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# Systematic Mapping Study: Corporate Entrepreneur in Family Firm

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## ABSTRACT

**Purpose:** In the growth of family companies, corporate entrepreneurship is very important for the sustainability of family companies that are managed across generations. Sustainability of family companies is more successful in implementing corporate entrepreneurship than other companies. Therefore, researchers study the influence of families on corporate entrepreneurship. This study examines why some families are better at encouraging corporate entrepreneurship in their companies than others.

**Design/methodology/approach:** The method used in this study uses a qualitative method using a study library. A search was conducted on the Scopus database of 33 articles in publications 2005-2021 published in scientific journals included in the inclusion criteria.

**Findings:** The results of this Systematic Mapping study can provide an overview of opportunities to explore new topics on mapping corporate entrepreneurship in family businesses. The most discussed topics are HR, strategy and organizational culture in the general industry and manufacturing sectors.

**Research limitations/implications:** This research is limited to using only one Scopus database.

**Practical implications:** The implications of the research from a practical point of view are how this research data can be better managed in the future by researchers and professionals engaged in entrepreneurship and family businesses.

**Originality/value:** This paper provides a clear description of the role of corporate entrepreneurship in family businesses. This brings together and maps for the first time in an integrated manner several topics related to corporate entrepreneurship in family businesses. This leads to the conclusion that topics related to corporate entrepreneurship in successful family businesses refer to the relationship between human resource management and organizational culture

**Paper type:** Literature review

**Keyword:** Family Business, Corporate Entrepreneurship, Systematic Mapping Study.

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## I. INTRODUCTION

Nowadays the need for people to get financial income is very high, where the existence of money really supports the sustainability of life in the family. In today's era, creativity is needed from the community to be able to survive in the pressure of daily needs that are getting heavier. Families must be able to solve family economic problems in a way that does not impact problems in the future. Many tempting offers from various financial companies which in the end only causes the family to get into bigger problems. In fact, many criminal practices are based on the great need for money and the people's desire to get money in a practical and fast way.

In some developed countries, family economic problems are overcome by carrying out family-based business activities. They have developed a lot of family-based micro-enterprises to reduce dependence on job vacancies from companies, both government-owned and private. The number of entrepreneurs in these countries seems to be very supportive of economic growth in those countries. In Indonesia, this trend has begun to

emerge, as can be seen from the proliferation of franchise businesses such as in the fast food business, retail stores, service businesses and so on.

Small businesses that have developed recently, if observed, have indeed implemented professional business management. This is indicated by a well-established HR structure, a clear payroll system, and an accountable financial management system. Unlike the case with family businesses in the past, where problems always arise when the business has grown to be big. The problem of injustice and lack of clarity in the distribution of profits causes family businesses to go out of business more quickly. This condition is exacerbated by the low ability of the family to manage work which has an impact on the confusion of work responsibilities.

To achieve success, any small business must be supported by professional management. This is done to avoid internal conflicts, especially within the family, which will result in business continuity. A clear division of duties and responsibilities as well as a clear profit sharing system will ensure business continuity.

In the growth of a family company, corporate entrepreneurship is very important for the company's sustainability, profitability, and company growth (Hosseini et al., 2018). Corporate entrepreneurship activities in the development of business organizations are designed to revitalize the business by updating the company's business profile with an emphasis on innovation (Burger-helmchen, nd). Innovation in corporate entrepreneurship can be found in product innovation activities and process innovation through research and development oriented to new consumer markets (Chirico et al., 2021). Innovation in business can encourage continuous promotion productivity and the success of family companies in developing jobs and company profits (Sanie et al., 2016). Past research has shown that (Engelen et al., 2016) impact the company such as increasing revenue, empowering employees, and increasing profitability (Martín-Rojas et al., 2020). To win an increasingly dynamic and uncertain business competition in the 21st century era, it is most important that family companies need to develop an entrepreneurial mindset that allows them to identify and take advantage of opportunities in their environment (Joshi et al., 2019).

Based on previous research, corporate entrepreneurship is very important for the sustainability of family companies that are managed across generations (Randolph et al., 2017). Sustainability of family companies is more successful in implementing corporate entrepreneurship than other companies (García-Sánchez et al., 2018). On the other hand, it is found that family firms are reluctant to invest in new ventures (Wahjono, 2011), take the risk (Meiriasari, 2017), or encourage change (Irawan, 2018), other studies show that the implementation of corporate entrepreneurship in family companies has a greater potential to impact the company's performance (Nurbaiti & Gunawan, 2015). Therefore, the researcher studied the influence of family on corporate entrepreneurship (Kiani Mavi et al., 2017; Mustafa et al., 2016). This study examines why some families are better at encouraging corporate entrepreneurship in their companies than others. This study refers to Zahra, S., Hayton, J., & Salvato (2004) research on entrepreneurship in family companies. Miller defines entrepreneurship as a multidimensional concept that includes company actions related to products and markets, technological innovation, risk taking and being proactive (p. 771). This view of entrepreneurship is so widely accepted in the field that it was considered in developing our research model. More specifically, as technological innovation drives entrepreneurship we examine how the perceived technological opportunities present in the family firm environment affect firm entrepreneurship (Craig & Salvato, 2012). The importance of anti-patting, embracing and encouraging change in entrepreneurial thinking is reflected in our consideration of family members' willingness to change (Miller, 2003). In addition, Miller argues that researchers need to distinguish different types of firms when examining entrepreneurial activities, including the involvement of generations of family firms. Indeed, research by Zahra, S., Hayton, J., & Salvato (2004) shows that the involvement of generations of family firms influences entrepreneurial activity. Lastly, because strategic planning is expected to play an important role in family enterprise endeavors (Zahra, S., Hayton, J., & Salvato 2004) we investigated strategic planning as a facilitating process in family firms.

Our article will be structured as follows: After a brief literature review on corporate entrepreneurship, we will develop our hypothesis and describe the methods used in this study. Then, we will report and discuss our results, outline the implications of the study and conclude with limitations and avenues for future research.

The search results use the Scopus electronic data base related to scientific journals or articles that discuss corporate entrepreneurship in family companies. The approach method used is the Systematic Mapping Study (SMS). There are 33 articles from the search results from 2005 to August 2021 sourced from the Scopus electronic data base. This systematic mapping analyzes search results from 33 articles with Research Questions (RQ) including:

1. RQ 1: What is the trend of publication in each country from time to time?
2. RQ 2: What Research Methods and Paper Types are used?
3. RQ 3: What is the focus of the research on these articles?

Based on this, this article aims to make it easier for researchers to find previous studies related to research themes on the object of research on corporate entrepreneurship in family companies, this systematic mapping is to form a research background to gain insight into corporate entrepreneurship in family companies as well as implications and guidelines for other academics. to create a research base on corporate entrepreneurship in family companies.

## II. METHODOLOGY

This research uses a systematic mapping study (SMS) approach. SMS has its roots in the study literature review (SLR) which was introduced to medical research (Kitchenham, 2004). The application of SLR is to identify, evaluate, and interpret all available and relevant literature related to the research question or domain of interest (Kitchenham, B. and Charters, 2007; Peterson et al., 2008). The most common reasons for texting are, firstly, to summarize the existing evidence on the topic; Second, to identify gaps in current research and provide suggestions for future investigations; And third, to provide a background for positioning new research activities (Kitchenham, 2004). SMS is applied to describe the types of research activities that have been carried out in this study. SMS describes research at a high level and maps out research rather than investigating research questions in detail (Peterson et al., 2008). In other words, SMS can be considered as a method to get an overview of a particular research area (Kitchenham, 2004). Because, SMS research explores detailed information.

### A. Research Questions

Research questions (Research Questions) in SMS are much broader than SLR to cover a wider scope of research Kitchenham, B. and Charters (2007). The research questions of this study concentrate on categorizing topics related to corporate entrepreneurship in family companies.

### B. Search Step

To increase the accuracy of the SMS study, the search and analysis process must be as accurate as possible. Thus, in this section we characterize the process of selecting data sources, implementing strategies for generating search strings, and determining exclusion and inclusion criteria. This study adopted the search process from research (Peterson et al., 2008). In this process, each step has a result and a systematic map is the final result of the mapping process. In the table we illustrate the process of texting and performing an online search on the Scopus electronic database.

*Table 1 Search Steps*

<i>Data source</i>	<i>Search Intervention</i>	<i>detected</i>
	<i>Search strings "corporate entrepreneurship" AND "family firm"</i>	<i>33</i>
	<i>Filter 2/Limit to :</i>	
	<i>Business, Management and Accounting</i>	
	<i>Publication stage : Final</i>	<i>27</i>
<i>SCOPUS</i>	<i>Document Type : Article</i>	
	<i>Source Type : journals</i>	
	<i>Laguage : English</i>	
	<i>Final Paper</i>	<i>27</i>

*Source: Processed data (2021)*

Search strings using boolean words function to synthesize into one search string. Researchers used "corporate entrepreneurship" AND "family firm", in the end the researchers found 33 articles. The above search string is applied to search all article sections, such as title, abstract, keywords, and main sections in the Scopus database. The search process started in December 2019 (Barbosa, O., & Alves, 2011). The next step is to filter, namely subject are : Business, Management and Accounting, Publication stage : Final, Document Type : Article, Source Type : journals, Language : English. After that there were 27 articles.

### III. RESULTS AND DISCUSSION

#### A. Research result

The results of the systematic mapping of 33 articles on corporate entrepreneurship in family companies were grouped using the Microsoft Excel application with the following categories, namely research focus, research method, paper type and publication trends.

#### 1. Publication trends of each country from time to time

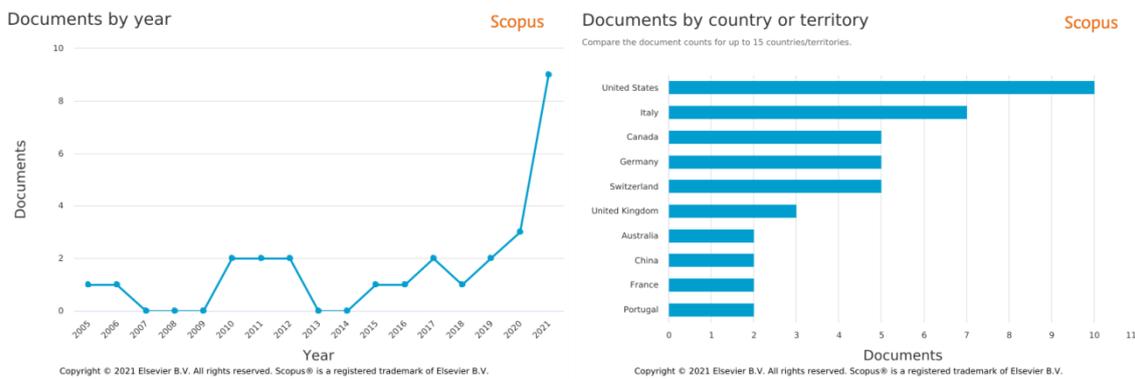


Figure 1 Country Trends & Year of publication

Source: Processed data (2021)

The results of a systematic mapping study on August 15, 2021 showed that from 27 scientific articles it was found that the trend of publications related to corporate entrepreneurship in family companies increased in 2021 with 9 articles, in the previous year in 2020 there were 3 articles and then decreased in 2019 which only resulted in 2 article. The picture shows the trend in the country of origin of publications regarding corporate entrepreneurship in family companies that dominate, namely in the United States with 10 articles, after that, the two countries that publish the most are Italy with 7 articles, and the next ranking is Canada, Germany, and Switzerland. with 5 articles.

#### 2. What Research Methods and Paper Types are used

In this discussion, the authors classify Paper types and Research Methods which refer to research (Banaeianjahromi, N., & Smolander, 2016), which in the article grouped paper types into 5 categories and research methods into 7 categories (Table 2). Based on the results of a systematic mapping study (Peterson et al., 2008)

Table 2 Classification Category

Paper Type	
1	Validation Research Method which used applied new and not yet in practice
2	Evaluation Research The investigative method is implemented in

*practice and presented in the evaluation method*

3      *Solution Proposal*      *The solution to the proposed problem, the solution can be a new approach or an existing one*

*Done*

4      *Philosophical Paper*      *Introducing new perspectives using the framework conceptual or Taxonomy*

5      *Experience Paper*      *The author's personal experience regarding what and how he does in practice*

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*Research Method*

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1      *Qualitative Method*      *Qualitative Method presented Rapid Assessment Process, secondary data, ethnographic, Focus Group*

*Discussions, InDepth Interviews, Diary and language analysis.*

2      *Quantitative Method*      *The Quantitative Method is presented with a sample design, hypotheses and their tests, all of which are in the form of statistical formulation*

3      *Mix-Method*      *Mix-methods are presented by combining quantitative methods and qualitative methods to be used together in a research activity in order to obtain reliable data*

*more comprehensive, valid, reliable and objective.*

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*Source: Banaeianjahromi & Smolander (2016)*

Based on the systematic mapping study, it shows that research on corporate entrepreneurship in family companies mostly uses qualitative methods (13 articles), quantitative methods (12 articles), and literature review (2 articles). Figure 2 shows the distribution of research methods and typer papers on corporate entrepreneurship in family companies. For research with quantitative methods, it consists of 3 validation research and 9 evaluation research. While the qualitative method consists of 6 validation research, and 7 evaluation research. For literature review, there are only 2 validation research.

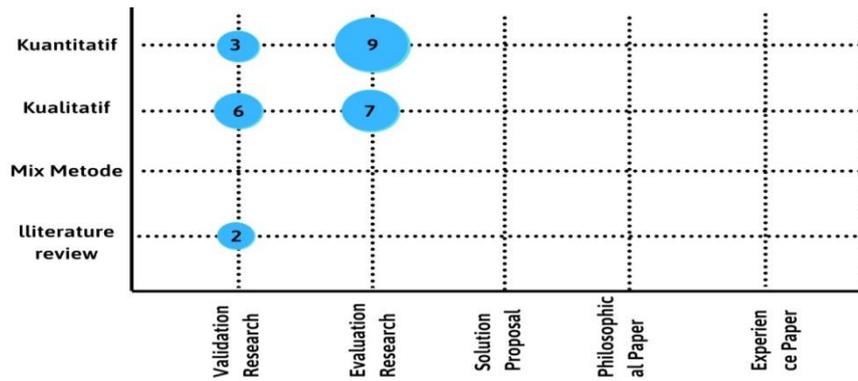


Figure 2 Distribution of Methods and Research Paper Type

Source: Processed data (2021)

**3. Research focus on those articles**

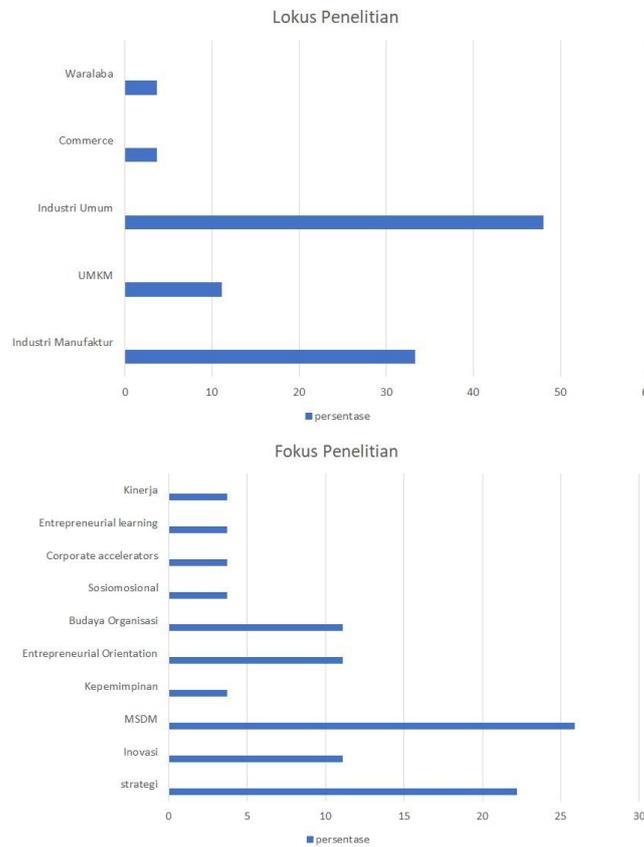


Figure 3 Research Focus & Locus

Source: Processed data (2021)

Based on the results of SMS on 27 articles in the focus reasearch category and research locus on the topic of corporate entrepreneurship in family companies. The picture shows the topic of the research being researched, which is related to HRM (26%), Strategy (23%), Innovation (11%), Entrepreneurial Orientation (11%), Organizational Culture (11%), and finally with the same presentation Performance , Entrepreneurial learning, Corporate accelerators, Sociomotional, and Leadership (4%). As for the locus of research, most of the

research is on general industry (49%), then on the manufacturing industry (32%), MSMEs (11%), franchising, commerce (4%).

## B. Discussion

Systematic mapping study (SMS) provides an overview of the topic of corporate entrepreneurship in family companies. Researchers used this study as a preliminary study. In this systematic mapping, 33 research articles were used from the Scopus database. After mapping using the guidelines in table 1, we found 27 articles, then the author developed a classification scheme that categorizes articles based on reference, title, country, year of research, research focus, type of research, and research method. (Attachment: Systematic Mapping Study Overview) Regarding the focus of the research, we conclude that research on corporate entrepreneurship in family companies mostly examines HRM (26%), and the locus of research mostly examines general industry (49%), while the research method uses a lot of qualitative methods with 13 articles, for quantitative 12 articles, and a literature review of 2 articles. In this systematic mapping process, there are several limitations, including the search for journals only from 1 scientific database, namely Scopus, so it cannot cover all existing journal and conference databases. In addition, we only took the category of articles in English, international journals, Research Papers, articles, and did not include books and magazines. There are several limitations, including the search for journals only from 1 scientific database, namely Scopus, so it cannot cover all existing journals and conference databases. In addition, we only took the category of articles in English, international journals, Research Papers, articles, and did not include books and magazines. There are several limitations, including the search for journals only from 1 scientific database, namely Scopus, so it cannot cover all existing journals and conference databases. In addition, we only took the category of articles in English, international journals, Research Papers, articles, and did not include books and magazines.

## IV. CONCLUSION

The discussion of corporate entrepreneurship in family companies is currently experiencing an increase, which is marked by the emergence of new tourist objects. Small tourism businesses are the most open businesses, meaning that all components that support the proper implementation of all tourism processes must be well connected. Because there will be many "tourism concept" businesses appear as an alternative solution. This is a very complex characteristic of the tourism business, the need for research in the study of business administration in the tourism business.

This study maps the corporate entrepreneurship literature on existing family companies by searching for articles from the scientific literature database. This is done to provide an overview of the existing literature on corporate entrepreneurship in family companies for further research so that it is easy to find state-of-art corporate entrepreneurship in family companies. This study applies the SMS method (Kitchenham, B. and Charters, 2007; Peterson et al., 2008) to determine what focus has been studied in this research area. From the results of 36 research articles that have been systematically mapped, we classify research articles based on a research method approach with the topics discussed: corporate entrepreneurship in family companies with the following research focus: HR, Strategy, Innovation, Organizational Culture, Entrepreneurial Orientation, Leadership, Social, Corporate accelerate, Entrepreneurial Learning, Performance. As well as mapping the country of origin and publication year 2005-2021 August, there is a downward trend, namely from 2007 to 2009, while the countries and continents that frequently publish are the United States and Italy. The research method adopted by the systematic mapping study is a practical research method to identify the right topics to be researched, as well as which areas are needed for more research (Barbosa, O., & Alves, 2011; Peterson et al., 2008). The results of this study can provide guidance in helping researchers to plan future research through finding research gaps.

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