



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Doctoral Dissertation

Family Entrepreneurship: entrepreneurial values transmission and motivation in Ethiopian enterprising families

Demeke Afework Tessema

A dissertation submitted in partial fulfillment of the requirements for the Degree of Doctor of Philosophy in Management

Supervisors: Olof Brunninge (Asso. Prof.), Joaquin Cestino Castilla, (Asst. Prof) and Lakew Alemu (PhD)

July 2025



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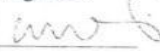
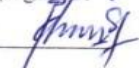



Supervisors: Olof Brunninge (Asso. Prof.), Joaquin Cestino Castilla, (Asst. Prof) and Lakew Alemu (PhD)

July 2025

APPROVAL SHEET

This is to confirm that the dissertation prepared by **Demeke Afework Tessema**, entitled: "**Family Entrepreneurship: entrepreneurial values transmission and motivation in Ethiopian enterprising families**", submitted in partial fulfillment of the requirements for the Degree of Doctor of Philosophy in Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DEDICATION

To begin with, this work is a tribute to the divine and earthly beings who have shaped me into the person I am today. That said, this dissertation is dedicated to The Holy Trinity, whose infinite wisdom, grace, and guidance have illuminated my path towards this achievement. By the same token, I dedicate this dissertation to St. Mary, the Blessed Mother, whose unwavering blessing, intercession, strength and compassion have inspired my faith and perseverance and St. Michael, the Archangel, whose protection, and courage have given me the fortitude to face challenges and overcome obstacles in this journey. Furthermore, I dedicate this dissertation to my beloved wife, Haddis Daniel Kebede, whose prayer, love, patience, and unwavering support have been the foundation upon which this work has been built. Your belief in me, your sacrifices, your prayers and your constant encouragement have been a source of inspiration every step of the way. This work is as much yours as it is mine. To my wife's family, whose kindness, wisdom, and love have made me feel at home and supported in all my endeavours. Your prayers, understanding, and belief in the power of education and faith have helped me stay grounded throughout this academic journey.

DECLARATION

This is to certify that the dissertation entitled “*Family Entrepreneurship: entrepreneurial values transmission, and motivation in Ethiopian enterprising families*”, submitted in partial fulfillment for the Degree Doctor of Philosophy in Management under Addis Ababa University, College of Business and Economics, Department of Management, is a record of original work carried out by me and has not been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during this investigation have been duly acknowledged.

Mr. Demeke Afework Tessema

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Signature

Date

ABSTRACT

Molded by the interaction of family values and entrepreneurial motivation, family entrepreneurship plays a crucial role in the global economy. While much research is characterized by lack of inclusiveness that focuses on Western context, less is known about family entrepreneurial value transmission and motivation in non-Western settings, particularly in Ethiopia. As a result, this study explores how entrepreneurial values transmitted across generations and motivations developed in Ethiopian family businesses using both systematic literature review and qualitative case studies. The findings in this study reveal that value transmission is bidirectional, with both older and younger generations influencing each other. Furthermore, external factors such as clan networks, ethnic ties, and community relationships also shape entrepreneurial values and transmission. A unique discovery by this study, an aspect rarely explored in Western studies includes early child out-migration and Equib as a transmission mechanism. In addition to that, unlike the traditional oversimplified dichotomy between necessity and opportunity motives which neglects the complex interplay of entrepreneurial motives, Ethiopian family businesses are driven by a mix of financial, socioemotional, prosocial, necessity, and opportunity-based motivations. Moreover, beyond financial goals, maintaining family unity, and gaining community respect, shape entrepreneurial decisions. Furthermore, family capital—social, cultural, and human—plays key roles in influencing entrepreneurial motivation dynamics. This study introduces a framework integrating bidirectional family entrepreneurial value transmission, motivation and family capital, offering insights for policymakers, business owners, and researchers working on sustaining family businesses in Ethiopia and beyond.

Keywords: *family entrepreneurship, family entrepreneurial values, family entrepreneurial value transmission, family entrepreneurial motivation, necessity motives, opportunity motives, financial motives, prosocial motives, socio-emotional motives and family capital.*

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LIST OF ABBREVIATIONS

FB	Family Business
FC	Family Capital
FE	Family Entrepreneurship
EM	Entrepreneurial Motivation
FV	Family Values
FEM	Family Entrepreneurial Motivation
FEVT	Family Entrepreneurial Value Transmission
MSEs	Micro and Small Enterprises
SLR	Systematic Literature review

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CHAPTER 1. INTRODUCTION AND SUMMARY OF THE DISSERTATION

1.1 General Introduction

As an evolving field of research, family entrepreneurship appears at the intersection of family, entrepreneurship, and family business, focusing on how families, family members, and family firms engage in entrepreneurial activities (Bettinelli et al., 2014; Randerson, 2023). In essence, traditional entrepreneurship often focuses on individual initiative, whereas family entrepreneurship is different as it's about how families work together, blending shared motivations, values, and dynamics within the household (Brännback et al., 2018). It follows that such embeddedness in family structures likely creates a unique entrepreneurial ecosystem where personal qualities, social networks, and intergenerational knowledge transfer mold entrepreneurial outcomes (Chang et al., 2012). Furthermore, assuming the pervasiveness of family businesses globally (Aldrich & Jennings, 2003), understanding how entrepreneurial values might be transmitted and motivations developed within families is crucial to build sustainable business practices and long-term economic growth (Wyrwich, 2015).

The central focus in family and transgenerational entrepreneurship seem to revolve around how entrepreneurial values get passed down through generations. Further, this value transmission and motivation development process often includes not only family and business values but also broader societal entrepreneurial values and norms (Dou et al., 2021). What is more, family firms differ notably from non-family businesses where decisions tend to be molded mostly by impersonal market forces. On the contrary, family businesses blend emotional ties, financial goals, and socio-cultural aims into their decision-making (Morris & Kellermanns, 2013). At the heart of this is a dynamic interplay that can create synergies fostering sustainability, even so, it also opens the door to conflicts that might jeopardize continuity (Brinkerink et al., 2020). Such synergies through family-driven entrepreneurial processes influence and are being influenced by the mobilization of family resources, or "family capital," which includes human, financial, and social capital specific to family business operations (Dyer et al., 2014). It is this family capital which could affect the ability of a family business to endure across generations, which ultimately is often dependent upon how well these values and resources are transmitted and leveraged (Dou et al., 2021).

Another important aspect is that family businesses often play a huge role in economies around the world. To illustrate, take the United States, for example where family enterprises account for nearly 68% of the GDP. Interestingly, in Germany, the figure is even higher with

about 90% of companies being family-owned (Birdthistle & Hales, 2023). In a related note, the trend seems similar in developing economies, where family businesses dominate employment and production structures (Ramirez-Solis et al., 2016). Despite their economic dominance, family businesses in developing economies often struggle in generational succession, governance, and external market challenges (Birley, 1986; Hnátek, 2012; Sentuti & Cesaroni, 2020). For example, in Ethiopia, though often operate informally and face significant hurdles in transitioning leadership across generations, family businesses are fundamental to the country's economic activity (HST, 2024). For this successful Entrepreneurial value transmission is supposed to be one of decisive factor in the family business sustainability to overcome such hurdles (Dou et al., 2021).

From the entrepreneurship motivation perspective, traditionally entrepreneurship has been dichotomized into necessity-driven entrepreneurship, which tries to respond to economic constraints, and opportunity-driven entrepreneurship where ventures are often guided by innovation and market enlargement potential (Coffman & Sunny, 2021). However, it seems that entrepreneurial motivations within family firms aren't uniform, rather they seem emerge from a mixture of financial and non-financial necessity motives (Mota et al., 2019). In addition, the ability of family businesses to maintain their entrepreneurial orientation across generations is also notably influenced by various motivational drivers (Canovi et al., 2022). Interestingly, scholars have also begun to question the conventional necessity–opportunity dichotomy, arguing for a more inclusive, and dynamic interplay among entrepreneurship motives different contexts (Williams & Williams, 2011).

In light of this, in the family entrepreneurial motivation process, family capital is expected to play a vital role in influencing entrepreneurial motivations (Cetindamar et al., 2012). However, scholarly findings remain mixed where some studies indicate strong family capital influences on entrepreneurial motivation (Gao et al., 2021), while others find no significant correlation between family financial or human capital and career intentions (Sharma, 2014).

Taking this into account, this study intends to explores family entrepreneurship with a particular focus on its transgenerational potential of entrepreneurial value transmission and motivation. Surprisingly enough, most of what we know about transgenerational entrepreneurship comes from studies in Western contexts (Calabrò et al., 2023; Jaskiewicz et al., 2015; Thomas Markus Zellweger et al., 2012). Consequently, there is an indication that little is known on how entrepreneurial values are transmitted across generations in developing countries context, particularly in Ethiopia. In a similar vein, despite, a number of frameworks have been developed around the idea of nuclear families and individualistic entrepreneurship

(Dinh & Calabrò, 2018), almost none of them quite fit Ethiopia's extended family networks, clan-based business structures, and informal governance mechanisms (Khavul et al., 2009). That's why we need to move beyond these Western perspectives and develop a framework that better reflects the communal, egalitarian and collective nature of the Ethiopian family businesses (Lux et al., 2016). This study tries to document how entrepreneurial values are transmitted in the global perspective (Paper 1) and analysing how Ethiopian enterprising families experience the entrepreneurial value transmission in real life (Paper 2).

Interestingly, I genuinely believe that the tendency of previous research efforts that look at linear value transmission and dichotomous entrepreneurial motivation worthy of additional research effort. From this perspective, while some focus on how values are passed down (Bierl & Kammerlander, 2019; Jaskiewicz et al., 2015), others look at what motivates entrepreneurs (Blumberg & Pfann, 2016). However, how do such transmitted values transform into the motivations that drive entrepreneurship is something which remains to be an open question that this dissertation passionately intends to address by connecting these dots and exploring how entrepreneurial motives emerge within family businesses (Paper 3). More specifically, unlike the dominant logic on the family entrepreneurship literature that shows entrepreneurial value transmission as one way process that passes from parents to children (Clinton et al., 2021), family value transmission in Ethiopian enterprising families doesn't seem go linearly, rather bidirectionally and dynamically between generations, among siblings, and the broader community. Therefore, such evidence reflects the collectivist and highly interactive nature of Ethiopian society, something that's rarely been studied in the entrepreneurship literature.

On top of that, while researchers have tried to explore family social capital as a leverage to challenge transgenerational entrepreneurship (Iturrioz-Landart et al., 2023), they have overlooked at how it interacts with financial and human capital to shape entrepreneurial motivation. As a result, this dissertation introduces a support layer in its model that shows how these forms of family capital interact to sustain and grow family businesses, reinforcing both entrepreneurial value transmission and motivation.

Consequently, these ongoing research gaps and debate underline the need for more context-sensitive and inclusive research, particularly in non-Western settings. Hence, this dissertation tends to pursue to explore the mechanisms of entrepreneurial value transmission and motivational drivers in Ethiopian family businesses and beyond. Thus this dissertation is guided by the following key questions:

***R1.** How do entrepreneurial values identified and transmitted across generations, in the global family entrepreneurship literature? (paper 1)*

R2: How are entrepreneurial values transmitted within Ethiopian family businesses? (paper 2)

R3: What motivational factors drive entrepreneurship in Ethiopian family businesses? (paper 3)

R4: How does family capital influence entrepreneurial motivation in Ethiopian family businesses? (paper 3)

While it is trying to address the above research questions, this study intends to contribute to the field of entrepreneurship by identifying inclusive and contextual entrepreneurial value transmission mechanisms, and advancing theoretical perspectives on family entrepreneurial motivation, and analyzing the role of family capital towards the entrepreneurial motivation in non-Western contexts. What is more, the dissertation intends to inform both theory and practice offering understandings that enhance family business resilience, sustainability, and strategic growth which provides a holistic, contextually grounded framework that integrates value transmission, entrepreneurial motivation in relation to the role of family capital. It also tries to advance the understanding of how Ethiopian family businesses may sustain and evolve across generations, which ultimately contribute to both theoretical and practical insights into Purpose-Driven Entrepreneurship in the family business context.

Yet, I strongly believe that the significance of this research would go beyond filling a gap about Ethiopia only. It also tries to provide a broader theoretical contribution to how we understand family entrepreneurship in global context. In a similar note, by looking at how values are transmitted in a community-driven, collectivist setting, in Ethiopia, this study uncovers mechanisms that may be visible in the Global North contexts but are still relevant—like in European industrial districts, where family businesses also thrive across generations (Bellandi & Propri, 2015; Randelli & Boschma, 2012). From this perspective this isn't just about understanding Ethiopia, it's about expanding the way we think about family entrepreneurship /transgenerational entrepreneurship globally. More specifically, it includes moving beyond Western-centric assumptions and moving beyond the existing literature in order to build a more inclusive understanding of how entrepreneurial values transmitted and motivation dynamics formed in family businesses across generations.

That said, in order to outline, the remainder of this chapter is structured as follows. Thus Section 2 of the chapter discusses the Ethiopian business context, considering cultural, economic, and institutional dynamics while sections 3 & 4, provide an inclusive literature review covering family entrepreneurship, entrepreneurial value transmission mechanisms, entrepreneurial motivations and the role of family capital. Further, section 5 outlines the study's scope, while section 6 illustrates the method part of the dissertation. Section 7 presents the overarching theoretical model while section 8 offers a preview of the dissertation's three core

papers.

On the other hand, regarding the dissertation it is structured into five chapters. While chapter 1 introduces the study's background, research questions, purpose, contributions, and structure, chapters 2-4 comprise the three manuscripts included in the dissertation, each presented as a standalone chapter. Finally, Chapter 5 tries to provide a general discussion, synthesizing findings/contributions, articulating practical implications, and outlining future research directions. Through this structure, I genuinely believe that the dissertation helps to advance the understanding of family entrepreneurship in Ethiopia while contributing to broader debates on entrepreneurial value transmission and motivation in non-Western economies.

1.2 The Ethiopian Context

One might argue that with its unique and rich history and cultural diversity, Ethiopia (Marcus, 2023), stands can be considered as a significant case study for exploring the dynamics of family businesses in non-Western settings particularly as collectivist society (Kussudyarsana et al., 2024). Some scholars claim that Ethiopia's economy is one of the "fastest-growing economies" in Africa (Mensah & Özer, 2016) as the country is undergoing a transformation characterized by rapid urbanization, increased industrial activities, and a shift from traditional subsistence farming to a more diversified economy (Mensah & Özer, 2016). Be that as it may, this progress has most probably catalysed the growth of family-owned businesses, which seem dominate the private sector and serve as vital contributors to employment creation, wealth generation, and community development in country (Gebreyesus, 2019).

From another angle, the nation's ethnic landscape is primarily composed of Cushitic and Semitic-speaking peoples, each with distinct traditions and social structures (Lewis, 1976). Furthermore, the nation is home to over 80 ethnic groups, each with distinct traditions, norms, and values (Birhan, 2024) that shape family entrepreneurial practices. Consequently, this diversity is reflected in Ethiopia's languages, religions, and cultural practices, which have significantly influenced the genetic structure of its population (López et al., 2021). To put it simply, the Ethiopian context is often defined by the country's cultural heritage which encompasses unique art, architecture, cuisine, music, and dance which have been fashioned by royal and religious influences (Getahun & Kassu, 2014), which definitely forms a unique socio-cultural, economic, and political environment (Woldemicael, 2013).

As a matter of fact, family has been playing a central role in Ethiopian culture, acting as the primary socialization force and determining cultural preservation (Wynn et al., 2021). At the

heart of this, in Ethiopia both rural and urban settings, family relationships are most of the time influenced by socio-cultural, material, and spatial contexts (Kassa, 2017). In the same token, family businesses have also been playing a significant role in Ethiopian micro and small enterprises (MSEs) for long period of time (Venugopal et al., 2014), in which family size is a determining factor of enterprise growth (Andaregie et al., 2021). Consequently, this implies that family businesses in Ethiopia often mirror the countries culture and tradition, with community ties, religious beliefs, and intergenerational traditions playing critical roles in business operations (Eze et al., 2020) and it follows that the family business is also under such influence.

Similar to the global figures, family businesses are also prevalent in Ethiopia's micro and small enterprise sector too, facing unique challenges in succession planning, gender disparities, professionalization (Andaregie et al., 2021; Venugopal et al., 2014), limited access to formal credit systems, bureaucratic inefficiencies, and inadequate infrastructure (Eshetu, 2024). What's is more, the shift to modern business practices also often conflicts with traditional management approaches, leading to tensions within family enterprises (Dinka, 2019). Despite such significant challenges, Ethiopian family businesses is evident in their ability of resiliency to adapt, leverage social networks, and innovate as crucial pillar of the economy (Worku, 2011).

Despite this, family businesses in the country face unique challenges in ensuring sustainability as the are not well enough in succession planning, intergenerational value transmission and proper utilization of family capital (Liu, 2018). Granted that, I believe that to ensure sustainability, family businesses should rather proactively develop succession plans early in the business lifecycle and balance the three components of sustainability: growth, family success, and local embeddedness (Falco & Vollero, 2018). This suggests that, sustainability in family business is strognly linked to longevity and trans-generational value co-creation and transmission (Esposito De Falco & Vollero, 2015). This study therefore intends to explore these dynamics, offering understandings into how Ethiopian family businesses transmit family entrepreneurial values and the different motivations in the family business.

1.3 Family Entrepreneurship

In essence family entrepreneurship assumed to be different from the general entrepreneurship for its unique resources for managing risk and uncertainty in the form of family capital (Hung-Jung et al., 2012). In many ways, the family entrepreneurship is the intersections of family and entrepreneurship, where family business studies highly value the importance of context and

bidirectional relationships (Bettinelli & Randerson, 2015; Randerson, 2023). Furthermore, unlike non-family businesses, family entrepreneurship often represents a unique form of business activity where entrepreneurial ventures are deeply embedded within the family unit (Randerson et al., 2016)(Bettinelli & Randerson, 2015), as family entrepreneurship tries to integrate familial relationships with business operations, which creates a complex interplay of emotions, values, and economic objectives (Straková, 2024). For such reasons, family entrepreneurs often exhibit a strong commitment to long-term goals, driven by a desire to create a lasting family legacy that crosses generations (Lumpkin et al., 2011). However, despite the prevalent promotion of entrepreneurship by policymakers, there is a increasing need to critically examine its effects on the family dynamics (Jennings et al., 2013).

Broadly speaking, in terms of similarity the concepts of family entrepreneurship and transgenerational entrepreneurship almost similar, as both tries explore how entrepreneurial activities tend to persist and evolve across generations within family businesses. As a result, this dissertation explores family entrepreneurship with a particular focus on its transgenerational potential as transgenerational entrepreneurship tries to shift the focus from firm survival to family-level value creation, introducing the idea of family entrepreneurial orientation as a potential antecedent (Zellweger et al., 2012). Thus, I believe that this approach gives attention for the entrepreneurial activities that may be overlooked when analyzing only at the firm level as the transgenerational entrepreneurship(TE) process involves transmitting entrepreneurial attitudes and capabilities across generations, which can be more crucial than the continuity of a single business (Rosa, 2008). From this perspective, transgenerational entrepreneurship focuses on how family businesses achieve growth and longevity through entrepreneurial activities across generations in the family (Nordqvist & Zellweger, 2010). To put it simply, it involves developing and utilizing resources, capabilities, and mindsets to create new streams of entrepreneurial, financial, and social value (Habbershon et al., 2010). For one thing, however, this concept differs from family entrepreneurship by emphasizing continuity and multigenerational involvement (Kansikas et al., 2011). Though, the transgenerational entrepreneurship process often starts naturally, even if initially not intended by the founder (Kansikas et al., 2011 ; Monticelli et al., 2020). However, TE may face certain limitations, including the risk of losing the interest of the next generation (Kansikas et al., 2011). Yet, TE is essential for sustaining a firm's internal generative capability and renewing operations through innovation (Habbershon et al., 2010), in this context, the TE offers a a better

understanding of entrepreneurship in family businesses moving beyond the overly simplified research frameworks (Monticelli et al., 2020).

Likewise, the duality of family and business roles presents both opportunities and challenges in the family entrepreneurship process (Hastenteufel & Staub, 2020) as family entrepreneurs benefit from shared trust, pooled resources, and a unified vision (Alvarado-Alvarez et al., 2021) on one hand, and conflicts may arise due to differing generational perspectives, sibling conflicts, or disagreements over the sharing of family resources (Friedman, 1991), on the other hand. In the final analysis, in the process of family entrepreneurship (FE), succession planning is a critical aspect, demanding vigilant management to ensure the the smooth continuity of both family harmony and business success (Corona, 2021).

1.4 Family Entrepreneurial Value Transmission, Motivation, and Family Capital

One might also argue that family values play a crucial role in shaping family businesses and relationships. As a matter of fact, these values are often rooted in the traditional, cultural and religious beliefs of the family as it can also evolve with changing contexts (Dieleman & Koning, 2020). On a related note, in the family businesses traditional family values often coexist with innovative business values, creating a harmonious effect rather than a contradiction effect (Erdem & Gül Başer, 2010). In that regard, understanding these family values is equally important for family business sustainability (Dieleman & Koning, 2020; Erdem & Gül Başer, 2010).

Equally important, the transmission of entrepreneurial values within families is a foundation of family business sustainability and growth (Dou et al., 2021). At the heart of this, the value transmission process which involves the intergenerational transfer of core family values such as integrity, hard work, risk-taking, and innovation, which serve as the foundation for entrepreneurial success (Kupangwa et al., 2024). Interestingly enough, though elders play a pivotal role as defenders of family values, passing their wisdom and entrepreneurial insights through storytelling, role modelling, or direct involvement in business activities (Dou et al., 2021), value transmission is not merely a passive transfer of knowledge, rather it is an active process which often influenced by parenting styles, family rituals, mentorship, and socialization practices (Knafo & Galansky, 2008). At the heart of this is the growth of globalization and modern education which introduced new dynamics with younger generations often adopting different values and aspirations other that the family values which possibly ends up in generational shift (Sliwaa, 2021), and at the same time posing challenges to the continuity

of family entrepreneurial values, requiring adaptive tactics to link the gap between old and new values and patterns (Dou et al., 2021).

Equally important, motivation is also considered as fundamental driver of entrepreneurial behaviour in the FE process, determining the motivations, decisions, and actions of family business owners (Islam et al., 2023). In light of this, in FE motivations are often multifaceted, encompassing economic, emotional, and social dimensions (Stirzaker et al., 2022). According to the general literature, these motivations are usually categorized into two broad types: necessity-driven and opportunity-driven (e.g., Batz Liñeiro et al., 2024; Mota et al., 2019). While necessity-driven motivations often arise from the need to address pressing survival challenges such as unemployment, poverty, or financial insecurity (Lim et al., 2024), many Ethiopian family businesses are also established out of such necessity serving as a means of survival in a poverty stricken economic environment (Mersha et al., 2010). Furthermore, while opportunity-driven motivations often stem from the desire to capitalize on market gaps, or achieve personal and professional growth (Williams, 2008), in Ethiopia, opportunity-driven family entrepreneurs often chase ventures that align with their interests, skills, or long-term ambitions (Amha et al., 2015). In addition to that, socioemotional drive is another important motivational factor particularly in cultures where family community recognition and honour are highly valued (Salem & Hashem, 2023).

However, in many ways, research suggests that entrepreneurial motivations (EM) are more complex than the dominant, traditional either/or dichotomy of necessity versus opportunity-driven (e.g., Vale et al., 2014; Williams, 2008). Interestingly, studies have begun to find that both necessity and opportunity factors sometimes coexist in the entrepreneurs' decision-making processes (Vale et al., 2014). Not only that but also, EMs can also evolve over time, with a shift from necessity to opportunity-oriented drivers as the ventures grow or mature (Williams & Round, 2009). Taking this into account, this study intends to examine FE beyond the necessity-opportunity motivation dichotomy, stressing the role of family capital as a unique factor to the family that influences family entrepreneurial motivation (FEM) in Ethiopia. In addition to that, it also tries to explore how these motivations evolve over time, fashioned by generational changes, market dynamics, and business and socio-cultural contexts.

On a related note, family capital which includes both tangible and intangible resources support the family to run, grow and survive the family businesses. Such resources may be available in the form of financial, human, and social capital (Dyer, 2021). As a matter of fact, such resources not only support everyday operations of the family business but also initiates

innovation, motivation, strategic thinking, and resilience in the family business (Danes et al., 2009).

In Ethiopia for example financial capital is often drawn from informal sources as families often tend to rely on savings, remittances from relatives abroad, or local lending groups rooted in community relationships (Fanta, 2015). As formal credit is hard to access by the families because of collateral requirement, it follows that, informal systems have become essential, and they often attract important attention from both officials and donors in developing countries (Nguyen & Luu, 2013).

When it comes to human capital, many family businesses often benefit from the exchange of knowledge across generations. Obviously older family members pass down their experiences and ways of doing business, and surprisingly younger members might also bring in new skills and ideas that reflect changing markets and technologies which may end up in challenging status quo in the family (Chirico, 2008). This dynamics for sure strengthens the family business and would help it adapt over time.

Furthermore, the social capital which is often made up of relationships, networks, and trust also plays a major role in the family business. In Ethiopia for example, family and community ties and clan networks are often profoundly embedded in their daily life and business decisions (Krishnan & Sciubba, 2009). These networks might open doors to additional resources and customers to the family business where if not managed carefully, they can also lead to tension within the family business or the family (Sanginga et al., 2007).

Given these points, this study intends to explore the value transmission mechanisms, entrepreneurial motivation and family capital in Ethiopian family businesses context.

1.5 Scope of the Study

Ideally, this research focuses on family entrepreneurship broadly, with a particular emphasis family entrepreneurial value transmission and motivation in enterprising family businesses in Ethiopia. More specifically, it tries to investigate how entrepreneurial values are transmitted across generations and explores the different motives of doing the family business. In doing so, it also considers the role of family capital in influencing family entrepreneurial motivation, aiming to offer a more inclusive view of family entrepreneurship in such unique socio-cultural setting.

Moreover, by engaging with less explored aspects of family entrepreneurship literature, especially in non-Western contexts, the study tends to advance the theoretical understanding

of family entrepreneurship dynamics from the Ethiopian context. Consequently, I genuinely believe that this study offer practical insights for practitioners, policymakers, and family business owners by capitalizing the importance of context-sensitive tactics which can support the resilience and long-term sustainability of family enterprises.

1.6 Methods

So as to answer the central research question of this study, this dissertation employs a multi-method approach to specifically explore family entrepreneurial values, transmission mechanisms, and motivations from the Ethiopian context. For this reason, this study includes three standalone, yet interrelated papers engaging different methodological strategies to investigate different aspects of family entrepreneurship. For example, the first paper utilizes a systematic literature review (SLR) to synthesize existing knowledge on entrepreneurial value transmission in family businesses, using a structured searching and thematically synthesising approach while the second and third papers adopt qualitative, interpretive, and longitudinal design to explore how entrepreneurial values are shaped, passed down, and transformed into motivation across generations in Ethiopian family businesses. In order to collect the required data, I conducted semi-structured interviews that focused on participants' reflections about the past "what was happening", present "what is happening", and future "what will happen", where field notes and observations were also complement of it. As a matter of fact, this time-framed approach helped me understand how values and motivations evolve over time from the family business context.

For the second and third papers, the study used four purposively selected enterprising families in Ethiopia to provide an in-depth understanding of family entrepreneurial dynamics (Beery, 2010). Regarding sampling methods, I used purposive sampling method believing that it ensures the selection of information-rich cases (Palinkas et al., 2013), while semi-structured interviews serve as the primary data collection tool, complemented by observations and document analysis (Adeoye-Olatunde & Olenik, 2021). Furthermore, the data analysis across the studies tries to integrate thematic coding and abductive reasoning to uncover patterns in value transmission and entrepreneurial motivation (Vila-Henninger et al., 2024). I believe that this methodological framework would help to get a rigorous and contextually relevant investigation of family entrepreneurship in Ethiopia, which ultimately contribute to both theoretical and practical intuitions in the field (Van Burg et al., 2022).

1.6.1 Population and Sampling

as a matter of fact, while the first paper is a general SLT in value transmission FE, the population and sampling strategies for the second and third paper are designed to study four selected enterprising families in Ethiopia where they adopt a targeted approach to capture the unique dynamics of family entrepreneurship in the Ethiopian context.

Paper 1: Family Entrepreneurial value transmission mechanisms (SLT)

This particular paper uses a systematic literature review (SLR) approach in order to study family entrepreneurial values and their transmission mechanisms in Ethiopian family businesses where it followed a structured approach with a comprehensive search from the Web of Science database. Further, I used Boolean operators to capture relevant literature and I used primary search terms and combined keywords such as "family business," "entrepreneurial values," and "intergenerational transmission". In addition to that, the search was limited to English-language publications from 2002 to 2023, ensuring a focus on ongoing research.

Furthermore, I used inclusion criteria to select articles which focus on family businesses and entrepreneurial value transmission, contrary to that studies addressing non-family firms or non-entrepreneurial contexts were excluded. Consequently, in the process of selection the initial search yielded 2,318 articles, which were screened in two further stages: a title and abstract review to assess relevance, followed by a full-text review to confirm alignment with the research objectives whenever needed. Finally, a total of 77 articles were selected for final analysis, for synthesizing understandings into FE value transmission.

Paper 2: Family entrepreneurial values transmission mechanisms (Empirical study)

This empirical study primarily intended to explore the entrepreneurial value transmission mechanisms within four selected enterprising families in Ethiopia using qualitative research design. To select the four families, I used purposive sampling technique as it helps to identify information-rich cases relevant to the phenomenon under study (Palinkas et al., 2015), and to align the participants closely with the study's aims and thereby enhance the depth and relevance of insights gathered (Campbell et al., 2020).

Taking this into account in order to ensure the fidelity of the study, key criteria such as credibility, transferability, dependability, and confirmability were considered throughout the research process (Campbell et al., 2020). In the sample, both founders and successors who are actively engaged in their respective businesses, allowing for a multi-generational perspective on entrepreneurial value transmission were included. From these selected sample participants

primary data collected through semi-structured interviews, which provided me both flexibility in probing themes and consistency across the cases. In addition to that, supplementary data were collected through field notes, observations and document reviews to support triangulation and enrich the findings. Though I was part of the research process and embedded in the cultural context I have studied, I remained mindful of the need to balance insider knowledge with analytical distance.

Paper 3: Family Entrepreneurial Motivation (empirical study)

Like the second paper, this empirical study intends to explore entrepreneurial motivations driving family entrepreneurship in Ethiopian enterprising families. Four family businesses were purposively selected, where each reflecting a distinct variety of motivations including at least two generations, in order to examine intergenerational dynamics.

Furthermore, in order to address the central research questions effectively, a qualitative research design was adopted, which I believe allows a more detailed understanding of entrepreneurial practices embedded in the family capital and broader socio-cultural contexts. Likewise with the approach used in the second paper, purposive sampling was employed in this paper to identify enterprising families that demonstrate unique and illustrative entrepreneurial routes. It is assumed that such a sampling strategy enhances the study's trustworthiness through its contributions to credibility, transferability, dependability, and confirmability (Campbell et al., 2020).

Taking this into account, respondents were drawn from at least two generations of each the four family enterprises, allowing for a more holistic understanding of the factors shaping family entrepreneurship. Moreover, in order to facilitate an in-depth exploration, semi-structured interviews served as the primary method of data collection, offering both consistency across interviews and the flexibility to pursue emergent themes. More importantly, interview questions broadly tried to address motivational drivers and the role of family capital on entrepreneurial decision-making. In addition, supplementary information were gathered through informal conversations, participant observations, and focus group discussions, which helped me contextualize and enrich the primary data.

1.6.2 Data Analysis

The data analysis across the three papers employed qualitative methodologies believing that the method reveals patterns, relationships, and intuitions into family entrepreneurial dynamics better (Micelotta et al., 2019) in Ethiopia. The papers tried to apply two distinct analytical techniques suited to its research objectives, to be able to ensure an inclusive understanding of

value transmission and entrepreneurial motivations. While the first paper used a systematic literature review method and utilized thematic synthesis to identify key mechanisms of value transmission across family businesses globally, the second and third papers being an empirical study on value transmission mechanisms and motivation respectively, employs thematic coding with an abductive approach, allowing for iterative refinement of themes (Christodoulou, 2023; Kupangwa et al., 2024). I believe that the combination of thematic analysis, abductive reasoning, and cross-generational comparisons ensures a contextually relevant study (Castleberry & Nolen, 2018; Swain, 2018), of Ethiopian family entrepreneurship.

Paper 1: Mechanisms of Value Transmission (SLR)

In order to analyze the collected data for the first paper, I used a thematic synthesis method to identify, categorize, and interpret patterns and relationships across the general literature in the field (Cruzes & Dybå, 2011). In light of this, I conducted coding iteratively beginning with broad thematic categories derived from existing theoretical frameworks (Jnanathapaswi, 2021), on family entrepreneurial values and value transmission mechanisms. More importantly, in the analysis process, themes such as relational embeddedness, role modeling, storytelling, and socio-cultural influences were further refined to feature value transmission mechanisms specific to family business contexts while patterns were analyzed to discover commonalities and differences across geographic and cultural settings, offering an inclusive view of entrepreneurial value transmission (Mitchell et al., 2002). Interestingly, this analytical approach not only helped me synthesize existing knowledge but also identified research gaps, providing a foundation for future empirical studies (Volume et al., 2024).

Paper 2: Entrepreneurial Value Transmission Mechanisms (Empirical study)

In this paper, the data analysis employed thematic coding approach to empirically and systematically identify and interpret patterns in the transmission of entrepreneurial values from the data (Kupangwa et al., 2024). Then it follows that an initial coding framework was developed based on an abductive approach capturing themes (Acero et al., 2023; Cho et al., 2008) related to value transmission mechanisms such as mentorship, storytelling, and operational involvement. Interestingly in the analysis process, the coding process was iterative, allowing me to refine new patterns emerged from the data (Locke et al., 2022; Stuckey, 2015). That being the case, special attention was paid to the influence of external factors, including societal and ethnic/clan, on value transmission mechanisms while cross generational value transmission mechanisms were conducted to explore variations across generations. It follows that this

analytical method provided important insights into the dynamic processes of intergenerational value transfer, revealing more relevant context-specific mechanisms (Akyil et al., 2014) to Ethiopian family businesses.

Paper 3: Family Entrepreneurial Motivation (empirical study)

Like the second paper, in this paper, the data analysis utilized thematic coding which systematically examine motivational drives within the collected data (Khokhar et al., 2020; Mohajan & Mohajan, 2022). Furthermore, the coding scheme was grounded abductively to extract entrepreneurial motivation, guided the identification of themes such as necessity-driven, socio-emotional, prosocial and opportunity-driven entrepreneurship, intergenerational expectations, and the role of social capital (Shah et al., 2019). What's more, the coding process was iterative, with adjustments made as emergent new patterns specific to Ethiopian socio-cultural contexts surfaced while cross-generational analysis enabled a comparison of motivational influences between different types of generations. I believe that this approach could provide a more inclusive view of the dynamic interplay between entrepreneurial motivations, business contexts and family capital, revealing unique motivational patterns that inform entrepreneurial behavior in Ethiopian family enterprises (Akyil et al., 2014).

1.7 Overarching Model of the Dissertation

By integrating the understandings from the systematic literature review of paper one and empirical research results of paper two and three, the following overarching model developed which primarily intends to provide an inclusive framework for a more understanding of how entrepreneurial values are developed, transmitted, and transformed into motivation. Interestingly enough, the interdependent nature of this value transformation processes underscores the complexity of family entrepreneurship in Ethiopia further revealing how businesses might sustain and evolve across generations. The three papers in this dissertation thus, intends to suggest a new perspective on family entrepreneurship, emphasizing the bidirectional and multilevel nature of value transmission, the dynamic evolution of entrepreneurial motivations, and the crucial role of family capital behind such motivations. As a result, I believe that these findings appear to contribute to the broader literature on FE studies and provide practical insights for enterprising families pursuing to maintain and grow their businesses across generations.

Interestingly, the overarching model in **Figure 1**, below shows the different relationships investigated throughout the three studies. Overall, the model tries to integrate value transmission mechanisms, motivational dynamics, and the influence of family capital, specifically within the context of Ethiopian family entrepreneurship. More specifically, this model demonstrates how entrepreneurial values are passed down through generations emphasizing the interaction among motivations, the role of family capital, and the unique dynamics/context pops up in these family businesses. Interestingly, the bidirectional and multidimensional nature of value transmission leads to a more comprehensive understanding of entrepreneurial motivations and their impact on family business outcomes.

The model begins with the input layer from the family and societal contexts which includes *family values*, such as loyalty, tradition, family legacy, and intergenerational continuity; *family business values*, which include business-specific features like, sustainability, risk management, and financial growth, and *societal entrepreneurial values*, including social responsibility, ethical business practices, and regional expectations.

Moreover, at the core layer, where entrepreneurial values are transmitted through various mechanisms that serve as conduits within and beyond the family. As it serves as the central mechanism that bridges the input (family/societal values) with the output (entrepreneurial outcomes), this layer is called the core layer of the overarching model where it also shapes and being shaped by the motivational dynamics and family capital layer. Namely, these mechanisms include *relational embeddedness*, where strong family relationships facilitate value transfer through emotional bonds and trust; *vicarious learning*, where family members learn by observing others; *communication*, through direct verbal exchange of ideas and philosophies; *imprinting*, where early-life experiences shape entrepreneurial tendencies; *educating*, which involves both formal education and informal learning within the family; *parental styles*, which influence how values are internalized; *community zeitgeist*, where societal norms and local culture reinforce value systems; and *genetics*, where inherited traits may predispose individuals to entrepreneurial behaviors. Taken together, the findings show that in Ethiopian family businesses, value transmission shows bidirectional, flowing both vertically (parent to child) and horizontally (among siblings, peers, and the community), allowing for mutual influence. Ultimately this layer dynamically influences the input layer in the process of developing entrepreneurial values in the family and community as values are cocreated through the transmission process.

According to the model, the motivational dynamics and the support layer (the family capital) tries to address the motivational dynamics driving family entrepreneurship, which evolve through a dynamic interplay of necessity motives with prosocial, socio-emotional, financial, and opportunity motives. For example, necessity motives often drive the founding of businesses, focusing on survival, economic needs, and prosocial goals like supporting the family and community. Furthermore, in the model as family businesses mature, these necessity-driven motives boldy shift toward financial, prosocial, social socioemotional, opportunity-driven ones, focusing on helping others, doing the business for the family, business expansion, innovation, and future potential. To further illustrate, according to the model, motivational drives, such as financial (wealth accumulation), prosocial (family and community service), and socioemotional (emotional ties, legacy, family continuity), operate both vertically and horizontally, creating dynamism while vertically, the dynamic shift from necessity to opportunity motives occurs across generations, while horizontally, multiple motives coexist simultaneously.

Further in the model the support layer (family capital), which encompasses financial, human, and social resources available within the family support entrepreneurial activities that sustain motivation and value transmission. While financial capital which includes investments and savings support family business operations, human capital which involves the skills and expertise developed and shared in the family, and social capital which refers to relationships, networks, and trust in the family that enable business success and value transmission.

Finally, the output layer in the model tries to reveal the entrepreneurial outcomes of the FE process, where it results in *business sustainability* that confirms survival across generations; *growth and expansion*, which is driven by opportunity motives, community and family development, nurtured by prosocial and socioemotional factors; and *the preservation of emotional legacies*, where it ensures that family values and traditions continue to thrive across generations. Consequently, these outcomes mirror the overall success, growth, and cohesion of the family businesses. Not only that but such outcomes will also influence the cocreation of more family capital as it likely generates additional wealth, business experience, emotion and socialization which in turn influences the motivation dynamics in the family entrepreneurial process.

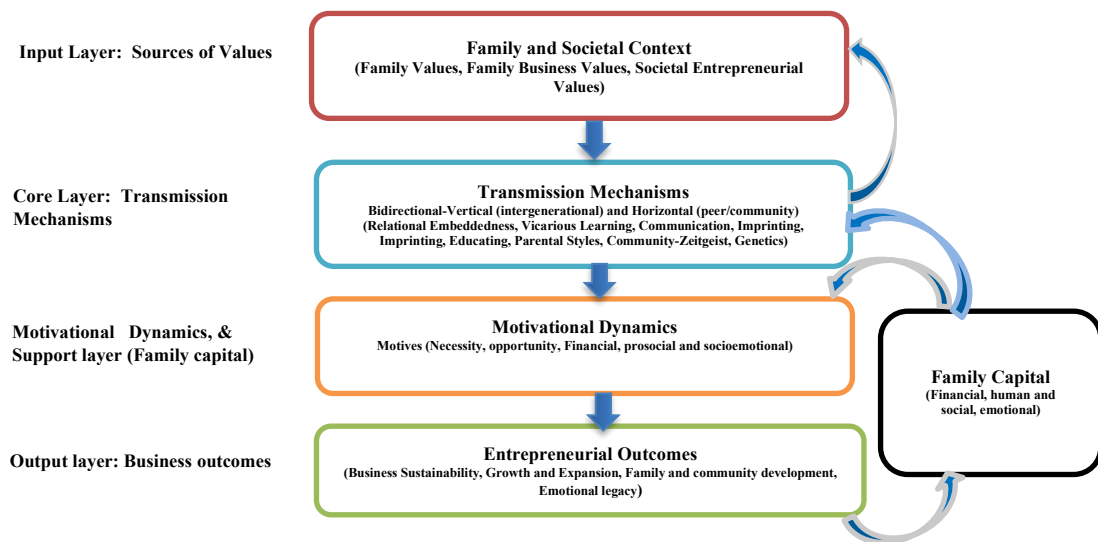


Figure 1: Overarching model

1.8 A Brief Summary of Each Paper

1.8.1 *Transmission of Entrepreneurial Values in enterprising families: A Systematic Literature Review*

(Published at *Journal of Family Business Management*, in January 2025)

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Overall, the purpose of this SLR paper is to systematically review selected articles that studied how enterprising families transmit entrepreneurial values across generations. More specifically, in the paper, I have tried to address two important research questions: (1) What entrepreneurial values are transmitted between generations have been identified in the family entrepreneurship literature? and (2) What mechanisms for transmitting these values have been identified in the literature?

To conduct this study, a systematic literature review method was used using the Web of Science database for its strong coverage of diverse international research and as the journals indexed in the database are considered reliable sources of confirmed knowledge with a substantial impact on their particular fields (Li et al., 2018; Markusova, 2012). Then the required articles were selected for this review which spans from 2002 to 2023, with over 66% published after 2015, which reflects the growing academic interest in this area. Not only that, the data collected up to the end of 2023 probably shows that research on entrepreneurial value transmission in the family businesses is still an evolving field with recent studies providing deeper intuitions of the emerging issues and perspectives. Further, using the PRISMA 2009 flow diagram method, I selected 77 articles for final analysis.

Overall, the findings of this study revealed a variety of entrepreneurial values, sorted into family values, family business values, and societal entrepreneurial values. Furthermore, the findings also explored that value transmission seemed to be bi-directional while the societal embeddedness of family entrepreneurs plays a crucial role in value transmission, with notable regional differences. Though the West/Global north, often emphasize non-financial goals, social responsibility in family entrepreneurs and community involvement (Zellweger et al., 2013), in the Global South, family embeddedness can sometimes hinder psychological ownership and firm development (Astner, 2022). Thus, these contrasts may feature the complexities of value transmission across different societal contexts.

Namely, the study identified eight mechanisms for transmitting these values: relational embeddedness, vicarious learning, communication, imprinting, educating, parental styles, community-zeitgeist, and genetics. Surprisingly enough, these mechanisms often overlap and reinforce each other, while operating both vertically (across generations) and horizontally (within the same generation) where most of the studied articles focus on the family business context, with fewer addressing individual and community-level contexts.

1.8.2. Beyond the family and the business: family entrepreneurial values transmission mechanisms in Ethiopia

(Under Review in the International Journal of Entrepreneurial Behaviour and Research)

The second paper mainly and empirically tries to study the transmission mechanisms of family entrepreneurial values (FEV) across generations in a non-Western context, specifically in Ethiopia, focusing on the research question: *How are family entrepreneurial values transmitted in business-owning families in Ethiopia? Why Ethiopia?* This is mainly justified in a way that the complexities of family entrepreneurship and value transmission in non-Western contexts, like Ethiopia, often require close examination to understand the unique mechanisms and thereby contextualize family entrepreneurship theories. It then follows that, by addressing the above question, the study attempts to offer understandings of the dynamics of value transmission in Ethiopian entrepreneurial families, while contributing to a broader understanding of family entrepreneurship in various cultural contexts.

In order to fill the identified empirical research gaps, such as context related ones, this study uses a qualitative, abductive approach, to theorize the mechanisms of value transmission through in-depth semi-structured interviews with members of four entrepreneurial enterprising families in Ethiopia.

Interestingly, the findings reveal that value transmission mechanisms appear to extend beyond the family unit to the individual, clan/ethnic, and societal levels. Surprisingly enough, unlike the traditional linear and unidirectional flow of values from parents to children view, this study tries to introduce a dynamic bidirectional transmission of values at least from Ethiopian enterprising family's context, which occurs as family members get mature. Furthermore, the study also highlights the often-overlooked individual-level transmission mechanism and identifies a unique phenomenon in the Ethiopian context such as early child out-migration and Equib system as unique transmission mechanisms for transmitting entrepreneurial values, which is less common in Western context. Notably, while the existing literature emphasizes the effectiveness of family, and few times clan, ethnic level transmission mechanisms, this study argues that their integration, particularly at the clan/ethnic and societal levels, is more essential for establishing a robust entrepreneurial value transmission system within the community in which the family is part of it.

1.8.3. Beyond the Necessity-Opportunity Dichotomy in Family Entrepreneurship:

Enterprising Families in Ethiopia

(Presented At '19th ELASM Workshop on Family Firm Management, Barcelona, Spain, Sep 30

- Oct 1, 2024)

The third paper tends to conceptualize how necessity motives intersect with other entrepreneurial motivations from the developing country context, focusing on the Ethiopian family businesses. Further, by studying the dynamics among the entrepreneurial motives, and outcomes, it tries to address gaps in understanding these phenomena, particularly in poverty-stricken contexts such as Ethiopia. To put differently, this study tried to explore the unique motivations, and implications of these entrepreneurial motives to reveal the underlying motivational dynamics of family entrepreneurship at least in Ethiopia.

In order to fill such research gap, I a qualitative interpretive approach, to specifically investigate how necessity motives interact with financial, prosocial, and socioemotional motives, as well as the associated role of family capital towards the motives, in the four selected Ethiopian family businesses. Furthermore, So as to address the research question effectively, I conducted in-depth semi-structured interviews, field notes, and observations of family and business activities which I believe would provide valuable understandings into the lived experiences of different motivations to entrepreneurship at least in the studied enterprising families.

Interestingly, the findings appear to reveal a dynamic interplay among the motivational drives namely necessity, financial, prosocial, socioemotional, and opportunity drives within family businesses. Furthermore, during the initial stage of the family business, necessity and prosocial motives dominate the family business where the family is often driven by the need for survival and family support. Not only that but, as the family business gets mature, socioemotional, opportunity and financial motives gain importance mirroring a broader view of success that includes emotional ties and financial stability.

Furthermore, in the findings generational shifts witnessed where necessity-driven motives for example, evolve into socio-emotional, financial, prosocial and opportunity-driven motives, with a greater focus on growth and expansion rather than survival. In other words, this dynamic

evolution reflects vertical dynamism (a shift from necessity to opportunity across generations) and horizontal dynamism (the simultaneous influence of multiple motives). The last but not the least, the findings have shown that family capital plays a key role in shaping these motives, influencing both the vertical and horizontal dynamics. In brief, these findings illustrate the complex, overlapping nature of entrepreneurial motivations which is against the dominant dichotomous and linear progression from necessity to opportunity which often suggested in the literature.

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Paper 1

CHAPTER 2. TRANSMISSION OF ENTREPRENEURIAL VALUES IN ENTERPRISING FAMILIES: A SYSTEMATIC LITERATURE REVIEW

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Abstract

Purpose – *The purpose of this article is to systematically review existing literature concerning the transmission of entrepreneurial values within the context of family entrepreneurship. Specifically, the study aims to address two primary inquiries: First, which entrepreneurial values transferred across generations have been discerned in family entrepreneurship literature? Second, what mechanisms for the transmission of these values have been identified within family entrepreneurship literature?*

Design/methodology/approach – *We utilized the Web of Science database to identify relevant articles. We employed a broad set of Boolean search terms related to family, entrepreneurship and values. Ultimately, 77 articles were selected for detailed analysis based on their relevance to the topic.*

Findings – *Our review identified a diverse array of entrepreneurial values that can be categorized into three themes: family values, family business values and societal entrepreneurial values. Furthermore, mechanisms facilitating the transmission of these values were classified into eight distinct types, i.e. relational embeddedness, vicarious learning, explicit communication, imprinting, educating, parenting styles, community-zeitgeist and genetics. The paper concludes with an agenda for future research on entrepreneurial value transmission in enterprising families.*

Practical implications – *Understanding how entrepreneurial values are transmitted within family firms can inform practices such as succession planning, leadership development and fostering a culture of entrepreneurship across generations.*

Originality/value – *This paper contributes to the theoretical development of family entrepreneurship by consolidating and synthesizing existing knowledge on entrepreneurial value transmission. It provides a comprehensive overview that can guide future empirical and conceptual investigations in this field.*

Keywords *Family business, Values, Entrepreneurship, Systematic literature review, Entrepreneurial values, Value transmission*

Paper type *Research paper*

2.1 Introduction

In recent years, family business literature has paid increasing attention to how entrepreneurial values are transferred in enterprising families (Kupangwa et al., 2023). This question is embedded in a broader discussion of family entrepreneurship, focusing on the intersection of entrepreneurship, the family firm and the entrepreneurial family (Uhlener et al., 2012). Recent family business literature has increasingly emphasized the mutual relationship among the

individual, the family and the family firm, including the consequences that firm activities have on the family and its individual members (Wielsma & Brunninge, 2019). This is not least apparent in the popular notion of socioemotional wealth (Boers et al., 2017; Gomez-Mejia et al., 2007). Entrepreneurship in a family firm depends on individual or collective entrepreneurial behaviors of family members ([Aldrich et al., 2023](#); [Cardella et al., 2020](#)). Conversely, entrepreneurial behaviors of the family firm impact family members and family entrepreneurial behavior (Aldrich et al., 2023; Cardella et al., 2020; Heck & Mishra, 2008; Poutziouris et al., 2006; Rogoff & Heck, 2003) by shaping cognitions, values, abilities, and relationships of family and non-family members (Soleimanof et al., 2018). Families play a fundamental role in developing or constraining entrepreneurial behaviors of offspring (Aldrich & Jennings, 2003; Bettinelli et al., 2014; Heck & Mishra, 2008). Family entrepreneurial values are one of the most important factors that influence the transgenerational success and longevity of family businesses (Brunninge & Melander, 2015; Ruf et al., 2020; Thomas Markus Zellweger et al., 2012; Zwack et al., 2016). They are sometimes communicated to external audiences as evidence of the firm's track record and trustworthiness (Blombäck & Brunninge, 2016). The transmission of family entrepreneurial values involves developing and transferring family entrepreneurial values across generations (Quéniart & Charpentier, 2013). The present article provides a systematic review of literature addressing how family entrepreneurial value transmission happens.

Despite the interest in family entrepreneurship, we are still lacking a literature review with that focus. Recently, Bettinelli et al. (2017), Cardella et al. (2020), Aldrich et al. (2021) as well as Capolupo et al. (2022) have published reviews addressing family entrepreneurship in a wider sense. While all four reviews have made valuable contributions to our understanding of the family entrepreneurship field, the broad approaches they take limit the insights they bring to entrepreneurial value transmission. Value transmission is conceptualized as an antecedent to family entrepreneurship (Bettinelli et al., 2017) or is subsumed as a part of different literature clusters, such as succession or parental role modelling (Cardella et al., 2020). Aldrich et al. (2021) partly address value transmission as being connected to family, norms, attitudes, and values, while Capolupo et al. (2022), focus on entrepreneurial activities and factors connected to them, where of course value transmission may play a role. However, none of these reviews attempt to create any comprehensive picture of how entrepreneurial values are transmitted from one generation to the other. Such a picture would help. This is where our review makes its main contribution:

The purpose of this article is to make a systematic review of the literature on family

entrepreneurial value transmission. Specifically, we focus on two research questions:

R1: What entrepreneurial values that are transmitted between generations, have been identified in the family entrepreneurship literature?

R2: What mechanisms for transmitting these values have been identified in the family entrepreneurship literature?

This review contributes to the theoretical development of family entrepreneurship in two ways. First, it addresses the call for additional investigations into how families influence entrepreneurship process (Barbera et al., 2018; Clinton et al., 2020; Dou et al., 2021; Klyver et al., 2020; Staniewski & Awruk, 2021), by reorganizing and consolidating extant contributions on entrepreneurial value transmission and identifying three groups of entrepreneurial values as well as eight transmission mechanisms. Second, it develops a research agenda for further investigations, empirical and conceptual, on entrepreneurial value transmission in family firms. The remaining part of the paper is structured in four major parts: first we present the review method; after summarizing the descriptive results, we provide an integrative view of entrepreneurial value transmission, focusing on values that are transmitted and mechanisms transmitting these values. This results in a discussion of the findings in the field and the development of a research agenda.

2.2 Methods

In our systematic literature review, we followed the framework by Kraus et al. (2020) and took inspiration from the framework's application by (Palmaccio et al., 2020) and (Girma Aragaw et al.). It divides the review process in four stages, 1) plan the review; 2) identify and evaluate articles; 3) synthesize data; and 4) disseminate the results.

Stage 1: Plan the review

We decided to use the Web of Science database, which provides strong coverage of diversified international research (Birkle et al., 2020). Journals in the Web of Science are considered as a source of validated knowledge and likely have an impact on their field (Calabrò et al., 2018; James et al., 2021; Kraus et al., 2020; Ordanini et al., 2008; Podsakoff et al., 2003). To capture entrepreneurial values and their transmission, we chose keywords relatively broadly, using the following Boolean search terms: (Famil* And Entrepr*) or (Parent* And Entrepr*) or (Famil* and Value*) or (Transgen* and Value*).

Stage 2: Identify and evaluate the articles

Our search and selection process included 5 consecutive steps, following the PRISMA structure (Moher et al., 2009). A PRISMA flow chart is included as Figure 1:

Searching for the keywords. In this first step, we searched in September 2023 for articles containing our search terms in their titles, abstracts, author keywords, and keywords plus in the database (Bettinelli et al., 2014; Calabrò et al., 2018; Keupp et al., 2012) without setting any specific time limit. The outcome of this step was 2318 hits from two hundred journals.

Pre-screening: Before proceeding to screen the articles, we restricted the document type to articles with English language, also excluding those not in the research areas of Business, Management and Economics. After this step, 1,422 articles remained.

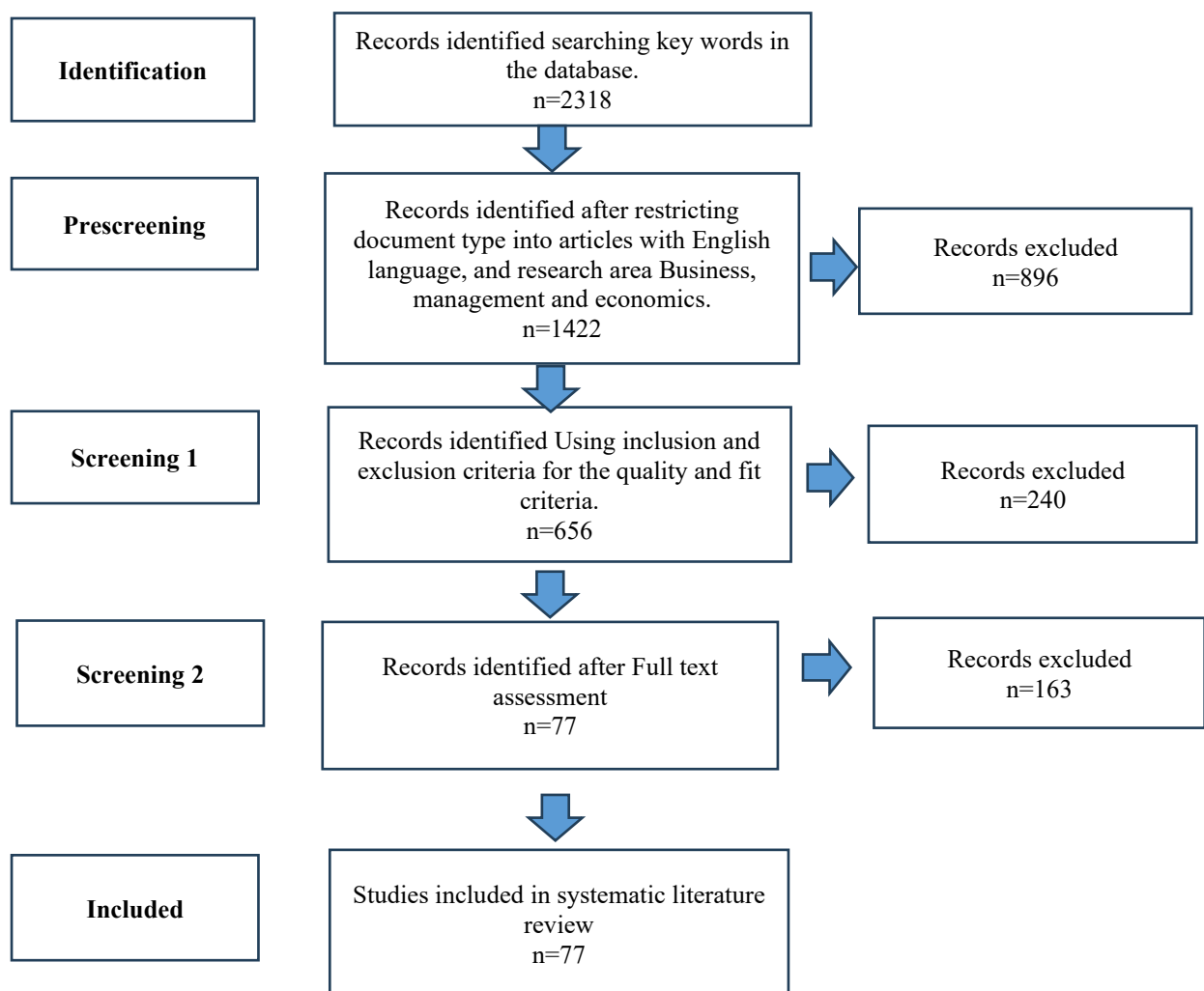


Figure 2: PRISMA flow chart

Screening 1: Title and abstract analysis. After collecting all the results in EndNote 20 reference-manager software, we read—assisted by relevant automatically highlighted keywords (Famil, Entrepr, Parent, Entrepr, Value, Transngener)—the titles, keywords, and abstracts to assess whether the basic criteria of relevance was fulfilled (Rashman et al., 2009) and eliminated those that fell outside the scope and focus of the analysis. A total of 656 studies were admitted to the next step (Calabro et al., 2018; Kraus et al., 2020).

Setting inclusion and exclusion criteria. In a second step, before proceeding with the content analysis, we established inclusion and exclusion criteria (see Table 1) in terms of quality and fit for the topic under investigation (Fan, Breslin, Callahan, et al., 2022). Concerning fit, the articles had to explicitly meet two criteria when analyzing (empirically or theoretically) the transmission of entrepreneurial values from entrepreneurial families to their members and the family firm. First, they had to focus on the family and, second, they had to show family dynamics as mechanisms of value transmission. Papers exclusively analyzing firm-level factors or only presenting entrepreneurial values were excluded- Table 1 elaborates quality and fit criteria in more detail.

Table 1. Inclusion and exclusion criteria

Criteria	Reason for inclusion
Family focus	Entrepreneurial values are driven by families, not just family businesses (Randerson et al., 2021; Rogoff & Heck, 2003). Articles should explain the role, influence or contribution of entrepreneurial families in the entrepreneurship process through family activities.
Family dynamics	It is the dynamics of a family which signals the presence of value transmission mechanisms (Albanese et al., 2016). Articles should show family dynamics which may include the direct or indirect familial interaction, embeddedness, familiness, ties, relationships among family members or across generations as mechanisms of value transmission.
Criteria	Reason for exclusion
Firm-level focus only	Articles that limit their analysis to firm-level factors as antecedents of entrepreneurial values, orientation, or intention.
Entrepreneurial values focus only	Articles that explain entrepreneurial values, without clarifying the specific family dynamics and transmission mechanisms pursued.

Screening 2: Full text assessment. To further confirm the relevance of the remaining articles, we read their complete contents, assessing them based on our inclusion and exclusion criteria. This resulted in our final selection of 77 articles. All these articles were published in 2002 or later.

Stage 3: Extract and synthesize the data

After the process of selection, we analyzed the remaining articles using an excel data extraction sheet (Rashman et al., 2009), in which the descriptive elements (authors, journal, purpose, theoretical framework, context, research typology, main findings and propositions, as well as the entrepreneurial values and value transmission mechanisms) were summarized for each article. A simplified version of this table, focusing on values and value transmission mechanisms is provided in Appendix A. The data were synthesized by grouping the identified values and value transmission mechanisms into categories. First, the three researchers grouped them individually. The results were then discussed in the research team and reconciled into the categories listed in tables 2 and 3.

Stage 4: Disseminating the review results

Our systematic literature review synthesizes the result of 77 scholarly articles by identifying three categories of values and eight aggregate level value transmission mechanisms. These categorizations allow us to capture all the values and value transmission mechanisms addressed in our sample of articles. We present the categories of values in table 2, where we specify all the specific values belonging to each group, as well as key references for each group. The value transmission mechanisms are presented in table 3, where also more specific examples of each mechanism are stated and key references are provided. The three groups of values and the eight value transmission mechanisms are then defined and discussed, following the tables.

2.3 Descriptive Results

Although we did not per se exclude articles published prior to a specific date, eventually only publications from 2002 onwards met all criteria for being included in our final sample. Family entrepreneurial value transmission is a phenomenon that has only attracted the interest of scholars relatively recently. Even the early stages of our selection process, capturing family entrepreneurship literature in a broader sense, only included a few scattered contributions pre-2000. Family entrepreneurship, as a subject matter and notably family entrepreneurial value transmission, emerges as relatively nascent. A surge starts around 2011. The data, curated until 2023, implies a continuous evolution in this research trajectory, slowing down somewhat in 2022, possibly due to the Covid-19 pandemic. Figure 2 visually delineates the trend in publications pertaining to family entrepreneurship from 2000 to 2023.

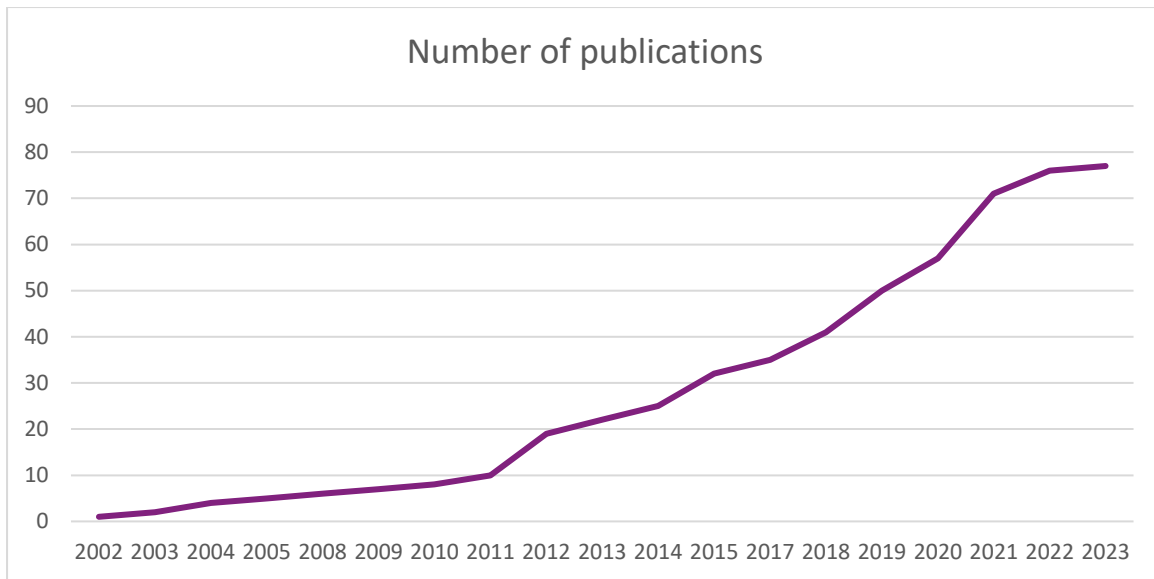


Figure 3: Evolution of publications

Among the 36 journals in our final sample, the top five are Entrepreneurship Theory and Practice (7 articles), International Journal of Entrepreneurship Behavior and Research (6 articles), Family Business Review (5 articles), and Journal of Business Venturing and Journal of Small Business Economics (4 articles). Figure 3 summarizes the distribution of journals.

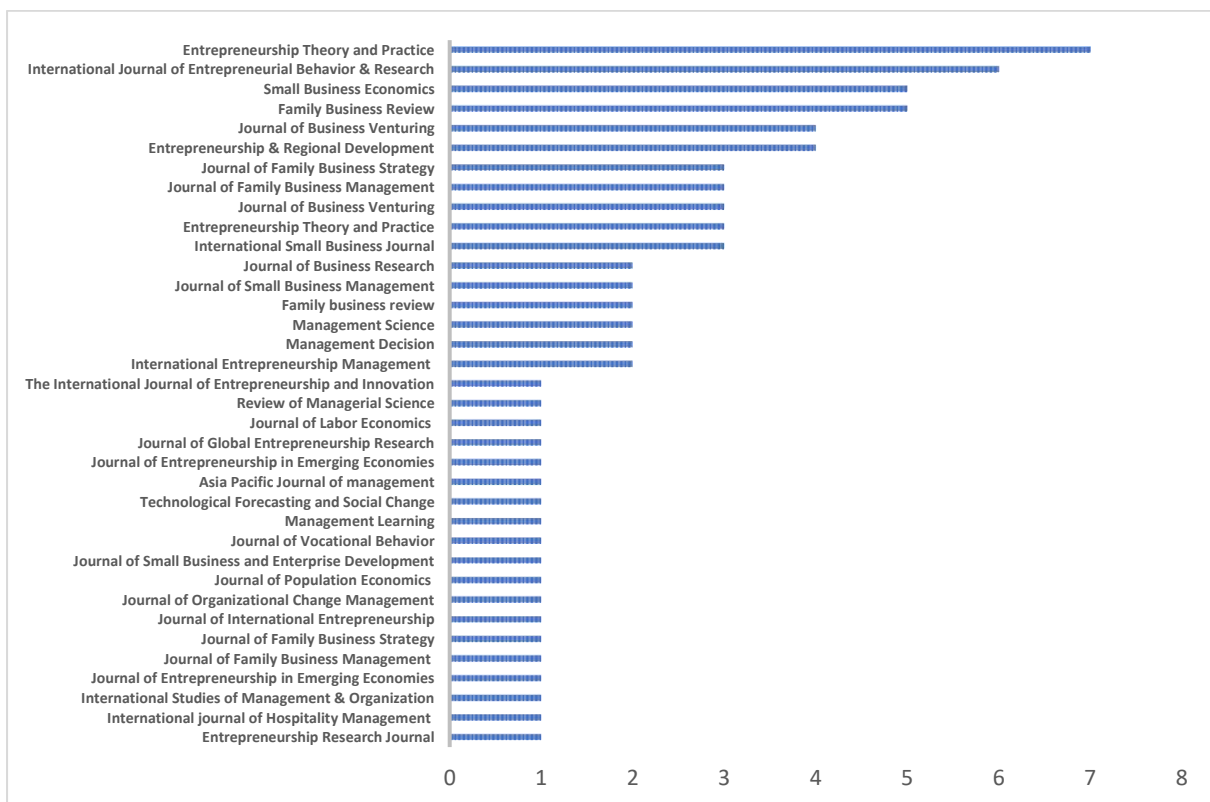


Figure 4: Journals represented in the final sample

Among the 77 articles, 10 (13%) are theoretical and 67 articles (87 %) are empirical, of which 27 studies (40 %) are qualitative studies, 38 (57%) are quantitative papers and 2 (3%) use mixed method. Regarding the geographic scope of the data in empirical papers, 19% use North American data, 56% data from Europe, 13% Asia, 5% Africa, 3% Latin America, and 3% Middle East. While the papers represent diversified contexts across different continents, the Global North clearly dominates, standing for more than $\frac{3}{4}$ of the publications Figure 4 summarizes the geographical contexts where in the empirical studies were conducted.

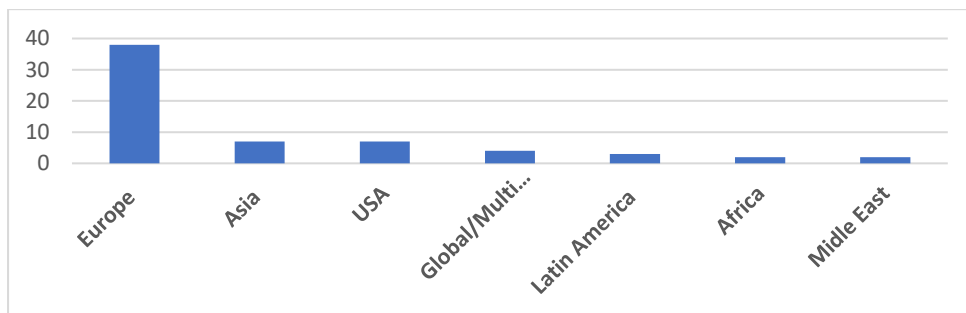


Figure 5: Geographical distribution of papers

Most of the articles reviewed, used social theories, including socio-historical view, family capital, socio emotional wealth, family embeddedness and socio-cognitive, social systems and social identity theories (e.g., Dyer et al., 2014; Ng et al., 2020; Nordstrom & Steier, 2015; Shepherd & Haynie, 2009; Steier, 2009). These perspectives facilitate interpretations about how the family social interaction influences the entrepreneurial behaviors, orientations and values of family members and the family firm. Others, such as Soleimanof et al. (2018), use institutional theory considering the family as institution. Few others use the resource-based view of the firm (e.g., Carnes & Ireland, 2013) assuming familiness as non-financial resource. Some of the reviewed articles were literature reviews (e.g., Aldrich & J. E. Cliff, 2003; Bettinelli et al., 2017; Soleimanof et al., 2018).

2.4 Discussion of Findings

Guided by our research questions, we group our findings in two sections: the entrepreneurial values that are transmitted across generations (the what) and the mechanisms used to transmit them (the how).

2.4.1 Entrepreneurial values

The articles in our sample address many different values (listed in Table 2). These values can be aggregated in three different themes, depending on the level of analysis they relate to: family values, family business values, and societal entrepreneurial values.

Table 2. Family entrepreneurial values

<i>Aggregate themes</i>	<i>Specific Family Entrepreneurial Values</i>	<i>Citations</i>
<i>Family values</i>	Hard work, enjoying labor's fruits, empathy, trust, social responsibility, integrity, humility, goodwill, manners, obedience, harmony, loyalty, continuity, adaptiveness, long-term orientation, vision, goal orientation, achievement need, vision making, success, strategic education, decision making, trust, respect, altruism, relationship management, interpersonal heuristics, proactiveness, observance, skills, self-confidence, motivations, emotional intelligence, internal locus of control, self-fulfillment, personal status, self-discovery, and learning competence	Alrubaishi et al. (2021); Arz (2019); Barbera et al. (2018); Dou et al. (2021); Parada and Viladás (2010); Mzid et al. (2019).
<i>Family business values</i>	Entrepreneurial legacy, pride, preservation, succession portfolio, commitment, wealth pursuit, transgenerational culture, legitimacy, confidence, small business learning, family performance, entrepreneurial orientation, identity preservation, capacity, resilience, stewardship, opportunism, competitive advantage, bridging, growth, diversification, opportunity-seeking, efficiency, professionalization, growth attitude, leadership, economic liberation, risk-taking, opportunity identification, independence, determination, self-employment, creativity, innovation, resourcefulness, frugality, resource mobilization, , entrepreneurial careers, company choice.	Bika (2012); Alsos et al. (2014); Anderson et al. (2005); Au et al. (2013); enavides-Salazar et al. (2022); Clinton et al. (2020); Discua Cruz et al. (2012); Erdogan et al. (2020) ; Kansikas et al. (2012); Monticelli et al. (2020)
<i>Societal entrepreneurial values</i>	Hard work values and business ethics, gender roles in business, philanthropic giving, binding social ties, community involvement, favorable attitudes, community beliefs, and values towards entrepreneurship and enterprising behavior.	Dana et al. (2020); Igwe et al. (2018); Klyver et al. (2020)

We label *family values* those entrepreneurial values connected primarily to the family level.

These values are typically broad rather than being delimited to business issues although they

are often applied to business. They may address who the family is, how they do things, what they love, hate, or are just indifferent about. Family values unite family members in one culture (Duh et al., 2010; Sorenson & Milbrandt, 2023). Examples of family values include loyalty, long-term orientation, or humility.

Family business values are connected to the family but focus on the business level, i.e. how the family is approaching business matters, its stance on entrepreneurship, and what is desirable, good or bad, right or wrong in relation to business. These values include innovativeness, decentralized decision-making, individual and collective orientations (Sorenson & Milbrandt, 2023), adventure, exploitation of opportunity, and challenging of the status quo (Abun et al., 2021).

Finally, *societal entrepreneurial values* refer to the community level. While these values are held and reproduced by families, they are common to the community that the family is a part of. In this sense they may overlap with family values, but rather than characterizing a specific family they are shared by the community. These values may include gender roles in business, philanthropic giving, or community beliefs and values towards entrepreneurship that hinder or stimulate entrepreneurial activity (Pinkovetskaia et al., 2020).

2.4.2 Values transmission mechanisms

The sampled articles address a wide range of different mechanisms (listed in Table 3) that specify how values are transmitted between generations. We identified eight different transmission mechanisms: relational embeddedness, vicarious learning, explicit communication, imprinting, educating, parenting socialization styles, community level and zeitgeist, and genetics.

Table 3. Aggregate family entrepreneurial value transmission mechanisms

<i>Aggregate themes</i>	<i>Specific Family Entrepreneurial Value Transmission Mechanisms</i>	<i>Citations</i>
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<i>Relational Embeddedness</i>	Family bond, cohesion, business-household connections, kinship ties, legacy unification, familiness, solidarity, quasi-family building, networking, relationship maintenance, interaction, social ties, family-firm identification	Alrubaishi et al. (2021); Alsos et al. (2014); Anderson et al. (2005); Discua Cruz et al. (2012); Igwe et al. (2018), Arregle et al. (2015); Kansikas et al. (2012b); herchem (2017); Edelman et al. (2016); Kellermanns et al. (2012); Maleki et al. (2021); Mishkin (2021)
<i>Vicarious learning</i>	Perceived rewards of parental careers, role model exposure, observing parent entrepreneurs, vicarious experience in the family business, parental entrepreneurship exposure, imitation, quasi-parental role modeling, parental work observation	Altinay et al. (2012); Bloemen-Bekx et al. (2019); Jaskiewicz et al. (2015); Zozimo et al. (2017); Chereau and Meschi (2022); Chlosta et al. (2012); Entrialgo and Iglesias (2018); Hahn et al. (2021); Hoffmann et al. (2015); aspita et al. (2012); Lindquist et al. (2015); Muigai et al. (2023); Mungai and Velamuri (2011) ; Schölin et al. (2016); Staniewski and Awruk (2021); Wang et al. (2018); Wyrwich (2015); Zaman et al. (2021); Zellweger et al. (2011)
<i>Explicit communication</i>	Clarifying career paths, storytelling, symbolic gestures, narratives, senior generation discussions, story sharing, daily intergenerational communication, family communication patterns, parental encouragement, family meetings, sharing cultural expectations, symbolic interactionism, informal dinner conversations.	Barbera et al. (2018); Au et al. (2013); Clinton et al. (2020); Dou et al. (2021); Parada and Viladás (2010); Kammerlander et al. (2015); Zwack et al. (2016)
<i>Imprinting</i>	Filial imprinting, secondhand imprinting, promoting entrepreneurial reading for kids, piggy banks, kid entrepreneur showcases, purchasing entrepreneurial toys and games, entrepreneurship-themed competitions and team activities for children.	Erdogan et al. (2020); Arz (2021); Greene et al. (2013); Maziriri et al. (2022)
<i>Educating</i>	On-the-job learning, mentoring, entrepreneurial education, guidance from senior generations, participation in business decisions, social and strategic learning, early childhood business education, role-playing, problem-solving, fostering a learning culture, hands-on experience, formal and informal apprenticeships, childhood involvement, co-leadership, family member reciprocity, and summer employment.	Benavides-Salazar et al. (2022); Bika et al. (2019); Igwe et al. (2018); Chereau and Meschi (2022); Cang et al. (2021)

<i>Parental Styles</i>	Guiding or restricting children's choices, imposing limits, developing common entrepreneurial values and culture, family tradition for control, socialization via family, junior generation involvement in decision-making from an early age, family and business gatherings, successor's partner integration, family members' continued presence in the firm, intergenerational interaction, developing supportive culture, professionalization encouragement, emotional support, business inheritance, family capital support, occupational transmission, autonomous action, inspired family business leaders, commitment culture, family emotional support.	Arz (2019); Bika et al. (2019); Eze et al. (2021); García-Élvarez et al. (2002); Klyver et al. (2020); Monticelli et al. (2020); Albanese et al. (2016); Arregle et al. (2015); Mzid et al. (2019); Arz (2021); Bloemen-Bekx et al. (2019); Covin et al. (2020); Hillebrand (2019); ari et al. (2016); Mishkin (2021); Pittino et al. (2018); Schmitt-Rodermund (2004); Zahra et al. (2004)
<i>Community -Zeitgeist</i>	Interplay of social context (family, social, ethnic), venture creation incubators, legacy artifacts, deep community ties, social interaction, networking, multi-agent learning, peer pressure, norming, community center utilization for education and recruitment, role modeling, societal norm sharing, entrepreneur social networks (advice, support, resources), cultural expectation sharing, cognition-emotion-social influence intersection, social structure.	Zellweger et al. (2012); Dana et al. (2020); Eze et al. (2021); Arz (2019); Alrubaishi et al. (2021); Klyver et al. (2020); Dana et al. (2020); Igwe et al. (2018)
<i>Genetics</i>	Entrepreneurship is genetically inherited from parents	Nicolaou et al. (2008)

Relational Embeddedness: Values are transmitted through family members' embeddedness in various relations connected to the family. Relational embeddedness refers to the quality of relationships and the overall pattern resulting from ties and interaction among network members, such as family (Sorenson & Milbrandt, 2023; Zhou et al., 2022). In general, attending unified business decisions (Eze et al., 2021); regularly integrating the successor's partner in family events (Jaskiewicz et al., 2015); showing parental altruism (Eddleston & Kidwell, 2012); and familiness (Carnes & Ireland, 2013) are some of the mechanisms through which family entrepreneurial values transmitted across generations. These mechanisms typically associate with group cohesion, solidarity and social interaction in the family (Dana et al., 2020). Family cohesiveness amplifies the effect of family social capital on the scope of start-up activities

(Edelman et al., 2016) and binding social connections link family members to the business (Razzak et al., 2019).

Family relationships are associated with altruism and family logic and are distinct to friends and businesspeople relationships, which—while also providing social support and societal expectations—are more linked to mutualism and a community logic, and egoism and a market logic (Klyver et al., 2020). Family and kinship relations as a business resource base significantly help the entrepreneurial household and the household strategy in determining business growth activities (Alsos et al., 2014). Intergenerational interaction ensures long-term entrepreneurial orientation (Cherchem, 2017). Family embeddedness combines with the goals and attributes of individuals with a family business background and facilitates value transmission (Pittino et al., 2018). Family embeddedness also influences entrepreneurial leadership (Kansikas et al., 2012). Finally, family embeddedness contributes to family social capital, including family ties, entrepreneurs' social network (Arregle et al., 2015; Chereau & Meschi, 2022)—feeding and sustaining an entrepreneurial culture across generations (Hanson et al., 2019) and developing both the resilience of the individual family member and the family business at the organizational level (Mzid et al., 2019).

Vicarious learning: While partly overlapping with relational embeddedness, vicarious learning is distinctly related to activities where children observe and imitate business related activities that reflect entrepreneurial values. In doing so the children note the consequences of that behavior for those being observed without the need for the observer to experience feedback directly (Bandura et al., 1963; Mayes, 2015). Childhood involvement in the family firm and early experiences with parents directly shape the values and beliefs of children. Children early experiences with parents directly shape the values and beliefs of children (Mungai & Velamuri, 2011). Observation processes in the family which result in common symbols, rituals, stories and heroes or models (Monticelli et al., 2020; Simsek et al., 2015). Family business exposure and family institutional forces develop the individuals' entrepreneurial values and intentions (Liguori et al., 2018; Zaman et al., 2021).

Parents affect their children's values through modeling (learning through observation of parents' behavior and expressed attitudes) moderated by the individual's openness (Chlosta et al., 2012; Igwe et al., 2020; Jaskiewicz et al., 2015; Mungai & Velamuri, 2011; Schölin et al., 2016). Exposing children to role models has an impact on their entrepreneurial values (Entrialgo & Iglesias, 2018). They use career related modeling of the parents to perpetuate entrepreneurial

values (Hahn et al., 2021; Lindquist et al., 2015; Mishkin, 2021). Similarly, serial entrepreneurial families also provide role models through apprenticeships (Igwe et al., 2020; Wyrwich, 2015) and through employment in their parents' businesses helping children to understand—by watching their parents at work—how to make products, find customers, and make sales (Dyer et al., 2014). Role models can also originate from, and impact, people from the same generation (Discua Cruz et al., 2013).

Childrens' vicarious learning in relation to entrepreneurship includes learning about oneself, managing relationships and business management (Zozimo et al., 2017). Their self-employed parents also provide role models for their children to become self-employed themselves (Chereau & Meschi, 2022; Hoffmann et al., 2015). There is a positive relationship—mediated by individual's openness—between the presence of paternal role models and the likelihood of being self-employment (Chlosta et al., 2012). Offspring's family business exposure strengthens the impact of entrepreneurial self-efficacy of the offspring (Wang et al., 2018). Vicarious learning explains why students with a family business background are more pessimistic about being in control in an entrepreneurial career but optimistic about their efficacy to pursue it (Zellweger et al., 2011). While vicarious learning can antecede entrepreneurial intentions (Bloemen-Bekx et al., 2019), it can also stifle entrepreneurial values when the entrepreneurial experience ended in failure (Mungai & Velamuri, 2011).

Explicit communication: While vicarious learning largely rests on tacit processes, parents can also explicitly or implicitly communicate to children through words and stories about what is desirable and what should be valued in life (Ahn & Reeve, 2021). This can happen publicly (Igwe et al., 2018) or through informal conversations, for example over the dinner table (Dyer et al., 2014). Entrepreneurial values and behaviors can also be transmitted through a process of negotiation and reification, informed by differences among families in response to critical incidents (Clinton et al., 2020; Greene et al., 2013). Communication mechanisms also include direct family business advice (Arregle et al., 2015) and can be facilitated by other family communication patterns (Soleimanof et al., 2018) such as a learning culture and visible schemes - "visible framework" or "explicit structure," which refer to a deliberate and tangible plan or system implemented within the family business to facilitate the transmission of entrepreneurial values, knowledge, and skills across generations (Au & Kwan, 2009), often conditioned by the family of origin in which an individual is born and raised, and from which they inherit certain values (Staniewski & Awruk, 2021; Tao et al., 2021).

The core values of a family can be successfully transmitted in family businesses via narratives. By telling stories, family members and family businesses can build identity and shared meanings which can lead to successful performance in terms of revenue, reputation, shared identity, and continuity of the family business history (Igwe et al., 2018; Jose Parada & Viladás, 2010; Zwack et al., 2016). For instance, narratives about ancestors' entrepreneurial achievements or resilience transmit family entrepreneurial values in the family (Jaskiewicz et al., 2015). Grandparents, either directly or "indirectly" via the parents, impact the offspring's entrepreneurial intentions through stories (Laspita et al., 2012). Family shared stories are positively associated with innovation, mediated by the scope of decision-making options, the distribution of decision-making power between generations, and the role of conflict in the families (Kammerlander et al., 2015).

Imprinting: Imprinting is a process whereby a focal entity develops characteristics of the imprinters (i.e., prominent features of the environment, individuals/groups, and organizations) that tend to persist independently of the imprinter (Marquis & Tilcsik, 2013; Simsek et al., 2015). Although imprinting can happen because of relational embeddedness and other value transmission mechanisms, it is distinct from them in the sense that the imprinting of entrepreneurial family values focuses on the lasting imprint that families, their members and family firms can leave on individuals, explaining distal outcomes. Imprinting is influencing the siblings during sensitive periods such as childhood and adolescence (Dawson et al., 2015) or during events related to family or business "crises" (Clinton et al., 2017) with a lasting influence on their willingness to join the family business or become a successor (Marques et al., 2022). Imprinting, however, can also result in less unequivocal outcomes. For example, the legacy of previous family generations shape approaches both innovation and tradition. Imprinted content can become resources that the current family generation use through 'temporal symbiosis' to concurrently perpetuate tradition and achieve innovation (Altinay et al., 2012; Erdogan et al., 2020).

Educating. This mechanism includes the bi-directional, spontaneous, participatory, interest-driven intergenerational informal teaching and learning process in the family of ideas and traditions and values (Schmidt-Hertha et al., 2014; Stephan, 2021). Although the training and experimenting that constitutes educating transpires in family and business socialization (García-Élvarez et al., 2002; Wiedeler & Kammerlander, 2021), this mechanism differs from vicarious

learning to the extent that it goes beyond the dynamics of observation and imitation that constitute vicarious learning.

Families can provide a learning environment for risk taking, creativity and innovation, for example through informal apprenticeships (Bika et al., 2019; P. A. Igwe et al., 2020; Jayawarna et al., 2014), that prepares the younger generation for business as a way of life (Igwe et al., 2020; Wang et al., 2021). Educating includes on the job interactive learning and mentoring from previous generations and other agents and stakeholders (Bika et al., 2019). Formal training includes specific instructions and verbal discipline enforcing conformity (Chlosta et al., 2012; Igwe et al., 2018; Mungai & Velamuri, 2011) but also strategic education (Jaskiewicz et al., 2015) such as encouraging kids to read entrepreneurial books and kid entrepreneurs' showcases (Maziriri et al., 2022). Educating can also take place in rather informal ways, for example, buying toys and games for kids that encourage entrepreneurship (Maziriri et al., 2022).

Parenting styles: Several authors highlight the significance of general parenting styles in influencing the transmission of entrepreneurial values. Different parenting styles, such as authoritative, authoritarian and permissive parenting styles, have the potential to hinder the transmission process of values (Brenøe & Epper, 2022). Families transmit values by guiding or restricting the choices available to family members through limiting, imposing, defining boundaries and creating opportunities for their members (Monticelli et al., 2020). In nations with higher levels of power distance or lower individualism (where social norms and culture may be less hospitable to startups), family encouragement plays an important role in value transmission (Maleki et al., 2021). Similarly, encouraging children to take autonomous and empowered action, facilitates the family member in balancing individual-versus-group orientation (Zahra et al., 2004).

Family parenting styles lead to the development of specific approaches to entrepreneurship. For instance, entrepreneur leaders who grew up in an authoritative parental style at home are more likely to adopt a people centered leadership approach at work (Bindah, 2017). Parenting styles also affect corporate venture learning (Covin et al., 2020) and the entrepreneurial intention of children (Schmitt-Rodermund, 2004). Additionally, families with high emotional support foster optimism and creativity, helping people to find their purpose and career, and making it easier to deal with stress (Klyver et al., 2020; Mari et al., 2016). Similarly, family capital in the form of social and emotional support, contributes to venture preparedness and the start-up decision, suggesting that it has both a direct and an indirect influence on venture creation

(Chang et al., 2009; Edelman et al., 2016). Moreover, value for innovation is transmitted and reinforced through family management and family control styles (Hillebrand, 2019). Finally, generational ownership dispersion, family management involvement, and family member reciprocity affect firm performance with the moderating role of innovativeness (Kellermanns et al., 2012).

Community-Zeitgeist: Family values are embedded in wider social systems. Hence, community level processes play an important role in value transmission. The community-zeitgeist mechanism stands for cultural stereotyping or the shared social conventions in a specific community or the prevailing value context in a society which is shared by both parents and their children (Kupangwa et al., 2023). Socialization and value transmission are not limited to the internal family system only. Rather it goes beyond the internal family system and involves interactions (resolving competing role demands through peer interactions) and experiences (interacting with both peer groups and malleable societal/ economic frames) unfolding over time (Bika et al., 2019). Community-Zeitgeist value transmission includes a distinct set of dimensions, values, challenges and processes such as interactive learning from multiple agents and stakeholders, peer pressure, mentoring (Bika et al., 2019; Hammond et al., 2016). Community experiences and social persuasion are antecedents of entrepreneurial intentions of family members (Bloemen-Bekx et al., 2019). This mechanism drives a balance between values instilled by the parents and encounters with other values in larger social contexts (Albanese et al., 2016). This type of mechanism includes societal level norming, social expectations for action, active use of community centers to educate, guide and recruit, and role modeling out of the family (Dana et al., 2020). The interplay of social contexts—household, social, ethnic—has been shown to impact the propensity to found a new venture and to join incubators and opportunity platforms for venture creation (Steier, 2009).

Genetics: So far, all mechanisms discussed have been social. In stark contrast to them, Nicolaou et al. (2008), have suggested the importance of considering genetic factors in explanations for why people engage in entrepreneurial activity in the family. They claim that entrepreneurship could be transmitted from the parents to offspring through genes and that there is relatively high heritability for entrepreneurship across different operationalizations of the phenomenon. In this view, thus, family environment and upbringing would have little impact on family entrepreneurial value transmission.

Table 4. Summary of selected articles table

Group A: Qualitative Empirical

Authors, Year, Journal	Country	Focus	What?	How?	Aggerigate VT Mechanisim	Key Findings
Alrubaishi et al. (2021) International Journal of Entrepreneurial Behavior & Research	Saudi Arabia	Cultural influence on the entrepreneurial activities family enterprises.	Enterprising behavior /mindset, new venture creation, work values and ethics	Family cohesion, kinship ties, preservation of good manners	Relational embeddedness, Zeitgeist	Family ties and social culture influences how family businesses behave entrepreneurially and intergenerational transfer of family legacy.
Alsos et al. (2014) Entrepreneurship & Regional Development	Norway and Scotland	Entrepreneurial households' role in the process of business development.	Business growth	Connecting the business and the household using family and kinship relations	Relational embeddedness	The dynamics between business activities and entrepreneurial households determine the entrepreneurial household and the household strategy, which in turn affects business growth activities.
Anderson et al. (2005) Family Business Review	Scotland	Family resources utilization by entrepreneurs outside the family firm's formal boundaries.	Resourcefulness	Networking	Relational embeddedness, Zeitgeist	Professional and affective family resources were made available via an entrepreneurial network outside the official family firm, allowing the family firm to grow without the usual risks associated with external linkages.
Arz (2019) Journal of Family Business Strategy	Germany	The gap between the micro (family) and macro (firm-level EO)	Altruism, long term orientation, Preserving family identity	Empowering, building quasi family, servant leadership,	Family socialization events	Family values of altruism, psychological safety empowering climates and preservation is basis for organizational culture as well as entrepreneurial orientation through family involvement.
Au et al. (2013) Asia Pacific Journal of management	Hong Kong, China	The role of families as entrepreneurship engines.	Value for innovation, Succession, portfolio entrepreneurship	Clearing career path, mentoring, facilitating learning culture, visible scheme	Communicating , educating	Family's learning culture, visible plan, a clear career path, mentoring, R&D infrastructure, good governance, and devoted management determines success in an inventive family firm.
Barbera et al. (2018). Family Business Review	USA	How entrepreneurial heritage is formed through time.	Value for Independence, vision, hard-work, enjoying fruits of labor, determination	Mentoring, Storytelling symbolic gestures, familial relationships, and narratives, second hand imprinting	Communicating , educating, relational embeddedness, imprinting	Entrepreneurial legacies are shaped by an ongoing intersubjective meaning-making process that develops through symbolic gestures, familial relationships, and narratives that inspire, support, and disrupt entrepreneurship over many generations.
Benavides-Salazar et al. (2022), Journal of Entrepreneurship in Emerging Economies	Colombia, South America	The effects of cultural and social characteristics EFs' on the development of Entrepreneurial ecosystem.	Entrepreneurial mindset, attitude	Entrepreneurial stories, mentoring Role models, Supportive culture, networking	Educating, communicating, parental socialization styles, relational	Embedded entrepreneurial families strengthen both the entrepreneurial ecosystem and entrepreneurship in general through mentoring and sharing their stories.

					embeddedness, Zeitgeist.	
Bika et al. (2019), Family Business Review	Scotland	The socialization of family members into the family business.	Family Business Succession, obedience, Harmony, loyalty, continuity and legacy, adaptiveness, innovation, risk taking questioning, resilience, empathy and trust	Family Socialization, apprenticeship, On the job learning from previous generations, interactive learning from multiple agents and stakeholders, peer pressure, mentoring	Educating, parental socialization styles, Zeitgeist	Three layers of socialization develop over time: internal (passing on knowledge within the family), interactive (resolving conflicting role demands through peer interactions), and experiential (interacting with both peer groups and malleable societal/economic frames)
Clinton et al. (2020), Entrepreneurship & Regional Development	Northern Europe	How entrepreneurial behaviors are passed down and ingrained throughout the generations	Risk Taking,	Mentoring, predecessor legacy building, entrepreneurial education and experience, family legacy unification and emulation	Commutating, educating, relational embeddedness, vicarious learning	Variations in how families react to key occurrences determines the negotiation and reification of entrepreneurial behaviors within TEFs
Dana et al. (2020), Journal of Family Business Management	Pakistan	Social mechanisms that facilitate the reproduction of an entrepreneurially oriented community structure	Value of self-employment, Frugality, business orientation, entrepreneurial orientation, goal orientation, trust, social responsibility	Group cohesion, solidarity, social interaction, networking, norming, expectation for action, active use of community centers to educate guide and recruit, role modeling	Relational embeddedness, Zeitgeist	Community entrepreneurship is made possible by the interdependence of family, community, and ethnic capital as contextual manifestations of social capital that appear at various levels of the ethnic social system.
Discua Cruz et al. (2012), Journal of Family Business Strategy	Honduras	How entrepreneurial cultures are passed down and sustained in family business.	Value for opportunity identification and pursuit	Involving junior generations in the identification and pursuit of opportunities, Early and prolonged guidance by senior generations in business, Scenarios, discussing how to approach the “Mature” ideas of the senior generation, Current involvement in business, Role Playing, problem solving, From early age at home, business and family gatherings with nuclear and extended family.	Relational embeddedness, educating, communicating	In a family entrepreneurial team, entrepreneurial cultures are passed down and sustained across generations through junior generations' participation in the identification and pursuit of possibilities.
Dou et al. (2021), Entrepreneurship & Regional Development	China	The values and knowledge components shared between two generations.	Moral Values (integrity, humility, responsibility, and loyalty) Competence values (creativity, ambition, social responsibility, and tenacity), Heuristic portfolio (opportunity recognition and interpersonal heuristics.	Family meeting, Dinner time and storytelling	Communicating, relational embeddedness	Moral values, competency values, and cognitive heuristics were transmitted between the two generations through transgenerational encounters (family gatherings, mealtimes, storytelling), and it is values rather than heuristics that are further conveyed in new entrepreneurial situations.

Erdogan et al. (2020), Entrepreneurship Theory and Practice	Turkey	The interaction between tradition and innovation in family firms.	Value for innovation	Imprinting	Imprinting	Depending on the content imprinted on the current family generation, the long-standing traditions and generations of prior families influence various approaches to innovation and tradition.
Eze et al. (2021), Entrepreneurship Theory and Practice	Nigeria	Influence of religious and cultural variations on family business practices in maintaining transgenerational entrepreneurship.	Moderate risk-taking orientation, Opportunity exploitation orientation	Attending unified business decisions /Cohesiveness	Relational embeddedness, parental socialization styles	Religion and tradition within a sub-regional context in a developing country shape the capacity of family businesses to achieve transgenerational entrepreneurship, through family structure, functioning, and mindset.
García-Elvarez et al. (2002), Family Business Review	Spain	The socialization of future family business succession	Founder values (self-fulfillment values, the group value orientation, Group values and the idea of the business as an end)	Family socialization, training and business socialization	Parental socialization styles, education	Values are passed down to the next generation through family socialization and training in business, which is available only to the founder's possible successors
Igwe et al. (2018), International Journal of Entrepreneurial Behavior & Research	Nigeria	Entrepreneurial characteristics of Igbo Families and the underlying causes affecting their entrepreneurial behavior and values.	Need for Achievement, Pursuit of personal status, Risk-taking, Pursuit of economic liberation, Pursuit of family wealth, Pursuit of entrepreneurial opportunities, strategic education,	Entrepreneurial learning, Social learning, Family cohesion, networking, individual learning, Society norms, early childhood business learning, informal apprenticeship	Educating, relational embeddedness, individual learning, Zeitgeist,	Igbo families and extended families encourage children and young people to pursue entrepreneurship at a young age by offering a platform for entrepreneurial leadership, a secure environment for taking risks, an informal apprenticeship system, entrepreneurial learning, role models, and narratives of family social learning.
Jaskiewicz et al. (2015), Journal of Business Venturing	Germany	How exceptional family firms accomplish transgenerational entrepreneurship.	Entrepreneurial legacy (EL) Pursuit of entrepreneurship from perseverance of key resources, entrepreneurial leaps from increased entrepreneurial capacity and orientation of children, entrepreneurial opportunities identification and utilization, succession pride of past generations, entrepreneurial behaviors of family	Family Cohesion, Childhood involvement in the family firm, strategic education (formal and experiential), entrepreneurial bridging\ Integrating the successor's partner participates regularly in family events, narratives about ancestors' entrepreneurial achievements or resilience	Relational embeddedness, Vicarious learning, educating	Transgenerational entrepreneurial families differ from traditional families in that they have an entrepreneurial legacy, which they successfully pass on to the following generation, and which then inspires both generations to take part in deliberate activities that foster the entrepreneurship of the next generation.

Parada and Viladás (2010), Journal of Organizational Change Management	Spain	How core values are successfully transmitted in family businesses via narratives.	Entrepreneurial values and identities of the family	Narratives - telling stories	Communicating	Narratives are a potent tool for passing values down across generations and entrepreneurial families can develop identity and shared meanings through storytelling.
Kammerlander et al. (2015) Family Business Review	Italy	The role of stories shared among family members across generations and the family firms' innovations.	Innovativeness, Decision making	Story sharing	Communicating	Stories about the founders, the range of available options, the division of decision-making authority among generations, and the significance of family conflict all influence the relationship between family emphasis and innovation, both favorably and adversely.
Kansikas et al. (2012a), International Journal of Entrepreneurial Behaviour & Research	Finland	How familiness and entrepreneurial leadership interact in family businesses	Entrepreneurial leadership (innovativeness; opportunity recognition; proactiveness; risk taking; and vision making.) professionalization, strong growth-oriented attitude extending across both generations.	Familiness entrepreneurial leadership of a family firm, Open daily communication between the two generations, Co-leadership by two different generations. Encouraging professionalization.	Relational embeddedness, Parental socialization styles, communication	Familiness is a resource that influences entrepreneurial leadership through structural (social contacts and networks), cognitive (shared vision and purposes), and relational (relationships creating attachments)
Klyver et al. (2020) International Small Business Journal: Researching Entrepreneurship	Denmark	How cultural norms affect how entrepreneurs feel about receiving support.	Entrepreneurs emotional response to receiving support	sharing cultural expectations of emotional support from family, friends and business persons, respectively	Communicating , parenting socialization styles, zeitgeist	Entrepreneurs' emotional responses to receiving support—or lack thereof—from role-relations are influenced by cultural expectations, and as a result, the results of the support are about "what you get" in comparison to "what you anticipate."
Monticelli et al. (2020) International Journal of Entrepreneurial Behavior & Research	Brazil	Relating entrepreneurship across generations of family-owned enterprises.	Transgenerational culture, values of legitimacy, business professionalization, succession planning and entrepreneurial behavior	Guiding or restricting the agents' choices by imposing limits on them, developing common entrepreneurial values and culture	Parenting socialization styles, Vicarious learning	The family, as an institution, exerts a strong influence across generations in which the responses of the family founders and their successors are modeled by institutional forces that guide or restrict the agents' choices by imposing limits on them.
Mzid et al. (2019), Journal of International Entrepreneurship	Tunisia	How a family-run firm help it to be resilient in a challenging business environment	Family Capital: Goodwill, trust, and confidence in family members or their firm, trust, respect, and altruism among owing family members, employees, managers, and leaders, social norms and reciprocated favors, values and beliefs.	Continued presence of family members in the firm in order to quickly manage arising problems, Family firms maintain partner relations	Parenting socialization styles, relational embeddedness	Social capital of family businesses, which may be made up of local and/or international contacts, contributes most to firms' capacity to absorb shocks, reallocate existing resources, and internalize practices that enable firms to cope with future disturbances while financial capital mediates the impact of human and social capital in order to strengthen firms' resilience.

Maziriri et al. (2022), Journal of Entrepreneurship in Emerging Economies	South Africa	How couplepreneurs help their children develop an entrepreneurial mindset.	Entrepreneurial mindset (creativity, innovation, self-employment)	Encouraging kids to read entrepreneurial books, the piggy bank, kid entrepreneur showcases, buying toys and games for kids that encourage entrepreneurship, competition and team activities among kids that are related to entrepreneurship	Imprinting	Couplepreneurs foster an entrepreneurial mindset in their kids by encouraging kids to read entrepreneurial books, the piggy bank, kid entrepreneur showcases, buying toys and games for kids that encourage entrepreneurship, competition and team activities among kids that are related to entrepreneurship
Tao et al. (2021), Journal of Small Business Management	Netherlands	How second-generation Chinese American business owners in the Netherlands create their many identities	Entrepreneurial mindset (Self-employment,)	Role modeling	Vicarious learning	Considering generation as a marker of identity for ethnic minority entrepreneurs within complex trajectories, role models, escaping from the kitchen, the evolving definitions of business success, and family and cultural resources are the four subthemes related to the Chinese immigrant families which creates their identities.
Zozimo et al. (2017), Entrepreneurship & Regional Development an International Journal	UK	Entrepreneurial learning through the observation of role models.	Learning about oneself, managing relationships, business and small business management)	Observation, Role- modeling and Entrepreneurial learning	Vicarious learning, educating	People pick up complex practices and behaviors over time by watching role models (parents, teachers, colleagues, and other entrepreneurs), both in the pre-start-up phase (unplanned learning), and in the post-start-up phase (intentional learning) connected to a variety of personal or professional challenges.
Zwack et al. (2016), Management Learning	German	How storytelling might help family businesses transmit cultural family values.	Entrepreneurial values	Story telling	Communicating	Stories may therefore be a good tool for passing down traditional family values in family businesses in which he intended values of the selected stories are perceived accurately by the individuals.

Group B: Empirical Quantitative

Authors, Journals	Country	Purpose	Family Predictors	Entrepreneurial Output	What?	How_?	Aggerigate VT Mechanisim	Main Findings
Albanese et al. (2016), Journal of Population Economics	Italy	The role of family transmission of values	Values received from parents	values transmitted to descendants	Tolerance, hard-work, obedience and observance	Socialization	Parental socialization styles	Parents' values and the values passed down to offspring are positively connected and during the formative years—when children somehow strike a balance between the values instilled in them by their parents and what they encounter in the (possibly different) environment where they grow up—are what matter for breaking the family bonds.
Altinay et al. (2012), International Journal of Hospitality Management	UK	The impact of psychological characteristics and family tradition on the entrepreneurial intent of students	Family tradition family background and personality traits	Entrepreneurial intention	Entrepreneurial intention	Using family tradition, experiencing business in the family business	Vicarious learning, educating	The ambition to launch a new business is influenced by family tradition and innovation; risk-taking propensity and tolerance of ambiguity are positively correlated, whereas locus of control and risk-taking propensity are negatively correlated.

Arregle et al. (2015), Entrepreneurship Theory and Practice	Multiple countries	The relationship between family ties and new venture growth in entrepreneurs' social networks.	Family ties	Venture growth	New venture growth	Family ties, entrepreneurs' social network (business advice, emotional support, and business resources)	Relational embeddedness, communication, parental socialization styles	An inverted U-shape for advising and emotional support networks, but a U-shape for the business resource network, indicating the contribution of kin to new venture growth or, conversely, its detriment.
Arz (2021), International Studies of Management & Organization	Germany	The cultural interactions between family and corporate social systems.	Family commitment culture; long term orientation; stewardship climate	Entrepreneurial orientation;	Family firm Entrepreneurial orientation, long-term orientation	Family commitment culture, stewardship climate, strong identification with the firm, inspiring and visionary behavior of family business leaders	Parenting socialization styles, imprinting	Only long-term priorities within the firm's dominant coalition and an organizational climate typified by collective stewardship appear to stimulate entrepreneurial orientation when a family has a strong commitment to the company
Bloemen-Bekx et al. (2019), International Small Business Journal	Netherlands	The effect of the family environment on the emergence of entrepreneurial intention (EI) in young adults with entrepreneurial parents.	Family context ('vicarious learning' and 'social persuasion'), gender	Entrepreneurial Intention youths	Entrepreneurial intention	Vicarious learning (Perceived rewards parental careers Perceived self-direction of parental careers) and Parental preference (Parental encouragement by work Parental encouragement by talk)	Vicarious learning, parental socialization styles, individual learning	Children's EI is influenced by gender directly and parental preference indirectly (via social impact and indirect learning).
Cherchem (2017), Journal of Family Business Strategy	France	How generational influence affects the ways that clan and hierarchical cultures affect entrepreneurial orientation.	Generational involvement in a family firm	Family Firm Entrepreneurial orientation	entrepreneurial orientation (EO)	intergenerational interaction, generational involvement	Relational embeddedness,	While clan culture fosters higher levels of EO when only one generation is involved, hierarchical culture fosters higher levels of EO when multiple generations are simultaneously involved.
Chereau and Meschi (2022), Journal of Small Business and Enterprise Development	France	How exposure to entrepreneurship education and training (EET), affects post-creational entrepreneurs' sense of self-efficacy.	Intense exposure to entrepreneurship education and Family environment as mediator	Entrepreneurial self-efficacy, for entrepreneurs in the post-creation stage.	entrepreneurial intention, business opportunity recognition, entrepreneurial skills and knowledge and entrepreneurial self-confidence	parental ties, quasi-parental role modeling	Relational embeddedness, vicarious learning, educating,	The direct effects of EET intensity on the various components of entrepreneurial self-efficacy are not statistically significant specially with the entrepreneurial parenting environment and higher effect on the non-entrepreneurial parental environment context
Chlosta et al. (2012), Small Business Economics	Germany	The offspring's openness and the different effects of the role models on an individual's decision to become self-employed.	Parental role models mediated by Personality(openness) of the family member	The decision to be become self-employed	Self-employment	Role modeling	Vicarious learning	Parental role models are considerably positively connected with the possibility of being self-employed, yet the impact of role models also depends on how open a person is.
Covin et al. (2020), Journal of Business Venturing	USA	The effects parenting style has on (internal corporate venture ICV proficiency or learning capacity.	Parenting style	Adeptness (learning proficiency) of ICV managers at acquiring extensive new strategy	Learning competence	Parenting style	Parenting socialization styles	Parenting styles have an impact on how well children learn, and when a venture's initial strategic clarity is high, a short leash parenting style is linked to the highest levels of venture learning competence. and when venture beginning strategic clarity is poor, a long leash parenting style is related with the highest degrees of venture learning competence.
Edelman et al. (2016), Journal of Business Venturing	Multiple Countries	How family support affects the start-up activities carried out by university students.	Family support	Youths' start-up activities	Startup activities	Family cohesiveness	Relational embeddedness	Family support, financial, and social capital all positively influence the scope of youths' start-up activities, and the effect of

								instrumental family support is enhanced by the level of emotional support.
Entrialgo and Iglesias (2018), Entrepreneurship Research Journal	Spain	How exposure to role models and entrepreneurship courses affect men and women's views and attitudes about entrepreneurship.	Exposure to role models and entrepreneurship education	Perceptions and attitudes toward entrepreneurship	Value for Entrepreneurship/self-employment	Exposure to role models	Vicarious learning	Women are much more likely than males to have a positive attitude toward entrepreneurship when exposed to parental role models, and women are more likely than men to think that they have more control over their entrepreneurial behavior when exposed to entrepreneurship education.
Greene et al. (2013), Entrepreneurship Theory and Practice	UK	How gender stereotypes and roles "imprint" on entrepreneurial propensities.	Maternal self-employment	Daughter's self-employment	Gender stereotyping for business	Imprinting	Imprinting	Daughters are more likely to become self-employed because of the counter-stereotypical effect that mom self-employment produces, though daughters' own stereotypes that it is also shaped by key life events affects it.
Hahn et al. (2021), Technological Forecasting and Social Change	Multiple countries	How the family business, helps to foster the emergence of entrepreneurship by influencing the aspirations of the following generation to start their own businesses.	Enterprising family and the family enterprise	Next generation's preferences for succeeding over founding.	Entrepreneurial intentions	career-related modeling	Vicarious learning	The entrepreneurial family and the family enterprise, are two intertwined units of analysis pertaining to the family business context, have an impact on a person's decision to launch a new business or continue working for the family enterprise.
Hillebrand (2019), Journal of Family Business Management	Germany	How generational change, family management involvement, and the desire to transmit family control affect innovation in family businesses.	Family influence (family management and intention to transfer family control).	Innovation output over generations	Innovation	Family control	Family socialization styles	Family influence can have both positive and negative effects on innovation since family firms increase their innovation output over generations and the increase occurs via indirect paths, particularly via the intent to transfer family control to succeeding generations.
Hoffmann et al. (2015), Small Business Economics	Denmark	The significance of parental "role models"	Parental role models	Individuals' probability of becoming self-employed	Self-employment	Role modeling	Vicarious learning	Parental role models play a significant role in explaining why self-employment runs in the family and for males, the impact of a self-employed father (or mother) is much greater than for females.
Jayawarna et al. (2014), International Small Business Journal	UK	Connect the literatures on human capital and cultural capital	Family background (Human and Cultural capital)	Entrepreneurship potential of individuals	entrepreneurial careers	Apprenticeship	Educating	Family cultural capital plays a key role in developing individuals' entrepreneurial aspirations by influencing the materialization of the human capital that people accumulate throughout their lives.
Kellermanns et al. (2012), Small Business Economics	USA	The connections between family influence and family firm performance.	Family influence	Family firm performance.	Innovativeness	Family member reciprocity	Relational embeddedness	Family dynamics can affect a family business' performance in both positively and negatively, and single-generational businesses seem to benefit from innovation considerably more than multigenerational ones.
Laspita et al. (2012), Journal of Business Venturing	Multiple countries	The effects of entrepreneurial position of parents and grandparents on the growth of offspring's entrepreneurial impulses.	Parents and grandparents' entrepreneurial positions	Entrepreneurial intentions of children	Entrepreneurial intentions,	exposure to parental entrepreneurship	Vicarious learning, relational embeddedness	Parents and grandparents can have an impact on how entrepreneurial ambitions are passed on to children, either directly or "indirectly" through the parents.
Lindquist et al. (2015), Journal of Labor Economics	Sweden	The origins of the intergenerational association in entrepreneurship.	Prebirth and post-birth factors	Probability of children's entrepreneurship	Value for Self-employment	Role modeling	Vicarious learning	Both the biological and adoptive parents of adopted people significantly raises the likelihood of children becoming entrepreneurs, in which post birth factors dominate prebirth factors by a factor ratio of two to one.

Maleki et al. (2021), The International Journal of Entrepreneurship and Innovation	Multiple countries	The influence of family support on young people's perceptions of the attractiveness and viability of starting a business.	Perceived family support moderated by national cultural dimensions.	Young individuals' perceptions towards self-employment	Entrepreneurial intention	Family bondage and cohesiveness	Relational embeddedness	Family support increases the perceived desirability and feasibility of starting a business, depending on national culture more in nations with higher levels of power distance or lower individualism.
Mari et al. (2016), Management Decision	Italy	How the family context may affect the performance of female firms.	Family context	Female firms' performance,	the motivations to start a business;	Emotional support	Parental socialization styles	The performance of a firm is correlated with the family context for women.
Mishkin (2021), Management Science		How entrepreneurship is passed down through generations	Gender and sibling dynamics.	Intergenerational transmission of entrepreneurship	self-employment	Business inheritance, family capital support, Occupational transmission (role modeling)	Vicarious learning, Parental socialization styles	When there are sons in the family, the transfer of self-employment from fathers to daughters is dramatically diminished while sons prevent daughters from acquiring as much human capital.
Mungai and Velamuri (2011), Entrepreneurship Theory and Practice	USA	The impact of parental entrepreneurial role models on the self-employment choices of male offspring.	Parental entrepreneurial role model	Male Offspring self-employment decisions	Self-employment	Role modeling	Vicarious learning	Parental failure in self-employment lessens the beneficial effect of parental self-employment on the likelihood of becoming self-employed, and this effect is particularly prominent when the kid is a young adult.
Nicolaou et al. (2008), Management Science	UK	Whether entrepreneurship is genetically inherited from parents.	The genetic, shared environmental and nonshared environmental effects	The propensity of people to become entrepreneurs.	Entrepreneurial traits	Genetics	Genetics	There is relatively high heritability of entrepreneurship with little effect of family environment and upbringing, highlight the significance of taking genetic factors into account when attempting to explain why people engage in entrepreneurial activity.
Pittino et al. (2018), Family Business Review	Italy	How family embeddedness circumstances interact with individual-level elements	Family Embeddedness and Individual attributes	Entrepreneurial Entry decision by next generation	Entrepreneurial intention	Family embeddedness Family support Experience in the family business Motivations and attitudes	Relational embeddedness, parental socialization styles	The degree and kind of family embeddedness are key factors in determining the intention to stay, and the interaction between family embeddedness and personal characteristics encourages different types of business commitment from members of the next generation.
Schölin et al. (2016), International Journal of Entrepreneurial Behavior & Research	Sweden	How a person's intention to be self-employed is influenced by their family.	Family factors (family involvement,	Individual's intention to be self-employed and company type	Choice of company type and self-employment	role models for self-employment who can inspire to seek out a similar situation	Vicarious learning	Both the intention and the propensity are passed down through families, and the transferred intention within a given family influences the type of business that family members are likely to select.
Staniewski and Awruk (2021), Journal of Business Research	Poland	How family issues, such as parental views and the makeup of one's family of origin, affect achieving entrepreneurial success	Parental factors -parental attitude	Family members Entrepreneurial success	Entrepreneurial orientation and success	Conditioning by the family of origin. Modeling processes and communication Attitudes displayed by the parents.	Vicarious learning, imprinting	Entrepreneurial success has not been found to significantly correlate with parental attitudes (e.g., acceptance, autonomy), or family structure dimensions (e.g., cohesion and flexibility). Instead, family communication style and level of satisfaction with family life have emerged as crucial determinants of entrepreneurial success.
Schmitt-Rodermund (2004), Journal of Vocational Behavior	Germany	The relation between Personality traits and parenting style on entrepreneurial competence (EC) and entrepreneurial interests (EI).	Personality traits and parenting	Entrepreneurial competence (EC) and entrepreneurial interests (EI),	Entrepreneurial intention	Parenting style	Parenting socialization styles	EI was predicted by EC, which in turn was related to the students' potential for an entrepreneurial career and to the founders' first company ventures starting sooner than expected and a relationship between authoritarian parenting and entrepreneurial personality (low agreeableness and neuroticism, high extraversion, openness, and conscientiousness).

Staniewski and Awruk (2021), Journal of Business Research	Poland	Whether family characteristics, such as parental behavior and family structure, have an impact on one's ability to succeed as an entrepreneur	Family factors, family attitudes, family structure	Entrepreneurial performance	Entrepreneurial orientation and success	Role modeling in the family	Vicarious learning	Parental traits like unreasonable expectations, inconsistent behavior, and business success have been linked negatively.
ang et al. (2021), Management Decision	China	Analyze the ways in which social ties between family members can influence their collective entrepreneurial decision-making behavior (ED).	Social relationships between family members	Collective entrepreneurial decision-making behavior	entrepreneurial decision-making	intersection of cognition, emotion and social influence subjective or social constructive process	Educating,	There are significant connections between the entrepreneur's decision-making and the cognitive dimension of the FSC.
Wang et al. (2018), International Entrepreneurship Management	China	The substance of family business exposure, we may reveal the impact of exposure to family businesses on the development of offspring's entrepreneurial inclinations.	Family business exposure	Entrepreneurial intentions of offspring	Entrepreneurial intentions	Vicarious learning through observing parent entrepreneurs. Offspring's interpretation of the rewards their parents received from their entrepreneurial experiences	Vicarious learning , individual learning	Perceived parental entrepreneurial incentives have a beneficial impact on children's entrepreneurial goals. Family business engagement, however, has a negative moderating effect on this relationship.
Wyrwich (2015), Small Business Economics	Germany	The influence of self-employed parents on their children.	Parental background (Self-employed parents, parental values	Children's' value mastery and	Self-employment	Parental role models	Vicarious learning	Children of parents who were self-employed in a setting with limited institutional support for entrepreneurship appear to have absorbed values that are particularly important to "survive" as an entrepreneur in such unfriendly conditions.
Zahra et al. (2004), Entrepreneurship Theory and Practice	USA	Examines the association between of organizational culture in family vs. non-family businesses and entrepreneurship.	Organizational culture in family vs. non-family businesses	Entrepreneurship.	Family Firm Entrepreneurial activity	Autonomous and empowered action.	Parental Socialization styles	The cultural factor of individualism and entrepreneurship are found to be nonlinearly correlated there are correlating correlations between entrepreneurship and a long-term versus short-term orientation, an organizational cultural orientation toward decentralization, and an external orientation.
Zaman et al. (2021), Journal of Family Business Management	Pakistan	The effect of family business exposure on individuals' entrepreneurial intentions (EIs). By applying the institutional framework at the micro level,	Family business exposure on	Individuals' entrepreneurial intentions	Emotional intelligence	Business Exposure	Vicarious learning	Family business exposure had a favorable impact on people's emotional intelligence (EI), which is mediated by institutional pressures (coercive, normative, and mimetic) that further improved people's EI.
Zellweger et al. (2011), Journal of Business Venturing	Multiple European countries	How intentional founders, successors, and employees differ in terms of locus of control and entrepreneurial self-efficacy as well as independence and innovation motives.	family business background	Career choice intentions of students with family	Internal locus of control	family business exposure, perceived vicarious experience in the family business	Vicarious learning	Students with a background in family businesses are pessimistic about having control over their entrepreneurial careers but optimistic about their ability to do so and high levels of internal locus of control result in a preference for employment, which contradicts traditional entrepreneurship research.
Zellweger et al. (2012), Small Business Economics	Switzerland	The relation between Family firm pride, social ties and firm image and family firm performance	Family firm pride, community social ties, and long-term orientation	Family firm image building which in affects family firm performance	Firm performance	Family firm pride, community social ties, and long-term orientation, the unique family influences on the firm	Relational embeddedness, parental socialization styles	Family pride, neighborhood social ties, long term orientation, organizational and industry scale, and age all have an impact on family firms' performance. Family firms' immediate antecedent, or "firm image," also has an impact.
Zellweger and Sieger (2012), Journal of Business venturing	USA	The construct of family entrepreneurial orientation, as an antecedent to transgenerational value creation by families.	Family entrepreneurial orientation	Transgenerational value creation by families.	Transgenerational entrepreneurial orientation and risk and innovation orientation.	the attitudes and mind-sets of families to engage in entrepreneurial activity.	Parental socialization styles, zeitgeist	Macroenvironmental elements (industry, family life stage, community culture, and family engagement) have an impact on business performance (social, financial, and entrepreneurial), which in turn has an impact on the production of transgenerational value.

Bindah (2017), Journal of Global Entrepreneurship Research	NA	How specific parenting styles, organizational methods, and parenting philosophies improve an entrepreneur's capacity.	Parenting skills, structure, and styles	Entrepreneur's ability to be more efficient and effective and good leader at work.	Entrepreneurial capacity	Parenting styles	Parenting socialization styles	Parenting style significantly influences leadership performance and style and entrepreneur leaders
Hanson et al. (2019), Journal of Family Business Strategy	USA	The underlying familial relational mechanisms that result in resilience and support an entrepreneurial culture across generations.	Relational ethics, fairness, and justice in family relationships were used to interpret	family resiliency and ultimately transgenerational transfer of entrepreneurial culture.	entrepreneurial culture and resilience across generations	relationship-building and relationship maintenance interaction	Relational embeddedness	A more balanced ledger, a relational ethics and the family ledger have an impact on entrepreneurial culture and can change over generations.
Razzak et al. (2019), Journal of family business management	Bangladesh	Identify the components of family-centric non-economic goals that motivate family commitment, such as socioemotional wealth (SEW) of family company owners.	Family-centric non-economic goals (SEW)	Family Commitment	family commitment	binding social ties and identification of family members with the firm.	Parenting socialization styles	A family commitment is impacted by four of the five FIBER SEW elements, except for strong social bonds.

Group C: Theoretical and Conceptual Papers

Authors , Journal	Focus	What?	How?	Aggerigate VT Mechanisim	Main Findings and Propositions
Dyer et al. (2014), Journal of Small Business Management	Explain why some racial or ethnic groups are more likely to be entrepreneurs than others and what factors influence this, with a focus on family capital.	Nascent entrepreneurship Start-up rates Self-employment, Firm growth rates, Firm size, success and failure rate over time	Informal conversations over the dinner table, watching their parents at work, and through summer or other employment in their parents' businesses,	Communicating, parental socialization styles, vicarious learning, educating	Family capital which includes family values influences entrepreneurial outcomes.
Eddleston and Kidwell (2012), Entrepreneurship Theory and Practice	Parent-child relationships (PCRs) as the root cause of deviance	Stewardship and opportunism can occur within the same family firm.	Showing parental altruism	Vicarious learning,	In family businesses, parent-child relationships result in a leader-member exchange differentiation that subsequently molds a child's behavior toward the firm.
Nordstrom and Steier (2015), International Journal of Entrepreneurial Behavior & Research	Review the notion of social capital and its dominant dimensions and develop several suggestions of ways in which the concept could be extended,	Competitive advantage of family firms.	Symbolic interactionism, social structure, ties and relationships, individual's perception of their network	Vicarious learning, Parenting socialization styles, individual learning	Symbolic interactionism could aid in understanding family businesses, social capital, and competitive advantage.
Soleimanof et al. (2019), Entrepreneurship Theory and Practice	Explain why and how family institutions matter for individual-level entrepreneurial behaviors within family firms.	Favorable attitudes, beliefs, and values towards entrepreneurship	interactions and relationships. embeddedness within the family, family communication patterns	Relational embeddedness, communication	Family institutions' influence entrepreneurial behaviors by family members' cognitions, values and abilities, as well as, family and nonfamily members' interactions and relationships.
Steier (2009), Family Business Review	This article positions Rodriguez et al. (2009) within the broader context of entrepreneurship and social capital research.	New venture creation	Interplay of powerful social contexts—household, social, ethnic—and their impact on the propensity to found a new venture. incubators and opportunity platforms for venture creation.	Zeistgeist, parenting socialization styles	Family social capital is valuable as a means of opportunity and incubator for the creation of new ventures.
Aldrich and Cliff (2003), Journal of Business Venturing	To explore how family systems affect opportunity emergence and recognition, the new venture creation decision, and the resource mobilization process.	Entrepreneurship, opportunity identification, opportunity recognition, company start-up decisions, and the resource mobilization process of the individuals	Family embeddedness	Relational embeddedness	Family structure, characteristics, dynamics and culture influence entrepreneurship, opportunity recognition, opportunity recognition, business establishment decisions, and the resource mobilization process of individuals when deciding to grow or start a new one.

Carnes and Ireland (2013), Entrepreneurship Theory and Practice	Analyzing Innovation within family firms relying on and drawing from resource-based theory	Innovation	Familiness (Stabilizing, Enriching, Pioneering)	Relational embeddedness	Familiness has a positive impact on innovation through stabilizing, enriching, and pioneering elements of the resource bundling process.
Wiedeler and Kammerlander (2021), Review of Managerial Science	Attributes related to the (next gen) family manager, the family support, and the venture-family firm relationship	development of entrepreneurial capabilities	Entrepreneurial learning, family relationship and communication	Education, relational embeddedness, communicating	The future family manager, the family, and the family-firm relationship are among the factors that determine the effectiveness of transgenerational entrepreneurship.
Hammond et al. (2016), Entrepreneurship Theory and Practice	Define the concept of family legacy	Wealth expropriation, centralized ownership, risk aversion, dynastic succession employment for family, familial altruism, philanthropic giving, binding social ties, community involvement	Shared histories, deep social ties within the broader community, and strong identification with certain beliefs.	Relational embeddedness, parental socialization styles, communicating, Zeitgeist	Determine the three types of family legacy: social, material, and biological. The family-guiding coalition can protect and transfer the family's social legacy by incorporating the family's values into the company's daily operations and by sharing the family's involvement tales.
Liguori et al. (2018), International Entrepreneurship Management	explore self-efficacy as it relates to entrepreneurial intentions and entrepreneurial outcome expectations.	Entrepreneurial intention	Prior work experience, prior entrepreneurship experience, and prior family business exposure	Vicarious learning	Entrepreneurial self-efficacy and expectations for entrepreneurial outcomes were highly influenced by person inputs (gender, minority status, and generalized self-efficacy) as well as environmental / background inputs (previous job experience, prior entrepreneurship experience, and prior exposure to family businesses).

2.5 Conclusions and Future Research

This article's main contribution is the systematic categorization of family entrepreneurial values as well as of the mechanisms transmitting these values across generations. This has been achieved by systematically reviewing and synthesizing extant literature on family entrepreneurial value transmission, published in reputable journals so far. While the review shows that the literature on this topic has expanded significantly since 2010, each publication alone only addresses a narrow range of values and value transmission mechanisms. To the best of our knowledge, no attempt has so far been made to create the comprehensive overview of values and value transmission mechanisms that this article offers. The values and value transmission mechanisms can help future family entrepreneurship research in the following ways:

- Scholars can consciously look for, distinguish between, and analyze different types of values and value transmission mechanisms.
- The definitions of values and value transmission mechanisms allow to investigate what values and value transmission mechanisms prevail under different contextual circumstances, addressing the call for contextualizing family entrepreneurship (Welter, 2011).
- Our definitions of values and value transmission mechanisms can be used to address the call for disentangling family heterogeneity (Jaskiewicz & Dyer, 2017), by looking at what values and transmission mechanisms come to play in different families.

Family entrepreneurial value transmission refers to the extent of entrepreneurial value similarity or dissimilarity in the business-owning family members or generations in the family (Kupangwa et al., 2023). We found a wide range of entrepreneurial values that we grouped in three categories: family values, family business values, and societal entrepreneurial values. The latter category shows that the study of entrepreneurial values in a family business context needs

to consider the societal embeddedness of the family. Family values, even if they are characteristic of a particular family, relate to values on a community level and they also to some extent relate to community-level transmission mechanisms.

Societal embeddedness of family entrepreneurs plays a crucial role in value transmission, showcasing differences between regions like the West and the Global South. In the West, family entrepreneurs emphasize non-financial performance goals, social responsibility, regional community embeddedness, and societal respect (Clinton et al., 2021). Conversely, in the Global South, family embeddedness may have a darker side, potentially hindering an entrepreneur's psychological ownership and impeding firm development (Bichler et al., 2022). In addition to that, according to Jennings et al. (2015), family-oriented socio-emotional wealth influences firms within families differently in the West (US, Switzerland/Germany) and the Global South (China, Brazil, India), revealing varied societal embeddedness impacts. This contrast highlights how family embeddedness can vary in its impact on entrepreneurial values and outcomes across different societal contexts, shedding light on the complexities of value transmission within family businesses in diverse regions.

The value transmission mechanisms that we identified were grouped into eight categories: relational embeddedness, vicarious learning, communication, imprinting, educating, parental styles, community-zeitgeist and genetics. These mechanisms can work either separately or in parallel (Capolupo et al., 2022). Often, these mechanisms overlap and reinforce each other (Clinton et al., 2021). Most of the reviewed articles focus on the family business context, while family and individual level contexts are less emphasized (Cardella et al., 2020). Some articles also consider a wider community level (Alrubaishi et al., 2021; Anderson et al., 2005; Arz, 2019; Benavides-Salazar et al., 2022; Muigai et al., 2023). Importantly, note that these mechanisms operate not only from parents to children vertically (across different generations) but also

horizontally (within the same generation) (Bagherian et al., 2022). Value transmission is hence not only a process of passing on values, but also a process of their continuous and collective reconstruction. This process can happen in different directions, both within and across generations.

Our systematic literature review has focused on the identification and definition of family entrepreneurial values and the mechanisms transmitting such values. This focus was necessary to answer our research questions thoroughly. At the same time, it constitutes a limitation. We believe that there is room for additional systematic literature reviews with different foci on family entrepreneurship related topics, adding to the present work as well as that of Bettinelli et al. (2017), Cardella et al. (2020), Aldrich et al. (2021) and Capolupo et al. (2022).

Based on our review, we propose an agenda with questions for future research. While such a list makes no claim of being exhaustive, it raises several topics that the articles in the review touch upon, yet the literature does not comprehensively address.

- How do family values, family business values, and society entrepreneurial values interact? Is there always a mutual interaction with these sets of values influencing each other, or can there be situations where they develop independently from each other, e.g. family business values that deviate from the entrepreneurial values in the surrounding community or (general) family values that are different from the family business values that are only applied in firm-related situations?
- Do entrepreneurial values and value transmission mechanisms correlate with demographic characteristics of families and family businesses, i.e. can the prevalence of values and value transmission mechanisms be explained by variables such as firm size, firm age, family involvement, or generation in control?

- How are entrepreneurial values and value transmission mechanisms distributed across different geographical and cultural contexts? Are there specific values and/or transmission mechanisms that are over- or underrepresented in certain contexts?
- What role do different actors play in the transmission of values? Much of the literature we review focuses on value transmission from parents to children, but can there be a role for more remote relatives in value transmission or can non-family members be included in the process of transmitting family values? Particularly interesting is also the phenomenon of horizontal value transmission (between members of the same generation), although little research has explored this. Relatedly, horizontal value transmission can also be shaped by interactions within the same generation. This is an interesting possibility that requires further research. As much of the research in the field has been conducted in a Western context, we believe that research from contexts with different family structures can play an important role to answer questions related to what entrepreneurial values, transmission mechanisms and actors' roles transpire in different contexts?
- Some research acknowledges a mutual relationship in value transmission processes, i.e. value transmission is not a one-way street (Muigai et al., 2023). Yet, there is relatively little said on what mutuality in value transmission means in practice. What about value transmission processes other than those from the older generation to the younger? To what extent can the younger generation transmit values to their parents and how—by which mechanisms—would that happen?
- Most of the papers we reviewed have a relatively static concept of values with the exception of (e.g., Igwe et al., 2018; Markowska & Wiklund, 2020; Monticelli et al., 2020). However, it seems unlikely that values would be unchanged during the process of transmission. How and when do values change during transmission and what decides to what extent values change?

- How entrepreneurial values are transmitted at micro, meso and macro level considering society cultural orientation help to understand entrepreneurial behaviors? How does familiness shape entrepreneurial values of family members, family businesses, business families, even in non-business families? What are the factors (individual, family, organizational) affecting transgenerational entrepreneurship? What role does family system play in transmitting entrepreneurial values in the entrepreneurial process? How is entrepreneurship developed in a family and how does the family system influence it? How entrepreneurial learning happening in a family context?

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Paper 2

CHAPTER 3: BEYOND THE FAMILY AND THE BUSINESS: FAMILY ENTREPRENEURIAL VALUES TRANSMISSION MECHANISMS IN ETHIOPIA

3.1 Introduction

Entrepreneurial behaviors and values are deeply ingrained in the family context, with families being the oldest and most enduring social unit globally. As Rogoff and Heck (2003), put it the family is often likened to "the oxygen that feeds the fire of entrepreneurship". Furthermore, successful families, as noted by Aronoff and Ward (2011), often possess strong values rooted in emotional bonds, blood ties, and shared history. For this reason, several scholars, including Aldrich and Cliff (2003), Heck and Mishra (2008), Bettinelli et al. (2014), and Kupangwa et al. (2024), have also emphasized the important role of families in forming entrepreneurial values and transmitting them to the next generation either in fostering or constraining the development of entrepreneurial values and behaviors in their offspring. That said, values defined as "guiding principles" held by individuals (Ruf et al., 2020), often play a crucial role in molding identities and behavioral patterns within families and businesses. More specifically, Bettinelli et al. (2014), as well as Zellweger and Sieger (2012), refer to family entrepreneurship as the processes through which families develop, utilize, and transmit entrepreneurial values, behaviors, mindsets, and resources to create new streams of entrepreneurial, financial, and social value across generations.

But how are the family's entrepreneurial values transmitted from one generation to the other in enterprising families? While it is generally understood that the decisions and actions of the entrepreneur communicate these values behaviorally, Flamholtz and Randle (2011), Markowska and Wiklund (2020) have noted that we still face a notable gap in comprehending how individuals acquire entrepreneurial values in the family. As a matter of fact, extant family entrepreneurship research suggests that entrepreneurial values within a business-owning family are often derived from the founders and transmitted across generations through personal, day-to-day interactions among family members (Tessema et al., n.d). And although, many entrepreneurship studies touch upon values and value transmission in family firms, value transmission is most often not their main focus, or address a rather narrow set of transmission mechanisms (e.g. Arz, 2019; Bloemen-Bekx et al., 2019). Hence, I highly believe that there

remains a need for further research to fully comprehend the dynamics of entrepreneurial values transmission across and within generations (James et al., 2021).

Notably, studying value transmission requires acknowledging that it happens in contexts and families influenced by legal, social, and societal circumstances. Consequently, scholars have recently called for more contextualization in entrepreneurship research (e.g., Aldrich et al., 2021; Welter et al., 2019). Surprisingly much of the existing knowledge on entrepreneurial activity and value transmission is, however, based on Western contexts and while there is still little knowledge on entrepreneurial value transmission from a non-Western perspective (Igwe et al., 2018; Kupangwa et al., 2024; Newbery et al., 2017). This study intends to address this important gap by exploring the family entrepreneurial values mechanisms across generations within a non-western context. For this I adopt a qualitative inductive approach, seeking to conceptualize the mechanisms through which family entrepreneurial values are transmitted in four enterprising families in Ethiopia. Specifically, focusing on the Ethiopian context, I ask: *How are family entrepreneurial values transmitted in enterprising families?*

This study makes two main contributions to the literature on family entrepreneurship. First, I develop a framework of value transmission mechanisms that we classify in terms of the social and (family) business distances at which they transpire. While not claiming that these mechanisms represent an exhaustive list, I believe that the study tries contextualize a broad set of entrepreneurial values transmission mechanisms across generations contributing to family business success (Aronoff & Ward, 2011). Second, by studying value transmission in the specific socio-cultural context of Ethiopia, I will try to respond to calls to better contextualize family entrepreneurship research (Aldrich et al., 2021; Welter et al., 2019), and influences on entrepreneurial behavior (Ahmed et al., 2021; Singh & Belwal, 2008). Furthermore, this study intends to demonstrate how value transmission mechanisms are influenced by their socio-cultural contexts. While such contexts are idiosyncratic, most of the value transmission mechanisms I identify and the distance dimensions—social and (family) business—at which they emerge are relevant to other parts of the world, even if in variations influenced by the specific context. For this , I discuss the generalizability of my findings in the conclusions section of this study.

That said, the remainder of this article is structured as follows. In the theoretical background section, I present an overview of the extant literature on family entrepreneurial value transmission and provide contextual information on family entrepreneurship in Ethiopia. After outlining my research methods, I present my findings and detail the different value transmission mechanisms I have identified. As anticipated, these value transmission

mechanisms work at different analytical (family) business and social distances, which mainly includes the individual, the family, the clan/ethnic group, and the community. I used these findings to develop a model of family entrepreneurial value transmission mechanisms (FEVT). In the conclusions section of the study, I discuss the theoretical significance of my findings and their implications for policy and practice. Finally, I try to address both the limitations and generalizability of my work and point to future research directions.

3.2 Theoretical Background

This section intends to present an overview of the literature on family entrepreneurial value transmission followed by an overview of the family entrepreneurship context in Ethiopia.

3.2.1 Family entrepreneurial value transmission

Entrepreneurship is often deeply intertwined with family and kinship structures (Molina, 2020), exerting a significant influence on various business processes and outcomes (Kar & Ahmed, 2022). More specifically, families can foster entrepreneurial endeavors, serving as both an incubator and a regulator (Bettinelli et al., 2014). For this family values are so crucial. Such parental values, often influenced by external factors, impact family practices and ideals cultivating entrepreneurial behaviors and values, which ultimately create a complex interplay between individual aspirations and external influences (Yi et al., 2004). In a similar vein, Chung and Gale (2009) have emphasized the family's role in imparting crucial skills like interpersonal dealings and shaping entrepreneurial aspirations (Krueger, 2007). Further, beyond individual development, the family sometimes also acts as a fountain of support, maximizing the family's social capital, including entrepreneurial values (Arregle et al., 2015), and enabling entrepreneurs to navigate and overcome social, market, and institutional barriers (Gimmon & Felzensztein, 2023).

That being the case, at the core of the connection between family and entrepreneurial behavior lies value transmission where such values simultaneously transmitted and molded through continuous inter-subjective meaning-making across generations in the family (Barbera et al., 2018). In light of this Clinton et al. (2021), has proposed that entrepreneurial learning is the dynamic process of transmitting and embedding entrepreneurial behaviors and values through trans-generational entrepreneurial families. That being the case, family entrepreneurial values however, are not static but often continuously shaped by symbolic actions, familial interactions, and other socialization processes in the family (Barni et al., 2023). Collectively, these socialization mechanisms often contribute to the interpretation and reinterpretation of

entrepreneurial values, which often forms a rich tapestry of evolving meanings that shape the entrepreneurial identities, norms, and beliefs across generations in the family (Barbera et al., 2018). From this perspective, Barbera et al. (2018), have added that these mechanisms are triple-layered and include internal (transmitting knowledge within the family), interactive (peer interactions to resolve competing role demands), and experiential (interacting with societal/economic frames) dimensions. On a similar note, others have also stressed the importance of role modeling (e.g., Mungai & Velamuri, 2011), goal setting, mentoring, guidance, resource provision, and social support in the dynamic transmission of family-driven entrepreneurship (e.g., Kar & Ahmed, 2022; Sorenson & Milbrandt, 2023).

3.2.2 Family entrepreneurship context in Ethiopia

Ethiopia is often described with rich history and cultural heritage date back millions of years, as evidenced by the discovery of Lucy, a 3.2 million-year-old hominid fossil (Beru, 2013). What's more, according to the (UNDP, 2024), Ethiopia, with an estimated population of 126.5 million people (in 2023), is Africa's second-most populous country and one of fastest-growing economies, with a 7.2% growth in FY2022/23. However, up until today, it remains one of the poorest countries, with a per capita GNI of \$1,020, though aiming for lower-middle-income status by 2025. At the heart of this, the country faces ongoing challenges in structural transformation, unemployment, and poverty alleviation (Geda, 2022). As a matter of fact, the economy remains largely agrarian, with slow development in the industrial sector and modest urbanization rates (Dorosh et al., 2012), where youth unemployment is particularly persisting problematic despite continuous economic growth (Geda, 2022). Furthermore, urban unemployment was reported at 16.5% in 2014, with women unemployment rates more than double that of men (Engida et al., 2017). In order to address these issues, some suggest that Ethiopia should balance pro-poor investments in agriculture and rural development with transformative investments in urban infrastructure and industry (Dorosh et al., 2012), where families are at the centre.

On the flip side, Ethiopia in general is characterized by collectivist cultural orientation (Hughes et al., 2020), that defines the degree to which people in a society are integrated into strong and cohesive in-groups which often extended families that continue protecting them in exchange for unquestioning loyalty, and oppose other in-groups (Hofstede, 2007).

Furthermore, the country is with diverse set of social, economic, political, and environmental conditions (Beyene et al., 2016; López et al., 2021; Negussie & Slater, 2018) which influence the opportunities and challenges of entrepreneurship (Fan, Breslin, Iszatt-White, et al.,

2022; Lee et al., 2019; Mornah & Macdermott, 2023). In light of this, recent studies have revealed complex interactions between cultural practices, linguistics, and genetic structure among Ethiopian populations (López et al., 2021). At the heart of all Ethiopian culture is the emphasis on communal interconnection and belonging, where every individual is often integral to the collective whole (Gichamo, 2023) in which the family is not exception.

Consequently, family units in Ethiopia extend beyond simple support networks, rather they serve as pillars of mutual reliance, with relatives banding together in order to navigate life's encounters (Abebe, 2021; Wynn et al., 2021). Surprisingly enough, this sense of familial obligations, even towards distant relatives, underlines the significance of family ties in Ethiopian culture and forms diverse household dynamics across different ethnicities, regions, and religions in the country and beyond (Abebe, 2021).

That being the case, using continuity as a theoretical lens, Poluha (2004), argue that all acts and reactions that have an emotional or promotional diamentions which influence the behaviour often results in the persistence of prevailing norms and values that pass across generations in the family.

More importantly, in many ways, family is a major socialization force playing a central role in transmitting values and traditions from one generation to the next, which are crucial for family cultural preservation (Wynn et al., 2021). According to Abebe (2021), for example, the concept of family in Ethiopia is diverse and complex, with variations based on ethnicity, religion, and rural-urban contexts where children's agency within Ethiopian families is further influenced by factors like social maturity, ethnicity, and lifecycle events.

Nevertheless, Ethiopia's family entrepreneurship landscape often times faces significant challenges. The business environment is often times blamed as weak, with a large informal sector and low-productivity firms (Brixiová & Ncube, 2013). For example, Entrepreneurs in the country usually face personal and external challenges, including limited access to finance and inadequate support services (Alamineh, 2020). Furthermore, the lack of enterprise culture, partly due to historical factors, has hindered entrepreneurship development in Ethiopia (Melese, 2018). Regarding possible solutions, we have already seen in chapter one and two that effective family entrepreneurial value transmission is one the significant solutions for such problems. However, while studies such as by Kar and Ahmed (2022) focus on the influence of family involvement in business, it seems that little scholarly attention is given to the study of mechanism how entrepreneurial values are transmitted within Ethiopian enterprising families. Thus this study will try to fill this gap.

3.2 Methodology

3.2.1 Research approach

In order to explore how family entrepreneurial values are transmitted in enterprising families, this study tries to employ a qualitative-interpretative method for this approach focuses on understanding participants' subjective experiences and perspectives (Goddard & Mellville, 2004; Robson & McCartan, 2016) so as to gain more understanding of the complex processes of value transmission. Furthermore, the data collection methods also included in-depth interviews, focus group discussion, and observations, in four enterprising families in Ethiopia, focusing on their perception of how they have acquired their values and how they pass them to the next generation. Notably, my approach is consistent with established practices in entrepreneurship research, as suggested by Short et al. (2010) and Chandler and Lyon (2001) to ensure validity and rigor.

3.2.2 Sampling process

In order to observe a wide variety of value transmission mechanisms, I used purposive sampling technique Eisenhardt (1989), of four enterprising families. So as to select the enterprising families, I considered family enterprises and their members that are actively involved in businesses, manifested the intention to pass on the business to the next generation of family members, and showed independence of ownership and management by a business owning families (Calabrò et al., 2023). Table 1 provides an overview of my sampled enterprising families, and the family members interviewed in each of the sample family enterprises.

Table 5. Overview of sampled enterprising families

Case Family	1	2	3	4
Business Size	25 Employees	16 employees	1568 employees	160 employees
Ethnic Group	Amhara	Amhara	Gurage	Gurage
Family members interviewed by generation (G1, G2 and G3)	G1: Asnmamaw G2: Almaz, Bekalu, Selam and Fikir	G1: Ewunet and Taye G2: Mulu, Tsehainesh, Bezawit, Biniam, Demeke and Kale	G1: Sebsib and Shewalem G2: Tsehai and Markos G3: George and Gelila	G1: Sissay and Demekech G2: Kinfe, Meskerem, Mekides, Abeba and Zuriass
Family business Experience	More than 40 years	More than 40	More than 35 years	More than 30 years

3.3.3 Data collection

The data collection of this study included interviews, field notes, and observations. My primary data collection tool was semi-structure interviews for family members in each enterprising family. Moreover, the data was collected in family homes and family business premises. Interested in how family entrepreneurial values are transmitted in enterprising families, I prioritized participants who had an active involvement in the business. Furthermore, I

conducted 42 interviews with 23 family members while all the interviews lasted between 40-65 minutes which is facilitated by an interview guide. Interviews focused on the lived experiences and perspectives of the family members aimed at family incidents, events, traditions, family business issues, individual perceptions, feelings, and aspirations of each participant. In addition to that several interviewees were interviewed more than once to clarify certain details not covered in the previous interview. As a result, these iterative interviews allowed me to build a stronger relationship and gain more detailed and private access to the lived experiences of the participants which ultimately helped me to validate preliminary findings and insights obtained from previous interviews, ensuring the accuracy and reliability of my results.

In addition to individual interviews, I conducted focus group discussions (FGDs) with each enterprising family to gain an all-inclusive understanding of their family dynamics, values, and business practices (Xiong et al., 2020). Each FGD comprised 4 to 12 participants, selected to represent a cross-section of family members, close relatives, and friends with in-depth knowledge of the family's history, values, and traditions. This diverse participant selection was primarily designed to capture a broad spectrum of perspectives, enhancing the richness and reliability of the data gathered (Irizarry-Pérez et al., 2024; Lander & Dierks, 2020). Each FGD lasted between 90 and 240 minutes, allowing ample time for participants to share related stories, narratives, and personal experiences. As a result, the FGD provided a valuable platform for collective reflection, enabling family members in order to elaborate on individual responses gathered in the individual interviews (Lambert & Loiselle, 2008). Through these discussions, participants were able to validate and expand on each other's accounts, adding layers of detail to the insights gained. This iterative approach helped me verify individual narratives, often uncovering deeper themes and connections within the family's entrepreneurial journey (Aranda & Street, 2001; Thomas et al., 2014). Interestingly, this FGD enabled me to combine individual narratives with collective insights, generating a holistic and detailed view of each family's entrepreneurial culture, values, and shared practices (Phoenix & Brannen, 2014). Notably, the whole data collection was conducted entirely in Amharic, which is my primary language and a work language in Ethiopian business contexts, which I believe ensures clear communication and mutual understanding. Further, all participants were proficient in Amharic, allowing for a natural flow of conversation and reliable expression.

So as to maintain depth and consistency, all FGDs and interviews followed a semi-structured format with open-ended questions, allowing guided yet flexible discussions (Albaret & Deas, 2023; Magaldi & Berler, 2020). On a related note, conversations were recorded in full,

in order to capture the subtleties and specific phrasing of each participant's response. After doing that, all recordings were transcribed verbatim into English language to facilitate an in-depth analysis of recurring themes, patterns, and points of discrepancy among participants (Sendo et al., 2021).

In parallel to this, I also made extensive observations connected to the interviews and focus groups (Angotti & Kaler, 2013), as interviews were conducted at the business and homes of the participants, where the researcher in charge of the data collection got the chance to observe the real situations and contexts of the participants (Koskei & Simiyu, 2015; Monday, 2020). That being the case, observations were documented through field notes that included brief descriptions of the conditions and circumstances of each interview and focus group meeting, as well as indications of emotions and other personal reactions to questions and discussions between the participants (Bylander, 2012; Wolfinger, 2002).

Taking this into account and following Sattin-Bajaj (2018) and Im et al. (2022), procedure, I collected the data in three stages. The first stage was (August 2022-October 2022) which aimed at getting to know the families and their businesses and building a relationship with the family members and mostly consisted of first-round interviews with principals in each family. The second stage was (February 2023-May 2023) which focused on obtaining information on values that were important to the families and how these values were transmitted by asking about the different critical incidents that happened in the family and family business and how they managed them. This stage consisted of new first-round interviews with other family members and follow-up interviews with some of the participants in the first stage of the data collection. Finally, stage 3 was (August 2023-October 2023) which revisited issues related to values and value transmission. This stage included additional follow-up interviews with participants in the previous stages as well as FGDs. Then I concluded my fieldwork at the end of October 2023. The thoughtful decision to conclude the data collection was grounded in the clear recognition of data saturation.

Consequently, the different data sources and stages of data collection I used for this study complemented each other and helped me in offering a holistic and multi-faceted progressive understanding of family entrepreneurial values transmission from one generation to another in our participants (Igwe et al., 2018). Ultimately this diverse perspectives and data sources were integrated into the analysis which definitely enhanced the credibility and reliability of my findings (Bazeley, 2012). Further, Table 2 details all the sources of data.

Table 6. Data collection

<i>Enterprising families</i>	<i>No</i>	<i>Date (the dates corresponds to the data collection phases)</i>	<i>Interviewee</i>
Family 1	1	August 10, 2022, March 11, 2023, July 10, 2023	Biniam
	2	August 13, 2022, March 13, 2023, July 13, 2023	Demeke
	3	August 19, 2022	Taye
	4	August 23, 2022	Mulu
	16	March 14, 2023	Bezawit
	17	March 15, 2023	Kale
Family 2	5	September 1, 2022, March 1, 2023, July 21, 2023	Almaz
	6	September 3, 2022, March 4, 2023, July 22, 2023	Bekalu
	7	September 6, 2022	Selam
	8	September 7, 2022, March 8, 2023	Fikir
	18	March 6, 2023, March 6, 2023	Daniel
Family 3	9	August 25, 2022, April 5, 2023, August 15, 2023	Markos
	10	September 2, 2022	Tsehai
	11	August 8, 2022, September 2, 2023	Sebsib
	12	August 9, 2022	Shewalem
	19	March 21, 2023	George
	20	April 8, 2023	Gelila
Family 4	13	August 27, 2022, April 11, 2023, August 28, 2023	Knife
	14	August 28, 2022, April 13, 2023	Demekech
	15	August 29, 2022, April 14, 2023	Abeba
	21	April 15, 2023, August 29, 2023	Mekdes
	22	April 16, 2023	Zuriash
	23	April 17, 2023, September 5, 2023	Meskerem
	Observations		During every visit for the interview
FGD		One time for each family	FGD

3.3.4 Data analysis and coding

I did the analysis stepwise. First, I transcribed all interviews and focus group meetings which served multiple purposes: Firstly, it allowed for a more familiarity with the data sources, enhancing understanding of the context in each case, as emphasized by Davidson (2009) and King and Kitchener (1994). Interestingly, this familiarity was crucial for curious details of family entrepreneurial values transmission mechanisms and provided me an opportunity to immerse myself in the interviewees' typical voices, tones, and emotions. Through actively and repeatedly listening and taking notes during this process, the early interpretation of the data was done which notably allowed me to get a more comprehensive understanding of the qualitative data. Ultimately, this step was finalized with the translation of all transcriptions and observation notes into English.

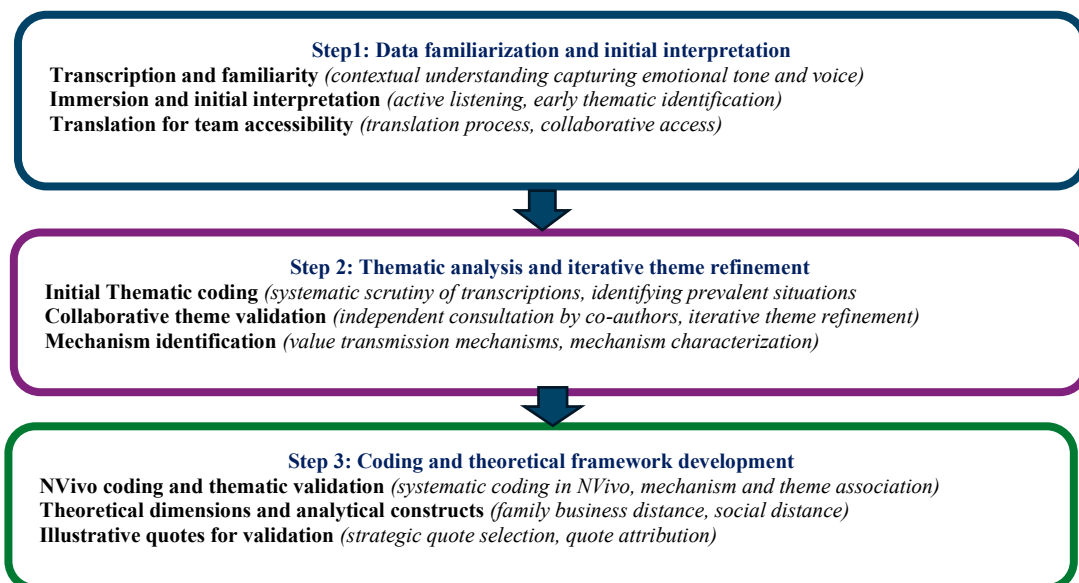


Figure 6: Applied data coding scheme

In the second step, I conducted a thematic analysis of all transcriptions and notes. Guided by Guest et al. (2013), I inspected transcriptions for prevalent and interesting situations, using a systematic and inductive means of identifying themes in the data. Throughout this process, I focused around a preliminary grouping of the value transmission mechanisms. As a result, a detailed analysis of these mechanisms provoked the identification of two important dimensions which characterized the transmission mechanisms. First, while some mechanisms seemed to operate at a close distance from the family business, others appeared to be active farther away from it. Second, while some mechanisms seemed required the participation of a few individuals, typically the focal participant and one or a few other family members, other mechanisms seem to require larger group engagement, in some of them even beyond the immediate family and clan. Interestingly, these patterns appear to provide a preliminary approximation to the model I present in my findings and Figure 2.

Intrigued by these preliminary findings, I proceeded in a third analytical step to code all transcripts in NVivo. This analytical step aligned with the recommendations of García and Welter (2013), facilitated the refinement and validation of my previous intuitions. Then It follows that, quotes were associated with emerging mechanisms (such as *empowering, day-to-day observing* and “*Zeitgeist*”), themes (that is, *close to family business* versus *far from the family business*, and *individual, family, clan*, and so on), and theoretical dimensions (*Family Business distance* and *Social distance*). Finally, purposively and strategically used particularly illustrative quotes to punctuate the discussion and identify individual respondents, which

interestingly added depth and credibility to the interpretation which ultimately provided me a more detailed understanding of the data.

3.4 Key Findings

In the process of analyzing my data, two prominent distances from the family unit emerged - social and family business. These distances revolve around the mechanisms through which entrepreneurial values are transmitted at different family/business and social levels which includes the individual, the family and the family business, the clan/ethnic, and the community. At each of these distances, I identified one or several transmission mechanisms. Some of the mechanisms span over various social levels—individual, family, clan, ethnic group and community which covered large social distances.

3.4.1 Day-to-day observation and experiential learning

My findings highlight that observing and imitating family members constitute significant mechanisms through which individuals acquire entrepreneurial values. Furthermore, family members learn entrepreneurial values through the act of observing and imitating others within the family. Participant 10's account vividly illustrates this point: *"Since my early childhood, as a daughter, I used to observe how my mother produces and sells the local whiskey. I most of the time assisted my mother in doing so, and finally, I managed to do it on my own"*. This narrative exemplifies how close to (family) business has a direct influence on the acquisition of entrepreneurial skills and values through observational learning and hands-on experience.

In addition to that, individuals also learn from their experiences by constructing entrepreneurial meanings and values transmitted. Participant 17 expressively expresses, *"Though influenced by family, society, and university, after graduating, I realized that reality did not align with my expectations. Drawing from my experiences, I crafted a unique lifestyle and ventured into entrepreneurship. My father told me that he has also learned from me and changed his value on education and advised others to stick to entrepreneurship"*. These statements illustrate the participant's journey of self-discovery, emphasizing the transformative impact of personal experiences on shaping individual choices and the decision to pursue entrepreneurship. Thus my study underlines the broader theme that individuals, like Participant 17, often draw from their experiences beyond the family to construct their future paths.

3.4.2 On the job training

Learning and transmission of entrepreneurial values might also occur through intergenerational exchanges, particularly from educated family members to others. Participant 10 illustrates this

by sharing, *“Since I did not attend formal education, my brothers used to educate me on financial recording and calculating transactions even after I started my own business.”* Another insightful account comes from Participant 6, who mentions, *“Assuming that I would take over the family business, my father practically used to take me to wholesalers in Merkato (the largest marketplace in Ethiopia) to show and train me how to buy stock, compare prices, and select the right quality.”* Interestingly, these narratives emphasize the richness of on-the-job training within family contexts and beyond the family, contributing significantly to the development of entrepreneurial values.

3.4.3 Engaging in business

Practical experience of working in the family business is also a powerful means of transmitting entrepreneurial values while actively engaged in family or relative-owned businesses. Participant 1, for instance, recounts, *“Every Saturday and weekdays after school, I used to participate in the family business, assisting my father. As I grew and gained experience, I managed to handle it. This engagement played a crucial role in my return to the family business after working as a teacher in a school.”* Participant 17 shares, *“After graduation, I struggled to find employment, so I began working in my sister and her husband's family electronics business in Addis Ababa. After two years of gaining experience there, they generously provided me with some seed money, which allowed me to start my own business in Bahir Dar.”* This might show that families engage children early, with expectations of future ownership or contribution in which the participants in this case were actively engaged in relatives' family business to gain experience which opens the chance to acquire and learn values.

3.4.4 Informal Apprenticeship.

What is more, younger siblings often assist in a relative's or elder sibling's business, facilitating value transfer through observation and practice. Participant 9 highlights that: *“my elder sibling went to his uncle's business at Merkato, and younger siblings in general used to work in their elder brother's business without any payment as apprenticeships.”* In addition, Participant 21 shared, *“My brother Sisay wanted me to study accounting so I could manage the finances of his business. He then arranged a sort of apprenticeship for me to learn and practice what I had studied at university in another organization, with a small payment in an informal way. Once he was confident that I had acquired the necessary skills and values, he asked me to join the family business to handle the accounting.”* This exemplifies the deliberate yet informal assignment of family members to different businesses to help the family member acquire the necessary skill and values for further developing their own or family business.

3.4.5 Out-migration (Fanonet)

Out-migration, also locally known as Fano in the Gurage community, refers to leaving the family as well as the region where it lives, for another place to find one's fortune and gain new experiences while the out-migrants are referred to as Fano (Nida, 2000). Offspring are often sent away at a young age to live with relatives, Participant 11 reports: *"The family exerted pressure to leave for better income and business opportunities. Particularly, if someone in the village undertook a similar journey and achieved success, the family would pressure you to follow suit. I left the family at the age of 13 for Dire Dawa, where my elder brother was involved in a small business."* We know from extant research that migration experiences contribute to the acquisition of new skills, experiences, knowledge, and the establishment of new social networks, ultimately enhancing the socioeconomic status of migrants (Kisaakye et al., 2021). In the Ethiopian cases, migration is often an institutionalized practice aiming at exposing the next generation to new experiences. Particularly, in the Gurage ethnic group it is common to send away children to live with relatives or even alone far away. From this perspective, according to Acemoglu (2022), out-migration fosters independence as a value, but entrepreneurial values are also transferred by the relatives or the new community the out-migrated offspring live with.

3.4.6 Storytelling

It is clear that the practice of storytelling often serves as a powerful medium for instilling values, sharing experiences, and inspiring entrepreneurial ambition. Similarly, participant 13 shared, *"My mother and elder siblings used tell us stories of the eldest son's business success, which still remains in my mind,"* showing how family storytelling motivates and sets benchmarks for achievement. In a similar vein, at the clan or ethnic level also stories are commonly shared among the members. Participant 10 explained, *"In Gurage ethnic culture, it is common to hear different stories about successful, failed, or migrated neighbours and clan or ethnic members involved in business."* This shows that story telling as a mechanism is both reflected in the family and clan/ethnic level. This also testifies the mechanism is not limited to the family only but beyond it at the farther social, family(business) distance.

3.4.7 Role modeling

Role modeling is another value transmission mechanism which often shapes the aspirations and behaviors of younger family members. Participant 15 stated, *"We consider our eldest brother as a role model for his courage and business success,"* highlighting how family role

models inspire ambition and emulation. Role modeling provides a tangible example of entrepreneurial behavior that is credible and inspiring, particularly because the individual is part of the family. Similarly, family members often draw inspiration from societal role models. Participant 9 shared, *"The legendary runner Haile Gebrselassie has been my role model for his success in both running and business. This admiration started in my childhood and continues to this day. He is my hero."* In this case also the mechanism is not limited to the family(business), but also to the farther distance at the community level.

3.4.8 Reminding/telling/preaching entrepreneurial aspirations

Encouragement and preaching of entrepreneurial aspirations from family elders is another mechanism by which entrepreneurial values are nurtured. Participant 21 shared, *"Our mother and elder brother advised us daily to be educated entrepreneurs,"* Participant 6, also adds that *"My father used to nag me over and over again to take over the family business for so long, as he saw me as the right child to handle it."*, highlighting how consistent elders guidance foster entrepreneurial ambition, family values, and resilience for future challenges. At the clan level, similar dynamics have also been observed. Participant 14 shared, *"I had wealthy clan members in one of the shops in Merkato. After my son, Sisay dropped out of school, he went directly to Merkato to join my clan members. They frequently advised him to be patient yet active, and to prioritize saving to grow in business. Yet he was just like that"*

3.4.9 'Equib' system

Equib is a widely practiced informal credit association that rotates saving among members deep rooted in Ethiopian culture, spanning diverse ethnicities, social strata, genders, age groups, and geographical locations. It serves not only as a saving and loan mechanism but also as a conduit for social connections within kin groups, neighborhoods, or friendships (Aredo, 2004; Mequanent, 1996). Being a traditional means of mobilizing resources, members of a community contribute funds to Equib and borrow money when in need. Equib imparts important entrepreneurial lessons, related to thriftiness, collaboration, and community engagement. Participant 6, reflecting on familial exposure, shared, *"My father's management of Equib allowed me to observe its operations, teaching me the effectiveness of this method for saving and promptly accessing funds for business and personal needs. Presently, I actively engage in Equib with my friends."* Participant 10 highlighted the early introduction to Equib, stating, *"Participating in Equib since childhood in my family and village instilled in me the value of saving even in small amounts. I continue this practice with my neighbors."* Participant 1

underscored the ongoing relevance, stating, *"My father's utilization of Equib has been a lasting tradition, providing me with the confidence to secure financing for my business when needed."* In essence, Equib serves as a dynamic vehicle for instilling financial values and fostering a sense of community-driven resourcefulness (Tadesse, 2023).

3.4.10 Family, clan and ethnic socialization

Socialization in events and meetings, formal and informal, emerges as a significant mechanism for transmitting entrepreneurial values. Participant 13 shares, *"During Gurage Meskel celebration, Gurage families, clan and ethnic member reunite mostly in the countryside to celebrate, share experiences, and inspire each other by recognizing successes."* This event serves as a platform for socialization at ethnic, clan, and family levels, offering an opportunity for those in rural areas to see the changed lifestyles of urban relatives and be inspired to emulate similar successes. Similarly, Participant 17 from an Amhara family describes, *"We count the day's earnings together, sharing laughs as we stack the Birr notes, then we sit down for a meal and talk. These moments foster a family atmosphere where we share stories and experiences."* Participant 5 emphasizes the importance of nightly family discussions, stating, *"Every night, we gather as a family to discuss both business and personal matters."* In contrast, Gurage families focus on business development in meetings involving interested members, highlighting the role of socialization in transmitting entrepreneurial values across different family interactions.

3.4.11 Ethnic and clan networking

Networking happens not only at the level of the extended family but also in a broader setting at the level of the clan or ethnic group, as extant literature acknowledges (Urban, 2010; Yang & Giroto, 2024). Members of the clan or the ethnic group play an important role as a point of reference, especially for young people who have moved away from their native region. Participant 14, a member of the Gurage ethnic group, who has moved to Addis Ababa shares an example, stating, *"My clan members work in Merkato in that big market. My eldest son went there to work with them, and they helped him learn how to conduct businesses in the Merkato area."* Participant 9 stated, *"In our ethnic community, hospitality is deeply ingrained. When newcomers arrive from rural areas, they are automatically entitled to stay in our houses and share meals and experiences with us for a few days."* This emphasizes the supportive network and collaborative ethos present at the ethnic and clan levels. Similarly, as suggested in a research conducted in Igbo community, Nigeria, by Igwe et al. (2020), the utilization of clan

and ethnic-level networking adds a layer of community support to entrepreneurial value transmission, filling institutional voids in the process. This community-driven approach enhances the transmission of entrepreneurial values by fostering a collective environment that supports and guides individuals in their entrepreneurial endeavors.

3.4.12 Empowering/providing autonomy

Empowering refers to transferring values by giving responsibility to members of the next generation, trusting them to make decisions, giving them opportunities to voice their ideas, and supporting them in pursuing their ideas (Cargo et al., 2003; Lightfoot, 1986). This in turn particularly strengthens values relating to independence and personal responsibility. Participant 1 shares, *“My mother used to say that everyone should be personally responsible for his or her own life and be independent of others, including our elder brothers. Because of that, I left the family while I was thirteen years old.”* Younger generations, in turn, internalize values related to independence, expressing their opinions on personal, family, and business matters. Participant 21 highlights the inclusive nature of family discussions, stating, *“In our family (Kindred meetings), everyone is heard regardless of age, gender, or educational status. So, the better idea wins, not the person. It empowered me to explain my ideas without fear.”* This does not mean that all members of the studied families felt empowered by the older generation. Participant 11 felt a lot of pressure from his parents, but this made him adopt a different stance towards his children *“I have not dictated to my children; I want them to decide by themselves. I try to guide and show them what is important for their life, but it is their decision.”* However, it's crucial to note that empowerment comes with a balance of duties and responsibilities, evolving as the child grows (Olsen, 2023).

3.4.13 Zeitgeist

Zeitgeist refers to the transmission of values in broader social contexts, encompassing political, ideological, and institutional forces that endorse specific values (Barni et al., 2023; Riggs & Due, 2023). In the Ethiopian context, entrepreneurial value transmission transcends ethnic boundaries, fostering business growth and resilience through diverse interactions. Participant 12's account of working with Cubans, Somalis, and Oromos in Dire Dawa exemplifies this cross-ethnic transmission: *“While my brothers and I were engaged in business in Dire Dawa, we collaborated with various community groups—Cubans, Somalis, Oromos—learning how to conduct business with diverse ethnic groups. This experience proved invaluable in expanding our business and acquiring additional resources.”* This illustrates horizontal value transmission, where entrepreneurial practices and insights are shared across ethnic lines,

enriching the business landscape with varied cultural influences. Participant 11 adds, "There was a military camp at Hurso with Cubans stationed there. They bought items from us, which led us to learn some of their values and language for business exchanges." This explains community levels of value transmission. Participant 12 also accounts for that. "In 1984 E.C., after our shop was burnt, fortunately, we met a Somali businessperson who supplied us products. It was pure luck. We opened a shop with this person and worked with him. He taught us so many business secrets and values." This partnership highlights the role of cross-ethnic alliances in fostering business recovery and growth, where trust and knowledge-sharing are vital for entrepreneurial success. This instance of inter-ethnic collaboration reflects a unique Ethiopian business environment, where values of adaptability, collaboration, and resilience are actively transmitted and enriched by Ethiopia's multi-ethnic makeup. Table 7 presents a summary of Entrepreneurial value transmission mechanisms.

Table 7. Value transmission mechanisms

Value Transmission Mechanisms	(Family) business and social distance	Explanation/definition	Example
<i>Day-to-day observation and experiential learning</i>	Close to (family) business Individual/family/clan/ethnic/ community social distance	Children learn from their experiences, environmental feedback, and by observing family members involved in the business.	"My father wanted me to be a government employee, but after three months of teaching, I realized the salary couldn't cover my expenses, so I returned to the family business." - Participant 1
<i>On the job training</i>	Close to (family) business Family/clan/ethnic social distance	Family members actively engage in training each other on how to operate the business while working within the family business.	"I was illiterate and trained by my younger brother how to record and manage my business." - Participant 10
<i>Engaging in business</i>	Close to (family) business Family/clan/ethnic social distance	Children acquire entrepreneurial values through hands-on experience in the family business, without formal apprenticeships or ownership shares.	Participants 6 and 1 shared, "Every Saturday, we helped our father with the family business on market day."
<i>Informal apprenticeship</i>	Medium distance to (family) business Family/clan/ethnic social distance	Inexperienced family members have the chance to undergo informal apprenticeships within a sibling's business or a relative's business located in a town.	Participant 9 shared, "The elder sibling worked at his uncle's business in Merkato, while the younger siblings worked for him without pay."
<i>Out-migration 'Fanonet'</i>	Medium distance to (family) business Family/clan/ethnic social distance	Families encourage their children to out-migrate for business purposes at an early age, a process locally described as Fanonet, and the out-migrants are referred to as Fano.	"I left the family at the age of 13 for business." - Participant 11
<i>Storytelling</i>	Close to (family) business Family social distance	Families share enterprising and success-related stories with children	"My mother and elder siblings used to tell stories of the eldest son's success in business." - Participant 13
<i>Role modeling</i>	Close to (family) business Family/clan/ethnic social distance	Successful and respected family members serve as role models for the younger generation to follow.	"We already consider our eldest brother as our role model since he displayed courage and achieved success in business." - Participant 15
<i>Reminding/telling/preaching entrepreneurial aspirations</i>	Close to (family) business Family/clan/ethnic social distance	Elders and parents in the family consistently provide advice, reminders, and aspirations to younger siblings.	"Our mother and elder brother used to advise us to be educated entrepreneurs almost every day." - Participant 21
<i>Equib system</i>	Medium distance to (family) business Family/clan/ethnic/community social distance	The Equib system is a rotating savings association where members contribute regularly, and funds are distributed by lottery. Children learn resourcefulness and financial mobilization through this shared economic practice.	"I used to use Equib system since my early childhood with my parents and villagers and the rest siblings, clan." - Participant 10
<i>Family, clan and ethnic socialization</i>	Medium distance to (family) business Family/clan/ethnic/community social distance	As a collectivist family, they gather during festivities and events, giving children a chance to see relatives with changed lifestyles from towns.	Participant 13 shared, "The family gathers for Meskel each year to socialize and share business and life experiences, indirectly learning from each other."
<i>Clan and ethnic networking</i>	Far from (family) business Clan/ethnic social distance	The network of migrants, former migrants, and non-migrants builds kinship and community ties, creating social capital and enhancing economic opportunities between urban and rural families.	Participants 12 and 14 shared, "We have a strong rural-urban network, bonding with families, relatives, and our clan."

<i>Empowering /providing autonomy.</i>	Far from (family) business Family/clan/ethnic social distance	Families empower their children by providing autonomy and guidance, allowing them to experience life and make independent decisions about their life directions.	"We grew up autonomously and inclusively. We were free to decide our path, and the family used to empower us in that regard." - Participant 9
<i>Zeitgeist</i>	Far from (family) business Community social distance	At a community level, after moving to rural areas, acculturation and exposure to others' cultures and contexts are experienced.	"We were influenced by the place and different ethnic groups in Diredawa, our Merkato where so many ethnic groups and cultures coexist." - Participant 12

3.5 Discussion: A Proposed Model for Family Entrepreneurial Value Transmission Mechanisms

My research unravels the mechanisms facilitating the transmission of entrepreneurial values within business families. Entrepreneurial value transmission is a dynamic interplay of personal, familial, cultural, and societal factors. These mechanisms collectively ensure that entrepreneurial values are not only preserved but also adapted and enriched across generations. The mechanisms of entrepreneurial value transmission within business families, as analyzed in this study, highlight a dynamic and multi-dimensional process that spans social and family business distances, extending from the immediate family to broader community and societal structures. This research advances the theory of family entrepreneurial value transmission by incorporating non-Western perspectives, specifically from an indigenous Ethiopian context, thereby addressing gaps in existing literature. While prior studies, such as those by Barbera et al. (2018), Bika et al. (2019), Chereau and Meschi (2022) and Erdogan et al. (2020), have predominantly focused on Western family businesses, our findings illuminate unique mechanisms like child out-migration, individual constructive learning, the *Equib system*, and clan and ethnic networking, pivotal in transmitting entrepreneurial values in Ethiopian family enterprises.

The family unit and business play a vital role in shaping entrepreneurial values, particularly through mechanisms operating at close social distances. At the closest social distances within families, mechanisms such as *observational learning*, *empowering* and *engaging in the business* ensure that entrepreneurial values are deep rooted through relational proximity and shared experiences. Observational learning fosters a constructive process where family members absorb values by observing other family members in routine activities. *Role modelling* and *storytelling* further reinforce these values, as family narratives about entrepreneurial challenges and successes create a shared sense of identity and purpose. Through *reminding*, *preaching entrepreneurial aspirations*, families continually instil an entrepreneurial value while bridging generational gaps. Practical methods such as *informal apprenticeships*, *on-the-job training*, and *empowerment* enhance the transfer of values and foster personal agency. These approaches combine structured learning with real-world

experience, ensuring that family members develop both the competencies and values required for entrepreneurship. Together, these mechanisms emphasize the interplay between relational proximity, shared experiences, and personal initiative, solidifying families as crucial incubators of entrepreneurial values and skills that endure across generations.

As social distances extend to broader familial and community networks, mechanisms such as *clan and ethnic networking* like Ethiopia's *Equib system* emerge as vital mechanisms. These networks act as collaborative platforms that reinforce trust, resource-sharing, and community cohesion, embedding entrepreneurial values into broader social systems and ensuring their influence beyond the immediate family business. At even greater distances, child *out-migration* introduces geographic and contextual shifts that expose individuals to diverse entrepreneurial environments. Upon reintegration, these experiences enrich the collective entrepreneurial ethos, bridging local and broader contexts. Our findings also stress the role of *socialization and networking* practices at family, clan/ethnic, community, and societal levels in facilitating entrepreneurial value transmission. These practices, often embedded in rituals, gatherings, and shared activities, emphasize collaboration, trust, and collective progress. This is in line with the prior studies by: Dyer et al. (2014); Nordstrom and Steier (2015). In addition, in line with Barni et al. (2023) and Riggs and Due (2023), at the farthest social distance, societal forces, other ethnic groups and communities and cultural trends—referred to as the *zeitgeist*—also shape the transmission of entrepreneurial values. These influences create a broader context that either supports or constrains the entrepreneurial aspirations cultivated within families and communities (Vedder et al., 2009).

Our findings provide three important insights. First, it reveals that value transmission mechanisms are not confined to specific social or family/business distances. A single mechanism can be observed across various levels of interaction. For example, practices such as Equib, socialization, daily interactions, observation, informal apprenticeships, role modeling, business engagement, and on-the-job training are employed across both familial and broader social or business contexts. Notably, Equib is utilized not only within families or family business but also at the clan or ethnic group level and within the broader community. Second, in contrast to the traditional unidirectional flow from parents to children or from seniors to younger generations Kupangwa et al. (2024), our findings highlight active participation and influence from younger generations, reflecting a reciprocal dynamic that fosters adaptability and innovation across generations. This bidirectional process enhances the sustainability and resilience of entrepreneurial values within families and communities. And

third, our findings illuminate the individual-level transmission mechanism, often overlooked in family entrepreneurship value transmission literature.

Based on our findings, we formulate a model delineating the mechanisms employed for the transmission of entrepreneurial values within business-owning families in Ethiopia (see Figure 2). The proposed model integrates phenomena less commonly observed in Western context—such as early child out-migration as a transmission mechanism of entrepreneurial values—but also delineates the transmission mechanisms across different distances, suggesting its potential applicability as a generic framework adaptable to various settings. Overall, entrepreneurial value transmission is a dynamic interplay of personal, familial, cultural, and societal factors, operating beyond the confines of the family unit or family business. These mechanisms collectively ensure that entrepreneurial values are not only preserved but also adapted and enriched across generations. Moreover, this study underscores that value transmission occurs across overlapping social distances simultaneously. From the immediate relational context of families to broader societal interactions, these mechanisms work in an interconnected manner, illustrating the complexity of value transmission processes. By conceptualizing value transmission as spanning various social distances rather than confined to specific levels, the study enriches understanding and contextual variability of entrepreneurial value transmission.

In sum, our study expands the scope of family entrepreneurial value transmission to include non-Western, particularly Ethiopian, context. Importantly, it builds theory on entrepreneurial value transmission by highlighting the bidirectional and distance-spanning nature of transmission mechanisms and their simultaneous operation across varying social and family business contexts. By contextualizing these mechanisms within an indigenous African framework, the research provides a robust foundation for future explorations of entrepreneurial value transmission across diverse cultural landscapes.

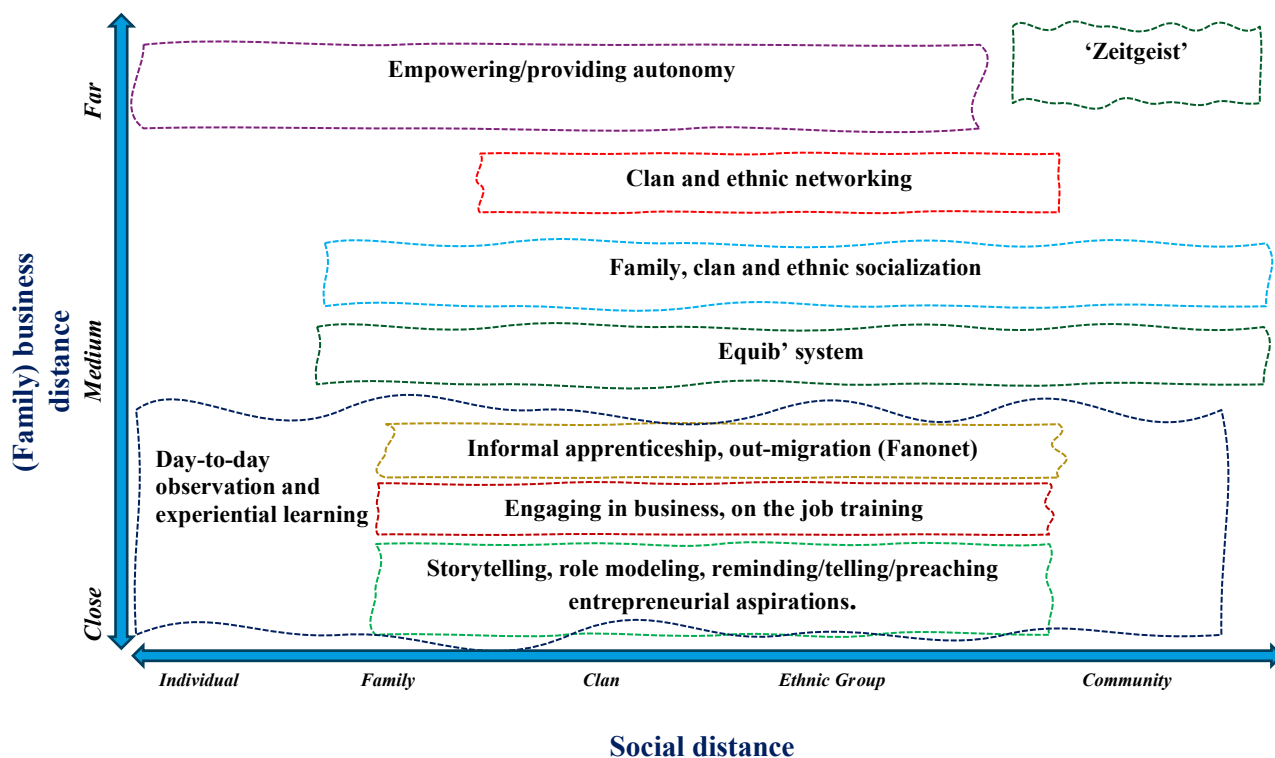


Figure 7: Proposed model for FEVT in Ethiopian business-owning families

3.6 Conclusions, Implications, Limitations and Future Research Directions

3.6.1 Conclusion

My research identifies 13 different transmission mechanisms of entrepreneurial values in an Ethiopian context. These transmission mechanisms extend beyond the context of the family and its businesses. While the value transmission occurring at this level is important, value transmission also involves higher levels of analysis such as the clan, the ethnic group, or communities at large with its prevailing zeitgeist. My findings show that value transmission cannot be sufficiently understood as a top-down process where older generations pass on values to their offspring. Rather, the younger generation has agency in this process. During adolescence and beyond, children often co-shape the value transmission process, for example by using the autonomy provided to them by empowering parents and by utilizing networks and social connections within the family and beyond. This is manifested in practices such as the out-migration for business processes and ethnic networking.

My findings contribute to the broader discourse on family entrepreneurship by emphasizing the importance of considering cultural and contextual variations. Drawing from Welter (2011) and Welter et al. (2019), I advocate for a more contextualized approach to entrepreneurship research, one that acknowledges the diverse socio-cultural and economic landscapes within

which entrepreneurship operates. My findings are contextual and shaped by the empirical setting in Ethiopia. This said, I believe that the value transmission mechanisms I identified have significance beyond the empirical context of my studies. Some of them are in line with observations scholars have reported from other contexts, for example, day-to-day observation, on-the-job training, informal apprenticeships, and storytelling (Igwe et al., 2018; Parada & Vilad s, 2010; Zwack et al., 2016). Others, such as the Equib system, the out-migration, or the clan and community level socialization are more specific to the Ethiopian context. Still, we can sometimes find similar yet not identical setups in other cultural contexts. For instance, the out-migration has a parallel in the European system of ‘journeyman years’ where young artisans travel sometimes long distances to practice their trade in different places and learn from different masters ("Reviews," 2004). While this concept is different from Fanonet (e.g. there is usually no idea of living with relatives far away), the systems share the idea of learning by moving away from home and acquiring values from people one would not meet otherwise. The networking within the clan or ethnic group resonates with networking activities in other contexts. While clans play a lesser role in Europe than in Ethiopia, industrial districts are characterized by local cultures and shared values (Becattini, 2004). Wigren-Kristoferson (2003), found that the entrepreneurial spirit of the Gnosj  industrial district in Sweden was reproduced in community arenas such as enterprises, churches, and associations.

3.6.2 Implications

My research offers actionable insights for policymakers and practitioners to better support family businesses and entrepreneurship in non-Western, specifically African, contexts. By identifying unique value transmission mechanisms in Ethiopia—such as child out-migration, individual learning, and clan networking—my study highlights the need for culturally responsive policies and programs. Recognizing and integrating these mechanisms can guide practitioners in designing support that aligns with local cultural practices, making entrepreneurial initiatives more relevant and impactful. My findings also reveal that younger generations in family businesses actively shape entrepreneurial values, suggesting that policies should encourage intergenerational collaboration. For practitioners, this implies fostering environments where youth in family firms are seen as co-creators of business strategy and values, which strengthens resilience and continuity. Programs that empower younger family members as active participants can lead to innovation while supporting a dynamic transfer of values within firms.

Additionally, our study emphasizes that value transmission spans individual, family, and community levels, calling for policy approaches that reinforce family and community networks. Policy makers and practitioners can leverage the interconnectedness that we unveil as crucial in entrepreneurial value transmission by developing support programs that encourage partnerships across clans and ethnic groups, strengthening business ecosystems through collaboration. Overall, our research underscores the need for multi-level, culturally grounded strategies that align with the social dynamics of family businesses. For practitioners, tailoring interventions to these dynamics will enhance sustainability and growth, contributing to broader economic development in diverse cultural settings.

3.6.3 Limitations and future research direction

While one of the main contributions of my research lies in examining entrepreneurial value transmission in an under-researched context, the contextual nature of the study is also a limitation. The study examines value transmission mechanisms that can be observed in a particular context. Some of these might not occur in other contexts in the same way, and other contexts may have different value transmission mechanisms. We have discussed the transferability of our value transmission mechanisms above and we believe that the distance dimensions we induct to classify different transmission mechanisms are theoretically interesting and relevant across contexts. In any case, we welcome studies of entrepreneurial value transmission mechanisms in other socio-cultural contexts. These would reveal similarities and differences and show to what extent some value transmission mechanisms might be universal. Additional studies would also enhance our knowledge of family entrepreneurship in not-yet-researched contexts.

Although my data collection spans more than a year, on participants' reflections about the past ("what was happening"), present ("what is happening"), and future ("what will happen") to understand how values transmitted over time within the family business setting we mainly capture snapshot pictures of our cases, including some reminiscences of our interviewees. A truly longitudinal study could help us better understand how value transmission mechanisms evolve and change over time. It would also create an opportunity to investigate changes in contextual factors, such as socioeconomic conditions, market dynamics, and technological advancements and their effects on entrepreneurial value transmission mechanisms. Finally, the mechanisms we identify and the distance categories we suggest may be explored in terms of their impact on entrepreneurship. It may be the case that not all mechanisms work equally in shaping entrepreneurial intentions and behaviors.

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Paper 3

CHAPTER 4: BEYOND THE NECESSITY-OPPORTUNITY DICHOTOMY IN FAMILY ENTREPRENEURSHIP: ENTERPRISING FAMILIES IN ETHIOPIA

4.1 Introduction

Entrepreneurship in the family businesses field often occurs from a mix of motivations and contexts (Labaki & Mustafa, 2023; Montiel Méndez et al., 2022). At the heart of this field are two dominant ideas: necessity entrepreneurship, where people start businesses because they have no other job options (Mota et al., 2019), and opportunity entrepreneurship where individuals actively seek market gaps. Both of these motives play a big role in determining the entrepreneurial landscape, leading to different paths influenced by various factors (Chang et al., 2023; Huang et al., 2023). While much of the literature dichotomizes entrepreneurial motivation into either necessity or opportunity (e.g., Reynolds et al., 2003; Williams & Williams, 2014), this binary lens often fails to account for the emotional, familial, and spiritual motives often present in non-Western and family-based entrepreneurial contexts (Berrone et al., 2012; Dana & Dana, 2005; Welter et al., 2016). For instance, in Ethiopian family firms, motivations are often times embedded in relational dynamics, religious identity, and long-term socioemotional goals that exceed mere survival or market gaps (Bruton et al., 2008; De Clercq et al., 2010). That being the case, such dichotomy oversimplifies the complex motivational dynamics into a static, and either-or choice that appears to overlook the coexistence and evolution of multiple motives over time (Welter et al., 2016). As a result, it seems that the existing literature tends to categorize entrepreneurs as either opportunity-driven or necessity-driven, missing the complexity and fluidity of motivations that can shift over time (O'Donnell et al., 2024; Svensson et al., 2021).

Furthermore, while there's a lot of research on necessity entrepreneurship in various contexts, many studies often overlook the specifics of these contexts, especially in developing countries where economic hardship often pushes people toward entrepreneurship (Amorós et al., 2019; O'Donnell et al., 2024). More specifically, despite a number of research have looked into necessity entrepreneurship in various geographic and economic contexts, many studies have in many ways overlooked these contexts in their theoretical frameworks, which leads to somewhat less pragmatic conceptualizations (e.g., Amorós et al., 2019; Coffman & Sunny, 2021; Dencker et al., 2021). This is especially true in developing countries, where economic hardship often forces people to start entrepreneurship as a survival mechanism. However, notably there is a lack of in-depth studies on this phenomenon in such contexts (O'Donnell et al., 2024; Sutter et al., 2019).

From another angle, many existing studies try to base on the Global Entrepreneurial Motivation (GME) framework, which categorize necessity entrepreneurship alongside other motivations like opportunity, economical, prosocial, and family-based motives (e.g., Amorós et al., 2019; Audretsch et al., 2022; Bosma et al., 2020; Distefano, 2024). However, though it stills tries to add more motives, this approach still tries to simplify the diversity of necessity entrepreneurship, overlooking the complex and evolving nature of entrepreneurial motivations over time (O'Donnell et al., 2024; Svensson et al., 2021; Tervo & Haapanen, 2017). This gap is especially noticeable in the context of family businesses, where motivations can often shift and vary primarily because of the business context and family capital (Giacomin, Janssen, Guyot, et al., 2023; Ruiz-Martínez et al., 2020).

It seems highly apparent that entrepreneurship in family businesses is mainly driven by a variety of motivations (Chrisman et al., 2003; Labaki & Mustafa, 2023; Montiel Méndez et al., 2022) and resources (Danes et al., 2009; Sorenson & Bierman, 2009), which by and large influence necessity-driven entrepreneurship dynamics. In such a way, in the context of entrepreneurial families in developing countries, as a matter of fact, I would expect necessity entrepreneurship to intersect with factors such as family-based or socioemotional motives, as well as the availability of family capital (Giacomin, Janssen, Guyot, et al., 2023; Gudzovata & Voronovska, 2023).

Another important aspect is, despite the growing interest in necessity entrepreneurship, it seems that there is still limited attention to how entrepreneurship motives interact and evolve with the influence of family capital in developing countries. For this reason, I seek to fill this gap by exploring how necessity-driven motivations intersect with other entrepreneurial motives in family businesses in the developing countries contexts. Therefore, using a qualitative research method, I intend to investigate family entrepreneurial motivations in Ethiopia, with a focus on two main questions:

***RQ1:** How do necessity motives intersect with other entrepreneurial motives in family businesses in developing countries, particularly in Ethiopia?*

***RQ2:** How does available family capital and the family business context influence these motives?*

By answering these questions, this study intends to deepen our understanding of entrepreneurship motives beyond the dominant “necessity or opportunity” entrepreneurship dichotomy within family businesses in poverty-stricken areas. By examining the related literature on necessity and opportunity entrepreneurship, I become to understand the

importance of context and seek to challenge the traditional Western-centric perspective of entrepreneurship motivation (Igwe et al., 2018; Kupangwa et al., 2024).

In doing so, this research seeks to "reimagine" necessity entrepreneurship by exposing its internal complexity and exploring how it interacts with other family entrepreneurship motives with the influence of the family capital in Ethiopian enterprising families. In other words, this is not just an additive of more motives, but transformative one, i.e, rather rethinking what actually motivates entrepreneurship from a developing country context. To put it differently, instead of treating necessity as a single and static motivation, I genuinely argue that there are more evolving and overlapping motives for entrepreneurship which are primary shaped by family capital and the family business stage of maturity. Consequently, this perspective tries to underscore the interconnectedness of motivations and resources in family entrepreneurship. In light of this, notably the findings of the study will try to provide practical insights for family business owners and policymakers, offering strategies to support enterprises in developing countries. From this perspective, though the study focuses on Ethiopia, it intends to contribute to the global discussions on the general entrepreneurship motivation.

In light of this, this paper is structured as follows: next I will discuss the theoretical background of family dynamics and entrepreneurial motivations in Ethiopia. Then, I will explain my research methods. After that, I will try to analyze the relationships between various motivations, family capital, and the family business context, which ultimately would lead to a framework for understanding family entrepreneurial motivations in Ethiopia. Finally, I will conclude the study with a discussion of the findings, implications, and suggestions for future research.

4.2 Theoretical Background

4.2.1 Entrepreneurial motivation (EM)

It appears that entrepreneurial motives are traditionally divided into necessity-driven which primarily stems from limited employment options, and opportunity-driven, where individuals try to seek market gaps to be filled (Mota et al., 2019). However, recent research by (e.g., Coffman & Sunny, 2021; McMullen & Warnick, 2016) begun challenging this dominant binary view, suggesting EMs might go beyond this simple categorization. Notably, this shift most probably underlines the complexity of necessity-driven ventures and mirrors the need for a deeper understanding of the entrepreneurial motivational process (Huang et al., 2023). In a similar vein, Giacomini et al. (2023), further argue that the distinction between the dominant

necessity and opportunity entrepreneurship is often blurred, for which often times individuals experience a mix of motivations, which lacks pragmatic representation.

Furthermore, even though the necessity–opportunity dichotomy has long served as the dominant framework for understanding entrepreneurial motivation (Reynolds et al., 2003; Williams & Williams, 2014), this binary lens is increasingly appearing inadequate to explain inclusive EMs, especially when applied to culturally embedded contexts like Ethiopian family entrepreneurship. On the whole, this dichotomy tries to over-simplify the complex motivational dynamics into a kind of static, either-or choice that likely overlooks the coexistence and evolution of multiple motives over time (Welter et al., 2016). More critically, it often fails to capture prosocial motives (Shepherd & Patzelt, 2011), socioemotional drives such as the preservation of family identity and legacy (Berrone et al., 2012), and financial goals that coexist within family firms (Chrisman et al., 2016). What's more, often rooted in the Western individualistic assumptions, the dichotomy possibly marginalizes the collective decision-making, religious and cultural influences, and the emotional labor embedded in family business practices (Steyaert, 2007; Ziegler, 2009) which is often the common practice in the Global South. Thus, as a result most inevitably it silences the essential voices of enterprising families whose motivation surpasses survival or market opportunity. This is unlikely especially in Sub-Saharan Africa, where the diversity of necessity-driven entrepreneurship calls for a more complex approach to study (Weber et al., 2022), where Ethiopia is part. It is because of this that this study seeks to propose a more integrative, culturally sensitive EM model that reflects the multidimensional and dynamic nature of motivation in Ethiopian family entrepreneurship.

In a related note, despite the noticeable advancements in the field, still gaps are remaining especially in differentiating absolute and relative necessity motives and understanding their impact (O'Donnell et al., 2024). Similarly, different researches are also looking into how entrepreneurs' backgrounds and socio-economic contexts influence their position on the necessity-opportunity spectrum (e.g., Giacomini, Janssen, Guyot, et al., 2023). However, I genuinely believe that still more research is needed to explore how such and other factors shape EMs and behaviors across different contexts (Lucas, 2019).

Given these points, Elifneh (2015), further emphasizes the factor of family dynamics in influencing motivations, still distinguishing between necessity and opportunity entrepreneurship, while Garba et al. (2013), emphasizes contextual economic factors driving necessity-driven ventures.

That being the case, based on the related literature, I tried to categorize entrepreneurial motivations into:

Necessity motives often occur when families try to pursue entrepreneurship to support themselves during economic hardships (Lim et al., 2024). For one thing this motive is common in areas with limited job opportunities (Vale et al., 2014) where it often foster resilient family businesses, particularly in developing countries (Carter & Ram, 2003; Williams & Williams, 2014). On the other hand, *Opportunity motives* often occur through the recognition and pursuit of growth opportunities in the market (Maran & Parker, 2021), where such motives are mostly proactive in nature and reflect a strategic focus on business competitiveness (Shane & Venkataraman, 2000) so that family businesses will be able to pull their unique resources, i.e, the family capital, to capitalize on opportunities, especially in dynamic industries (Zellweger et al., 2011; Zhu et al., 2024). Like wise, *Financial motives* are considered key drivers for family entrepreneurship, mainly focusing on wealth generation and financial stability (Maran & Parker, 2021). However, financial goals often appear to overlap with aspirations to pass on wealth and business knowledge to future generations (Chrisman et al., 2005). Contrary to financial motives, *Prosocial motives* on the other hand often times involve the desire to positively impact others beyond the immediate family (Carlo & Pierotti, 2020) where, family businesses often try to engage in activities that benefit their communities, primarily driven by social responsibility and ethical values (Lumpkin & Bacq, 2019). Finally, *socioemotional motives* primarily stems from the emotional benefits that family members would like to gain from the business involvement, such as family cohesion and pride (Brannon & Edmond, 2016). In order to achieve such emotional benefits, family businesses often try to prioritize socioemotional wealth, which mostly includes non-financial aspects like emotional attachment of the family member and the perpetuation of family values (Berrone et al., 2012). Therefore, this focus likely leads to decisions which tend to prioritize family accord over economic considerations (Kellermanns et al., 2012). As we can see , it appears that even in the literature , EMs are even beyond necessity-opportunity dichotomy, let alone the dynamics and evolvement of such motives which will be the focus of this study.

4.2.2 Family capitals (FC)

According to the mainstream literature, the major and unique factor which differentiates the family business from the nonfamily business is primarily family capital, which is often crucial for gaining competitive advantage over non-family firms, which as a result cannot be studied

separately from the family context (Hoffman et al., 2006; Kramer & Kroon, 2020). Taking this into account, family capital often times involves the resources families mobilize to support entrepreneurial activities (Dyer et al., 2014; Kramer & Kroon, 2020) which primarily include financial, human, social, and cultural capital (Danes et al., 2009). Interestingly enough, these forms of capital offer benefits such as quick mobilization, low transaction costs, and efficient intergenerational transfer of values and skills (Dyer et al., 2014). For example, getting the access to family financial resources, whether from family savings or investments, is often essential for launching or sustaining family businesses (Rogoff & Heck, 2003). In addition to that, the skills and experiences of family members are also vital assets as a human capital (Chirico, 2007), in many ways contributing to strategic development and operational efficiency (Sirmon & Hitt, 2003). Moreover, strong social networks would provide access to additional opportunities and resources (Zahra, 2010), while trust within the family often times enhances reputation and facilitates long-term partnerships (Arregle et al., 2015).

All things considered, family values, norms, and cultural heritage as resources could influence business practices (Brinkerink & Rondi, 2020). For example, a strong family culture could foster identity and motivation, supporting continuity and alignment with the family's long-term vision (Zellweger et al., 2010).

By and large, from the literature we have so far, it is now apparent that family entrepreneurship results from a complex interplay of motives supported by various forms of family capital (Howorth, 2018). For this reason, I genuinely believe that understanding these dynamics is essential for grasping the unique characteristics and competitive advantages of family businesses (Sirmon & Hitt, 2003).

4.2.3 Family entrepreneurship in Ethiopia

As a matter of fact, the literature on family entrepreneurship in Ethiopia tries to present a complex view, with differing opinions on whether it leans more towards opportunity or necessity entrepreneurship. For instance, both Tesfaye et al. (2022) and (Tesfaye & Kroon, 2018) argue that family entrepreneurship in Ethiopia is primarily opportunity-driven, particularly regarding value creation by women entrepreneurs for themselves and their communities, while both Kar and Ahmed (2022) and Elifneh (2015) argue that it is largely necessity-driven. What's more, Venugopal (2015), seem to propose a middle ground, stating that FE represents a combination of opportunity and necessity, particularly in MSMEs in the Gondar region, Ethiopia. By the same token, Elifneh (2015), reinforces it claiming that both perspectives are valid and further highlight the possible presence of diverse motivations within family-owned enterprises. Similarly, Amha et al. (2015), argue that family entrepreneurship in Ethiopia leans

toward necessity, despite high perceived opportunities in the market.

All things considered, based on the available literature, FE in Ethiopia seems influenced by both opportunity and necessity motivation and in essence this doesn't seem as such different from the general literature in the field. However, up till now, gaps seems still there in understanding diverse, and context sensitive motivations, their evolution, interaction and the role of family capital in fostering sustainable family entrepreneurship from the Ethiopian context.

4.3 Methodology

4.3.1 Context and research design

In order to answer the research questions of this study, at the possible best level and thereby understand the complex dynamics between necessity-driven and other family entrepreneurship motives in Ethiopia, I used a qualitative interpretive case-study research approach. In light of this I selected this method for its ability to capture the depth of participants' experiences, and in order to provide an in depth understanding of the FE phenomenon (Carol, 2018). At the heart of this is the multifaceted nature of EM within family businesses where it requires such an approach (Montiel Méndez et al., 2022), which allows for exploration of the contextual and socio-cultural factors impacting EMs of the selected cases (Creswell, 2013). Granted that, through engaging in meaningful conversations and applying thematic analysis, I tried to manage to uncover the contextual factors, motivations, and family capitals and their interaction in Ethiopia enterprising families.

4.3.2 Case selection and data collection

In order to get the required qualitative data, I purposively selected four family enterprises based on Eisenhardt (1989) recommendations for observable phenomena. From this perspective, I used purposive sampling method, which is assumed effective for case studies, as I meant to choose cases that provided rich information (Palinkas et al., 2015). Furthermore, the selection criteria were adapted from Habbershon et al. (2010), which required that: (1) the business should be recognized as a family business by its members; (2) the family should hold at least 50% of voting rights or shares, (3) the family should actively operate the business, and (4) the family intends to pass the business to the next generation.

Ultimately, the sample included four family businesses and 24 participants of the four family members, enriching my analysis and understanding of family entrepreneurship in Ethiopia. Furthermore, in order to ensure diversity among participants, business size, nature, geographical location in Ethiopia, and generational involvement were considered as factors. This approach intended to capture a range of insights into family entrepreneurship motivation dynamics in Ethiopian context.

Table 8. Description of cases

<i>Case</i>	<i>Participant</i>	<i>Relation</i>	<i>Generation</i>	<i>Position in the family business</i>	<i>Tenure (Years)</i>
<i>A</i>	<i>1</i>	<i>Cofounder</i>	<i>1st</i>	<i>Retired</i>	<i>43</i>
	<i>2</i>	<i>Daughter</i>	<i>2nd</i>	<i>Manager</i>	<i>15</i>
	<i>3</i>	<i>Son</i>	<i>2nd</i>	<i>Manager</i>	<i>32</i>
	<i>4</i>	<i>Daughter</i>	<i>2nd</i>	<i>Dept head</i>	<i>12</i>
	<i>5</i>	<i>Daughter</i>	<i>2nd</i>	<i>Manager</i>	<i>13</i>
<i>B</i>	<i>6</i>	<i>Cofounder</i>	<i>1st</i>	<i>Retired</i>	<i>41</i>
	<i>7</i>	<i>Daughter</i>	<i>2nd</i>	<i>Nonactive member</i>	<i>32</i>
	<i>8</i>	<i>Daughter</i>	<i>2nd</i>	<i>Nonactive member</i>	<i>29</i>
	<i>9</i>	<i>Daughter</i>	<i>2nd</i>	<i>Manager</i>	<i>23</i>
	<i>10</i>	<i>Son</i>	<i>2nd</i>	<i>Manager</i>	<i>23</i>
	<i>11</i>	<i>Son</i>	<i>2nd</i>	<i>Manager</i>	<i>34</i>
	<i>12</i>	<i>Daughter</i>	<i>2nd</i>	<i>Manager</i>	<i>16</i>
<i>C</i>	<i>13</i>	<i>Founder</i>	<i>1st</i>	<i>Manager</i>	<i>45</i>
	<i>14</i>	<i>Brother</i>	<i>1st</i>	<i>Manager</i>	<i>38</i>
	<i>15</i>	<i>Sister</i>	<i>1st</i>	<i>Manager</i>	<i>36</i>
	<i>16</i>	<i>Brother</i>	<i>1st</i>	<i>Manager</i>	<i>27</i>
	<i>17</i>	<i>Grandson</i>	<i>3rd</i>	<i>Active member</i>	<i>6</i>
<i>D</i>	<i>18</i>	<i>Granddaughter</i>	<i>3rd</i>	<i>Active member</i>	<i>7</i>
	<i>19</i>	<i>Founder</i>	<i>1st</i>	<i>Retired</i>	<i>67</i>
	<i>20</i>	<i>Sister-in-law</i>	<i>1st</i>	<i>Manager</i>	<i>39</i>
	<i>21</i>	<i>Son</i>	<i>2nd</i>	<i>Manager</i>	<i>37</i>
	<i>22</i>	<i>Daughter</i>	<i>2nd</i>	<i>Dept head</i>	<i>23</i>
	<i>23</i>	<i>Daughter</i>	<i>2nd</i>	<i>Dept head</i>	<i>25</i>
	<i>24</i>	<i>Daughter</i>	<i>2nd</i>	<i>Dept head</i>	<i>22</i>

This study primarily used semi-structured interviews for data collection. I believe this method offers flexibility in questioning, which further allows me to dive into specific topics while enabling participants to share their experiences openly (Mashuri et al., 2022). Typical to entrepreneurship research, semi-structured interviews have effectively explored the motivations and learning pathways of entrepreneurs in a different context (Lingappa et al., 2024), while this approach also allow participants to express their thoughts in their own words while addressing key themes of family entrepreneurship motivations (Sellidj et al., 2023). Furthermore, in order to enhance the validity and reliability of my findings, I further incorporated observations, and field notes (Kite et al., 2018).

Table 9. Phases of data collection

<i>Phase</i>	<i>Main focus</i>
Phase 1	Getting to know the family and the family business and the motivations for starting the ventures, from the time they had their idea to the current state of the enterprise

- Phase 2** Acquiring additional comprehensive data regarding family entrepreneurial motivations and the process and history by which the family businesses were established or about to establish by the first generation.
- Phase 3** Acquiring additional comprehensive data regarding family entrepreneurial motivations and the process and history by which the family businesses were established or about to establish by the second and third generation.

More specifically, the primary data collection tools consisted of face-to-face interviews, telephone interviews-for clarification, observations and field notes. In light of this, in all of the four cases, all the interviews were preceded by visits to business premises and family gatherings. Finally, a total of twenty-four participants were selected. More importantly, in order to minimize the bias, I included: (1) senior generation members, (the founders and current leaders); (2) individuals in controlling positions, (managers or chairpersons) (3) active family members from both younger and elder generations; (4) non-active family members; and (5) non-family members involved in the business for at least five years. All things considered, I tried to interview twenty four key participants from the four family cases, while each representing a unit of observation, from August 2022 to October 2023. All things considered, the interview lasted between 55 and 69 minutes for each participant.

4.3.4 Data analysis and coding

In order to analyze the data collected from the four enterprising families, I used thematic analysis method, following Braun and Clarke (2019)'s six step framework for a rigorous analysis. First, I transcribed the audio data verbatim and noted key observations into texts into the interview language, Amharic. Then next, I tried to generate the initial codes using abductive coding system. Then after, I tried to organize these codes into initial themes and refined them by identifying patterns and relationships. I further defined the themes based on shared meanings (see Table 10 for the data structure) and synthesized field notes and participant quotes for the final report, which ultimately helps to ensure trustworthiness and neutrality. Interestingly, this iterative process revealed the underlying meanings in participants' narratives (Georgakopoulou, 2013), which in turn offered understandings into the dynamics of necessity motives with other motives in the family businesses. In order to further structure the analysis, I employed both cross-case and within-case analysis techniques, which appeared to complement each other in order to deepen our understanding of the EM phenomena (Mello, 2021).

4.3.5 Ethical considerations

In order to ensure integrity, protect the participants, and maintain credibility, I applied ethical considerations throughout the research process (Behi & Nolan, 1995), for which I obtained informed consent from all participants, ensuring all of them understood the study's purpose and

their rights. Furthermore, in order to protect their privacy, and withdraw from the study at any time without consequences, I have tried to implement confidentiality measures (Guest et al., 2013), which ultimately helped me in maintaining the integrity and trustworthiness of my research findings (Sharma, 2020). In addition to that, even so my cultural familiarity offered me valuable context, I remained aware of the need to balance insider insight with analytical objectivity.

4.4 Discussion of Key Findings

In the process of analyzing the collected qualitative data and thereby answer the research questions of the study, the analysis revealed two primary themes in family entrepreneurship motivation: *the family motivation complex*; and *family capital and business context*. Interestingly, these themes stress how EM evolves across generations, different family business contexts and family capital availability, which ranges from single to multiple motives. As a matter of fact, several researchers suggest a positive relationship between family capital and business performance in family firms (e.g., Campbell & Park, 2016; Hoelscher, 2014; Mani & Lakhali, 2015; Sorenson et al., 2009). Clearly, these studies also tried to highlight the reciprocal relationship between family business growth and the enhancement of family capital. Further, from the findings of this study, entrepreneurial motives appeared to be influenced by the available family capital and the business context, creating a dynamic interplay. In order to structure the discussion, I first will try to examine EM—spanning from single, dual, triple, and holistic motives, and then will proceed to discuss how family capital and business context influences the dynamics of these motives.

4.4.1 Single-motive entrepreneurship with supporting motives

Based on the findings of this study, entrepreneurs with a single-dominant motive often follow distinct paths, trying to utilize family capitals for growth. As a matter of fact, the findings of this study is both in kind of support and challenge the existing related research on EMs. This part of the study tries to include the discussion on necessity, financial, prosocial, opportunity, and socioemotional EMs as a dominant or primary motives in the case families in relation to family capital and the family business context.

Necessity-driven motivation. According to Naudé (2010), necessity-driven entrepreneurship often stems from economic hardship, where individuals rely on family support for survival. In a similar note in my findings, for example, participant 12 (second gen) stated: “*Our family's*

story is one of resilience and determination and it's deeply interlinked with the challenges we faced as the economic hardships we encountered pushed us to come together and work as a family to survive and succeed. It was this shared sense of responsibility that led me to join the family business." Similarly, Participant 13 (first gen) shared: *"My brother took me in hoping that things would be better with him. Off course, he didn't have much to give me, but he thought change is what I needed during the time as I was only twelve years of age since because of my mother's death."* From the findings, necessity entrepreneurship is the appears to be pushing motive to start the family business. To some degree, such findings are in support of the research showing that necessity entrepreneurs rely heavily on family financial and human capital (Sutter et al., 2019).

However, while existing literature (e. g, Block & Wagner, 2010) suggests that necessity-driven entrepreneurs face limited scalability due to resource constraints, in the findings of this study however, I would like to argue that such entrepreneurs likely transit into other motivational sets as financial stability and family capital improve. Participant 7 (second gen) emphasized: *"...unlike those early bad times, with God's help we have reached here. We have our own property and wealth. We are on the road to success now."*

Financially-driven motives. According to Debrulle et al. (2020), financially driven entrepreneurs primarily focus on wealth accumulation and long-term financial independence. in a similar vein, Participant 3 (second gen) illustrated this, saying, *"...Biniam decided to leave a salaried job and join the family business which was driven by the necessity to find better financial opportunities, as the lack of adequate income with his teaching work."* Similarly, participant 1 (first gen) expressed ambition for expansion: *"I want to have 4/5 more factories... We have a hotel project in Bole and a real estate project in Kolfe."* While the literature highlights financial capital as crucial for financially driven entrepreneurs (Koropp et al., 2014), contrary to that this study emphasizes the role of social capital, particularly within family networks, in providing initial financial support for business endeavors. As discussed below.

Prosocial-driven motives. Participant 15 (first gen) reported: *"...recently we went to the rural area for a wake. We visited a poor school there and asked them what they needed. They told us they had no computers. We said we would help them and we did that."* Similarly, Participant 19 emphasized, *"Instead of giving them money, we helped them by purchasing materials like chairs... I bought clothes and shoes for 20 households. I asked around about poor households and elders with no one to help them which doing it makes us happy."* This shows that, according

to the findings of this study, I would like to challenge the established dichotomy between purely profit-driven or socially driven enterprises by Spear, (2006), arguing that entrepreneurs of such enterprises also maintain elements of financial sustainability while at the same time doing the prosocial motive.

Opportunity driven entrepreneurs. From another angle, opportunity-driven entrepreneurs primarily capitalize on market gaps, often leveraging family-based human and social capital for the family business growth (Shane & Venkataraman, 2000). Likewise, Participant 9 (second gen) in support this illustrates this proactive approach: *"As a family we plan to provide fabric to other garment factories in Ethiopia. The prospective buying factories can turn the fabric into whatever style they prefer. That is what we have planned for this year."* Similarly, the success of a large-scale manufacturing venture is highlighted by Participant 2 (second gen), who states: *"This blanket factory is the largest in Africa... among the siblings I am the deputy manager next to the guy you just saw. There are also many different family members working in the factory at different positions. We have bought the share from the Chinese seeing the opportunity in the market for blanket "* I have also observed the team of extended family members working and the factory and had lunch with them where we shared insights in addition to the observation. While existing literature overall tries to acknowledge the role of resources in the family business growth, from another angle, the findings in this study mainly emphasize that family networks also play an even greater role than previously recognized, as family-provided financial and social capital are crucial in turning market opportunities into successful ventures.

Socioemotional Entrepreneurs. According to Gómez-Mejía et al. (2007), entrepreneurs driven by socioemotional motives often times prioritize family cohesion and emotional fulfillment over financial gains. In line with this, participant 19 (first gen) expressed, *"I never get satisfied by drinking with friends... The ultimate satisfaction for me was hearing about a family member's success in life despite all the odds and helping him or her in that regard."* As a matter of fact, this typically reflects the socioemotional wealth theory, suggesting that family business owners often value non-financial outcomes, such as family harmony and reputation, even at the cost of profit maximization (Berrone et al., 2012). Interestingly enough, this shows that the findings of this study ultimately enhance the literature by highlighting how emotional connections and familial sacrifices by influencing EMs, and ultimately ensuring business continuity across generations.

4.4.2 Dual-motive entrepreneurship with balancing business and family values

Based on my findings, family entrepreneurs often try to balance dual motives, such as necessity, financial, and prosocial motives. For example, it appears that necessity motives frequently intersect with financial goals, prosocial intentions, opportunity-seeking, and socioemotional factors, all while utilizing the family capital in which such interplay ultimately creates a unique entrepreneurial motivational framework which inevitably shapes entrepreneurial behavior of family members and the family business outcomes.

Necessity + opportunity motives. Even though Calderón et al. (2016) & Fairlie and Fossen (2017) and many others, cross-sectionally dichotomize entrepreneurial motivation as necessity or opportunity motives, my findings contrary to that show that it is beyond such dichotomy and instead, entrepreneurs often adapt to their circumstances to pursue opportunities. For example, Participant 12 (second gen) shared, *“After graduating as a civil engineer, I couldn’t find a job due to the tough economy and politics problem in the country. So, I started working in my sister’s family electronics shop. After two years, they gave me some seed money and I used my earnings to start my own electronics business in Bahir-dar.”* This notably illustrates how necessity-driven actions can evolve into opportunity-driven ventures. Moreover, the finding also shows necessity and opportunity motives can also coexist. Participant 19 (first gen) explained, *“Since we didn’t have enough land or income, my husband went to Diredawa, 500 kilometers away, to trade secondhand clothes in a better market. He used to return once a year to visit us and bring money.”*

In addition to that, a generational shift in motivation is also evident in the findings of this study. For example, Participant 14 (second gen) noted, *“Our parents started businesses because they had no other options. We followed because our families were poor. Now we’re stable, and our children see business as a choice, not a necessity anymore.* Participant 16 (first gen) also added, *“Some join for employment, others to support the family, and some to learn about business. They can stay or leave as they choose.”* Then it follows that, later generations benefiting from financial security are drawn to broader opportunities which makes them forget about the necessity motive. From this perspective, Participant 17 (third gen) expressed, *“As a third-generation member, I know my family is well-off. After graduation, I want to join an international organization or study abroad.”* Furthermore, in a similar vein, Participant 22 (second gen) emphasized, *“I want my children to study abroad because the country isn’t safe anymore. We’ve worked hard, but business is getting tougher in Ethiopia. I want a better future for them.”* These narratives illustrate how improved economic conditions allow younger

generations to view entrepreneurship as a choice rather than a necessity because as the family business grows, the family capital also grows which ultimately brings this generational shift and evolving motives.

Necessity + financial motives. As a matter of fact, it is commonly argued that necessity-driven entrepreneurship is often common in developing countries, where economic hardships and limited job opportunities usually push people into business (Gutterman, 2022). However, contextual factors like poverty and job creation further add complexity to this dynamics (Kah et al., 2020). Similarly my findings also support this view, as financial motives remain central. For instance, Participant 16 (second gen) shared, “*We produced local whisky and traded goods to diversify our income. This helped us survive and eventually thrive.*” Similarly, Participant 19 (first gen) explained, “*We were illiterate and unemployed, so as a mother, I had everyone in the family start small income-generating activities. My daughter and I produced local whisky and traded salt and maize, traveling 60 kilometers to Butajira town on foot to barter goods.*” As a result, these examples notably show that necessity-driven entrepreneurship not only ensures survival but also often boosts financial stability and job creation

Necessity + prosocial motives. Contrary to the argument that necessity often drives entrepreneurship in developing economies (Mota et al., 2019), my findings in Ethiopia show that these ventures can also align with prosocial goals. For example, participant 3 (second gen) shared, “*My father was a priest with limited income. He started a small shop to support the family since he couldn’t find better-paying work.*” Interestingly enough, these finding stresses both necessity and a commitment to family well-being, i.e., the prosocial thing. From this perspective, this implies that necessity-driven entrepreneurs could also engage in community-focused initiatives, blending economic survival with social impact.

Necessity + socioemotional motives. According to Santos and Contreras (2018), socioemotional motives often enrich necessity-driven entrepreneurship, as emotional ties to family businesses and the desire to uphold family honor could significantly influence entrepreneurial decisions. In line with this literature, participant 6 (first gen) shared, “*Abate was an illiterate farmer. After his father’s death, the responsibility of caring for his parents and siblings fell on his shoulders. He sold his two cows, moved to Gundewoin town, and started a small business to generate a better income. He did all this for his familial passion and cohesion towards the family*” This could highlight how familial obligations drive individuals into entrepreneurship, rooted in socioemotional motives like duty and care for loved ones in addition to the necessity drive.

Further, in my finding, emotional attachment to family businesses also fosters the transfer of knowledge and values across generations which is in line with Razzak (2022)'s finding, which primarily emphasizes the importance of maintaining family business practices for socioemotional wealth. Parallel to this, participant 21 (second gen) noted, *“At a young age, I thought about taking after my parents and entering the family business. I had to help my father with his business as he was alone and getting older. Then I left school...”* This notably, underscores how familial emotional bonds mold entrepreneurial drive and ensure continuity of the family business.

Opportunity + prosocial. According to the literature, sometimes entrepreneurs are motivated by both opportunity and prosocial goals- both for profit and positive societal impact which aligns primarily with social entrepreneurship (e.g., Chung et al., 2023; Wangbin et al., 2020). Based on my findings, these dual motives often emerge in the later stages of the FE, where financial stability often allows greater societal contributions. Participant 19 (first gen) illustrates this by stating, *“Using our money, we have been building a school and helping the construction of churches in different areas. These acts bring us more mental satisfaction. Instead of giving them the money, we usually provide materials like chairs and other equipments.”* This finding notably emphasizes how financial capital supports innovation, social capital enhances societal impact, and human capital fosters creativity to meet community needs. From this perspective, the findings also suggest that necessity-driven entrepreneurship in Ethiopian family businesses is closely linked to opportunity and prosocial motives.

Opportunity + socioemotional. As a matter of fact, Entrepreneurs may be driven by opportunity, with motives shifting in response to socio-spatial contexts (Williams & Williams, 2012). In line with this, in my findings, entrepreneurs in the Ethiopian family business context appear to combine opportunity and socioemotional motives, while pursuing growth opportunities that align with their passions and provide emotional fulfillment. In many ways, this dual motive can manifest at any stage of the family business context. In support of this, Participant 20 (first gen) reported that: *“I had this belief that my family would take over the family business and not strangers when I am gone. I wanted them to be educated enough to manage and takeover it well.”* This narrative tries to underline the importance of social capital in deepening family connections and human capital in driving passion projects where the entrepreneur's primary focus on education and family legacy notably shows that growth opportunities are not meant only financially rewarding but also emotionally fulfilling.

Opportunity + financial. On the whole, this combination emphasizes the pursuit of growth potential alongside financial gain (Prasastyoga et al., 2020). In line with this, my findings also indicate that this dual motive is often observed in the later stages of family entrepreneurship, where entrepreneurs leverage their growing family capital to expand their ventures. Participant 21 (second generation) illustrates this dynamic by stating, “*Currently we have a hotel project in Bole and a real estate project in Kolfe. In addition to the family own capital and through loans or other means, we all want to be able to manage our own business.*” Notably, this highlights how family financial capital could support investment, while family human capital is crucial for identifying and evaluating opportunities. At the heart of this, this dual motive tries to reflect a strategic approach to entrepreneurship, where the priorities of growth and wealth creation are central to the family business.

Prosocial + socioemotional. According to my findings, this combined motive also appears in later stages of the family business context, where financial stability often times enables greater community engagement and family commitment. This perspective is in line with Wangbin et al. (2020), which further suggests that entrepreneurs primarily motivated by both prosocial and socioemotional factors often blend societal contributions with emotional satisfaction for family members. In my finding, Participant 22 (second gen) also illustrates this, stating, “*We don’t get satisfaction by spending money unnecessarily. Of course, we have more money than we need and we did. We can afford to travel anywhere more than ever. We’d rather spend the money on something that helps the community.*” This story notably stresses how social capital could foster community engagement, while human capital nurtures supportive environments which complements both the prosocial and socioemotional motives simultaneously.

Prosocial + financial. Based on my findings, this dual motive is also significant in later stages of FE process, as entrepreneurs strive to balance social impact initiatives with financial sustainability (Doherty et al., 2014). In line with this, participant 15(first gen) stated, “*We are building a school there and helping the construction of churches. These kinds of acts have more mental satisfaction. Instead of giving them money, we can help by purchasing materials like chairs.*” This story tries to emphasizes how financial capital supports long-term sustainability while social capital fosters societal trust in which such combination of motives reflects a commitment to creating lasting value for both the business and the community.

Socioemotional + financial. This blend of motives primarily reflects a strong connection between personal values and business objectives, ensuring that financial success often aligns with emotional and familial fulfillment (Gómez-Mejía et al., 2011). Similarly my findings also indicate that this dual motive is often seen in early-stage the FE process, where securing financial stability and building a legacy are primary focuses. In line with this, participant 22 (second gen) shares, “*I had this belief that my family would take over my business and not strangers when I am gone. I wanted them to be educated enough to manage it well.*” This tries to underline that how financial capital drives growth while human capital preserves family heritage.

4.4.3 Triple-motive entrepreneurship: contextual or adaptive entrepreneurship

So far in the discussions, it is becoming clear that the traditional, dominant necessity-opportunity dichotomy (e.g., Shane & Venkataraman, 2000), couldn't fully capture this complexity at least in the Ethiopian family business context. Contrary to that, the findings of this study suggest that a multi-motive approach, as seen in these family entrepreneurs' experiences, could better reflects the realities of building businesses in poverty stricken areas in which the stories in the following discussion further underline that family entrepreneurial motivations are more fluid and interconnected, rather than exist in isolation.

Necessity + opportunity + prosocial motives. According to the literatures the entrepreneurs who combine necessity, opportunity, and prosocial aspirations could primarily demonstrate outstanding adaptability, navigating economic challenges while fostering long-term growth and social impact (e.g., Giacomini, et al., 2023). From this perspective, this complexity is especially and typically evident in struggling communities like Ethiopia, where entrepreneurs balance survival, growth, and social responsibility (De Massis et al., 2021). In line with this, participant 13 (first gen) shared, “*Life was full of ups and downs... I brought my younger brother to Addis. In 1997 E.C., we decided to work together and after a while established a PLC.*” Interestingly enough, this may shows how necessity drove the entrepreneur to flee hardship, evolving into a formal business opportunity and where involving a sibling reflects prosocial motivations, emphasizing the family-oriented nature of many businesses, where collective success outweighs individual gains (Gómez-Mejía et al., 2007).

Necessity + financial + socioemotional motives. As a matter of fact, such interplay explains how entrepreneurship is rooted in family systems, where economic and non-economic goals

coexist (Gómez-Mejía et al., 2007). In this regard, family businesses could often combine necessity, opportunity, and socioemotional motivations, reflecting their unique structure and long-term focus (Aldrich & Jennings, 2003). In line with this, participant 13 (second generation) shared, *“My father was a priest, and he didn’t have enough income to support the family. He started a small shop to help as a source of income since he couldn’t find better-paying government work due to a lack of formal education.”* Interestingly enough, this illustrates how necessity, opportunity, and socio emotional values can emerge together where the story at the same time stresses how family entrepreneurs thrive by strategically blending these motives at least from the Ethiopian context.

Opportunity + prosocial + socioemotional. While socioemotional wealth can both support and hinder entrepreneurial innovation in family firms (Yitshaki & Kropp, 2016), the findings of this study indicate that family entrepreneurs with a triple motive could prioritize creating social value and emotional fulfillment for their family members. In support of this, participant 23 (second generation) expressed, *“We don’t get satisfaction by spending money unnecessarily... We’d rather invest in something that helps the community. We believe that our success, growth and impact should be reflected in the community too.”* This story demonstrates a strong commitment of the family entrepreneurs to ventures that are profitable yet meaningful and aligned with family values which complement the motives simultaneously.

4.4.4 Holistic entrepreneurs/ purpose-driven family enterprises

As a matter of fact, this multidimensional motive category aligns with the hybrid or mixed-motive kind of entrepreneurship, where owners try to balance economic and non-economic goals to support long-term family and community well-being (Battilana & Lee, 2014; Zahra et al., 2009). Similarly in my findings also, family entrepreneurs appear to integrate necessity, opportunity, prosocial, socioemotional, and financial motives which represent a complex but inclusive approach to family business entrepreneurship process. In a similar vein, in Ethiopia, the studied family enterprises appeared to utilize these five motives together, or with different business contexts which creates a resilient EM model definitely challenging the traditional and dominant necessity-opportunity dichotomy. In support of this, participant 9(second gen) illustrates this complexity, stating, *“We are a large extended family with close to 150 members... None of them are employed elsewhere. We create job opportunities for all of them here. We teach them to become independent... I never get satisfied by drinking with friends, not even for a day. Living for others... My brothers gave me life. When they took me in, they had no good life themselves. But they lived for me.”* Interestingly, the story shows that, initially

driven by necessity motives due to limited job options and family survival problems, the family then transitioned to creating its own opportunities, consistent with studies showing necessity-driven businesses often evolve into growth-oriented ventures. To put it differently, the participant's commitment to community support and family cohesion could reflect the principles of social embeddedness and Socioemotional Wealth (Gómez-Mejía et al., 2007), which illustrates the connection of financial and emotional goals in FE even during the early stage of the family business. This is the same story for all the four studied family businesses which I have triangulated using observation and filed note data.

These narratives underline the dynamic nature of EM in family enterprises, moving beyond the rigid necessity-opportunity dichotomy (De Massis et al., 2021). From this perspective, instead of viewing motives as separate forces, *purpose-driven entrepreneurship* which seemingly integrates all five motives, which could ensure long-term sustainability of the family business by balancing financial goals with family and community commitments. All things considered, this perspective challenges the conventional entrepreneurial theories that focus solely on profit maximization, which I advocate rather for a holistic framework that considers ethical, emotional, and social dimensions which I believe are equally critical to success. At the heart of this, these narratives emphasize the need for a holistic framework that considers ethical, emotional, and social dimensions as critical to sustainable success (Welter et al., 2016). Surprisingly enough, such integration of the motives is common in the four studied family businesses even during the early stage of business context. These findings are almost in line with the observation and field notes recorded by the researcher.

4.4.5 The role of family capital in shaping entrepreneurial motivations

In the findings of this study, it is found that entrepreneurial motives go hand in hand with the available family capital as the family capital is often essential for helping entrepreneurs navigate initial challenges and attain long-term sustainability (Giacomin, Janssen, Guyot, et al., 2023). From this perspective, I believe that the following participant stories provide valuable understandings of how the five motives could interact within the available family capital.

Financial capital as a key enabler. Participant 20 (second generation) shared, “*My early life was tough. I started selling keychains around Merkato with the 15 Birr my father had given me. This was the only money he ever gave me because he had very little himself, and we had a large family to support. I had no choice but to make something of that small amount, so I started my first informal business. It wasn't easy, but necessity pushed me to keep going. Our family's business, which started with just 15 Birr, has grown into a billion-birr enterprise with*

our own building and office.” This may indicate how necessity can drive individuals into entrepreneurship, while family financial support opens doors for growth. This is consistent with family entrepreneurship literature, which stresses that family financial capital helps overcome economic constraints and fosters entrepreneurial success (Giacomin, Janssen, Guyot, et al., 2023). As evidenced by the story, this illustrates that even small beginnings, combined with hard work and perseverance, can lead to significant success where family financial support not only provides stability but also emotional resilience crucial for overcoming early-stage challenges which is inline with the findings of Zellweger et al. (2012).

Human capital and entrepreneurial learning. In my findings, the transmission of entrepreneurial knowledge within the studied families is also essential for developing human capital. In support of this, participant 10 (second generation) illustrated that, *“My mother and Tsehay used to prepare malt and sell it. My siblings and I were always involved in different forms of business... We learned business from the household environment, and it gave us the foundation to build our own companies.”* This definitely underscores how family businesses could serve as incubators for entrepreneurial learning, enabling younger generations to acquire valuable skills through direct involvement.

Research also shows that family businesses could create unique opportunities for entrepreneurial learning, where shared experiences of family members often foster networking and collaboration (e.g., Miller et al., 2009). However, retaining and growing human capital primarily depends on motivating and involving the younger generations in the family business where possible weak succession planning or more attractive external opportunities can hinder this growth, even in successful enterprises (Sharma, 2014).

Social capital: As a matter of fact established family enterprises often gain credibility, access to networks, and stronger community ties, which helps them foster partnerships and customer loyalty (Kellermanns & Eddleston, 2006). In support of this, participant 14(second gen) shared, *“After I graduated, I couldn’t find jobs as I had imagined. But my sister’s business provided an opportunity to start something of my own.”* Notably this could illustrates how social capital creates pathways for entrepreneurial expansion within families.

4.4.6 Motivation across different family business contexts: Moving from Survival to Growth and purpose Driven Entrepreneurship

In the findings of this study, participant 24 (second generation) noted, *“Our parents started businesses because they had no other options. We followed because our families were poor.*

Now, we're financially stable, and our children see business as a choice, not a necessity. We won't force them into specific careers; there's a clear generational change in motivation. We constructed schools, churches, and supported the community in everything we could." This story tries to clarify that, financial stability context could transform survival-driven actions into opportunity-driven choices, with prosocial motives expanding from family-centric to community-oriented contributions. In addition to that, opportunities shift from limited resources to diverse possibilities, while socioemotional motives try to evolve from duty and obligation to personal fulfillment and societal impact. Interestingly, this generational progression could illustrate how family business growth might foster a legacy of resilience, adaptability, and meaningful contribution.

Table 10. Categories and analytical themes from the qualitative data analysis

Primary Motive(s)	Motivational Complex	Description	Context	Example	Role of Family Capital
Necessity	Single motive	Starting a business to meet immediate needs.	Early stage, first-generation entrepreneurs	"I started my business with my brothers with 15 Birr from my father to survive."	Financial capital supports start-up costs, human capital provides skills.
Opportunity	Single motive	Exploiting emerging market gaps through entrepreneurial activities.	Growth stage, later generations	"We have hotel and real estate projects funded by loans and family contributions."	Human capital fuels innovation, financial capital enables scaling.
Prosocial	Single motive	Ventures contributing to societal welfare.	Maturity stage, socially conscious families	"We're building a school and churches; this brings mental satisfaction."	Social capital mobilizes community, financial capital funds initiatives.
Socioemotional	Single motive	Focus on emotional satisfaction and family cohesion.	All stages, strong family bonds	"My brothers supported me even when they had little."	Social capital strengthens bonds; human capital preserves traditions.
Financial	Single motive	Wealth accumulation and financial independence.	Growth/late stages, wealth focus	"We want to expand our family businesses significantly."	Financial capital ensures stability, social capital expands networks.
Necessity + Opportunity	Dual motive	Survival needs combined with growth opportunities.	Early stage, survival and growth	"I started selling keychains to survive but saw a chance for bigger growth."	Human capital recognizes opportunities, financial capital is leveraged.
Necessity + Socioemotional	Dual motive	Addressing financial challenges while fostering unity.	Early stage, financial and emotional focus	"I started a business to support my family while my husband was away."	Social capital fosters unity, financial capital ensures survival.
Necessity + Financial	Dual motive	Meeting survival needs while securing financial growth.	Early stage, survival and wealth building	"After my father's death, I sold cows and started a business for better income."	Financial capital supports growth, human capital aids survival strategies.
Opportunity + Prosocial	Dual motive	Profitable innovations with societal impact.	Later stage, profit and social impact	"We're using our funds to build schools and support community projects."	Financial capital funds innovation, social capital enhances impact.
Opportunity + Socioemotional	Dual motive	Growth opportunities aligned with emotional fulfillment.	Any stage, passion-driven	"I want my family to take over my business and be well-educated."	Social capital deepens connections, human capital drives passion.
Opportunity + Financial	Dual motive	Combining growth potential with financial gain.	Later stage, growth and wealth	"We're managing hotel and real estate projects with loans."	Financial capital supports investment, human capital identifies opportunities.
Prosocial + Socioemotional	Dual motivation	Societal contribution combined with emotional satisfaction.	Later stage, community and family fulfillment	"We prefer spending on community projects rather than unnecessary luxuries."	Social capital engages the community, human capital nurtures environments.
Prosocial + Financial	Dual motive	Social impact initiatives with financial sustainability.	Later stage, impact with sustainability	"We support community projects instead of giving money directly."	Financial capital ensures sustainability, social capital builds trust.
Socioemotional + Financial	Dual motive	Preserving family heritage while pursuing financial goals.	Early stage, heritage and security	"I want my family to manage the business instead of outsiders."	Financial capital supports growth; human capital preserves heritage.
Necessity + Opportunity + Prosocial	Triple motive	Addressing survival needs, growth, and societal contributions.	Early stage, survival and social impact	"I started in my sister's shop and then launched my own business after."	Financial capital supports survival, social capital mobilizes community.
Necessity + Socioemotional + Financial	Triple motive	Balancing financial stability ; relationships, and urgent needs.	Challenging situations	"My mother supported us by selling homemade alcohol and coffee."	Financial capital stabilizes, social capital strengthens relationships.
Opportunity + Prosocial + Socioemotional	Triple motive	Innovating with social value and emotional fulfillment.	Later stage, visionary family business	"We prioritize community projects over personal luxuries."	Social capital aligns goals, financial capital supports innovation.
All Five Motives Combined	Holistic motivation	Balancing financial, social, emotional, survival, and growth motives.	Purpose-driven family enterprise	"We create job opportunities for our extended family, living for each other."	Financial capital ensures resources, social capital connects communities.

Source: Computed from interview data

4.4.7 A proposed model for family entrepreneurship motives

We have already seen that the existing literature on entrepreneurial motivation often oversimplifies the distinction between necessity and opportunity, neglecting the complex interplay of motives (Vale et al., 2014). At least, the prosocial and socioemotional motives in family enterprises are frequently underrepresented (Brolis & Angel, 2015). Thus, Brolis and Angel (2015), strongly suggests the need for a supportive business environment to nurture entrepreneurial passion, while Godman et al. (2014), stress the importance of social rewards for prosocial behaviors. This study also challenges the conventional view of necessity and opportunity dichotomy as opposing forces, revealing that family entrepreneurs practically navigate a mix of motivations, which includes financial stability, social impact, and emotional fulfillment. Based on the findings of this study and the gap in existing literature, the research proposed a *Family Entrepreneurship Motivation Model (FEMM)*. The Model that I am proposing here under tries to move beyond the necessity-opportunity dichotomy, and introduce integrated additional motivational configurations accounting for family capital, contextual and generational factors that influence EM.

The model further illustrates how necessity motives often drive first-generation entrepreneurs facing financial constraints, while later generations shift toward opportunity and prosocial motives as their businesses stabilize. More importantly, this model also features the interconnectedness of necessity motives with financial, prosocial, and socioemotional motives, detailing the dynamic nature of family business operations, stressing the importance of family capital as key enablers of EM. More importantly, the findings underline the adaptive and overlapping nature of family EMs, ensuring long-term success through shared resources and mutual support.

The FEMM tries to offer a comprehensive and innovative approach to understanding entrepreneurial motives within family businesses at least from the Ethiopian context. This model introduces a broader spectrum of motivations, including single, dual, triple, and holistic configurations. Notably, this reflects the layered and multifaceted nature of EMs in the family entrepreneurship contexts. To a certain extent, single dominant motives serve as foundational drivers, while dual and triple motives capture the synergistic interplay of multiple priorities. At its core, holistic motivation represents a purpose-driven approach that tries to balance all five motives, integrating financial sustainability, societal contributions, family cohesion, and personal growth. Interestingly enough, this typology

provides structured way to understand the variable degrees of entrepreneurial motivation and indicates the fluid interconnected nature of entrepreneurial decision-making. For example, all the four studied family enterprises in this study started their family enterprises with a dominant single-motive primarily focusing on survival but gradually they incorporated prosocial and opportunity-driven goals as they grew.

Further, the model also emphasizes the role of contextual and generational factors in shaping entrepreneurial motives. For example, first-generation entrepreneurs in the four studied families were driven by necessity and financial motives due to limited resources, while later generations, with accumulated capital, tend to shift toward opportunity, prosocial, or socioemotional motives. From this perspective, the proposed model tries to captures how families navigate their unique contexts to address challenges and leverage opportunities. Thus, by addressing the dynamic and iterative nature of entrepreneurial motives, this proposed model provides a robust tool for researchers, practitioners, and policymakers to analyze and support family entrepreneurship in diverse socio-economic environments. Notably, it tries to emphasizes the importance of adaptability, strategic planning, and multi-generational collaboration in ensuring long-term success and societal contribution.

Regarding the novelty of the model, I believe the FEMM stands out by capturing the dynamic interplay of entrepreneurial motives in family businesses, moving beyond traditional dominant framework in literature (e.g., Civera et al., 2020; Lingappa & Rodrigues, 2023; Mota et al., 2019), that treat these motives at least in isolation. Moreover, unlike existing models, my model notably integrates necessity, financial, opportunity, prosocial, and socioemotional motives, illustrating how they interact with the business context and family capital. Another key distinction is the model's recognition of necessity as the dominant initial driver for first-generation family entrepreneurs, particularly in Ethiopia. While many studies start with financial incentives or growth opportunities, my model notably reflects a more realistic trajectory where businesses emerge from urgent need and later evolve into opportunity, socioemotional and prosocial driven ventures. Another unique aspect of the model is even during the early stage of the family business simultaneous or overlapping motives were observed. For example, even though necessity was a dominant motive at the stage, surprisingly financial, prosocial, socioemotional, and opportunity motive elements with different magnitudes were observed. In addition to that, another unique feature of the model is the explicit incorporation of family capital as an

active force shaping such EMs. As a result, the available family capital in terms of skills and expertise often convert necessity-driven efforts into growth opportunities, while trust and networks amplify prosocial and socioemotional goals, and financial resources ensure long-term sustainability of the family business.

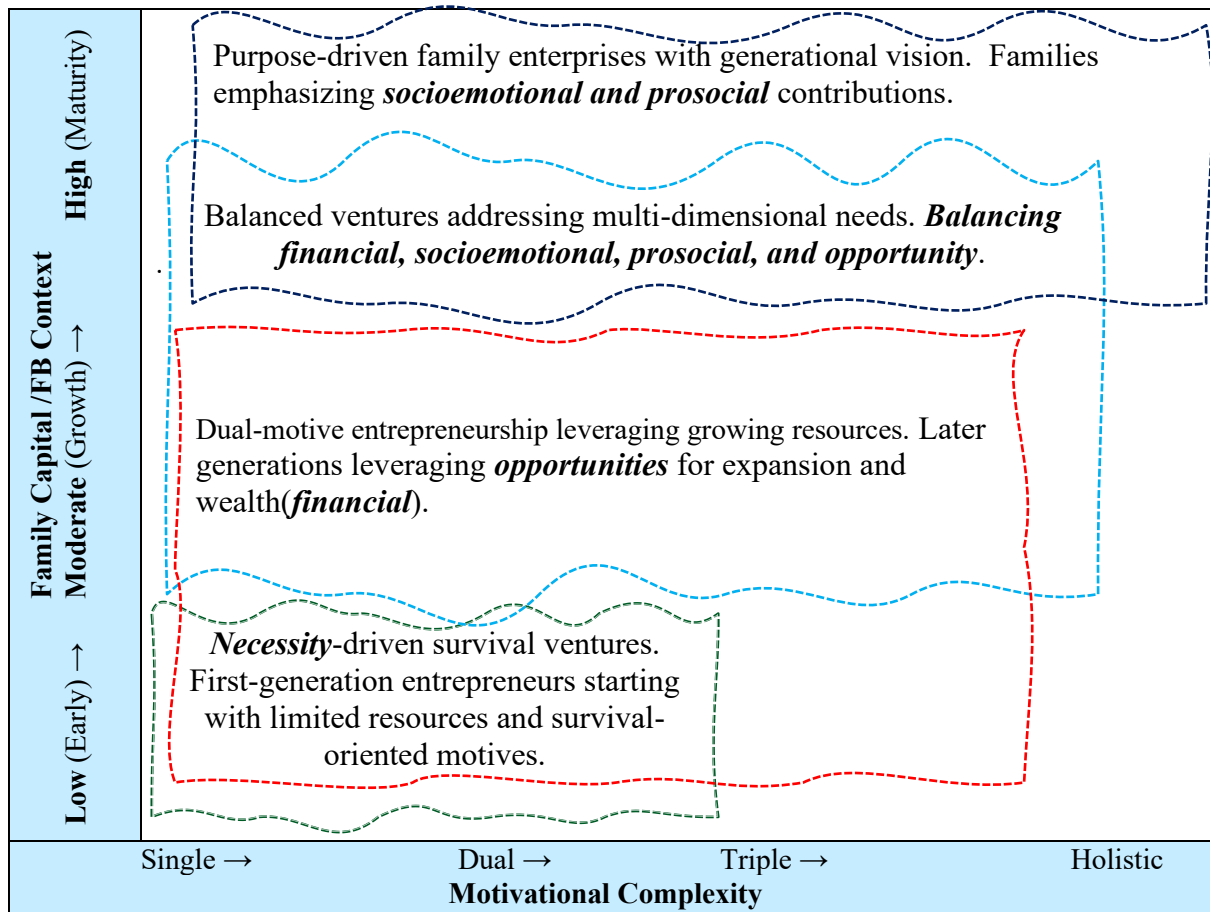


Figure 8: Theoretical model of family entrepreneurship motivation model in Ethiopia

4.5 Conclusion, Implications, and Future Research Directions

4.5.1 Conclusions

It appears that the insights from the four studied enterprising families notably underlines the complex interplay of Ems (necessity, financial, prosocial, opportunity, and socioemotional motives) in Ethiopian family businesses. Interestingly, these findings challenge the traditional, dominant motivation framework, i.e the necessity-opportunity dichotomy, revealing that entrepreneurs in the family business have found to navigate a combination of motivations at the same time rather than seeing them as opposing, separate

or “either” “or” force options. In that regard, this perspective emphasizes the importance of flexibility in decision-making or EM in FE. At the heart of all these, by embracing these multiple motivations which often evolve or co-occur, family entrepreneurs in Ethiopia have found to enhance resiliency and create sustainable business models which could align with the economic and social goals and contexts, characterizing their entrepreneurship as *mixed-motive* (using different motives simultaneously) and *hybrid-motives* (combining financial and non-financial motives).

Furthermore, based on the discussion so far, the studied Ethiopian family entrepreneurs can also be categorized into three groups based on their motivations: single-motive dominant entrepreneurs, who focus on one primary motive (financial gain, necessity, or prosocial mission); dual-motive entrepreneurs, who balance two distinct drivers (like necessity and opportunity), and multi-motive entrepreneurs, who try to integrate three or more motivations that dynamically interact (such as financial, prosocial, and opportunity motives). In that regard, this typology may further illustrate the varying degrees of EM and its fluid nature, which is influenced by the available family capital and business context.

Notably, this shows that the interplay of these motives is vital for the sustainability and growth of Ethiopian family businesses. For example, necessity-driven entrepreneurs could leverage family capital in order to create sustainable livelihoods, which ultimately would contribute significantly to the broader economy (Giacomin, et al., 2023). Therefore, recognizing and supporting necessity-driven entrepreneurship through targeted policies is crucial for economic development in such contexts and places (Manning & Vavilov, 2023).

Thus, I believe that, understanding how necessity motives intertwine with the rest four entrepreneurial motives and family capital forms a unique entrepreneurial ecosystem, showcasing the resilience of family entrepreneurs in Ethiopia. Such dynamics are essential for developing effective and contextual policies that support family businesses, promoting economic stability and growth in Ethiopia and developing regions alike. Therefore, I believe that such a comprehensive approach will ensure necessity-driven family entrepreneurs not only to survive but also thrive, which ultimately enhances their communities' economic and social fabric. That primarily means, incorporating these theoretical perspectives would provide a deeper understanding of how necessity motives interact with other entrepreneurial motives, family capital and business context, in shaping the success of family businesses in similar developing countries. This foundation reinforces my study's findings and establishes a solid framework for future research and policy development for respective contexts.

4.5.2 Policy and practical implications

The study primarily underlines that necessity-driven entrepreneurs often either transit to opportunity, prosocial and socioemotional driven practices as their businesses stabilize and grow, or simultaneously be motivated in combinations of the motives, which illustrates the dynamic relationship between these motivations. From this perspective, this shift notably underscores the potential of necessity-driven enterprises to significantly contribute to economic development of a country over time, which is also in line with the argument of O'Donnell et al. (2024). Furthermore, as family businesses evolve through generations, their motivations increasingly align with opportunities, making it essential in understanding these dynamics for effective policy creation that supports their growth and resilience, especially in countries where challenging socio-economic environments are prevalent. More importantly, I strongly believe that these insights are particularly relevant in enhancing Ethiopia's entrepreneurial ecosystem and which also might foster economic stability in similar regions and contexts.

Thus, in order to support necessity-driven entrepreneurship in the country or beyond, policymakers should implement tailored support systems, such as microfinance initiatives, skill development programs, and improved market access to help transform survivalist businesses into growth-oriented ones (Armendáriz & Morduch, 2005; McKenzie & Woodruff, 2012). In light of this, I believe that education is crucial, which possibly provides such entrepreneurs with the necessary skills and mindset to seize opportunities and tackle challenges. Additionally, leveraging the available family capital such as family networks can strengthen support for family businesses, encouraging collaboration and resilience. Furthermore, engaging family members as human capital, in business activities, diversifying income sources and participating in community-oriented actions could build family social capital and goodwill, which further enhances the growth potential and innovation capacity in the small family enterprises (Naudé, 2010).

4.5.3 Future research directions

In order to better identify common patterns and unique factors modeled by cultural, economic, and political contexts, I would like to suggest that future research should focus on comparative studies across various developing countries and contexts. I also suggest the future research to conduct follow-up/the traditional longitudinal studies on necessity

driven family businesses throughout their journey at least for some years, as it can reveal better insights into their sustainability, evolving motives and growth over time. Additionally, exploring how access to technology in addition to the available family capital affects necessity based family businesses can illustrate the role of digital tools in supporting growth and market expansion. Further, it's would also be vital to examine gender roles in necessity-driven family businesses to uncover the specific challenges and opportunities for women entrepreneurs, informing gender-sensitive policies. In a similar note, a research by O'Donnell et al. (2024), shows that understanding the needs of necessity-driven entrepreneurs leads to more effective support strategies, stressing the very importance of recognizing gender dynamics in family entrepreneurship motivation.

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CHAPTER 5: GENERAL DISCUSSION

As a final chapter it is structured to bring together the insights from the three standalone papers that form the core of this dissertation, which reflects how each paper contributes to answering the overarching research questions introduced at the first chapter of this dissertation. In the same token it also offers an interconnected blend of the theoretical and empirical contributions made throughout the three studies, which further highlights how these findings add to the broader understanding of family entrepreneurship. For these reasons, I am confident that this study would offer practical value to a broad range of stakeholders, including policymakers, family business owners, and practitioners. Furthermore, the chapter tries to address the study's limitations and points to promising directions for future research, especially in relation to family business dynamics in often underrepresented, non-Western contexts such as Ethiopia.

5.1 General Discussion of the Findings

To begin with the first paper, the systematic literature review underscores the deeply rooted societal and cultural foundations of entrepreneurial values, outlining how family businesses shape and being shaped by their broader environment. Interestingly, one of the key findings of this dissertation stress the complex and dynamic nature of entrepreneurial value transmission within families. Further, the study tries to identify a diverse set of values categorized into family values, family business values, and societal entrepreneurial values, emphasizing that value transmission is not limited to the family but rather it goes beyond it. Namely eight key mechanisms for transmitting these values were identified, including relational embeddedness, vicarious learning, communication, imprinting, education, parental styles, community influences, and even genetics. Notably these mechanisms often interact and reinforce each other, operating both across generations and within the same generation.

From an empirical standpoint, this dissertation offers important insights into the mechanisms of entrepreneurial value transmission within Ethiopian enterprising families, challenging traditional conceptualizations that often portray value transfer as a linear, one-way process from parents to children (e.g., Arcand, 2012; Johnson et al., 2019; Wyrwich, 2015). Drawing on qualitative research methods which included interviews and case studies where the study uncovers key entrepreneurial value transmission mechanisms,

namely intergenerational socialization, role modeling, and the influence of broader societal-level factors. Particularly striking was the role of informal community systems, such as *Equib*, which function not only as traditional savings method but also as entrepreneurial incubators. In a similar note, interestingly the study highlights the significance of early child out-migration in addition to *Equib* networks as distinct, underexplored mechanisms in Ethiopian family businesses—dimensions largely absent in the dominant Western-oriented literature. I strongly believe that these findings contribute valuable new perspectives on how migration and community structures shape entrepreneurial values and practices. In doing so, this study addresses a critical gap by expanding the geographical and cultural lens of family business research to encompass non-Western, contextually rich environments like Ethiopia.

In terms of entrepreneurial motivation, this dissertation also tries to identify unique motivational drivers that shape the behavior of family business members in Ethiopia and beyond. As a matter of fact, while exiting literature acknowledged the dominant dichotomy of opportunity-necessity motivation as universal drivers of entrepreneurship (e.g., Calderón et al., 2016; Fairlie & Fossen, 2018), contrary to that, this research underscores the importance of prosocial, socioemotional, financial aspirations and survival-based necessity. At the heart of this, the study integrates the motivations with the family capital from the Ethiopian context. More importantly, these motivators are deeply embedded in the Ethiopian socio-cultural and economic environment, where family businesses are not only a source of income but also a means of maintaining social status, preserving cultural heritage, and contributing to community welfare.

5.2 Overall Contribution of the Dissertation

Notably, this dissertation sets out to make both theoretical and empirical contributions to the field of family entrepreneurship, with a particular emphasis on Ethiopian family businesses, while also offering insights that can be applied more broadly. I openly believe that the findings would deepen our understanding of how entrepreneurial values are passed across generations by classifying entrepreneurial values into three interconnected domains: family, family business, and societal entrepreneurial values. Interestingly, this approach provides a more holistic view of how these values evolve and influence one another over time. More importantly, the study tries to challenge the traditional belief that values are often linearly passed down from parents to children. Instead, my study highlights how

younger family members also play an active role in shaping the entrepreneurial mindset within the family. Further, by and large the findings of this study also emphasize the powerful role of societal and cultural contexts, showing that value transmission is not just a family matter, but something deeply influenced by the Ethiopian environment in which the business operates.

More importantly, this insight is especially valuable for anyone exploring how Ethiopia's unique cultural and social landscape shapes entrepreneurial behavior within family firms. Taking this into account, by identifying eight distinct yet interconnected mechanisms of value transmission, the study tries to present a comprehensive framework that reaches beyond family businesses to touch on individual and community-level dynamics as well. In doing so, I believe that it adds depth to academic conversations and offers practical takeaways for policymakers and family business leaders seeking to nurture lasting entrepreneurial mindsets across generations.

At the heart of the study's theoretical contribution is the introduction of a multilevel, bidirectional model of entrepreneurial value transmission. Notably, rather than viewing value transmission as a one-way flow from parents to children, the findings point to a more dynamic and reciprocal process where older and younger generations shape each other's entrepreneurial thinking in meaningful and sometimes surprising ways. Surprisingly, this back-and-forth exchange not only adds richness to the process but also enhances its long-term viability by helping the family businesses to remain adaptive and resilient as they grow and change.

Regarding entrepreneurial motivation, interestingly the study's findings, expand the existing dominant understanding of entrepreneurial motivation by introducing locally relevant and integrated factors that have been largely overlooked in the Western-dominated literature which is dominated by opportunity-necessity motivation entrepreneurship (e.g., Elifneh, 2015; Mota et al., 2019; Williams, 2007). That's why I genuinely believe this dissertation can make a meaningful contribution to both the theory and practice of understanding family business dynamics especially in the Ethiopian context, where family businesses are often and dominantly shaped by prosocial values, emotional ties, and necessity-driven motivations. In the end the research offers practical insights that can benefit not just scholars, but also policymakers, family business owners,

and practitioners. Furthermore, it provides down-to-earth recommendations for strengthening family businesses in Ethiopia and other similar settings.

5.3 Practical Implications

This research intends to provide practical insights for a wide range of stakeholders especially in developing economies and beyond. Interestingly, one of the common key takeaways for respective stakeholders is that entrepreneurial values are not only passed from older to younger generations, but also in vice versa. Consequently, this highlights the need for open communication, mutual respect, and intergenerational mentorship within families.

For example, policymakers, may need to move beyond financial support to promoting entrepreneurial education, community engagement, and knowledge sharing across generations while educators and advisors can also apply the study's findings by integrating value transmission mechanisms into training programs that help families understand and nurture their values. Additionally, for family business owners, the study offers actionable recommendations such as fostering mentorship between generations, involving extended family, and staying rooted in community values. Above all, it emphasizes the importance of balancing tradition with innovation to build resilient, adaptable businesses in the face of economic and political change.

Furthermore, practitioners and consultants working with family businesses can use the findings of this dissertation to design tailored strategies for strengthening family business operations, ensuring that values are passed down effectively, and addressing the unique challenges faced by Ethiopian family businesses. For example, consultants could guide family businesses in adopting practices that integrate clan and ethnic networks, helping to build stronger ties between family businesses and their communities. Ultimately by understanding the local dynamics and motivational drivers, practitioners can provide more effective guidance on sustaining family businesses across generations.

5.4 Ethical Considerations

As part of ethical research, ethical considerations were central to every step of this research. For this reason, from the beginning, participants of this research were clearly informed about the purpose of the study and they gave me their voluntary consent to take

part to the study. In return, they were assured that their identities would remain anonymous and that all shared information would be treated with strict confidentiality. For this I used numerical representation rather than their names in the analysis and the whole dissertation. In addition to that they also had the freedom to withdraw from this study at any time without any negative consequences. Throughout the research process, I had tried to be as careful as possible to respect participants' privacy and ensure their voices were accurately represented and sensitive responses were handled with care and used only for academic purposes. In addition to that in order to avoid misinterpretations, I applied a careful, iterative analysis and cross-checked the findings multiple times.

As this research mainly focused on Ethiopian family businesses, I also made sure to approach each interaction with all the four selected enterprising families and their members with cultural sensitivity. Understanding the importance of local and family traditions, I had tried to build trust with participants and created a respectful space where they could speak freely. This helped me uncover genuine insights into how values transmitted, and motivations developed within the studies families. Finally, I've aimed to present the findings of this study with honesty and transparently while acknowledging the limitations of qualitative research and the complexities involved. For this reason, the study doesn't claim to offer universal truths but rather try to contribute thoughtfully to ongoing conversations around family entrepreneurship.

5.5 Limitations and Future Research Directions

Given the qualitative nature of this study, some subjectivity seems inevitable. In addition, while my cultural familiarity offered me valuable context, I remained aware of the need to balance insider insight with analytical objectivity. Furthermore, as the case studies and interviews enabled rich exploration, the findings as a result reflect both participant perspectives and my interpretation. However, despite efforts to ensure rigor, the qualitative approach limits generalizability.

That is why the call for future research to broaden understanding by examining family businesses across other African and non-Western contexts, offering comparative insights into value transmission and motivation is needed. Moreover, though I have used the implied/cross-generational longitudinal approach to this research, the traditional longitudinal studies would be especially useful in capturing how these dynamics evolve

across generations and in response to shifting economic, political, or technological landscapes. At the same time, mixed-methods approaches could also enhance robustness by combining in-depth narratives with quantifiable patterns. Finally, in a similar note, industry-specific future studies would help unpack how family business dynamics vary across sectors like agriculture, manufacturing, and services, allowing for more targeted strategies to support growth and resilience.

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APPENDICES

Appendix 1: Interview Guidelines for the second paper

The guideline has the following three blocks.

Block one: Values: Understanding Values in the case families. To do this, in the data collection the following things will be done.

1. Defining and identifying the core values that the family identifies with.
2. Where the values come from ...is it from the community or other intuitions like religion or developed in the family
3. How the family values are similar or different with the societal values from the Ethiopian context
4. How the values are enacted or practiced in the family (events, instances, traditions (Stories, tales, quotes, experiments, observations, family traditions etc of the family, Entrepreneurial values and practices of father, values and practices of the mother and values and practices other close extended family members etc in the family.

Block Two: The Outcome: (the entrepreneurial Intention of Children)

1. The entrepreneurial intention of the children and what they are doing right now to actualize their entrepreneurial intention.
2. What barriers children are facing and the role of the family values in overcoming the challenges and how they use values transmitted through stories, tales, quotes, experiments, observations, traditions, values and practices of father, values and practices of the mother and values and practices other close extended family members
3. Value for starting own business, value for growing a business, current business practices of the offspring.

Block Three: Family Entrepreneurial Culture and practice.

Everything the family does in relation to helping children start their own business. It includes every support, training, guidance, events, advice, information, promise, etc the family practices to help the child intend to start his or her own business.

Appendix 2: Interview Guidelines for the third Paper

The guideline has the following three blocks.

Block one: Values: Understanding motives in the case families. To do this, in the data collection the following things were done.

1. Defining and identifying the core drives that the family started the family business.
2. Where the motives come from ...is it from the persona, family, community or other intuitions or developed in the family
3. How the family motives are similar or different across the business development stages and environmental changes from the Ethiopian context
4. How the motives are enacted or practiced in the family (events, instances, traditions (Stories, tales, quotes, experiments, observations, family traditions etc of the family, Entrepreneurial motives and practices of father, motives and practices of the mother and motives and practices other close extended family members etc in the family.
5. The dynamics of the available family capital influences on the entrepreneurial motive through the business growth.

Block Two: The Outcome: (the entrepreneurial Intention of Children)

1. The entrepreneurial intention of the children and what they are doing right now to actualize their entrepreneurial intention and why.
3. What barriers children are facing and the role of family motives in overcoming the challenges and how they use motives transmitted across generations
4. Motives for starting own business, motives for growing a business, current business practices of the offspring.

Block Three: Family Entrepreneurial Culture and practice.

Everything the family does in relation to helping children start their own business (Family capital). It includes every support, training, guidance, events, advice,

information, promise, etc the family practices to help the child intend to start his or her own business.