

## The Influence of Family Business Exposure on Succession Intention with Affective Commitment as a Mediator

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**Abstract:** Family businesses play a very important role in the Indonesian economy, but business sustainability still faces serious challenges, especially in the intergenerational succession process. This study aims to analyze the influence of family business exposure on succession intention, with affective commitment as a mediating variable. This study uses a quantitative approach with data collected thru online questionnaires distributed to students from entrepreneurial families. The data is analyzed to identify the relationships between the research variables. The research results indicate that the exposure of the next generation to family business activities is able to strengthen emotional attachment to the family company, which in turn increases the intention to continue family business leadership. Additionally, family business exposure also directly influences succession intention, with affective commitment acting as a partial mediator. This finding confirms the importance of successor generation involvement in family businesses accompanied by positive emotional relationships. This research recommends that family business owners actively involve the next generation in business activities and build supportive intergenerational relationships to improve succession success and business sustainability.

**Keywords:** Family Business Exposure, Affective Commitment, Succession Intention, Family Business, Succession

### INTRODUCTION

Family businesses play a very dominant role in the Indonesian economy. Historically, empirical reports indicate that the majority of companies in Indonesia are family businesses and contribute significantly to the national Gross Domestic Product (GDP) and market capitalization. PwC Audit and assurance report in 2014 noted that approximately 95% of companies in Indonesia are family businesses, contributing over 80% to GDP and about 40% to total market capitalization. Although the data is historical, the findings confirm the significant structural role of family businesses in the national economy.

Recent findings from PwC Indonesia's Family Business Survey 2025 indicate that family businesses in Indonesia remain the backbone of the economy, but are now facing increasingly complex dynamics and challenges, particularly regarding business sustainability, governance, and the preparedness of the next generation to handle leadership transitions. At

the global level, Indonesia is also consistently included in the group of countries with a significant contribution from family businesses to GDP, further emphasizing the importance of family businesses in maintaining economic stability and labor absorption. Despite their significant contribution, the long-term sustainability of family businesses still faces serious challenges, particularly regarding the successful intergenerational succession process.

Succession is a crucial phase in the life cycle of a family business because it determines the continuity of leadership and the survival of the business across generations. However, various studies show that only a small percentage of family businesses are able to survive beyond the founding generation. Data from the Family Business Institute shows that only about 30% of family businesses survive to the second generation, 12% to the third generation, and less than 5% reach the fourth generation or beyond. This low level of sustainability is largely due to weak succession intention among the next generation, which is often influenced by alternative career preferences and ambivalence toward involvement in the family business (Gimenez-Jimenez et al., 2021). Recent research confirms that succession intention is a voluntary career decision and is strongly influenced by the next generation's affective evaluation of the family business, not merely a family obligation (Assenmacher et al., 2025).

In an effort to understand the factors influencing succession intention, previous research has emphasized the importance of family business exposure, which refers to the extent to which children are exposed to family business activities thru direct involvement or observation of their parents' entrepreneurial roles. This concept was first introduced as a mechanism for social learning in the context of entrepreneurial families (Carr & Sequeira, 2007). Contemporary research indicates that early exposure to family businesses can shape identification with the family business, instill entrepreneurial values, and increase the next generation's intention to continue the family enterprise (Gimenez-Jimenez et al., 2021; Wang et al., 2018). Recent empirical studies indicate that exposure to family businesses not only serves as a process of entrepreneurial learning but also as a cross-generational socialization mechanism that shapes the psychological readiness of successor generations to face future leadership roles (Irviana et al., 2025). However, other empirical findings also show contradictory results, where excessive exposure can actually lead to psychological stress, role conflict, and feelings of inadequacy, ultimately decreasing the next generation's intention to take over family business leadership (Mungai & Velamuri, 2011; Wang et al., 2018).

The inconsistency of these empirical findings indicates that the relationship between family business exposure and succession intention is not always direct, but is influenced by more complex psychological mechanisms. Therefore, this study uses Intergenerational Solidarity Theory as the main theoretical framework to explain this relationship. This theory emphasizes the importance of the quality of intergenerational relationships formed thru continuous interaction, shared values, and emotional bonds between parents and children (Bengtson, 2004; Bengtson & Roberts, 1991). In the context of contemporary family businesses, this theory has been used to explain the formation of emotional attachment and the commitment of successor generations to the family company (Bird & Zellweger, 2018; Gimenez-Jimenez et al., 2021).

One form of emotional attachment relevant in the context of family businesses is affective commitment, which is defined as an individual's feeling of emotional attachment and identification with the organization (Allen & Meyer, 1990). In family businesses, affective commitment reflects the extent to which the next generation feels proud, owns, and is emotionally attached to the family company. Based on the perspective of Intergenerational Solidarity Theory, exposure to family business activities accompanied by positive interactions and strong emotional bonds between generations has the potential to increase the successor generation's affective commitment to the family business (Sharma & Irving, 2005). Research that periodically follows changes in respondents over a certain period shows that affective commitment serves as the main psychological mechanism bridging individuals' early

experiences in family businesses with their intention to succeed in adulthood (Indriyani & Kempa, 2025). Recent empirical studies also indicate that affective commitment plays a significant role in driving the emergence of successor generation's intention to continue family business leadership 3 (Gimenez-Jimenez et al., 2021; Sieger et al., 2013).

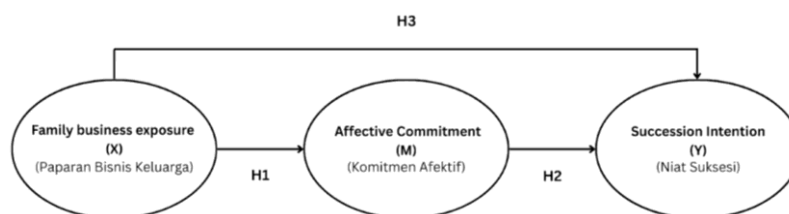
Although the relationship between family business exposure, affective commitment, and succession intention has been widely studied, most previous research has still focused on Western countries and tends to position family business exposure as a direct predictor of succession intention (Dawson et al., 2015; Zellweger et al., 2011). This study identifies a research gap regarding the limited understanding of the role of psychological mechanisms, particularly affective commitment, in mediating the relationship between family business exposure and succession intention in a collectivist cultural context like Indonesia (Bird & Zellweger, 2018). Research focusing on young people, particularly students, indicates that emotional factors and affective attachment play a more dominant role than structural factors in shaping succession intentions (Pratama & Sutanto, 2025). Therefore, the novelty of this research lies in testing the mediating role of affective commitment using the Intergenerational Solidarity Theory framework on students from entrepreneurial families in Indonesia. This mediation approach aligns with recent research findings emphasizing that affective variables are the primary pathway explaining the inconsistency in the direct relationship between family business exposure and succession intention (Soelistyawati et al., 2024).

Based on the theoretical framework and findings of previous studies, the relationship between family business exposure and succession intention is not expected to be direct, but rather mediated by affective commitment. Successor generations with higher levels of exposure to the family business tend to develop stronger affective commitment, which ultimately increases their intention to continue leading the family business (Gimenez-Jimenez et al., 2021). Thus, this study proposes the following hypothesis:

(H1) Family business exposure has a positive influence on affective commitment.

(H2) Affective commitment has a positive influence on succession intention.

(H3) Family business exposure has a positive influence on succession intention.



**Figure 1. Conceptual Framework**

Based on this framework, this study aims to analyze the influence of family business exposure on succession intention, with affective commitment as a mediating variable, among students from entrepreneurial families at Universitas Ciputra Surabaya.

## METHOD

This research was conducted using a quantitative method, which is a method that analyzes phenomena in a structured manner by collecting measurable data using statistical, mathematical, or computational techniques (Priadana & Sunarsi, 2021). Data was collected by distributing an online questionnaire to respondents. The questionnaire uses a five-point Likert scale as the measurement instrument, namely (1) Strongly Disagree, (2) Disagree, (3) Somewhat Agree, (4) Agree, and (5) Strongly Agree. This research focuses on students from Universitas Ciputra Surabaya who are members of the UC Family Business Community, as most of them come from entrepreneurial families and have the potential to become successors to their family businesses. Data was collected during the period from September to November

2025.

The respondent criteria are set as follows: 1) Active students with a family background of business owners; 2) Directly involved in or have previously assisted with family business activities; 3) Willing to voluntarily complete the questionnaire.

The questionnaire distribution process was carried out systematically thru several steps. First, the researchers distributed the questionnaire link to students taking the Family Business class thru their instructors and during class meetings. Second, the questionnaire was distributed thru the official UC Family Business Community group, which consists of students from business-owning families. Third, the link to the questionnaire was shared in the Family Business community discussion forum, which is often used as a means of communication and meetings between members. All respondents were given a brief explanation of the research objectives and assurances of data confidentiality before completing the questionnaire. Additionally, the researchers also conducted sharing sessions in several Family Business classes to introduce the research topic and explain its relevance to students from entrepreneurial families. This activity aims to increase understanding, attract interest, and foster enthusiasm among respondents so they will voluntarily participate in completing the questionnaire.

Out of a total of 200 questionnaires distributed, 199 respondents met the criteria and the data was deemed complete for analysis. The collected data was analyzed using Statistical Package for the Social Sciences (SPSS) version 26. The data analysis stages include descriptive statistical testing, instrument validity and reliability testing, and hypothesis testing using regression analysis. To test the mediating role of affective commitment in the relationship between family business exposure and succession intention, this study used stepwise regression analysis. The regression analysis model used in this study is formulated as follows:

$$Y = \beta_0 + b_1X + b_2M + \varepsilon \quad (1)$$

In that equation, Y represents succession intention;  $\beta_0$  is a constant;  $b_1$  and  $b_2$  are regression coefficients; X indicates family business exposure; M represents affective commitment; and  $\varepsilon$  is the error term. The analysis results are used to evaluate the direct and indirect influence between the research variables according to the formulated hypotheses. There are 3 variables that will be used in this study. These variables are as follows: 1) The dependent variable is Family Business Exposure (X); 2) The independent variable is Succession Intention (Y); 3) The moderating variable is Affective Commitment (M).

The operational definitions of the variables used for this research can be found in the table below:

**Table 1. Definitions of the Variables**

Variable	Definition of Variables	Indicator
Family Business Exposure (X)	The level of children's exposure to family businesses includes both direct involvement and the parents' positions within the family company (Gimenez-Jimenez, 2020).	<ol style="list-style-type: none"> <li>1. My parents are operationally involved in the family business.</li> <li>2. My father/mother serves as the CEO of the family business.</li> <li>3. I have worked in the family business before.</li> </ol>
Affective Commitment (M)	The feeling of emotional attachment, identification, and involvement of children toward the family business (Allen & Meyer, 1990)	<ol style="list-style-type: none"> <li>1. I feel emotionally connected to this organization.</li> <li>2. I associate positive emotions and feelings with the family business.</li> </ol>

Variable	Definition of Variables	Indicator
		3. Tradition and history play a very important role in our family business.
Succession Intention (Y)	The child's desire and determination to become the successor and take over leadership in the family business (Gimenez-Jimenez, 2020).	1. I am willing to do anything to take over my family's company. 2. My professional goal is to become the successor of my family's company. 3. I will try my best to become the successor. 4. I am determined to become the successor at my family's company.

## RESULTS AND DISCUSSION

### Results

The data processing results show that all research instruments used have good measurement quality. All corrected item-total correlation values are above the minimum threshold of 0.30, and the Cronbach's alpha values for the family business exposure, affective commitment, and succession intention variables are above 0.60. This finding indicates that the instrument has good internal consistency and is suitable for use in the next stage of analysis.

**Table 2. Validity Test on Family Business Exposure Variable (X)**

Item	Corrected item total correlation	r-table	Description
X1	0.749	0.30	Valid
X2	0.677	0.30	Valid
X3	0.805	0.30	Valid
X4	0.698	0.30	Valid

**Table 3. Validity Test on the Affective Commitment Variable (M)**

Item	Corrected item total correlation	r-table	Description
m1	0.424	0.30	Valid
m2	0.372	0.30	Valid
m3	0.525	0.30	Valid
m4	0.653	0.30	Valid
m5	0.679	0.30	Valid
m6	0.732	0.30	Valid

**Table 4. Validity Test on the Succession Intention Variable (Y)**

Item	Corrected item total correlation	r-table	Description
y1	0.792	0.30	Valid
y2	0.837	0.30	Valid
y3	0.842	0.30	Valid

**Table 5. Reliability Test**

Variable	Cronbach's Alpha	Description
Family Business Exposure (X)	0,866	Reliable
Affective Commitment (M)	0,805	Reliable
Succession Intention (Y)	0,911	Reliable

Before hypothesis testing is conducted, the suitability of the regression model is evaluated thru classical assumption testing. The results of the multicollinearity test show that all Variance Inflation Factor (VIF) values are less than 10 ( $VIF < 10$ ), specifically 1.579, indicating no multicollinearity. Additionally, the results of the autocorrelation and heteroskedasticity tests indicate that the model meets the regression assumptions. Although the normality test results indicate that the data distribution is not perfectly normal, this condition can be tolerated considering the relatively large sample size and the fact that outlier data has been handled.

**Table 6. Univariate Outtiller Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(x)	200	-4.09176	.69020	-3.1223267E-15	1.00000000
Zscore(m)	200	-2.36366	.90558	.00000000	1.00000000
Zscore(y)	200	-3.06878	.73105	-1.9298693E-16	1.00000000
Valid N (listwise)	200				

The results of the simple linear regression show that family business exposure has a positive and significant effect on affective commitment. Based on Table 6, the following equation is obtained:

$$M = 1,641 + 0,613$$

The resulting constant ( $b_0$ ) is 1.641, which means that if Family Business Exposure (X) is constant, then Affective Commitment (M) is 1.641. The resulting coefficient for X1 ( $b_1$ ) is 0.613, which means that for every one-unit increase in the Family Business Exposure variable, Affective Commitment will increase by 0.613. This finding suggests that increased exposure of the next generation to the family business is followed by increased emotional attachment to the family company.

**Table 7. The Influence of Family Business Exposure (X) on Affective Commitment (M)**

Variable	Correlation Coefficient	Calculated t-value	Sig.
Constant	1.641		
Family Business Exposure (X)	0.613	10.680	0.000
Durbin Watson = 1,861			
Kolmogorov-smirnov = 2.232 (sig. = 0.000)			
$R^2 = 0.367$			

Furthermore, the results of multiple linear regression show that family business exposure and affective commitment simultaneously and significantly influence succession intention. The results of the simultaneous test based on an F-statistic value of 94.883 with a significance value of 0.000 ( $< 0.05$ ) indicate that the overall regression model is significant and suitable for use. Based on Table 7, the following equation is obtained:

$$Y = 1,138 + 0,514 X + 0,242 M$$

The regression coefficient for X1 ( $b_1$ ) is 0.514, which means that for every one-unit increase in the Family Business Exposure variable, Succession Intention will increase by 0.514, assuming the Affective Commitment variable is constant. Meanwhile, the regression coefficient for X2 ( $b_2$ ) is 0.242, which means that for every one-unit increase in the Affective Commitment variable, Succession Intention will increase by 0.242, assuming the Family

Business Exposure variable is constant. Partially, both variables contribute positively to increasing the intention of successor generation succession.

**Table 8. The Influence of Family Business Exposure (X) and Affective Commitment (M) on Succession Intention (Y)**

Variable	Multiple Linear Regression			Test for Heteroskedasticity		
	Correlation Coefficient	VIF	Calculated t-value	Sig.	Spearman's rank correlation coefficient	Sig.
Constant	1.138					
Family Business Exposure (X)	0.514	1.579	8.162	0,000	0.011	0.880
Affective Commitment (M)	0.242	1.579	3.888	0,000	0.017	0.810
Durbin Watson = 2.123						
Kolmogorov-smirnov = 3.175 (sig. = 0.000)						
F-statistic = 94.883 (sig = 0.000)						
R <sup>2</sup> = 0.492						

The results of the coefficient of determination test show an R<sup>2</sup> value of 0.492, which indicates that family business exposure and affective commitment together are able to explain 49.2% of the variation in succession intention. Meanwhile, 50.8% of the variation in succession intention is influenced by other factors outside of this research model.

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Input:		Test statistic:		Std. Error:	p-value:
a	0.613	Sobel test:	3.66904266	0.0404318	0.00024346
b	0.242	Aroian test:	3.65510693	0.04058595	0.00025707
s <sub>a</sub>	0.057	Goodman test:	3.68313902	0.04027706	0.00023038
s <sub>b</sub>	0.062	Reset all	Calculate		

**Figure 2. Sobel Test**

Mediation role testing showed that affective commitment acts as a partial mediator in the relationship between family business exposure and succession intention. The Sobel test results show a z-statistic value of 3.669 with a p-value of 0.000. Since the significance level is below 0.05, it is concluded that Family Business Exposure (X) influences Succession Intention (Y) thru Affective Commitment (M). In other words, Affective Commitment (M) is proven to be a mediating variable between Family Business Exposure (X) and Succession Intention (Y).

## Discussion

The findings of this study indicate that exposure to family businesses plays a significant role in shaping the affective commitment of the next generation. These results indicate that involvement and exposure to family business activities not only serve as a process of technical learning but also as a means of forming emotional connections and individual identification with the family business. This aligns with previous findings stating that early experience in family businesses can strengthen a sense of belonging and emotional attachment to the family company (Gimenez-Jimenez et al., 2021; Zellweger et al., 2011).

Furthermore, the significant influence of affective commitment on succession intention indicates that emotional attachment is a key factor in driving the next generation's intention to continue the family business. Individuals with strong emotional ties tend to view succession as

part of their self-identity and family responsibility, rather than simply a career choice. This finding is consistent with the concept of affective commitment proposed by (Allen & Meyer (1990), which states that emotional attachment is the strongest form of commitment in driving individuals' continued involvement in the organization.

The results of this study also show that exposure to family businesses has a direct influence on succession intention, although some of this influence is mediated by affective commitment. This finding helps explain the conflicting results of previous research regarding the influence of family business exposure on succession intention. Some studies show a strong direct effect, while others find weak or insignificant results when exposure is not accompanied by a positive emotional connection (Gimenez-Jimenez et al., 2021; Zellweger et al., 2011).

Within the framework of Intergenerational Solidarity Theory, these findings confirm that sustained cross-generational interaction is capable of building solidarity, shared values, and emotional bonds between parents and children (Bengtson & Roberts, 1991). Exposure to family businesses within a supportive relationship allows the next generation to internalize family and company values, which is subsequently reflected in increased affective commitment. This emotional bond serves as a psychological mechanism that bridges the experience of exposure to the family business with succession intentions.

Furthermore, the findings of this research are highly relevant in the context of Indonesia, a society that tends to be collectivist, where individual decisions are often influenced by values of togetherness, family loyalty, and intergenerational responsibility. In this cultural context, the decision to continue the family business is not solely based on rational considerations or personal career opportunities, but also on strong emotional bonds and family norms (Zellweger et al., 2011). Therefore, affective commitment becomes a key factor in strengthening succession intentions in family businesses in Indonesia.

Overall, this discussion confirms that the sustainability of family businesses is highly dependent on the quality of emotional relationships built thru exposure to the family business. This research makes a conceptual contribution by positioning affective commitment as a mediating mechanism that explains how exposure to family businesses drives succession intention, and by enriching the family business literature in the context of collectivist cultures.

## CONCLUSION

This study aims to analyze the influence of family business exposure on succession intention, with affective commitment as a mediating variable, among students from entrepreneurial families. The research findings indicate that the exposure of the next generation to family business activities plays a crucial role in fostering emotional attachment to the family company, which ultimately drives the intention to continue family business leadership. These findings confirm that the relationship between family business exposure and succession intention is not only direct but also influenced by the psychological mechanism of affective commitment. Thus, this research strengthens the relevance of Intergenerational Solidarity Theory in explaining the process of succession intention formation, particularly in the context of Indonesia as a collectivist society where emotional relationships and family values play a significant role in cross-generational decision-making.

Although this study provides empirical and theoretical contributions to explaining the role of family business exposure and affective commitment on succession intention, there are still limitations that need to be considered. This research model has not fully captured all the factors that can influence the succession intention of the next generation, so there is a possibility that other variables outside the model also play a role in shaping succession intention. Therefore, future research is suggested to integrate additional factors, such as family conflict, intergenerational communication quality, parental leadership styles, perceived burden of responsibility, and broader cultural and social values. Additionally, the use of a longitudinal design and the expansion of respondent characteristics, such as by including the next generation

who are actively working full-time in the family business, are expected to provide a more comprehensive understanding of succession dynamics in family businesses.

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