

Impact of Organizational Culture on Strategic Agility and Sustainable Growth in Family-Owned Enterprises

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Abstract

This paper focuses on how organizational culture affects the strategic agility and sustainable growth of family-owned businesses. Its aims are to examine the direct and indirect relationships between the said constructs, as well as to ascertain whether strategic agility assists in the relationship between organizational culture and sustainable growth. Quantitative research design was used with a cross-sectional survey of 350 family-owned companies in India. The structured questionnaire was used to gather data on owners and senior managers by using the scales of validated measurements. A five-point Likert scale was used to measure the constructs. The hypothesized mediation effects and the relationships were tested using Structural Equation Modelling. It demonstrates that strategic agility is greatly determined by organizational culture ($\beta = 0.62$, $p < 0.001$). The positive impact of strategic agility on sustainable growth is also high ($\beta = 0.55$, $p < 0.001$). Also, organizational culture has a direct effect on sustainable growth ($\beta = 0.28$, $p < 0.001$). The mediating effect of strategic agility in the relationship between organizational culture and sustainable growth is verified through the application of the mediation analysis (indirect effect $\beta = 0.34$). The model has good fit indices, which prove the strength of the proposed framework. The results indicate that family-owned businesses must develop adaptive and innovation-driven cultures in order to become more strategic, agile, and attain their long-term sustainable growth. This paper combines the two approaches of organizational culture and dynamic capability to understand the process of sustainable growth of family-owned businesses.

Keywords

Organizational Culture, Strategic Agility, Sustainable Growth, Family-Owned Enterprises, Structural Equation Modelling, Mediation Analysis.

I. Introduction

The Indian economy is characterized by family-owned enterprises (Al Rawaf & Alfalih, 2023). They play a major role in relation to job creation, GDP, and the creation of wealth in the long run. India has a high percentage of small, medium, and large businesses, which are family-owned structures and which are involved in manufacturing, services, retail, and technology industries (Yusuf, 2020). Such companies tend to have good family orientation, long-term orientation, close ownership control, and intergenerational leadership transition. But the growing competition in the market, technological discontinuity, globalization, and regulatory reforms have introduced new challenges to the sustainability of growth and competitive advantage.

Organizational culture is perceived as a crucial internal aspect that determines the performance of firms. Culture in the family-owned businesses is well entrenched in founder values, family culture, relationships of trust, and informal administration systems. An effective and dynamic culture is able to improve coordination, dedication, and decision-making swiftness. Simultaneously, cultures that are rigid or tradition-bound could be resistant to change and restrictive to innovation. As a result, there has been a need to know the way in which organizational culture affects strategic capabilities. Strategic agility is described as the capability of a particular organization to pick up on the changes in the environment, respond promptly, and reorganize resources efficiently (Razzak et al., 2025). Strategic agility in turbulent and uncertain business environments helps firms to evolve business constructs, venture into new markets, and react to competitive threats (Baihaqi & Syahrul, 2025). In the case of family firms, agility is

especially essential because they should strike a balance between maintaining the legacy and innovating and responding to the market needs (Butt et al., 2025).

Sustainable development in a family business is not only about short-term financial performance (Bokhari et al., 2020). It encompasses long-term profitability, strength in the market, trust by the stakeholders, social responsibility, and continuity between generations. Sustainable growth involves the match between cultural values, flexibility of strategy, and the ability to perform. Although the previously mentioned constructs have been identified as of great value, few empirical studies have investigated the relationship between organizational culture and strategic agility, as well as the role this association plays in the sustenance of growth in Indian family-owned businesses (Ahmad et al., 2025). This is the gap that constitutes the research problem of the study.

The main aims of the study include analyzing the effect of organizational culture on strategic agility, analyzing the effect of strategic agility on sustainable growth, and evaluating the mediating effect of strategic agility between organizational culture and sustainable growth. The study is rich in business and management literature as it incorporates the cultural theory with strategic agility and sustainability approaches in the setting of Indian family-owned businesses. It is also informative to the leaders of family businesses on how to integrate cultural competency with strategic flexibility to achieve long-term sustainable success.

Section II provides the literature on the organizational culture and strategic agility, as well as sustainable growth in family-owned businesses, and shows the gap in the research. Section III brings out the conceptual framework and hypotheses. Section IV details the research design, sampling, measurement, and analysis techniques. Section V is the report of the empirical findings with respect to reliability, validity, and hypothesis testing. Section VI presents the managerial and policy implications of the findings, limitations, and future research directions. Section VII concludes with contributions.

II. Literature Review

Organizational culture is described as the behavioral values, beliefs, norms, and practices shared by an organization. A robust founder values, family traditions, and long-term orientation determine culture in the case of family-owned enterprises (Arachie, 2025; Njeri, 2022). The theory behind organizational culture is grounded in cultural and behavioral management theories, whereby the importance of shared assumptions is emphasized in influencing organizational performance. The usual cultural dimensions are the clan culture, adhocracy culture, market culture, and hierarchy culture. Family firms usually have good clan-oriented cultures that are marked by trust, loyalty, commitment, and informal systems of governance (Sophocleous et al., 2026). These peculiarities make the family business different from non-family companies and contribute to decision-making, succession planning, and strategic direction (Anand, 2025; Turner et al., 2025).

Strategic agility is the capacity of an organization to feel the changes in the environment, react quickly, and adjust resources in a successful manner. It generally comprises the dimensions of strategic sensitivity, resource fluidity, and leadership unity. Strategic agility in competitive and dynamic markets helps firms to change business models, innovate, and maintain competitive advantage. Agility is needed in the cases of family-owned enterprises to balance convention and innovation as well as react appropriately to technological and market upheavals (Arachie et al., 2025; Özturan et al., 2025). Sustainable growth is the capability of a company to attain long-term financial stability, prosocial accountability, and operational resiliency. It is comprised of financial sustainability, which may involve profitability and an increase in revenues, and the non-financial sustainability, which may entail stakeholder trust, reputation, and environmental responsibility. In the case of family firms, it is also sustainable growth that entails intergenerational continuity and family legacy (Shahzad et al., 2025; Owusu-Acheampong et al., 2024). Elongated competitiveness relies on the synchronization of internal competencies with the external market needs.

Available literature indicates that organizational culture contributes considerably to strategic agility (Pfaff, 2023). The cultures that are adaptive, flexible, and innovation-oriented encourage quick decision-making and reallocation of resources. Trustful cultural values should be applied to family-owned businesses, making them responsive, but strict traditions make them agile (Ajani & Padonu, 2024; Mansour et al., 2025). Strategic agility helps in sustainable growth as it allows firms to be proactive in responding to changes in the market, and the firms are able to stay in the same position. The agile organizations would be in a better position to innovate, manage risk, and improve performance over the long term, hence enhancing financial and non-financial results.

Despite the previous literature involving culture, agility, and performance as independent variables, there is little empirical research that combines these variables in the context of Indian family-owned businesses (Patil & Vanishree, 2024). The strategic agility mediating between organizational culture and sustainable growth has not been well studied. All in all, the literature suggests that the organizational culture can be used as a source of strategic agility that consequently leads to sustainable growth. Nevertheless, an empirical model that fully supports these relations does not exist, thus justifying the necessity of the current research.

III. Conceptual Framework and Hypotheses Development

Theoretical Model

The theoretical framework of the research is based on the organizational theory and dynamic capability, which states that internal organizational aspects determine the strategic capabilities and long-term performance. Organizational culture is one of the primary internal resources in family-owned businesses, which is formed through shared values, traditions, and norms of leadership. The adaptive culture and encouraging culture help in increasing openness to change, quicker decision making, and collaborative action, and strengthening strategic agility. Strategic agility, in turn, helps the firms to feel the shifts in the market, reorganize resources, and respond to the competitive pressure, which eventually leads to sustainable growth. In the proposed model, the organizational culture will be taken as an independent variable, strategic agility as a mediating variable, and sustainable growth as a dependent variable. The paradigm presumes that culture not only has a direct impact on the outcomes of growth but also has an indirect impact on growth in terms of increased agility.

Hypotheses Development

H1: *Organizational culture positively influences strategic agility.*

A flexible, innovation-oriented, and trust-based culture encourages responsiveness and adaptability of resources, and thus increases strategic agility within the family-owned businesses.

H2: *Strategic agility positively influences sustainable growth.*

Companies with greater agility can more effectively respond to changes in the environment, stay competitive, and become financially and non-financially sustainable in the long run.

H3: *Organizational culture positively influences sustainable growth.*

A positive organizational culture will enhance employee loyalty, operational stability, and strategic orientation, which will lead to long-term growth.

H4: *Strategic agility mediates the relationship between organizational culture and sustainable growth.*

The organizational culture promotes sustainable growth in an indirect manner through strengthening strategic agility, which serves as a process of transforming the strengths of the culture into long-term performance outcomes.

Figure 1 represents the conceptual framework of the study. The model demonstrates and places the Organizational Culture as the independent variable, Strategic Agility as the mediating variable, and Sustainable Growth as the dependent variable. The framework suggests the existence of a direct relationship between organizational culture and strategic agility (H1) and sustainable growth (H3). Sustainable growth is also directly related to strategic agility (H2). In

addition, the model hypothesizes that strategic agility is an intermediary variable between organizational culture and sustainable growth (H4), which means that the cultural strength boosts the results of long-term growth by increasing the level of responsiveness and adaptability of resources in family-owned enterprises.

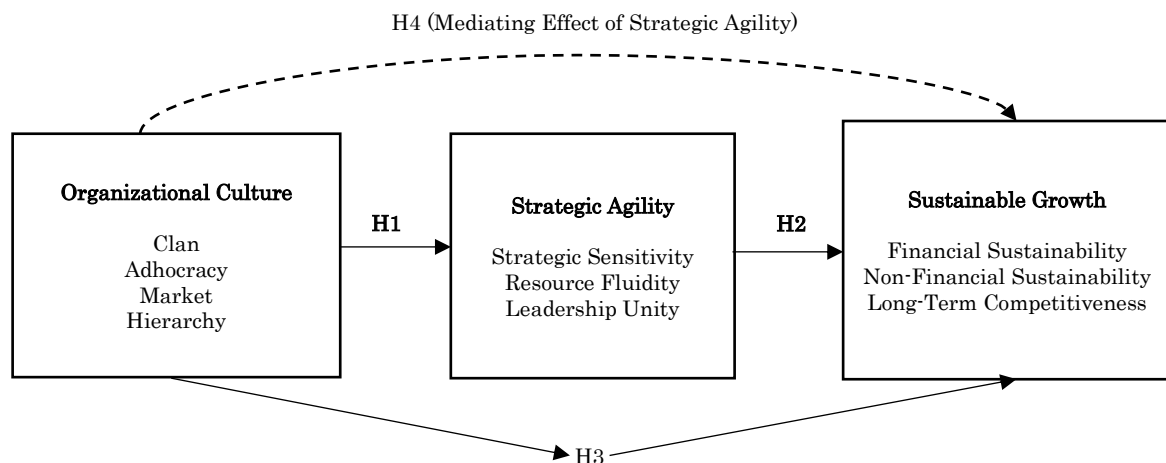


Figure 1. Conceptual framework for sustainable growth in family-owned enterprises

IV. Research Methodology

Research Design

The research design in this study is a quantitative study design because it focuses on the correlation between organizational culture, strategic agility, and sustainable growth in family-owned businesses. The cross-sectional survey was used to gather primary data on the respondents at one time. The design will be appropriate to test hypothesized relationships and mediation effects with the help of statistical modelling methods. The research is deductive in nature, that is, hypotheses are formulated based on the existing theory and are empirically tested.

Sample and Data Collection

The targeted population is family-owned businesses that do business in India in the manufacturing, service, and trading industries. Family firms were determined through ownership concentration, participation of families in the management, and succession intent. Purposive sampling produced 350 useful responses of the target population. Data collection was done using a structured survey. Respondents were also owners, senior managers, and key decision makers, so as to carry out informed responses. The sampling technique was purposive in order to pick the relevant firms. Questionnaires were administered online and also in print. The ultimate sample size was arrived at on the basis of the minimum requirements of structural equation modelling to make the statistical results reliable.

Measurement Instruments

All the constructs were measured based on the previously validated scales that were modified with consideration of the specific context. The responses were measured on a five-point Likert scale, where 1 (strongly disagree) was the lowest, and 5 (strongly agree) was the highest. The dimensions that were used to determine the organizational culture included clan culture, adhocracy, market orientation, and hierarchy orientation. Strategic sensitivity, resource fluidity, and leadership unity were used to measure strategic agility. The indicators of sustainable growth were measured with the signs of financial performance, stability of the market, stakeholder trust, and competitiveness in a long-term perspective. Cronbach's alpha was used to analyze reliability, whereas confirmatory factor analysis was used to analyze construct validity.

Data Analysis Techniques

Statistical software was used in data analysis. The characteristics of the respondents and distributions of variables were summarized using descriptive statistics. Measurement accuracy was determined by undertaking reliability and validity tests. The test of the proposed relationships between the variables was carried out using structural equation modelling. The analysis of path coefficients was made to evaluate the direct effect, and mediation was done to evaluate the indirect impact of strategic agility between organizational culture and sustainable growth. General goodness of fit was determined by model fit indices.

V. Results

Descriptive Statistics

To describe the demographic profile of the respondents and the distribution of the variables in the study, descriptive statistics were calculated. Analysis entailed standard deviation, mean, minimum, and maximum values of organizational culture, strategic agility, and sustainable growth. In the results, the mean score of all constructs was moderate or high, which points to the fact that the family-owned enterprises used in the sample have fairly good cultural backgrounds and strategy responsiveness. The standard deviation figures were in an acceptable range, and this showed that there is a reasonable variation in the responses.

Table 1. Descriptive statistics of study constructs

Construct	Mean	Std. Deviation
Organizational Culture	3.84	0.61
Strategic Agility	3.76	0.58
Sustainable Growth	3.89	0.64

Table 1 shows the descriptive statistics of the main constructs under study, that is, the Organizational Culture, Strategic Agility, and Sustainable Growth. The average scores show that the respondents tend to view a fairly moderate level of presence of all three constructs in family-owned enterprises. The highest mean value was recorded by Sustainable Growth (3.89), then Organizational Culture (3.84) and Strategic Agility (3.76), implying a fairly good performance in these areas. The values of standard deviation are between 0.58 and 0.64, which means that the variability in responses as measured by standard deviation is not too high. All in all, the outcomes indicate the balanced perception of the respondents and preliminary support to continue with the inferential analysis.

Reliability and Validity Analysis

Cronbach's alpha was used to determine the reliability of the measurement scales. The alpha values of all constructs are higher than the suggested alpha of 0.70, which means that they are well-internally consistent. Measurement reliability was also established by discussing the composite reliability values that were above the acceptable level. Construct validity was studied by using confirmatory factor analysis. All the items had significantly above the accepted limit, factor loadings. The convergent validity was determined with the help of the values of Average Variance Extracted that were higher than the threshold of 0.50. The square root of AVE values was also compared with inter-construct correlations to establish discriminant validity, as they showed that there was sufficient differentiation between constructs.

Table 2. Reliability and convergent validity analysis of study constructs

Construct	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture	0.89	0.91	0.63
Strategic Agility	0.87	0.90	0.65
Sustainable Growth	0.91	0.93	0.69

Table 2 shows the reliability and convergent validity of Organizational Culture, Strategic Agility, and Sustainable Growth. All the values of Cronbach's alpha are higher than the recommended value of 0.70, which is a strong internal consistency. In the same manner, the composite reliability scores stand at over 0.70, indicating the reliability of the measurement model.

The values of the Average Variance Extracted are above the value of 0.50 in all constructs, which is sufficient convergent validity. These outcomes indicate that there are reliability and validity of the measurement scales applied in the study to proceed with structural analysis.

Table 3. Discriminant validity assessment using fornell–larcker criterion

Construct	OC	SA	SG
Organizational Culture	0.79		
Strategic Agility	0.58	0.81	
Sustainable Growth	0.62	0.67	0.83

Table 3 shows the results of the discriminant validity according to the Fornell-Larcker criterion. Diagonal values will show the square root of the Average Variance Extracted of each construct, and the off-diagonal values will show the inter-construct correlations. To achieve sufficient discriminant validity, the square root of AVE of each construct in this case should outweigh the correlations it has with other constructs. As seen, the diagonal values of Organizational Culture (0.79), Strategic Agility (0.81), and Sustainable Growth (0.83) are all larger than their relations with each other. This supports the fact that the constructs are empirically differentiated and measure the different conceptual dimensions in the model.

Hypotheses Testing

The hypothesized relationships were tested using structural equation modelling. The result was a positive and statistically significant path coefficient between the organizational culture and strategic agility, which confirms H 1. The connection between strategic agility and sustainable growth was also good and significant, which stood in favor of H2. Further on, H3 was proven right when the direct impact of the organizational culture on sustainable growth was high. These results show that there is both a direct and an indirect correlation between the study variables.

Table 4. Structural model results and hypotheses testing

Hypothesis	Path	β	t-value	p-value	Result
H1	OC $\rightarrow$ SA	0.62	8.45	<0.001	Supported
H2	SA $\rightarrow$ SG	0.55	7.12	<0.001	Supported
H3	OC $\rightarrow$ SG	0.28	3.94	<0.001	Supported

Table 4 shows the outcome of the analysis of the structural model and hypothesis testing. The coefficient of the relationship between the Organizational Culture (OC) and Strategic Agility (SA) ($\beta = 0.62$, $p = 0.001$) is positive and statistically significant, which supports H1 and suggests that the strong organizational culture has a positive impact on strategic agility. Strategic Agility and Sustainable Growth (SG) showing a positive and significant relationship ($\beta = 0.55$, $p < 0.001$) also supports H2 and proves that agile firms are more likely to have positive long-term growth results. Also, H3 is supported because Organizational Culture produces a positive effect on Sustainable Growth ($\beta = 0.28$, $p < 0.001$). On the whole, the findings indicate that the idea of direct relations is strong empirically as per the conceptual framework.

Mediation Analysis

The effect of sustainable growth through strategic agility on organizational culture was indirectly analyzed using mediation analysis. The indirect relationship was found to be statistically significant, which implies the strategic agility to mediate the relationship between the organizational culture and sustainable growth to some extent. This implies that organizational culture not only boosts sustainable growth but also promotes strategic agility among the family-owned enterprises.

Table 5. Mediation analysis results

Hypothesis	Path	Direct Effect	Indirect Effect	Total Effect	Mediation Type
H4	OC $\rightarrow$ SA $\rightarrow$ SG	0.28	0.34	0.62	Partial Mediation

Table 5 shows the mediation analysis of the indirect contribution of Strategic Agility in the correlation between Organizational Culture and Sustainable Growth. The direct impact of Organizational Culture on Sustainable Growth is still high (0.28), and the impact of this factor through Strategic Agility is merely 0.34, which suggests significant mediation. The cumulative impact is 0.62, which depicts the joint impact of both direct and indirect impacts. The findings prove partial mediation because the indirect effects are important as well as the direct ones. This implies that the organizational culture has a direct and indirect impact on sustainable growth through the promotion of strategic agility in family-owned businesses.

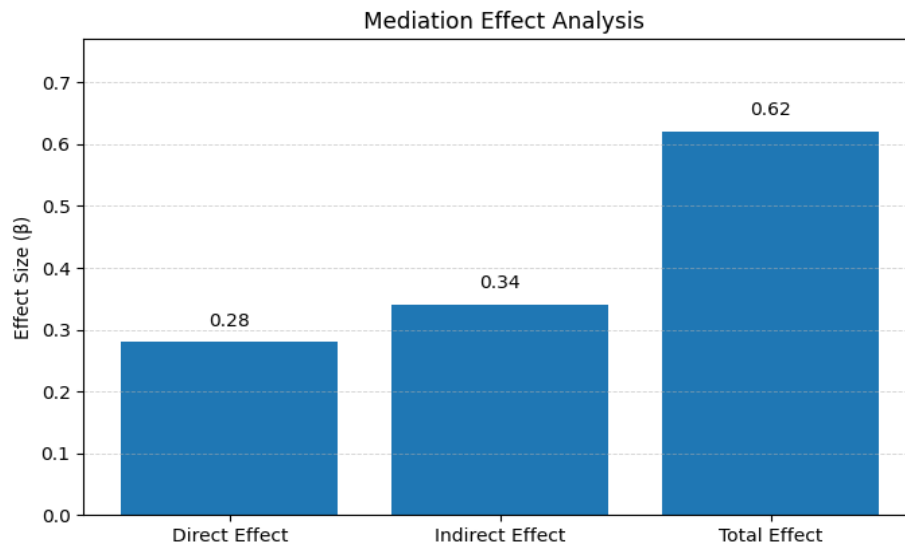


Figure 2. Mediation effect analysis of strategic agility

Figure 2 shows the mediating role of Strategic Agility in the correlation between Organizational Culture and Sustainable Growth. The direct effect ($\beta = 0.28$), indirect effect ($\beta = 0.34$), and total effect ($\beta = 0.62$) are shown in the bar chart. The indirect impact is stronger than the direct one, which means that Strategic Agility has a strong mediating impact in converting organizational culture into sustainable outcomes of growth. The results of the study prove the partial mediation because the effects are statistically significant, both direct and indirect. This implies that organizational culture is a source of sustainable growth directly and indirectly via strategic flexibility in a family-owned business.

Model Fit Indices

The goodness-of-fit of the overall model was measured by the standard goodness-of-fit indices. The Chi-square/degrees of freedom, Comparative Fit Index, Tucker-Lewis Index, and the Root Mean Square Error of Approximation are the values of critical indicators that were in the acceptable range. The above findings validate the fact that the suggested conceptual model is relevant to the empirical evidence and substantiates the existence of the relationships as hypothesized.

Table 6. Model fit indices of the structural model

Fit Index	Recommended Value	Model Value
χ^2/df	< 3	2.14
CFI	> 0.90	0.95
TLI	> 0.90	0.94
RMSEA	< 0.08	0.052
SRMR	< 0.08	0.046

Table 6 shows the goodness-of-fit measures applied to test the suitability of the suggested structural model. The ratio of chi-square to degrees of freedom ($\chi^2/df = 2.14$) is less than the recommended value of 3, which means that it fits satisfactorily. The Comparative Fit Index (CFI = 0.95) and the Tucker Lewis Index (TLI = 0.94) are both above 0.90, which is the minimum level of model fit. Also, the Root Mean Square Error of Approximation (RMSEA = 0.052) and Standardized Root Mean Square Residual (SRMR = 0.046) are less than the value of 0.08, which

indicates good approximation and fit of residues. On balance, all these indices show that the proposed conceptual model is quite appropriate to the empirical data and proves the validity of the hypothesized relationships.

VI. Discussion

The findings of this study confirm that the organizational culture is a key factor in developing strategic agility and long-term development in the family-owned business. The positive correlation between organizational culture and strategic agility shows that those firms that can adapt to changes in the environment and respond promptly are those that have adaptive and trust-based cultures and focus on innovation. This strong influence of strategic agility on sustainable growth is what points to the need for responsiveness, flexibility of resources, and alignment of leadership to realize long-term competitiveness. The mediation findings also indicate that strategic agility is one of the reasons why the organizational culture converts into sustainable growth. This implies that culture does not play a significant role in growth since, on one hand, it plays a direct role in growth, but, on the other hand, its effects become more pronounced when agile strategic behavior is enabled. These results are in line with the dynamic capability theory that focuses on internal organizational capabilities in maintaining a competitive advantage.

Implications

The research has theoretical and practical implications. Theoretically, it has been intertwining organizational culture and strategic agility in a cohesive framework to explain sustainable growth in family-owned enterprises. In practice, it gives information to business leaders and policymakers to build internal strengths that will enable success in the long term.

Managerial Implications

The leaders of family businesses ought to invest in the creation of an adaptive and innovative culture that promotes flexibility and cooperative decision-making. The focus should be on the leadership togetherness, free-flowing communication, and responsiveness to strategy to enhance agility. Managers ought also to match the cultural values with long-term strategic goals to guarantee growth in the long term. Organizational resilience can also be improved by investing in skill building, succession planning, and institutionalized mechanisms of governance.

Policy Implications

The policymakers can assist in supporting family-owned businesses by encouraging the training programs that improve strategic management skills and innovation practices. Strategic agility can be enhanced among small and medium family firms by government efforts of digital transformation, access to finance, and capacity building. Long-term sustainability of family businesses can also be enhanced by policies that promote professionalization and transparency in governance.

Limitations & Future Research

The research relies on cross-sectional data, which does not allow one to determine causal relationships. The sample is also limited to family-owned businesses in a local geographical setting, which can limit the generalizability. Besides, survey reports by respondents can create bias among the respondents. Future research can utilize longitudinal research designs to investigate the alterations of the culture and agility over a period of time. Comparative research on family and non-family firms would give more in-depth information on structural differences. Other mediating or moderating factors that researchers can consider to gain a deeper insight into the processes of sustainable growth include innovation capability, digital transformation, or generational leadership processes.

VII. Conclusion

This paper examined how organizational culture affects strategic responsiveness as well as the sustainable development of family-owned businesses. The relevant statistical findings have been used to support the proposed model with strong empirical evidence. Organizational culture

plays a significant role in strategic agility ($\beta = 0.62$, $p < 0.001$), which means that adaptive and value-driven cultures contribute to the responsiveness and resource flexibility of firms. Strategic agility also exerts a significant and positive influence on sustainable growth ($\beta = 0.55$, $p < 0.001$), which validates the results that agile companies have higher long-term performance results. Also, the organizational culture directly positively influences sustainable growth ($\beta = 0.28$, $p < 0.001$). Synthesis of the mediation analysis shows that there is a major effect ($\beta = 0.34$), which is indirect, resulting in partial mediation. This shows that organizational culture is both directly and indirectly related to sustainable growth in terms of strategic agility. The good fit indices of the structural model ($\chi^2/df = 2.14$, CFI = 0.95, TLI = 0.94, RMSEA = 0.052, SRMR = 0.046) attest to the soundness and validity of the structural model. Altogether, the results show that culture-based strategic agility is one of the essential mechanisms by which the family-based enterprises can sustainably grow. Companies that develop flexible and innovation-driven cultures are in a better position to adjust to the changes in the environment and remain competitive in the long run. The future studies can take the longitudinal designs where the cause-and-effect relationships can be examined over a period of time. Further related research on family and non-family firms would be beneficial in order to give more detailed information on the structural diversities. The researchers can also investigate other mediating or moderating factors like digital transformation, innovation capability, or generational leadership dynamics to understand the mechanisms of sustainable growth in changing business environments.

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