

Gen Z's Motivation and Challenges in Blitar for Running Family Business

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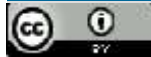
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ABSTRACT

This study aims to explore the motivations of Generation Z in Blitar in running a family business. Using a qualitative approach, data were collected through in-depth interviews with 25 respondents involved in family businesses. The results showed that their main motivations included responsibility for family tradition and heritage, the desire to achieve financial independence, and self-development. Despite significant challenges such as financial difficulties and competition, respondents showed resilience and innovation in overcoming obstacles. The strategies implemented included product innovation, digital marketing, and good financial management. These findings provide important insights into the role of Gen Z in family businesses and their implications for local economic development, as well as highlighting the need for support for entrepreneurship education and access to financial resources.

INTRODUCTION

In recent years, the family business phenomenon has become the focus of attention in Indonesia. As one of the most populous countries in the world, Indonesia has many businesses that are managed for generations. According to data from the Ministry of Cooperatives and Small and Medium Enterprises, around 60% of the total businesses in Indonesia are family businesses, which contribute significantly to the national economy. These family businesses not only play a role in creating jobs, but also in maintaining economic sustainability in various sectors. The success of family businesses in Indonesia is often measured by the growth and sustainability they are able to achieve from generation to generation. A report from the Indonesian Employers Association (APINDO) shows that around 70% of family businesses in Indonesia manage to survive until the second generation. However, a major challenge arises when the next generation, especially Generation Z, is faced with the decision to continue the business that their parents have built.

Generation Z, born between 1997 and 2012, has different characteristics and values from previous generations. They are known to be more open to technology, innovation and social change. In the context of family business, Gen Z's motivation to continue the family business can be influenced by various factors, such as social influences, personal aspirations and the challenges faced in the modern business world.

In this research, it is important to understand what drives Gen Z to continue the family business. Data shows that around 30% of family business owners in Indonesia today are young people, including Gen Z. This shows the huge potential for this generation. This figure shows great potential for this generation to contribute to maintaining and developing existing family businesses. One of the factors that influence Gen Z's decision to continue the family business is the expectation and support from parents. Research shows that families that provide good emotional and educational support tend to increase the younger generation's interest in continuing the family business. As stated Sudarmiatin (2020) , "Family involvement in supporting the next generation is very important to maintain the continuity of the family business."

In addition, the challenges faced by Gen Z in continuing the family business cannot be ignored. They have to face increasing competition, rapid market changes, and the demand to adapt to new technologies. Therefore, understanding their motivations becomes very important to create the right strategy to support the sustainability of family businesses in Indonesia.

This study aims to dig deeper into the motivations of Gen Z in Kota Blitar in continuing the family business. Using qualitative methods, this research will analyze the factors that influence this young generation's decision, including family values, personal aspirations, and social environmental influences. As stated by Rahayu (2019), "Understanding the motivations of the younger generation in the context of a family business is an important step towards creating effective strategies in business management." It is hoped that the results of this study can provide better insights for family business owners and related stakeholders in creating a supportive environment for family

business sustainability in Indonesia. By understanding Gen Z's motivations, it is hoped that there will be strategic steps that can be taken to ensure that family businesses can continue to thrive and adapt to changing times.

In conclusion, family businesses in Indonesia play an important role in the economy and employment. However, the sustainability of these businesses is highly dependent on the motivation of the next generation, particularly Gen Z. It is hoped that this research can contribute to understanding this phenomenon and help create strategies that support the sustainability of family businesses in the future.

LITERATURE REVIEW

Family business is one of the most common business models around the world, including Indonesia. It not only contributes to the economy, but also has strong values related to tradition, sustainability and regeneration.

Family Business Characteristics

Family business is defined as a family-run business entity, where most of the important decisions are taken by family members. According to Astrachan and Shanker (2018), "Family businesses are defined as those in which the family controls the business and influences its direction." Key characteristics of family businesses include personalized management, strong family values, and a focus on long-term sustainability (Sharma, 2019). Family businesses often have a more flexible structure compared to non-family firms. This allows them to adapt quickly to market changes. However, the separation between personal and business matters is often challenging, affecting the dynamics of decision-making (Gersick et al., 2018).

Family ownership is one of the key features of a family business. In family businesses, the majority of shares are usually owned by family members, so they have significant control over business decisions. According to Astrachan and Shanker (2018), "A family business is defined as one in which the family controls the business and influences its direction." This ownership not only provides decision-making power, but also creates a strong sense of belonging among family members.

Decision-making in family businesses tends to be collaborative and often involves all family members. Important decisions are usually made by consensus or discussion within the family, compared to the more formal and hierarchical approach commonly found in non-family companies. According to Miller and Le Breton-Miller (2020), "Family businesses often struggle with the balance between family interests and business objectives." Decision-making that involves multiple perspectives can strengthen commitment and a sense of responsibility among family members. However, it can also lead to conflict if there are significant differences of opinion.

Family values play an important role in shaping organizational culture and business strategy. Many family businesses are founded on principles and values that are passed down from generation to generation. According to Sharma (2019), "Family values are deeply embedded in the operations and

governance of family businesses.” These values often include a commitment to quality, integrity and social responsibility. When family values are integrated into business practices, it can create stronger bonds between family members and the business, and increase long-term commitment to the success of the company.

Family businesses often have a strong long-term focus, which means they are more likely to consider sustainability in every decision they make. This focus can be seen in efforts to maintain business continuity from generation to generation. According to Pieper and Klein (2019), “Sustainability in family businesses is linked to their ability to integrate family values into business practices.” Sustainability includes not only economic aspects, but also social and environmental responsibilities. Many family businesses adopt environmentally friendly practices and contribute to local communities as part of their commitment to sustainability.

Regeneration refers to the process by which the next generation takes over and continues the family business. This process includes succession planning, knowledge transfer and skills development. According to Dyer (2018), “Successful regeneration in family businesses requires careful planning and a clear understanding of the family dynamics involved.” A successful regeneration process involves not only the transition of ownership, but also the transfer of corporate values and culture. Effective regeneration can help family businesses stay relevant and thrive in the face of changing market challenges.

Types of Family Business

Small businesses are the most common form of family businesses. Typically, this includes ventures managed by one or two generations, often on a local scale. According to Sharma and Chrisman (2020), “Small family businesses are characterized by the involvement of family members in daily operations and decision-making processes, often leading to a strong family identity tied to the business. “These small businesses often focus on products and services that meet the needs of the local community, and they can quickly adapt to changing market demands.

Family corporations are businesses that have a formal structure and are often listed on the stock exchange. In a family corporation, family ownership remains even though the size of the company may be large. According to Miller, Le Breton-Miller, and Lester (2015), “Family corporations leverage their unique family governance structures to enhance long-term performance and sustainability.” Family corporations such as Walmart and Ford have a more structured management system than small businesses, but still maintain family values and vision in decision-making.

Multigenerational businesses are entities that have existed for several generations, and often have a more structured succession planning system. According to Dyer (2018), “Multigenerational family businesses face unique challenges and opportunities, including the need for effective succession planning and the integration of diverse perspectives from different generations.” Multigenerational businesses often successfully adapt to changes

in the business environment and maintain continuity due to the experience and knowledge transferred from one generation to the next.

Family cooperatives are businesses that operate as cooperatives, where family members collectively own and manage the business. According to Chua, Chrisman, and Sharma (2018), "Family cooperatives emphasize collective ownership and democratic decision-making among family members, fostering a sense of shared responsibility and commitment." These cooperatives often focus on providing products or services that benefit family members and the community, prioritizing the principles of cooperation and fairness.

Sustainability in Family Business

Sustainability in family business refers to the principles that support the survival and growth of family-owned businesses from generation to generation. It integrates economic, social and environmental aspects, with the aim of creating long-term value for business owners, employees and society at large.

Aspects of sustainability theory in family business, first economic aspects: Family businesses often have a strong focus on profitability and financial sustainability. They tend to be more conservative in their risk-taking and more oriented towards long-term investments. Second, social aspects: Family businesses often have strong relationships with the communities in which they operate. They strive to make a positive contribution to society and create stable employment. The last environmental aspects: Awareness of environmental responsibility is increasing among family business owners. Many of them strive to implement eco-friendly practices in their business operations.

Sustainability theory in family businesses emphasizes the importance of maintaining the viability of the company from generation to generation, taking into account economic, social, and environmental aspects. In the book by Sharma and Chrisman (2021), the emphasis on the sustainability approach indicates that family businesses must adapt to existing changes and continue to innovate to maintain their relevance. This is in line with research by Berrone, Cruz, and Gomez-Mejia (2010), who explored the concept of socio-emotional wealth in family businesses. They explain that family business owners are often more concerned with the values and relationships built, which contributes to decisions that pay attention to sustainability. In addition, Miller and Le Breton-Miller (2006) show that good governance in family businesses not only improves financial performance, but also supports strategic decisions oriented towards long-term sustainability. Thus, the theory of sustainability in family businesses combines financial, social and environmental elements to create sustainable value for all stakeholders.

Gen Z's Motivation for Running a Family Business

Generation Z (Gen Z) has diverse and complex motivations for running a family business. These motivations are influenced by family values, personal aspirations, social environmental influences, and engagement in innovation. Family values play a central role in Gen Z's motivation to engage in the family

business. They often feel attached to their heritage and a responsibility to maintain the traditions that previous generations have built. Cruz and Nordqvist (2012) note that “strong emotional ties to family can encourage younger generations to become involved in existing businesses,” suggesting that this sense of attachment creates motivation to continue an existing venture.

Gen Z's personal aspirations are also highly influential in their decision to continue the family business. They tend to seek meaning and purpose beyond financial achievement. González, López-Fernández, and González (2020) explain that “members of the younger generation prefer to work in an environment that allows them to contribute positively to society.” This shows that Gen Z wants to apply social values and sustainability in the management of the family business, creating a venture that is not only profitable but also has a positive impact on society.

The social environment, including support from friends, family and community, also influences Gen Z's decision to engage in the family business. Weng and Chen (2021) showed that “family support acts as a significant mediator in Gen Z's entrepreneurial intention,” indicating that a supportive environment can increase their motivation to engage in a family business. Moreover, Tsao and Chang (2022) added that “social networks in family businesses can strengthen their capacity to adapt and innovate,” indicating the importance of social support.

Gen Z is known as a generation that is innovative and open to new technologies. They bring a fresh perspective to the family business and strive to adapt to the changing times. Shankar and Reddy (2023) note that “Generation Z tends to have a more modern approach to managing family businesses, including the application of new technologies,” suggesting that their desire to innovate contributes to business sustainability and growth. Social identity also plays an important role in Gen Z's motivation. Ratten and Usman (2020) emphasize that “the relationship between social identity and the family business can influence the younger generation's decision to continue the business.” This suggests that a strong sense of identity with the family business can strengthen their commitment to be involved in the management of the business.

METHODOLOGY

This research employs qualitative design and case study approach is used to understand phenomena in depth in a particular context. In this study, the focus is on the motivation of Gen Z in Blitar to run a family business. Baxter and Jack (2015) state that “case studies allow researchers to explore phenomena in a real-life context, which provides richer insights.” This approach allows researchers to collect in-depth data regarding Gen Z's experiences and perspectives in their local context. The research subjects were determined based on certain criteria relevant to the research focus. In this context, the research subjects consisted of 25 Gen Z individuals involved in family businesses in Blitar. Researchers can use purposive sampling techniques to select subjects who have direct experience in running a family business. Palinkas et al. (2015)

explain that “purposive sampling allows researchers to select participants based on criteria relevant to the research objectives.”

The data collection techniques used in this research include in-depth interviews and observation. In-depth interviews will be conducted with the research subjects to explore their perspectives and motivations in more depth. Creswell and Poth (2017) state that “in-depth interviews are an effective method for understanding the meaning of individual experiences.” In addition, observations will be made to understand the social and environmental context in which the family business is run. Data analysis is conducted using a thematic analysis approach. Data obtained from interviews and observations will be analyzed to identify key themes related to Gen Z's motivation in running a family business. Nowell et al. (2017) stated that “thematic analysis provides a flexible approach and allows researchers to identify and analyze patterns in the data.” With this approach, researchers can construct narratives that describe Gen Z's motivations and experiences in the context of family businesses.

Testing the credibility and validity of data is very important in qualitative research to ensure the reliability of research results. Some techniques that can be used include data triangulation, member checking, and audit trail. Carter et al. (2014) state that “data triangulation involves using multiple sources or methods to verify research results.” Member checking is done by returning the results of the analysis to the participants to ensure the accuracy of the interpretation. Audit trail involves recording research decisions and processes, which provides transparency to the research process.

RESEARCH RESULT

Along with the development of the times, the younger generation, especially Generation Z (Gen Z), shows significant interest in running a family business. In Blitar, this phenomenon is increasingly attracting attention, especially in the context of the local economy and family culture. This study aims to explore the motivations behind Gen Z's involvement in family businesses, as well as the challenges and strategies they use to overcome these obstacles.

Table of Subjects Business Core Identifications

No	Name	Age	Income (Translated)	Kind of Family Business (Translated)
1	Mega Sri Wahyuni	20	5 million IDR	Small Grocery Store
2	Zusi	21	15 million IDR	Boarding House
3	Muhammad Fuad Fafidur	27	Approximately 2 million IDR	Car Rental
4	Dwi Nur Hidayah	23	Approximately 2 million IDR	Frozen Food
5	Rafiqa Oktaviani	25	2 million IDR	Trader
6	Novita Dwi Fitriana	20	Less than 500,000 IDR	Handicrafts
7	Krisdiana Warih Pujirahayu	27	2 million IDR	Chicken Seller
8	Depi Triratna Lestari	20	10 million IDR/month	Grocery Store, Building Materials, and Fertilizer
9	Puji Astutik	25	20 million IDR	Basic Food Store and Food Business
10	Khusnul Lukita Dewi	27	13 million IDR	Own Business
11	Sekar Cahya Nurani	25	12 million IDR	Online Shop and Grocery Store
12	Bilta Shofiatul Isvina	20	2 million IDR	Skincare Business
13	Serli Natalia	24	4 million IDR	Eatery

No	Name	Age	Income (Translated)	Kind of Family Business (Translated)
14	Ika Lusyana	27	3 million IDR	Livestock Feed Business
15	Salman Alfarisi Yunansyah	20	2.85 million IDR	LPG Gas
16	Muhamad Munir	24	7 million IDR	Catering
17	Nur Hidayah	24	300,000 IDR	Online
18	Moch. Abiyusril Mustofa	21	3 million - 4 million IDR	Snacks
19	Atib Maulana	21	2 million - 6 million IDR	Quail Farming
20	Devy Kusnita	21	3 million - 4 million IDR	Food and Beverage Trade
21	Ade Kusuma Putra	22	3 million IDR	Coffee and Nut Seller
22	Ageng Miftakhul Faridlo	24	More than 2 million IDR	Furniture
23	M. Arif S	21	50,000 - 100,000 IDR	Real Estate Agent
24	Icha Puspitasari	20	More than 1 million IDR	Rice Stall
25	Amalia Almas Ekas Putri	19	4 million - 5 million IDR	Makeup Artist Salon

Source: data source processed 2024

Gen Z, consisting of individuals born between the mid-1990s and early 2010s, is known to have different characteristics compared to previous generations. They grew up in the digital era, which influences the way they interact, learn, and live their daily lives. In the context of business, Gen Z is often more interested in innovation, desire, and the social impact of their business. This study will identify the factors that motivate Gen Z in Blitar to continue their family business, as well as how they respond to the challenges that arise.

Main Reasons to Run a Family Business

One of the main findings of this study is that many respondents consider running a family business as an obligation and responsibility. Here are some of the reasons given by respondents:

- a. **Family Tradition and Heritage:** Many respondents stated that they continued the family business because it was inherited from their parents or other family members. Rafiq Oktaviani, for example, emphasized the importance of maintaining a business that has existed for generations, "Because the business is hereditary in the family."
- b. **Self-Development and Financial Independence:** Several respondents, such as Bilta Shofiatul Isvina, indicated a desire to be financially independent. They saw the family business as an opportunity to develop skills and knowledge, "Have a desire to be an independent woman, without joining other people's work."
- c. **Desire to Help Family:** Other respondents, such as Nur Hidayah and Ika Lusyana, emphasized their motivation to help the family's finances and reduce the burden on their parents. Ika said, "To increase income, to increase family needs."

Motivation and Interest

Subjects showed interest in the business they run due to various factors:

- a. Hobbies and Personal Interests: Some respondents, such as Amalia Almas Ekas Putri, run businesses that are in line with their hobbies. "Because it's a hobby that can make money," said Amalia, who runs a make-up artist salon. This shows that involvement in business is not only driven by economic factors, but also by personal interests.
- b. Market Opportunities: Respondents such as Mega Sri Wahyuni and Dwi Nur Hidayah stated that they saw opportunities in the market that made them interested in doing business. Mega, who runs a grocery store, said, "Because I enjoy selling."

Challenges Faced

Respondents also identified various challenges they face in running their businesses, including:

- a. Financial Difficulties: Many respondents, including Rudi Kurkur and Muhammad Fuad, expressed difficulties in managing finances and reducing debt from customers. Rudi explained, "Financial problems, by limiting customers who cash on credit for too long."
- b. Business Competition: Respondents such as Khusnul Lukita Dewi mentioned challenges from competitors that affect their sales and marketing strategies. She said, "Facing competitors, maintaining product quality, providing good service."
- c. Resource Limitations: Many respondents also face limitations in terms of capital and resources. For example, Depi Triratna Lestari found it difficult to manage finances related to family businesses and farming.

Strategies to Overcome Obstacles

Respondents provided several strategies to overcome the difficulties they faced, including:

- a. Product and Marketing Innovation: Several respondents, such as Dwi Nur Hidayah, tried to develop products and learn new knowledge to increase their business competitiveness. "Learning new knowledge and gaining experience," she said.
- b. Good Financial Management: Respondents such as Depi Triratna Lestari and Zusi emphasized the importance of recording and managing finances well to maintain

business continuity. "My strategy is to always record incoming capital," said Depi.

- c. Digital Promotion and Marketing: Younger respondents, such as Sekar Cahya Nurani, utilized social media to promote their products and reach more customers. "By continuing to innovate in their promotions," she said.

DISCUSSION

The findings of this study indicate that the motivation of Gen Z in Blitar to run a family business is the result of a complex interaction between traditional, social, and individual factors. Understanding of this motivation can be deepened by using various theories that examine individual behavior and motivation in a business context.

One of the main motivations that emerged from this study was the importance of family tradition and heritage. Many respondents felt obligated to continue the business that their parents had pioneered. This is in line with the Social Identity Theory (Tajfel & Turner, 1979) which states that individuals tend to identify themselves with certain social groups, including family. In this context, running a family business is not only an economic activity, but also a form of recognition of family identity. A quote from Rafiq Oktaviani stating, "Because the business is hereditary in the family," reflects a sense of responsibility and devotion to the family heritage. Research by Zahra et al. (2020) confirms that individuals involved in family businesses often have a higher commitment to business continuity due to strong family values.

On the other hand, the finding that Gen Z sees family businesses as a means for self-development and financial independence reflects the principles of Self-Determination Theory (Ryan & Deci, 2000). This theory emphasizes the importance of the need for autonomy, competence, and social connectedness in motivating individuals. Respondents such as Bilita Shofiatul Isvina who said, "have the desire to be an independent woman, without joining other people's work," shows that they are not only oriented towards profit, but also towards personal achievement. Research by Gorgievski et al. (2021) shows that individuals who have clear goals and are oriented towards self-development tend to be more successful in running their businesses. In this case, Gen Z strives not only to inherit the business but also to innovate and develop the business to stay relevant in a competitive market.

Despite strong motivation to run a family business, respondents experienced various difficulties, including financial problems and competition. This is in line with the Resource-Based View (RBV) in strategic management, which emphasizes the importance of resources owned by the company to achieve competitive advantage (Barney, 1991). Many respondents acknowledged resource limitations, both in terms of capital and knowledge, which affected their ability to compete. For example, Rudi Kurkur expressed challenges in managing debt from customers which impacted the business' cash flow. Research by Linder et al. (2020) shows that small businesses often struggle with liquidity issues and access to financing, which can hinder their growth.

This highlights the importance of financial support and financial education for Gen Z involved in family businesses.

In the face of adversity, respondents showed various strategies that reflected their ability to adapt. One of the strategies adopted was innovation in products and marketing. This is in line with the Dynamic Capabilities theory proposed by Teece et al. (1997) and updated by Teece (2021), which states that the ability to adapt and innovate in the face of environmental changes is the key to long-term success. Dwi Nur Hidayah, who is trying to develop products and learn new knowledge, illustrates how innovation is one way to increase competitiveness. Research by Raso et al. (2022) shows that companies that are able to develop dynamic capabilities can better respond to market changes and customer demands. In addition, the use of technology and social media as marketing tools is also a strategy that is clearly visible among respondents. Sekar Cahya Nurani, who uses social media for promotion, shows that Gen Z is very familiar with digital technology, which allows them to reach customers in a more efficient way. Research by Ahrens et al. (2023) confirms that social media has become an important tool in marketing, especially for the younger generation who are more digitally connected.

CONCLUSIONS AND RECOMMENDATIONS

This study provides valuable insights into the motivations of Gen Z in Blitar in running a family business. The findings show that they are involved in business for reasons of tradition, self-development, and the desire to help their families. Despite facing various challenges, respondents showed resilience and innovation in overcoming these problems. As a generation that grew up in the digital era, Gen Z has great potential to bring positive change to the business world. By utilizing technology and creative approaches, they can develop family businesses to be more successful and sustainable. Based on the findings of this study, several recommendations can be given:

- a. Training and Education: Training programs are needed that can help Gen Z develop business skills, including financial management, digital marketing, and product innovation.
- b. Community Support: Building a support network among family business actors can help Gen Z exchange experiences and effective strategies.
- c. Use of Technology: Encourage Gen Z to utilize modern technology in their businesses, including social media and e-commerce platforms, to increase market reach.
- d. Mental Health Awareness: Provide support for mental health and emotional well-being for business actors, considering the challenges they may face in running their businesses.
- e. Focus on Sustainability: Encourage Gen Z to consider the sustainability aspect of their businesses, both in terms of

products and social impact, so that their businesses can make a positive contribution to society.

ADVANCED RESEARCH

By understanding Gen Z's motivations in running a family business, it is hoped that it can contribute to local economic development and help them face existing challenges. Further research is also needed to explore more deeply the factors that influence the success of family businesses among Gen Z.

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