research on innovation in family business, a summary of these studies is provided in Annexure A.

The studies listed in Annexure A reveal that the first scholars on family business and innovation looked at how the involvement of the family in ownership, governance and management determine the type of innovation in family business (Al-Nashmi and Aldeen, 2021:113; Battisti and Iona, 2009:1323; Dunn 1996:139; Litz and Kleysen, 2001:335). Family meetings, constitutions, boards of directors, and the distinctive values of family members participating in owning and managing the business can all contribute to unique competitive advantages that lead to innovation in the family enterprise. Some authors argued that the above elements of family businesses rendered them more conservative than non-family businesses and as such, were less innovative (Muñoz-Bullón and Sanchez-Bueno, 2011:63).

Furthermore, the summarised studies on Annexure A, placed emphasis on the importance of understanding how the generational stage determines the level of innovation activities in a family business (Kellermans, Eddleston, Sarathy, and Murphy, 2012:85). These scholars argued that innovation may be higher in the first generation of a family business but may decrease in later generational stages.

Another evident theme in the case studies in Annexure A is the impact of family engagement in research and development (R&D) investments (Schmid, Achleitner, Ampenberger, and Kaserer, 2014:43). Some researchers note that increased engagement by the family in the business results in less investments R&D activities (Chen and Hsu, 2009:28). The reasoning behind this is noted to the high technological and financial failure associated with R&D. Despite the low investment in R&D by family Business, some research studies have

highlighted that family businesses do gain innovation based competitive advantage (Schmid et al., 2014; 43).

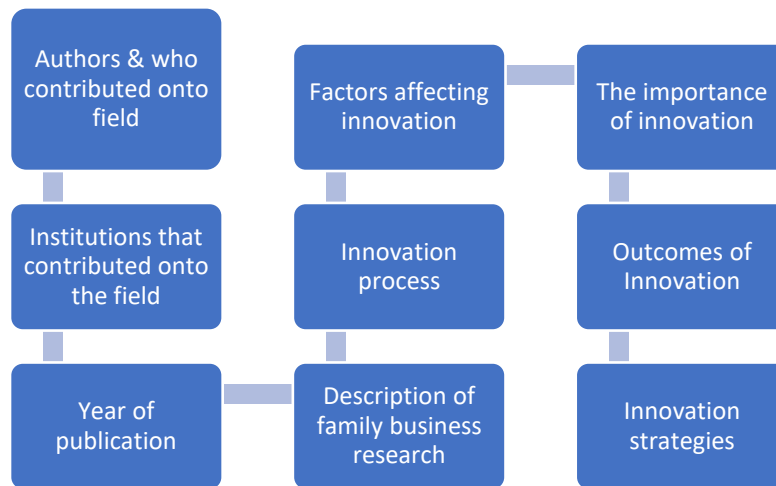
De Massis et al. (2013:30) have introduced a new angle in the family business literature when researching innovation, namely the capacity and willingness method to researching innovation in family businesses. For these authors, research needs to explain the unique features of family business behaviour that determine the implementation of innovation. Spending on innovation is heavily influenced by the family business objectives. For example, ensuring the family business long-term viability is a crucial priority. An emotional connection to the past and a willingness to carry the business on to the next generation both have a major impact in this regard. Additionally, the family business's sense of independence may cause it to be less likely to work with other parties who support innovation, which could result in a reduction in the amount of money available for such operations (Berent et al., 2018:198).

Innovation is becoming more crucial in family research as a tactical tool for enhancing corporate success and survival. (Wahyono, 2020; 18). Based on the studies discussed above, researchers within this field need to consider the influence of the family on the kind of innovation process and understanding the determining factors of innovation for that specific business. While family businesses may invest less in research and development, implementation of innovation practices does boost business product outputs.

## **2.6. THEORETICAL FRAMEWORK**

Below is the theoretical framework for compiling and examining the information required to give an overview of innovation on African family firms.

### **Figure 2.1: Proposed theoretical framework**



## 2.7. SUMMARY

The distinctive ways that family businesses were characterised, both globally and within the African continent, also emphasized the significance and important contributions that family businesses make throughout the continent.

The chapter that follows will cover the research methodology used in this research. In the present study, the evolution of family business innovation as a whole was discussed in detail, along with earlier studies on the subject that were summarized and reviews written by African authors were highlighted.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter focuses on the research design and methodology that will be used to achieve the study's objectives. The paradigm used for the study and the factors that went into it will be discussed by the researcher. An introduction, historical context, and a literature review on the innovation research in African family companies were presented in the preceding chapters. The researcher provided an overview or a state of innovation in African family businesses.

Research methodology is defined as “a set of organized steps used in research that serves as a manual for conducting research and how it should be done ((Igwenagu, 2016:5)”. It further describes and evaluates various approaches, makes plain the resources and constraints that are available, and debunks the presumptions and results pertaining to its potential (Igwenagu, 2016:5) A research design is a detailed strategy for connecting theoretical research issues with a realistic and applicable practical research question. The essential goal of a research design is to translate a problem statement into data that may be examined to address the specific study questions (Asenahabi, 2019:79). Rajasekar, Philominathan and Chinnathambi (2013:5) add that research methodology is the technique that researchers use in their tasks of illustrating, explaining, and predicting conditions.

This chapter begins by identifying and outlining the research philosophy, methodological choice and the research strategy used in the study. Thereafter, the chapter moves on to the time horizon used in the study, the procedure, and the techniques, before providing ethical considerations.

#### **3.2. RESEARCH PHILOSOPHY AND PARADIGMN**

A paradigm is described by Antwim and Hamza (2015:218) as a philosophical framework held by a group of scientists that directs their research methods. The ideas and theories that coordinate logic with the methods used to obtain knowledge are known as paradigms. Mackenzie and Knipe (2006:3) go on to explore a few other philosophical paradigms, among

which positivism and interpretivism are two of the more notable. While the interpretivism paradigm depends on the participants and how their background and perspective affect the research, positivism displays fixed beliefs that cause establish effect and conclusion (Mackenzie & Knipe, 2006:3-4). The ideal philosophical approach for this study will be positivism, which involves working with observable social reality to generate generalizations that resemble laws and analyze how specific practices or behaviours affect innovation, and then will be screening how these behaviours can be grouped to lead to observable outcome.

### **3.3. APPROACH TO THEORY DEVELOPMENT**

There are three distinct methods to create a theory, according to Saunders, Lewis, and Thornhill (2016:124), namely deductive, inductive, or abductive methods. This study will be quantitative and use a deductive research approach. A deductive research strategy relies on drawing superficially reasonable conclusions from a body of well-established theory, information, and facts. When conducting scientific research, it is employed to draw conclusions that are closely related to the theory, facts, and data (Saunders, Lewis & Thornhill 2012:143-145). The deductive method is suitable for the current research because it places emphasis on categorizing data according to existing literature. The framework for capturing and exploring the data will be based on the literature.

### **3.4. METHODOLOGICAL CHOICE**

A researcher's methodology for carrying out their study might be either mono-methods, mixed-methods, or multi-methods. When a researcher chooses to use either a qualitative or a quantitative approach, they are using a mono-method methodology.. As this study will not be collecting any data but about analysing previous studies, a single mono-method methodology will be used. The study will adopt a Mono-method research and will be quantitative. According to Saunders et al. (2019:145) in a quantitative study, results are considered as objective, unbiased and scientific because of the fact that they are derived from quantifiable data. With this method, the data that has be provided adds valuable information. To understand how, why, and who contributed to the innovation study in African family businesses, as well as to determine the patterns in family business research in that continent.

### **3.5. RESEARCH STRATEGY**

Saunders et al. (2016:177) elucidates that a research strategy is a blueprint in which researchers engage to allow and answer their identified questions. According to Saunders et al. (2016:178) there are eight strategies that can be used in a research study. A systematic and archival research will be conducted to determine an overview of innovation in family business and the contributions to future research. Archival is best used in scenarios where the researcher is seeking to gather, and analyses secondary data as opposed to primary data. Considering that the main goal of this study is to provide an overview of innovation research in African family companies, which necessitates that the researcher thoroughly analyze all prior research that has been done in the area of study. The archives of historical events, information, and individuals are available for the researcher to access. 222 (Antwi & Hamza 2015). This technique enables a researcher to examine archives of events, data, and people that occurred in both the distant and recent past (Antwi & Hamza 2015:222).

### **3.6. TIME HORIZON**

A cross-sectional time dimension involves researching a specific event at a specific point in time (Saunders et al 2012:190).The researcher decides on the time frame-cross-sectional or short-term study, involving data collection at a particular time point or longitudinal, which means the collection data regularly over a long-time span for comparison of data (Melnikovas 2018:34).

The current study is considered cross-sectional in nature as it is capturing the current state of African family business research and the criteria to narrow the literature that is examined. This is because it represents a "snapshot" of a specific time (cross-sectional) and not a series of "snapshots" over a given period (Saunders et al. 2012:123).

Given that the current study represents a “snapshot” of a particular time (cross-sectional), rather than a sequence of "snapshots" over just a specified timeframe (Saunders et al. 2012:123). The present study is thought to be cross-sectional in character because it depicts the state of African family business research at the moment and the standards used to hone the literature that is studied. Therefore, it adopts across-sectional time dimension.

### **3.7. TECHNIQUES AND PROCEDURES**

The research onion framework's last layer includes the methodologies and processes, which are employed in research to make it easier to gather and analyze data (Saunders et al., 2016: 124). The following is a description of the methods and processes that researchers use for both data collection and data analysis to make data gathering and analysis easier (Saunders et al., 2016: 124). The data collection analysis is described below to facilitate the collecting and analysis data (Saunders et al., 2016:124).

#### **3.7.1. DATA COLLECTION**

It is possible to define data collection as the process by which researchers identify and gather the data and information necessary for their research, which helps the completion of a study's research objectives (Collis & Hussey, 2014:196). It is philosophical standpoint the researcher will be taking and whatever the data collection method e.g., focus group, one-to-one interview, the process will involve large amounts of data. In addition to the variety of study methodologies, there are several different ways of collecting and analysing data for instance for the study population of this research focuses on all research done on innovation in family businesses in an African context. According to Saunders et al, 2016:183) the data that has previously been gathered and published on by other researchers is referred to as secondary data. As we already know that the purpose of this study is to give an overview of innovation research in African family businesses only secondary data will be collection. The secondary data will be gathered by means of desktop research of numerous previous articles.

#### **3.7.2. DATA ANALYSES**

To create a thorough literature review table that gives an overview of all sectors of creative family business study in Africa, the researcher will gather pertinent information from the many identified publications from the data collecting phase when she analyzes this data. The literature review table includes a number of elements that are thought to be crucial to the mapping of research areas, including the authors of the article, the year of publication, the name of the article, the names of the journals, the categories under which the innovation was categorized, the nation where the research was conducted, the article's primary goal, and its key findings.



### **3.8. ETHICAL CONSIDERATIONS**

Ethics are defined as the moral principles and norms that direct how people think, act, and behave (Klee2014:106). Business research ethics are a rule of conduct that specify how a researcher must protect the rights of their participants and those people who will be impacted by the study (Saunders et al., 2016:239). According to Marshall and Rossman (1999:49), it is crucial to take ethics into account when investigating to make sure that no one is injured, negatively affected, or suffers bad impacts as a result of the research being conducted. Furthermore, in terms of this study, research ethics approval was granted by the Nelson Mandela University Ethics Committee, an ethics form has been signed by the researcher, her study leader of the Department of Business Management. This form is attached as Annexure B.

### **3.9. SUMMARY**

The research design and methodology that will be employed to conduct the study were provided in this chapter. The researcher discussed many paradigms and analytical techniques that can be applied. The researcher concluded by outlining the ethical principles used to conduct the study. The overall findings from an overview of innovation research in African family firms are presented in the chapter that follows. In chapter four, the information gathered from journal articles on African family businesses will be implemented before conclusions and future recommendations can be made.

## **CHAPTER FOUR**

### **EMPIRICAL FINDINGS**

#### **4.1. INTRODUCTION**

Since this study used a positivistic methodology, quantitative analysis was conducted. Only secondary data was gathered and analyzed in this chapter because the major goal of the current study is to provide an overview of prior innovation research in family companies in Africa. The preceding chapter concentrated on the research design and research methodology used in this study.

The first section of this chapter provides an overview of the authors, institutions, and countries where innovation research on African family business has been conducted.

Thereafter publication dates, journal names, accreditation of the journals, articles titles, and the number of the citations are covered. Finally, a keyword analysis will be discussed to highlight the prevalent themes explored in this field.

#### **4.2. AUTHORS, INSTITUTIONS AND COUNTRIES WHERE INNOVATION REASERCH ON AFRICAN FAMILY BUSINESSES HAS BEEN CONDUCTED**

While research in general on family businesses dates to the 1970s, research on innovation in family businesses started only later and only the last decade research on innovation in an African context was conducted. As a result, the researcher found eight journal articles that met the study criteria of “innovation in African family businesses”. While there are various articles on the two topics of ‘innovation’ and ‘African family business’, literature that looked at the relationship between these two topics started being published in the period of 2012-2022. The first noted publication on the topic was a master’s thesis written in 2012 by Adegboyega, who used a quantitative methodology to analyse effects of creativity and innovation on the entrepreneurial performance of family businesses in Nigeria. In the period of 2013-2015, the researcher did not identify any articles published around family business and innovation.

However, in 2016 three journal articles were published on family business and innovation. Olaora, Oyeleke, and Ouwafemi (2016) conducted a qualitative study on selected family firms

in Nigeria to understand the significance of innovation on the performance of innovation in Nigerian family businesses. The second study was conducted by Addae-Boateng and Dzisi (2016) who investigated innovation enhancement in family business SMEs in Ghana through adopting a mixed method methodology. The researchers conducted 70 surveys with family firms in Ghana to understand “what might an entrepreneur/manager who manages the family-owned enterprise do that might positively affect the innovative behaviour of employees”. In 2016 Agyapong, Ellis and Domeher published a study that focused on the competitive strategy and performance of family businesses, as well as the moderating effect of managerial and innovative capabilities. The study adopted a quantitative approach by conducting a questionnaire with 265 family firms in Ghana.

In 2017 two articles were published, one by Mburu, Gichira and Kyalo, who analysed innovativeness and firm performance amongst family businesses in Nairobi, Kenya. The study made use of a mixed method approach through a quantitative questionnaire and qualitative content analysis. Manufacturing family-owned firms were the unit of analysis in trying to understand the relationship between innovativeness and family-owned firms in Kenya. The second study published in 2017 was by Odebiyi, Ijiwole, Adeola and Abodunde who used a quantitative approach to analyse the influence of creativity and innovation on the entrepreneurial performance of family business in Oyo State, Nigeria.

Ayobami, Odey, Olanireti and Babarinde conducted a study in 2018 that investigated the problems and prospects that family businesses in Nigeria experience concerning innovation. The researchers used a qualitative interview methodology to investigate the role of innovation in the success of a family business and the factors that hinder the growth of the business. In 2019, Ayobami, Olanireti, James, Odey and Kayode published an article that looked at “improving the performance of family-owned small and medium scale enterprise: the role of disruptive innovation”. The authors conducted a quantitative questionnaire with 310 family-owned firms to understand the role of disruption innovation in Nigeria.

Recently, in 2021, Venter and Hayidakis conducted a systematic review on the determinants of innovation and its impact on financial performance in South African family and non-family small and medium-sized enterprises. This study adopted a quantitative approach and responses from family SMEs and non-family SMEs were compared.

Table 4.1 gives a summary of the institutions and countries where the articles were published.

**Table 4.1: Academic institutions, and countries that published on innovation on African family business**

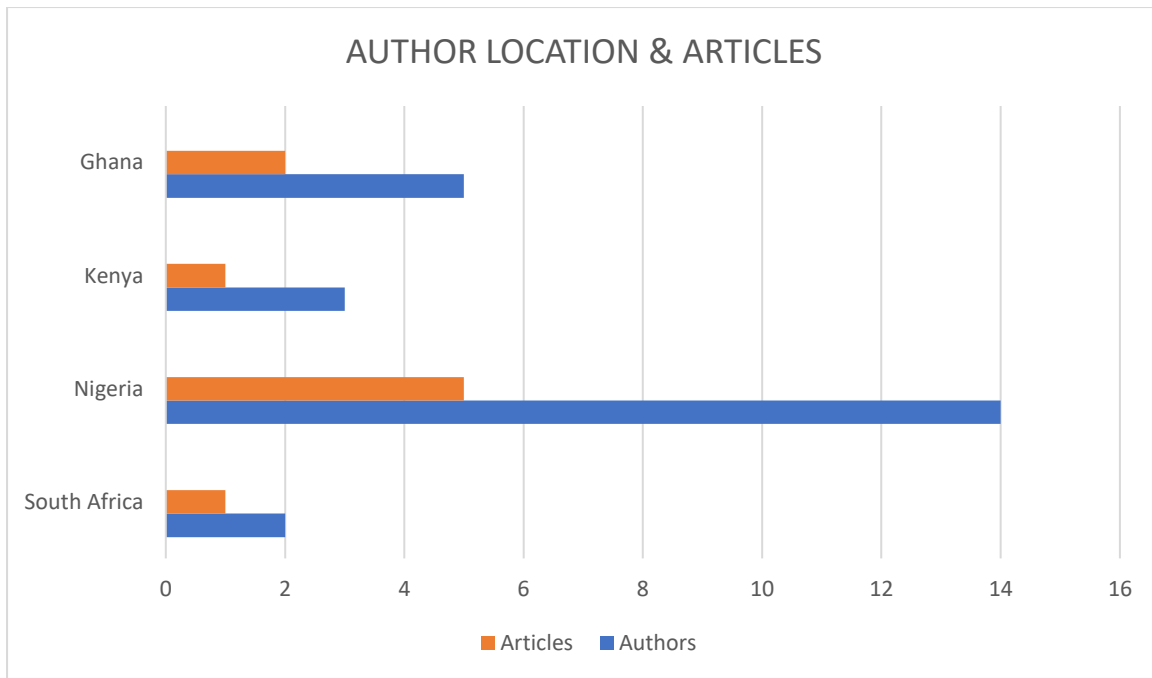
<b>Academic institutions who conducted the research</b>	<b>African country where Innovation was investigated</b>
Entrepreneurship Education Directorate, Osun State Polytechnic	Nigeria
University of Ibadan & Department of Social Studies College of Education Ikere	Nigeria
Department of Business Administration & Management, Faculty of Vocational & Technical Education	Nigeria
Department of Social Studies college of Education, Ikere, Ekiti	Nigeria
School of Business, Kwame Nkrumah University of science and Technology	Ghana
Department of Marketing, Koforidua & Department of Purchasing and supply, Koforidua Polytechnic, Koforidua	Ghana
Jomo Kenyatta University of Agriculture School of Business	Kenya
Nelson Mandela University	South Africa

Source: Researchers' own construction

The reviewed studies all pointed to a research gap in the area of family business and innovation within the African context, the limited number of journal articles was further evidence of this. Nigeria (4) was the country where the most articles on innovation amongst family businesses were generated, followed by Ghana (2), Kenya (1) and then South Africa (1).

**Figure 4.1: Author information**

The reviewed 8 articles were written by 24 authors, all the cited authors were in Africa and specifically the country where the research study was conducted during publication.



Source: Researchers' own construction

Figure 4.1 reveals that the location of authors who wrote articles on innovation and family business. Of the authors, 14(58.3%) were in Nigeria, 5(21.7%) was in Ghana, 3(12.6 %) were in Kenya and only 2(8.3 %) were in South Africa. It can thus be observed that Nigeria has the greatest dominance when it comes to published articles on innovation and African family business, with five of the nine articles having been published in Nigeria. Only two of the articles were from Ghana, while Kenya and South Africa produced one published journal each. Of the identified authors, only Ayobami, Odey, Olaniteri had produced two articles through a collaboration, while the other authors produced one article each.

### 4.3. PUBLICATION JOURNALS

The objective of this section is to acknowledge and identify the academic journals that have published research articles on innovation in family businesses in Africa. The publication of academic journals is understood as being an academic endeavor that is active and appropriate for disseminating research findings and updated findings. Table 4.2 provides a summary of the articles that have been published in the academic journal.

**Table 4.2: Academic journals and their impact score**

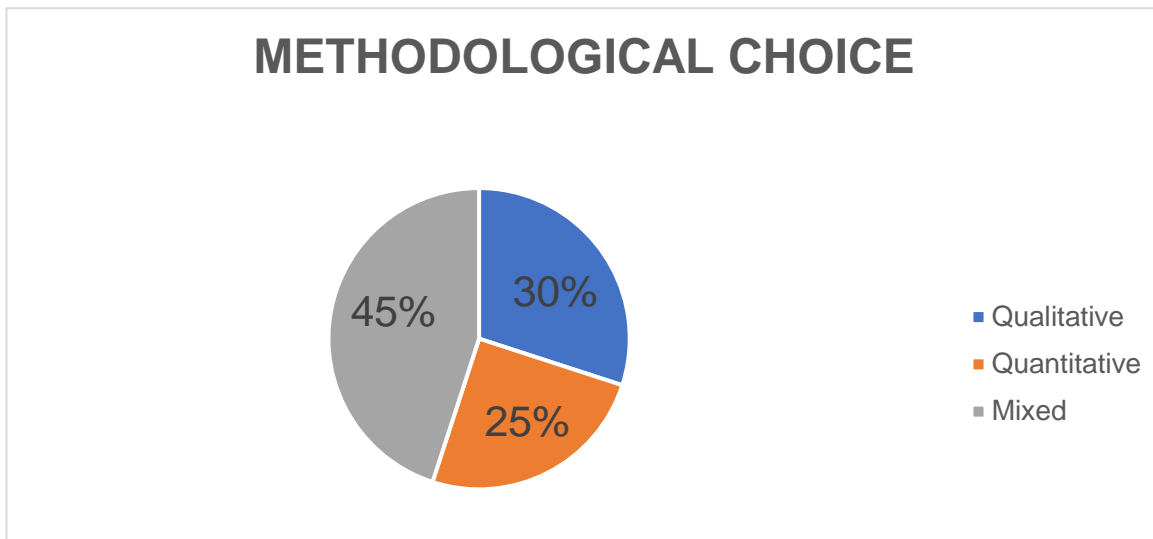
<b>Journal name</b>	<b>Published articles</b>	<b>Accreditation</b>	<b>2022 impact Score</b>
Journal of Small Business and Enterprise Development	1	ISSN	3,19
International Journal of Innovation Science	1	ISSN	2,11
European Journal of Business and Management	1	ISSN	4.28
Global scientific journals	2	ISSN	2.4
The Southern African Journal of Entrepreneurship and Small Business Management	1	ISSN	1.50
Covenant Journal of Entrepreneurship	1	ISSN	0
International Journal of Business & Law Research	1	ISSN	n/a

Table 4.2 above clearly shows that of the identified published articles all of them were published in journals that had an impact score that was below 5. Furthermore, one article was published in a journal that had an impact score of zero, namely the “Covenant Journal of Entrepreneurship’. At the time of analysing the journals, the researcher could not find an impact score for the journal ‘International Journal of Business & Law Research’. The above table further shows that only ‘global scientific Journals’ has published two articles on the topic of innovation in African family firms, while the rest have only published one. The reviewed articles were all accredited with an International Standard Serial Number (ISSN).

#### **4.4. METHODOLOGICAL CHOICE USED IN ARTICLES**

According to figure 4.2, 45% of the articles used a mixed methodology, 30% used a qualitative methodology and 25% used the quantitative methodology in their studies of innovation research conducted in African family businesses.

#### **Figure 4.2: Methodological choice used**

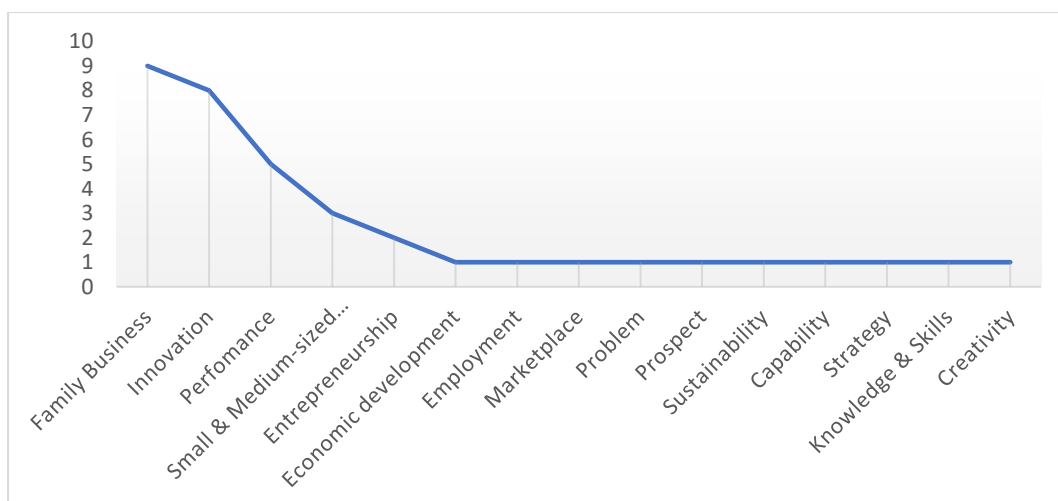


Source: Researchers' own construction

#### 4.5. ANALYSIS OF KEYWORDS

These keywords were used to search for the relevant articles and information because quite a few words tend to appear frequently throughout the various studies which were evaluated in the study. Therefore, the keywords in Figure 4.3 reveal the subject matters that hold the most interest in the family business field and innovation in Africa.

**Figure 4.3: Keywords identified in the study**



Source: Researchers' own construction

As represented in the Figure 4.3 below, **'family business'** is appearing nine times of the nine articles that were evaluated in this study. Following family business was **'innovation'** and reported as a keyword eight times whilst the third word with the highest rate of occurrence was **'performance'**. It is evident that African researchers were interested in issues related to performance of family businesses. **'Small and medium-sized enterprises'** appeared in three studies, whilst **'entrepreneurship'** in two. Furthermore, there were 10 keywords that appeared only once, included, amongst others, **'economic development'**, **'employment'**, **'sustainability'**, **'creativity'**.

#### **4.6. SUMMARY**

In this chapter, the researcher presented the empirical findings of the study with the main objective of providing an overview of the innovation research that has been conducted among African family businesses and also identify gaps in research where future research studies on innovation can be undertaken.

Chapter 5 will begin with an overview of the previous chapters, then provide an interpretation of empirical findings, conclusions, and recommendation, before discussing the study's merits and limits and offering suggestions for future research.



## **CHAPTER FIVE**

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

#### **5.1. INTRODUCTION**

This study's main objective is to provide an overview of past innovation research conducted in African family businesses, including information about the researchers involved, the subjects of their research, the techniques they used to conduct it, and the contributions they made. Chapter five summarizes the study's major findings from previous chapters.

The contributions made by this research, its limits, as well as future research opportunities that arise from this study, will be reviewed after providing a summary of the literature review, methods, and results chapters, followed by key findings from empirical investigation.

#### **5.2. OVERVIEW OF THE RESEARCH**

Chapter One: This chapter began with introducing the research background of the topic under the study. The introduction of the study was then followed by the problem statement of the study, its purpose and the research objectives. The purpose of the study was to present an overview on innovation research that has already been conducted amongst African family businesses. The current study's problem statement claims that little is known and documented about family businesses in Africa. Therefore to accomplish the study's goal, primary objectives, secondary objectives, methodological objectives and research questions were developed to achieve the purpose of the study. The importance of the study and the overview were both emphasized in this chapter.

Chapter Two: This chapter provided a literature review that is relevant to the present study by defining family businesses as a business where more than 50% of the shares in the business are owned or rather controlled by a single family or where one or two family members are directly involved in the governance of the business daily to day running. (Arcese, Valeri, Popo & Elmo 2020:4). It was also noted that family businesses differ from non-family business in term of their efficiency, dominance and uniqueness. Family businesses are more efficient than non-family businesses because family businesses have unique governance structure and family

orientated goals (Werner, Schroder & Chlosta 2017:202). The chapter also briefly did the same for innovation, discussing its evolution and the nature of innovation. The chapter ended with a discussion on prior research on the field of family business research on innovation.

In Chapter Three, the research design and methodology for the present study was identified. The positivistic approach was deemed appropriate for this present study. The study also used cross sectional research design because the data was gathered at a specific time. A deductive approach to the theory development of the study was also justified. In conclusion, the study population included all past research on innovation orientation in African family businesses.

Chapter Four: The chapter's focus was on the information gathered and analysed, or the scope of studies conducted on innovation in family businesses in the African context. The chapter commenced by providing an overview of authors, institutions, and countries where innovation research on African family businesses has been undertaken. It also consisted of in-depth analyses or specifics of the nations used as case studies, the amount of innovation dimensions commonly considered in the African context, and analytical data that were acquired and evaluated for this research. The primary objectives, secondary objectives and the third methodological objective was achieved in this chapter.

Chapter Five: This chapter provided a summary that confirmed the study's goals (main, second, and methodological) were met by summarizing significant findings from the literature review and conducting empirical analysis. It summarises and provides recommendations based on the literature review and empirical findings of the study for future studies, and it concludes with an explanation of the contributions and potential shortfalls.

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

This last section shows that the final methodological objective is attained as the conclusions and recommendations will be based on the gap found in the literature. The chapter will give a summary of the empirical findings together with some recommendations that can be considered for future research on the area of innovation in family businesses in Africa. Additionally, one of the recommendations that can be considered is expanding this research to other African countries to have a broader insight on this issue.

The field of family business within the African context is very limited, as indicated in the problem statement, and based on the finding of the present study, only eight journal articles have been published around the topic of innovation in family businesses in Africa. Based on these findings, it is evident that the field of innovation in family business research in Africa is still in its early stages. However, due to the economic benefits of innovation, research on innovation in family businesses has increased recently.

The empirical study depicted that majority of authors who wrote articles on innovation in African family businesses are Nigeria, Ghana, Kenya and South Africa. Even in the countries that have articles on innovation in African family businesses, only eight articles in total have been produced. Thus, it can be concluded that there is not enough research on innovation in African family businesses. Family businesses have been noted to be the most prominent form of business in Africa, as such an investment in researching innovation in these businesses may increase their economic contribution (Acquaah & Eshun, 2016:44).

The study further provided the number of countries in which innovation in family business research have been carried out. The research has been done in four out of 54 African countries which is not even a 50% of African countries meaning this study is still in early stages. Therefore, extensive research on innovation in African family business is pivotal for African upcoming researchers can gain better understanding on innovation in African context. Research on innovation and family business needs to be intensified so that at least more authors and institutions can conduct research on the remaining African countries.

**It is therefore recommended that:**

- To identify gaps in knowledge, researchers should compare topics that have been studied both globally and in African context. They should also conduct additional research on any subjects that have not yet been researched in an African context.
- The search criteria should include more language choices and search engines.

**5.4. CONTRIBUTION OF THE STUDY**

Reflecting on the "who," "what," and "how" of this study, the field of innovation on family business research in Africa has produced the following contributions. Opportunities for future partnerships among them are improved by 'who' the key researchers in the field are and where they are based. These partnerships might entail the exchange of resources and knowledge. The findings of this study help researchers and academics compare their research to that of other researchers worldwide and to that of the field by defining 'what' African family business researchers are looking at.

African researchers need to use more relevant choices in their research designs, to use both quantitative and qualitative methods, to utilise both, and to explore alternative research methodologies and high-quality data sources, according to insights into "how" they are conducting family business research in Africa.

## **5.5. LIMITATIONS OF THE STUDY AND AVENUES FOR FUTURE RESEARCH**

Despite the study's significant contribution to knowledge, the study has some other limitations. The first limitation of this study was that the study focused on research studies and articles published on "innovation in African family business". While the researcher found numerous articles that focused on innovation within the African context, there were few articles that specifically focused on innovation within African family business. A second limitation was that this research only focused on published articles and not on master's studies, blogs and opinion pieces.

Future research should consider other languages as well as English since excluding non-English research that comes from nations where English is the primary language would be inappropriate. Future research can broaden the scope of the search engines used from simply Google to other search engines like Bing and Yahoo, among others.

## **5.6. CONCLUSION**

The primary objective of this study was to provide a summary of innovation research in African family businesses, including information about the researchers, the subjects they are examining, the methodologies they are using, and the insights they have produced. In doing so,

the current state of the field of family business research in Africa is still in its early stages. The research has investigated several factors such as authors, institutions and countries undertaking innovation research on African family business and the types of innovation that are examined in an African family business context.

The researcher has improved its knowledge and understanding of research. The researcher will be able to use these skills and knowledge when conducting future studies.

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**Annexure A:  
PREVIOUS RESEARCH ON INNOVATION IN FAMILY BUSINESSES**

<b>Author</b>	<b>Year</b>	<b>Name of Title</b>	<b>Journal</b>	<b>Purpose</b>	<b>Country where study was conducted</b>	<b>Type of Research</b>	<b>Main Finding Contribution</b>
Osunde, C	2017	Family Business and its Impact on the Economy	Journal of Business & Financial Affairs	The purpose of the study is to transform the micro & medium scale enterprises (family-owned businesses included) and encourage the provision of finance and human capital	Nigeria	Quantitative	The key result of this study shows that family firms are an integral part of Nigeria's economy and have contributed significantly to GDP of the country which sustains economic growth.
Mburu, R M.,Gichira, R.,Kyalo,T	2017	Innovativeness and firm Performance among Family Owned Enterprises in Nairobi country	European Journal of Business and Management	The purpose of this study is for job creation and poverty reduction in most developing countries. Majority of the multinational companies started as family-owned businesses.	Nairobi	Qualitative & Quantitative	The findings indicate that family firms innovate rapidly due to absolute participation, family ties and members' commitment to the business sustainability.
Ayobami, A.O, Odey,O.D, Olanireti, A.M & Babarinde, K.P	2018	Family Business and Innovation in Nigeria: Problems and Prospects	Covenant Journal of Entrepreneurship	This study seeks to attract more attention in recent in recent times, as a result of its immense contribution of entrepreneurship and national development. Several Nigerian businesses have grown from single ownership into fully fleshed family owned businesses with more persona, better decision making, management style and resources to effectively carry out business activities.	Nigeria	Qualitative	This study have revealed that innovation makes it possible for family business to engage in succession planning, innovation leads to competitive advantage as well as it promotes product innovation in manufacturing industries

Robson,P., Haugh, H., Obeng,B	2008	Entrepreneurship and innovation in Ghana: enterprising Africa	Judge business school	This study adopts a multi-level theoretical framework to examine data from 496 entrepreneurs in Ghana. Seven types of innovation activity are analysed against three categories of variable: the characteristics of the entrepreneur, the internal competencies of the firm, the firm location.	Ghana	Systematic review	The findings suggest that resource advantages of larger firms outweigh the flexibility of smaller firms.
Venter, E., Hayidakis,H	2021	Determinants of innovation and its impact on financial performance in South African family and non- family small and medium-sized enterprises	The Southern African Journal of Entrepreneurs hip and Small Business Management	The aim of this study was to identify the determinants of innovation output, the types of innovation that are commonly being utilised and the influence thereof on perceived financial performance.	South Africa	Systematic review	This paper found that there's a positive relationship between Risk- Orientated EO and Innovation output.
Rondi.E., De Massis. A., & Kotlar, J.	2019	Unlocking innovation potential: A typology of family business innovation postures and he critical role of the family system	Journal of Family Business Strategy	The study seeks to provide an assessment tool that family businesses can use to check and ensure a fit between the business and the family systems to fully unlock the innovation potential.	Italy	Quantitative	The research suggests that the family itself hold the key to solving this paradox and unlocking innovative potential. It is necessary that family firms strike a delicate balance between the business and the family.
Chrisman, J.J., Chau, J.H., De	2015	The ability and willingness	Journal of Product	The study seeks to present a framework of how family involvement influences innovation managing based on ability	United States	Quantitative	Resolving the paradox should yield new insights about

Massis, A., Frattini, F., & Wright, M		paradox in family firm innovation.	Innovation Management	(discretion to act) and willingness (disposition to act), two drivers that distinguish family firms from non-family firms etc.			innovation management in general
Oksanen. K., & Hautamaki. A.	2015	Sustainable Innovation: A Competitive Advantage for Innovation Ecosystems	Journal of Technology Innovation Management	The study seeks to elaborate the emerging concept of sustainable innovation and analyse the relevance of innovation to solve wicked problems and enhancing sustainable well-being. We also examine the changing conditions for innovation creation: building global knowledge hubs and local innovation ecosystems.	Finland	Quantitative	As a result, the drivers of innovation and the opportunities to utilize the untapped innovation potential of people outside traditional innovation contexts are expanded and diverse.
Ahmad.S., Omar. O., & Quoquab.F.	2020	Family Firms Longevity: The role of family involvement in business and innovation capability	Journal of Family Business Management	The objective of this research is to investigate the influence of family involvement in business and innovation capability on sustainable longevity of family firms.	Malaysia	Quantitative	The results provided evidence of the significant influence of family involvement in business on sustainable longevity of family and partial mediation of innovation capability between family involvement in business and corporate suitable longevity.
Matzler.K., Veider.V., Hautz.J., & Stadler.C.	2015	The impact of family ownership, management, and governance on innovation.	Journal of Product Innovation Management	The study seeks to test how three mentioned dimensions of family influence predict innovation input and output.	Germany	Quantitative	The results show that family participation in management and governance has a negative impact on innovation input and a positive influence on innovation output.
Author	Year	Name of Title	Journal	Purpose	Country where study was conducted	Type of Research	Main Finding Contribution

Colabro.A., Vecchiarini. M., Gast.J., Campopiano G., De Massis. A., & Kraus. S.	2019	Innovation in family firms: A systematic literature review and guidance for future research.	International Journal of Management Reviews.	The study seeks to widen existing understanding of innovation in family firms by building a theoretical bridge with studies in mainstream innovation literature.	Italy	Quantitative	Through a systematic review of 118 peer-reviewed journal articles published between 1961 and 2017, this article provides an integrative picture of the state of art of the family firm innovation literature.
Abrahams, L	2020	Innovation entanglement at three South African tech hubs.	The African Journal of Information and Communication (AJIC)	This study explores innovation modalities at three South African tech hubs	South Africa	Quantitative	The present study finds that innovation entanglement, but the hubs and their start-ups allow them to work through the adversity and states of complexity prevalent in their innovation ecosystems.
Harms.H.	2014	Review of Family Businesses Definition: Cluster Approach and Implications of Heterogeneous Application for Family Business Research.	International Journal of Financial Studies	The study seeks to conduct a comprehensive review about the application of family businesses definitions in studies published in highly ranked and family businesses specific journal.	Germany	Quantitative	The object of investigation results in a deeper understanding of family firms' uniqueness, leading to more reliable comparative studies as well as interdisciplinary work and enables a quicker consolidation of family business research.
Farrell.C	2014	Social Finance: Doing Good by Doing Well	Article: Bloomberg Business Week	Aiming to tap global capital markets to help and non-profit programmes dealing with some of society most intractable problems. The big idea is that social finance could become a force for greater efficiency and effectiveness in tackling the roots of poverty.	United States	Quantitative	The wave of innovations, internet robots, artificial intelligence, etc, will transform the way people live and work. Financial innovation is now considered something of an oxymoron. It is Cleverley

Author	Year	Name of Title	Journal	Purpose	Country where study was conducted	Type of Research	Main Finding Contribution
							designed products for making old fashioned, leveraged bets.
Gallouj.F., & M. Toivonen	2011	Elaborating the characteristics-based approach to service innovation: Making the service process visible.	Journal of Innovation Economics & Management	The paper aims to contribute to the further development of the synthesis approach. The research argues that goods and services can be analysed using a common conceptual framework but highlighting within the framework this the process nature of services.	France	Quantitative	The results indicate that a distinction between process characteristics and technical characteristics is possible to render in practices when specifications are used included in the model. The model enables a detailed description of services and the identification of innovations occurred.
Massa, L. & Tucci, C.L	2013	MIT Sloan Management Review	Oxford University Press, Oxford	The chapter serves to introduce the notion of Business Model Innovation (BMI). The four main objectives are to clarify the origins and notion of BM, organize the literature on BMI around emerging literature streams, offer an overview of the various tools that have been proposed in supporting managers and entrepreneurs in dealing with BMI and lastly, offer a discussion of the principal managerial challenges related to managing BMS and BMI	United States	Quantitative	The results indicate within the field, a consensus is emerging that the role of BM in fostering is twofold. Firstly, by allowing managers and entrepreneurs to connect innovative products and technologies to a real side output market, Secondly, BM represents a new dimension of innovation to traditional dimensions of innovation such as product, process, process or organisational.



Amit, R & Zott, C.	2012	Creating value through business model innovation	MIT Sloan Management Review	The research defines a company's business model as a system of interconnected and interdependent activities that determines the way the company does business with its customers, partners, and vendors	Germany	Quantitative	A unique data set is developed containing detailed information about the business modes, then data is supplemented on companies' business models with another manually collected set on business strategy.
Kuczmarki . T. D	2003	What is innovation? And why aren't companies doing it anymore?	Journal of Consumer Marketing	The article lists ingredients of and directions for successful innovation, which can lead to real competitive advantage if followed correctly.	Italy	Quantitative	Senior management must assimilate the message fully before it can possibly cascade down the organisation.
Author	Year	Name of Title	Journal	Purpose	Country where study was conducted	Type of Research	Main Finding Contribution
Horth, D.M., & Vehar.J	2014	Becoming a Leader Who Fosters Innovation	Article: Centre for Creative Leadership	The study is actively perjuring innovation requiring considerable resources and deliberate focus. It requires innovation leadership, support from the organisational hierarchy, a culture that values and nurtures creativity.	United States	Quantitative	An analysis of several studies correlating organisational performance with culture using the Denison Organisational Survey found that culture is an important predictor of organisational performance"
Visser. T., & Chiloane-Tsoka. E	2014	An exploration into family business and SMEs in South Africa	Problems and Prospective in Management	The aim of the research is to explore family businesses challenges and small medium enterprises in South Africa. A conceptual framework is provided, while secondary data were obtained from books, articles, reports, and electronic media	South Africa	Quantitative	In developing the management succession plan, the transition should be structured to minimize the impact of estate, gift and inheritance taxes on family members and the business. A risk management strategy could

							include insurance as part of the management.
Anderson. F.W, Johanson. D, Karlsson. J, Lodafalk. M, Poklahl. A	2018	The characteristics of family firms: exploiting information on ownership, kinship, and governance using total population data	Journal of Small Business Economics	The study presents We present a method for identifying domiciled family firms using register data; this method offers greater accuracy than previous methods. We apply this method to Swedish data concerning firm ownership, governance, and kinship from 2004 to 2010.	Sweden	Quantitative	The research finds that compared to private non-family firms, family firms have fewer total assets, employment, and sales and carry higher solidity, although family firms are more profitable. These differences diminish with firm size. We conclude that the term “family firm” includes a large variety of firms, and we call for increased attention to their heterogeneity.
Shapiro.A	2015	Measuring Innovation: Beyond Revenue from New Products	Journal of the Innovation Research Interchange	The study seeks to study measure innovativeness by considering the accounting- based new products measure in concert with the more flexible measure of new platforms	England	Quantitative	Innovation can be achieved in many ways, measuring innovativeness is difficult to do well with a single measure.
Ndzana.M, Cyrile.O, Mvogo.G, Bedzene.T	2021	Innovation and small and medium enterprises performance in Cameroon	Journal of Small Business and Enterprise Development	This article attempts to explain performance through the development of innovations within small and medium enterprises (SMEs). Specifically, the authors analyse the determinants of innovation and assess the role of technological and non-technological innovations in performance.	Cameroon	Systematic review	The results show that technological innovation does not influence significantly the performance of SMEs, whereas non-technological innovation positively influences it. The combination of these two types of innovation leads to better

							performance than even accentuated development of only one type.
Alinatwe, H., Widen, K., Mwakali, J & Hansson, B	2007	Innovation Barriers and Enablers that Affect Productivity in Uganda Building Industry	Journal of Construction in Developing Countries	This paper reviews the major barriers and enablers to innovation in general. Propositions were made about the factors that affect innovation in the construction industry which were then formulated into a questionnaire.	Uganda	Qualitative & Quantitative	This paper found that there is a need for a further research to find the interaction of the identified factors on the innovation process in the building industry and the effect on productivity.
Author	Year	Name of Title	Journal	Purpose	Country where study was conducted	Type of Research	Main Finding Contribution
Miroshnychenko, I., De Massis, A., Barontini, R., & Miller, D	2020	Family Business Growth Around the World. Journal of Family Business Managements Growth Around the World.	Journal of Family Business Management	The study examines whether family firms have a higher growth rate than their nonfamily counterparts. Based on a large sample of firms across 43 countries over a 10-year period, we show that family firms on average have higher growth rates than nonfamily firms, and this positive effect is greater for family firms operating in strong national institutional environments which are less corrupt, more democratic, more subject to rule of law, and have effective government policies	United Kingdom	Quantitative	The research finds that the positive effect of family influence on firm growth varies significantly across different types of family firms and different business cycles. These findings show that family control has an economically significant impact on growth rates and important implications for both family firm theory and practice.

Agyapong, A., Ellis, F & Domeher, D	2016	Competitive strategy and performance of family businesses: moderating effect of managerial and innovative capabilities	Journal of Small Business & Entrepreneurship	The study examines how managerial and innovative capabilities moderate the relationship between competitive strategies and performance using data from 265 micro and small family firms in a developing economy-Ghana.	Ghana	Quantitative	The findings indicate that a small and micro family firm looking to pursue either low-cost position or differentiation should focus on building strong internal managerial capabilities. Meanwhile, highly innovative family firms looking to build on competitive strategies should consider focusing on differentiation strategy than on cost leadership strategy.
Odebiyi, I.I, Ijiwole, A. & Abodunde, S.M	2017	Influence of Creativity and Innovation on Family Business: An Empirical Investigation in Oyo State, Nigeria	International Journal of Business & Law Research	This study examines the influence of creativity and innovation on the entrepreneurial performance of family business and also determines the factors affecting creativity and innovation in the family business.	Nigeria	Qualitative	The study found that lack of infrastructural facilities and lack of knowledge and skills are most factors devitalizing creativity and innovation among entrepreneurs in Nigeria
Bending, D., Foege, J.N., Endri, S., Brettel, M.,	2020	The Effect of Family Involvement on Innovation Outcomes: The Moderating Role of Board Social Capital	Journal of Product Innovation Management.	The aim of the study aims seeks to understand the link between family influence and the outcomes of innovation, it is suggested that it is necessary not only to observe the depth of family involvement but also to differentiate between technological inventions and market innovations and market innovations. Therefore, the relationship between family involvement	Germany	Quantitative	The results the research estimations suggest that family involvement is negatively related to the number of inventions and positively related to the market relevance of innovations.

				is investigated between different outcomes			
Oluwatobi, S., Olurinola,I., Alege, P	2014	Innovation in Africa: Why Institutions Matter	SSRN Electronic Journal	The purpose of the study is examine the enabling factor of institutions in Africa. Particularly, attention is given to determining the equivalent effects of institutional deployment on innovation.	Kenya	Quantitative	This paper found out that the impact of institutions on innovation in Africa, It was recorded that the control of corruption, government effectiveness and regulatory quality positively affects the rate of innovation in Africa.
Liberti, J.M	2020	Businesses Are Expecting Covid-19 Crisis in Different Ways.	IN: Kellogg School of Management at North-western University	The aim of the study is to seek for the different ways in which Covid-19 has affected business and how can businesses improve their operations during the pandemic	United States	Quantitative	Results show that the pandemic affected most of the businesses in the economy.

## Annexure B: ETHICAL CLEARANCE



### FACULTY OF BUSINESS AND ECONOMIC SCIENCES

#### ETHICS CLEARANCE FOR TREATISES / DISSERTATIONS / THESES

**Instructions:**

- Should be completed by study leader and student
- Must be signed off by student, study leader and HoD
- ***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:** DEPARTMENT OF BUSINESS MANAGEMENT/ SCHOOL OF MANAGEMENT SCIENCES

I, (surname and initials of study leader) \_\_\_\_\_

The study leader for (surname and initials of candidate): MPITI. S

(Student number): 214152782

A candidate for the degree of BCOM HONOURS IN BUSINESS MANAGEMENT

with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis): AN OVERVIEW OF INNOVATION RESEARCH IN AFRICAN FAMILY BUSINESSES

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

		YES	NO
1.	Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		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	NMMU staff?		X
2.1.3	NMMU 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
	<p>Note:</p> <ul style="list-style-type: none"> <li>• If your questionnaire <b>DOES NOT</b> request respondents' identification, is distributed electronically and you request respondents to return it <i>manually</i> (print out and deliver/mail); <b>AND</b> respondent anonymity can be guaranteed, your answer will be NO.</li> <li>• If your questionnaire <b>DOES NOT</b> request respondents' identification, is <i>distributed via an email link and works through a web response system (e.g. the university survey system)</i>; <b>AND</b> respondent anonymity can be guaranteed, your answer will be NO.</li> </ul>		
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.

\_\_\_\_\_  
STUDY LEADER(S)

\_\_\_\_\_  
DATE

\_\_\_\_\_  
HEAD OF DEPARTMENT

\_\_\_\_\_  
DATE

\_\_\_\_\_  
STUDENT

16/05/2022  
DATE

\_\_\_\_\_  
STUDENT

16/05/2022  
DATE





## Annexure C:

## SUMMARY OF STUDIES REVIEWED FOR CINTRUCTION OF EMPIRICAL RESULTS

Title of Study	Year	Authors	Country of focus	Publishing Journal/ institution	Findings
Innovativeness and firm Performance among Family Owned Enterprises in Nairobi country	2017	Mburu, R M.,Gichira,R., Kyalo,T	Nairobi	European Journal of Business and Management	The findings indicate that family firms innovate rapidly due to absolute participation, family ties and members' commitment to the business sustainability.
Family Business and Innovation in Nigeria: Problems and Prospects	2018	Ayobami, A.O, Odey,O.D, Olanireti, A.M & Babarinde, K.P	Nigeria	Covenant Journal of Entrepreneurship	This study have revealed that innovation makes it possible for family business to engage in succession planning, innovation leads to competitive advantage as well as it promotes product innovation in manufacturing industries.
Determinants of innovation and its impact on financial performance in South African family and non-family small and medium-sized enterprises	2021	Venter, E., Hayidakis,H	South Africa	The Southern African Journal of Entrepreneurship and Small Business Management	This paper found that there's a positive relationship between Risk- Orientated EO and Innovation output.
The significance of innovation to the Performance of family business in Nigeria	2016	Olaora,R. A., Oyeleke, G.O., & Ouwafemi,O.	Nigeria	Global scientific journals	The findings reveal that successful performance of the five selected family firms is a response to their innovativeness and entrepreneurial skills.
Innovation enhancement in family business SMEs in Ghana	2016	Addae-Boateng,S & Dzisi,S.g	Ghana	International Journal of Innovation Science	The study revealed the seven factors should be assessed by SMEs that are family firms to determine the innovative ideas that are promising to be pursued, which are the uniqueness of the idea,its market potential, cost,expect advice, the impact of both current and future environment forces, availability of raw materials and supplies and ideas future appeal.

Improving the performance of family-owned small and medium scale enterprise: The role of disruptive innovation	2019	Ayobani,A.O, Olanireti,A.M , James,A.T, Odey,O.D,Ka yode,B.P	Nigeria	Global scientific journals	The findings revealed that disruptive innovation has a strong relationship with sales growth and a weak one with profitability. Therefore the study recommends that family owned SMEs should deliberately ensure improve the technological features of their products and study market dynamics to ensure profit maximisation and strengthen their business growth, hereby boosting business performance.
Competitive strategy and performance of family businesses: moderating effect of managerial and innovative capabilities	2016	Agyapong,A., Ellis,F & Domeher,D	Ghana	Journal of Small Business & Entrepreneurship	The findings indicate that a small and micro family firm looking to pursue either low-cost position or differentiation should focus on building strong internal managerial capabilities. Meanwhile, highly innovative family firms looking to build on competitive strategies should consider focusing on differentiation strategy than on cost leadership strategy.
Influence of Creativity and Innovation on Family Business: An Empirical Investigation in Oyo State, Nigeria	2017	Odebisi, I.I, Ijiwole, A. &Abodunde, S.M	Nigeria	International Journal of Business &Law Research	The study found that lack of infrastructural facilities and lack of knowledge and skills are most factors devitalizing creativity and innovation among entrepreneurs in Nigeria.

## Annexure D: TURNIT IN SIMILARITY REPORT

### Mini treatise

#### ORIGINALITY REPORT

<b>10%</b> SIMILARITY INDEX	<b>7%</b> INTERNET SOURCES	<b>1%</b> PUBLICATIONS	<b>5%</b> STUDENT PAPERS
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#### PRIMARY SOURCES

<b>1</b>	<b>Submitted to Nelson Mandela Metropolitan University</b> Student Paper	<b>4%</b>
<b>2</b>	<b>vital.seals.ac.za:8080</b> Internet Source	<b>3%</b>
<b>3</b>	<b>busman.mandela.ac.za</b> Internet Source	<b>1%</b>
<b>4</b>	<b>sajesbm.co.za</b> Internet Source	<b>1%</b>
<b>5</b>	<b>mediachef.co.za</b> Internet Source	<b>1%</b>

Exclude quotes  On

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