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# FIRM-LEVEL DETERMINANTS OF ACCESS TO EXTERNAL FINANCE AND IMPACT OF EXTERNAL FINANCE ON FIRM PERFORMANCE

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**Abstract.** This cross-sectional study employs resource-based view and resource dependence theories to examine the determinants of access to external finance at firm-level and the effect of access to external finance on performance of 328 agri-food firms. Applying binary logistic regression, results indicate that firm age, ownership, sources of financing, and firm location were significant predictors of access to external finance. The effect of access to external finance on firm performance analyzed using linear regression was positive and significant. Therefore, firm-specific characteristics are crucial in the decision to access external finance. Access is easier for older firms in small cities that rely on informal sources of financing. Family firms are more vulnerable to external finance than non-family firms. Furthermore, access to external financing is associated with better firm performance. The findings of this study are useful for managers making financing decisions and for stakeholders involved in micro and small enterprises financing.

Keywords: firm level, access to external finance, firm performance, agri-food, resource-based view, resource dependency.

JEL Classification: C83, G30, H80, L66.

## Introduction

The majority of firms, especially firms from developing countries, face high levels of vulnerability and have low levels of performance (Sari & Sari, 2022). Most of Micro and Small Enterprises (MSEs) suffer from liquidity constraints (Dörr et al., 2022; Kalemli-Ozcan et al., 2020) and their contribution to the economy remains low (Seluhinga & Philip, 2021). Around 70% of micro, small and medium enterprises, particularly in emerging economies, are credit constrained (Mushtaq et al., 2022). The index of financial inclusion in sub-Saharan Africa is still low (Ofori-Abebrese et al., 2020) and it is estimated that only 10% of MSEs use external financing to finance business operations (Leke & Signé, 2020).

MSEs engage with external financers in order to acquire or access financial resources by considering the costs and benefits of the financing sources (Hafiz et al., 2022). Furthermore, access to external financing is an important determinant of firm performance and its effect on firm performance significantly varies across regions and countries (Abdisa & Hawitibo, 2021). There is still limited research in Africa, Asia-Pacific and the Middle East, as most research on access to finance comes from Europe and the Americas (Rao et al., 2021). Also the studies on the effect of ownership structure on access to finance are still limited in number (Khan et al., 2022) as family-owned firms differ from non-family-owned firms in terms of characteristics, goals, and priorities (Ramalho et al., 2018). Moreover, there is still a need for studies from poor countries to examine how dependence on external finance affects firm performance (Lee, 2020), especially in the agri-food subsector. Thus, the study fills these gaps by complementing the few studies from emerging economies that examine the determinants of access to external finance, considering firm ownership, and the impact of access to external finance on firm performance.

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Based on the concept of resource-based view (RBV), this study examines how firm-level factors such as firm age, legal status, firm ownership, firm size, sources of finance, firm location and financial management training received by the manager/owner-manager (hereafter referred to as the manager) affect access to external financing. The study also employs resource dependency theory (RDT) to examine the impact of external factors, namely access to finance, on firm performance.

## 1. Literature review

Age of a firm is a significant explanatory variable for access to external finance (Bongini et al., 2021; Martinez et al., 2022). The age of the firm has a positive impact on the firm's access to external financing as older firms have more access to external financing of all types compared to young firms (Bougheas et al., 2006).

The legal form of a firm could be considered an indicator of the quality of information disclosure. Limited liability firms are more likely to have access to external financing because they benefit from greater reliability and formality of the firms' operations than unlimited liability firms (Martinez et al., 2022).

Ownership of firms is also a significant variable in explaining access to external finance (Martinez et al., 2022). Family firms have close ties to financing institutions, therefore they are assumed to be financially unconstrained compared to non-family firms (Ergün & Doruk, 2020).

A firm's access to finance is influenced by its size (Bongini et al., 2021). Smallness presents a firm with greater challenges in raising external finance (Abdisa & Hawitibo, 2021). Many authors find a positive relationship between firm size and access to external finance (Ferrando & Ruggieri, 2018).

MSEs face credit rationing in formal markets hence they are likely to seek capital from informal sources (credit from suppliers, advances from customers or friends and relatives) to finance their business operations (Archer, 2021; Brixiová et al., 2020). Due to less developed financial systems in less developed countries, informal credit remains the important source of financing for firms in these areas (Rao et al., 2021)

Firms in disadvantaged areas are likely to have less access to external finance compared to firms located in advantaged areas because of greater information asymmetry and sparse networks of lenders, particularly formal lenders (Bakhadirov et al., 2022). Firms in larger cities have a better information environment, making it easier for them to obtain capital from lenders than for firms in small cities (Loughran, 2008).

Micro, small and medium firms are generally characterized by low financial and management skills, which affects their access to external finance (Anwar et al., 2020). Managers' financial capabilities play a dynamic role in integrating other resources and capabilities within the organization to strengthen the competitiveness of business activities (Anwar et al., 2020). Financial literacy skills are crucial as the knowledge behind helps to minimize the obstacles that firms could face in the credit market as well as being a key tool for managing firm finances (García-Cabrera et al., 2021).

Studies focusing on firm-level data have found that access to finance is strongly associated with firm performance (Ayyagari et al., 2008; Brixiová et al., 2020). Adomako et al. (2016) argued that access to finance has a positive effect on firm growth. Improving access to finance has a positive impact on firm survival and growth as firms with financial access are likely to have more efficient allocation of their asset portfolio and higher performance (Storey, 2016).

Therefore this study examines the effect of internal determinants on access to external finance and assesses how firm's dependence on external finance affects its performance. Specifically, the study addresses the following two main research questions:

- 1. What firm-level factors influence firm's access to external financing?
- 2. How does access to external finance affect performance of a firm?

## 2. Sample and study variables

The sample for this cross-sectional study was obtained using convenience and snowballing sampling techniques because of the difficulty in obtaining a reliable and up-todate database for firms in developing countries, including Tanzania (Mashenene & Kumburu, 2020; Zulu-Chisanga et al., 2021). Potential participants were identified through the Small Industries Development Organization (SIDO) registry as a starting point. Five regions (Morogoro, Dar es salaam, Dodoma, Manyara, and Singida) were selected based on the concentration of agri-food firms and their importance to the sub-sector activities in the country (Seluhinga & Philip, 2021). A structured questionnaire completed by a single informant from each firm was used to collect data from knowledgeable managers. The convenience sampling approach provided the opportunity to recruit managers who were accessible and available at the time of recruitment, whereas the snowballing approach allowed recruitment of participants with greater diversity based on referrals from initial participants. 442 questionnaires were collected based on the number of referrals and contacts made. 328 questionnaires were then considered useful for further analysis after excluding the 94 firms that never applied for or used external financing and the 20 firms that were fully constrained (Cowling et al., 2018). Data were collected between November 2020 and June 2021. Table 1 presents the study variables.

The collected data was analyzed using descriptive statistics, binary logistics and linear regression models. Binary logistics regression was used to predict the odds determinants of access to external finance while simple linear regression analysis was employed to study the effect of access to external finance on firm performance.

Variable	Definition	Measurement scale	Reference	
Firm age	Age of firm in years	Continuous variable	Bongini et al. (2021)	
Legal status	Legal status of firm	Dummy variable (0 = Sole proprietorship; 1= Limited company)	Martinez et al. (2022)	
Firm ownership	Family involvement in ownership of the firm	Dummy variable (0 = Non-family; 1 = Family)	Ergün & Doruk (2020).	
Firm size	Size of the firm based on the number of employees	Dummy variable (0 = Micro enterprise; 1-4 employees; 1 = Small enterprise; 5-49 employees)	Bongini et al. (2021) and United Republic of Tanzania [URT] (2003)	
Sources of finance	Sources of external finances used	Dummy variable (0 = informal; 1 = formal)	Nguyen & Canh (2021)	
Firm location	Location of the firm	Dummy variable (0 = Otherwise; 1 = largest commercial city)	Ramalho et al. (2018)	
Financial manage- ment train- ing	Access to formal or informal financial management training	Dummy variable (0 = otherwise; 1 = if the manager has been trained in financial management)	Tundui & Tundui (2020)	
Access	Status of access to external finances applied/ used	Dummy variable (0 = Constrained; 1 = Non- constrained)	Cowling et al. (2018)	
Firm performance	Total overall firm performance	Continuous (aggregate) (4 Much deteriorated to 15 Much Improved)	Galbreath & Galvin (2008); Kamasak (2017); Spanos & Lioukas (2001)	

## 3. Results and discussions

#### 3.1. Descriptive results

Descriptive data were generated for all variables and presented in Table 2. Majority of the sampled firms were young non-family sole proprietorships. Mkuna et al. (2021) reported that the majority of Tanzanian agri-food firms were young.

64.3% of sampled firms reported to be constrained indicating that access to external finance is still a challenge Table 2. Sample characteristics (source: created by authors)

Variable	Description	Frequency	Percent
Firm age	10 years and below	259	79.0
	Above 10 years	69	21.0
	Mean firm age (years)	7.87	
Legal status	Sole proprietorship	287	87.5
	Company	41	12.5
Ownership	Non family	219	66.8
	Family	109	33.2
Firm size	Micro firms	148	45.1
	Small firms	180	54.9
Sources of	Informal sources	137	41.8
finance	Formal sources	191	58.2
Firm location	Largest commercial city (Dar es Salaam)	124	37.8
	Otherwise (Dodoma, Manyara, Singida, Morogoro)	204	62.2
Financial	No	218	66.5
management training	Yes	110	33.5
Access	Constrained	211	64.3
	Unconstrained	117	35.7

among studied firms. Brixiová et al. (2020) highlighted that 20–40 percent of firms in developing countries are either fully or partially constrained to external financing, especially formal financing.

### 3.2. Factor analysis and reliability results

The factor loadings for the three indicators of firm performance were considered adequate, as they were all above 0.50. The reliability of results were also satisfactory (Cronbach's alpha = 0.910) (Table 3).

Table 3. Factor analysis and reliability results (source: created by authors)

Item	Comm	КМО	Alpha	Initial items	Final items
Sales Turnover	0.907	0.738	0.910	3	3
Market Share	0.855				
Profit before tax	0.835				

*Note*: Comm – Communalities; KMO – Kaiser-Meyer-Olkin; Alpha – Cronbach's alpha.

#### 3.3. Correlation results

The relationship between study variables was examined using the Pearson correlation coefficient. The three dependent variable indicators were highly correlated among each other (r > 0.70). These indicators were

No.	Variables	1	2	3	4	5	6	7	8	9
1	Firm age	1								
2	Firm legal status	0.032	1							
3	Firm ownership	0.091	0.046	1						
4	Firm size	-0.060	-0.046	0.041	1					
5	Sources of finance	0.320**	0.002	0.086	-0.023	1				
6	Firm location	-0.049	0.048	0.024	-0.102	0.265**	1			
7	Financial management training	0.414**	0.083	0.006	0.021	0.274**	-0.114*	1		
8	Access	0.291**	0.103	0.272**	-0.054	0.385**	0.338**	0.105	1	
9	Firm performance	0.542**	0.074	0.051	0.038	0.390**	0.016	0.579**	0.228**	1
		10	11	12						
10	Sales turnover	1								
11	Market share	0.841**	1							
12	Profit before tax	0.814**	0.740**	1						

*Notes:* \*p < 0.05; \*\*p < 0.01.

subsequently added to create a new composite variable, firm performance. The added indicators are assumed to have equal weight and importance; hence no original information is lost by the summation (Wood, 2006). The results of the correlation matrix for the study variables show that no correlation coefficient exceeds the value of 0.70, indicating that the independent variables are not so highly correlated as to create a multicollinearity problem (Zizi et al., 2020). The highest correlation coefficient is between financial management training and firm performance (r = 0.579) (Table 4).

At a 95% confidence interval, binary logistic regression was performed to assess the impact of firm-level factors on access to external finance whereas simple linear regression was also used to assess the effect of access to external finance on firm performance. The model for firm-level determinants of access to external finance included seven independent variables (firm age, firm legal status, firm ownership, size, sources of financing, firm location, and financial management training). Preliminary analysis was conducted to ensure that the assumptions of normality, linearity, multicollinearity, and homoscedasticity were not violated. All analyses were carried out using SPSS 26.0. A p-value less than 0.05 was considered significant.

#### 3.4. Regression analysis results

Table 5 presents the results of the binary logistics regression analysis on the firm level determinants of access to external finance. The full model, which included all predictors (age of the firm, legal form, ownership, size of the firm, sources of finance, firm location and financial management training) was statistically significant, indicating that the model was able to distinguish between constrained and unconstrained firms. We further report the effect of ownership (family and non-family) on access to external financing. The effect of firm ownership on access to external finance was negative and significant across the whole sample. Family firms are more likely to have difficulties in accessing external financing compared to non-family firms ( $\beta = -1.343$ , Exp( $\beta$ )= 0.261, p < 0.001).

The effect of firm age on access to external finance was positive and significant across the whole sample and across firm ownership. Older firms are more likely to have easy access to external funds than younger firms ( $\beta = 0.121$ , Exp( $\beta$ ) = 1.129, p < 0.001). The effect continues to be significant and positive across firm ownership (non-family  $\beta = 0.114$ , Exp( $\beta$ ) = 1.121, p < 0.01; and family firms ( $\beta = 0.129$ , Exp( $\beta$ ) = 1.138, p < 0.05).

Legal status of a firm has negative non-significant effect on access to external finance on the whole sample and across firm ownership. Limited liability firms are more likely to have difficulties in accessing external funds compared to sole proprietorships firms ( $\beta = -0.71$ , Exp( $\beta$ ) = 0.492, p > 0.05). Non-family limited liability firms are less likely to acquire external funds than non-family sole proprietorships ( $\beta = -0.313$ , Exp( $\beta$ ) = 0.731, p > 0.05). Limited liability firms also less likely to acquire external funds to acquire external funds that non-family sole proprietorships ( $\beta = -0.313$ , Exp( $\beta$ ) = 0.731, p > 0.05). Limited liability family firms also less likely to acquire external financing than family sole proprietorships ( $\beta = -1.464$ , Exp( $\beta$ ) = 0.231, p > 0.05).

Firm size effect on access to external finance was non-significant with a positive effect on the whole sample but with mixed results across firm ownership. Small firms are more likely to have less difficulties in accessing external funds compared to micro firms ( $\beta = 0.063$ ,  $Exp(\beta) = 1.065$ , p > 0.05). Small non-family firms are less likely to acquire external financing than non-family micro firms ( $\beta = -0.227$ ,  $Exp(\beta) = 0.797$ , p > 0.05). On the other hand, small family firms are more likely to acquire external funds than family micro firms ( $\beta = 0.466$ ,  $Exp(\beta) = 1.593$ , p > 0.05).

The effect of sources of finance on access to external finance is negative and significant on the whole sample and

Variables -	Whole sa	ample	Non fai	mily	Family	
	β	Exp(β)	В	Exp(β)	β	Exp(β)
Firm ownership (family)	-1.343***	0.261				
Firm age	0.121***	1.129	0.114**	1.121	0.129*	1.138
Firm legal status (limited liability)	-0.710	0.492	-0.313	0.731	-1.464	0.231
Firm size (small)	0.063	1.065	-0.227	0.797	0.466	1.593
Sources of finance (formal)	-1.481***	0.227	-1.257**	0.285	-1.927**	0.146
Firm location (largest commercial city)	-1.550***	0.212	-1.552***	0.212	-1.723**	0.179
Financial management training (Yes)	0.153	1.165	0.335	1.398	-0.298	0.742
Constant	1.114	3.048	-0.535	0.586	2.082	8.019
Cox & Snell R Square	0.302		0.222		0.334	
Nagelkerke R Square	0.414		0.324		0.446	
Hosmer and Lemeshow Test	0.725		0.579		0.729	
Chi-square	117.805		55.061		44.242	
Classification	75.6		76.7		76.1	
Observations	328		219		109	

Table 5. Binary logistics regression analysis results (source: created by authors)

*Note*:  $\beta$  – Beta coefficient, Exp( $\beta$ ) – Odds ratio; \*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001. The dependent variable is access to external finance denoted as 0 if the firm is constrained and 1 if the firm is not constrained.

across firm ownership. Firms that rely on formal sources of finance are more likely to have difficulties in accessing external funds compared to firms that rely on informal funding sources ( $\beta = -1.481$ , Exp( $\beta$ ) = 0.227, p < 0.001). Non-family firms that rely on formal financing sources are less likely to acquire external financing than non-family firms that rely on informal financing sources ( $\beta = -1.257$ , Exp( $\beta$ ) = 0.285, p < 0.01). Family firms that rely on formal financing sources are also less likely to acquire external funds than family firms that rely on informal financing sources ( $\beta = -1.257$ , Exp( $\beta$ ) = 0.285, p < 0.01). Family firms that rely on formal financing sources are also less likely to acquire external funds than family firms that rely on informal financing sources ( $\beta = -1.927$ , Exp( $\beta$ ) = 0.146, p < 0.01).

Firm location has a negative significant effect on access to external finance on the whole sample and across firm ownership. Firms located in largest commercial city are more likely to have difficulties in accessing external funds compared to firms located in smallest commercial cities ( $\beta = -1.550$ , Exp( $\beta$ ) = 0.212, p < 0.001). Non-family firms in largest commercial city are also less likely to acquire external funds than non-family firms in smallest commercial cities ( $\beta = -1.552$ , Exp( $\beta$ ) = 0.212, p < 0.001). Also, family firms operating from largest commercial city are less likely to acquire external funds than family firms operating from smallest commercial cities ( $\beta = -1.723$ , Exp( $\beta$ ) = 0.179, p < 0.01).

Financial management training has insignificant effect on access to external finance. The effect is positive on the whole sample, but with mixed results across firm ownership. Firms run by managers with financial management training are more likely to have easy access to external funds compared to firms managed by managers with managers with no financial training ( $\beta = 0.153$ , Exp( $\beta$ ) = 1.165, p > 0.05). The effect is also positive across non-family firms ( $\beta = 0.335$ , Exp( $\beta$ ) = 1.398, p > 0.05) whereas the effect is negative on family firms ( $\beta = -0.298$ , Exp( $\beta$ ) = 0.742, p > 0.05).

Four (4) of the predictors of access to external finance (firm age, firm ownership, sources of finance, and firm location) made a statistically significant contribution to the model. Firm legal status, firm size and financial management training were not significant predictors of access to external finance in the firms studied.

Table 6 presents the linear regression results on the effect of access to external finance on firm performance. The overall regression was statistically significant ( $R^2 = [0.049]$ , F (1, 326) = 17.934, p < 0.001. The model showed that the effect of access to external finance on firm performance was positive and statistically significant ( $\beta = 0.228$ , p < 0.001). This suggests that firms with access to external finance are likely to perform better than constrained firms.

Table 6. Linear regression results (source: created by authors)

Variable	Std. Error	Beta	p-value
Access (unconstrained)	0.298	0.228	0.000
R-squared	0.052		
Adjusted R-squared	0.049		
t	4.235		
Observations	328		

### 3.5. Discussion

We limit our discussion on the effect of significant predictors of access to external finance and the effect of access to external finance on firm performance.

The negative significant effect of ownership status on access to external finance is in line with the study by Mertzanis (2017) which concluded that ownership structure is a significant predictor of firms' access to finance. Murro and Peruzzi (2019) reported that family-owned Italian manufacturing firms are more likely to be creditconstrained than non-family-owned firms. Family ownership increases the likelihood of rationing in firms with higher opacity and ownership concentration (Murro & Peruzzi, 2019).

The positive significant effect of age shows that old firms are likely to have good chances of accessing external finance compared to young firms. These results are consistent with Bougheas et al. (2006) who reported a positive effect of firm age on access to external financing. Fowowe (2017) also found that older African firms have better access to finance compared to young firms. Older firms have more access to external financing of all types compared to younger firms (Bougheas et al., 2006). Older firms are likely to have lower information asymmetries, making it easier for them to access long term external financing at lower costs (Martinez et al., 2022). In addition, older firms have better access to funding because they have been in business longer and have earned a good reputation (Bakhadirov et al., 2022).

The negative significant effect of funding sources on access to external finance suggests that firms that use formal external finance are likely to face difficulties in accessing external finance compared to firms that rely on informal external finance. These results are similar to Nguyen and Canh (2021) who found that when external finances are needed firms prefer informal sources. This could be due to the fact that firms are looking for cheaper and more convenient external sources of finance to fund their operations (Khattak & Shah, 2021).

The effect of firm location on access to external finance being negative and significant for whole sample and across firm ownership indicates that firms located in largest commercial city are less likely to access external funding compared to firms located in smallest commercial cities. These findings contrast with the study by Bakhadirov et al. (2022) which used a large dataset of World Bank Enterprise Surveys from 44 countries and found that urban firms were less likely than others to consider access to finance as the biggest obstacle. Location-advantaged firms suffer less from information asymmetry and the density of the network of external lenders (Bakhadirov et al., 2022). Study results may be due to inadequate credit history, underdeveloped relationships between lenders and borrowers, and a lack of collateral among studied firms (Quartey et al., 2017).

The results on the positive significant effect of access to external finance on firm performance are consistent with Ayyagari et al. (2008) who found that access to finance is closely related to firm performance. Ayyagari et al. (2021) used employment growth to measure firm performance and reported a strong positive relationship between access to finance and firm performance, especially for firms that were more dependent on external finance. Bongomin et al. (2017) reported that firms access to finance significantly affects overall growth of Ugandan multi-sector firms. Fowowe (2017) pointed out that unconstrained firms experience faster growth than credit-constrained firms in Africa. Access to finance helps firms in developing countries increase their income, build viable businesses, and reduce their vulnerability to external shocks (Bongomin et al., 2017). A firm that has easy access to finance is likely to be more financially stable, overcome liquidity constraints, improve resource allocation, and unlock growth and investment opportunities for long-term survival and performance (Kijkasiwat et al., 2022). The limited access to credit hinders long-term firm performance (Brixiová et al., 2020).

### Conclusions

This study used binary logistic regression to examine the determinants of access to external finance at the firm level and simple linear regression to examine the impact of access to external finance on the performance of 328 agrifood firms. Study results show that firm ownership, firm age, sources of financing, and firm location are significant predictors of MSEs' access to external finance. Firm aging is associated with better access to external finances. Family-owned firms are likely to be more constrained by external financing than non-family-owned firms. Firms that used formal sources of financing were more constrained compared to firms that used informal sources. Moreover, firms located in advantageous areas largest commercial cities are more likely to have difficulties in accessing external funding compared to firms located in smallest commercial cities. Further analysis by firm ownership shows that access to external finance varies according to firm ownership. Therefore, family and nonfamily segments need to be differentiated with regard to financing. The study also found that external financing is of greater importance for performance of micro and small firms as access to external finance is positively associated with firm performance. Firm legal status, firm size and financial management training received by the manager were not significant predictors of access to external finance. Thus, a firm's decision to seek external financing is more influenced by firm-specific characteristics than by management characteristics. The results of the study are useful for managers in making financing decisions and for policymakers in designing and improving MSEs financing programs, especially in the agri-food industry.

Managers should build stronger networking ties to access appropriate external resources through informal channels (Zabri et al., 2021). Family firms can overcome financing bottlenecks by establishing and maintaining long-term and closer lending relationships (Murro & Peruzzi, 2019). Disadvantaged firms are encouraged to seek microloans from local savings groups that require members to set aside small amounts of savings for lending to group members. However, these microloans from savings groups are too small to fill the funding gap when the firm needs more funds for expansion/investment (Oostendorp et al., 2019). Older firms may turn to a variety of formal external sources such as venture capital, bank loans, or financial markets, while young firms that are less transparent with their financial information may continue to seek funding from informal sources or business angels as they continue to improve financial transparency (Martinez et al., 2022).

Reliance on informal finance is a product of personal cognitive resources and local institutional and market interactions that reflect the weaknesses of the formal financial system (Nguyen & Canh, 2021). Reducing information asymmetry in external financing will help managers be more prudent in identifying financing alternatives and taking advantage of the most cost-effective financing options (Zabri et al., 2021). Policymakers should focus on creating innovative financial infrastructures and tax regimes that can increase the need for formal credit for MSEs (Lin et al., 2020). The focus should be on developing customized financial services aimed at adapting existing products and developing new innovative products that meet the real financial needs of MSEs (Oostendorp et al., 2019). Policies to improve the infrastructure that supports financial transactions, including the legal system and the information environment, should also be strengthened (Ferrando & Ruggieri, 2018).

Despite its contribution, this study must be interpreted with the following limitations. First, the study used a binary variable to distinguish between family and non-family firms. Future studies may consider the composition of ownership, as family firms exhibit some heterogeneity (Ramalho et al., 2018). Second, the sample used in this cross-sectional study is based on a survey that may be subject to inherent response biases such as sample selection and sample-dependent biases (Nguyen & Canh, 2021). Future studies may therefore conduct longitudinal studies with a larger dataset using objective measures and statistical sampling procedures to reexamine the validity of the study findings. Finally, this context-specific study presents respondents' perspectives on subjective measures of achievement in the agri-food industry. Future studies may consider multiple industries or countries and use objective measures of performance.

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#### **Conflicts of interest**

The authors declare no conflict of interest.

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