



## FAMILINESS AND ENTREPRENEURIAL ORIENTATION: AN EPISTEMOLOGICAL SYSTEMATIZATION OF THE LITERATURE REVIEW

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### ABSTRACT

**Study objective:** Family businesses gain notoriety in academic research because they have peculiarities found with the phenomenon of generations, and it is for these attributes that this work aims to analyze the epistemological bias, the results of a systematization that uses the unique characteristics of family businesses, called Familiness, as well as by another construct better known as entrepreneurial orientation.

**Methodology/approach:** To reach this objective, an investigation of the national and international academic production was carried out through a systematization called Proknow-C, being possible to identify the main categorical groups of authors in the area, main journals, as well as to identify and analyze the main objectives and the contributions of the selected scientific articles.

**Relevance/originality:** This study reinforces the unique characteristics of family businesses, in which this work aims to consolidate a methodological proposal with arguments linked to positivism or interpretivism in full epistemology.

**Main results:** Among the results, it was possible to consolidate some research intentions inherent to the junction of such constructs, besides directing, which may be the best and most promising research fields for the application of these constructs and the most indicated methods, guided by the three epistemological positions, subjectivism, objectivism and constructivism.

**Keywords** | Familiness. Entrepreneurial Orientation. Systematic Literature Review.

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## EMPRESA FAMILIAR E ORIENTAÇÃO EMPREENDEDORA: UMA SISTEMATIZAÇÃO EPISTEMOLÓGICA DA REVISÃO BIBLIOGRÁFICA

### RESUMO

**Objetivo do estudo:** Empresas familiares ganham notoriedade em pesquisas acadêmicas pelo fato de possuírem peculiaridades encontradas com o fenômeno das gerações, e é por esses atributos que este trabalho tem por objetivo analisar pelo viés epistemológico, os resultados de uma sistematização que se utilizam das características ímpares de empresas familiares, denominadas de Familiness, como também por outro construto mais conhecido como orientação empreendedora.

**Metodologia/abordagem:** Para alcançar tal objetivo foi realizada uma investigação da produção acadêmica nacional e internacional através de uma sistematização denominada Proknow-C, sendo possível identificar os principais grupos categóricos de autores da área, principais periódicos, além de identificar e analisar os principais objetivos e as contribuições dos artigos científicos selecionados.

**Relevância/originalidade:** Este estudo reforça as características únicas das empresas familiares, em que este trabalho pretende consolidar uma proposta metodológica com argumentos ligados ao positivismo ou ao interpretativismo em plena epistemologia.

**Principais resultados:** Dentre os resultados, foi possível consolidar algumas intenções de pesquisas inerentes à junção de tais construtos, além de direcionar, quais podem ser os melhores e mais promissores campos de pesquisa para aplicação destes construtos e os métodos mais indicados, pautados nos três posicionamentos epistemológicos, o subjetivismo, o objetivismo e o construtivismo.

**Palavras-chave** | Empresa Familiar. Orientação Empreendedora. Epistemológico. Revisão Sistemática da Literatura.

### 1. INTRODUCTION

Chrisman, Kellermanns, Chan, and Liano (2010) point to studies showing that family businesses can rely on using specific resources regarding performance search. Family business requires further studies (Borges, Brito, Lima, and Castro, 2016), especially concerning internal organizational structure. Regardless of the synergism and established relationship bounded by the family and company, it is indispensable to elucidate which and how the characteristics of family businesses sustain them in the market.

For this to occur, the organization needs to create value for the family, and the family needs to establish value for the company (Chrisman et al., 2010). Academic research on family businesses points this out as a challenge these organizations face by sustaining performance due to constant environmental changes. Lodi (1999) accentuates the value of performance in business environments. Top performers hold influential positions in the Brazilian economy, present in different sectors, from small companies to large multinationals (Beuren, Hein and Oro, 2009; Beuren and Grande, 2011).

Borges, Brito, and Lima (2014) reported a significant growth in research to understand the particularities of family businesses, linked to the development of theory, expansion, and generation of knowledge, methodological and theoretical proposals having in mind better comprehension of this type of organization. The triumph of family businesses is due to their particular resources, and peculiar attributes only detected in them, called "Familiness" (Habbershon and Williams, 1999). The family generates and transmits these attributes to the organization through its decision-makers (Craig and Dibrell, 2006).

Familiness is intrinsically associated with the decision makers of family businesses (Chrisman, Chua, and Litz, 2004) since they are the ones who can collaborate and maintain their organization in the market. In addition to individuals' entrepreneurship, the organizational environment (Oliveira and Dias, 2017) enables organizational development based on strategic decision-making and the implementation of entrepreneurial behavior (Lumpkin and Dess, 1996; Covin, Green, and Slevin, 2006).

Some gaps still need to be explored with an in-depth analysis or a cutout to investigate how this construction, entrepreneurial orientation, relates to the unique characteristics of family businesses. This work aims to reinforce a methodological proposal with premises associated with positivism or interpretivism at the heart of epistemology.

Epistemology is connected to how knowledge is generated. This work will also position itself as to the paradigms of the works—either positivist or interpretivism. Three main lines of epistemological thinking stand out: subjectivism, objectivism, and constructivism. Based on theoretical positions, the question guiding this work is: what are the possibilities of consolidating the research gaps inherent in Familiness constructs and entrepreneurial orientation? We aim to consolidate the research proposals systematizing Familiness and entrepreneurial orientation constructs aligned with an epistemological positioning.

## 2. THEORETICAL FRAMEWORK

In the first place, Familiness is the wording used to name the peculiar features of family businesses. Habbershon and Williams (1999) delimited it as "*The bundle of resources that are distinctive to a firm as a result of family involvement are identified as the "familiness" of the firm.*" The authors suggest that family involvement in the business is a precursor to Familiness. Involvement is seen as a unique capacity arising from the participation and interactions of family members and those involved in the family business (Zellweger, Eddleston, and Kellermanns, 2010). Chrisman et al. (2003) later described the concept as "resources and capacities related to family involvement and interactions" (p. 468).

Familiness is a source of competitive advantage that generates wealth and creates value while describing the positive influence of family involvement in the business (Pearson, Carr, and Shaw, 2008).

In addition to considering its positive effects on performance, providing an opportunity to deepen the theoretical knowledge of Familiness in family businesses is a field still to be explored (Zellweger and Sieger, 2012c). In the literature of family businesses, Cabrera-Suárez, De Saá-Pérez, & García-Almeida, (2001) identified several exclusive resources that are referred to as "Familiness" of the company. Subsequently, Familiness became a widely recognized and popular concept among researchers of family businesses (Chrisman et al., 2003; Habbershon; Williams, 1999; Moores and Craig, 2005; Matz and Ireland, 2013). Nevertheless, the roots and types of Familiness are still to be figured out (Chrisman et al. 2003), as well as their relationship to the environment in which it presents itself.

The construct, its antecedents, dimensions, and repercussions have been overlooked in the domain of family business research (Sharma and Zahra, 2004). Familiness is still an unclear concept (Moores, 2009; Zellweger, Eddleston and Kellermanns, 2010; Pearson et al., 2008; Rutherford, Kuratko and Holt, 2008).

Suess-Reyes (2017) affirms that the transgenerational orientation and longevity of family businesses are discussed in different literature streams: a) transgenerational paradigm of entrepreneurship's perspective (Habbershon and Pistrui 2002; Nordqvist and Zellweger 2010; Zellweger et al. 2012b) and (b) as an essential part of the 'Familiness' of family businesses (Frank et al. 2016). The old literature stream differentiates between business orientation (Sieger, Zellweger, Nason, and Clinton, 2011; Zellweger and Sieger, 2012b) and the family business orientation (Zellweger et al. 2012b; Zellweger and Kammerlander, 2014) each orientation playing as key role for transgenerational entrepreneurship in family businesses.

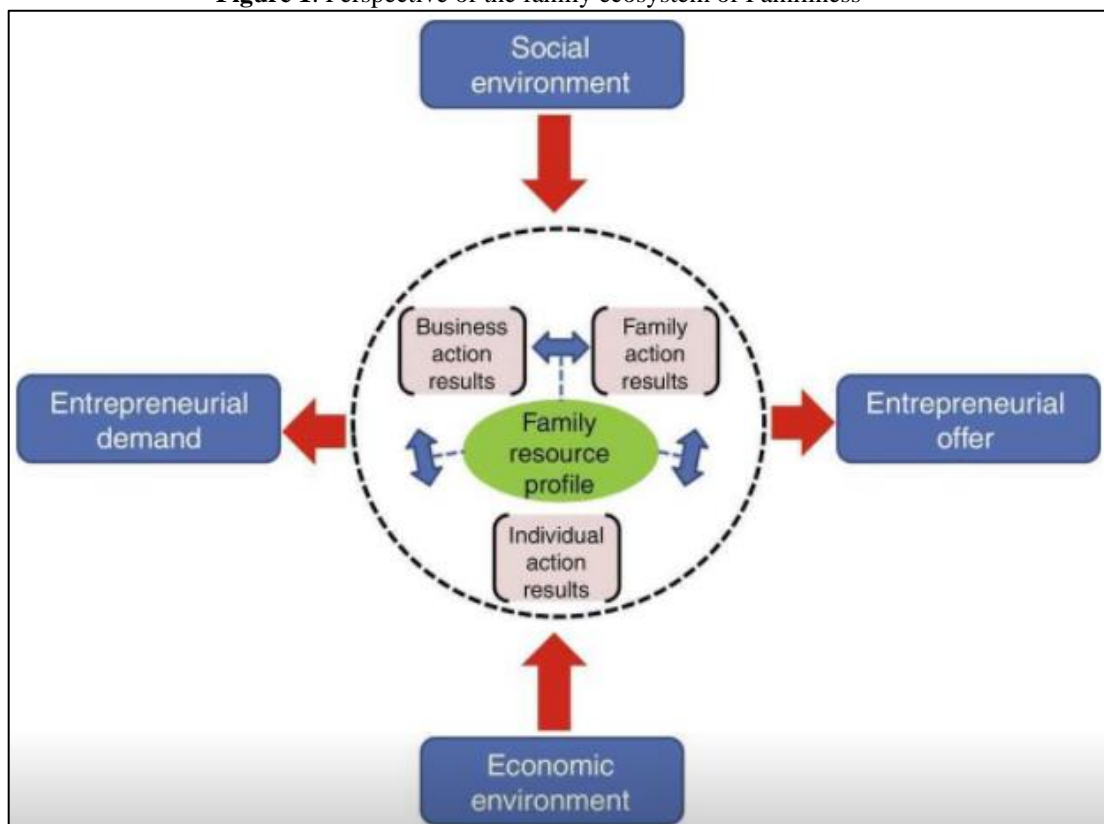
Chrisman, Chua, and Sharma (2005) investigated and tried to distinguish the uniqueness of

family businesses, focusing on how family involvement could be an essential element in their distinction. The Familiness conception continues to be a substantial area of research. Pearson et al. (2008) and Zellweger et al. (2010) validate the ruling by reporting that Familiness is a multilayered construct and needs to be better comprehended and can impact the competitive advantage of family businesses.

The analysis of this accumulation, management, and resource allocation is made through the family ecosystem approach as a perspective for the study of familiness (see Fig. 1). This perspective does not introduce variations to the concept of Habbershon and Williams (1999), but facilitates an understanding of the development processes and resource allocation from the reciprocal input–output interactions between the entrepreneur and the context (Habbershon, 2006).

This approach warns that family and business cannot be separated without destroying the ecosystem in which they live. In this ecosystem, an important role is played by agents and the economic and social environment that promotes certain entrepreneurial and business activities, while limiting the development of others (Zacharakis, Shepherd, & Coombs, 2003).

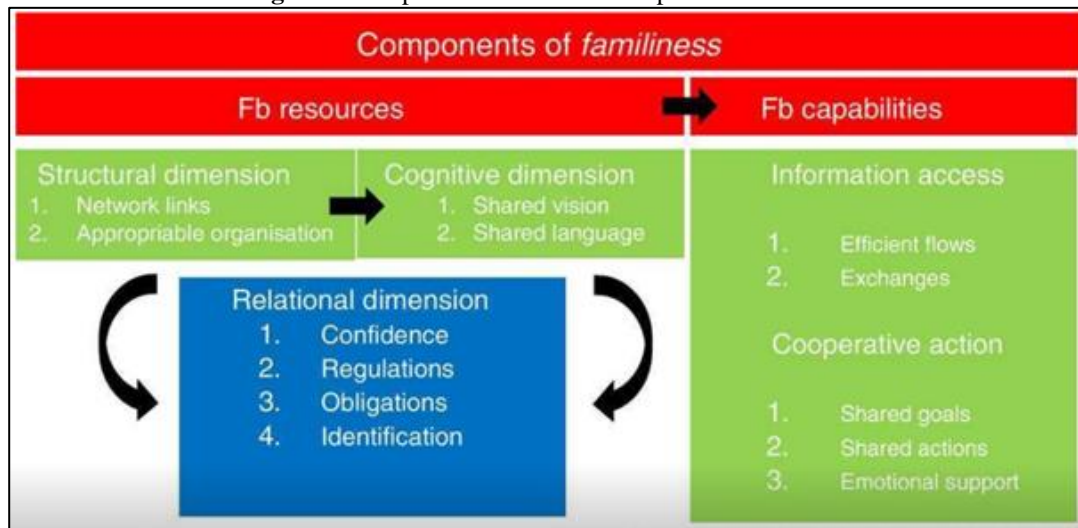
**Figure 1.** Perspective of the family ecosystem of Familiness



Source: Habbershon (2006).

The Familiness construct remains an active area of research, Pearson et al. (2008) and Zellweger et al. (2010) ratify the ruling by stating, in addition to being a multidimensional construct, needs to be better understood and can affect the competitive advantage of family businesses. According of Arrègle et al. (2007) applied the social capital theory to depict mechanisms that described the effect of family social capital on the development of organizational social capital. Pearson et al. (2008) focused on identifying the components that make up familiness from the perspective of social capital, and considered that system focuses were inadequate to reveal the specific elements of that variable. The model of Pearson et al. (2008) focuses only on the interior of the Familiness Business (FB) and introduces elements difficult to define and measure (see Fig. 2).



**Figure 2.** Perspectives of the social capital of familiness


Source: Pearson et al. (2008).

This approach is based on concentric circles of contextual factors and input-output relationships. The outer ring shows the social and economic factors in the external environment that influence the FB. The middle circle shows the FB as the interaction between family, family members as individuals, and the business. Chrisman, Chua, and Sharma (2005) researched and sought to identify the uniqueness of family businesses with a focus on how family involvement could be an important element in their distinction.

## 2.1 Entrepreneurial orientation

Entrepreneurial orientation is a research theme within entrepreneurship. Its conceptualization derives from studies of the Canadian school of strategy, particularly in the 1980s when Danny Miller was a precursor and one of the prominent authors (Freitas, Martens, Beher, and Boissin, 2012). He cites Mintzberg's (1973) work on strategic decision-making as one of the roots of the studies of this construct (Covin and Wales, 2012). In Miller's view (1983), an entrepreneurial company is "dedicated to market/product innovation, undertakes somewhat risky business and is the first to present 'proactive' innovations, beating its competitors with hard blows." Furthermore, for Lumpkin and Dess (1996), entrepreneurship is like a "new entry" in a new firm, an established or new market, or offering new goods and services.

Moreover, it has an entrepreneurial orientation in the way the firm undertakes. It pertains to the practices, processes, and decision-making activities mandatory for "new entry." These authors include two dimensions of the three-pointed out by Miller (1983): proactivity, innovation, and risk propensity. Lim and Envick (2013), Franco and Haase (2013), and later Lumpkin and Dess (1996) suggest two further dimensions: autonomy and competitive aggressiveness (Zellweger, Nason, Nordqvist, and Brush, 2011).

Miller (1983), followed by Covin and Slevin (1989), worked with a one-dimensional approach to entrepreneurial orientation. The three dimensions would have the same degree of contribution to characterizing an entrepreneurial organization. Lumpkin and Dees (1996) took a multidimensional approach. For them, the intensity of each dimension is not necessarily similar. The entrepreneurial orientation could be established regardless of the variation and independent of the dimensions. After Miller's (1983) study, Lumpkin and Dess (1996) indicated the duality of these authors' concepts being complementary regarding their applicability. Miller (1983) affirms that for an organization to be entrepreneurial, there should be three dimensions (proactivity, innovation, and risk propensity), and assorted dimensions should shape entrepreneurial orientation.

On the contrary, uni-dimensionality suggests that the elements of entrepreneurial orientation construct cannot vary from one firm to another. The entrepreneurial orientation element ceases if there is dissociation (Miller, 1983). Lumpkin and Dess (1996) propose multidimensionality from

five dimensions of entrepreneurial orientation (proactivity, innovation, risk propensity, competitive aggressiveness, and autonomy), two more than Miller's initial proposal (1983). The concept of multidimensionality presupposes the firm acquires a high degree in any of the five dimensions; it is higher in at least one of them; and it is not necessary to obtain a high level in a specific dimension (Lumpkin and Dess, 1996).

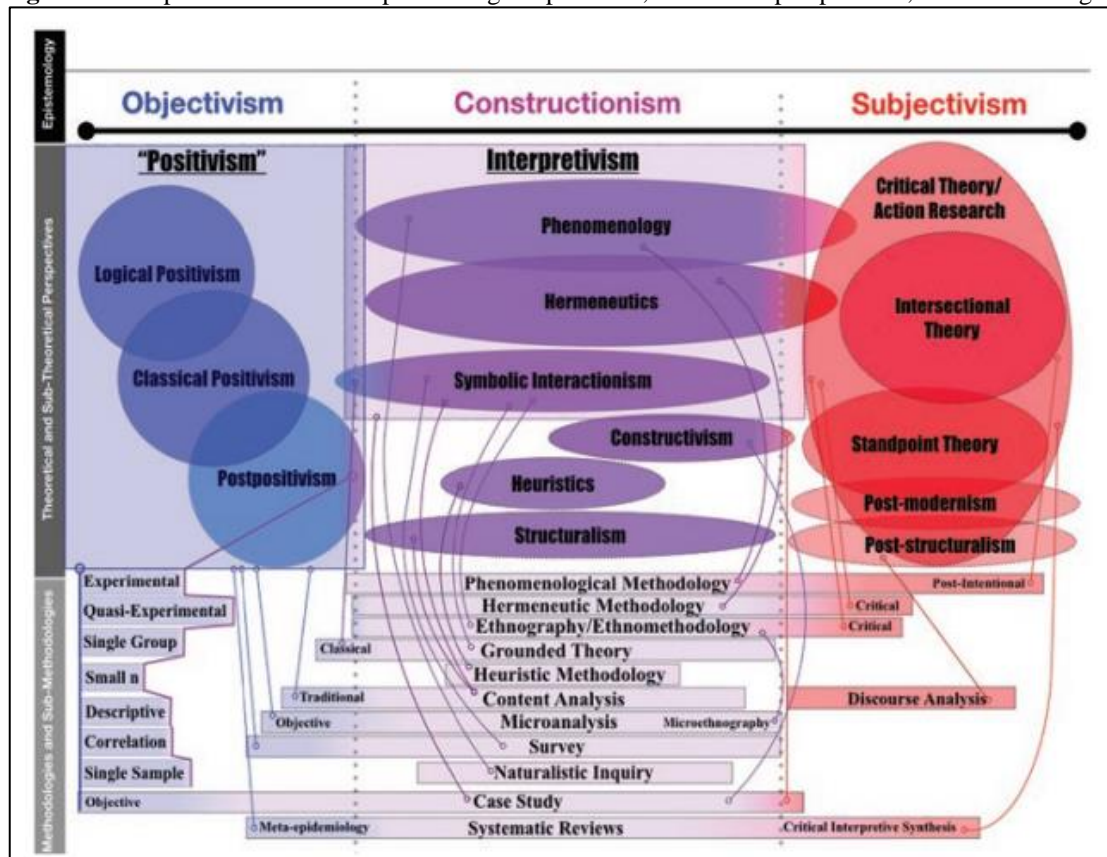
## 2.2 Epistemological positioning

In order to trace an epistemological positioning, different ways of classifying such postures can be found in literature. Perhaps for the field of administration the main classifications are those proposed by Burrell and Morgan (1979), who consider four broad worldviews from a subjective-objective dimension, being they: functionalist, interpretativist, radical humanist and radical structuralist.

Although Burrell and Morgan's (1979) classification are adequate for this work, other classifications can also be mentioned, such as those mentioned by Collins and Hussey (2005) these more recent ones, that is, among the diversity of classifications inherent in epistemological postures, the researcher must understand the differences and make a choice to position himself and conduct his research in a coherent way. In this sense, the present work adopts a more simplistic epistemological classification if one can say so by categorizing into three positions as paradigms: positivist, interpretativist and constructivist.

A theoretical perspective situates the epistemological position along the continuum with greater detail, and links that position with the methodology. The methodology promotes an organized framework of action steps. The knowledge framework uses three primary epistemological positions: objectivism, constructionism, and subjectivism (see Figure 3). These positions remove the constraints that dichotomies can produce. These positions are also not to be "seen as watertight compartments" (Crotty, 1998, p. 9); they can therefore be understood along a flexible continuum from "pure objectivism" to "pure subjectivism."

**Figure 3.** Complex links between epistemological positions, theoretical perspectives, and methodologies



Source: Matney (2018).

The positivist posture considers science as the paradigm of all knowledge (Alves-Mazzotti & Gewandsznajder, 2001). The researcher who adopts a positivist posture considers that the object or phenomenon being analyzed exists independent of who analyzes it, that is, subject and object are considered independent. The path of scientific knowledge takes place through the possibility of empirical verification (verifiability); a proposition is not universally true, but rather probable (confirmability), and it cannot be said that a theory is true, but rather that it is not true (Cruz & Pedrozo, 2008).

The positivist paradigm is marked by exacerbated objectivism and a sociology focused on regulation, in which organizations are treated as tangible, concrete, and objective objects. The objectivist approach sees the world in a realistic perspective, taking a deterministic view of human nature. Empirical research of an objective nature establishes hypotheses, using structured instruments for data collection and statistical techniques for its treatment, in order to provide generalizations about the results found (Burrell & Morgan, 1979).

The interpretativist posture aims at trying to understand and explain the social world involved, that is, its world of human experience. In this posture, subject and object are interdependent and the knowledge generated is always subjective and specific to a context (Burrell & Morgan, 1979). Vergara and Caldas (2007, p. 229) assert that "the more held exploration of the interpretativist referential could give the authors greater epistemological comfort, greater methodological suitability, as well as greater depth and resonance to their conclusions".

In relation to the constructivist stance, Poupart et al. (2008, p. 62) argue that reality is constructed and "the use of the term constructivism in the social sciences has led to a certain confusion, since there is a strong tendency to consider the objects of science as constructed objects, whether or not one evokes a constructivist perspective". For Avenier (2010) despite the differences within the constructivist posture, all agree on a single assumption, researcher and phenomenon are distinguishable from each other, that is, they cannot be separated from the process of knowledge.

After these postings of concepts of both the constructs and the epistemological parameters that this work intends to frame the works tracked through systematization, the next session of this article will present the methodology used.

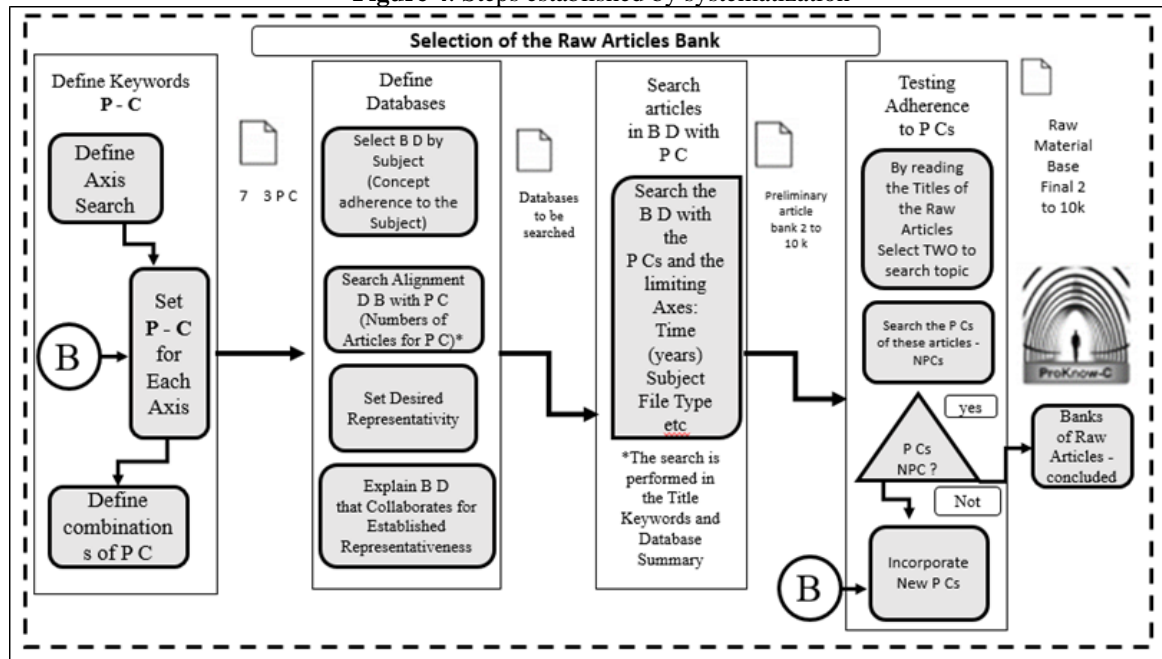
### 3. METHODOLOGICAL PROCEDURES

Tasca, Ensslin, and Alves (2010) state that the researcher's relationship with delimitations is defined for the research's influence by the context in which the researcher is inserted and the availability of access to the means of research dissemination.

Rosa, Ensslin, Ensslin, and Lunkes (2012) claim that identifying relevant articles that generate knowledge and support scientific research has become very complex. Much information is available in international and national literature, scattered across various research sources. For this study, the instrument used to achieve the proposed objectives was the Knowledge Development Process-Constructivist, proposed by Proknow-C (Ensslin, Dutra, and Ensslin, 2000).

It is possible to consolidate the necessary knowledge about the researched subjects and carry out proposals for future research. Based on the objectives presented above, this stage presents evidence that justifies the question of methodological consolidation. The national and international databases were searched for studies that exposed an argument in the family business environment, reasons to study such constructions, and how these intentions can be explored methodologically.

Different methods were applied to achieve the sampling of articles used to review according to orientation and sequence required by systematization. After the first database scan, there were more than 325 articles mentioning odd characteristics of family management, which were selected considering the number of citations for the earliest articles, along with the latest ones, in search of the focus of this proposal, "the odd characteristics of family businesses," according to the steps established by systematization presented in Figure 4.

**Figure 4.** Steps established by systematization


Source: Adapted from Ensslin, Dutra, and Ensslin (2000).

We used a systematic procedure for the main works' synthesis by analyzing the title, abstract, and keywords and identifying where and when they were published. The term 'family management' was first used to refer to the expression 'Familiness,' as it is used in the literature to distinguish the characteristics that differ between family and non-family businesses. After analyzing 325 articles, opportunities were observed in the literature for other constructs. Such new constructs and Familiness gain notoriety in their area of research, as well as in the study environments of family enterprises: "entrepreneurial orientation."

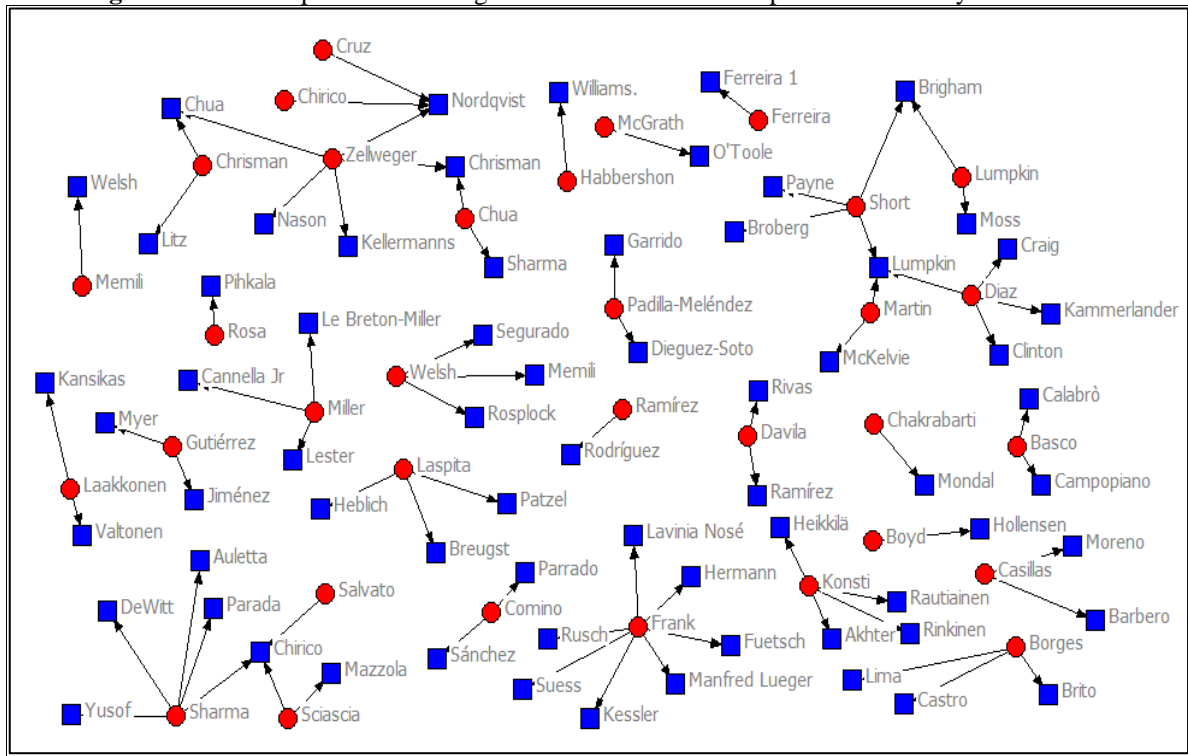
#### 4. ANALYSIS OF DATA AND RESULTS

After the article revision, two themes were established: "**Familiness**" and "**entrepreneurial orientation**," i.e., operationally at the grassroots, such expressions were launched in pairs (Familiness + entrepreneurial orientation, both in Portuguese and English). As a result, the system identified 40 works. This section exhibits the findings in four parts. The initial one displays an analysis of the number of articles per journal, followed by the articles on Familiness and family management, Familiness, and entrepreneurial orientation.

##### 4.1 Systematization and its results

The outcome of the systematization until January 15, 2019, was 40 articles composing the constructs of familiness and entrepreneurial orientation, about which one can cite the publications in the following magazines: Revista da Micro e Pequenas Empresas; Revista Brasileira de Gestão de Negócio; Organization Science; Journal of Technology Management in China; Journal of Family Business Venturin; Journal Of Corporate Finance; International Journal of Entrepreneurship and Small Business; International Journal of Entrepreneurial Behavior & Research; Havard Business Scholl Press; Entrepreneurship & Regional Development; Na International Journal; Small Business Economic; Revista de Administração Mackenzi; International Small Business Journal; In the Palgrave Handbook of Heterogeneity among Family firms; In the Family Business Group Phenomenon; Edward Elgar Publishing; Journal of Family Business Strategy; Family Business Review; Entrepreneurship Theory and Practice. Related to the authors, one can see figure 5.



**Figure 5.** Authorship network among the authors of the articles presented in the systematization


Source: Prepared by the authors.

It can be said that there are few connections between the authors. However, Lumpkin's connections with authors in entrepreneurial orientation and researchers working in the specific field of family businesses stand out, in addition to the connection between Chua, one of the precursors of Familiness, with a more significant number of researchers.

#### 4.2 Familiness and entrepreneurial orientation

First of all, studies focused on the transgene rationality of family businesses. The intention of pointing out works with such a characteristic is linked to showing the affinity between entrepreneurial orientation and specific research in family businesses. In some works, the objective was to expose the transgenerational of these companies. Therefore, Table 1 shows studies that link entrepreneurial orientation and some specific studies focusing on transgenerational.

**Table 1 - Entrepreneurial orientation in family-owned and trans-generational companies**

Author	Year	Work	Periodic	Paradigms	N. of citations
<b>TRANSGERATIONALITY</b>					
Nordqvist and Zellweger	2010	Transgenerational entrepreneurship: Exploring growth and performance in family firms across generations.	Edward Elgar Publishing	Positivist	92
Chirico and Nordqvist	2010	Dynamic capabilities and trans-generational value creation in family firms: The role of organizational culture.	International Small Business Journal	Positivist	237
Laakkonen, et al.	2011	In search of family business continuity: the case of transgenerational family entrepreneurship	International Journal of Entrepreneurship and Small Business	Positivist	4
Laspita, et al.	2012	Intergenerational transmission of entrepreneurial intentions.	Journal of Business Venturing	Positivist	244
Zellweger, et		Family control and family firm	Organization	Positivist	431

al.	2012	valuation by family CEOs: The importance of intentions for transgenerational control.	Science		
Zellweger, et al.	2012	From longevity of firms to transgenerational entrepreneurship of families: Introducing family entrepreneurial orientation.	Family Business Review	Positivist	308
Cruz and Nordqvist	2012	Entrepreneurial orientation in family firms: A generational perspective.	Small Business Economics	Interpretativist	287
Memili and Welsh	2012	Towards a theory of nonfamily employees' organizational identification and attachment in family firms.	Journal of Technology Management in China	Positivist	22
Welsh, et al.	2013	Perceptions of entrepreneurship across generations in family offices: A stewardship theory perspective.	Journal of Family Business Strategy	Positivist	41
Sciascia, et al.	2013	Generational involvement in the top management team of family firms: Exploring non-linear effects on entrepreneurial orientation.	Entrepreneurship Theory and Practice	Positivist	107
Sharma, et al.	2015	Developing next generation leaders for transgenerational entrepreneurial family enterprises.	Edward Elgar Publishing	Positivist	7
Suess-Reyes	2017	Understanding the transgenerational orientation of family businesses: the role of family governance and business family identity	Journal of Business Economics	Interpretativist	28
Basco, et al.	2018	Transgenerational entrepreneurship around the world: Implications for family business research and practice.	Journal of Family Business Strategy	Positivist	8
Chakrabarti & Mondal	2018	The effect of institutional transition on entrepreneurial orientation of family businesses: Evidence from India.	International Journal of Entrepreneurial Behavior & Research	Positivist	2
Diaz, et al.	2018	Innovation Motives in Family Firms: A Transgenerational View.	Entrepreneurship Theory and Practice	Positivist	1
Garcés-Galdeano, and García-Olaverri,	2020	How important is family involvement for small companies' growth?	Journal of Small Business and Enterprise Development	Positivist	22
Floris, Dettori, Melis, and Dessì	2020	Entrepreneurial orientation and the role of the context. The case of the firm "Sa Panada Srl	Journal of Small Business and Enterprise Development	Interpretativist	17
<b>ENTREPRENEURIAL ORIENTATION IN FAMILY BUSINESSES</b>					
Steier	2001	Family firms, plural forms of governance, and the evolving role of trust.	Family Business Review	Positivist	349
Miller & Le Breton-Miller	2005	Managing for the long run: Lessons in competitive advantage from great family businesses.	Harvard Business School Press	Positivist	1124
Miller, et al.	2007	Are family firms really superior performers?	Journal of Corporate Finance	Interpretativist	1078
Short, et al.	2009	Family firms and entrepreneurial orientation in publicly traded firms: A comparative analysis of the S&P 500.	Family Business Review	Positivist	224
Casillas, et al.	2010	A configurational approach of the relationship between entrepreneurial orientation and growth of family firms.	Family Business Review	Positivist	216
Salvato, et al.		A farewell to the business:	An International	Positivist	175

	2010	Championing entrepreneurial exit in family firms.	Journal		
Lumpkin, et al.	2010	Longterm orientation: Implications for the entrepreneurial orientation and performance of family businesses.	Entrepreneurship & Regional Development	Positivista	313
Padilla-Meléndez, et al.	2015	Empirical research on Innovation in Family Business: literature review and proposal for an integrative structure.	Revista Brasileira de Gestão de Negócios	Positivist	1
Shirokova, Bogatyreva, Beliaeva, and Puffer	2016	Entrepreneurial orientation and firm performance in different environmental settings.	Journal of Small Business and Enterprise Development	Positivist	16
Adomako, Quartey, and Narteh	2016	Entrepreneurial orientation, passion for work, perceived environmental dynamism and firm performance in an emerging economy	Journal of Small Business and Enterprise Development	Positivist	32
Borges, et al.	2016	Entrepreneurship in family businesses: current research and future challenges	Revista de Administração Mackenzie	Positivist	4
Martin, et al.	2016	Centralization and delegation practices in family versus non-family SMEs: a Rasch analysis.	Small Business Economics	Positivist	9
Frank, H, et al.	2017	Capturing the familiness of family businesses: Development of the family influence familiness scale (FIFS).	Entrepreneurship Theory and Practice	Positivist	38
Cannavale, Zohoorian Nadali and Esempio	2020	Entrepreneurial orientation and firm performance in a sanctioned economy – does the CEO play a role?	Journal of Small Business and Enterprise Development	Positivist	36
Wu, Wang, and Tsai	2020	Incubator networks and new venture performance: the roles of entrepreneurial orientation and environmental dynamism	Journal of Small Business and Enterprise Development	Interpretativist	49
Moretti, Alves and Bomtempo	2020	Entrepreneurial-oriented strategic renewal in a Brazilian SME: a case study	Journal of Small Business and	Interpretativist	17

Source: Prepared by the authors.

Studies show a relationship between entrepreneurial orientation and the characteristics of family and non-family businesses. The combination of this with specificity in the family and, more recently, three studies have opened this gap (Frank, H, Kessler, Rusch, and Suess, 2017). In some studies, it is realizable to check the relationship and performance (Miller, Le Breton-Miller, Lester, Cannella Jr, 2007; Short, Payne, Brigham, Lumpkin and Broberg, 2009; Lumpkin, Brigham, and Moss, 2010, Soares and Perin, 2019). Some studies have analyzed the entrepreneurial orientation in a family setting, not precisely concerning Familiness, but to family management and the unique characteristics of these companies.

Based on this information, we will present, among the screened works, those with a combination of familiness and entrepreneurial orientation. (Padilla-Meléndez, Dieguez-Soto, and Garrido, 2015; Borges et al., 2016) present state of the art on research in family businesses and point suggestions for future research on Familiness and entrepreneurial orientation (Feuerschütte and Godoi, 2008; Garcés-Galdeano, and García-Olaverri, 2020). They also reinforce that this relationship should not be restricted to tests to study the issue of transnationality, discussed a few years ago (observed in Table 1). It could also be tested to mediate the relationship among the constructs in the company environment.

Recent works (Casillas, Moreno, and Barbero, 2010; Adomako, Quartey, and Narteh, 2016; Cannavale, Zohoorian Nadali, and Esempio, 2020) analyzed the impact of three characteristics of family businesses (generational level, non-family involvement in management, and involvement of the next generation in the business) on their entrepreneurial orientation and the role of hostility and environmental dynamism as moderating variables in this relationship.

The work of (Casillas, Moreno, and Barbero, 2010), rather than analyzing the relationships, was of interest. The authors also worked with the moderation of some of the relationships. In line with this proposal, besides measuring, the authors also wanted to moderate the constructs' relationships.

Other studies that deserve to be highlighted are by (Cruz and Nordqvist, 2012; and Wu, Wang, and Tsai, 2020), which investigated the entrepreneurial orientation in family enterprises. A model determines how the influence on the entrepreneurial orientation of external and internal factors differs in first, second, and third-generation family enterprises.

Furthermore, (Sciascia, Mazzola, and Chirico, 2013) claim there is an inverted relationship between generational engagement, the number of family generations concurrently engaged in the family's top management team, and entrepreneurial orientation. Even though they address transgenerationality, both papers highlight the importance of the relationship between entrepreneurial orientation in the family environment without the intention of transgenerationality and mention the unique characteristics of these companies as something still to be uncovered.

The research mentioned above on transgenerationality indicates adherence to Familiness and entrepreneurial orientation, whether in research based on transgenerationality since the relationship between family businesses and entrepreneurial orientation has been used in literature and gaining notoriety with essential publications. Some studies have already shown such adherence to this relationship (Borges et al., 2016; Martin, McKelvie, and Lumpkin, 2016) and gap (Frank, Kessler, Rusch, and Suess, 2017). As mentioned above, "Familiness" has been used in research on family businesses with unique characteristics to uncover and incorporate subsidies into this area.

The forerunners of entrepreneurial orientation (Lumpkin, 2016) are interested in studying their constructions linked exclusively to family businesses, corroborating the phenomenon (Short, Payne, Brigham, Lumpkin and Broberg, 2009); Lumpkin, Brigham, and Moss, 2010; Martin, McKelvie, and Lumpkin, 2016; Diaz, Clinton, Kammerlander, Lumpkin and Craig, 2018).

His authorship sometimes goes unnoticed in the quotations since he is not the primary author. However, the works in which he is involved indicate substantial disagreement about the characteristics of the family business and that these obstruct or support entrepreneurial activities. Studying the presence of entrepreneurial orientation in family businesses and investigating the dissimilarities between family and non-family businesses in the scope of entrepreneurial orientation, such as innovation, autonomy, proactivity, competitive aggressiveness, and risk-taking can assist in increasing knowledge about the companies' characteristics (Vanevenhoven, 2013).

The outcomes indicate a consistent connection with entrepreneurial orientation for all dimensions, employing fewer dimensions of non-family businesses' autonomy from proactivity and risk-taking. Although not expressed in the studies (Short, Payne, Brigham, Lumpkin and Broberg, 2009; Adomako, Quartey, and Narteh, 2016), the beginning of the unbundling of the characteristics that such companies present as unique and improved in other works (Martin, McKelvie, and Lumpkin, 2016; Diaz, Clinton, Kammerlander, Lumpkin and Craig, 2018). In their work, Lumpkin, Brigham, and Moss (2010) incorporate into family businesses the long-term orientation characteristic, which refers to the perpetuation of the business, similar to transgenerationality, determined as the propensity to emphasize the indications and effect of decisions and actions that become a reality after a long period. A common feature of many family businesses is that it reinforces the look at the unique characteristics of this type of business (Jocic, Morris, and Kuratko, 2021).

On the other hand, Lumpkin, Brigham, and Moss (2010) supported the concept of entrepreneurial orientation. The author advocated the five dimensions, proposing that a long-standing orientation could be better comprehended as it is unquestionably related to proactivity, innovation, and autonomy, but negatively related to risk-taking and competitive aggressiveness, adding a parallel relationship to performance. There is also a contribution to the work of (Martin, McKelvie, and Lumpkin, 2016), in which they examine the differences in centralization and delegation practices of family and non-family businesses. The authors explored distinct kinds of decisions and the level of authority implicated in decision-making by owner-manager applying the Aston study measurements. We applied the Rasch analysis to examine the density of authority in a



sample of 124 small and medium-sized enterprises. It was found that family businesses maintain more centralized decision-making and delegate differently from their non-family counterparts. They also prioritize centralizing operational issues, while non-family businesses further centralize employment issues.

The speech summarizing this work demonstrates that the conclusions denote understanding of the distinction and professionalization of family businesses, referring to Familiness. In addition to their latest publication (Diaz, Clinton, Kammerlander, Lumpkin, and Craig, 2018), using transgenerational entrepreneurship, they have employed a multi-generational case study approach to investigate why family businesses of several generations innovate.

In five in-depth cases, Baes found patterns of how companies' long-term vision - covering both the past and the future - influences their motives for innovation. Specifically, three patterns of innovation were identified: conservation, persistence, and legacy building.

They also presented a set of propositions and a structure that contributes to a more refined understanding of innovation behavior in family firms. Padilla-Meléndez, Dieguez-Soto, and Garrido (2015) and Borges et al. (2016) have their work focused on reviewing the literature on family firms. Even with different perspectives, these authors point out that the intention to study these phenomena is not empty. The aim is to present the results of a systematic review of the literature on empirical research on innovation in family enterprises, which has resulted in an integrating structure, distinguishing the predominant factors and dimensions of innovation, the top research avenues, and existing gaps. Amid them, the Family Business has surfaced as an area of proliferous research for the past few years. It has intensified its specification regarding future research and the probability of searching for an understanding of how companies innovate, accentuating that it is still incomplete in each of the dimensions of entrepreneurial orientation (Padilla-Meléndez, Dieguez-Soto, and Garrido, 2015; Cannavale, Zohoorian Nadali and Eempio, 2020).

Borges et al. (2016) aim to present a review of the scope of the literature available on entrepreneurship in family businesses, more specifically on the conduct of their work and the lack of systematic review studies on the specificities of the relationships between entrepreneurship and family businesses. The conclusion presents a potential opportunity for the individual or corporate entrepreneurship studies in family businesses.

The theoretical framework also elucidates intrinsic aspects exclusively to the nature of family businesses. At the same time, it encompasses phenomena that complement each other under the relationship between family and business, which would contribute in an essential way to the generation of in-depth knowledge about the reality of this type of organization (Raupp and Beuren, 2003).

## 5. FINAL CONSIDERATIONS

This work presents the results of mapping and analyzing publications of national and international scientific bases that associate the constructs of Familiness and entrepreneurial orientation through parities. The results include the analysis of 40 articles published, mainly in the journals *Entrepreneurship theory and practice*, *Family Business Review*, and *Journal of Family Business Strategy*. The studies had a positive or interpretive approach and offered suggestions for future works. In the set of articles analyzed, most analyzed articles constituted empirical studies using quantitative data, incorporating the positivist paradigm, except the seminal works of the Familiness construct, which are few articles that explore interpretive research.

Such positivist positions are based on a realistic ontology, i.e., one believes in target truths, independent of human perception, i.e., they consider that reality is composed of palpable, tangible, and relatively stable structures. In most studies, the articles reveal an objective epistemological positioning. It is assumed that knowledge is reached objectively. Reality "is out there," waiting for our discovery. In order to do this, they use observable and measurable phenomena to compose genuine knowledge that can be put to the test. As for the proposal to study Familiness, an entrepreneurial orientation, one can point out as valid and employ both positions.

An example is research that has used a consolidated construct to understand the unique characteristics of family businesses. It is possible to analyze how these present themselves by using the constructs. One may find information on implementing each construction and comparing its positions.

An interpretive orientation suggests that Familiness is still a concept in the creation process. Some authors have already associated it with variables and dimensions. Therefore, there is much to be interpreted in family organizational environments. There are subsidies among the published articles to a positivist positioning, having already built and validated variables to Familiness, because to the other two constructs, entrepreneurial orientation, this construction of variables had already occurred long ago, giving solidity to this positioning. The article's analysis presents an intense justification for the heterogeneous understanding of family businesses. Previous research highlights the importance of evaluating the heterogeneity of these companies, something that is little explored and could corroborate the understanding of Familiness. Still, regarding heterogeneity, an inspection among family firms with a homogeneity, such as a segment, would help to understand whether or not there is heterogeneity among the same segments.

This study furthers the importance of studying Familiness and entrepreneurial orientation since this intention can be extended to many types of enterprises. The greater the number of research, the greater it is understanding. Therefore, replicating this study in different countries may display a comparative panel of possible relations, and understandings, either interpretive or positivist, inherent to the type of economy of the countries studied. Next in order is the potential of a more meticulous and detailed vision in the direction of studies of these themes, bearing in mind that not only the consolidation of the proposal but also suggestions for future studies have been pointed out. This article analyzed a consistent sample of papers, considering the initial quantity of selected papers in the databases since the topic is incipient in academia. Thus, this article provides essential inputs for future research, enabling scholars to initiate or deepen on the subject based on the articles presented and the periodicals that stand out in this theme.

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