

# Intrapreneurship and Organizational Robustness of Family-owned businesses in Rivers State, Nigeria

Sonari Tamunoibuomi<sup>1</sup> and B. Chima Onuoha<sup>2</sup>

1. Doctoral Student, Department of Management, University of Port Harcourt.
2. Professor of Management, Department of Management, University of Port Harcourt

**ABSTRACT:** *This study investigates the relationship between intrapreneurship and organizational robustness among family-owned businesses in Rivers State, Nigeria. Drawing on the Resource-Based View and Entrepreneurial Orientation Theory, the research focuses on how two key dimensions of intrapreneurship—risk-taking and proactiveness—influence structural and instrumental robustness. Using a quantitative approach and PLS-SEM analysis in SmartPLS 4.0, data were collected from 218 family businesses. Results show that both risk-taking and proactiveness have significant positive effects on structural and instrumental robustness. The study concludes that intrapreneurial behavior is critical for building resilient internal structures and adaptable operational systems, especially in turbulent environments. It recommends the promotion of calculated risk-taking and proactive strategies as vital tools for enhancing the sustainability and long-term success of family-owned enterprises. The study recommends that family-owned businesses should adopt calculated risk-taking to enhance internal systems and governance structures.*

**Keywords:** Intrapreneurship, Risk-taking, Proactiveness, Organizational Robustness, Structural Robustness.

## 1.0 Introduction

Family-owned businesses represent a significant portion of the private sector in Nigeria, contributing to job creation, economic growth, and social stability (Onuoha & Inyang, 2021). Despite their relevance, these businesses are often confronted with challenges related to sustainability, innovation, and adaptability, particularly in uncertain and volatile environments. As competition intensifies and external market conditions fluctuate, there is a growing need for internal mechanisms that can ensure long-term viability. One such mechanism is intrapreneurship—an organizational capability that fosters innovation, proactive behavior, and calculated risk-taking within the firm (Antoncic & Hisrich, 2003; Ibrahim & Shehu, 2022).

Intrapreneurship equips organizations with the agility to adapt to environmental turbulence by promoting the entrepreneurial orientation of employees at all levels (Miller, 2011). It comprises dimensions such as risk-taking and proactiveness, which have been positively associated with innovation, resilience, and strategic renewal (Zahra, 2021). These attributes are particularly vital for family-owned businesses in Nigeria, which often operate in sectors vulnerable to regulatory shifts, inflation, and infrastructural deficits (Adebayo & Ojo, 2020).

Organizational robustness—the ability of a firm to maintain its structure and function under internal or external pressures—is becoming an essential attribute for survival in such environments (Gittell, Cameron, Lim, & Rivas, 2006). Robustness encompasses both structural and instrumental aspects. Structural robustness relates to the organization's internal architecture—its systems, governance, and routines—while instrumental robustness refers to its capacity to execute functions, deliver value, and adapt to change (Kim, 2023). Although several studies have explored organizational resilience and innovation, few have examined how intrapreneurial behavior fosters organizational robustness, especially within the context of family-owned businesses in sub-Saharan Africa.

This study, therefore, seeks to fill this gap by examining the relationship between intrapreneurship—specifically risk-taking and proactiveness—and the two dimensions of organizational robustness—structural and instrumental robustness—in family-owned businesses in Rivers State, Nigeria. By doing so, it aims to contribute both theoretically and practically to the discourse on intrapreneurship and organizational sustainability.

## Statement of the Problem

Family-owned businesses, while often resilient in tradition and values, are increasingly exposed to dynamic economic, technological, and regulatory challenges that threaten their survival. In Nigeria, particularly in Rivers State, many family-run enterprises face operational inefficiencies, limited innovation, and sluggish responsiveness to market changes (Eze & Okoro, 2022). These challenges are compounded by an overreliance on rigid structures and inherited management practices that may not be well-suited for the volatile business environment in which they operate. While intrapreneurship has been identified globally as a strategic lever for enhancing firm performance and adaptability (Antoncic, 2020), its application and impact within the family business context in Nigeria remain underexplored. Risk-taking, a critical element of intrapreneurship, is often avoided in family businesses due to fear

of loss or disruption to generational wealth (Olayemi & Adeleye, 2023). Similarly, proactiveness is sometimes stifled by conservative leadership and lack of employee autonomy, leading to missed opportunities for renewal and transformation.

More importantly, the literature is scant on how these intrapreneurial behaviors influence organizational robustness—specifically, the capacity to maintain operational integrity (structural robustness) and strategic flexibility (instrumental robustness). This gap in empirical inquiry limits both academic understanding and practical guidance for family-owned firms seeking to thrive amidst instability. Hence, the core problem this study addresses is: How do intrapreneurial behaviors—risk-taking and proactiveness—relate to the structural and instrumental robustness of family-owned businesses in Rivers State, Nigeria? Addressing this question is essential for informing both entrepreneurial strategy and business continuity planning within this important but vulnerable segment of the Nigerian economy.

## **Research Objectives**

The primary objective of this study is to examine the relationship between intrapreneurship and organizational robustness in family-owned businesses in Rivers State, Nigeria. The specific objectives are to:

1. Examine the relationship between risk-taking and structural robustness of family-owned businesses in Rivers State, Nigeria.
2. Determine the relationship between risk-taking and instrumental robustness of family-owned businesses in Rivers State, Nigeria.
3. Investigate the relationship between proactiveness and structural robustness of family-owned businesses in Rivers State, Nigeria.
4. Ascertain the relationship between proactiveness and instrumental robustness of family-owned businesses in Rivers State, Nigeria.

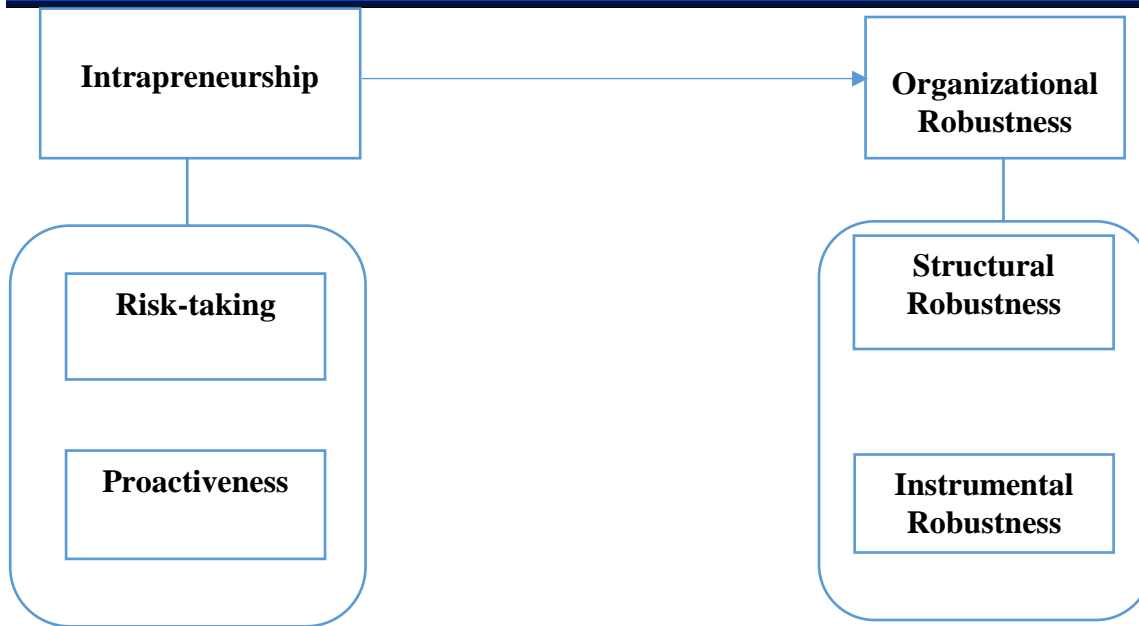
## **Research Hypotheses**

- Ho<sub>1</sub>: There is no significant relationship between risk-taking and structural robustness of family-owned businesses in Rivers state, Nigeria.
- Ho<sub>2</sub>: There is no significant relationship between risk-taking and customer's satisfaction of family-owned businesses in Rivers state, Nigeria.
- Ho<sub>3</sub>: There is no significant relationship between proactiveness and structural robustness of family-owned businesses in Rivers state, Nigeria.
- Ho<sub>4</sub>: There is no significant relationship between proactiveness and instrumental robustness of family-owned businesses in Rivers state, Nigeria.

## **2.0 Literature Review**

This study is anchored on the Resource-Based View (RBV). The Resource-Based View (Barney, 1991) posits that a firm's ability to sustain competitive advantage is rooted in its control over valuable, rare, inimitable, and non-substitutable (VRIN) resources. Intrapreneurship—characterized by behaviors such as risk-taking and proactiveness—qualifies as an intangible strategic resource that enhances organizational capacity for innovation and adaptability (Wernerfelt, 2014; Kassa & Raju, 2021). From the RBV perspective, firms that foster intrapreneurial behaviors are better equipped to strengthen structural robustness through dynamic internal capabilities, and instrumental robustness through agile execution and responsiveness to environmental challenges (Ng & Kee, 2023). In the context of family-owned businesses, these internal capabilities often define the organization's ability to survive generational transitions and market disruptions (Uddin & Bose, 2022).

## **Conceptual Framework**



**Figure 1:** Conceptual model of intrapreneurship and organizational robustness. Source: *Adapted from Antoncic and Hisrich (2003); Kim, (2023; Gittell et al., 2006)*

## Intrapreneurship

Intrapreneurship refers to the entrepreneurial behavior exhibited within an existing organization. It involves initiating innovation, seeking new opportunities, and taking risks to improve competitiveness and value creation (Antoncic & Hisrich, 2003; Zahra, 2021). In the context of family businesses, intrapreneurship plays a critical role in ensuring longevity by encouraging adaptability and continuous renewal (García-Morales et al., 2021). Intrapreneurship refers to the entrepreneurial behavior initiated by individuals within an organization to foster innovation, competitiveness, and performance improvement (Antoncic & Hisrich, 2003; Zahra, 2021). In family-owned businesses, intrapreneurship is vital because it compensates for common weaknesses such as limited diversification, informal structures, and conservative risk attitudes (Uddin & Bose, 2022).

### Risk-Taking

Risk-taking involves the willingness of a firm to commit resources to ventures with uncertain outcomes, including investments in new technologies, products, or markets (Lumpkin & Dess, 1996). In family businesses—where there is often fear of losing generational wealth or disrupting tradition—risk-taking may be minimized, leading to stagnation or vulnerability in volatile markets (Adebayo & Ojo, 2020). However, moderate and calculated risk-taking has been associated with adaptability and long-term sustainability. When firms are willing to explore new markets or test new internal structures, they enhance their structural robustness by developing flexible internal mechanisms that can adjust to dynamic environmental conditions (Eze & Okoro, 2022). In addition, risk-taking improves instrumental robustness by allowing organizations to take bold steps in operations, logistics, customer delivery systems, and technology adoption—all of which contribute to executional strength under pressure (Ng & Kee, 2023).

### Proactiveness

Proactiveness refers to an anticipatory and change-oriented mindset that focuses on seizing opportunities and addressing challenges before they escalate (Miller, 2011; Zahra, 2021). In a rapidly evolving market like Nigeria, proactiveness is a critical skill for business longevity. For family-owned businesses, proactiveness means moving beyond traditional ways of doing business and fostering innovation and experimentation among internal teams. This behavior enables the firm to constantly refine its operating models, thereby reinforcing structural robustness—that is, having resilient organizational frameworks, decision-making systems, and functional coordination mechanisms (García-Morales et al., 2021). Furthermore, proactiveness strengthens instrumental robustness by ensuring that the firm can quickly adapt its strategies, workflows, and service delivery to meet emerging demands. This is particularly important in sectors where market conditions and consumer preferences shift unpredictably (Okoroafor & Onyema, 2023).

## **Organizational Robustness**

Organizational robustness refers to the firm's ability to withstand, adapt to, and recover from internal and external disruptions while maintaining core functions (Gittell et al., 2006). It is especially important for businesses in uncertain or turbulent environments, such as those frequently experienced in Nigeria's economy. Robustness ensures not only survival but also sustained performance and competitiveness. Organizational robustness is the capability of a firm to sustain its core operations, strategic functions, and structural integrity despite the presence of internal disruptions or external volatility (Gittell et al., 2006; Kim, 2023). It extends beyond mere survival to include adaptive capacity, internal alignment, and executional continuity.

### ***Structural Robustness***

Structural robustness refers to the strength and stability of an organization's internal systems, including its hierarchy, processes, decision-making architecture, and governance (Kim, 2023). It reflects the organization's ability to maintain form and operational integrity during shocks. Intrapreneurial activities like risk-taking often lead to re-engineering of internal processes or adoption of new technologies, both of which enhance structural capacity (Uddin & Bose, 2022). Likewise, proactiveness introduces continuous improvement into organizational routines, thereby fostering structures that can adjust without collapsing.

### ***Instrumental Robustness***

Instrumental robustness deals with the capacity to carry out tasks, respond to environmental demands, and implement strategies effectively despite pressure (Ng & Kee, 2023). It represents the operational face of robustness—the ability to perform and deliver even when challenged. Risk-taking enhances instrumental robustness by promoting bold, solution-oriented actions that drive change. Proactiveness contributes by anticipating issues before they materialize and ensuring timely responses that preserve service continuity and strategic relevance (Eze & Nwankwo, 2023).

## **Empirical Review**

Risk-taking has been positively associated with a firm's internal structural adaptation and survival. According to Akinwale and Ogundele (2022), Nigerian SMEs that actively engage in risk-oriented strategies tend to restructure their organizational processes and enhance internal resilience. Their study found that family-owned firms that encouraged responsible risk-taking were better positioned to redesign their organizational systems to withstand economic fluctuations. Similarly, Rahimi et al. (2021) found in their study of manufacturing firms in Indonesia that risk-taking behavior led to proactive investments in digital infrastructure and streamlined workflows, thereby increasing structural robustness.

Instrumental robustness, which relates to operational adaptability and strategic execution, has also been linked to entrepreneurial risk-taking. Eze and Okoro (2022) observed that family-run enterprises in Nigeria that took calculated risks in diversifying product offerings and logistics systems demonstrated greater responsiveness and continuity in turbulent periods. In another study, Nasiru and Abdulkarim (2023) found that businesses with higher tolerance for risk were more flexible in decision-making, budget reallocation, and frontline service adjustment—key elements of instrumental robustness.

Proactiveness has been linked to organizational change-readiness and structural reforms. In a study by Bello and Ibrahim (2021), proactive behaviour in family firms led to early adoption of quality control systems, employee training programs, and flexible decision-making hierarchies. These practices were correlated with stronger structural robustness. Additionally, a South African study by Moyo and Sithole (2020) revealed that firms that proactively upgraded their internal operations in anticipation of market shifts remained more structurally sound during regulatory and supply chain disruptions.

Proactiveness enhances a firm's ability to execute strategic responses swiftly and efficiently. A recent study by Okoroafor and Onyema (2023) found that family businesses in southeastern Nigeria that encouraged market foresight and staff empowerment were significantly more responsive to customer demands and capable of withstanding competitive shocks—clear indicators of instrumental robustness. Likewise, García-Morales et al. (2021) studied Spanish SMEs and concluded that proactive behaviours led to the continuous refinement of production processes and services, which sustained functional performance during crises.

## **3.0 Methodology**

This study adopted a quantitative, correlational research design aimed at empirically examining the relationship between intrapreneurship dimensions (risk-taking and proactiveness) and organizational robustness (structural and instrumental robustness) in family-owned businesses. The population of this study comprised family-owned businesses operating in Rivers State, Nigeria, cutting across sectors such as manufacturing, distribution, hospitality, and agro-processing. These businesses were selected due to

their significant contribution to local employment and regional economic development (Onuoha & Inyang, 2021). A stratified random sampling technique was used to ensure proportional representation across industries. From an estimated 1,000 active family-owned firms in the region (Rivers State Chamber of Commerce, 2023), a sample size of 250 businesses was determined using Krejcie and Morgan's (1970) sample size determination table. Within each firm, the respondents were typically top-level managers, founders, or successors actively involved in strategic decision-making. A structured questionnaire was developed based on validated scales from previous studies. Before full deployment, the questionnaire was pre-tested on 10 family businesses in Port Harcourt to ensure clarity, reliability, and internal consistency. The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS version 4.0.

**Table 1:** Reliability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
<b>Risk-Taking</b>	0.793	0.745
<b>Proactiveness</b>	0.756	0.756
<b>Structural Robustness</b>	0.746	0.762
<b>Instrumental Robustness</b>	0.753	0.765

The analysis revealed that all measurement items recorded reliability coefficients exceeding the established threshold of 0.70, thereby confirming high internal consistency across the constructs. This result demonstrates that the indicators are strongly correlated with their respective latent variables, and reliably measure the underlying concepts they represent.

**Table 2:** Validity Test

	<b>Average Variance Extracted</b>	<b>Instrumental Robustness</b>	<b>Proactiveness</b>	<b>Risk-Taking</b>	<b>Structural Robustness</b>
<b>Instrumental Robustness</b>	0.612	<b>0.782</b>			
<b>Proactiveness</b>	0.534	0.138	<b>0.731</b>		
<b>Risk-Taking</b>	0.549	0.206	0.226	<b>0.741</b>	
<b>Structural Robustness</b>	0.566	0.432	0.094	0.058	<b>0.752</b>

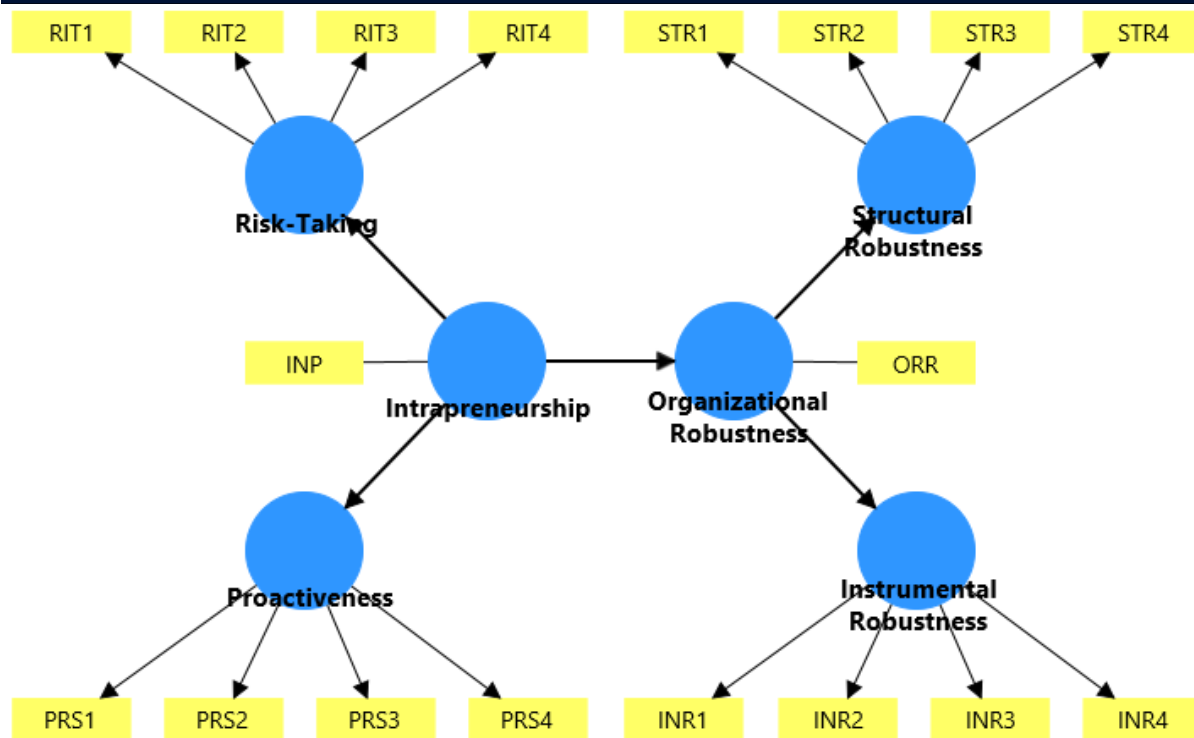
The results of the measurement model confirm the presence of convergent validity, as the Average Variance Extracted (AVE) values for all constructs were greater than 0.50. In addition, the model demonstrates discriminant validity, as reflected in the correlation matrix. The diagonal values, which represent the square roots of the AVE values, appear in bold and are greater than 0.70.

#### 4.0 Analysis and Discussion

A total of 250 structured questionnaires were administered to key decision-makers (founders, managers, and next-generation leaders) across family-owned businesses in Rivers State. Out of these 230 questionnaires were returned, 218 were valid and complete, and 12 were not used due to incomplete responses. This yielded an 87.2% valid response rate, which is sufficient for structural equation modeling.

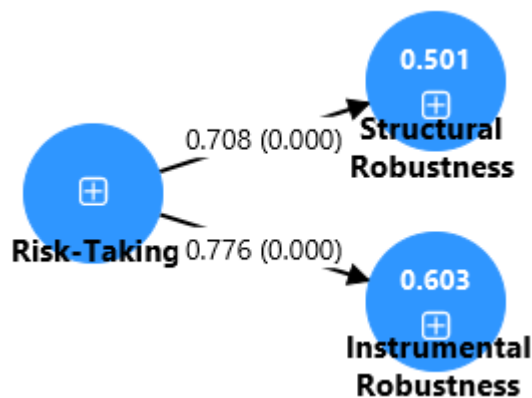
#### Structural Model Evaluation (Hypotheses Testing)

The structural model was evaluated using SmartPLS 4.0. The evaluation focused on path coefficients ( $\beta$ ), significance levels (p-values), and predictive accuracy ( $R^2$  values).



**Figure 2:** Research Model

Figure 2 presents the path diagram showing the independent variables and their dimensions, the dependent variables and their measures, as well as their indicators. Intrapreneurship =INP, Risk-taking =RIT, Proactiveness =PRS, Organizational Robustness =ORR, Structural Robustness =STR, and Instrumental Robustness =INR



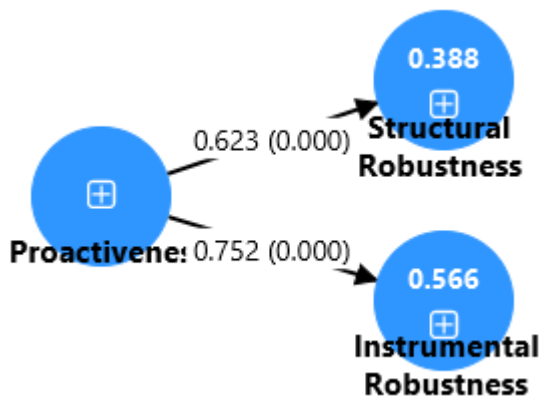
**Figure 3:** Hypotheses 1 and 2

Figure 3 illustrates the structural path relationships between Risk-Taking and the two dimensions of Organizational Robustness—namely, Structural Robustness and Instrumental Robustness—as tested in Hypotheses 1 and 2.

For Hypothesis 1, the path coefficient from Risk-Taking to Structural Robustness is 0.708, with a p-value of 0.000. This indicates a strong and statistically significant positive relationship between risk-taking and structural robustness among family-owned businesses in Rivers State, Nigeria. In practical terms, this means that the more these businesses engage in calculated risk-taking behavior, the more structurally resilient they become—through mechanisms like decentralized decision-making, flexible governance, or adaptive infrastructure.  $H_{01}$  is therefore rejected. Risk-Taking has a significant and positive influence on Structural Robustness of family-owned businesses in Rivers State.



For Hypothesis 2, the relationship between Risk-Taking and Instrumental Robustness shows an even stronger path coefficient of 0.776, also with a p-value of 0.000. This implies a very strong and significant positive influence of risk-taking on instrumental robustness, which includes practical capabilities such as operational agility, timely responsiveness, and effective resource reallocation. The corresponding R-square value of 0.603 further suggests that Risk-Taking alone explains 60.3% of the variance in Instrumental Robustness. Hence,  $H_{02}$  is rejected. Risk-Taking has a significant and positive influence on Instrumental Robustness of family-owned businesses in Rivers State.



**Figure 4:** Hypotheses 3 and 4

Figure 4 presents the path model showing the influence of Proactiveness on two components of organizational robustness: Structural Robustness and Instrumental Robustness, as evaluated in Hypotheses 3 and 4.

For Hypothesis 3, the path coefficient from Proactiveness to Structural Robustness is 0.623, with a p-value of 0.000, indicating a statistically significant and strong positive relationship. This suggests that when family-owned businesses in Rivers State adopt proactive behaviors—such as anticipating future challenges, initiating early responses to change, and leading rather than reacting—they are more likely to exhibit enhanced structural stability and adaptability. However, the R-square value of 0.388 implies that Proactiveness explains 38.8% of the variation in Structural Robustness.  $H_{03}$  is therefore rejected. Proactiveness significantly and positively affects structural robustness among family-owned businesses in Rivers State.

For Hypothesis 4, the relationship between Proactiveness and Instrumental Robustness is even stronger, with a path coefficient of 0.752 and a p-value of 0.000. This indicates a very strong and statistically significant impact of proactiveness on instrumental robustness, which includes operational capabilities such as flexibility, responsiveness, and efficiency. The R-square value of 0.566 shows that 56.6% of the variability in Instrumental Robustness is accounted for by proactiveness alone. Hence,  $H_{04}$  is rejected. Proactiveness significantly and positively affects instrumental robustness among family-owned businesses in Rivers State.

## Discussion of Findings

### *H<sub>01</sub>: Risk-taking and Structural Robustness*

The result revealed a strong and positive relationship between risk-taking and structural robustness. This implies that family businesses that demonstrate calculated risk-taking behaviors are more likely to invest in internal reengineering, governance upgrades, and system resilience. This is consistent with Akinwale and Ogundele (2022), who found that risk-seeking SMEs in Nigeria exhibited more agile organizational structures in response to external shocks.

### *H<sub>02</sub>: Risk-taking and Instrumental Robustness*

Risk-taking was also found to significantly predict instrumental robustness. This suggests that family-owned businesses that are open to calculated risks perform better in executing their strategic and operational goals, particularly in uncertain markets. These findings are aligned with Eze and Okoro (2022), who reported that risk-driven innovation improved adaptability in Nigerian family businesses.

### *H<sub>03</sub>: Proactiveness and Structural Robustness*

A significant positive relationship was found between proactiveness and structural robustness. Proactive firms anticipate market and regulatory changes and redesign their organizational frameworks to meet emerging demands. Bello and Ibrahim (2021) similarly concluded that proactive orientation enhances internal readiness and structural resilience.

#### *Ho<sub>4</sub>: Proactiveness and Instrumental Robustness*

The strongest relationship in the model was between proactiveness and instrumental robustness. This finding highlights that firms which actively anticipate and prepare for future scenarios are more effective at delivering services, maintaining workflow continuity, and adjusting to operational demands. Okoroafor and Onyema (2023) also identified proactive strategies as key to high-impact execution and resilience in Nigerian enterprises.

## **5.0 Conclusion**

This study examined the relationship between intrapreneurship and organizational robustness in family-owned businesses, using risk-taking and proactiveness as dimensions of intrapreneurship, and structural and instrumental robustness as indicators of organizational robustness. Grounded in the Resource-Based View and Entrepreneurial Orientation theories, the study utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) to test four hypotheses. The findings showed that both risk-taking and proactiveness have strong and statistically significant relationships with structural and instrumental robustness. Specifically, family-owned businesses that embraced risk-taking were found to enhance their structural resilience and operational capabilities. Likewise, proactive firms were more likely to develop adaptive structures and maintain performance even under turbulent conditions. These results reinforce the importance of internal entrepreneurial behavior in driving business sustainability and adaptability—two crucial traits for family-owned businesses operating in volatile environments such as Rivers State, Nigeria. Therefore, it can be concluded that fostering intrapreneurial culture is a viable strategy for enhancing the long-term survival, structural evolution, and functional continuity of family-owned enterprises.

## **6.0 Recommendations**

Based on the findings of the study, the following recommendations are provided for both practice and policy:

- i. Family-owned businesses should adopt calculated risk-taking to enhance internal systems and governance structures.
- ii. Family-owned businesses should encourage strategic risks to improve operational flexibility and service continuity.
- iii. Family-owned businesses should proactively redesign their internal frameworks to remain resilient in changing environments.
- iv. Proactive strategies should be used to anticipate market shifts and maintain performance under pressure.

## **References**

- Adebayo, S. O., & Ojo, J. O. (2020). Risk appetite and performance sustainability of family-owned SMEs in Nigeria. *Journal of Entrepreneurship and Business Innovation*, 7(2), 33–48. <https://doi.org/10.5296/jebi.v7i2.17890>
- Akinwale, Y. O., & Ogundele, T. M. (2022). Entrepreneurial orientation and structural resilience of small firms in a volatile economy. *African Journal of Business and Economic Research*, 17(1), 88–105.
- Antoncic, B., & Hisrich, R. D. (2003). Clarifying the intrapreneurship concept. *Journal of Small Business and Enterprise Development*, 10(1), 7–24. <https://doi.org/10.1108/14626000310461187>
- Bello, A. A., & Ibrahim, M. B. (2021). Proactiveness and internal structure development among family enterprises in Northern Nigeria. *Journal of Family Business Management*, 11(3), 415–429. <https://doi.org/10.1108/JFBM-10-2020-0081>
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75–87.
- Eze, B. E., & Nwankwo, S. N. (2023). Entrepreneurial behavior and business agility among SMEs in South-South Nigeria. *International Journal of Entrepreneurship and Innovation Management*, 27(2), 210–229.
- Eze, C. I., & Okoro, V. C. (2022). Entrepreneurial orientation and operational resilience of SMEs in post-COVID Nigeria. *Nigerian Journal of Management Sciences*, 10(1), 105–121.
- García-Morales, V. J., Lloréns-Montes, F. J., & Verdú-Jover, A. J. (2021). Influence of proactiveness on organizational adaptability in SMEs. *European Business Review*, 33(2), 220–241. <https://doi.org/10.1108/EBR-05-2020-0129>



- Gittell, J. H., Cameron, K., Lim, S., & Rivas, V. (2006). Relationships, layoffs, and organizational resilience: Airline industry responses to September 11. *The Journal of Applied Behavioral Science*, 42(3), 300–329. <https://doi.org/10.1177/0021886306286466>
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage Publications.
- Kim, J. H. (2023). Organizational robustness and internal process stability in turbulent environments. *Journal of Business Continuity & Emergency Planning*, 16(4), 211–224.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135–172. <https://doi.org/10.5465/amr.1996.9602161568>
- Miller, D. (2011). Miller (1983) revisited: A reflection on EO research and some suggestions for the future. *Entrepreneurship Theory and Practice*, 35(5), 873–894. <https://doi.org/10.1111/j.1540-6520.2011.00457.x>
- Moyo, T., & Sithole, M. (2020). Proactive orientation and structural sustainability of South African family firms. *Journal of African Business*, 21(1), 101–119. <https://doi.org/10.1080/15228916.2019.1580481>
- Nasiru, A. A., & Abdulkarim, B. A. (2023). Entrepreneurial risk-taking and firm functionality in emerging markets. *International Journal of Entrepreneurship Development in Africa*, 8(2), 75–89.
- Ng, S. K., & Kee, D. M. H. (2023). Instrumental robustness and operational adaptability of Malaysian SMEs during economic downturns. *Asian Journal of Business Research*, 13(1), 62–79.
- Okoroafor, N. C., & Onyema, J. A. (2023). Entrepreneurial proactiveness and performance resilience among family-owned SMEs in Southeastern Nigeria. *Journal of Small Business Strategy*, 33(2), 95–113.
- Onuoha, B. C., & Inyang, B. J. (2021). Family-owned businesses in Nigeria: An empirical review of opportunities and challenges. *Nigerian Journal of Business and Social Research*, 15(2), 77–89.
- Uddin, M. R., & Bose, T. K. (2022). Entrepreneurial orientation and strategic resilience of family-run enterprises: A Bangladeshi perspective. *International Journal of Business and Management Review*, 10(4), 21–35.
- Zahra, S. A. (2021). Intrapreneurship and corporate renewal: Achieving sustainable competitiveness. *Academy of Management Perspectives*, 35(2), 143–161. <https://doi.org/10.5465/amp.2019.0023>