

DYNAMICS AND CHALLENGES OF FAMILY BUSINESSES IN ALGERIA: A MULTIDISCIPLINARY ANALYSIS OF THE LITERATURE (2008-2023)

Brachouche Bilal¹, Maamri Moussa², Belgoum Farid³

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Abstract

This paper presents a systematic review and critical analysis of the literature on the dynamics and challenges of family businesses in Algeria from 2008 to 2023. Over 150 publications were identified through searches of significant databases, covering definitions, characteristics, succession processes, governance, performance, growth, internationalization, entrepreneurship, innovation, and perspectives related to Algerian family firms. The research provided critical conceptual foundations and empirical insights but often remained siloed without fully integrated, dynamic, or comparative perspectives.

The review is structured around six thematic areas. Within each, critical contributions and limitations of prior work are examined in depth. The synthesis shows that initial studies established conceptual bases, but constraints like small samples, isolated case studies, and compartmentalized methodologies limited generalizability. In the future, more cross-sectional, longitudinal, multi-sited research combining heterogeneous data and disciplines is needed to develop a comprehensive, actionable understanding of family business realities in Algeria.

Keywords: *Algerian family businesses; succession; governance; performance; growth; internationalization; transmission processes; family influence.*

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Introduction

Over the last fifteen years, family businesses have become an essential area of study in management sciences in Algeria. Indeed, many researchers have sought to understand these organizations and their key aspects better.

¹ Phd Student, University of Oran 2, Algeria. E mail: brachouche.bilal@univ-oran2.dz, <https://orcid.org/0009-0004-0615-3726>

² Phd, The research laboratory in management and quantitative techniques (RMTQ), Finance and Accounting Department, Bejaia University, Algeria. E mail: moussa.maamri@univ-bejaia.dz, <https://orcid.org/0009-0005-7612-5015>

³ Prof, Research laboratory Applied to the Firm, the Industry and the Territory, University of Oran 02, Algeria. E mail: Farid.belgoum@univ-oran2.dz, <https://orcid.org/0000-0002-8918-2255>

The work carried out aimed to clarify the specificities of this type of business in the Algerian context and its economic and social role. Various themes, such as governance, intergenerational transmission, internationalization, or managerial challenges related to growth, have been explored.

Their significant weight explains this research's enthusiasm for Algerian family businesses (AFBs) in the national economic fabric. Indeed, according to some estimates, they would represent up to 90% of companies in Algeria and would strongly contribute to job creation Ifourah (2015). Beyond their economic role, AFBs also have social and cultural importance due to their societal impacts on many communities. While many studies have enriched knowledge of AFBs in recent years, they often remain compartmentalized around a single theme or specific context.

Therefore, it is necessary to examine the evolution of the knowledge produced since the early 2000s and to analyze to what extent the literature has been able to adopt a systemic and integrative approach to the issues concerning AFBs. How has the research been organized around major thematic areas to apprehend the multidimensional reality of these companies? What have been the main advances at the conceptual and methodological level? In what ways do the identified limitations open up new perspectives for analysis? This article will answer these questions by critically reviewing the literature between 2008 and 2023. The objective is to draw up an inventory of the knowledge produced during this defining period by looking at its evolution at the thematic and methodological levels. We conducted a systematic literature review in the main scientific databases to rigorously analyze the evolution of research on Algerian family businesses between 2008 and 2023.

To adopt a systemic and integrative approach to issues related to AFBs, we will rely on a cross-analysis articulating the thematic areas identified following our literature review (characteristics of AFBs, transmission, governance, internationalization, and innovation). We conducted a systematic literature review in the leading scientific databases using the keywords "family business," "Algeria," "transmission," "governance," and "internationalization" to identify all articles, theses, communications, and books addressing these themes. The EBSCO, ScienceDirect, and CAIRN databases were explored, thus covering the fields of management sciences, economics, and management.

To be included, references had to analyze the Algerian case exclusively or comparatively, adopting a family business-specific approach. Temporal (2008-2023) and linguistic (French and English) inclusion criteria were applied.

1. Characteristics and Specificities

1.1. Definitions

The definitions adopted to understand the specificities of Algerian family businesses are essential to understanding their characteristics and evolutions. On this subject, Moumou's (2016a) work presents a key conceptual framework. According to this author, a family business is characterized by "the desire to pass the business on to future generations, control of ownership and direction by a single family."

This definition highlights determining aspects such as the intention of perpetuation through intergenerational transmission and the convergence between family ownership and leadership. It aligns with the dimensions that Klein et al. (2005) highlighted in their "F-PEC" scale to measure family influence within companies. These authors consider the degree of family influence, the incidence of family ownership, and the level of family member commitment as key defining elements (Klein et al., 2005). For its part, El Houmaïdi (2007) pioneered the crucial question of intergenerational succession within Algerian family businesses, a determining element in identifying and perpetuating these organizations over time.

These approaches favor an inclusive vision of the family beyond blood ties, encompassing all stakeholders united by a shared sense of belonging (Chrisman et al., 2005). They allow for the complex family dynamics at work to be grasped. However, more recent works also invite a finer understanding of integrating aspects such as gender or consideration of intra-family conflicts (Lassassi and Hammouda, 2009; Merzouk and Abeddo, 2015).

This critical review of the main definitions from all these significant references, covering over fifteen years of scientific production, makes it possible to embrace the complexity of the socio-economic phenomena inherent to the family dynamics at work within these singular organizations in the Algerian context. It thus provides an essential initial systemic understanding for the future comprehension of the issues addressed in this research.

1.2. Economic and social role of algerian family businesses.

The economic and social role of Algerian family businesses (AFBs) has been addressed in several foundational studies. Moumou (2016a) conducted an initial quantitative analysis on a sample of 120AFBs, making it possible to highlight their significant economic contribution in terms of jobs and added value. However, the narrow definition adopted of the family, limited to the parental nucleus, probably underestimates their real impact (Moumou, 2016a).

Through a qualitative approach, Grari's (2014) work emphasized the importance of AFBs in local development dynamics, mainly through job creation. Nevertheless, the methodological weakness of this study in terms of external validity limits the generalizability of the results (Grari, 2014). For this part, Ifourah (2015) conducted a comparative analysis with SMEs in developed countries, showing the underestimated role of Algerian AFBs, where societal impacts, such as women's employment, are often poorly understood.

Furthermore, some authors have highlighted the renewal of family values as a driving force for development (Hall, Melin & Nordqvist, 2001) and the importance of human and social capital in performance (Zellweger, Eddleston & Kellermanns, 2012). In this context, a better consideration of gender (Lassassi & Hammouda, 2009) and broader societal impacts are needed to accurately understand the territorial anchoring of AFBs.

In conclusion, while pioneering work has quantitatively and qualitatively documented the economic and social role of AFBs, efforts remain to refine the understanding of the mechanisms at work by integrating more systemic dimensions. An expanded conceptualization of the family and societal impacts appears necessary to fully understand these singular organizations.

1.3. Impact of the family on Algerian family businesses.

Research on the impact of the family on AFBs highlights both the contributions and inherent tensions of this close link (Gedajlovic et al., 2012). Thus, Acherchour and Boukrif (2018) highlighted the dual objective pursued by AFBs through the grouping of family businesses: strengthening competitiveness while maintaining family control. However, their analysis only considers the positive aspects of cognitive and affective governance without exploring the potential sources of conflict between family and performance.

Indeed, Zemirli and Hammache (2018) emphasized the constraints that the Algerian entrepreneurial context represents for the emergence of new generations of entrepreneurs, notably due to resistance linked to maintaining family power. Moreover, several authors have highlighted the inherent tensions in combining family and managerial dimensions (Gedajlovic et al., 2012). Thus, while some Algerian research has rightly underscored the family dimension's contributions to cognitive and affective governance Acherchour and Boukrif (2018), they need to sufficiently consider potential tensions between family and performance.

In conclusion, analyzing the family's impact on AFBs requires adopting a systemic approach that integrates the contributions and sources of intrinsic conflicts by combining family, managerial, and ownership dimensions. This more balanced perspective would

enable a better understanding of the mechanisms at work within these singular organizations.

1.4. Case studies of Algerian family businesses.

Several case studies of Algerian family businesses have been conducted to apprehend their internal functioning in detail (Salaouatchi et al., 2019; Kherraf, 2022). Thus, the emblematic case of NCA Rouiba has been the subject of in-depth analyses of its governance from a managerial and family perspective (Salaouatchi et al., 2019; Kherraf, 2022; Gheddache et al., 2016; Belabbas and Hadji, 2015). This work highlights the richness of the family and managerial context that could be reconstructed thanks to the company's archives over several generations. However, generalizing the conclusions remains challenging due to the unique nature of this case. Moreover, potential family conflicts are not addressed. Other case studies are available but often focus on a specific issue such as governance (Gheddache et al., 2016). Thus, qualitative research using multiple case studies would complement analyzing similarities and differences between Algerian family businesses and integrating the dimension of social conflicts.

The case studies on Algerian family businesses provide valuable insights into their internal operations. However, their scope remains limited due to their unique and isolated nature. Indeed, while the in-depth case study allows for an understanding of the long-term family, historical, and managerial context specific to each business, it only allows the results to be generalized to some of the fabric of Algerian family businesses. However, this type of business is far from homogeneous and experiences diverse situations depending on sectors of activity, business sizes, involved family generations, etc. In addition, single case studies tend to minimize family tensions and conflicts for confidentiality purposes. It is appropriate to multiply case studies to apprehend this heterogeneity. A comparative qualitative methodology between several companies would highlight similarities and differences in governance models, transmission, human resource management, or stakeholder relations.

This methodological triangulation on diverse terrains would contribute to a more systemic and representative understanding of the complex reality of Algerian family businesses while further integrating the perspective of potential conflicts. Thus, it constitutes a promising avenue of research to deepen knowledge of this major entrepreneurial fabric.

2. Transmission and Succession

2.1. Issues of transmission.

Transmission is a major issue for family businesses on economic, managerial, and emotional levels (De Massis et al., 2018). The pioneering work of Sharma et al. (2001) helped conceptualize satisfaction in the succession process as planned behavior depending on organizational, environmental, and individual factors.

In the Algerian context, Tessa and Gheddache (2010) explored the perceptions of potential ceding parties and highlighted the importance of preserving the business and maintaining its family identity. However, these studies pay little attention to individual family members' aspirations (El Houmaidi, 2007). Yet, considering these subjective factors seems crucial to ensuring everyone's commitment to entrepreneurial continuity (Hall et al., 2001).

Moreover, this work laid the foundations for a systemic conceptualization of transmission issues without fully operationally developing them. Thus, questions remain about articulating succession at the business level and the professional mobility of individuals who compose it (Kotlar et al., 2013). Therefore, a better understanding of each perception and its evolution is necessary to grasp the underlying human challenges to AFB sustainability.

In summary, while pioneering work-established bases for conceptualizing transmission's economic and identity issues, some aspects still need to be deepened to understand the underlying human problems. Indeed, if organizational and strategic implications for the business are beginning to be identified, understanding subjective issues such as individual family members' aspirations remains partial. Understanding each perception and motivation, as well as their evolution over time, seems essential to ensuring the buy-in of all human stakeholders in a systemic succession process. Research efforts should continue to accurately grasp the underlying emotional and psychological dimensions of such a determining issue for family business continuity.

2.2. The transmission process

The transmission process represents a crucial step in ensuring the sustainability of family businesses (Sharma et al., 2003). Sharma and colleagues' work helped conceptualize transmission as planned behavior influenced by organizational, environmental, and individual factors. Their qualitative approach laid the foundations for a systemic understanding of the phenomenon.

In the Algerian context, Gheddache (2022) provides significant insights through the longitudinal study of the Cevital Group. His work demonstrates the complexity of the

process in light of the financial and strategic issues related to the company's structure. However, a multi-case analysis would help strengthen the external validity of the results (Cabrera-Suárez et al., 2001). Indeed, while the qualitative methodology adopted offers detail, the limited sample somewhat reduces generalization.

Furthermore, research on the transmission process needs to pay more attention to its cultural and psychosocial determinants (Sharma et al., 2014). Yet, a better understanding of subjective factors and their evolution over time could help the support of entrepreneurial families (Hall et al., 2001). Efforts are still needed to refine the systemic conceptualization initiated by integrating more qualitative dimensions.

There remains a need to understand better the dynamics of the determinants in play, whether cultural, psychosocial, or subjective. A better understanding of the evolution of these factors influencing representations within the family could help operationalize models.

Qualitative longitudinal multi-site research is necessary to refine systemic modeling and illuminate supporting transmission processes in the Algerian context.

2.3. Choice of successor

The choice of successor represents a crucial decision for the future of the family business (Le Breton-Miller et al., 2004). Several cognitive and emotional factors are at play in this complex process (Lambrecht, 2005).

In the Algerian context, the work of Moulaï and Boukrif (2018) made it possible to identify the main determinants family leaders consider in the choice of successor. Managerial competence comes first, ahead of more subjective criteria such as loyalty or trust. However, themes such as gender or individual candidates' motivations remain little explored.

Moreover, Taleb's (2015) case study of a family SME in the Wilaya of Tizi Ouzou reveals the complexity of the underlying family issues. According to a systemic approach, the choice of successor results from complex interactions between rational and emotional, formal and informal dimensions. A comparison between members of the same family, integrating their profiles and personal visions, could enrich existing modeling.

A qualitative analysis comparing the perceptions and motivations of candidates within the same family would help refine understanding of the underlying issues. In addition, methodological triangulation seems necessary to consolidate the validity of current results, often limited by restrictive methods.

Longitudinal multi-site case studies, combining various approaches, would contribute to a more contextualized and dynamic modeling of the determinants of the choice of successor.

Therefore, a better, fine-tuned understanding of the various factors influencing the representations and behaviors of family actors is crucial to operationalizing conceptual models developed so far on this strategic issue in an objective and personalized manner.

3. Governance and performance

3.1. Specificities of governance in Algerian family businesses

The governance of family businesses has specific characteristics, as evidenced by the work of Berrone et al. (2012) and Gomez-Mejia et al. (2007). Indeed, these studies helped conceptualize the critical notion of "socio-emotional wealth" to account for non-financial aspirations that guide strategic decision-making within family organizations. Salaouatchi et al.'s (2019) research on the emblematic case of NCA Rouiba illustrated this specificity in the Algerian context.

These authors highlighted the influence of emotional dimensions linked to heritage and perpetuation of the family dynasty, which is reflected in particular by a strong attachment to the historic shareholders' decision-making autonomy. However, as Toumi Amara (2019) rightly points out, consideration of Islamic values such as ethics or community solidarity is also a significant determinant of the functioning of many Algerian AFBs.

3.2. Impacts of family governance on the performance of Algerian family businesses

Many studies have examined the links between family governance and performance within family businesses. According to Miller et al. (2011), performance depends mainly on the company's status (family or non-family) and the degree of family control, with an inverted U-shaped relationship. This complex relationship was illustrated in the Algerian context by Rassoul (2018), who showed through the use of financial ratios that the method of financing influenced the sustainability of family businesses.

However, this work remains correlational and does not establish a causal link. Through a qualitative approach, Abbès (2020) helped better understand Algerian family leaders' perception of corporate social responsibility. Nevertheless, this study considers only one dimension of governance, among others. Elsewhere, Molly et al. (2010) showed by analyzing Belgian and Dutch companies that succession positively impacted financial structure and operational performance. Diversifying methodologies to consolidate these results in the Algerian context would now be appropriate.

The studies suggest a potential influence of family governance on the performance of Algerian family businesses. However, this work remains preliminary and deserves to be consolidated. Indeed, the methodologies used remain mainly quantitative or qualitative without combining the two approaches, thus limiting the internal and external validity of

the results. In addition, the samples considered remain small, only sometimes allowing generalization to the entire fabric of Algerian family businesses.

There is now a need to diversify the observed performance indicators beyond simple accounting measures of profitability to appreciate performance in its multiple economic, managerial, and social facets. In-depth qualitative studies also help better understand the underlying mechanisms of causal links, in particular by considering the complexity of family-business interactions. Finally, large-scale quantitative research combined with qualitative interviews would provide complementary insights to significantly advance knowledge on this central issue for Algeria's economic fabric.

According to Atanasova (2021), strategic planning is crucial for the performance of entrepreneurial small and medium-sized enterprises. She states that "enterprises in that category, regardless of their size, will achieve higher results if their activities are guided by strategic planning documents." The author highlights the numerous benefits of rigorous strategic planning, including setting clear directions, managing risks/opportunities, optimally allocating resources, enhancing competitiveness, and improving financial and economic performance.

Consequently, the adoption of a robust strategic planning approach by Algerian family businesses could be a critical success factor in supporting their success and longevity, enabling them to more effectively address the challenges they face in a competitive and uncertain environment.

3.3. Impacts of family governance on the growth of Algerian family businesses

Several studies have looked at the links between family governance and growth within family businesses. Zahra (2005) showed that family businesses' entrepreneurial behavior determined their ability to take risks and achieve sustainable growth. However, this author did not study the Algerian context.

In the Algerian context, Moumou (2016a) analyzed the family business' financial policy and its impact on growth. Moreover, Kerzabi and Saidani (2009) studied the size of Algerian SMEs by explaining it through transaction costs. While these studies helped identify specific levers, they did not consider the dimension of family governance. More recently, Habba et al. (2021) developed a macroeconomic model integrating cultural and strategic variables to evaluate the influence of family governance on the performance and growth of listed African family businesses.

In the same perspective, Medjaher and Salmi (2021) focused in their in-depth case study of Biscuiterie de La Soummam on the determinants and obstacles linked to the growth of a high-performing Algerian family business. While informative, this single case still needs to allow generalizable conclusions to be drawn. Thus, while some work has

established promising relationships in the Algerian case, validating an integrative model remains to be pursued better to understand the influence of family governance on growth.

Research on the link between family governance and the growth of AFB is promising but preliminary. Some have identified vital variables such as entrepreneurial behavior and financial policy. Nevertheless, efforts are needed to develop an integrative model combining quantitative and qualitative approaches on large samples. The aim will be to consolidate the relationships highlighted and refine the understanding of the underlying causal mechanisms to support better the growth of these major players in the national economy.

3.4. Audit and Control

Audit and control are key elements of family business governance (Oudjedi Damerdjji et al., 2017). According to Lassassi and Hammouda (2009), family labor is often used in support functions such as internal audits, raising questions about the independence and objectivity of these audits.

Oudjedi Damerdjji et al. (2017) developed a framework for analyzing the internal audit process in Algerian family businesses. Their qualitative study with managers helped identify the main stages of the audit, from planning to reporting. However, the authors note that perceptions remain at the formal level and that there is a need to allow for observation of actual audit and control practices.

More fundamentally, Lassassi and Hammouda (2009) emphasize that family labor in support functions can compromise the independence necessary for a high-quality audit. Indeed, family ties are likely to affect the objectivity of family internal auditors. It is, therefore, essential to examine how to reconcile the employment of family members and the ethical requirements of an audit by standards.

Research on auditing and control in Algerian family businesses remains in its early stages. While they have identified the main steps in the audit process according to managerial perceptions, they neglect to directly observe actual practices in the field, which alone would make it possible to evaluate the exact quality of control systems. Moreover, the frequent use of family labor for these functions raises crucial questions about the independence and objectivity required, which deserve in-depth empirical investigation.

4. Internationalization of AFB

4.1. Determinants and obstacles to internationalization

There is abundant research on the determinants and obstacles to the internationalization of Algerian family businesses between 2008 and 2023. Fernández and Nieto (2006, 2005) are among the first to identify certain critical factors of

internationalization according to the national context, notably the role of the degree of family ownership. In the Algerian case, Moumou (2016b) corroborates these results by showing that shareholder structure is both a driving force and a brake for family SMEs seeking to develop internationally.

This research was then deepened. Assyakh and Messaoudi (2023) propose a dynamic analysis of the process, revealing the importance of making strategic changes while preserving a certain cultural continuity specific to family values. This identity dimension, already highlighted by Lee (2006) and Koironen (2002), takes on a particular dimension in the North African context where tradition and modernity must be reconciled. Future research could explore qualitatively the identity tensions experienced by companies wishing to meet new markets.

This state-of-the-art shows the growing interest in the internationalization dynamics of Algerian AFBs. Recent research emphasizes cognitive and cultural dimensions, such as the influence of family identity and its values on strategic choices. Assyakh and Messaoudi (2023) emphasize the need to make changes while preserving a certain cultural continuity, which can generate tensions. These aspects deserve to be studied qualitatively and longitudinally to understand better their evolution, as well as through comparative analyses between internationalized and non-internationalized AFBs. This theme represents a promising avenue of research to understand all the factors involved in this complex process comprehensively.

4.2. Product Policies

Several studies have examined the product policies of internationalized Algerian family businesses between 2008 and 2023. Lee (2006) and Koironen (2002) highlighted the importance of family values in defining these policies. Indeed, the cultural identity specific to the family strongly influences choices regarding the range of products marketed abroad.

This identity dimension takes on whole meaning in the Algerian context, where tradition and modernity must be reconciled during the internationalization process, as Ettahri and Amsidder (2021) emphasized in their theoretical study of the socio-emotional wealth of Algerian family businesses. Through in-depth case analysis, Haidara and Iambeondrazana (2021) particularly well illustrate this tension by tracing the path of the Candia Algérie company.

Research on internationalized AFB product policies needs to be centered on a few case studies, limiting the generalizability of conclusions. However, as suggested by Lee (2006) and Koironen (2002), a comparative approach between several companies would better capture the diversity of contexts. In addition, a dynamic perspective is needed to

analyze the evolution of these policies over time under the influence of internal and external factors. This theme, therefore, offers further avenues for qualitative deepening through multiple case studies or longitudinal analyses to enhance knowledge of the international strategies of these players.

4.3. Qualitative analysis of Algerian family businesses: case studies

The work of Boutifour and Miraoui (2015) presents the case of ECFERAL, a successful example of an employee management buyout in Algeria between 2003 and 2011. According to the authors, this management buyout operation enabled the company to cope with the economic difficulties of the period while preserving jobs.

The authors trace the critical steps of the buyout process and success factors through in-depth qualitative research based on stakeholder interviews and internal document analysis. They notably highlight the decisive role of the employee buyer in defining a diversification strategy focused on products and international markets. This bold entrepreneurial policy enabled ECFERAL to become an exemplary case of successful buyout and solid growth in the Algerian market.

This case concretely illustrates the internationalization factors of family businesses identified by Fernández and Nieto (2006), such as the leader's family dimension and entrepreneurial dynamism. It also helps understand the corporate buyout mechanism proposed theoretically by Boutifour (2014). However, analysis of other examples of successful Algerian buyouts would further enrich the understanding of this phenomenon.

5. Entrepreneurial dynamics and Innovation

5.1. Evolution of entrepreneurship

The literature has documented the evolution of family entrepreneurship in Algeria between 2008 and 2023. Initially, the founding work of Hall et al. (2001) on the role of cultural context in the evolution of family entrepreneurship was adapted to the Algerian case by Moumou (2016b). These authors showed that traditional cultural values have long influenced the conservative nature of family entrepreneurship in Algeria.

However, several recent studies have highlighted the gradual dynamism of the Algerian entrepreneurial ecosystem. Thus, Oukaci and Achouche (2020) identified a significant increase in business creation over the period 2008-2018, indicating a greater appetite for entrepreneurial risk. Similarly, Moumou (2016a) observes a diversification of sectors invested by new family businesses, denoting an openness to innovation.

This evolution should be put into perspective with the cultural changes in Algerian society identified by Carsrud and Brännback (2011), with a new generation more inclined to autonomy and initiative. However, as emphasized by Abdellah and Hachemi (2023),

barriers persist, such as a lack of financing and the weight of family traditions. Thus, while notable progress has been made, Algeria's entrepreneurial dynamic remains constrained.

A notable recent evolution is the increasing role of Algerian universities in stimulating student entrepreneurship and innovation through specific initiatives. As highlighted by Belgoum and Benessalah (2023) in their study on the Start-up/Patent degree initiative in Algeria, universities play a crucial role in creating an enabling environment (training programs, agreements with companies, workshops, competitions, financing, etc.) that encourages and supports students from various specialties in creating innovative start-ups, thus obtaining highly satisfactory results in terms of student entrepreneurial involvement.

This section shows that while research has documented the gradual transformation of Algerian family entrepreneurship, a more in-depth qualitative analysis of sectoral specificities is still needed to refine understanding of this evolution. Existing studies have focused on macroeconomic quantitative indicators. It would be relevant to qualitatively study entrepreneurial dynamics in critical sectors such as industry or agriculture through interviews to identify motivations and obstacles encountered. A comparative analysis between traditional and innovative sectors could identify levers and barriers to emerging entrepreneurs with high-value-added projects. This would complement the understanding of ongoing transformations. This increased involvement of universities in training and supporting student entrepreneurs represents a key opportunity for Algerian family businesses to foster innovation and knowledge transfer to the new generations.

5.2. Role of the entrepreneur

The role of the entrepreneur in the entrepreneurial dynamics of Algerian family businesses has been the subject of several studies. Firstly, Dyer and Sánchez's (1998) research helped conceptualize the family entrepreneur as the critical driver of business development by leveraging its unique resources and leadership.

More recently, authors have deepened the analysis of the characteristics of the Algerian family entrepreneur. Thus, Gheddache (2016) conducted an in-depth qualitative case study showing the central role of the leader in animating governance and the dynamism of the NCA Rouiba Company. Similarly, Soufi (2021) conceptualized the critical role of the leader in family entrepreneurship, particularly their ability to initiate radical change within a conservative structure.

This work should be nuanced in light of other research. Indeed, authors like Dyer and Sánchez (1998) emphasize the need to go beyond historical illustrations to validate entrepreneurial characteristics empirically. In addition, some leaders may hamper innovation through too conservative management (Hall et al., 2001). Thus, while the

entrepreneur's role seems central, its impact depends on individual and contextual factors that must be refined.

Existing research sheds light on the critical role played by the family entrepreneur in the innovative dynamics of Algerian AFBs, whether through conceptual or empirical case-based studies. However, these contributions still need to be more comprehensive regarding their profile and influence.

Cross-sectional qualitative and quantitative research seems necessary to refine understanding. Comparing entrepreneurs evolving in various contexts would help identify typical profiles. Combining observations, interviews, and financial analyses would clarify the links between leadership and performance.

A better understanding of the entrepreneur's concrete role would help support this essential driver of Algerian entrepreneurial development. Further in-depth investigations are still needed to enhance knowledge on this essential subject.

5.3. Success factors of an innovative AFB

Several critical success factors regarding innovation within Algerian family businesses (AFBs) have been identified. Initially, empirical work carried out by Duran et al. (2016) on a sample of Spanish family businesses highlighted that valuing human capital, mainly through training policies, constituted a strategic resource for developing new ideas. Medjaher and Salmi (2021), who qualitatively studied the Soummam biscuit factory and showed the facilitating role of skilled labor, validate this dimension in the Algerian case.

Furthermore, Craig et al. (2008) emphasized the importance of the family business capitalizing on its family identity to legitimize its innovations with the domestic market. Koironen (2002) also highlighted the benefits of a family reputation for old Finnish companies. Locally, the case study conducted by Haïdara and Iambeondrazana (2021) on Candia Algérie allowed us to observe how this company could promote its sustainable family dimension to support the launch of new products in foreign markets.

However, not all innovative AFBs rely solely on intangible factors. Thus, Duran et al. (2016) showed a positive link between investments in research, experimentation, and testing and patent levels among Spanish SMEs. Medjaher and Salmi (2021) partially explored this quantitative dimension, pointing out the financial effort made by Soummam to equip itself with state-of-the-art equipment. Nevertheless, their single case study limits the generalizability of this result to the Algerian context.

In summary, while human capital and family identity remain key levers for innovation in Algerian AFBs, further contextual analysis is still needed to understand the full range of strategic capabilities that must be developed to sustain their innovative dynamism. Although case studies, such as those conducted at the Soummam biscuit

factory, make it possible to understand the organizational factors at work, their monographic nature limits the generalizability of results. Therefore, qualitative analyses should be multiplied of family businesses by sector and size, cross-referencing results with quantitative data on research, experimentation, and testing budgets, for example. This methodological triangulation would provide a systemic understanding of the levers public decision-makers can rely on to stimulate innovation within the entrepreneurial family fabric in Algeria. In addition, considering contextual elements such as the institutional environment or local cultural values would help refine understanding their impacts on innovative practices implemented.

6. Overall Perspective on the Analyses Conducted.

Several significant trends emerge through this state-of-the-art 15-year research on Algerian family businesses. Initially, pioneering work helped establish conceptual foundations by proposing adapted definitions and emphasizing the socio-economic role of these organizations. However, their quantitative or qualitative approaches on restricted samples sometimes limit generalizability. In-depth case studies provide enriched insights, but their unique nature prevents generalization.

Regarding succession, cognitive and emotional issues have been highlighted, but more attention must be paid to individual aspirations and intrafamily dynamics to refine models. Research on governance has helped conceptualize family specificities but still needs to be expanded in number. They often point to impacts on performance without establishing strict causal links.

Determinants and obstacles to internationalization have been identified, but progress remains to be made in terms of methodological triangulation. Fine-grained qualitative analyses have helped understand specific mechanisms in entrepreneurship and innovation. Still, investigations must be multiplied while crossing levels and disciplines to comprehend these dynamics systemically.

Conclusion

To conclude this critical state-of-the-art literature dedicated to Algerian family businesses from 2008 to 2023, it is worth recalling the main lessons from the crosscutting synthesis.

While pioneering work helped establish conceptual foundations, we have seen that some limitations still need to be addressed, such as often-modest samples and underexplored psychosociological aspects. In addition, quantitative analyses could be complemented by longitudinal qualitative approaches to comprehend the complexity of

these evolving systems, as suggested by the integrative systemic modeling work of Cabrera-Suárez et al. (2001) and Kotlar et al. (2013).

To go beyond these limitations and refine the systemic understanding of these organizations, it appears necessary to cross-reference quantitative and qualitative approaches on representative samples and in-depth case studies. Such an approach combining qualitative and quantitative methods will undoubtedly represent progress, in line with calls made in the literature by Fernández and Nieto (2005, 2006).

Future research will finally need to explore emerging fields, such as the evolution of organizational models or the digital transformation of these companies. These perspectives will contribute to sustainably advancing knowledge on this significant topic of the Algerian entrepreneurial landscape.

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