

UNDERSTANDING CORPORATE ENTREPRENEURSHIP IN FAMILY FIRMS: A SYSTEMATIC REVIEW OF ANTECEDENTS, MECHANISMS, AND LONG-TERM IMPACT

Amanda Amelinda

Master of Management, Faculty of Economic and Business, Lambung Mangkurat University

Corresponding author email: amandaamelinda5@gmail.com

Hastin Umi Anisah

Department of Management, Faculty of Economic and Business, Lambung Mangkurat University

humianisah@ulm.ac.id

Dian Masita Dewi

Department of Management, Faculty of Economic and Business, Lambung Mangkurat University

dianmasitadewi@ulm.ac.id

Abstract

This study aims to deepen the understanding of Corporate Entrepreneurship (CE) within family firms by systematically reviewing its antecedents, mechanisms, and long term impacts. Family firms possess unique characteristics shaped by family values, identity, governance patterns, and intergenerational goals, which create a distinctive context for the emergence and development of CE. However, existing research remains fragmented, making it difficult to fully capture how CE functions within these organizations. Using the Systematic Literature Review (SLR) method, this study analyzes selected primary studies published between 2006 and 2025 to synthesize evidence on how family related factors influence CE, through what mechanisms entrepreneurial intentions are transformed into innovative actions, and how CE contributes to long term sustainability. The findings show that CE in family firms is driven by family values, identity configurations, socioemotional goals, successor competencies, and stewardship oriented governance. CE operates through cognitive, behavioral, relational, and structural mechanisms that translate entrepreneurial intentions into innovation, strategic renewal, and new venture creation. Furthermore, CE strengthens innovation capability, enhances adaptability, and supports transgenerational continuity. This study contributes to family business literature by integrating diverse insights into a comprehensive conceptual understanding of CE in family firms and offers implications for theory and managerial practice.

Keywords: Corporate Entrepreneurship; Family Firms; Innovation Capability; Long Term Sustainability; Transgenerational Continuity.

INTRODUCTION

Corporate Entrepreneurship, abbreviated as CE, has become a central concept when discussing the ability of established companies to remain innovative and competitive amidst a dynamic business environment. However, a definition of CE has not been fully agreed upon by academics. Emerging perspectives emphasize diverse dimensions, such as product innovation, organizational structure renewal mechanisms, and entrepreneurial behavior that occurs at both the individual and corporate levels. The concept of corporate entrepreneurship is rooted in the initial idea of entrepreneurship in organizations introduced by Peterson & Berger (1971) through their study of the popular music industry. Peterson & Berger (1971) identified entrepreneurship as a leadership style and organizational strategy used by large companies to navigate turbulent market environments. At this point, the discourse of entrepreneurship was no longer viewed solely as the activity of individual business owners, but also as a function that can emerge within large organizations when individuals within them create new combinations of existing resources. This idea later became the forerunner to the birth of the concepts of intrapreneurship and corporate entrepreneurship in the following decades.

The concept of corporate entrepreneurship began to take on a clearer theoretical form in the 1980s and 1990s, when researchers began viewing entrepreneurship not only as an individual activity but also as a strategic process within large organizations. Burgelman (1983) describes corporate entrepreneurship as the process by which companies diversify through internal development, combining existing resources to expand activities into new areas previously unrelated or only slightly related to the company's core competencies. This view was expanded by Guth & Ginsberg (1990), who emphasized that the topic of corporate entrepreneurship encompasses two main phenomena: the birth of new businesses within established organizations (internal innovation or corporate venturing) and the strategic renewal process that transforms organizations through the renewal of key ideas that underlie their existence.

Zahra (1991) explains that CE is a series of activities, both formal and informal, carried out within an organization to build new businesses through product innovation, process innovation, and market development. Zahra (1991) adds that these activities can take place at various levels, such as corporate, business division, functional department, or specific projects, and are directed at formulating new strategies to strengthen the company's competitiveness and performance. Hisrich et al., (2013) add that CE is an entrepreneurial action within an organization that serves to stimulate individuals to think and act differently and better, while Kuratko et al., (2014) emphasizes its role as an important mechanism to encourage continuous innovation and improve the company's ability to face global market dynamics. In the context of organizational behavior, Covin & Slevin (1991) emphasize that although not all

conditions require a high entrepreneurial orientation, a company's ability to manage an entrepreneurial posture is becoming increasingly important because rapid environmental changes increasingly demand flexibility and constant strategic renewal.

The implementation of corporate entrepreneurship (CE) provides broad strategic benefits for organizations, including improved financial performance, innovation, resilience, and positive employee behavior. CE encourages companies to be more proactive in managing resources and seizing new opportunities, which has been shown to contribute to increased sales and job creation (Rifai & Sa'd, 2022). By cultivating a culture of creative and exploratory thinking, CE also strengthens the process of continuous innovation, a key source of competitive advantage (Xue et al., 2023). Furthermore, CE practices serve as an adaptive mechanism that helps organizations navigate uncertain business environments, acting like "strategic insurance" that maintains stability and mitigates the risk of stagnation (Ferreira, 2001).

The concept of Corporate Entrepreneurship (CE), which focuses on internal diversification (Burgelman, 1983), strategic renewal (Guth & Ginsberg, 1990), and corporate innovation (Zahra, 1991), remains strongly relevant in facing the challenges of the modern digital era. The business environment of the 2020–2025 decade is characterized by accelerated digital transformation, market uncertainty, and increasing demands for sustainability, which require organizations to integrate innovation, technology, and strategic agility into their business models (Glinyanova et al., 2021; Popowska, 2020). In this context, CE has evolved into a key mechanism for driving innovation- and technology-based organizational transformation, enabling companies to maintain competitiveness amidst digital disruption and structural changes in the industry (Al-Aali & Teece, 2014). This demonstrates that the legacy CE concept remains relevant, as the foundations of internal diversification, strategic renewal, and corporate innovation are able to adapt to the demands of the digital era.

Family firms are organizations where two or more members of an extended family influence the direction of the business through the exercise of kinship ties, management roles, or ownership rights (Tagiuri & Davis, 1996). Shanker & Astrachan (1996) divide the definition of family firms into three groups, 1) broad, requiring the family to have effective control over strategic direction and long-term intentions to sustain the business, where such control is through a board of directors or shares, without the need for daily involvement; 2) middle, covering all the criteria of the broad definition and requiring the founder or his descendants to run the company even if only one family member; 3) narrow, requiring the involvement of several generations, direct family involvement in daily operations, and more than one family member having significant management responsibilities. Family firms or in Chua et al., (1999) called family businesses, are businesses that are organized and/or managed with the aim of shaping and pursuing a business vision held by a dominant coalition controlled

by members of the same family or a small number of families in a way that is potentially sustainable across generations of the family.

This study presents a Systematic Literature Review (SLR) on Corporate Entrepreneurship (CE) within family firms. The above description explains that corporate entrepreneurship remains relevant period in the digital era. Understanding how this concept operates within the context of family firms during this period is interesting to research. Family firms have distinct characteristics from non-family firms, both in terms of family values, the goal of maintaining business sustainability, decision-making patterns, and long-term orientation towards the next generation. The need for this knowledge integration reinforces the importance of SLR-based research to systematically map the antecedents, mechanisms, and long-term impact of CE in family firms. Through SLR, this study can conclude the patterns and conceptual foundations of corporate entrepreneurship in family firms.

RESEARCH METHOD

The Systematic Literature Review (SLR) method was employed in this study to systematically collect, evaluate, and interpret relevant primary studies. This approach enables researchers to explore diverse sources in a structured and transparent manner, ensuring that the resulting conclusions are accurate, evidence-based, and verifiable. According to Kitchenham (2007), an SLR is a type of secondary study that applies a clearly defined methodology to identify, analyze, and synthesize all available evidence related to a particular research question in an objective and replicable way. Thus, this method not only minimizes subjective interpretation but also strengthens the study’s foundation for future retesting and validation. In this research, SLR is applied to understand more deeply the development of corporate entrepreneurship in family firms. Through a review of various previous studies, this research can identify antecedents, mechanisms, and long-term impact in this context.

The research questions in this study were designed based on the PICOC criteria. PICOC is an approach to planning and designing a Systematic Literature Review (SLR). PICOC stands for Population, Intervention, Comparison, Outcome, and Context. Table 1 below is the design of PICOC criteria according to Kitchenham & Charters (2007) in Pangestu et al., (2023):

Table 1. PICOC

PICOC	Description
Population	Family firms engaged or potentially engaged in Corporate Entrepreneurship (CE)
Intervention	Family-related factors and internal mechanisms influencing CE (e.g., SEW, identity, leadership, governance)

Comparison	Across generations, leadership styles, or family vs non-family ownership
Outcome	Analysis of antecedents, processes, and impacts of CE on innovation and continuity
Context	Research conducted in the context of family business environments across industries and countries

Source: Authors (2025)

The research questions and their objectives in this systematic literature review are shown in Table 2.

Table 2. Research Questions and Objectives

RQ	Research Questions	Objectives
RQ1	How do family-related factors and identities influence the emergence and development of Corporate Entrepreneurship in family firms?	To find out and analyze how family-related factors and family identities influence the emergence and development of Corporate Entrepreneurship in family firms.
RQ2	Through what mechanisms do family firms translate entrepreneurial intentions into corporate entrepreneurial activities such as innovation, strategic renewal, and corporate venturing?	To find out and analyze the mechanisms through which family firms translate entrepreneurial intentions into corporate entrepreneurial activities, including innovation, strategic renewal, and corporate venturing.
RQ3	What are the impacts of Corporate Entrepreneurship on the long-term sustainability, innovation capability, and transgenerational continuity of family firms?	To find out and analyze the impacts of Corporate Entrepreneurship on the long-term sustainability, innovation capability, and transgenerational continuity of family firms.

RESULT AND DISCUSSION

How do family-related factors and identities influence the emergence and development of Corporate Entrepreneurship in family firms?

The emergence and development of corporate entrepreneurship in family firms are shaped by a constellation of family related structural, institutional, and identity-based factors. Structurally, generational involvement, the willingness of the family to embrace change, and the ability to recognize technological opportunities encourage entrepreneurial behavior within family firms (Kellermans & Eddleston, 2006). Family commitment and a strong long-term orientation also play central roles, as committed families direct attention and resources toward innovation, strategic renewal, and new venture creation through their sustained future orientation (Fu et al., 2024). In addition, the expectations that the family places on the firm, including aspirations for growth, innovation, or reputation, influence the intensity of corporate entrepreneurship and shape the organizational identity that guides strategic choices (Memili et al., 2009). At the micro level, family institutions composed of values, norms, communication patterns, and parenting styles influence the cognitive frames and behavioral tendencies of family members. These institutions affect whether individuals are prepared and motivated to innovate, take risks, and participate in strategic renewal (Soleimanof et al., 2018). Cohesive relationships and open communication tend to support creativity and knowledge sharing, while rigid or overly controlled family environments may restrain entrepreneurial behavior.

From an institutional perspective, autonomy, transparency, and professionalization promote core dimensions of corporate entrepreneurship such as risk taking, proactiveness, and innovativeness. In contrast, excessive formalization may limit these behaviors (Çavuş & Demir, 2011). Social relationships and family embeddedness further enrich corporate entrepreneurship by providing trusted networks that facilitate access to information, collaboration, and market opportunities. At the same time, strong emotional and relational ties within the family can increase risk aversion or reluctance to share authority, which may restrict entrepreneurial initiatives depending on how the family manages these dynamics (Weimann et al., 2021). Socioemotional wealth also plays an important role. It enhances corporate entrepreneurship among family employees by strengthening their organizational identification, but it may discourage non family employees from participating in entrepreneurial activity when it is accompanied by unequal treatment in human resource practices (Saleem et al., 2025). Identity mechanisms add further explanatory power. When the personal identities of family leaders and the collective identity of the family align with entrepreneurial values, corporate entrepreneurship is

more likely to emerge. When identities emphasize conservatism or tradition, entrepreneurial efforts tend to weaken (Canovi et al., 2019). In succession contexts, successor competencies such as understanding family values, managing expectations, and building collaborative leadership capacity are essential for maintaining corporate entrepreneurship across generations (Samei & Feyzbakhsh, 2015). Stewardship oriented governance that reflects long term commitment, inclusive decision making, and family harmony also strengthens corporate entrepreneurship by creating trust, cohesion, and strategic alignment within the firm (Eddleston et al., 2008).

Overall, these findings demonstrate that corporate entrepreneurship in family firms is deeply embedded in the dynamics of the family system. Family structure, values, identity configurations, institutional practices, and emotional ties collectively determine whether entrepreneurial initiatives emerge, gain support, and persist. Therefore, understanding corporate entrepreneurship in the family firm context requires recognizing the family as both a critical resource and a potential constraint in shaping entrepreneurial development.

Through what mechanisms do family firms translate entrepreneurial intentions into corporate entrepreneurial activities such as innovation, strategic renewal, and corporate venturing?

The influence of family related factors and identities on the emergence and development of corporate entrepreneurship in family firms operates through several interconnected mechanisms. At the cognitive and attitudinal level, the values, norms, and behavioral patterns transmitted within the family shape the viewpoints, intentions, and perceived capabilities of key decision makers. Mussolino & Calabrò (2013) demonstrate that the paternalistic leadership behavior of predecessors shapes the attitudes, subjective norms, and perceived behavioral control of successors, which in turn influence their willingness to engage in innovative and renewal-oriented actions during succession. Similarly, the willingness of the family to embrace change and its ability to recognize technological opportunities function as cognitive mechanisms that transform external stimuli into entrepreneurial activity (Kellermans & Eddleston, 2006). Identity based mechanisms also play a significant role. Canovi et al., (2019) show that identity work at the individual and family levels influences how opportunities are interpreted and whether entrepreneurial actions are seen as compatible with the family's sense of self.

A second mechanism operates through long term temporal orientation. Fu et al., (2024) find that family commitment enhances corporate entrepreneurship by first creating a strong long-term orientation, which then motivates sustained investment in innovation, strategic renewal, and new venture creation. This mechanism aligns with the stewardship perspective, which highlights that comprehensive decision processes

and family harmony encourage firms to view entrepreneurial initiatives as intergenerational investments rather than short term risky undertakings.

A third mechanism is structural and process based. Strategic planning serves as a coordinating mechanism that aligns the perspectives of different generations and translates entrepreneurial intentions into coherent portfolios of innovation and renewal projects (Kellermans & Eddleston, 2006). Institutionalization processes also act as important channels. Autonomy, professionalization, transparency, and other institutional features create organizational conditions that support proactive behavior and experimentation, while excessive formalization may restrict such actions (Çavuş & Demir, 2011). Stewardship oriented governance further reinforces these mechanisms by granting legitimacy to entrepreneurial initiatives and embedding innovation within collective decision structures (Memili et al., 2009).

Relational and social mechanisms also play a central role. Strong social ties and family embeddedness facilitate corporate entrepreneurship by supporting the flow of information, trust building, and collaboration, which are essential for opportunity recognition and the development of new ventures (Weimann et al., 2021). However, the same relational closeness may also increase sensitivity to risk and reluctance to share control, which in some cases may constrain entrepreneurial activity.

In addition, socioemotional mechanisms influence corporate entrepreneurship through organisational identification and motivation. Saleem et al., (2025) show that socioemotional wealth strengthens identification and entrepreneurial engagement among family employees, but may weaken engagement among non family employees when it is accompanied by unequal human resource practices. Finally, successor competencies function as implementation mechanisms that translate family aspirations into sustained entrepreneurial activity across generations. Successors who are able to articulate an entrepreneurial vision, design systems that support innovation, build a culture that embraces change, and manage family expectations are more effective in fostering corporate entrepreneurship (Samei & Feyzbakhsh, 2015).

Taken together, these findings indicate that the mechanisms through which family related factors and identities influence corporate entrepreneurship include cognitive framing, long term temporal orientation, structural and procedural design, relational embeddedness, socioemotional processes, and the capabilities of successors. These mechanisms explain how family values and identities are transformed into concrete innovations, strategic renewal, and new venture creation within family firms.

What are the impacts of Corporate Entrepreneurship on the long-term sustainability, innovation capability, and transgenerational continuity of family firms?

Family firms translate entrepreneurial intentions into concrete corporate entrepreneurial activities through a set of strategic, behavioral, relational, identity

based, and institutional mechanisms that collectively enable innovation, strategic renewal, and corporate venturing. Strategically, entrepreneurial intentions only materialize when they are formalized through planning processes that align family aspirations with organizational actions. Strategic planning acts as an operational mechanism through which willingness to change, recognition of technological opportunities, and multigenerational involvement are converted into decisions that support innovation and renewal (Kellermans & Eddleston, 2006). Successor competencies also function as a central mechanism. Competencies such as strategic thinking, opportunity recognition, creative thinking, and managerial capability allow successors to design entrepreneurial strategies, develop organizational capabilities, and secure family support, ultimately enabling the implementation of entrepreneurial initiatives (Samei & Feyzbakhsh, 2015). At the behavioral level, the Theory of Planned Behaviour explains how leadership styles and family dynamics shape attitudes, subjective norms, and perceived behavioral control, which in turn determine whether entrepreneurial intentions among successors are executed through innovative actions, strategic changes, or new venture creation (Ajzen, 1991, as applied in Mussolino & Calabrò, 2013).

Identity and socioemotional mechanisms further channel intentions into entrepreneurial behavior. Socioemotional wealth strengthens organizational identification among family members, increasing their motivation to engage in innovation, renewal, and venturing, although biased human resource practices may diminish these effects for non family employees (Saleem et al., 2025). Family identity and individual identity of family leaders also shape how the firm interprets entrepreneurial intention. When these identities emphasize innovation and renewal, intentions gain legitimacy and are more readily transformed into action, whereas identity orientations focused on stability create barriers to implementation (Canovi et al., 2019). Relational mechanisms through social relationships and family embeddedness also play a vital role. Long standing trust-based networks provide privileged access to resources, information, and collaboration partners that facilitate product innovation and corporate venturing, which illustrates how embedded social capital serves as a bridge between intention and action (Weimann et al., 2021).

Finally, institutional mechanisms such as autonomy, transparency, and professional managerial practices create structural conditions that enable the enactment of entrepreneurial intentions, whereas excessive formalization may limit risk taking and proactiveness even when intentions are strong (Çavuş & Demir, 2011). Together, these mechanisms demonstrate that corporate entrepreneurship in family firms emerges through the interaction of strategic formulation, cognitive and behavioral readiness, identity driven motivation, relational support systems, and institutional structures that allow entrepreneurial intentions to be realized in the form of innovation, strategic renewal, and corporate venturing.

What are the impacts of Corporate Entrepreneurship on the long-term sustainability, innovation capability, and transgenerational continuity of family firms?

Corporate entrepreneurship plays a central role in supporting the long-term sustainability of family firms because activities such as innovation, strategic renewal, and new venture creation contribute to growth, competitiveness, and the firm's ability to survive in changing environments. Prior research shows that corporate entrepreneurship is associated with increased revenue growth, employee empowerment, and profitability, which collectively strengthen the foundation for long term viability (Kellermans & Eddleston, 2006). These insights align with findings that corporate entrepreneurship positively affects the survival, profitability, and growth of family firms and that it serves as an essential factor in ensuring their long-term development (Samei & Feyzbakhsh, 2015). Through continuous innovation and strategic adaptation, family firms are better positioned to navigate environmental turbulence, maintain competitive advantage, and preserve organizational vitality over time. The broader corporate entrepreneurship literature, which is referenced within the family firm context, further demonstrates that the positive effects of corporate entrepreneurship on performance tend to grow stronger as time progresses, reinforcing its role as a key engine for long term sustainability (Zahra, 1995, 1996, as discussed in Weimann et al., 2021).

Corporate entrepreneurship also enhances innovation capability by building the organizational capacity to create new products, develop new processes, identify emerging opportunities, and renew existing resource configurations. Research on social relationships in family firms shows that close and stable internal and external ties support the flow of information, trust, and collaborative opportunities that directly facilitate innovation and corporate venturing (Weimann et al., 2021). These relational structures not only enable innovation under normal conditions but also function as a form of social protection during periods of crisis because firms with long standing relational commitments tend to receive stronger stakeholder support, which helps maintain their innovation trajectory (Weimann et al., 2021). Additional evidence indicates that corporate entrepreneurship and an entrepreneurial organizational image are linked to firm growth, suggesting that entrepreneurial activities also strengthen both internal capabilities and external perceptions that support continuous innovation (Memili et al., 2009). Collectively, these findings show that corporate entrepreneurship is not only a generator of innovative outcomes but also a builder of sustained innovation systems within family firms.

With respect to transgenerational continuity, corporate entrepreneurship is widely recognized as a crucial mechanism that enables family firms to remain competitive and viable as leadership transitions from one generation to the next. Corporate entrepreneurship is necessary for organizational renewal, innovation, and growth, and these dimensions determine whether the firm can preserve family

ownership and sustain its legacy over time (Kellermans & Eddleston, 2006). Research on successor competencies further demonstrates that family firms that successfully transmit entrepreneurial capabilities to the next generation are more likely to maintain growth and overcome the common decline in entrepreneurial orientation across generations (Samei & Feyzbakhsh, 2015). Successor competencies such as strategic capability, understanding of the family business, creativity, and leadership are essential for ensuring that entrepreneurial intentions are transformed into effective actions in subsequent generations. Thus, corporate entrepreneurship functions as a dynamic engine that allows the family firm to adapt to evolving markets and technologies, remain competitive, and secure continuity across generations. Overall, evidence from the literature articles indicates that corporate entrepreneurship enhances long term sustainability, strengthens innovation capability, and enables transgenerational continuity by keeping family firms adaptive, opportunity seeking, and responsive to future challenges.

CONCLUSION

This study concludes that Corporate Entrepreneurship plays a central and strategic role in shaping the evolution and sustainability of family firms. Through a Systematic Literature Review, the findings demonstrate that the emergence of Corporate Entrepreneurship in family firms is strongly influenced by family related factors, including values, norms, commitment, family identity, and long-term orientation embedded within the family's decision making structure. These elements form the cognitive, emotional, and institutional foundations that either enable or constrain entrepreneurial behavior within the organization. The results affirm that the family is not merely a social background of the firm but also a strategic resource that determines the firm's readiness to innovate, undertake strategic renewal, and pursue new business creation.

Furthermore, this study identifies that the translation of entrepreneurial intentions into concrete Corporate Entrepreneurship activities occurs through interconnected mechanisms. Cognitive mechanisms shaped by family values, behavioral mechanisms reflected in leadership and succession dynamics, and structural mechanisms such as strategic planning and professionalization all contribute to transforming intention into action. Relational mechanisms including social ties and family embeddedness also facilitate the flow of information, collaboration, and legitimacy that are essential for entrepreneurial initiatives. These findings indicate that Corporate Entrepreneurship in family firms does not occur spontaneously. Instead, it is the result of deliberate interactions between family-based factors, organizational structures, and the capabilities of successors who guide the firm across generations.

Finally, the study confirms that Corporate Entrepreneurship has significant impacts on long term sustainability, innovation capability, and transgenerational

continuity. Corporate Entrepreneurship strengthens the adaptability of family firms, enhances their ability to respond to market changes, and supports continuous renewal that is essential for maintaining competitiveness. It also develops sustained innovation capacity and reinforces the firm's ability to evolve without losing its family-based identity. Moreover, the successful transmission of entrepreneurial capability across generations ensures that the business remains viable and relevant, preserving family ownership and legacy over time. Overall, understanding the antecedents, mechanisms, and long-term impacts of Corporate Entrepreneurship provides important insights for advancing both family business theory and managerial practice, while also supporting the long-term viability of family firms in an increasingly dynamic and uncertain environment.

REFERENCES

- Al-Aali, A. Y., & Teece, D. J. (2014). International Entrepreneurship and the Theory of the Firm. *Journal of International Business Studies*, 45(1), 7–14.
- Burgelman, R. A. (1983). Corporate Entrepreneurship and Strategic Management: Insights from a Process Study. *Management Science*, 29(12), 1349–1364. <https://www.jstor.org/stable/2631021>
- Canovi, M., Rattalino, F., & Ciravegna, L. (2019). How Family Owners' Social and Individual Identities Shape Corporate Entrepreneurship in Family Firms. *Academy of Management Proceedings*, 2019(1).
- Çavuş, M. F., & Demir, Y. (2011). Institutionalization and Corporate Entrepreneurship in Family Firms. *African Journal of Business Management*, 5(2), 416–422.
- Chua, J. H., Chrisman, J. J., & Sharma, P. (1999). Defining the Family Business by Behavior. *Entrepreneurship Theory and Practice*, 23(4), 19–39.
- Covin, J. G., & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior. *Entrepreneurship Theory and Practice*, 16(1), 7–26. <https://doi.org/10.1177/104225879101600102>
- Eddleston, K. A., Kellermanns, F. W., & Zellweger, T. M. (2008). Corporate entrepreneurship in family firms: A Stewardship perspective. *Entrepreneurship: Theory and Practice*.
- Ferreira, J. (2001). Corporate Entrepreneurship: A Strategic and Structural Perspective. *New England Journal of Entrepreneurship*, 4(2), 59–70. <https://doi.org/10.1108/NEJE-04-02-2001-B006>
- Fu, Y., Su, E., & Dou, J. (2024). Corporate Entrepreneurship in Family Firms: The Roles of Family Commitment and Long-Term Orientation. *Academy of Management Proceedings*, 2024(1).
- Glinyanova, M., Bouncken, R. B., Tiberius, V., & Ballester, A. C. C. (2021). Five Decades of Corporate Entrepreneurship Research: Measuring and Mapping the Field. *International Entrepreneurship and Management Journal*, 17(4), 1731–1757.
- Guth, W. D., & Ginsberg, A. (1990). Guest Editors' Introduction: Corporate Entrepreneurship. *Strategic Management Journal*, 11, 5–15. <https://www.jstor.org/stable/2486666>

- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2013). *Entrepreneurship* (9th ed.). McGraw-Hill.
- Kellermans, F. W., & Eddleston, K. A. (2006). Corporate Entrepreneurship in Family Firms: A Family Perspective. *Entrepreneurship Theory and Practice*, 809–830.
- Kitchenham, B. (2007). *Guidelines for Performing Systematic Literature Reviews in Software Engineering*.
- Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing A Firm's Internal Environment For Corporate Entrepreneurship. *Business Horizons*, 57(1), 37–47. <https://doi.org/10.1016/j.bushor.2013.08.009>
- Memili, E., Eddleston, K. H., Zellweger, T., & Kellermanns, F. W. (2009). *Corporate Entrepreneurship and Image in Family Firms*.
- Mussolino, D., & Calabrò, A. (2013). Paternalistic Leadership in Family Firms: Types and Implications for Intergenerational Succession. *Journal of Family Business Strategy*, 1–14.
- Pangestu, P., Novita, R., & Mustakim. (2023). Systematic Literature Review: Perbandingan Algoritma Klasifikasi. *Jurnal Inovtek Polbeng - Seri Informatika*, 8(2), 431–440.
- Peterson, R. A., & Berger, D. G. (1971). Entrepreneurship in Organizations: Evidence from the Popular Music Industry. *Administrative Science Quarterly*, 16(1), 97–107.
- Popowska, M. (2020). Corporate Entrepreneurship: A Literature Review and Future Research Perspectives. *International Journal of Contemporary Management*, 19(1), 61–87.
- Rifai, F., & Sa'd, H. (2022). Corporate Entrepreneurship to Improve Business Opportunities in Jordanian Companies Under Covid-19 Conditions. *Academy of Entrepreneurship Journal*, 28(2), 1–13.
- Saleem, I., Belwal, R., & Ul-Durar, S. (2025). The Nexus of Socio-Emotional Wealth and Organisational Identity to Explain Corporate Entrepreneurship: The Challenge of Human Resource Consistency in Family Firms. *Journal of Entrepreneurship in Emerging Economies*, 1–25.
- Samei, H., & Feyzbakhsh, A. (2015). A Framework of Successor Competencies to Promote Corporate Entrepreneurship in Family Firms. *Journal of Enterprising Culture*, 23(3), 321–355.
- Shanker, M., & Astrachan, J. (1996). Myths and Realities: Family Businesses' Contribution to the US Economy—A Framework for Assessing Family Business Statistics. *Family Business Review*, 9(2), 107–123.
- Soleimanof, S., Singh, K., & Holt, D. T. (2018). Micro-Foundations of Corporate Entrepreneurship in Family Firms: An Institution-Based Perspective. *Entrepreneurship: Theory and Practice*, 1–8.
- Tagiuri, R., & Davis, J. (1996). Bivalent Attributes of the Family Firm. *Family Business Review*, 9(2), 199–208.
- Weimann, V., Gerken, M., & Hülsbeck, M. (2021). Old Flames Never Die – The Role of Binding Social Ties for Corporate Entrepreneurship in Family Firms. *International Entrepreneurship and Management Journal*, 17(4), 1707–1730.
- Xue, P., Xiaolan, J., Yuqing, Q., Donghui, Y., Guipeng, L., & Loang, O. K. (2023). The Effect of Corporate Entrepreneurship on Firm Innovation and Competitive

Advantage. *International Journal of Accounting, Finance and Business (IJAFB)*, 8(50), 349–362. <https://www.researchgate.net/publication/375645030>

Zahra, S. A. (1991). Predictors and Financial Outcomes of Corporate Entrepreneurship: An Exploratory Study. *Journal of Business Venturing*, 6(4), 259–285. [https://doi.org/10.1016/0883-9026\(91\)90019-A](https://doi.org/10.1016/0883-9026(91)90019-A)