



Analyzing Career Interest and Affective Commitment as Determinants of Successors' Intention to Stay in Family Businesses

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ABSTRACT

Family businesses in Indonesia are currently increasing. However, family businesses face challenges in achieving sustainability across generations. Many family businesses in East Nusa Tenggara province are still directly held by the founders. However, regeneration of leadership from the founders of family businesses usually does not go well. This study aimed to determine the effect of career interest and affective commitment on the intention to stay in family businesses in East Nusa Tenggara province. This type of research is quantitative, with a survey method analyzed using the structural equation model technique using smart PLS 4.0. The sample of this study used the second and third generations, who are the successors of family businesses in East Nusa Tenggara province. This study used 114 respondents as research samples. The results of this study indicate that there is an influence between career interest and affective commitment. While career interest influences the intention to stay from prospective successors to family businesses, on the other hand, affective commitment has a significant influence on the intention to stay from prospective successors to family businesses in East Nusa Tenggara province, Indonesia.

Keywords: *Career interest, affective commitment, intention to stay, family business, successors*

1. INTRODUCTION

An entrepreneurial culture must be developed in society as early as possible, starting from the family environment to formal education or institutions ranging from elementary schools to universities [1]. One form of entrepreneurship is trading. The history of trade in the eastern region began with Chinese traders who visited to conduct buying and selling transactions [1]. In the province of East Nusa Tenggara, the total working and non-working workforce in 2023 was 1.332.897 [2], with an average growth in the workforce of 1.09%. The open unemployment rate in East Nusa Tenggara Province is 3,19%. The total workforce in East Nusa Tenggara Province is 2.909.759, and those with education from D1 to S1 are 418.792, or 6,94 percent of the total workforce [2]. In East Nusa Tenggara Province many business actors or people have opened businesses, be they micro, small, and medium businesses. Based on data provided by KADIN Indonesia, the number of MSMEs in East Nusa Tenggara Province in 2022 will be 81.742 units [3]. From this data, some are included in the family company, and some are not included in the family company or have other interests outside the family company.

Globally, family businesses face significant challenges in succession planning, such as balancing generational differences and ensuring continuity amidst globalizations. In Indonesia, particularly in East Nusa Tenggara, these challenges are compounded by unique cultural and geographical factors. The limited exposure of successors to modern business practices and their strong familial ties influences their career choices. Understanding these local nuances adds depth to the global discourse on family business succession.

The greater the family's involvement in the business, the greater the intervention the family can provide in the business in preparation for continuing the family company. Preparations for preparing successors in a family company can be done from the start when the family company is established [4]. In Alor Regency, East Nusa Tenggara Province, prospective successors are usually invited to get involved in business by meeting with suppliers of goods in Surabaya.

One of the things that is usually done is to accompany the business founder or even help choose goods that can be sold in Alor Regency, East Nusa Tenggara Province. This interest's business successors in helping the family company, which is already running well.

The problem in Indonesia is the small number of prospective business successors who want to continue working in their family companies. One factor that influences prospective business successors' desire to be involved in the family company is support from parents. The desire to continue the business of the family company arises because of a feeling of responsibility for the results of the parents' hard work and because of encouragement from parents to potential successors to continue the family company [5]. When potential successors feel responsible for continuing the existing family company, they do their best to survive and innovate within the family company. The potential successor's feelings of responsibility can arise when the founder begins to be entrusted with an area within the family company.

Intention to stay is defined as the intention of a prospective business successor to remain in the existing working relationship with the founder of the family company on a long-term basis [6]. A supportive work environment based on motivation and trust strengthens the organization's and potential successors' relationship. When organizational leaders respect potential successors more than just work resources, potential successors will achieve a high level of performance and will increase their willingness to stay in the company [6]. Acceptance of trust and or distrust guides individuals to believe in the actions and intentions of others. Beliefs are how a person recognizes, understands, and acts [6]. Intention to stay refers to employees' conscious and deliberate willingness to remain with the existing family company [7].

The resilience of potential successors is an important determinant of organizational productivity and sustainability [6]. A potential successor's intention to stay with the organization depends on personal and contextual factors [7]. Work environment factors are the most dominant factors in determining the job satisfaction of potential successors and the decision to stay with the company [7]. When someone joins a business, they will re-evaluate the situation in the organization, and the interpretation of the evaluation results will return to their initial goals; from the results of this interpretation, they will indicate their intention to stay or leave the company [8].

Founding and next-generation entrepreneurs tend to have different knowledge due to differences in growth environments, knowledge structures, and attitudes toward life, which leads to conflicts in business management and operations [9]. The generational difference between the founding and succeeding generations causes many adjustments. The globalization that we face with the development of technology and telecommunications has created obstacles for managers to attract and provide good workplaces that will lead individuals to stay for long periods [10]. Globalization causes stereotypes related to generations. For example, millennials are better at technology than generations of baby boomers [11]. One is an adjustment to digitalization: originally recorded purchases, sales, and inventories still using a manual recording system, which was changed to recording using a computer application program.

Individuals usually prefer to work for organizations that allow them to make the best use of their skills while providing an environment that suits the personal characteristics of potential successors [11]. When a family company has a positive culture, it will motivate employees to make decisions, increase their professionalism, and help them resolve conflicts [10]. This way, potential successors will feel more committed and stay in the organization longer. If individuals feel comfortable and happy working in the organization, they will spend more time and effort to do their best and achieve the goals of the existing family company [11]. When potential successors have put their best time and effort into the family company, they are likely to improve their intention to stay in it.

Identity is a concept that encompasses a set of meanings that individuals and organizations use to characterize themselves, and that helps answer the questions of "who I am" and "who we are" [12]. When it comes to individuals, a person's worldview can be defined by their role or affiliation with a particular demographic or social group. For example, when potential successors are from the millennial social group, they will tend to innovate in the sales system of the existing family company. When potential successors view the existing family company as developing in the future, they tend to be interested in working or taking opportunities in the existing family company. If they are interested in working in business and have a family company, that can form their identity and become part of who they are.

Organizational commitment is defined as employees' overall feelings about the family company and the desire of potential successors to remain involved in the family company [12]. Commitment in a family company can be seen from the extent to which potential successors believe that the family company is in line with its goals. So, prospective successors desire to remain with the existing family company. The commitment of potential successors to the family company influences the desire of potential successors to leave the family company. When the prospective successor has a high commitment to the family company, the prospective successor's intention to leave the family company will decrease. Organizational commitment is a vital psychological construct that reflects an individual's loyalty and attachment to the organization [13].

Organizational commitment is divided into three: affective commitment, continuance commitment, and normative commitment. Affective commitment is expected to occur when individuals identify with the organization and experience alignment between their career aspirations and job opportunities in the business [14]. Committed people tend to have lower intentions to quit their jobs, regardless of the attitudes that determine their commitment. This commitment can

grow before entry and is always visible in the early stages of work [14]. Affective commitment reflects employees' sincere desire to remain in the family company [12].

Based on the phenomena described above, this research aims to determine the factors that can influence intention to stay from potential successors in the family company by knowing the role of career interest and affective commitment. This research is aimed at least the second generation because the second generation is considered the generation that can build and maintain an existing family company.

2. LITERATURE REVIEW

2.1. Social Exchange

Social exchange is the exchange of tangible and intangible activities (ideas) and, more or less beneficial, between at least two people; the costs incurred are seen primarily in terms of alternative activities or opportunities lost by potential successors involved in the existing family business [15]. Social exchange accompanied by reciprocal exchanges carried out on younger potential successors usually cannot provide great hope compared to more senior potential successors because younger potential successors will feel that they are giving more than they should receive [14]. Social exchange shows that the relationship between individuals is generated by the pursuit of rewards and benefits and the avoidance of costs and punishments [16]. Potential successors learn from their experiences and interactions with the founders of the family business. Potential successors think about whether benefits can be obtained if potential successors choose to be involved in the existing family business.

When potential successors interact with the founder over a long period, they tend to choose a social exchange, which has positive consequences and does its best to minimize the negative consequences for the people involved in the existing family firm [16]. Interdependence within the family firm influences who the successor interacts with and the types of social exchanges in which the successor chooses to engage. Older individuals become more selective in maintaining beneficial social exchanges rather than forming new ties. Parents, siblings, and teachers are the closest people who can influence social exchanges because they are the closest people to the successor who provide shelter, emotional support, and opportunities for the successor to learn [16].

The changing nature of family business founders suggests that a new perspective is needed for social exchange [16]. When the founder of the family business gets older, the prospective successor feels that it is time for the prospective successor to be more involved in the existing family business. Social exchange can also be understood as a process of central significance in social life and as the basis for the relationship between the family business and the prospective successor [15]. Social exchange focuses on the goals of the founder of the family business. If it is related to this study, it is for the prospective successor to be able to stay in the existing family business, which is obtained through social interactions between the prospective successor and the founder of the existing family business. Social exchange has the characteristics of starting, targeting, and forming relationships [15]. In the context of family businesses, the succession process can also be explained in the context of social exchange theory. The beginning of a positive relationship between the prospective successor of the family business and the founder of the family business will produce positive responses and interactions [17]. The positive response given by the prospective successor is a sense of trust in being more involved in the existing family business [17].

2.2. Career Interest

Career interests are the tendency of potential successors to be interested in a field and their interest in a job. If someone is interested in working in a family company, then potential successors will work harder to achieve or get a job opportunity in the family company [17]. In an organizational context, individuals may be simultaneously committed to multiple entities, such as their profession, job, or organization [14]. Thus, members of the next generation, regardless of their feelings toward the family or the business as a whole, may or may not have the same career interests as the opportunities available within their family business [14]. Potential successors have a less clear sense of their career interests, goals, and talents than others [18]. Potential successors have difficulty developing their career interests due to the influence of their family business background on their beliefs or self-confidence [18].

2.3. Affective Commitment

Affective commitment refers to an emotional attachment to an organization and requires a fit between the values and goals of the individual and those of potential successors within the organization [19]. Potential successors who have a strong affective commitment believe in change and desire to contribute to the success of the family business [20]. Affective commitment occurs when potential successors identify themselves with the company. Loyalty to the organization is formed when individuals identify with the values and goals of the organization, feel that they are part of

the organization and that the organization is committed to them [17]. Potential successor commitment can also occur when they experience alignment between their career aspirations and job opportunities in the business. [14]. Affective commitment is developed primarily by the individual's involvement and identification with the organization, the individual becomes intrinsically motivated or engaged in an action that develops from identification, association, and attachment to the larger values and goals of the organization [21]. Affective commitment can substantially influence work behavior more than other components or forms of commitment [21].

2.4. *Intention to Stay*

Intention to stay is defined as the intention of a potential successor to remain and be in an employment relationship in the family company in the long term [22]. According to [23], intention to stay is a psychological process that reflects an individual's desire to stay and refers to the level of possible planning in an organization [22]. Intention to stay is the willingness of potential successors to remain in the organization [21]. Intention to stay is an attitude that shows the attachment of potential successors to the organization that employs them.

Intention to stay refers to potential successors' conscious and deliberate willingness to remain within the family business [7]. Intention to stay can arise/occur when individuals involved in a family business feel they have similarities with the values, culture, and goals of the organization [11]. The intention of a potential successor to remain with the organization depends on personal and contextual factors [6]. Work environment factors are the most dominant factors in determining the job satisfaction of potential successors and the decision to stay in the company [8]. When someone joins a business, they will re-evaluate the situation in the organization, and the interpretation of the evaluation results will return to their initial goals; from the results of this interpretation, they will show their intention to stay together or the opposite feeling and leave the company [8].

Conflicts with family at home and colleagues or supervisors at work can hinder job satisfaction in professional life, impacting burnout, costs, and the intention to stay on the job [1]. In family firms, the relationship between family conflict and job satisfaction with the owner, as the sample, shows inconsistent results [1]. As dependent variables, several findings indicate that commitment, job satisfaction, leadership style, opportunities, and clarity of goals have a significant positive impact on the intention to stay [1]. Intention to stay can also be influenced by the thoughts of potential successors who consider that the family company they own is very valuable [14].

Disagreements about tasks, projects, future strategies, work distribution, responsibilities, and resource allocation can hinder the intention of potential successors to remain within the family company [1]. A strong sense of belonging, pride in the family business, positive emotional ties and bonds, a desire to continue the family tradition and legacy, and a smooth succession positively impact the intention of potential successors to remain in the family business [1].

2.5. *Hypothesis Development*

According to [14], career interest is significantly related to affective commitment. According to [13], the higher the career interest, the higher the affective commitment [24]. The commitment to change determines the willingness to transfer knowledge. This commitment results from the ability that individuals gain from the feeling that they are contributing to the success of their own business and is sustainable over time [24]. However, because the feelings and emotions associated with change tend to be deeper and more intense, resistance to the company that negatively affects the founder's willingness to transfer knowledge can also arise in the context of family firms [24]. The predecessor's decision to accept behavioural uncertainty can only be made against a trust-based relationship understood as an expectation of the potential successor so that he voluntarily refrains from behaving self-interestedly. This can reduce the behavioral risk of succession.

H1 : Career interest has a significant influence on affective commitment

According to [25], career development can increase prospective successors' loyalty, so prospective successors are willing to stay in the existing family company. This is because prospective successors feel that the efforts given in the family company are appreciated and can be accepted by the founder of the family company. By explaining the needs of the family company and prospective successors, career development can improve and enhance the work of prospective successors to be more effective with the hope that prospective successors are able to contribute to common goals in the family company [25]. Good career development can increase job satisfaction and the desire of prospective successors to stay in the family company. Career development can have an insignificant effect on the desire of prospective successors to leave the family company [25].

H2: Career interest has a significant effect on intention to stay

The relationship between affective commitment and intention to stay in the organization is strong and almost always positive. The results of this study indicate that affective commitment is a strong predictor of intention to stay as a total effect of affective commitment [26]. According to [27], there is an influence between commitment and intention to stay.

This is proven by the positive and significant relationship between the organizational commitment variable and the intention to stay variable.

The impact of commitment to the company is positive, and the strongest predictor of intention to leave/stay with the company is commitment to the potential successor [27]. In the family business literature, scholars have consistently emphasized the importance of commitment in family businesses; high commitment to a family business is one of the key characteristics of successful successors [24]. Committed successors are more likely to forgo more attractive opportunities outside the company to pursue a career within the family firm [27]. [28] previous research [24] argues that commitment is the strongest predictor of “the next generation’s decision to pursue a career within the family firm”. Affective commitment hurts the intention to leave the company [17]. In other words, affective commitment will positively affect the intention to stay in the company.

H3: Affective commitment has a significant effect on intention to stay

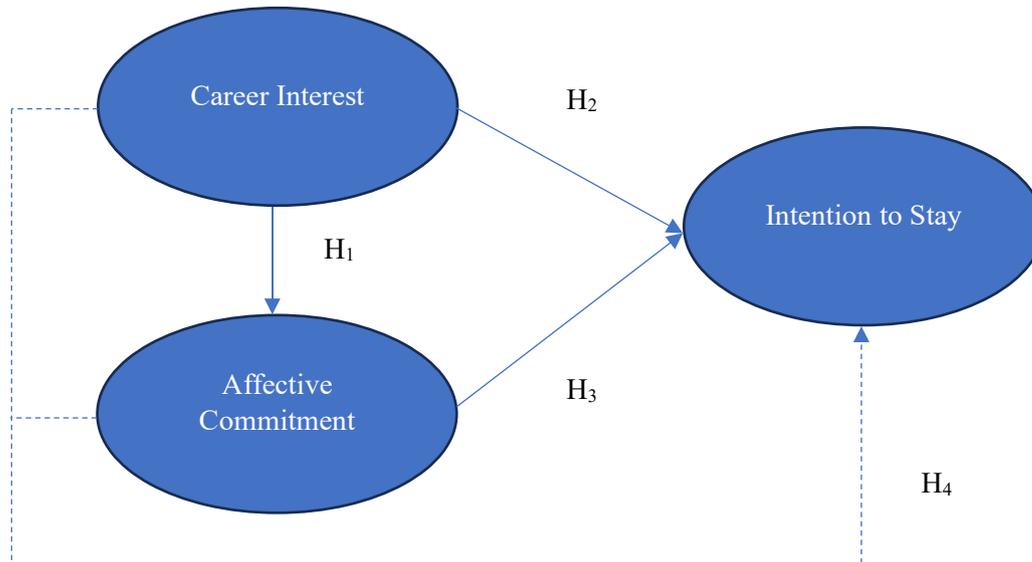


Figure 1 Research model

3. METHOD

This study uses the quantitative method to explore and understand the relationship between research variables. Population is the whole person case or object, where the research results will be generalized [29]. The population in this study are individuals with the criteria of having a family business, having started to be involved in the family business, and being the successor to the family business of at least the second generation. Given the limited information regarding the exact size of this population, this study assumes an undefined population. This study will take samples from the province of East Nusa Tenggara. This research uses a non-probability sampling method, specifically purposive sampling, because respondents were selected based on specific criteria relevant to this research. These criteria include respondents being at least the second generation of the family business founder, having started to be involved in family businesses, and having a family business in East Nusa Tenggara Province.

A suitable sample size in a study is between 30 and 500 respondents [29]. Because the population is unknown, the Lemeshow formula is used in this study. The minimum sample to meet the sample quota was 96, but to get better results, 114 respondents were used to represent the entire population.

In this study, the data collection technique was used to distribute and fill out distributing and filling questionnaires via Google Forms. The questionnaire prepared/compiled for this study was in the form of a list of questions related to each indicator in each variable. Respondents would then choose the scale corresponding to the question using a Likert scale (1-5). To facilitate respondents in filling out the questionnaire, the questionnaire was filled out via the Google Form link. The existing questionnaire is divided into several parts, which include a request to fill out the questionnaire, screening questions, respondent identity, and questions from each variable.

The data analysis technique used in this study is partial least squares (PLS). The PLS technique will be carried out in two stages as follows:

1. The measurement model test or outer model evaluation is used to test each indicator's construct validity and reliability.

2. Structural model test or inner model evaluation using T-test to find out whether there is a relationship between variables and between constructs.

4. RESULTS AND DISCUSSION

After filtering the respondent data, the respondents were obtained as below: most respondents in this study are male, as in East Nusa Tenggara, men are more commonly chosen as successors in family businesses than women. Most respondents are aged 30-39 years old (42,61%) because, at this age, they are typically more involved in major decision-making within the family business. The fewest respondents are aged 50-59 years old (2,61%) since at this age, successors are usually already appointed. The respondents with the lowest education level are junior high school graduates (0,9%), indicating that most business successors have a higher education level, with the majority holding a bachelor's degree. This reflects the practice of family business founders, who tend to send successors to study at least up to high school or bachelor's level, often outside the island, so that when they return, they can bring new ideas and technology to the family business. The largest business sector represented is wholesale and retail trade (66,09%) since most family businesses in East Nusa Tenggara operate in this sector, both in urban and rural areas. The most common generation of successors is the second generation (60,87%), while the fewest are from the fourth generation or higher (18,26%). Most respondents have been involved in the family business for more than five years (42,61%). This reflects the practice in East Nusa Tenggara, where successors are introduced to the family business early, starting with simple tasks.

4.1. Outer Model Evaluation

Convergent validity is a test conducted to test construct validity. An indicator is said to have good validity if it has a loading factor value greater than 0,7. While the loading factor of 0,5 can still be maintained and does not need to be deleted [30]. According to [27], the acceptable Average Variance Extracted (AVE) value is $> 0,5$, which means that AVE explains 50 percent of the total items in the research construct. The higher the AVE value, the higher the construct that can be explained through AVE. The following are the AVE value results for this study. Table 1 shows that all measurement instruments in this study are valid because they have an outer loading value greater than 0,7. So it can be concluded that the item variants used are said to be valid and can be continued in further testing. The results also show that in the cross-loading calculation, the latent variable statement item has a higher correlation value than the other variable statement items. Thus, the value of the statement item can be said to be valid.

Table 1. Outer Loading Value

Variable	Indicator	Outer Loading	AVE
Career Interest (CI)	CI1	0,956	0,918
	CI2	0,952	
	CI3	0,959	
	CI4	0,967	
Affective Commitment (AC)	AC1	0,864	0,866
	AC2	0,947	
	AC3	0,942	
	AC4	0,951	
	AC5	0,944	
Intention to Stay (IS)	IS1	0,965	0,937
	IS2	0,973	
	IS3	0,966	

Table 2. Cross Loading Value

Indicator	Affective Commitment	Career Interest	Intention to Stay
AC1	0,864	0,779	0,815
AC2	0,947	0,916	0,892
AC3	0,942	0,874	0,863
AC4	0,951	0,896	0,890
AC5	0,944	0,912	0,883
CI1	0,898	0,956	0,875
CI2	0,895	0,952	0,886

Indicator	Affective Commitment	Career Interest	Intention to Stay
CI3	0,906	0,959	0,882
CI4	0,913	0,967	0,910
IS1	0,923	0,914	0,965
IS2	0,898	0,898	0,973
IS3	0,892	0,879	0,966

Also, based on Table 3, the Cronbach's alpha and composite reliability values are above 0,7, so it can be concluded that all variable values in this study are said to be reliable.

Table 3. Reliability Test

Latent Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Affective Commitment	0,961	0,963	0,970
Career Interest	0,971	0,971	0,978
Intention to Stay	0,967	0,967	0,978

4.2. Inner Model Evaluation

Inner model evaluation is done by looking at the coefficient of determinacy (R-square) value. The criteria for this test are that each exogenous variable must be able to explain or have the power to predict the endogenous variable [29]. The value of R-square or the coefficient of determination ranges from 0 to 1, where the greater the R-square value, the greater the value of the influence caused by the independent variable on the dependent variable. R-square value of the affective commitment variable is 0,888 where career interest has an effect of 88,8% on affective commitment. The remaining 11,2% is influenced by factors outside the variables studied in this research topic. Furthermore, career interest and affective commitment affect 0,892 or 89,2% of intention to stay, while the remaining 10,8% is influenced by other factors outside the variables studied in this research topic.

The Q-square test measures the observation results generated from the research model and estimates of the parameters used. If the Q-square is greater than 0 (zero), it indicates that the model Q has a predictive relevance value.

$$Q^2\sqrt{Q^2} = 1 - (1 - 0,889) \times (1 - 0,892)$$

$$Q^2\sqrt{Q^2} = 0,988012$$

The calculation above shows that the Q-square value is proven to have a value greater than zero, so it can be said that this study provides a good predictive influence.

4.3. Hypothesis Testing Results

Hypothesis testing used the path coefficient, T-value, and p-value in this study. If the path coefficient value is positive, the T-statistic value $>$ (T-table = 1.9766), and the p-values $<$ 0.05 at a 5% error level, it can be stated that there is a positive and significant influence between the latent variables, meaning that the hypothesis of the research model built can be accepted, the model or influence between latent variables can be stated as not accepted [3]. So, it can be concluded that with a confidence level of 95% (alpha 5%), two-tailed, the following T-table value is obtained:

1. If the T-statistics value $>$ 1.96 (used for direct influence), then H0 is rejected and H1 is accepted.
2. If the T-statistics value $<$ 1.96 (used for direct influence), then H0 is accepted and H1 is rejected.

Based on Table 4, it shows that the results of the direct influence hypothesis that have been proposed can be explained as follows:

1. In the first hypothesis, the influence between career interest and affective commitment shows positive and significant results with the original sample value of 0,942, a T-statistic value of 80,070 ($>$ 1,96), and a p-value of 0,000 ($<$ 0,05). So, it can be concluded that H1, which states that "career interest has a positive and significant influence on affective commitment" in a study, is acceptable.
2. In the second hypothesis, the influence between career interest and intention to stay shows positive and significant results with an original sample value of 0,417, T-statistic value of 3,325 ($>$ 1,96), and p-values value of 0,001 ($<$

- 0,05). So, it can be concluded that H2, which states that "career interest influential positively and significantly towards intention to stay" in this study, is accepted.
3. In the third hypothesis, the influence between affective commitment and intention to stay shows positive and significant results with an original sample value of 0,541, a value of T-statistic 4.519 ($> 1,96$), and p-values 0,000 ($< 0,05$) so it can be concluded that H3 states that "affective commitment has an influence positively and significant towards intention to stay" in this study was accepted.
 4. In the fourth hypothesis, the influence between career interest and intention to stay with affective commitment as mediator shows positive and significant results with an original sample value of 0,510, a value of T-statistic 4,533 ($> 1,96$), and p-values 0,000 ($< 0,05$) so it can be concluded that H4 states that "career interest has a significant effect on intention to stay which is mediated by affective commitment" in this study was accepted.

Table 4. Hypothesis Testing

Hypothesis	Effect	Original sample (o)	T-Statistics	p-Values	Decisions
H1	CI → AC	0,942	80,070	0,000	Accepted
H2	CI → IS	0,417	3,325	0,001	Accepted
H3	AC → IS	0,541	4,519	0,000	Accepted
H4	CI → AC → IS	0,510	4,533	0,000	Accepted

The results of the hypothesis test in this study indicate that the influence of career interest on affective commitment has an original sample result of 0.942, indicating a positive result and a T-statistics value of 80,070 $> 1,96$, and a p-value of 0,000 $< 0,05$ which means it has a significant influence. So, from the results of this study, it can be concluded that career interest has a positive and significant effect on affective commitment. The results of this study indicate that when prospective successors have a career interest in the existing family company, they will tend to commit to staying and working in the existing family company. This result is in line with research conducted by [12]. Career interest is significantly related to affective commitment. According to [13], the higher the career interest, the higher the affective commitment [20]. This commitment results from the capabilities that individuals gain from feeling that they contribute to the success of their own business and are sustainable over time [22].

The results of the hypothesis test in this study indicate that the influence of career interest on intention to stay has an original sample value of 0,417, indicating a positive result, as well as a T-statistics value of 3,325 $> 1,96$ and a p-value of 0,001 $< 0,05$ which means it has a positive and significant influence. So, from the results of this study, it can be concluded that career interest has a positive and significant effect on the intention to stay. These results prove that when prospective successors feel interested in the field of work in the family company, then prospective successors will decide to stay and work in the existing family company for a longer period. In addition, when prospective successors feel that there are greater opportunities or chances to work in the existing family company, then prospective successors will decide to stay in the existing family company. Career development can increase prospective successors' loyalty, enabling prospective successors to want to stay in the family company [24]. This is because potential successors feel that the efforts provided in the family company are appreciated and can be accepted by the founder of the family company [25].

The results of the hypothesis test in this study indicate that the influence of affective commitment on intention to stay has an original sample result of 0,541 showing positive results and a T-statistics value of 4,519 $> 1,96$ and a p-value of 0,000 $< 0,05$, which means it has a significant influence. So, from the study results, it can be concluded that when prospective successors have a strong affective commitment to the existing family company, they will consider deciding to stay and work in the existing family company. Prospective successors with an affective commitment tend to consider whether they want to be involved in the existing family company but do not necessarily choose to stay in it. This research's results align with some previous research findings [25], [31]. The strongest predictor of intention to leave/stay at the company is the commitment of potential successors.

The research results show that affective commitment can mediate between career interest and intention to stay (original sample value 0,510, T-statistic 4,533, and p-value 0,000). This indirect influence can be interpreted as a process in which career interests encourage successors to stay and increase their emotional involvement first. This aligns with previous research [22] which stated that emotional involvement allows individuals to feel that their contribution to the family business is sustainable and meaningful. Apart from that, research by [14]. [31] highlighted that commitment is the strongest predictor of intention to stay. In a practical context, these findings suggest that family business owners

need to develop strategies that not only increase successors' career interests, but also strengthen their emotional commitment.

5. CONCLUSION

This research found that career interest and affective commitment significantly influence the intention to remain a successor to the family business. These findings suggest that if successors find a match in their careers with the family business, they will be more committed to remaining with the family firm in the long term. Family business owners are advised to implement practical steps such as mentoring programs to improve emotions, providing a clear career development path for successors to feel valued and more involved, and involving successors in important strategic decision-making, which can strengthen their sense of ownership of the company. Building a supportive organizational culture, where successors are empowered and given space to innovate, is also important for increasing loyalty. Hopefully, these steps will strengthen the intention to continue, ensure desirability, and encourage innovation in the family business.

This study has several limitations that need to be noted. First, this research only involved respondents from East Nusa Tenggara Province, which may limit the generalization of the findings to other regions in Indonesia or even outside Indonesia. However, this approach provides deeper insight into the social and cultural dynamics that influence family business succession in the area. Therefore, although the results of this study are relevant to the East Nusa Tenggara context, these findings cannot be easily applied outside this local context without further research. Second, the sample used in this research consisted of 114 respondents selected using the Lemeshow formula to determine an adequate sample size. Using this formula, this research can ensure that the sample size selected is sufficient for robust statistical analysis. Nevertheless, the relatively small sample size and limitation to a specific geographic area should be noted as limitations that affect the external validity of this study. These limitations provide room for further research that could involve larger and more geographically and demographically diverse samples to expand the findings of this study.

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