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„Filial Piety of Non-Senior Family Employee: Evidence From Indonesia”

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ABSTRACT

This research is aiming to test the effect of filial piety, a new concept that is borrowed from the oriental philosophy of Confucianism, toward the commitment of non-senior family members to work in a family business. The idea of this research is coming from a particular act of over-obedience of Indonesian non-senior family members (son, daughter, nephew, etc.) towards their senior family members (father, mother, uncle, aunt, etc.). This behavior also often involves the willingness to sacrifice a particular aspect of the life of the non-senior family member (leaving job, education, home, time, partner, etc.). Due to there's no filial piety theory in family business literature, the author adopts two existing filial piety scales from the psychology science and treat them carefully according to the scientific procedure so that the author would obtain a scale that can be used to measure filial piety in the context of a family business. After obtaining the family business's filial piety scale, the author would like to test it by creating a new theoretical model based on a more established model of the antecedents of later generation commitment family members who work in the family business. Based on the PLS-SEM analysis from 270 respondents of Indonesian non-senior family business employees it is found that filial piety does affect affective commitment but, the effect itself is indirect, through identity alignment and career interest alignment. Finally, affective commitment has a positive effect on intention to stay in the family business. The study reveals how filial piety influences the conduct of non-senior family employees, a hitherto unexplored topic in Asian family business studies.

Keywords: Non-Senior Family Employee; Filial Piety; Identity Alignment; Career Interest Alignment; Affective Commitment; Intention to Star; PLS-SEM; Indonesia

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CHAPTER I
INTRODUCTION

1.1 Research Background

As one of the major paradigms in the family business, Resource Based-View (RBV) theory has been used widely in explaining and assessing competitive advantages within the family business (Habbershon & Williams, 1999). Barney (1986) posits that organizational culture is one of the important organizational capital which affects firm performance within the RBV framework. Further research by Dyer (1986) and Astrachan (1988) has elaborated on the importance of organizational culture in the family business and served as the foundation of organizational culture research in the family business. Corbetta and Salvato (2004) define organizational culture as overlapping values between business and family commitment.

The more recent literature exhibit that the organizational culture is an important aspect which could differentiate the family business organization from the non-family business organization due to the influence of family relation towards values, beliefs, and interests (Chrisman, Chua, & Steier, 2002; Denison, Lief, & Ward, 2004; Marin et al., 2017). As one of the important factors which influence organizational culture, values also have played an important role in family business multigenerational transfer (Lambrecht, 2005), determining family business health (Distelberg & Sorenson, 2009), and even family business survivability (Vallejo, 2008). Therefore, it can be concluded that organizational culture and values in the context of family business research are intertwined. Moreover, there is abundant research that focuses on national culture which involves values as unique cultural characteristics from each country (Athanassiou et al., 2002; Au and Kwan, 2009; Chirico and Nordqvist, 2010).

The unique cultural characteristics from each country would be translated into cultural values (Gupta et al., 2009) which, in the end, influence the organizational culture (Marin et al., 2016). One of the values unique to the Asian region is Confucian value and the trend of literature which treat Confucian values as the primary focus of their research in the family business is growing (Tan & Fock, 2001; Yan & Sorenson, 2004; Yan & Sorenson, 2006; Zhao, 2014) and one of the central Confucian philosophy which, according to the literature, is still upheld by many Asian people is filial piety (Hamilton, 1990; Lieber, Nihira, & Mink, 2004; Qi, 2015; Wang, 2010; Yan &

Sorenson, 2004). Filial piety (xiao) is an important Confucian doctrine that emphasizes the obligation of adult children to their parents in providing material needs, obedience, and care (Qi, 2015). On the other hand, parents represent "the one who assume leadership", therefore, parents are responsible for fostering the value of benevolence, compassion, magnanimity, goodness, love, human-heartedness, charity, and perfect virtue to establish social harmony within the family and society at large (Lieber et al., 2004). Yeh (2003) described filial piety not as, merely, a “loving and care” relationship but also as a “suppressing obligation” that needs to be performed by the children.

The filial piety phenomenon in a family business is greatly affected by the sense of collectivism which advocates the subordination of self-interest for the greater good of family interest (Yan & Sorenson, 2004). Besides that, the son, daughter, as well as other younger family members must show respect and obedience to all senior family members especially fathers, which reaffirm the paternalistic elements of Asian cultural values (Yan & Sorenson, 2006). The philosophy of filial piety could be considered as a direct contribution from oriental study to family business study. Nonetheless, to date, there is no particular research which examines the filial piety from the family business perspective even though this particular behavior also can be seen in the dynamics of family business organization (Au & Kwan, 2009; Davis & Taguiri, 1989; Garcia-Alvarez, Lopez-Sintas, & Gonzalvo, 2002; Kandade et al., 2020; Rothausen, 2009; Machek & Kubíček, 2019; Miller, Steier, & Le Breton-Miller, 2003; Rothausen, 2009; Pieper, Astrachan, & Manners, 2013; Yan & Sorenson, 2004; Yan & Sorenson, 2006).

1.2 Problem Definition

The involvement of the family in the business is the basic criterion of a family business as “family” and “business” itself are intertwined and cannot be separated (Aldrich & Cliff, 2003; Astrachan, 1988). A family business may employ any family members ranging from nuclear families such as spouses and children to distant families such as cousins, nephews, uncles, aunts, etc. As the interaction inside the family business involves family members, the same cultural values which are implemented in the home are also implemented in the office including filial piety. Yeh (2003) has eloquently described filial piety as a dual framework that can be viewed from the reciprocity and authoritarianism perspective. The reciprocal filial piety posits the importance of “favoring the intimate” that can be manifested into respect and love toward the parents as well as to support and to memorialize them. In contrast to

reciprocal filial piety, authoritarian filial piety justifies total parental authority over children and, to some extent, the authority of someone in the senior generational rank over their junior counterparts. This framework has been widely accepted among scholars and has been widely tested in the context of psychological and gerontological science. Unfortunately, there is no evidence of previous research in the realm of business management science that discusses it even though there is abundant evidence of filial piety traits among children or junior family employees in a family business.

One piece of evidence of reciprocal filial piety is reflected in Davis, Allen, and Hayes's (2010) research on the stewardship behavior of the family employee. They found that family employees have higher stewardship in family business leadership than non family employees. The family employees also perceived higher commitment, trust, and lower agency in family business leaders as they believe that the leadership (the senior family members) serves the greater good both for the family and for the business.

On the other hand, authoritarian filial piety is also common in the paternalistic family business in China which underlines the culture that a non-senior family employee shall exhibit obedience to the decision taken by their senior family members in the business (Sheer, 2012). A similar case also occurs during succession in which sometimes an offspring of family business owner does not aspire to assume control of their parent business but in some cases, they obliged to do so (Parker, 2016) and even in some cases family business owner forces the successor to replicate founder's business behavior as their predecessor (Garcia-Alvarez et al., 2002). Based on these explanations, it can be inferred that filial piety offers a new point of view in the realm of family business study to explain particular behavior, specifically, of non-senior family members in the organization. Unfortunately, there is no evidence of previous research which specifically examine the filial piety aspects from non-senior family employee (including children) point of view even though further literature examination has proven that, in turn, the filial piety value in a family business organization has been greatly affected the dynamics of the managerial process in the family business especially between senior and non-senior family members in the context of the successor selection process (Garcia-Alvarez et al., 2002; Miller et al., 2003; Yan & Sorenson, 2006), personal relationship (Davis & Taguiri, 1989; Kandade et al., 2020; Rothausen, 2009), relationship conflict (Machek & Kubíček, 2019; Pieper

et al., 2013; Yan & Sorenson, 2004), as well as business funding decisions (Au & Kwan, 2009).

Even though the importance of filial piety in the family business study could not be ruled out, there is no literature in the family business so far which explains the filial piety construct that can be implemented in family business research. The filial piety construct is very valuable in family business research as an alternative point of view to explain the attitude of the non-senior family member in the organizational dynamics of family business especially related to their commitment to their organization. Non-senior family employees often found that they are committed to "serve" their family business for the greater good of the family whether they like it or not. The reason behind this behavior could be seen from the filial piety perspective. Nevertheless, it needs to be noted that there has been another empirical finding that has been done by other researchers in the family business science that explain the commitment of non-senior family employees in a family business. Dawson et al. (2015) research could be considered as one of the best models to explain the predictors of later generation commitment of family members who work in the family business (non-senior family employee). According to them, there are 8 predictors of the commitment of family business employees namely identity alignment, career interest alignment, family expectations, family orientation, financial costs, social costs, limited exposure to alternate career paths, and perceived lack of marketable skills. Identity alignment and career interest alignment are positively affecting affective commitment. On the other hand, family expectations and family orientation are positively affecting normative commitment and, finally, limited exposure to alternate career paths and perceived lack of marketable skills would positively affect continuance commitment. Even though family orientation and family expectation concepts bear resemblance to filial piety, both concepts are quite different in nature.

The family expectation concept that is used by Dawson et al. (2015) is based on Sharma and Manikutty (2005) work which put strong emphasis on socialization aspect of family member that lead to an expectation-based obligation of junior family members to pursue their career in family business according to the general expectation of family as a whole. On the other hand, filial piety is focused on personal interaction between senior members who assume leadership in the family business (Lee & Kwok, 2005). Moreover, the distinguishing characteristic of filial piety is the "debt of gratitude" from junior to senior (Lum et al., 2016) not just a mere obligation to adhere

with family expectation. Apart from that, the family orientation concept is based on Sharma and Irving (2005) work that emphasizes values of tradition and loyalty to the family. Filial piety concept also emphasizes the element of safeguarding the tradition and norm of the family by orienting the direction of family members toward the family business agenda, however the main emphasis is more than safeguarding family tradition but also to safeguarding the culture as a whole particularly their identity as Confucian followers.

This empirical finding would serve as the basis of the theoretical model that is built in this research as, based on a further excessive review of literature, it is found that filial piety could serve as one of the predictors of commitment or even identity alignment and career interest alignment (Chen, Yu, & Son, 2014; Qi, 2015; Huang, Liang, & Hsin, 2012; Tan & Akhtar, 1998; Wang, Keil, Oh, & Shen, 2017). Filial piety could be the reason behind higher level of commitment as a result of moral responsibility from family members (Beach, 1993) as well as the direct embodiment of cultural value which affect commitment (Hom & Xiao, 2011; Newman & Sheikh, 2012) and, eventually, the commitment itself would negatively affect turnover intention in a family business (Lumpkin, Martin, & Vaughn, 2008; Mahto et al., 2020). Even though family expectations and family orientation, that discussed in the DawsNevertheless, due to filial piety is more correlated with the "affective" side of the commitment (Qi, 2015; Wang et al., 2017), this research would be focused on the affective commitment side of the original theoretical model along with its antecedents as can be seen in Figure 1.1.

Figure 1.1 Dawson et al. (2015) theoretical model is adapted as the basis of this research. Source: Dawson et al. (2015) page 4.

The previously mentioned explanation will lead to the first and the main objective of this research: **to build a theoretical model that explains the relationship between filial piety, commitment, and intention to stay in the context of a family business.**

To build a good theoretical model, a valid and reliable measurement instrument is needed. Fortunately, there are reliable measurement instruments of filial piety that have been developed by other researchers that can be adapted for this research. (Fu, Xu, & Chui, 2020; Lum et al., 2016; Shi & Wang, 2019; Yeh, 2003; Yeh & Bedford, 2003; Yeh et al., 2013). Nevertheless, these measurement instruments need to be adjusted before being used due to the measurement instruments not coming from the realm of family business science but the psychology, sociology, and gerontology study. The adjustment is needed to make the measurement instrument adaptable to the context of the family business and this research would use the widely accepted framework of filial piety by Yeh (2003) that defines filial piety as a dual variable that comprises reciprocal filial piety and authoritarian filial piety. This premise would lead to the second objective of this research: **to design the measurement instrument of filial piety in the family business context.** Bąkiewicz (2020) demonstrated the significance of culture to Indonesian family businesses. Compared to European family businesses, the succession process has been strongly ingrained by the cultural element of this organization that includes filial piety. Hence, the research is undertaken in Indonesia.

1.3 Research Questions and Hypotheses

Following the previously mentioned problem definitions, there are two research questions which are used in this research:

1. What are the measurement instruments that can be used to measure filial piety in the context of family business?
2. What is the appropriate theoretical model which could be used to explain the relationship between filial piety, identity alignment, career interest alignment, commitment, and intention to stay of a non-senior family business employee?

To answer the previously mentioned research questions, a well-defined research methodology needs to be formulated. After conducting a review of the literature, it has been decided that the best methodology to create the appropriate theoretical model between the previously mentioned variables in the first research question is through Structural Equation Modelling (SEM). The method allows the researcher to analyze at the same time a sequence of interrelated dependency

relationships between several constructs, defined by multiple variables while accounting for error in measurement (Raykov & Marcoulides, 2012).

However, the problem arises as there are no existing measurement instruments to measure filial piety in the context of the family business that will be used for SEM analysis. To cope with this situation, as well as to answer the second research question, another methodology need to be employed to define the measurement instruments of filial piety. After conducting another review of the family business literature, it is found that adoption of existing scales from other scientific disciplines is possible and has been done by family business researchers including Dawson et al. (2015), Lumpkin et al. (2008), and Mahto et al. (2020). The process of adoption itself will be treated carefully through a series of tests to maintain the accuracy and the validity of measurement instruments if it is tested in the family business ecosystem. Some of these tests include item pooling, face validity, content validity, and pre-test.

1.4 Research Objectives

As previously mentioned in problem definition, two research objectives can be defined to answer the aforementioned research questions:

1. To develop filial piety measurement instruments through a structured approach to item generation to the refinement of the items.
2. To test the relationship between filial piety variable and other variables that precede intention to stay in the family business namely identity alignment, career interest alignment, and affective commitment.
3. To build a new theoretical model that explains the effect of filial piety on identity alignment, intention to stay, affective commitment, and the intention to stay in the family business.

1.5 Novelty and Significance of the Research

Even if the number of family business studies discussing the importance of Confucianism in Asian family enterprises is on the rise, the effect of a local cultural business values receives minimal attention (Zheng et al., 2021). The frequently "forgotten" main rule of filial piety plays a crucial role in fostering the aspirations of family members within a family company (Lum et al., 2016). This research would be the first research that explicitly incorporated the oriental philosophy of filial piety in the family business study by developing a new measurement to measure filial piety.

The incorporation of cultural elements to family business research, as depicted in this research, is an under-researched topic but offers great insight to answer a particular phenomenon in family business science (Yan & Sorenson, 2004; Yan & Sorenson, 2006). Filial piety offers a new point of view in the study of a family business to explain the personal relationship between senior and non-senior family members which will tremendously affect the dynamics of a family business management. The development of filial piety measurement instruments in the family business context would be the first of its kind. The author hopes that the use of these measurement instruments can be expanded by other researchers to examine other phenomena in the family business. Lastly, this research would also like to develop a theoretical model that explains the relationship between filial piety, identity alignment, career interest alignment, commitment, and intention to stay from a non-senior family business employee. From the practical standpoint, A senior family company leader might utilize filial piety to boost the chances of a younger family member continuing in the firm. However, it must be highlighted that filial piety cannot be the primary factor influencing a younger family member's continued employment.

1.6 Organization of the Study

To achieve the research objectives, the author has organized the dissertation into six chapters. The first chapter is the introduction which explains the background of the research followed by the problem definition. The description in the problem definition would lead to the development of research questions as well as the development of hypotheses for the theoretical model that would be tested using the newly created measurement instruments. Other important aspects that are briefly discussed in this chapter are the research objectives, which reiterate the objectives of the research that has been explained thoroughly in the problem definition, as well as methodology, which provide a brief explanation of how the research is conducted. The last section of the first chapter would discuss the novelty of the research and its significance in an academic world and end with an explanation of the organization of the study.

The second chapter will mainly discuss the theoretical background and empirical research in the context of filial piety and its relation to the family business study. The author would begin the explanation by describing the literature review of the filial piety from the oriental study. After explaining thoroughly about filial piety, the author would later explain the intersection between filial piety and family business

study through empirical research conducted by the family business scholar. This intersection will serve as the theoretical ground for the development of filial piety measurement instruments in the context of the family business. Besides providing theoretical ground, the literature review would also discuss the relationship between filial piety, identity alignment, career interest alignment, commitment, and intention to stay from a non-senior family business employee.

The third chapter of the study is a country description which provides insights about the Indonesian economy. This chapter will describe the general economic indicator ranging from GDP to ease of doing business in the country. Besides that, this chapter also discusses the role of family business in Indonesia's economy particularly within the ecosystem of micro, small, and medium enterprises.

The fourth chapter of the study will discuss the methodology that is used in the research. The methodology itself comprises two studies. The first study will focus on the method to develop the measurement instruments of filial piety and the second study will explain the implementation of the measurement instruments in building a new theoretical model to examine the effect of filial piety toward identity alignment, career interest alignment, affective commitment, and turnover intention. The methodology chapter also describes the population of the study and the illustration on how to collect the data as well as statistical and non-statistical analyses that are used in both studies.

The fifth chapter of the dissertation will review all findings of the research including the final filial piety measurement instruments as well as the new theoretical model. All of the previously mentioned findings will be presented in a detailed manner.

Lastly, the sixth chapter of this dissertation will state the thesis statement, further explanation of the hypotheses test results, the implication of the findings for family business study as well as for the general practice of family business. The chapter would also address the limitations and avenues for future research.

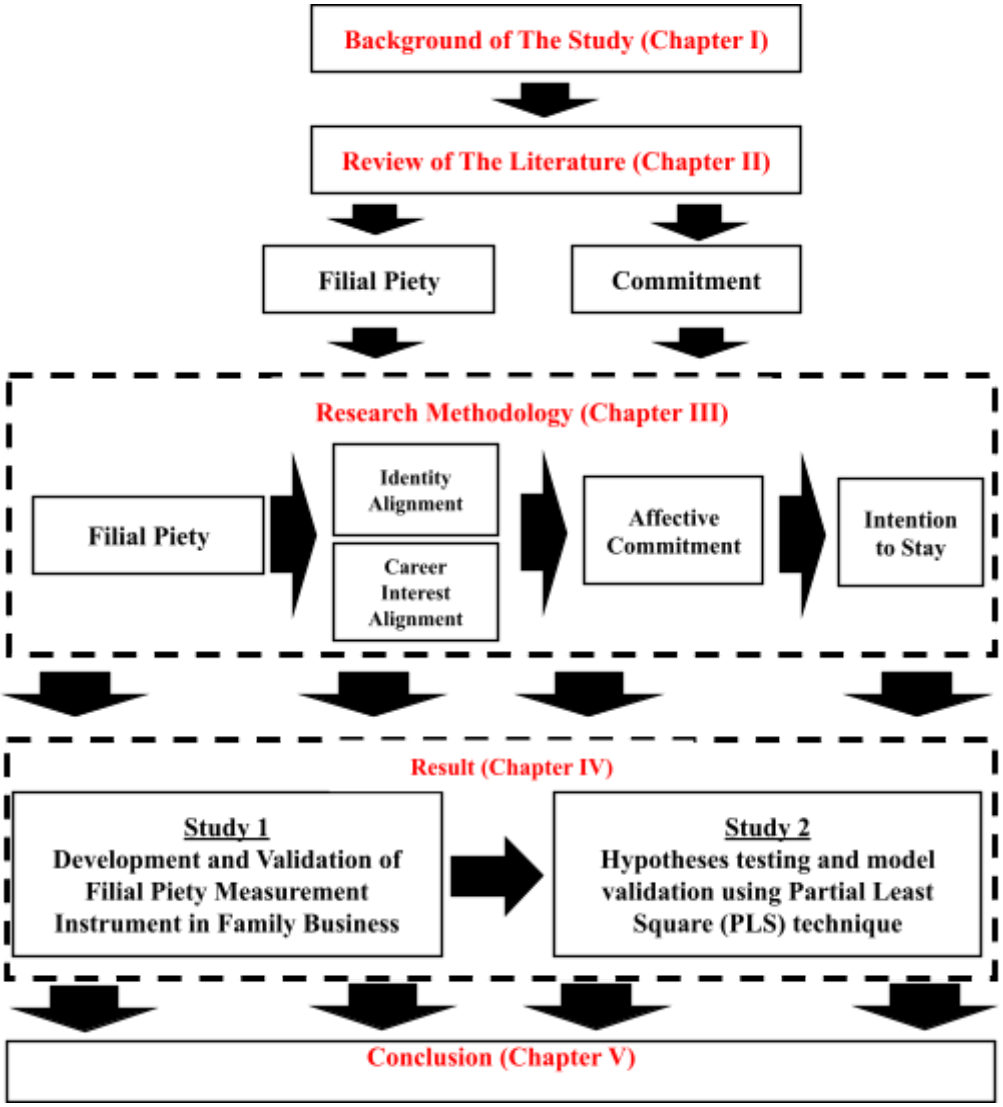

Figure 1.2 The organization of the research. Source: Own construction.

CHAPTER II
LITERATURE REVIEW

2.1 What is Family Business

Although family businesses have a significant influence on the global economy, the scholarly community has paid little attention to them (Mura et al., 2021). Historically speaking, the family business has long been considered the backbone of the world economy that greatly supports the development of western civilization (Bird et al., 2002; Debicki, et al., 2009). Despite its early inception and its contribution to the economy, it was not until the 1990s that family business was acknowledged as a separate discipline of academics (Bird et al., 2002). The primary reason why family business is still considered as an early emerging discipline is due to the lack of consensus of the exact definition. The lack of common and uniform definition results in a substantial lack of clarity in the meaning of family business, which is much more apparent if the term is required for academic research purposes. There is no generally recognized paradigm for the systemic synthesis of various methods, such as strategic management, organizational theory, sociology, psychology, and other sciences, which can provide a valuable contribution to the growth of family business expertise (Chrisman, Chua, & Sharma, 2005). The overlapping between family business science and other fields of science is evident in the field of sociology (before 1990s family business science fell under the sociological science cluster), entrepreneurship (Katz, 2003; Sharma et al., 2007) and small business (Benavides-Velasco, Quintana-García, & Guzmán-Parra, 2013).

There are also important drawbacks when comparing and generalizing results through trials, in the absence of well-established parameters for the collection of homogeneous samples (Smyrnios, Tanewski, & Romano, 1998). The subject that is investigated includes particular individuals (such as the founder or members of the next generation) or groups of individuals (such as partnerships between family members or between family members and professionals that work for them), or the existence and settlement of disputes and the succession of leadership positions. These views concentrate on the subject of identifying particular issues concerning the role of the family business in the general economic system. Besides, this view also discusses the distinctive features of a family enterprise, generally at a business or operational level, such as strategic behavior, organizational culture, and success (Sharma, 2004).

As mentioned by Chua and Sharma (2003) researchers started to operationally identify the family business through the participation of a family member in the company in the form of ownership, management, and inter-generational succession. Nonetheless, researchers have had trouble making all of these elements to be more accurate especially to answer questions related to the percentage of the ownership, the necessity to have the family governance, and the succession. The solution, unexpectedly, is asking the business itself whether they consider themselves as a family business or not. Even though it is operationally convenient, from a theoretical perspective it is still unsatisfactory.

To cope with that, researchers are moving their focus to entangle the internal aspects called "essence" of a family business related to the strategic direction of the firm (Davis & Taguiri, 1989; Shanker & Astrachan, 1996), the intention of the family to retain control (Litz, 1995), the control of dominant coalition in the family (Chua, Chrisman, & Sharma, 1999), and familiness aspect that raises from the interaction of family members (Habbershon, Williams, & MacMillan, 2003). Chua and Sharma (2003) conclude that the essence approach is based on the conviction that any sort of family interaction is just a sufficient condition. Before it can be called a family enterprise, family engagement must be oriented towards activities that generate some distinctiveness based on a company vision. Therefore, according to the essence approach, because of a lack of vision, family, or actions arising from family engagement, two corporations with the same degree of family involvement could not all be family enterprises.

Besides the essence approach, other researchers found that family companies can be strictly defined operationally (the existence of family in the day-to-day management of the company) or generally (family sets the strategic course for the company), suggesting that there is a variety of familiness. (Shanker & Astrachan, 1996; Tsang, 2002; Westhead & Cowling, 1998). One of the famous "operational" concept definitions of a family business is depicted in the 3-circles model of Taguiri and Davis (1982).

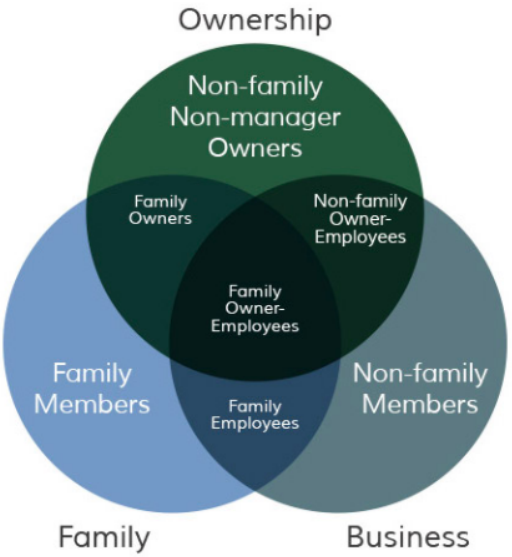

Figure 2.1 Taguiri and Davis 3-circle model. Source: Taguiri and Davis (1996) page 200 (modified)

According to them, a family business is one whose ownership is owned by a single person, and where two or more family members have a major impact on the company's course and policies through their management positions, ownership rights, or family roles (Davis, 2020). However, if family businesses are heterogeneous, all the essential aspects from which they differ must be defined by researchers. Otherwise, the factors affecting the related dependent variable, such as their priorities, methods, or output, may not be independently defined by analytical results. Without distinguishing the hypotheses of companies from which data is derived, no rigorous testing of theories is feasible. Therefore, to figure out the various forms of family companies, a classification of homogeneous communities of family companies needs to be created (Sharma, 2002).

A further breakthrough of the definition of a family business is coming from Astrachan, Klein, and Smyrnios (2002) that successfully built and tested a scale for determining the degree of family impact on any corporate entity. This continuous scale is composed of three items namely strength, knowledge, and culture subscales, and known as the F-PEC scale. It is a promising paradigm for the component of the involvement method to describe a continuous continuum of family firms. A decade later, the majority of family business researchers have converged the definition of the family business through two main approaches to define family business and other organizational forms. The first one is the essential approach and the second one is the components of the involvement approach. As previously explained, the essence approach focused on the involvement and the aspiration of the family as the main factors that lead to particular behavioral consequences

(Holt, Rutherford, & Kuratko, 2010; Klein, Astrachan, & Smyrnios, 2005). On the other hand, the components of the involvement approach only discuss the nature and the level of involvement of a family in a family business (Miller et al., 2007; Sciascia & Mazzola, 2008). Nevertheless, the majority of the researchers have reached an "uneasy" consensus that the reciprocal role of the family is the main differentiator of a family business and other non-family business entity (Astrachan, 2003; Rogoff & Heck, 2003; Zahra & Sharma, 2004).

Due to this reason, the number of family business literature is relatively small compares to other fields of science (Bird et al., 2002). Despite the previously mentioned dilemma, as mentioned by Zahra and Sharma (2004), the decade is the great time to study family business as the interest in family business research is growing especially from policymakers as they aware of the potential of this field to create jobs, to incubate new business, and to promote economic development (Astrachan, Zahra, & Sharma, 2003; Heck & Stafford, 2001).

2.2 Important Theories in Family Business

The conundrum of the family business definition has made the researchers follow the call from Sharma (2004) to apply a generally accepted theoretical framework to the realm of the family business. In general, three important theories have been agreed by family business researchers as the fundamental theories in family business namely the firm's resource-based view (RBV), principal-agent theory, and the stewardship theory apart from other theories that shed light on the development of the family business study.

2.2.1 The Firm's Resource-Based View (RBV)

The resource-based view (RBV) concept was first suggested by Penrose (1959) that offers a different angle of seeing the differences of performance among firms that is not coming from market perspective but from the firm perspective suggests that the returns made by companies are primarily due to their capital (Rau, 2014). The RBV maintains that the basis of durable competitive advantages is based on the existence of idiosyncratic, strategic tools that meet the combined attributes of being valuable, uncommon, imperfectly imitable, and non-replaceable (Barney, 1991) thus it can be assumed that any resources that are coming from family is also valuable, uncommon, imperfectly imitable, and non-replaceable. Further review of the literature indicates that family enterprises have a unique pool of capital linked to family and company engagement (Habbershon & Williams, 1999). These special resources are called the 'familiness' of a firm

(Cabrera-Suarez, Saa-Perez, & Garcia-Almeida, 2001; Habbershon & Williams 1999) that explains a set of resources that can be used to set up a strategic advantage because of their distinctive structures as well as interaction between families, family members, and the business (Tokarczyk et al., 2007). However, these resources can only result in comparative advantages and superior firm efficiency if they are handled purposefully and effectively, fortunately, Sirmon and Hitt (2003) have the solution to explain the application of such resources in the family business domain by linking unique resources, management, and wealth creation in. They have successfully delivered one of the most detailed RBV applications in the family business domain by differentiating between four distinct properties of family-owned capital and one attribute: patient capital, human capital, social capital, and longevity capital, together with the governance system attribute.

From the previously mentioned properties and attributes. Human capital is the most important aspect of family business resources that can help family firms to achieve sustainable competitive advantage (Blanco-Mazagatos, de Quevedo-Puente, & Delgado-García, 2018). The acquired knowledge and skills gained by an individual to carry out specific and novel acts as a result of human capital investment in family business has become one of the powerful tools in family business that will eventually lead to success and this aspect falls within the domain of Human Resource (Coleman, 1988; Unger et al., 2011). Researchers believe that family members have a positive effect on human resources (Sirmon & Hitt, 2003) as long as they practice fairness between family employees and non-family employees in the workplace (Samara & Arenas, 2017). Their concurrent association with the company and family aspects result in an in-depth understanding of business, loyal conduct, deep inspiration, and a strategic long-term outlook (Blanco-Mazagatos et al., 2018; Lansberg, 1999; Miller & Le Breton-Miller, 2005). Besides, some scholars say that working relationships between family members and external entities are distinguished by a high level of confidence (Davis & Taguiri, 1989; Davis et al, 2010), a stable working climate (Arregle et al., 2007), and a higher level of accountability (Reid & Harris, 2002).

As a result, Dunn (1995) underlines that selection of workers based on family association rather than skill set could adversely affect the human resource side of a family business. Besides that, Covin (1994) claims that restricted advertising opportunities, restricted transfer of wealth, or alleged lack of professionalism make it impossible for family businesses to recruit and maintain highly skilled external management. In this sense, Sirmon and Hitt (2003) also note that altruism can make it difficult for family

businesses to dispose of resources, in particular human capital, with negative performance consequences. However, recent findings indicate that this resource inertia is influenced by family psychodynamics, family composition, community, and the cultures in which they live, and may display both positive and negative values (Kellermanns, 2005; Sharma & Manikutty, 2005).

Siebels and Zu Knyphausen-Aufseß (2012) have eloquently concluded that the RBV offers useful insights into how capital configurations of family firms vary from those of non-family firms and how the deployment of family-owned resources will lead to competitive advantages. It also gives several examples as to how these tools can be acquired, handled, and retained. Empirical data is still sparse, though, and the RBV has only discussed some of the areas that may affect the value development of the family business.

2.2.2 Principal-Agent Theory

The principal-agent theory explains potential complications resulting from conflicts of interest and asymmetrical knowledge between the two parties to a particular deal or contract (Jensen & Meckling, 1976). The principal-agent theory assumes the opportunistic actions of individuals in the sense that one contracting party, the agent, appears to behave in its interests rather than in the interests of the other contracting party, the principal, causing issues such as adverse selection (Eisenhardt, 1989). Transaction expenses sustained during the investigation, resolution, or avoidance of agency issues and economic harm caused by opportunistic management actions are referred to as 'agency costs' (Jensen & Meckling, 1976). One of the basic principles of this theory is that the costs of the agency result from the division of ownership and management (Fama & Jensen, 1983). This ensures that, whenever management has an ownership interest in the business, the expense of the agency can be reduced (Ang, Cole, & Lin, 2000; Fama & Jensen 1983; Schulze, Lubatkin, & Dino, 2002). Their presence in personal ownership discourages administrators from expropriating shareholder capital by consuming perquisites and misallocation of money (Fama & Jensen 1983; Schulze et al., 2002). Accordingly, Daily and Dollinger (1992) argue that family companies need comparatively less investment in control mechanisms. However, Schulze et al. (2001) suggest that family companies be subject to various forms of agency charges, largely due to weaknesses in altruistic conduct as well as management and expropriation of owners.

Also, a personal partnership with family agents can undermine the capacity of the Principal to measure and track their success realistically (Siebels & Zu

Knyphausen-Aufseß, 2012). Besides that, in cases of wrongdoing, the principals would resist punitive action, avoiding the social effect that such action could have on their family ties (Klein, 2004). This lack of supervision and regulation can allow family agents to participate in dangerous behaviors such as shirking and free riding (Chua, Chrisman, & Bergiel, 2009). The further altruistic the theory, the more likely it is to be the opportunistic conduct of agents and the possibility that family companies will pay agency costs to curtail unproductive conduct (Ling, Lubatkin, & Schulze, 2002). In this sense, Lubatkin, Ling, and Schulze (2007) building on justice-based philosophy propose that the detrimental consequences of altruism can be mitigated by greater self-control of the ideology, thus minimizing perceived inequality by the agents.

Agency problems could exist between family business owners and managers (categorized as agency problem I) as well as horizontally between family business owners or shareholders (categorized as agency problem II) (Villalonga & Amit, 2006). Scholars refer to the term of management entrenchment as circumstances in which executives attempt to ensure self-preservation by neutralizing internal monitoring systems, for example by covering unfavorable characteristics or embarking on strategies adopted to their distinctive skill set rather than business or strategic criteria (Goméz-Mejía, Núnez-Nickel, & Guiterrez, 2001). In more general words, agency problem II refers to management restructuring from the willingness of the owner to obtain private profits from other owners (Chrisman et al., 2005). Villalonga and Amit (2006) mention that, in cases where the main shareholder is a person or a family, there may be a stronger motivation to control both the manager and the requisition of minority shareholders, which might lead to agency problem II over-imposing agency problem I. As a consequence, entrenchment conflicts are caused by the ownership arrangement and may arise between owners and minority shareholders, whereas the minority shareholders may be either members of the family or foreign shareholders.

However, the measurement of entrenchment is not completely one-sided. Although Kowalewski, Talavera, and Stetsyuk (2010) found that family CEOs had a substantial positive effect on the impact of performance, Randoy and Goel (2003) demonstrate that family-based start-ups typically benefit from a high degree of family ownership. They do, however, believe that family companies are low-agency cost environments. In comparison, entrenchment literature focuses mainly on economic performance, neglecting the future non-economic priorities of family businesses.

2.2.3 Stewardship Theory

Taking into account and further expanding the idea of altruism, Davis, Schoorman, and Donaldson (1997) relaxed the premise that the actors behave opportunistically and suggested the implementation of stewardship theory. The stewardship theory is rooted in the fields of sociology and psychology and was initially designed to examine circumstances in which executives (agents) are compelled to behave in the best interests of their directors (principals) (Donaldson & Davis, 1991). Theoretically, agents (stewards) behave emotionally, in a self-actualizing way, and with a postulated mentality of psychological possession (Pierce, Kostova, & Dirks, 2001). This socio-emotional engagement of the family and business represents the common benefit of their organization (Gomez-Mejia et al., 2007).

The steward's set of opportunities is limited by the belief that the advantages they can derive from pro-organizational actions are greater than the benefits of self-directed actions (Davis et al., 1997), aligning their interests with the interests of the principal. According to Miller, Le Breton-Miller, and Scholnick (2008) stewardship could take three different forms in the sense of family business namely continuity, community, and relation. Continuity refers to the desire to guarantee the survival of businesses that support multiple family members over the long term (Gomez-Mejia et al., 2007). The aspiration for continuity drives the group or the development of a collective organizational culture populated by professional and inspired workers (Arregle et al. 2007; Miller & Le Breton-Miller 2006), and ties are the product of close relationships with external partners that could help to maintain the business in times of economic struggle (Goméz-Mejía et al., 2001).

However, the literature is inconsistent as to whether family agents act as agents or stewards (Chrisman, Sharma, & Taggar, 2007; Nicholsen & Kiel, 2007). Some research indicates that the company culture and target set by the owner family are the key factors of control that decide the actions of owners and managers (Corbetta & Salvato 2004; Eddleston & Kellermanns 2007; Lubatkin, 2007). In reality, Corbetta and Salvato (2004) claim that the extrinsic financial incentive promotes the agency and that the inherent non-financial incentive promotes stewardship action and finds that the concept of stewardship is widespread among family firms. In comparison to this observation, Chrisman et al. (2007) prove empirically that family companies operate as 'agent-principals,' using surveillance systems and reward compensation to regulate the actions of their family agents.

Moreover, also on the presumption of mutual altruism, Karra et al. (2006) see shortcomings in the definition of stewardship, warning that, with increasing scale, age, life-cycle and shareholder structure of the company (Habbershon, 2006) or in succession (Blanco-Mazagatos, Quevedo-Puente, & Castrillo, 2007), altruism itself could produce new agency issues. Also, based on their previous work (Le Breton-Miller & Miller, 2009; Miller & Le Breton-Miller, 2006). James, Jennings, and Jennings (2017) recently explored the contingency influences that make owners and managers behave in a more agent-like or steward-like manner. They say that both opinions have been implemented but are moderated by the degree of honesty of the company and the top executives in the family. The higher the direct control of the family as a result of the number of family directors, officers, or votes, the more possible the setting up of the agency is, and vice versa. Further research by Kotlar and Sieger (2019) also found an empirical finding on the intersection between agency and stewardship theory from the perspective of non-family managers. According to them, non-family managers exhibit lower agency than family managers particularly when the family business founder passed away. The lower agency from the non-family managers are coming from bounded rationality (nonfamily managers will be less able than family managers to comprehend the range of family business objectives) and bounded reliability (nonfamily managers are more prone to suffer benign preference reversals and identity-based problem, which hinders their capacity to comply with original commitments and leads to less entrepreneurial action). The more recent work by Chrisman (2019) suggest a middle ground to reconcile the perspective. He posit that the stewardship theory should be revised based on assumptions that are coming from agency theory particularly on bounded rationality and pre-employment preconditions.

2.3 The Organizational Behavior in Family Business

The study of organizational behavior is closely correlated with family business as this field of study analyze the human, interpersonal and collective activities of organizations as well as the relational structures of organizations as a whole; and family is an important group of individuals within the family business who have a profound impact on actions at all stages of study (Gagné, Sharma, & De Massis, 2014). Indeed, the few conceptual implementations and observational studies of well-established behavioral hypotheses in the sense of family business have contributed to a greater understanding of the scope of these hypotheses and have tested their generalizability in the vast majority of business enterprises. Examples include studies questioning implicit stereotypes that

underpin logical and economic behavioral structures in companies (Gómez-Mejía et al., 2011; Lubatkin et al., 2005), goal-setting mechanisms in family businesses (Kotlar & De Massis, 2013), goal-setting methods for the retirement of family business leaders (Gagné, Wrosch, & Brun de Pontet, 2011), behavioral results of next-generation members' contribution to family enterprises (Dawson et al., 2014; Sharma & Irving, 2005) and job growth strategies of family and non-family CEOs at the family business (Salvato, Minichilli, & Piccarreta, 2012).

To trace back the emergence of the relationship between Family business and organizational behavior, it is important to see family business from general relationship theory (Clark & Mills, 1979) The theory was first introduced in the 1970s and is now a booming field of close relationship analysis (Clark & Mills, 2011). According to this theory, there are two kinds of close relationships namely exchange relationships and communal relationships. Each of these intercourses is governed by various criteria for providing and receiving benefits (Gagné et al., 2014). Exchange ties are governed by the principles of equality of benefits so that the benefits earned have to be returned on a comparable basis. In the sense of communal ties, on the other hand, incentives are offered to enhance the health of the recipient rather than the hope of a return of incentives. In this case, family relationships are typically characterized by communal relationships, while business relationships follow exchange norms (Clark & Mills, 2011).

Although relationship theory has been proposed as a basis for explaining the dynamics of the family business (Lansberg, 1983), both the organizational behavior and family business fields have usually preferred the theory of social interaction (Blau, 1964; Gouldner, 1960) to make sense of working relationships and hence have concentrated primarily on two forms of exchange relationships namely economic exchange relationships and social exchange relationships (Long & Chrisman, 2014; Shore et al., 2006) Economic exchange relations are based on immediate and equal benefit agreements between two parties that are not in a long-term partnership. Social exchange relationships, on the other hand, suggest an undefined responsibility dependent on the establishment of confidence between the two partners, such that there is no requirement for an equal exchange to take place instantly, with the consequence that one side spends in the other in the expectation of a potential reciprocation. In organizational behavior, the theoretical preference has contributed to the emergence of powerful principles to describe the types of relationships between workers and managers some of them are psychological contracts (Rousseau, 1989) and perceived organizational support (Eisenberger et al., 1986). Gagné et al. (2014)

have successfully identified four family business topics that intersect with organizational behavior study namely values and goals, trust and justice, conflict, and leadership and power.

2.3.1 Values and Goals

Values establish appropriate moral expectations which are passed down over decades (Berger & Luckman, 1967), the impact of family values on business has been generally recognized in FB research and has also been related to the survival of these businesses (Miller & Le Breton-Miller, 2005). Efforts continue to be made to recognize the driving principles of family enterprises and how these principles are communicated to the corporate system. Concerning goals, family business researchers have made attempts to explain the multiplicity of family business goals such as family business variability depending on the objectives pursued, goal compatibility with beliefs and external communication, the goal formation processes, and the evolution and effects of goal modification on the actions of retired leaders (Gagné et al., 2014).

2.3.2 Trust and Justice

Concerning trust and justice research has been undertaken on the issue of trust and justice (Steier & Muethel, 2014). In general, Mayer, Davis, and Schoorman (1995) view of individual confidence as the ability of a party to be vulnerable to another party is well known. There is also a general opinion that family trust is a lubricant that promotes business as well as family and social connections (Cruz, Gómez-Mejía, & Becerra, 2010; Pearson & Carr, 2011). Family members lend money to companies generated by their relatives (Steier, 2003), and FBs are more likely to participate in trades with other FBs, particularly when they are internationalized (Karra, Tracey, & Phillips, 2006). It has been proposed that initial trust between family members is strong (Sundaramurthy, 2008), but that is also combined with increasingly complex family structures. This complex family structure involves efforts to preserve a high degree of trust. Good coordination, simple straightforward rules and procedures, and responsiveness to external factors have been theorized to improve interpersonal trust in family businesses (Sundaramurthy, 2008). Other scholars have concluded that higher levels of family influence raise the probability that a company will behave in the best interests of its non-family members to protect its Socio-emotional Wealth (Hauswald & Hack, 2013). Nevertheless, the trust could also trigger problems in the family business. One of the problems that may emerge in the family business is that family members trust each other too much, which could lead to inefficient

decision-making due to group thought, free-riding, and the creation of a large in-group that alienates non-group members (non-family members) (Steier & Muethel, 2014).

Berrone, Cruz, and Gómez-Mejía (2012) recently attempted extracts the key dimensions of SEW and proposes to include (1) family power and influence over strategic decisions, (2) close identification of family members with the firm in such a way that it becomes an extension of the family, (3) binding social relations that enhance trust and unity between family members but also extend to non-family members, (4) sentimental association of relations that can color decisions in a particular manner, and (5) dynastic succession dynamics that often color decisions as a business becomes a long-term investment to be legacies to descendants. These considerations are also aligned with the partnership principle, which may be used to argue that family businesses appear to form more communal relationships with external partners than non-family businesses. Combining the theory of relations with the theory of organizational justice could contribute to especially useful insights into how family internal and external stakeholders, relative to non-family businesses, respond to various justice considerations (Colquitt et al., 2001; Gagné et al., 2014). The issue of justice also evident in the succession process De Massis, Chua, and Chrisman (2008) concluded that neglecting to set objective standards for the selection of successors, and failing to include transparency on the mechanism, could lead to a succession breakdown, as this could theoretically encourage stakeholders to act to hinder the succession process (Barnett, Long, & Marler, 2012). Correspondingly, Lubatkin, Ling, and Schulze (2007) suggested that the principles of procedural justice should be extended to the allocation and usage of company services by family and non-family members for the firm to be successful. In brief, concerns about how trust is developed, and the principles of justice defined by managing various kinds of families will lead to insightful perspectives that extend awareness of these essential frameworks.

2.3.3 Conflict

Family presence in industry causes ambiguity in interpersonal and group dynamics. Siblings or cousin rivalries, conjugal conflicts, matters of inheritance dispersion, family altruism, and succession considerations are all possible sources of dispute in family businesses (McKee et al., 2014). The extent and severity of the dispute have been seen to rise with the number of closely related family members with corporate positions, the number of non-participating family members who can affect company decisions, the high degree of social contact, and the involvement of the shadow of the founder (Davis & Harveston, 1999). Besides, the feeling of being locked up in the family and/or in the family

business may arise from the reluctance of family members to sell their shares or to avoid working in the family business. This feeling of being trapped will provoke anger and confrontation.

Conflict analysis in the family business has borrowed extensively from organizational behavior literature such as the existence of three forms of conflict namely task, cognitive, and process (Jehn, 1997; Jehn & Mannix, 2001) has been verified in the family business by their complex nature and their positive and negative effect (Eddleston & Kellermanns, 2007; Kellermanns & Eddleston, 2004). In other studies, the implementation of the five conflict mediation techniques for the prevention, confrontation, consensus, cooperation, and involvement of third parties (De Dreu et al., 2001) was evaluated in the sense of family business (Sorenson, 1999). Another type of dispute that can infiltrate a family business is of a more interpersonal kind. As family members of the family business have to contend with both the needs of their family and their job responsibilities (Rothausen, 2009), they may also face task disputes (House & Rizzo, 1972).

2.3.4 Leadership and Power

Leadership and power have been explicitly discussed in the family business especially from the entrepreneurship perspective. The history of family business research is closely related to that of entrepreneurship (Sharma et al., 2007). Substantial research efforts have been focused on entrepreneurship literature to understand the characteristics of the founder that allows this very person to initiate new business (Zhao & Seibert, 2006). Family business scholars note that the founder that single-handedly build a business is a myth due to approximately 80 percent of new business are supported by family in term of social capital, manpower, and financial (Aldrich & Cliff, 2003; Chua, Chrisman, & Chang, 2004; Steier, 2007). However, founders play a key role in their companies for an extended time, leaving a long presence that has been felt for decades to come (Davis & Harveston, 1999). It can also be inferred that the founders not only set the principles and priorities that drive their business but also have enough time at work to ensure that their beliefs and preferences are profoundly rooted in the ethos and structures of their businesses (Gagné et al., 2014). Also, they manage both ownership and leadership roles and act as the head of the ruling family as well. With such multidimensional outlets of force spread over long time frames, it is no wonder that the presence of the creator is evident across successive generations (Gagné et al., 2014).

It was also proposed that the activities of Human Resources activities related to the role of the leader of a family business can vary from those of non-family businesses especially related to the evaluation of the remuneration of family and non-family members. Gómez-Mejía, Larraza-Kintana, and Makri (2003) found that family members who served as CEO receive a lower salary than non-family CEOs as the founder of the business perceived that family members must serve the business. Landsberg (1983) also found a similar pattern in which the owners deem it a duty to family members to work for the company and, aggravated by the fear that non-family members would be viewed as favoritism, prefer to overpay them.

2. 4 Organizational Commitment

2.4.1 The Concept of Motivation in Family Business

The concept of motivation comes from anthropology theories that emphasize conception to build the foundation of decision making within an organization (Argandoña, 2008). Motivation has been discovered as a significant predictor of work-related behavior (Lin, 2007). According to the review of the literature there are two main types of motivation that have been widely discussed and tested namely extrinsic and intrinsic motivation (Chen et al., 2018; Putra, Cho, & Liu, 2017; Vallerand, 2000). Extrinsic motivation can be defined as the motivation to perform a particular action with the hope of gaining an external goal or to fulfil an externally inflicted goal, on the other hand the motivation of intrinsic motivation comes from the enjoyment to perform the task (Hennessey et al., 2015).

2.4.2 Organizational Commitment in Family Business

Sharma and Irving (2005) pioneered the use of organizational commitment theory to demonstrate those different motivations for next-generation family members to pursue a job in a family business. Inspired from the corporate engagement literature (Meyer & Allen, 1997), Sharma and Irving (2005) have theorized the antecedents and the consequences of the engagement of various next-generation family members to their family business. Their research shows that, when the personality and job desires of next-generation family members are matched with their family business, an affective or desire-based attachment is experienced. Normative or obligation-based commitment is observed where family aspirations are strong for next-generation members to take over the firm. When members of the next generation are worried about losing their inherited resources or feel a lack of alternative job prospects beyond their family business,

continuance commitment is encountered. In comparison, the affective and normative commitment of the participants of the next generation had lower attrition intentions than those attracted to their family business by continuance commitment (Dawson et al., 2014).

In a similar dual-respondent analysis, Dawson et al. (2014) observed that the family business owner's offspring with affective loyalty were more likely to participate in pro-organizational discretionary activities outside their job description while examining the consequent activities of next-generation participants who enter their family business by varying types of commitment. Also, dependent incentive styles of leadership (Bass & Avolio, 1989) were used both by affective and normatively committed members of the next generation, whereas surprisingly, only normatively committed persons engaging in transformational leadership activities were recruited. In addition to observational research and, to a large degree, supporting the generalizability of the three-component engagement model in the family business (Meyer & Allen, 1997), these experiments broaden the model to the interpretation of the antecedents and the consequences of commitment.

Analysis indicates that this is the "commitment" of family members toward the company that motivates them to be interested in the job (Chirico, Ireland, & Sirmon, 2011). The dedication of family members to their company is said to be a crucial determinant of firm sustainability, growth, flexibility, and even durability (Miller & Le Breton-Miller, 2006; Zahra et al., 2008). Family companies that are distinguished by interpersonal engagement have higher levels of allegiance, interdependence, and collective altruism, which are socially rooted tools that contribute to long-term organizational priorities and the performance of the company (Colbert, 2004; Eddleston, Kellermanns, & Sarathy, 2008). Powerful organizational engagement, combined with a philosophy of stewardship, facilitates strategic versatility that helps family companies to track and adapt to environmental changes (Zahra et al., 2008) which are especially relevant under complex environmental conditions (Eddleston, Kellermanns, & Sarathy, 2008). Family business leaderships show the value of dedication to business as one of the most attractive qualities of next-generation family members (Chrisman, Chua, & Sharma, 1998; Sharma & Rao, 2000). Some claim that high levels of dedication compensate for shortcomings in the capability and overall administrative competence of family members (Aldrich & Langton, 1997). Based on the methodological developments in organizational commitment (Meyer & Allen, 1999), Sharma and Irving (2005) suggested a conceptual structure of commitment that would enable members of later generations to engage in their family business. They distinguished the following bases of commitment: affective (desire-based), normative

(duty-based), and continuance (cost-avoidance based). Their theoretical model suggests that the various modes of dedication would have a significant effect on the focal actions of later-generation participation.

According to Meyer and Herscovitch (2001), commitment is a force that arises as a frame of mind or a psychological condition that drives a person into a course of action that is important to one or more goals. Under this definition, the aims (foci) of the undertaking are the objects or individuals to which one is devoted, whereas the mentalities (bases) apply to the fundamental motivations that generate the undertaking. In this analysis, family companies are the objectives of concern, and we aim to explain the diverse behaviors correlated with the presence of later-generation participants of these firms. Members of the family can work for a variety of reasons for their family company. They may affiliate with the business, feel the burden of family expectations and the need to uphold family priorities and values, or feel that few job options are possible outside the family business.

Meyer and Allen (1991) distinguished commitment into three categories namely affective commitment, normative commitment, and continuance commitment. This definition is rooted in the thinking of need, duty, and the prevention of costs, respectively. Family members that exhibit affective commitment (based on an attitude of desire) firmly believe in the mission and aims of the business and are willing to make a meaningful contribution to organizational results. Family members that exhibit strong normative commitment (based on a sense of duty) understand the obligation to conform to external societal values and standards. They may not be negatively conscious of such a responsibility and it is easy to gain immense pleasure from meeting goals and establishing good social ties with important individuals in their lives, such as close family members.

Family members who conclude that the cost of quitting a family business is too high are exhibiting cost-avoidance experience of continuance commitment (Meyer & Allen, 1991). Sharma and Irving (2005) have theorized two causal causes for continuance commitment following the observational study that has demonstrated this probability (Meyer, Allen, & Gellatly, 1990). They called the mentality of "having to" stay inside the family firm because the cost of leaving is prohibitively great as well as the "need to" retain a position in the family firm due to the alleged shortage of alternate job prospects.

2.4.3 Affective Commitment in Family Business

Affective commitment is determined by the individual's "emotional connection to, association with, and participation in the organization" (Meyer & Allen, 1991). Thus, affective commitment is defined by a willingness to pursue a course of action that is important to the goal (Sharma & Irving, 2005). Sharma and Irving (2005) underline that a person with a high degree of affective dedication to an organization displays deep confidence, acceptance, and excitement in the aims of the organization. These people have a deep incentive to contribute to these purposes since there is a sense of convergence between corporate and individual purposes. Such coordination, in particular, contributes to the assumption that an individual's job goals can be fulfilled in the sense of an organization.

The relationship between these entities and the company is considered to be founded on an open and ended exchange rather than a tightly oriented transaction contract (Morrison, 1994). Drawing from political theory, Van Dyne, Graham, and Dienesch (1994) defined such relationships as "covenantal" since they are marked by reciprocal confidence, shared principles, and the achievement of common ends that are not predetermined. These individuals describe their work responsibilities in a large and versatile manner (Morrison, 1994) and appear to be secure in their abilities to make a meaningful contribution to the organization.

The traditional use of the word "commitment" in the family business literature is consistent with the concept of affective commitment as used in the organizational commitment. For example, Handler (1989) concluded that dedication to family business continuation exists when a family loves a business and can work together to ensure its survival. This family value is converted into the operational norms of the family and is exercised by exchanging, supporting, and participating in family members within the business sense.

Affective commitment is of particular significance in the sense of family businesses. For example, family firms are distinguished by long-term orientation (Chua et al., 1999; Klein et al., 2005). In comparison, they have a greater ability to maintain their workers even in times of economic recession (Lee, 2006). Overall, this is likely to lead to greater confidence, a sense of job stability, and a higher degree of emotional engagement (Astrachan & Kolenko, 1994; Le Breton-Miller & Miller, 2006). Fostering the affective loyalty of non-family workers is important, as family companies may have drawbacks in recruiting new hires and therefore need to focus more on current employees

(Michael-Tsabari, Lavee, & Hareli, 2008). Besides, recent studies suggest that the affective engagement of non-family workers is favorably linked to the viability and longevity of family businesses (Vallejo, 2009).

Unlike the normative or continuance commitment construct, affective commitment is known to be a clearer indicator of various organizational consequences (Mercurio, 2015). Emotional loyalty applies to the relational connection to the company (Meyer & Herscovitch, 2001). This principle is much more prevalent within family businesses, as the traditional use of the word 'commitment' in family business literature is synonymous with the meaning of affective commitment as used in the corporate commitment literature (Sharma & Irving, 2005). This is demonstrated by the simple family mentality that values a company better than we would find in non-family companies and that this is translated into a deep desire to collaborate with workers to meet the goals (Knezović & Greda, 2020). As Mercurio (2015) states, affective commitment is the foundation of organizational commitment. Employees who show an affective commitment believe that they belong to the organization and are much more likely to participate in corporate tasks, comply with organizational priorities, and ultimately remain with the organization for the maximum period (Rhoades, Eisenberger, & Armeli, 2001). In addition, affective commitment contributes to their increased desire to work as family employees (Chirico et al., 2011). Mura et al. (2021) also found that family employees exhibit a more balanced approach toward economic gain and moral fulfillment because of affective commitment.

2.4.4. The Antecedents of Affective Commitment in Family Business

Affective commitment is supposed to arise as individuals associate with the company and/or perceive an alignment between their job goals and business prospects (Sharma & Irving, 2005). Dawson et al. (2015) found that there are two main antecedents of affective commitment, namely identity alignment and career interest alignment.

2.4.4.1 Identity Alignment

Based on the Social Identity Theory by Tajfel and Turner (1985), individuals hold multiple identities and identify themselves and others in social categories. When a deep association with an entity exists, people take the purposes of the organization as their own and can even believe like they personify the organization (Ashforth & Mael, 2004). Within the context of family businesses, many family members were found to acquire their sense of self and personality from their businesses (Rosenblatt et al., 1985). The family business is an important center of action in the life of family members, including those who use the

firm to establish their position in their families and the broader world (McGivern, 1978). Members of the senior generation of family businesses have been observed to express, both verbally and non-verbally, their interest of, attachment to, and pleasure at having chosen a career in their family business (Levinson, 1971). Such behavioral modeling by the senior generation will have a strong impact on the sense of achievement and reputation of the next generation of the family business.

Since family businesses are, by definition, marked by deep family engagement, it is also common for family members to associate with business (Sharma, Chrisman, & Gersick, 2012). When work and family affairs are tightly intertwined like they are in family companies, individuals frequently derive their position in the world and their sense of self and identity from this enterprise (James, Jennings, & Breitkreuz, 2012). In many cases, senior generation family members devote tremendous attention to instilling the sense of accomplishment, success, and happiness of later-generation members in the family business (Miller & Le Breton-Miller, 2006). This, in essence, allows younger members to associate with the firm, to be proud of their legacy, and to feel a willingness to remain in their family company.

It is also noteworthy that, in the context of organizational commitment, affective commitment and identity are rather conceptually related (Riketta & Van Dick, 2009). In the family business sense, individuals who are closely associated with the family firm almost see the firm as an extension of themselves and their family name (Dyer & Whetten, 2006). As a result, they will cultivate a deep desire to keep the company and maintain it for future generations. Organizational identification philosophy, based on the long-lasting and idiosyncratic fundamental elements of an organization which define “who are we in the organization?" (Albert & Whetten, 1985) may better illustrate how family ownership and influence may anchor the identity of a hybrid company, such as a business, to a business set of values.

2.4.4.2 Career Interest Alignment

In the context of family businesses, a person with a family business background are more likely to pursue a career in a family business (Schröder, Schmitt-Rodermund, & Arnaud, 2011). Families with family businesses will have conventions and standards for the role that family members are supposed to play in the industry, including career as well as leadership (Sharma & Irving, 2005). It is common for children of family business owners to be active in the family business during their childhood and adolescence

(Lambrecht, 2005). In this sense, individuals are introduced to the occupations of their parents in the family sector, which can be used to describe their comfort zone (Sharma & Irving, 2005). Under the organizational sense, persons can be engaging concurrently with separate focal bodies, such as their occupation, their work, or the entity itself (Morrow, 1983; Reichers, 1985). Wiener and Vardi (1980) offered empiric evidence for the parallel presence of job, employment, and organizational engagement, as well as for possible contradictions between these various focal points. As a result, the job priorities and values of the next generation of family members may be associated with or separate from their family businesses. Research on family business successors has shown that, as they see fit between their professional ambitions and the prospects open to them in their family firm, they are keen to seek a professional in these businesses and to dedicate their resources to make a meaningful contribution to them (Handler, 1989; Sharma, 1997).

Later-generation family members, regardless of their feelings about the family or the company as a whole, may or may not have job ambitions that are compatible with the opportunities present within their family firm. However, where the professional goals of family members are properly matched with the work of their family business, they are more likely to show a great deal of energy and desire to make a meaningful contribution to the aims of the company (Salvato et al., 2012). It is common for children of family business operators to be active in the family business during their childhood and adolescence (Lambrecht, 2005). Commitment and trust-based participation are the two distinguishing pillars of family business growth and well-being, resulting in the growth and intergenerational continuity of the business (Ferrari, 2020).

2.5 Filial Piety

2.5.1 Filial Piety: The Old Paradigm

From the western audience perspective, the concept of filial piety may look peculiar due to the concept of the endless attachment from an individual to his/her parent(s) (Gu, 2006). Filial piety is coming from the Confucian philosophy that has been upheld for millennia as the governing principle to regulating Chinese patterns of socialization (Ho, 1989; Ho & Kang, 1984). As the pillar of the Confucian ethic, it goes far beyond merely obeying and respecting one's parents. According to Ho (1994), filial piety mandates how children should act towards their parents, living or dead, as well as towards their ancestors. It justifies total parental control over children and, by implication, the control of those seniors in generational rank over those junior in rank. The veneration of

the elderly, for which Chinese culture has long been known, also owes its ethical foundation to filial piety. Among the social duties of the citizen, those related to filial piety are of utmost importance. Filial duties, both temporal and moral, are specifically prescribed and are obligatory from the time that one is deemed mature enough to be punished until the end of one's life.

Kwan (2000) implies that filial piety has also been addressed concerning one's responsibilities, reverence, loyalty, and responsibility to one's parents. According to classical Confucianism, someone's body is seen as an extension of his/her parents, and family members are conceived as one body (Hwang, 1999; Kwan, 2000). Centered on a study of Chinese classics, Yang (1997) summarized 15 facets of Chinese filial piety, which include:

1. To reverence and respect one's parents.
2. To be dutiful to one's parents
3. To reprimand one's parents with purpose and righteousness
4. To be close to home and able to support one's parent
5. To treat and support one's parents with courtesy and etiquette
6. To satisfy one's parents' ambitions by entering the same profession or vocation
7. To cultivate the public reputation of the parents
8. To cherish the loving remembrance of parental affection
9. To properly entertain parents
10. To allow parents to live against worry and anguish
11. To take care one's parents with a spirit of genuine caring
12. To protect one 's body from injury
13. To bear children and thus to continue the family line
14. To bury the deceased parents with appropriate funeral
15. To make sacrifices to the deceased parents through a ritual.

Inherent in Confucian spiritual teaching is the belief that the younger generation will reciprocate what the elder generation has provided for them (Hwang, 1999). In other words, filial piety mandates a communal and interdependent partnership in which the generations of parents and children take care of each other's physical as well as emotional needs at different periods (Kwan, 2000). These relational structures are grounded in a family system rooted in the principles of Confucianism.

Confucian filial piety is an illustration of a traditionally established intergenerational partnership, while parts of filial piety (such as obedience) are shared

among other societies. Yet filial piety is likely to overshadow all other ethics in terms of its historical durability, the part of mankind under its control, and the overarching and imperative essence of its precepts. The features of intergenerational relationships regulated by filial piety are systemic, lasting, and invariant across contexts within Chinese society (Ho, 1994). The concept also generalizes relations of power outside the intergenerational family relationship but also between superior and subordinate relationships.

Ho (1994) argues that there are two structures, authoritarian moralism, and cognitive conservatism, which act as a connection between filial piety as a Confucian value external to the person and the related psychological functioning internal of an individual. Ho (1989) proposed the construction of patriarchal morality to describe Chinese socialization trends. It embodies two main characteristics of Confucian heritage:

1. The ranking of hereditary authority in the family as well as in educational and socio-political structures
2. The persistence of the application of moral precepts as the primary criterion by which individuals are judged.

Based on the previous explanation, it can be inferred that researchers initially described and assessed filial piety from a one-way viewpoint, claiming that filial piety is an oppressive relationship, requiring children to completely fulfill the desires of their parents, repaying the contributions of their parents, safeguarding family honor, and being responsible for the continuity of ancestral lineage (Shi & Wang, 2019).

2.5.2 Filial Piety: The New Paradigm

As the study of filial piety progresses, the emotional dimension of filial piety has gradually drawn the interest of researchers (Sung, 1995). Yeh (2003) finally created a conceptual breakthrough by combining the aspect of authority and emotionality to propose a new construct called the dual filial piety model. The dual filial model and the dual filial piety scale (the scale that is created to measure filial piety), built based on this model. The dual filial piety model includes two dimensions: (a) reciprocal filial piety, a kind of voluntary support, caring and affection towards one's parents, which is inspired by the good nature of human beings and includes a more balanced, two-way parent-child relationship, and (b) authoritative filial piety, which is motivated by obedience for the child. Reciprocal filial piety exhibits both emotional and spiritual appreciation toward their parents as a form of gratefulness for all the sacrifices and efforts made by the parent(s) to raise their child. In contrast, authoritarian filial piety exhibits a “suppressed” mentality of a

child to obey the wishes of their parent(s) due to seniority (in term ages), social norm, financial dependency, to maintain parent's reputation, and the continuation of family lineage (Yeh & Bedford, 2003).

The dual filial piety model was the most important concept in the next decade, and the dual filial piety scale has become the most commonly used scale in current filial piety research so far. Both stress jurisdiction, as well as parental debt and voluntary repayment (Lum et al., 2016). However, most people no longer view filial piety as an authoritative obligation in the modern era (Chow, 2006; Lum et al., 2016), but rather as an intergenerational sharing of caring needs and care ability in the same parent-child partnership (Lee & Kwok, 2005; Lum et al., 2016). People see this as a means of creating a compromised dedication to treatment. In this respect, children's filial piety towards their parents should be focused on their ability and resources (Whyte, 2004; Lam, 2006) therefore it is perceived that the dual filial piety model has limitations on representing the features of modern filial piety.

The removal of obedience in the parent-child relationship essentially redefines the standard of filial piety (Yan, 2016). In response to that, Lum et al. (2015) has developed a new scale called the contemporary filial piety scale. The contemporary filial piety scale not only indicates a paradigm change from a patriarchal to an inclusive parent-child arrangement in contemporary filial piety but also points out that filial treatment should be focused on the skills and wealth of the offspring (Lum et al., 2015). These points are a representation of the modernity of the contemporary filial piety scale. This scale has two aspects, namely sympathetic reverence, and realistic reverence. Requirements. The former is emotionally loving and a rational fulfillment of parental expectations, accomplished by the exchange of life experiences and knowledge, and not focused on unquestionable respect and glorification (Lum et al., 2015).

The dual filial piety scale, the contemporary filial piety scale, and other measurement instruments, such as the filial behavior scale by Chen et al. (2007) and the filial expectation scale by Wang, Laidlaw, Power, and Shen (2010) that are both focused on relationships between parents and children (Yeh & Bedford, 2003). However, filial piety is not necessarily a parent-child partnership. Adult children who have the primary obligation of filial piety typically have several responsibilities as children, husbands or partners, and parents in the household. Their family services are assigned to three generations rather than two generations (Di & Zheng, 2016). In comparison, adult children often play a variety of social roles (such as workers or managers). According to the principle of conflict positions

(Greenhaus & Beutell, 1985), individuals can't fulfill the various social standards of different contact artifacts at the same time. In this way, the fulfillment of the filial duty would undoubtedly affect the fulfillment of the duties of another position and it is evident in the family business setting.

2.6 The Evidence of Filial Piety in Family Business

Even though filial piety has not yet been explicitly discussed in the family business literature, except for a particular paper that discusses the Confucian value in the family business (Yan & Sorenson, 2004; Yan & Sorenson, 2006), the existence of such behavior is evident. Further review of the literature has proven that there are vivid examples of particular actions conducted by both senior and non-senior family members that can be considered as the act of filial piety. In the Asian family business, the older generation may create more autocratic and strongly enforced personal connections from the junior generation to family business (Yan & Sorenson, 2004; Yan & Sorenson, 2006). This circumstance is the outcome of cultural intervention dictated by Confucian ideas and stresses honouring elders and clan members by providing them with lifelong care (Lum et al., 2016). This high level of obedience is owed to the elders as a "debt of appreciation" for their love, care, and sacrifice in raising the younger family members (Lu, Zhu, & He, 2021).

From the cultural perspective, the sense of "debt of appreciation" among Asian family businesses is connected with the larger "national culture" concept (Gupta et al., 2009). Hofstede (2001) work on the famous cultural dimension theory has become a benchmark to understand the uniqueness of national culture across the world. According to him, there are five cultural dimensions that are evident among people across the world namely; power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity, and short term-long term orientation. The concept of filial piety itself is closely correlated with the sense of collectivism that is evident in Asian communities in which they will do the best to suppress negative emotions and only exhibit positive emotions particularly for the senior members in the family (Mooij & Hofstede, 2011). Moreover, if the collectivist culture is defined by a rigorous devotion to the clan ideal, a considerable power difference between senior and junior family members, and a duty for junior family members to care for their elderly (Bąkiewicz, 2020). Besides that, filial piety concept also evident in the other theory developed by Trompenaars (1993) which describe seven other cultural dimensions namely: universalism-particularism, individualism-communitarianism, neutral-emotional, specific-diffuse,

achievement-ascription, sequential time-synchronous time, and internal direction-outer direction. The notion of communitarianism may be closely related with collectivism that is evident in Asian family business as previously mentioned. The influence of culture for each region in the world may differ from one to another. If Asian culture tends to be more collective in nature, European culture tends to be more individual. Figure 2.2 illustrates the difference between Asian (represented by Indonesia) and European (represented by Hungary) culture based on Hofstede's (2001) five cultural dimensions.

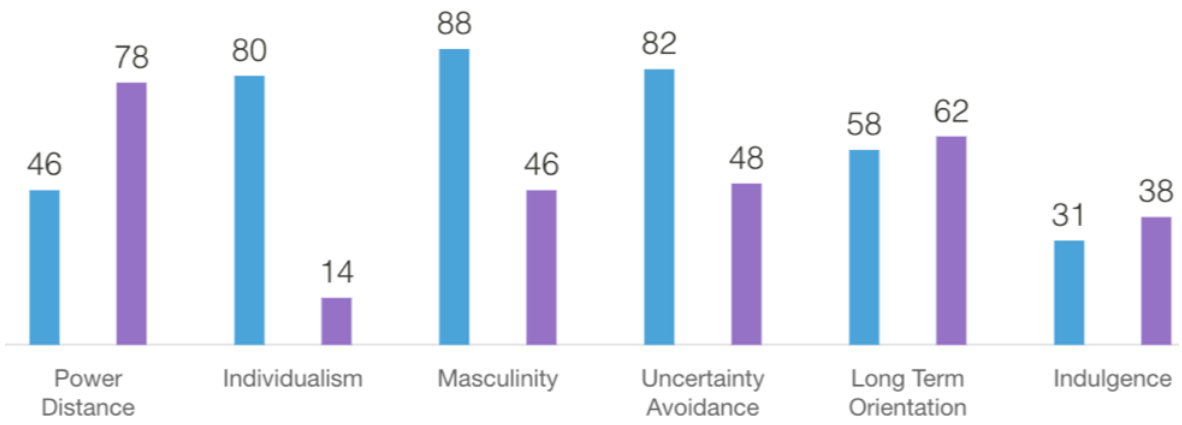

Figure 2.2 Comparison between Indonesia (Purple) and Hungary (Blue) based on Hofstede's (2001) five cultural dimensions.

Source: https://www.hofstede-insights.com/country-comparison/hungary,indonesia/

The concept of dual filial piety by Yeh (2003) has been widely accepted to describe filial piety and by using the concept it can be identified several examples of both reciprocal and authoritarian filial piety. Davis et al. (2010) research could be a good example that reciprocal filial piety in the form of a higher sense of commitment, trust, stewardship perceptions, and lower agency perceptions towards family business leadership exists among family employees. In contrast, their non-family employee counterpart does not exhibit similar behavior towards leadership. According to them, family member employees were slightly more committed to the value of the company than non-family employees. The employee that is committed to the value of the company will respect the ideals of the organization and align with the fundamental goal and purpose of the organization.

Given that family business values are usually strongly associated with the values and principles of the company itself, it is no wonder that company employees have a strong esteem and dedication to the business. Trust was assessed by the readiness of the employee

to be open to the leadership of the family business. Trust plays a major role in employees' expectations of leadership, regardless of the type of employee. It seems that the employees in the family business are happy to be open to the leadership of the company in terms of authority, power, and vision that often perceive stewardship in the actions and attitudes of the leader. Lastly, their analysis of agency behavior also shows an interesting result. Agency is opposed to stewardship, and their analysis has found that workers' views of leadership as self-serving and opportunistic are adversely linked to views of stewardship of those same leaders. Self-serving family members are not effective stewards for either family or non-family workers. As they predicted, family employees are not exhibiting agency behavior toward the leadership that quite contrasts with their non-family employee counterparts that exhibit such behavior.

On the other hand, authoritarian filial piety is also widespread in the paternalistic family business in China, underlining the culture that non-senior family workers are obedient to decisions made by their senior family members in the business (Sheer, 2012). Related situations often arise during a transition in which, sometimes, the descendant of the family business owner does not wish to take control of their parent company but, in other situations, they are forced to do so (Parker, 2016) and also in other cases, the family business owner pressures the successor to imitate the business conduct of the founder as their predecessor (Garcia-Alvarez et al., 2002). Based on these theories, it can be concluded that filial piety provides new insight into the field of family business research to understand the unique actions of non-senior family members of the organization.

Besides the previously mentioned examples further review of literature also shows that the “filial piety-like” element is existing within the family business organization and has been greatly affected the dynamics of family business management and it mostly happens between senior and non-senior family members in the context of the successor selection process (Garcia-Alvarez et al., 2002; Miller et al., 2003; Yan & Sorenson, 2006), personal relationship (Davis & Taguiri, 1989; Kandade et al., 2020; Rothausen, 2009), relationship conflict (Machek & Kubíček, 2019; Pieper et al., 2013; Yan & Sorenson, 2004), as well as business funding decision (Au & Kwan, 2009). Finally, these “filial piety-like” elements could be the reason behind the low level of work absenteeism (Block et al., 2014), job satisfaction (Block et al., 2013), and organizational commitment (Lee, Phan, & Ding, 2016) of non-senior family employees.

2.7 Filial Piety, Organizational Commitment, and Turnover Intention of Family Employee

While the relevance of filial piety could not be ruled out in the study of the family business, so far there is no literature in the family business that describes the construct of filial piety that can be applied in family business analysis. As an alternative point of view, the filial piety construct is very useful in family business research to understand the attitude of the non-senior family member in the interpersonal dynamics of a family business, especially related to their loyalty to their organization. Non-senior family employees have always found themselves committed to "serving" their family business for the better benefit of the family, whether or not they want it. It was possible to see the explanation behind this action from the perspective of filial piety. It must be remembered, though, that there has been another scientific discovery made by other family business science researchers that describes the commitment of non-senior family workers in a family business.

A study by Dawson et al. (2015) may be considered as one of the best models to describe the predictors of the family member's later generation involvement operating in the family sector as a non-senior family employee.

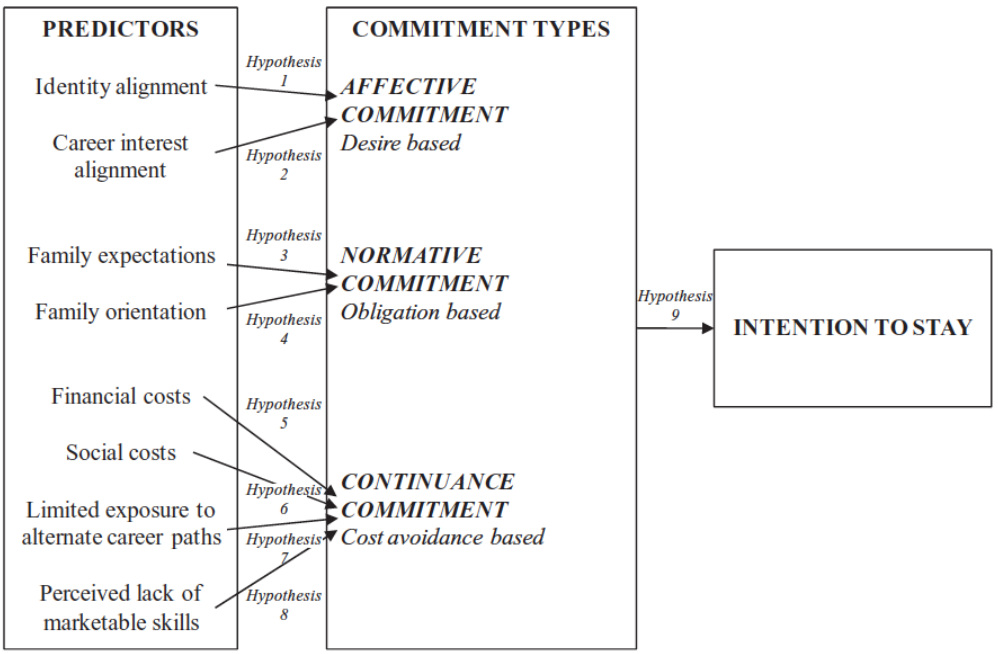

Figure 2.3 The theoretical model of the predictors of later generation family member commitment in a family business and its relation to intention to stay by Dawson *et al*. (2015). Source: Dawson *et al*. (2015) page 4.

As can be seen in Figure 2.7, Dawson et al. (2015) found that identity alignment and career interest alignment positively affect affective commitment. This finding could serve as the theoretical foundation to expand the analysis of filial piety in the family business as identity alignment and career interest alignment are the “internal” psychological factors exhibited by family members. Due to filial piety is more correlated with the “affective” side of the commitment (Qi, 2015; Wang et al., 2017), the analysis of commitment concerning filial piety should be exclusively done within the affective commitment as the extension of relationship between identity and career interest alignment.

The sense of “voluntary submission” that is coming from their hearth as a result of the reciprocal relationship between junior and senior (in which an act of obedience by a junior is "paid" by the seniors with the finest "care" they can provide), as mentioned by Lu et al. (2021), is more related to the affective side of the commitment. The notion is supported by Bergman (2006) whose manifest affective commitment is the emotional relationship an individual has with an organization, defined by affiliation, engagement, and satisfaction of involvement. Hence it can be concluded, even though the emotional relationship is created to “voluntary submission”, the junior family members will eventually be engaged and satisfied with their involvement. Unlike affective commitment, normative commitment is a bond with an organization as a result of obligation that is triggered by social pressure of loyalty (Meyer et al., 2002). The more recent research by Meyer and Parfyonova (2010) propose the notion that normative commitment may not stand alone as a unique variable due to it is influenced by affective commitment (moral duty) and continuance commitment (indebtedness). Hence, affective commitment can be considered as a more “stable” variable that can be used for filial piety analysis.

Lastly, As a result of a spiritual obligation of family members (Beach, 1993), as well as the clear manifestation of cultural value that influences commitment (Hom & Xiao, 2011; Newman & Sheikh, 2012), filial piety may be the cause behind higher levels of commitment and, eventually, the commitment itself will “reduce” the turnover intention of a family business (Lumpkin et al., 2008; Mahto et al., 2020).

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CHAPTER III
COUNTRY DESCRIPTION

3.1 Overview of Indonesia

3.1.1 Economics Overview

Indonesia is an excellent example of a country that successfully recovered from a devastating financial crisis in 1998 and emerged as the new economic powerhouse in Asia. In 1998, almost all of the foundation of Indonesia's economy collapsed, but ten years later Indonesia's economy miraculously recovered (Basri & Rahardja, 2010). As of 2016, the GDP of Indonesia is recorded as the largest in the Southeast Asia region and sits in the 16th place of the largest GDP of the world as depicted in Table 3.1.

Table 3.1 GDP rank of Southeast Asia Region as of 2016.

Countries	ASEAN Rank	World Rank	GDP (Millions of USD)
Indonesia	**1**	**16**	**932,259**
Thailand	2	25	406,840
Philippines	3	35	304,905
Singapore	4	36	296,966
Malaysia	5	37	296,359
Vietnam	6	46	202,616
Myanmar	7	70	67,430
Cambodia	8	106	20,017
Lao PDR	9	113	15,903
Brunei Darussalam	10	125	11,400

Source: The World Bank (2020) *Note*. All data is coming from an online database.

The trend of Indonesia's GDP is also increasing from time to time and the percentage of the change is constantly increasing as can be seen from Table 3.2. From the table, it can be seen that the percentage of change (which constitutes Indonesia's GDP) relatively fluctuates, only the private consumption component steadily increasing. Basri and Rahardja (2010) posit the importance of private consumption as the largest component of GDP, which is unique to Indonesia since other developed countries would rely on export as the main contributor of their GDP. The large market size of Indonesia, which is reflected by its large GDP, has attracted foreign investment to come and heavily invest in numerous sectors.

Table 3.2 The Percentage of Change of Indonesia's Economic Indicators

	2015	2016	2017	2018	2019
Gross domestic product (GDP)	4.9	5.0	5.1	5.2	5.3
Private consumption	4.8	5.0	5.0	5.2	5.4
Government consumption	5.3	-0.1	2.1	4.7	3.6
Gross fixed capital formation	5.0	4.5	6.2	6.5	5.9
Stock building[1]	-0.8	0.6	-0.2	0.7	0.0
Total domestic demand	4.0	5.0	4.8	6.1	5.3
Exports of goods and services	-2.1	-1.6	9.1	5.5	5.6
Imports of goods and services	-6.2	-2.4	8.1	10.3	5.7
Net exports[1]	0.9	0.2	0.3	-0.8	0.1
Other indicators					
GDP deflator	4.0	2.5	4.2	3.8	4.1
Consumer price index	6.4	3.5	3.8	3.5	3.9
Trade balance	0.4	0.8	1.2	-0.5	-0.4
Current account balance	-2.0	-1.8	-1.7	-2.5	-2.5
Government fiscal balance	-2.8	-2.4	-2.5	-2.2	-2.0
Three-month money market rate	8.3	7.2	6.5	6.1	6.8
Ten-year government bond yield, average	8.2	7.6	7.0	7.5	8.6

Source: OECD (2018). *Note*. Reprinted from *The Percentage of Change of Indonesia's Economic Indicators*, by OECD, retrieved from *OECD Economic Surveys: Indonesia 2018*.

3.1.2 Business Environment

Sometimes it is quite challenging for a foreign company that wants to establish its business in Indonesia. The first obstacle of this process is the exhaustive and strict government regulation which overly protects "native" companies by imposing a larger tax on the foreign company, the involvement of Indonesian to their top management, and commitment to using Indonesian made products during their operation here. These strict regulations have created a loophole in bureaucracy and open up an avenue to bribery conducted by the Indonesian officials who handle the administrative process for a foreign company. Figure 3.1 reflects the most problematic factors for doing business in Indonesia and it is not a surprise that the first problematic factor is related to corruption followed by inefficient government bureaucracy. A series of reforms have been conducted to combat corruption and create efficient bureaucracy, however, there are still numerous officials who commit corruption and the bureaucracy is still ineffective.

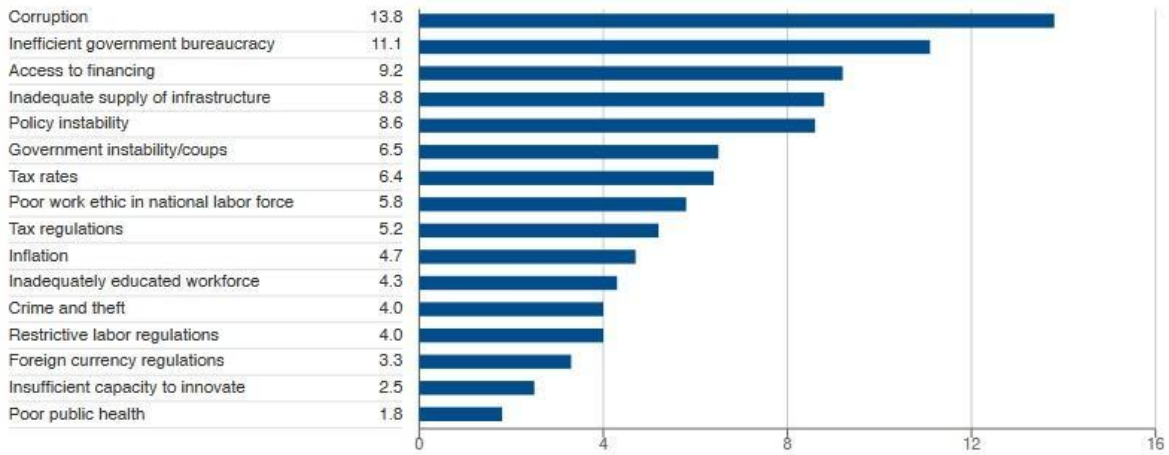

Figure 3.1 The Most Problematic Factor of Doing Business in Indonesia. Source: OECD (2016). *Note*. Reprinted from *Problematic Factor of Doing Business in Indonesia*, by OECD, retrieved from *OECD Economic Surveys: Indonesia 2016*.

In terms of its economic competitiveness, Indonesia is always placed at the bottom of the top 50 list since 2012, thus Indonesia could be considered as a country with a moderately good competitiveness level. Figure 3.2 depicts the overall performance of Indonesia including its "basic requirements", "efficiency enhancer", and "innovation and sophistication".

From the depiction mentioned before, we could conclude that three dominant items shape the index score namely health and primary education, labor market efficiency, and technological readiness. This finding is relevant to the actual situation in Indonesia. Indonesia has the best and generous school system which offers parents zero school fees and other financial assistance to the student. However, their target is vague and often focused on quantity over quality, the second-best item is labor market efficiency. The cost of manpower in Indonesia is very cheap thus there are numerous investors which are interested in investing their money in Indonesia which attracts numerous people to work. However, these industries often offer a job with a "relatively cheap" salary. Lastly, the Indonesian people are ready for the digital revolution thanks to the advent of smartphones. The development of e-commerce is also quite significant as a result of this revolution. There are abundant indigenous and foreign online companies that offer numerous services that operate in this country and, surprisingly, the adoption of the internet for economic activities by the Indonesian is quite fast (Rahayu & Day, 2015; Wahid, 2007)..

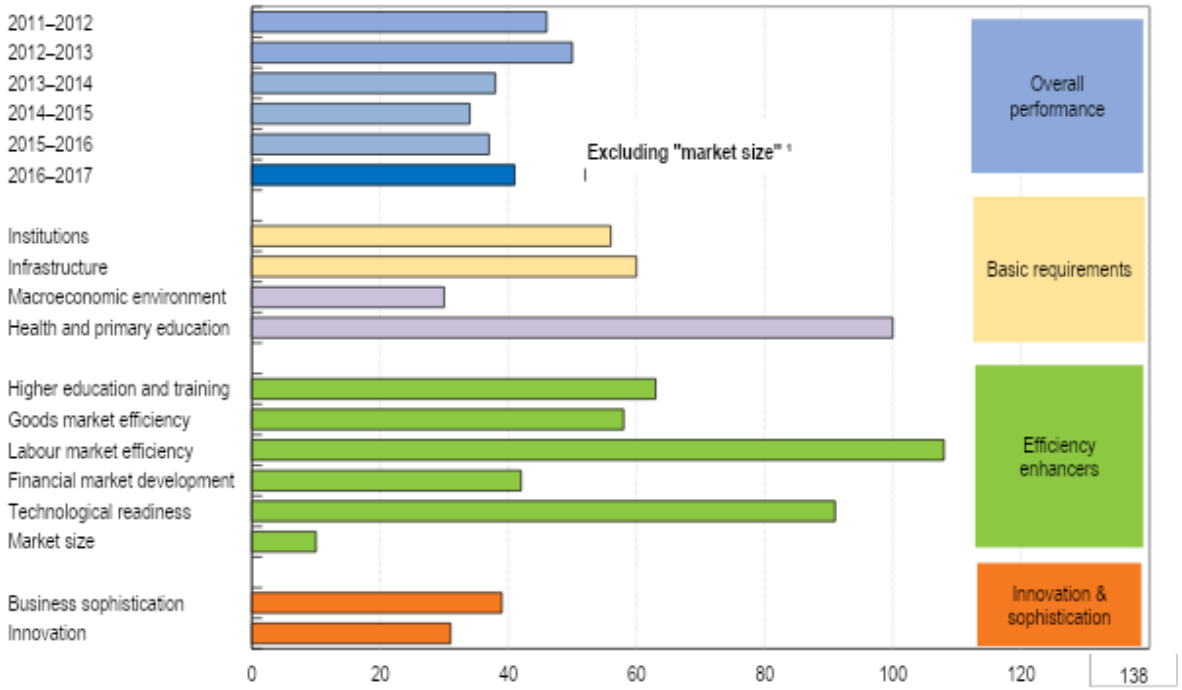

Figure 3.2 Indonesia Global Competitiveness Rankings, Aggregate, and Subcomponents. Source: OECD (2016). *Note*. Reprinted from *Indonesia Global Competitiveness Rankings, Aggregate, and Subcomponents*, by OECD, retrieved from *OECD Economic Surveys: Indonesia 2016*.

One of the economic potentials of Indonesia is its staggering number of populations. In 2017, the number of populations in Indonesia has reached a staggering number of 267,670,543 people (UN DESA, 2020) and this number will increase from year to year. As depicted in Figure 3.3, Indonesia's working-age population is increasing in the near term. Their number is always above the world average and even above high-income countries. However, when it is compared to China and India, Indonesia could not cope with their higher ranks. This finding reflects the demographic bonus as a potential for the economic development of Indonesia. This population could be employed in numerous sectors in Indonesia however we also need to remember that we could not solely rely on the population and set aside the quality development of the manpower. The demographic bonus of Indonesia is only valid if the quality of its manpower is sufficient, however, the demographic bonus would become a demographic catastrophe if the manpower has minimum quality.

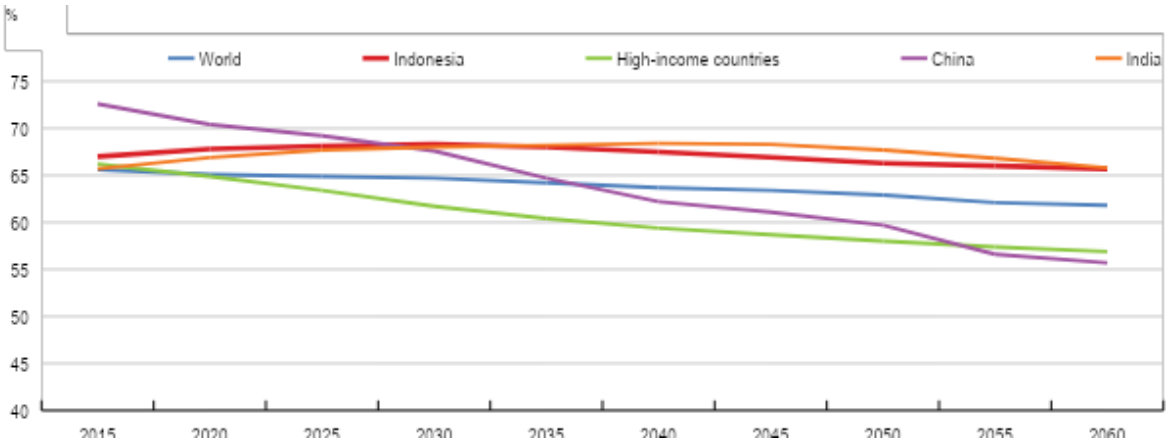

Figure 3.3 Indonesia's Working Age Population aged 15 to 64 years old. *Note*. Reprinted from *Indonesia, China, and India working-age population compared to the high-income countries and world rate*, by OECD, retrieved from *OECD Economic Surveys: Indonesia 2016*.

3.1.3 Family Business in Indonesia

Family enterprises play a key role in influencing the economy of Indonesia and their number is also impressive compared to other countries in the region. Based on the literature, the earliest recorded statistics about family business was presented by Susanto (2000) that explained, at that time, 90% of the large companies in Indonesia are family businesses that contributed to 82% of the country's GDP. Further study that was conducted by Koh, Tong, and Walterman (2012) more than a decade later also found a similar strong trend of family business presence in the Indonesia Stock Exchange in which, family-owned enterprises account for nearly 40% of the market capitalization of the top 125 listed companies in Indonesia with key industries particularly in real estate, agriculture, oil, and consumer goods. The presence of large family businesses listed in the Indonesian stock exchange, again, increased in 2014 numbering 60% of all listed companies (IFC, 2014). The other study that was conducted by Pricewaterhouse Coopers (2014) reveals that the number of family businesses in Indonesia is increasing. According to the study, it is estimated that 95% of all companies in Indonesia could be listed as a family business. Based on the same study, it is also revealed that the total wealth accumulation from this business is at the staggering number of USD 134 trillion which is owned by 40,000 Indonesia's richest people that ironically only represent 0.2% of Indonesia's population. According to the Indonesian stock exchange data, in 2021 the approximation of family business percentage that listed in the Indonesia Stock Exchange is almost the same as 2014, which is around 60% to 70% of all listed companies (IDX, 2021).

The main characteristic of these large Indonesia family enterprises is related to the share ownership that most of them are owned by family members of the original founders and the rest are owned by the external entities (Susanto, 2000). The presence of the family members as shareholders in Indonesia's large family enterprise could be seen both from a positive and negative point of view. Jiang and Peng (2011) found that company with family CEO in Indonesia gain higher stock return than company with non-family CEO that, according to them, reflect the "trustworthiness" and "confidence" effect from the investors that the enterprise is managed by the original family members that will do the best to manage the business accordingly as the enterprise also is the source of their livelihood. On the other hand, further research by Noordin and Law (2008) revealed that the presence of greater family influence in the stock exchange has a negative effect on capital market development (such as stock market capitalization, total share value traded, and number of companies listed) as a result of preferential treatment from the authorities or government that enables market monopoly which eventually harass the minority shareholders through pyramiding activities that reduce their share values (Jiang & Peng, 2011). The argument is also supported by Achmad et al. (2009) that found indications of minority shareholder harassment in Indonesia by the dramatic difference between average ROA for non-family business (7,89%) against family business (1,26%). The similar conundrum also found in the organizational management of the large family enterprise. Oktaviani et al. (2016) found that the sense of "feudalism" in large Indonesian family enterprises exists. According to them, the strong presence of family members in a firm could harm non-family employees if their involvement is the result of lack of trust to the non-family employee by business owners. The non-family members usually are deprioritized from promotion or even receiving larger incentives compared to the family members.

The last characteristic of the large family business in Indonesia is most of them are owned by Indonesian of Chinese Descent. Event though the Indonesian of Chinese Descent only comprise less than 3% of the total Indonesian population, they own almost 70% of private sector assets as well as controlling 80% of the country's largest firms despite continued effort to restrict and discriminate their commercial activities by government and other majority ethnic groups (Carney, 2007). Most Indonesians of Chinese Descent who manage large family enterprises are still practicing Confucian ethics and values in their day-to-day business management practices. Chinese-Indonesian Family Businesses are sharing common culture and direction, exercising cordial relationships as well as consideration for one another, rather than competing within the organization which

can be considered as embodiment of Confucian value in business (Gatfield & Youseff, 2001).

Similar with the large family business enterprise, even though the accurate number cannot be found, the presence of family business in the micro, small, and medium enterprises (MSME) are also significant. According to Christanmas (2021) almost 99.99% of businesses in Indonesia are MSME and MSME has contributed to the employment of 97% of the Indonesia population and contributed to 60% of national GDP.

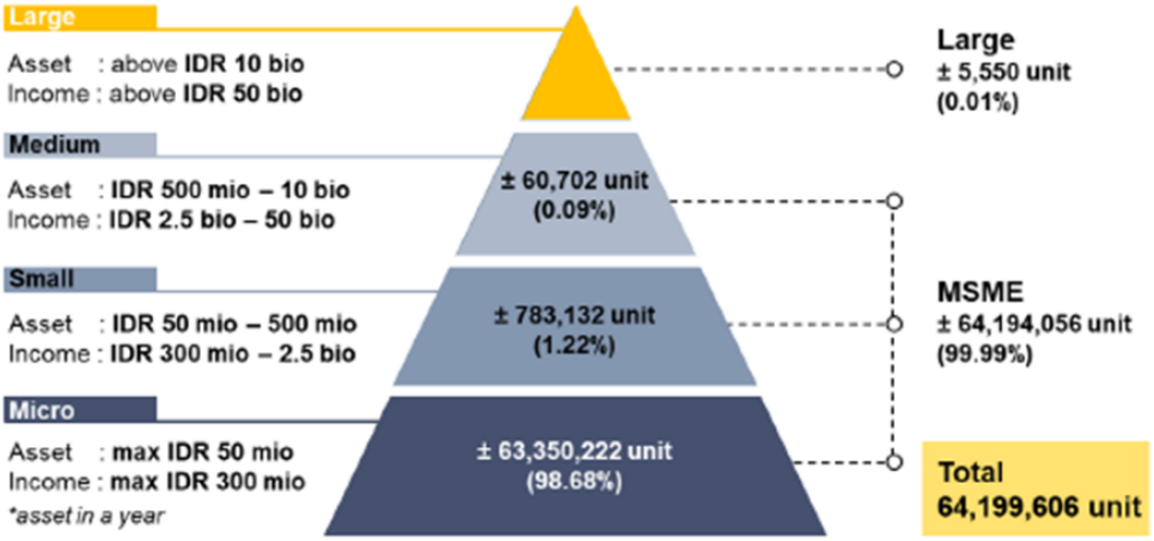

Figure 3.4 The number of micro, small, medium, and large enterprises in Indonesia. Source: Christanmas (2021). Note. Reprinted from *MSME is an important pillar supporting our economy*, by Cosmas Christanmas, retrieved from *Club Taiyo Claris Webinar Series 2021*.

As depicted in Figure 3.4, there are 64,199,606 businesses in the country that can be categorized as MSME and according to Rachmania, Rachmaniar, and Setyaningsih (2012) the majority of Indonesia's MSME is owned and managed by family thus can be considered as family business. The premise is also supported by other previous (family business-related) MSME research in Indonesia which found that many family businesses in Indonesia are MSME (Afriany, Budiarto, & Putri, 2019, Rahadi, 2017; Tirdasari & Dhewanto, 2012). Tambunan (2011) explains that, despite their sheer number, being a "small" enterprise is difficult in Indonesia due to lack of access to funding from banking system (financial) and the difficulties to compete with large enterprise (marketing), thus, to achieve efficiency most of these enterprises are hiring their family members (Rachmania et al., 2012). The level of involvement of the family members in micro and small enterprises are higher even though sometimes they are working without any form of remuneration as

unpaid family workers that mostly work in the informal sector (Pramudya, 2018). From the cultural perspective, most of the MSME in urban areas in Indonesia are owned by the non-native ethnic group who migrate from their homeland to find a better living (Gupta & Levenburg, 2010). When their business has been established in the urban areas, most of these “migrant business owners" are taking their family members to work in the business as a tradition to “look after” their family members and relatives through providing them with livelihood (Pramudya, 2017).

The absence of the exact number of family businesses in Indonesia as well as the limited availability of previous family business research in Indonesia, both for the large enterprise level and MSME level, is reflecting the minimal attention of family business research despite the strong presence and contribution to the economy from family business in the region. The study previously undertaken mostly explores organizational case studies at the company(s) level (Gatfield & Youseff, 2001; Oktaviani et al., 2016; Rachmania et al., 2012; Susanto, 2000; Tirdasari & Dhewanto, 2012; Tsamenyi, Noormansyah, & Uddin, 2008) or financial review of Indonesia's large family business corporation (Achmad et al, 2009; Jiang & Peng, 2011; Noordin & Law, 2008). Hence, this research would be beneficial to family business literature in Indonesia as well as to build a theoretical foundation based on a real case from the largest economy in SouthEast Asia.

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CHAPTER IV
RESEARCH METHODOLOGY

To answer and validate the previously mentioned research questions and hypotheses, separate studies need to be conducted for this research. The first study would investigate the "inner" aspects of filial piety by developing and validating the measurement instruments of filial piety. The second study would test the hypotheses for this research by incorporating the new family business filial piety scale from the first study.

4.1 Study I

The main purpose of Study I is to develop and validate the filial piety measurement instruments for the family business. Based on the review of the literature it is found that the filial piety construct has been defined very well from the perspective of psychological and gerontological science. Due to the non-existence of filial piety scale in the context of family business research as well as any previous research which measures the psychometrics of non-senior family members in a family business, this study would adapt the existing filial piety scale that is relevant to the context of the research. The initial step that needs to be conducted to obtain the appropriate measurement instruments is pooling all existing measurement instruments of filial piety while reviewing the theory. After compiling all available theory of filial piety as well as its measurement instruments, a panel of family business science experts needs to be involved to choose which measurement instruments that can be adopted and relevant with the realm of family business science. The initial pool of items would be later translated to Bahasa Indonesia and tested to a number of individuals to check whether the translation result is understandable to the average Indonesian or not. In this step, a minor or major revision in translation is sometimes needed to maintain the accuracy of the adopted measurement instrument.

If the translation test is successful, the next step that needs to be undertaken is the face validity test (phase 1). Face validity test refers to the degree to which the test tends to assess what it is supposed to measure. A test in which the participants believe that the test items seem to measure what the test is supposed to measure will have good face validity. The face validity test is needed to test the adopted measurement to 30 non-senior family business employees as suggested by Fu et al. (2020) to see if the pre-selected measurement instruments are relevant to their perception of filial piety in the context of day-to-day

interaction with their seniors. The data that is obtained from this phase would be used as the basis of the refinement of the measurement instrument. If the majority of participants feel that a particular measurement instrument is not relevant, it will be omitted and if the participants feel that there is another item that needs to be added, the new item will be added after consulting with the existing literature (to support respondent's argument). and being tested again in phase 2. The result of the face validity test (phase 1) would later be tested again on the other 30 non-senior family business employees to ensure the representativeness of all measurement instruments. This second phase of the test marked the end of the face validity test.

After the face validity testing is successfully conducted, the next step of the test is the content validity test. Unlike the face validity test, Content validity is the degree to which the test objects are equally reflective of the whole domain that the test aims to assess. To determine the validity of the content, face validity items (Phase 2) are subsequently ranked by experts using a 4-point scale ranking of 1 (not relevant) to 4 (highly relevant). Items with index scores below 0.8 will be omitted (Polit, Beck, & Owen, 2007). Finally, the result of content validity testing will be tested through a statistical procedure called the pre-test that will be done in Study II.

4.2 Study II

Unlike Study I, Study II heavily involves statistical calculation and technique. There are three main agenda of Study II that need to be undertaken:

1. To test the validity and reliability of all measurement instruments.
2. To test the predetermined hypotheses in the research.
3. To test the overall theoretical model

The test of validity and reliability is needed to be done to ensure that all measurement instruments for the research are statistically valid and reliable. In this phase, the newly developed filial piety measurement instruments will be tested with other variables in the research model through a questionnaire survey to 30 respondents as suggested by Perneger, Courvoisier, Hudelson, and Gayet-Ageron (2015). All the items are measured by a 5-point Likert scale from strongly agree (1) to strongly disagree (5). Unlike Study I, Study II heavily involves statistical calculation and technique. There are three main agenda of Study II that need to be undertaken:

1. To test the validity and reliability of all measurement instruments.
2. To test the pre-determined hypotheses in the research.

3. To test the overall theoretical model

The test of validity and reliability is needed to be done to ensure that all measurement instruments for the research are statistically valid and reliable. In this phase, the newly developed filial piety measurement instruments will be tested with other variables in the research model through a questionnaire survey to 30 respondents as suggested by Perneger et al. (2015). All the items are measured by a 5-point Likert scale from strongly agree (1) to strongly disagree (5). During the analysis, all the measurement instruments will be tested by using IBM SPSS 26 and if it is found that particular measurement instruments are possessing low validity and reliability scores the item will be omitted as suggested by Pather and Uys (2008). The statistical parameter that is used to determine the validity and reliability of the research is mentioned in Table 3.1.the analysis, all the measurement instruments will be tested by using IBM SPSS 26 and if it is found that particular measurement instruments are possessing low validity and reliability score the item will be omitted as suggested by Pather and Uys (2008). The statistical parameter that is used to determine the validity and reliability of the research is mentioned in Table 4.1.

Table 4.1 Statistical Parameter for Pre-Test

Parameter	**Rule of Thumb**
Kaiser Meyer-Okin (KMO) and Bartlett's Test of Sphericity	More than 0.50 and Sig. less than 0.05
Measure of Sampling Adequacy (MSA)	More than 0.50
Factor Loading of Component Matrix	More than 0.50

Source: George and Mallery (2019) page 244.

After obtaining a valid and reliable scale, the next step of the research is to test the hypotheses to unravel the relationship between tween filial piety, identity alignment, career interest alignment, commitment, and intention to stay to build a new theoretical model. The hypothesis testing phase in Study II would employ another questionnaire survey (called the main survey) as the main method to obtain data with a 5-point Likert scale from strongly agree (1) to strongly disagree (5). The measurement instrument which is used in this study is depicted in Table 4.2.

Table 4.2 Study II Measurement Instrument

Variable	Basis of Adaptation
Filial piety	Yeh and Bedford (2003); Lum *et al.* (2016)
Identity alignment	Dawson *et al.* (2013)
Career interest alignment	Dawson *et al.* (2013)
Affective Commitment	Dawson *et al.* (2013)
Intention to stay	Dawson *et al.* (2013)

Source: Own construction.

This main survey sample would target the non-senior family employee in Indonesia. The result of the main survey would unravel the relationship between filial piety, identity alignment, career interest alignment, commitment, and intention to stay through Structural Equation Modelling (SEM) technique. The relationship between these variables could serve as the basis of a new theoretical framework that explains the effect of filial piety towards commitment and intention to stay with the family business employee. The proposed theoretical framework of this research is depicted in Figure 4.1.

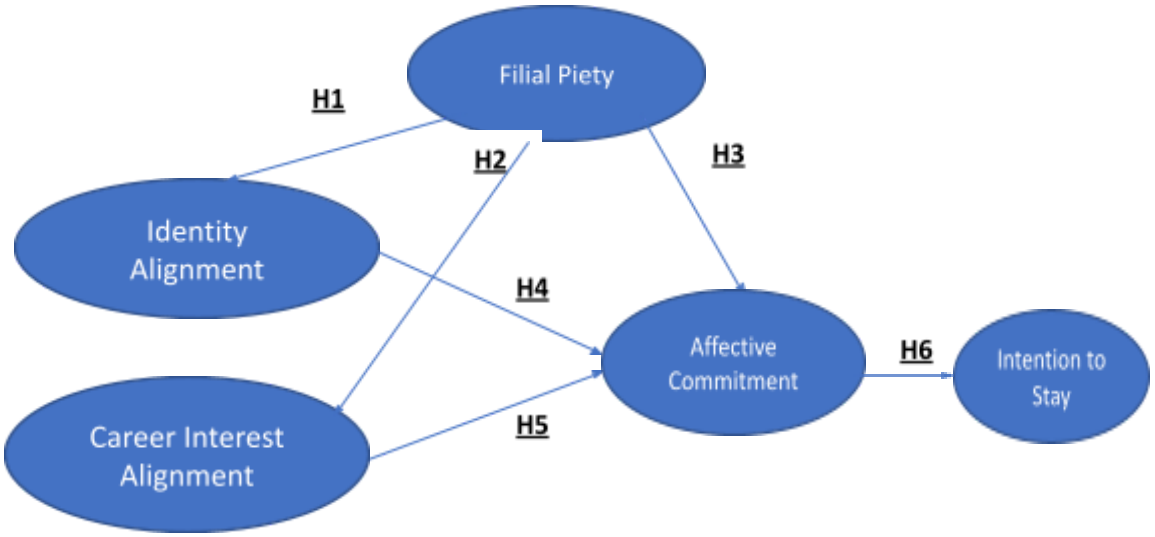

Figure 4.1 Research Model and Hypotheses Development. Source: Own construction.

4.3 Hypotheses Development

As can be seen from Figure 4.1, six hypotheses need to be tested in this research. These hypotheses are developed from the available family business-related theory and supplemented by relevant research findings outside the family business science to explain the relationship between filial piety and other variables that are used in this research.

4.3.1 Filial Piety and Identity Alignment

Filial piety in turn could be the reason why a particular family member identifies themselves as part of the business. The sense of identity alignment is nurtured by their senior family members based on their experience in interacting with the business at their early age as the majority of family business owners in Asia often take their son/daughter to their business premises (Yan & Sorenson, 2004). During the process, their senior family members are often told that the business is the embodiment of the family spirit and even the embodiment of their senior's life (Yan & Sorenson, 2006). The non-senior family member should "look after" and "taking care" the business just like they "taking care" of their parents or other senior family members thus it is an honor for non-senior family members to become part of the "great family business". This situation will nurture the spirit of identity alignment among them. Hence it can be said that the greater filial piety exists among non-senior family members, the greater the identification with the family business. This premise would lead to the first Hypothesis of this research:

> **H1:** Filial piety would positively affect the identity alignment of a non-senior family business employee.

4.3.2 Filial Piety and Career Interest Alignment

Under the organizational context, persons can be engaging concurrently with separate focal bodies, such as their occupation, their work, or the organization itself (Reichers, 1985). The non-senior family members, regardless of their feelings about the family or the company as a whole, may or may not have job ambitions that are compatible with the opportunities present within their family firm. However, when their senior family members are continuously convinced that if the participation of non-senior family members will be highly appreciated as a filial duty, the non-senior member will feel that their service to the company is an obligation (Yan & Sorenson, 2006). A similar situation is evident in the case of the career selection of Chinese University students (Hui, Yuen, & Chen, 2018). This premise would lead to the second Hypothesis of this research:

> **H2:** Filial piety would positively affect the career interest alignment of a non-senior family business employee.

4.3.3 Filial Piety and Affective Commitment

Filial piety has never been identified explicitly as the direct precursor of Affective commitment. However, filial piety could be generalized as part of the Confucian value that

is found to positively affect affective commitment based on research (Chen et al., 2014; Qi, 2015; Huang et al., 2012; Tan & Akhtar, 1998; Wang et al., 2017). Filial piety could be the reason behind a higher level of commitment as a result of moral responsibility from family members (Beach, 1993) as well as the direct embodiment of cultural value that affects commitment (Hom & Xiao, 2011; Newman & Sheikh, 2012). This premise would lead to the third Hypothesis of this research:

> **H3:** Filial piety would positively affect the affective commitment of a non-senior family business employee.

4.3.4 Identity Alignment and Affective Commitment

The relationship between identity alignment and affective commitment is evident. Based on social identity theory (Tajfel & Turner, 1985), people retain multiple identities (for example as a brother, director, and member of the church) and identify themselves and others in social groups. When a deep association with an entity exists, people take the purposes of the organization as their own and personify the organization into themselves (Ashforth & Mael, 2004). Since family businesses are, by definition, marked by deep family engagement, it is also common for family members to associate his/her self with the business (Sharma, Chrisman, & Gersick, 2012). This premise would lead to the fourth Hypothesis of this research:

> **H4:** Identity alignment would positively affect the affective commitment of a non-senior family business employee.

4.3.5 Career Interest Alignment and Affective Commitment

Within the organizational sense, individuals can be engaged simultaneously with different focal bodies, such as their profession, their employment, or the association itself (Reichers, 1985). However, where the professional goals of family members are properly matched with the work of their family business, they are more likely to show a great deal of energy and desire to make a meaningful contribution to the aims of the company (Salvato, Minichilli, & Piccarreta, 2012). This premise would lead to the fifth Hypothesis of this research:

> **H5:** Career interest alignment would positively affect the affective commitment of a non-senior family business employee.

4.3.6 Affective Commitment and Intention to Stay

Committed people tend to have a lower intention of quitting their jobs and voluntary turnover, regardless of the attitude that determines their commitment (Meyer et al., 2002). This commitment may grow before entry (O'Reilly & Caldwell, 1981) and is always apparent in the early stages of employment (Porter, Crampon, & Smith, 1976). According to Sharma and Irvin (2005), affective commitment can cause non-senior family members to participate in the same focal actions as the decision to work in their family business. This premise would lead to the sixth Hypothesis of this research:

H6: Affective commitment would positively affect the intention to stay for a non-senior family business employee.

4.4 Partial Least Square-Structural Equation Modelling SEM (PLS-SEM)

Structural equation modeling (SEM) has become a standard tool in many areas of business study. SEM allows researchers to analyze at the same time a sequence of interrelated dependency relationships between several constructs, defined by multiple variables while accounting for error in measurement (Raykov & Marcoulides, 2012). The capacity of SEM to test relationships incorporated into an interconnected model at the same time has led to its widespread use. However, its application in family business research is still in its infancy. This lag in SEM's implementation is particularly valid for partial least square SEM (PLS-SEM), an alternative to covariance-based SEM, which provides family business researchers with more versatility in terms of data specifications, model sophistication, and relationship specification. The PLS-SEM framework has been designed as a prognostic-oriented approach to SEM that relaxes data criteria and the definition of CB-SEM relationships (Rigdon, 2012). For example, PLS-SEM can accurately approximate very complex models using just a few measurements without forcing distributional assumptions on the results. In short, its statistical properties make PLS-SEM especially useful for exploratory testing settings that are "simultaneously data-rich and theoretical-primitive" (Wold, 1985). However, its abilities also support its use in theoretical testing (Hair, Ringle, & Sarstedt, 2011). As such, PLS-SEM discusses the problems posed by family business researchers who are presented with the growing complexity of theories and cause-effect models, over-reviewed respondents, and diminishing response rates (Sarstedt et al., 2014). According to Sarstedt et al. (2014) PLS-SEM would favour several research setting that is reflected in this research such as:

1. The study purpose is to forecast one or more primary target construct(s) or to classify the most significant antecedent(s) of the target construct(s).
2. The research purpose is mainly exploratory in nature (i.e. the creation of a new theory or the expansion of an existing one).
3. The model consists of many constructs (usually more than five), many path relationships and/or many markers per construct (usually more than 6 per construct).
4. The model consists of formatively measured designs.
5. The plan is to use latent variable scores in future analyses.

The assessment of PLS-SEM findings requires the completion of two steps, which can be seen in Figure 4.2.

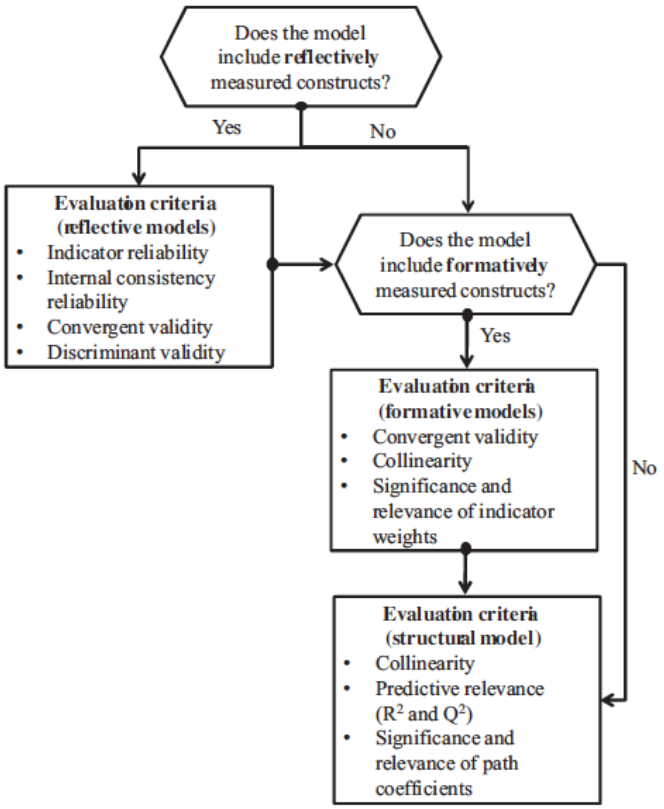

Figure 4.2 PLS-SEM evaluation stages. Source: Sarstedt et al.(2014) page 108.

As can be seen in Figure 4.2, Step 1 evaluates the measurement models, and the analysis varies based on whether the model contains reflective measures (Step 1.1), formative measures (Step 1.2), or both. If the assessment of the measurement model yields adequate results, the analysis would progress to Step 2, which includes evaluating the structural model. In brief, Step 1 explores the theory of measurement, while Step 2 investigates structural theory, which involves deciding if the structural relationship is

important and relevant, and testing hypotheses (Sarstedt et al., 2014). The hypotheses and theoretical model generated from Study II in this research would be tested using Partial Least Square-Structural Equation Modelling (PLS-SEM) analysis by following the previously mentioned procedure. The software that is used to perform the calculation is Smart PLS.

4.5 Research Sample and Survey Design

The research is conducted in Indonesia, that is considered as an ideal place to test the concept of filial piety, as the value of filial piety is not only exhibited by Indonesian Chinese community but also other indigenous culture in Indonesia as well as by all religious followers in the country (Ruslan, 2017). This research is targeting non-senior family employee that is working in the family business. The non-senior family employee themselves should not necessarily be led by their parents. They can be led by their uncle/aunt, grandfather/grand/mother, as well as their in-laws due to, as mentioned by Ho (1994) filial piety also exercise the control from those seniors in generational rank over those junior in rank. The respondents should work in a family business that has been established regardless of the industry but the company should, at least, has been operating for 5 years to ensure the stability of the company. Besides that, the number of employees of the company should not be below 10 people too. The research itself is a questionnaire-based survey that allows respondents to respond to open-ended questions as well as close-ended questions. For the measurement instruments of filial piety, identity alignment, career interest alignment, affective commitment, and intention to stay, respondents will respond with a 5-point Likert scale from strongly agree (1) to strongly disagree (5). There are other combinations of close and open-ended questions in the questionnaire which comprise of respondent's and company's profile. Finally, the questionnaire itself is fully digital and created by using Google Form for the sake of easiness for the respondents to access it as well as to cope with the COVID-19 pandemic in Indonesia that would not allow a face to face interaction between respondents and author.

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CHAPTER V
RESULTS

5.1 Study I

5.1.1 Item Pooling

The initial step that needs to be conducted to obtain the appropriate measurement instruments is pooling all existing measurement instruments of filial piety while reviewing the theory. After compiling all available theory of filial piety as well as its measurement instruments, a panel of two top Indonesian family business researchers (based in Jakarta and Yogyakarta) that is supported by one organizational psychology expert (based in Yogyakarta) are invited to review the result to develop an initial pool of measurement instruments and selected for further refinement process through a brainstorming technique. All the process was conducted online to cope with COVID-19 pandemic.

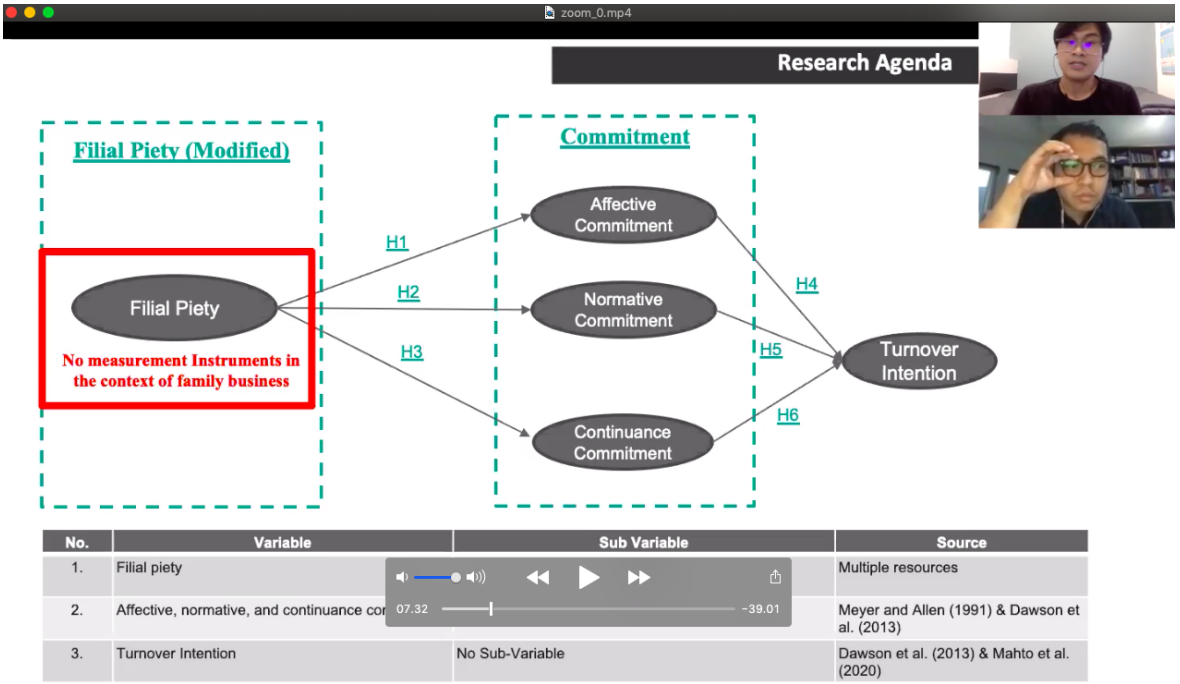

Figure 5.1 Screenshot from Zoom Call during item pooling phase. Source: Own documentation.

The selection of the scales are based on several considerations which related to the context of the study itself such as the measurement instrument has been empirically supported as a valid measurement to measure filial piety across culture, the location of the previous research is conducted in Asia, the point of view of the measurement scale is from the filial perspective (non-senior family members), the multidimensional nature of the

construct, as well as the applicability with the context of the behavior of non-senior family members in the family business organization.

Based on the aforementioned criteria, two existing measurement instruments can be used for this research. The first measurement instrument is the Dual Filial Piety scale that is developed by Yeh and Bedford (2003) that comprises 16 items, and the second measurement instrument is the contemporary filial piety scale by Lum et al. (2016) that comprises 12 items. The discussion to combine both scales has been considered carefully given the fact that, even though Yeh and Bedford (2003) measurement instruments are the widely used and accepted instruments to measure filial piety, their scale is lacking the capability to adapt with the recent modern development of parent-child relationship as nowadays most people no longer view filial piety as an authoritative obligation in the modern era (Chow, 2006; Lum et al., 2016), but rather as an intergenerational sharing of caring needs and care ability in the same parent-child partnership (Lee & Kwok, 2005; Lum et al., 2016). The contemporary filial piety scale by Lum et al. (2016) has captured the paradigm change from a patriarchal to an inclusive parent-child arrangement in contemporary filial piety but also points out that filial treatment should be focused on the skills and wealth of the offspring (Lum et al., 2015). These points are a representation of the modernity of the contemporary filial piety scale. Nevertheless, after carefully discussing with family business scholars from Indonesia, as a matter of fact, authoritarian filial piety still dominates in Indonesia. Hence, the best approach to cope with the situation is combining both scales through an immaculate refinement procedure into a single filial piety variable. The variables and measurement for this research can be seen in Table 5.1.

Table 5.1 The Original Measurement Instruments from Yeh and Bedford (2013) and Lum et al. (2016)

No.	Variables	Measurement Instruments
	Yeh and Bedford (2013)	

1.	Reciprocal Filial Piety	• Be frequently concerned about my parent's health condition. • Talk frequently with my parents to understand their thoughts and feelings. • Be frequently concerned about my parent's general well-being. • Be concerned about my parents, as well as understand them. • Support my parents' livelihood to make their lives more comfortable. • Be grateful to my parents for raising me. • Hurry home upon the death of my parents, regardless of how far away I am. • Take the initiative to assist my parents when they are busy.
2.	Authoritarian Filial Piety	• Take my parents' suggestions even when I do not agree with them. • Let my income be handled by my parents before marriage. • Disregard promises to friends in order to obey my parents. • Give up my aspirations to meet my parents' expectations. • Do whatever my parents ask right away. • Avoid getting married to someone my parents dislike. • Have at least one son for the succession of the family name. • Live with my parents (or parents-in-law) when married.
Lum et al. (2015)		
1.	Pragmatic Obligation	• Arrange care for parents when they can no longer care for themselves. • Provide financial subsistence to parents when they can no longer financially support themselves. • Arrange appropriate treatment for parents when they fall ill. • Attend parents' funerals no matter where I am. • Visit parents regularly if I am not living with them • Be thankful to parents' nurturing.

2.	Compassionate Reverence	• Try my best to achieve parent's expectation. • Always be polite when talking to parents. • Try my best to complete parent's unachieved goals. • Always care about parents' well-being.
3.	Family Continuity	• Have at least one child to carry on the family lineage. • Have a child to ensure family continuity.

Source: Own documentation.

Before both measurement instruments from Yeh and Bedford (2013) and Lum et al. (2016) would be refined through several steps of procedures, the panel experts suggest to combine measurement items that have similar meaning as well as to split one measurement items that comprise of two different aspects. The list of measurement items that be combined and diverged is can be seen in Table 5.2.

Table 5.2 List of Measurement Items that be combined and diverged

Diverged	**Combined**
"Talk frequently with my parents to understand their thoughts and feeling" diverged into: 1. Talk frequently with my parents to understand their thoughts 2.Talk frequently with my parents to understand their feeling	"Be frequently concerned about my parent's health condition" combined with "Arrange appropriate treatment for parents when they fall ill"
"Be concerned about my parents, as well as understand them" diverged into "Be concerned about my parents" and "To understand them".	"Be frequently concerned about my parent's general well-being" combined with "Always care about parents' well-being".
	"Be concerned about my parents" combined with "Arrange care for parents when they can no longer care for themselves".
	"Be grateful to my parents for raising me" combine with "Be thankful to parents' nurturing"
	"Hurry home upon the death of my parents, regardless of how far away I am" combined with "Attend parents' funerals no matter where I am"
	"Have at least one son for the succession of the family name" combined with "Have at least one son to carry on the family lineage"

5.1.2 Translation

As the research is conducted in Indonesia, the initial step of face validity (phase 1) is translation. The original measurement instrument was written in English, hence it needs to be translated to the Indonesian language (Bahasa Indonesia). The translation process would involve a bilingual (English and Indonesian) sworn translator to maintain the quality and the accuracy of the measurement instrument. After translating all of the measurement instruments, the next procedure is to test whether the translation result is understandable to the average Indonesian. The participants of the test will be asked to read all the measurement instruments on a page of a questionnaire with two "radio buttons" ("understandable" and "not understandable"). If the translation result is hard to understand, the participant will select "not understandable" but if the translation result is understandable, the participant will select "understandable". The result of the translation test is satisfactory as all 15 participants of this test mention all questions are understandable.

5.1.3 Face Validity

As previously mentioned in the methodology chapter, the face validity test refers to the degree to which the test tends to assess what it is supposed to measure. A test in which the participants believe that the test items seem to measure what the test is supposed to measure will have good face validity. The face validity test is needed to test the adopted measurement to 30 non-senior family business employees as suggested by Fu et al. (2020) to see if the pre-selected measurement instruments are relevant to their perception of filial piety in the context of day-to-day interaction with their seniors. To cope with the pandemic and to speed up the data gathering process, the author is arranging a zoom call to all 30 respondents so that respondents could immediately answer all the questions through the "share screen" feature in the Google Form that has been prepared before.

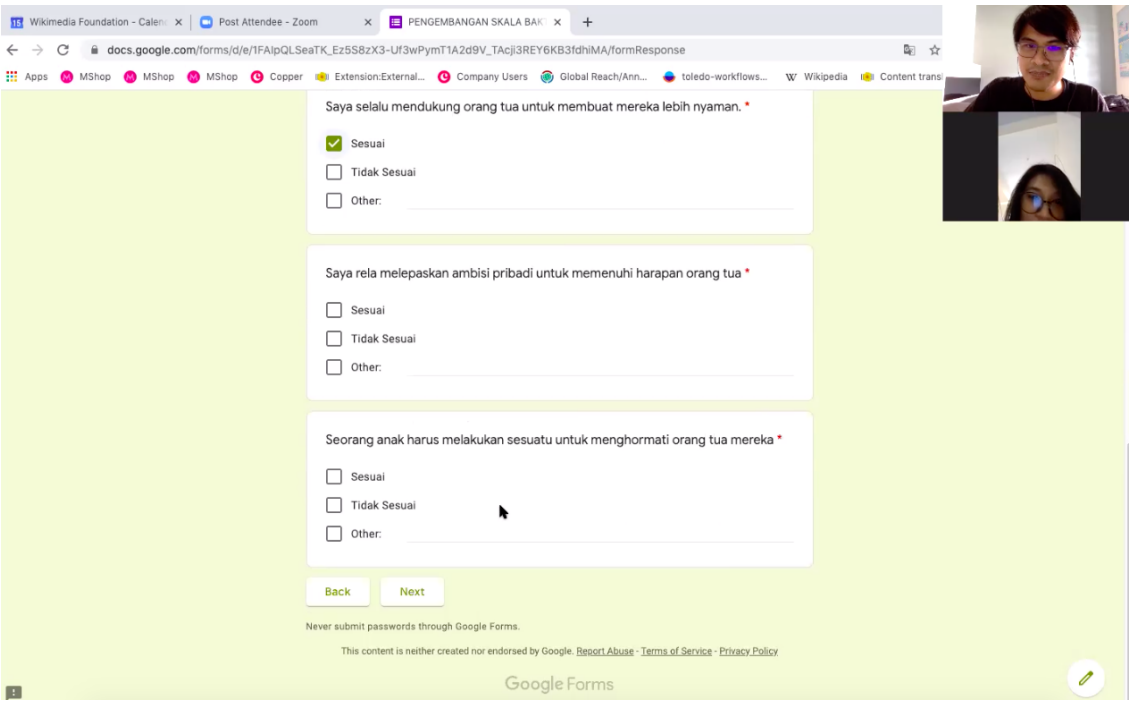

Figure 5.2 Face Validity (Phase 1) screenshot from the zoom call. Source: Own documentation.

According to the respondents who participate in the face validity (phase 1) test, there are 7 questionnaire questions need to be eliminated due to the questions are not relevant in the family business context, these questions are:

1. Let my income be handled by my parents before marriage.
2. Do whatever my parents ask right away.
3. Avoid getting married to someone my parents dislike.
4. Have a child to ensure family continuity.
5. Live with my parents (or parents-in-law) when married.
6. To attend parents funeral immediately
7. To have at least a son to carry family name

The result of the face validity test (phase 1) would later be tested again on the other 30 non-senior family business employees (phase 2) to ensure the representativeness of all measurement instruments. In this second test, the author has successfully contacted 30 non-senior family business employees but this time the author was only able to attend 14 meetings and the other 16 respondents would fill in the questionnaire asynchronously. The result of the second face validity test is satisfactory as all respondents agree that all measurement instruments are representative and no additional items need to be added or omitted.

5.1.4 Content Validity

After the face validity testing is successfully conducted, the next step of the test is the content validity test. Unlike the face validity test, Content validity is the degree to which the test objects are equally reflective of the whole domain that the test aims to assess. To determine the validity of the content, face validity items (Phase 2) are subsequently ranked by experts using a 5-point scale ranking of 1 (not relevant) to 5 (highly relevant) as suggested by Fu et al. (2020). Items with index scores below 0.8 will be omitted (Polit, Beck, & Owen, 2007). In this phase, the author is contacting 3 prominent Indonesian family business researchers and practitioners that have been involved in numerous family business research and providing counseling to numerous family businesses as a panel who ranked the measurement instruments. The members of the panel can be seen in Table 5.2.

Table 5.2 The panel members for content validity test.

No	Name		Short Biography
1.		Alberto Daniel Hanani, S.E., M.B.A	● Senior family business researcher and family business counsellor in Indonesia ● M.B.A from Imperial College, University of London, UK (Chevening Scholar) ● Full time lecturer at University of Indonesia (Jakarta) ● CEO of Sarana Lindung Utama Insurance Co. ● Managing partner of BEDA and co. (Management Consulting)
2.		Drs. Achmad Sobirin, M.B.A., Ph.D.	● Senior family business researcher in Indonesia ● M.B.A from Univ. of the Philippines and Ph.D. (Doctor in HRM) from Univ. Santo Thomas, Philippines.

			● Full time lecturer at Islamic University of Indonesia (Yogyakarta) ● Publish numerous publications in international journals and proceedings
3.		Cosmas Christanmas, S.E, S.Kom, M.M	● Senior family business counsellor and lecturer in Indonesia ● Chairman of Family Business Network (FBN) Chapter Indonesia ● Lecturer at Parahyangan Catholic University (Bandung)

Source: Own construction.

The result of the panel review is satisfactory as there is no item with index scores below 0.8, as can be seen in Table 5.3.

Table 5.3 The Panel Review Index Result for content Validity Test

Items	**Mr. Alberto Daniel Hanani**	**Mr. Achmad Sobering**	**Mr. Cosmas Christanmas**	**Decision**
I am very concerned about the health condition of the senior members in my family who lead this company (FP1).	0.8	1	1	**Accepted**
I am responsible for arranging the care of the senior members in my family who lead this company when they can no longer take care of themselves (FP2).	1	0.8	1	**Accepted**
I often communicate in all matters work and non-work with the senior members in my family who lead this company to understand their thoughts (FP3).	0.8	0.8	0.8	**Accepted**
I often communicate in all both work and non-work matters with senior members in my family who lead this company to understand their feeling (FP4).	1	0.8	1	**Accepted**

I care deeply about the welfare of the senior members in my family who lead this company (FP5).	1	1	0.8	**Accepted**
I try to pay more attention to the senior members in my family who lead this company (FP6).	1	1	0.8	**Accepted**
I will do my best to meet the expectations of the senior members in my family who lead this company (FP7).	1	0.8	1	**Accepted**
I tried to understand the wishes of the senior members of my family who run this company (FP8).	1	1	1	**Accepted**
I will support the livelihoods of the senior members of my family who lead this company to make their lives better and more comfortable (FP9).	1	0.8	0.8	**Accepted**
I am very grateful to the senior members in my family who lead this company for raising me (FP10).	0.8	1	1	**Accepted**
I took the initiative to help the senior members in my family lead this company when they were busy (FP11).	1	1	0.8	**Accepted**
I have always been polite when speaking to the senior members in my family who lead this company (FP12).	0.8	1	1	**Accepted**
I always took the advice of the senior members in my family who headed this company even when I disagreed with them (FP13).	1	1	1	**Accepted**
I often ignore promises to friends as a form of obedience to the senior members in my family who lead this company (FP14).	0.8	0.8	0.8	**Accepted**
I am willing to give up my personal ambition to fulfill the expectations of the senior members of my family who lead this company (FP15).	1	0.8	0.8	**Accepted**

I will do my best to realize the unachievable goals of the senior members in my family who lead this company (FP16).	0.8	0.8	0.8	**Accepted**
I will visit the senior members of my family who lead this company regularly if I don't live with them (FP17).	0.8	0.8	0.8	**Accepted**

Source: Own construction.

As can be seen in Table 4.3 all measurement items from the panel review are accepted, thus the filial piety measurement items from content validity phase are ready to be tested for validity and reliability through statistical procedure along with other variables. The overall process of narrowing down the measurement items from Study 1 can be seen in Figure 5.3.

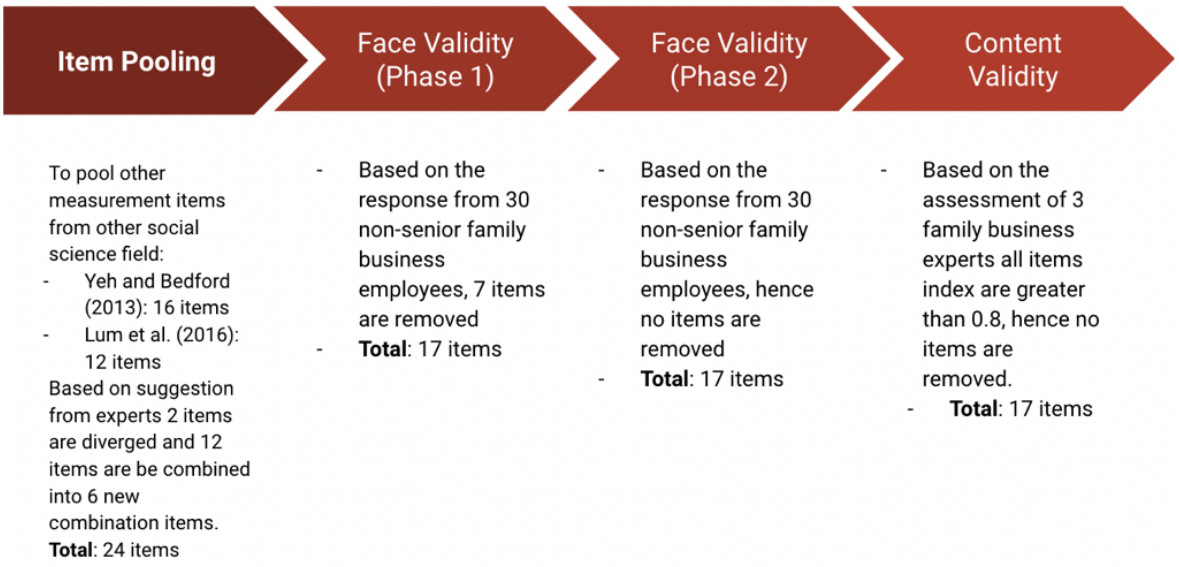

Figure 5.3 The Overall Process of Narrowing Down The Measurement Items in Study 1

5.2 Study II

5.2.1 Questionnaire Design

Before we obtain the primary data in the field, we need to design a concise but insightful questionnaire that captures not only information related to filial piety and other variables to validate the research model, but also other additional information related to the respondents and companies profile. This information would provide valuable insights that can be used as additional findings in this research. After consulting with senior family business experts as well as reviewing literature from numerous sources, it is decided that several additional questions are added to the questionnaire. The questions about the respondent's and the company that is used in this research can be seen in Table 5.4.

Table 5.4 Additional Questions Related to Respondent's and Company's Profile

No.	Question	Open/Closed Question	Scale
Respondent's Profile			
1	Gender	Closed	Male/Female/Other
2	Age	Open	Year
3	Ethnicity	Closed	Javanese, Sundanese, Minangkabau, Chinese, etc.
4	Where do you live (City/Regency)?	Open	City/Regency Name
5	Where do you work (City/Regency)?	Open	City/Regency Name
6	What is your position and role in the family business?	Open	Position and role name
7	How long you have been working in this family business?	Open	Year/Month
8	Did you have another job/profession before joining the family business?	Closed	Yes/No
9	If you have worked in other places, how long (years / months) did you spend your career in your previous job before you joined this family business?	Open	Year/Month
10	Who is the senior family member that owns/leads this company?	Closed	Father, Mother, Grandfather, Grandmother, Uncle, Aunt, Father in-law, Mother in-law, etc.`
11	Do you feel that the family members get "privileges" (preferential treatment) from the owner / leader of this company	Closed	Yes/No

	more than employees who are not family members?		
12	Please mention the examples of "privileges" / special treatment that you get while working at this family business!	Open	Example of privilege
Company's Profile			
1	What business is this family company in?	Open	Type of business
2	How long has this family company been established?	Open	Year
3	What is the total number of employees in this company?	Open	Number of employees
4	Of the previously mentioned number, how many employees are family members of the owner / leader of the company?	Open	Number of family employee
5	What is the approximate turnover or gross income of the family business where you work?	Open	Turnover or gross income amount

Source: Own construction.

Besides the previously mentioned items, the questionnaire would also include the newly developed filial piety measurement instruments as well as the measurement instruments for identity alignment, career interest alignment, affective commitment, and intention to stay that are adopted from Dawson et al. (2015). The details of the measurement is can be seen in Table 5.5

Table 5.5 Identity Alignment, Career Interest Alignment, Affective Commitment, and Intention to Stay Measurements Instrument

Variables	Measurement
Identity Alignment	I support the family business in discussions with friends, employees, and other family members (IA1).
	I find that my values are compatible with those of the family business (IA2).

	I am proud to tell others that I am a part of the family business (IA3).
	I really care about the fate of the family business (IA4).
	Deciding to be involved with the family business has a positive influence on my life (IA5).
	The family business is an important center of activity in the lives of my family members (IA6).
	Most of my friends and associates identify me with my family's business (IA7).
	Our family has been associated with this business for a long time (IA8).
	When someone criticizes the family business, I take it as a personal insult (IA9).
	When I talk about the family business, I usually say "we" not "they" (IA10).
	When someone praises the family business, I take it as a personal compliment (IA11)
Career interest alignment	Working in the family business allows me to contribute to its success through my personal expertise (CIN1).
	Pursuing a career in our family business is all I have ever considered (CIN2).
	I'm not sure I'd find as a good career outside the family business (CIN3).
	I have always wanted to have a career in this business (CIN4).
	I have long aspired to the type of career that is available in my family's business (CIN5).
	The family business offers me the chance to do what I've always wanted to do (CIN6).
Affective commitment	I feel as if my family business's problems are my own (AC1).
	I do not feel a sense of belonging to my family business (AC2).
	I would be very happy to spend the rest of my career with my family business (AC3).
	I do not feel emotionally attached to my family business (AC4).
	My family business has great personal meaning for me (AC5).
Intention to Stay	If I have my own way, I will be working for the family business one year from now (TI1).
	If I have my own way, I will be working for the family business 5 years from now (TI2).
	I am not planning to search for a new job in another organization during the next 12 months (TI3).
	I rarely think of quitting my job in the family business (TI4).

Source: Dawson et al. (2015)

5.2.2 Pre-Test

After the questionnaire is ready the next step that needs to be taken is conducting a pre-test of the questionnaire. The main purpose of the pretest is to test the validity and the reliability of the measurement instruments through a statistical procedure. The test of

validity and reliability is needed to be done to ensure that all measurement instruments for the research are statistically valid and reliable. In this phase, the newly developed filial piety measurement instruments will be tested with other variables in the research model through a questionnaire survey to 30 respondents as suggested by Perneger et al. (2015). All the items are measured by a 5-point Likert scale from strongly agree (1) to strongly disagree (5). During the analysis, all the measurement instruments will be tested by using IBM SPSS 26 and if it is found that particular measurement instruments are possessing low validity and reliability scores the item will be omitted as suggested by Pather and Uys (2008).

5.2.2.1 Validity Test

The validity measurement was carried out by analyzing the data of 30 respondents. In this validity test, the author is using SPSS 26 software and obtaining output from the following statistical measurements; (1) Kaiser Meyer-Okin (2) Measure of Sampling Adequacy (3) Bartlett's Test of Sphericity (4) Anti Image Matrices (5) Total Variance Explained (6) Factor Loading of Component Matrix. The result of the validity test can be seen in Table 5.5.

Table 5.5 The First Validity Test Result for Pre-Test

Latent Variable	Indicators	KMO	Sig	MSA	Factor Loading	Kriteria
Threshold		**≥ 0,5**	**< 0,05**	**≥ 0,5**	**≥ 0,7**	
FILIAL PIETY	FP.1	0.587	0.000	0.608	0.707	Valid
	FP.2			0.727	0.801	Valid
	FP.3			0.434	0.752	Not Valid
	FP.4			0.837	0.775	Valid
	FP.5			0.708	0.832	Valid
	FP.6			0.511	0.094	Not Valid
	FP.7			0.505	0.740	Valid
	FP.8			0.428	0.703	Not Valid
	FP.9			0.827	0.873	Valid
	FP.10			0.490	0.811	Not Valid
	FP.11			0.547	0.891	Valid
	FP.12			0.467	-0.329	Not Valid

	FP.13			0.680	0.738	Valid
	FP.14			0.607	0.865	Valid
	FP.15			0.579	0.857	Valid
	FP.16			0.432	-0.391	Not Valid
	FP.17			0.482	-0.372	Not Valid
IDENTITY ALIGNMENT	IA.1	0.610	0.000	0.703	0.824	Valid
	IA.2			0.792	0.712	Valid
	IA.3			0.512	0.164	Not Valid
	IA.4			0.604	0.908	Valid
	IA.5			0.672	0.818	Valid
	IA.6			0.640	0.809	Valid
	IA.7			0.530	0.336	Not Valid
	IA.8			0.599	0.491	Not Valid
	IA.9			0.427	0.609	Not Valid
	IA.10			0.546	0.685	Valid
	IA.11			0.706	0.440	Not Valid
CAREER INTEREST ALIGNMENT	CINT.1	0.569	0.000	0.590	0.881	Valid
	CINT.2			0.465	0.712	Not Valid
	CINT.3			0.347	0.477	Not Valid
	CINT.4			0.783	0.746	Valid
	CINT.5			0.857	0.899	Valid
	CINT.6			0.385	0.493	Not Valid
AFFECTIVE COMMITMENT	AC.1	0.587	0.000	0.485	0.428	Not Valid
	AC.2_R			0.609	0.872	Valid
	AC.3			0.609	0.796	Valid
	AC.4_R			0.312	0.265	Not Valid
	AC.5			0.695	0.880	Valid
INTENTION TO STAY	TI.1	0.501	0.000	0.500	0.929	Valid
	TI.2			0.513	0.932	Valid
	TI.3			0.269	0.376	Not Valid
	TI.4			0.636	0.751	Valid

Source: Own calculation.

As can be seen from Table 5.5, 18 items are deemed invalid as their scores are not meeting the minimum threshold for validity. To cope with this situation, the best approach to manage this is by omitting the items that are invalid followed by re-running the statistical analysis. The result of the validity test after omitting the invalid items can be seen in Table 5.6.

Table 5.6 The Second Validity Test Result for Pre-Test

Latent Variable	Indicators	KMO	Sig	MSA	Factor Loading	Kriteria
Threshold		**≥ 0,5**	**< 0,05**	**≥ 0,5**	**≥ 0,7**	
FILIAL PIETY	RFP.1	0.693	0.000	0.828	0.767	Valid
	RFP.2			0.790	0.862	Valid
	RFP.4			0.626	0.757	Valid
	RFP.5			0.756	0.875	Valid
	RFP.7			0.723	0.727	Valid
	RFP.9			0.627	0.868	Valid
	RFP.11			0.588	0.856	Valid
	AFP.2			0.821	0.804	Valid
	AFP.3			0.621	0.823	Valid
	AFP.4			0.651	0.894	Valid
IDENTITY ALIGNMENT	IA.1	0.794	0.000	0.896	0.850	Valid
	IA.2			0.741	0.643	Valid
	IA.4			0.745	0.913	Valid
	IA.5			0.903	0.853	Valid
	IA.6			0.823	0.893	Valid
	IA.10			0.664	0.749	Valid
CAREER INTEREST ALIGNMENT	CINT.1	0.709	0.000	0.676	0.896	Valid
	CINT.4			0.809	0.831	Valid
	CINT.5			0.677	0.895	Valid
AFFECTIVE COMMITMENT	AC.2_R	0.726	0.000	0.704	0.886	Valid
	AC.3			0.721	0.876	Valid
	AC.5			0.758	0.858	Valid

INTENTION TO STAY	TI.1	0.596	0.000	0.554	0.964	Valid
	TI.2			0.557	0.957	Valid
	TI.4			0.925	0.711	Valid

Source: Own calculation.

The results of the validity test in Table 5.6 are satisfactory as all of the items are meeting the threshold set for the KMO, MSA, and Factor loading. Before all the items that have been deemed valid in Table 4.6 are used, a reliability test needs to be performed to ensure the aggregate reliability of all variables.

5.2.2.2 Reliability Test

TThe reliability test aims to see the consistency and reliability of the measurement instruments in the questionnaire towards the variables for 30 respondents. The threshold determines the reliability of the variable is through Cronbach's alpha. The threshold for Cronbach's alpha score is 0.70, if it crosses this limit it can be stated as reliable, consistent, and relevant to the variable. The result of the reliability test can be seen in Table 5.7.

Table 5.7 The Reliability Test Results for the Pre-Test

Variable	**Composite Reliability**	**Remarks**
FILIAL PIETY	0.913	Reliable
IDENTITY ALIGNMENT	0.881	Reliable
CAREER INTEREST ALIGNMENT	0.829	Reliable
AFFECTIVE COMMITMENT	0.838	Reliable
INTENTION TO STAY	0.858	Reliable

Source: Own calculation.

As can be seen from Table 5.7, all of the variables are passing the 0.70 limits hence it has been verified that all variables are reliable thus the main survey could be executed. In total, there are 25 measurement instruments/items that are used for hypothesis testing and testing the overall theoretical model.

5.2.3 Main Survey

The main survey is the most crucial stage for the research, and it has two consecutive agenda to follow:

1. To test the predetermined hypotheses in the research.
2. To test the overall theoretical model

To test the predetermined hypotheses in the research, a large survey was conducted to non-senior family member employees in Indonesia. In this section, it will discuss all particular details about the main survey ranging from the criteria of the sample to the overall theoretical model test result.

5.2.3.1 Criteria of The Sample

As previously mentioned in the "methodology" part, there are a set of criteria and parameters to delineate the respondents of this research so that the output of the research would be consistent and exhibit the true condition of the sample. The criteria of the respondent are can be seen in Table 5.8

Table 5.8 The Respondent's Criteria of The Research

No.	Criterion	Parameter	Justification
1	Length of doing business	5 years	Neubauer and Lank (2016)
2	Legal Body (Indonesia Standard)	All companies with accredited legal body according to Indonesian law (U.D, C.V, F.A, P.T, etc.) as well as a valid permit of doing business (TDP, SIUP, NPWP, etc)	Law of The Republic Indonesia Number 3 of 1982
3	Number of employees	Minimum 10 people (non-micro business)	Law of The Republic Indonesia Number 20 of 2008
4	Senior family members who lead(s) the company	Any family members that has seniority relationship with the senior (except husband, wife, little brother/sister, junior cousin, etc.)	Ho (1994)

Source: Own construction.

The next step that needs to be done is determining the size of the sample. The size of the sample is determined according to practical suggestions from Hair et al. (1998) which multiply the number of questions in the questionnaire by 5 to 10 for the case of

determining sample size for an unknown population. To maintain accuracy as well as to ensure that the Structural Equation Modelling (SEM) could be performed, the author has chosen to multiply the number of questions in the questionnaire by 10. Hence, the minimum total sample for this research would be 25 x 10 = 250 respondents.

The research is fully supported by Family Business Network Asia (Chapter Indonesia) thus the majority of respondents in this survey are family businesses from all over Indonesia that are affiliated with this organization. Family Business Network (FBN) Asia is a regional chapter of FBN International, a private non-profit association serving family businesses in 65 countries spanning 5 continents (FBN, 2020).

5.2.3.2 Profile of The Respondents

The enthusiasm of the respondents to participate in the survey during the pandemic was surprisingly high. Thanks to the solid support from FBN Chapter Indonesia, the survey that was initiated from September 24th, 2020 to October 5th, 2020 had recorded 272 participation from non-senior family employees that work in the Indonesian family business. After validating all the criteria, it was found that only 2 respondents were not meeting the criteria (length of doing business for less than 5 years). Thus, the final number of respondents that participated in the main survey was 270 who are coming from 114 family businesses.

The majority of the respondents are male (58.5%) with an average age of 33 years old who are coming from the Javanese ethnic group (31.6%) as well as the Chinese Indonesian (Tionghoa) ethnic group (30.5%) that is led by their father (32.7%) who build their business in Jakarta and Tangerang. Besides that, according to the data, 54.8% of them claim that they have no job before joining the family business, and, interestingly, 69.4% of the respondents claim that they feel that they receive little and no privilege from their senior family members. The more detailed insights from the respondents in the research can be seen in Table 5.9.

Table 5.9 Important Statistics from The Respondents Profile

No	Items	Statistics
1.	Gender	Male: 58.5% Female: 41.5
2.	Age (Average) Born in 1960–1980 (Generation X) Born in 1980–1995 (Generation Y)	33 years old 33% 41%

	Born in 1995–2010 (Generation Z)	26%
3.	Ethnic groups (Majority)	Javanese: 31.6 % Chinese Indonesian: 30.5 % Sundanese: 11.4 %
4.	Position (Average)	Middle Management (Managers) and common staff
5.	Domicile (Majority)	Jakarta and Tangerang
6.	Senior family member that leads the company (Majority)	Father: 32.7% Uncle: 15.4% Mother: 15.1%
7.	Job before joining the family business?	Yes: 45.2% No: 54.8
8.	Privilege?	Yes: 30.6% No: 69.4%

Source: Own calculation.

5.2.3.3 Validity Test with PLS-SEM

Before testing the hypothesis and the overall theoretical model, the result of the main survey needs to be validated first. During this stage, there are two steps of validity tests that need to be performed by observing convergence validity value and Average Variance Extracted (AVE). The software that is used in this stage is Smart PLS.

5.2.3.3.1 Convergence Validity Test

Convergence validity is the inter-variable relationship with the basic principle that all measurement instruments of a construct should be highly correlated. The convergence validity test is obtained from two measurement instruments when the scores obtained are different so that it can be used to measure constructs that have similarities and have a high correlation. Convergent validity tests in PLS-SEM with reflective indicators are assessed based on the loading factor (the correlation between the component's internal score and the construct score) of the indicators that measure the construct (Sarstedt et al., 2014). The result of the convergence validity test can be seen in Table 5.10.

Table 5.10 Convergence Validity Test Result

Variables	Indicators	Std Loading	Decision
Filial Piety	FP.1	0.770096	Valid
	FP.2	0.811086	Valid
	FP.3	0.782896	Valid
	FP.4	0.868497	Valid
	FP.5	0.861474	Valid
	FP.6	0.831029	Valid
	FP.7	0.860257	Valid
	FP.8	0.606700	Valid
	FP.9	0.610307	Valid
	FP.10	0.630161	Valid
Identity Alignment	IA.1	0.870354	Valid
	IA.2	0.883684	Valid
	IA.3	0.832987	Valid
	IA.4	0.842634	Valid
	IA.5	0.799473	Valid
	IA.6	0.860330	Valid
Career Interest Alignment	CIA.1	0.737877	Valid
	CIA.2	0.912206	Valid
	CIA.3	0.908372	Valid
Affective Commitment	AC.1.R	0.770834	Valid
	AC.2	0.901886	Valid
	AC.3	0.902959	Valid
Intention to Stay	ITS.1	0.878918	Valid
	ITS.2	0.932437	Valid
	ITS.3	0.902883	Valid

Source: Own calculation.

Based on Table 5.10, it can be seen that all the questions in the questionnaire are valid because the factor loading value has a value greater than 0.5, so it can be concluded that all question items used in this study are valid.

5.2.3.3.2 Average Variance Extracted (AVE) Validity Test

According to Hair et al. (2019), Average variance extracted (AVE) can be used to calculate discriminate validity. When the condition of the AVE value is greater than the correlation value between the latent variables, which is 0.5, it means that it has reached discriminate validity. The AVE result for this research is can be seen in Table 5.11.

Table 5.11 Average Variance Extracted (AVE) Validity Test

No.	Variable	AVE
1	Filial Piety	0.592857
2	Identity Alignment	0.720273
3	Career Interest Alignment	0.733907
4	Affective Commitment	0.740973
5	Intention to Stay	0.819045

Source: Own calculation.

Based on table 5.11, it can be seen that all variables are declared valid because they meet the required value, namely the value of AVE (Average Variance Extracted) is greater or equal to 0.5. The AVE analysis is the final step of the validity test. The next test that needs to be performed is the reliability test.

5.2.3.4 Reliability Test with PLS-SEM

The reliability test of PLS-SEM is conducted through the observation of Cronbach's Alpha score. The rule of thumb in this stage is that all Cronbach's Alpha scores must have a value greater than 0.7 although a value of 0.6 is still acceptable (Hair, Ringle, & Sarstedt, 2011). It needs to be noted that a valid construct must be a reliable construct, but a reliable construct is not necessarily a valid one. The result of the reliability test can be seen in Table 5.12.

Table 5.12 The Reliability Test Result

No.	Variable	Cronbach's Alpha
1	Filial Piety	0.922579
2	Identity Alignment	0.922121
3	Career Interest Alignment	0.812547
4	Affective Commitment	0.825097

5	Intention to Stay	0.889314

Source: Own calculation.

As reflected in Table 5.12, it can be seen that all the constructs of the measurement instrument's corresponding variable in the questionnaire are reliable because the Cronbach's Alpha value of each variable is greater than 0.6, so it can be concluded that each variable tested in this study is reliable.

5.2.3.5 Evaluation of Measurement Model

Model evaluation is the first crucial part of this research due to it will validate the new theoretical measurement model that is made in this research. The model evaluation analysis would involve the observation of latent variable correlation and Pearson Correlation. The result of the evaluation is illustrated in Figure 5.2.3.5.

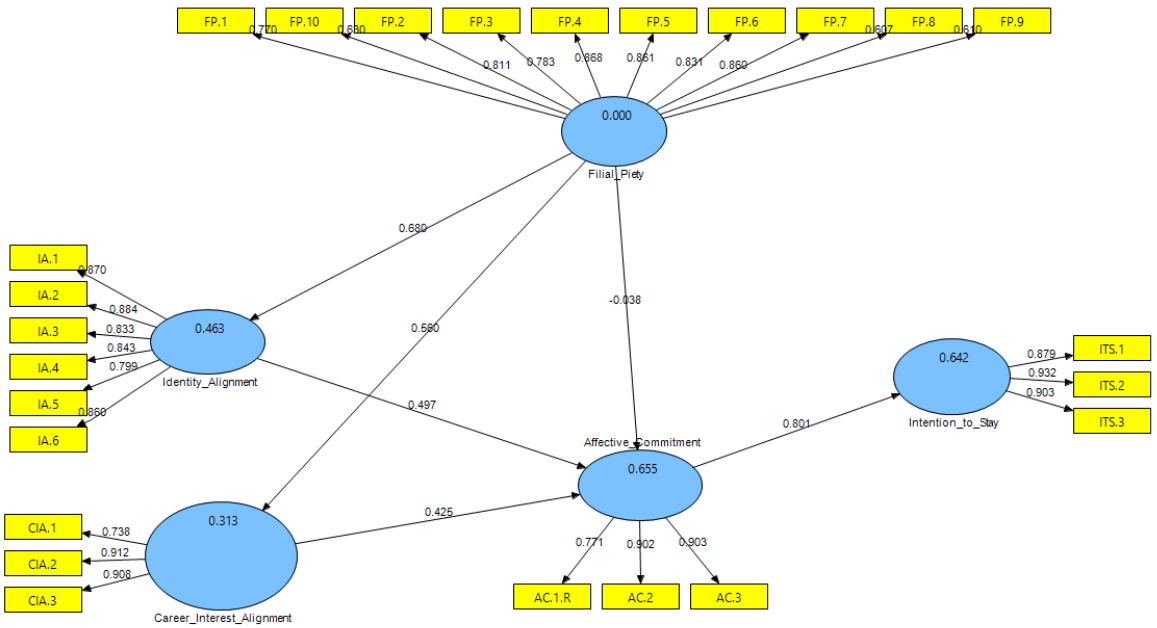

Figure 5.4 The PLS-SEM Output with path coefficient. Source: Own calculation.

Figure 5.4 depicted the correlation between latent variables in the research model. The blue circles in the figure depict all latent variables that are used in the research and the yellow boxes depict the measurement instruments (items) that are in the main survey. Please note that Figure 5.4 depicts the structural regression equation and it is not the final result of the analysis but more like the additional analysis from Smart PLS. In order to reveal the correlation between latent variables, a latent variable correlation analysis needs to be done. Latent variable correlation is used to determine the size and nature of the

relationship between variables in this study. According to Hair et al. (2011), the correlation testing is based on the Pearson Correlation test whereas:

1. R ≥ 0.5, indicates a strong relationship.
2. R <0.5, indicates a weak relationship.
3. R = 0, shows no relationship at all.
4. R = +, shows a unidirectional relationship.
5. R = -, indicates the relationship in the opposite direction.

The result of the Pearson Correlation test of the main survey can be seen in Table 5.13.

Table 5.13 The Pearson Correlation Result of the research

	Affective Commitment	**Career Interest Alignment**	**Filial Piety**	**Identity Alignment**
Affective Commitment	1.000000			
Career Interest Alignment	0.721299	1.000000		
Filial Piety	0.538115	0.559872	1.000000	
Identity Alignment	0.742727	0.638447	0.680394	1.000000
Intention to Stay	0.800937	0.599992	0.433015	0.633173

Source: Own calculation.

As can be seen from Table 5.13 we can see that the majority of correlation from the variables that are mentioned in the theoretical model are positive and significantly correlated namely:

1. Filial piety and Identity Alignment: 0.680 (>0.5)
2. Filial piety and Career Interest Alignment: 0.559 (>0.5)
3. Filial piety and Affective Commitment: 0.538 (>0.5)
4. Identity Alignment and Affective Commitment: 0.743 (>0.5)
5. Career Interest Alignment and Affective Commitment: 0.721(>0.5)
6. Affective Commitment and Intention to Stay: 0.800 (>0.5)

5.2.3.6 Evaluation of Structural Model

After the measurement model evaluation is conducted, the next step to be done is the examination of the structural model. This examination includes the calculation of the path relationship significance as well as to observe the R square (R2) value to see the

results of the structural model evaluation. The value of R2 aims to determine how much the independent variable affects the dependent variable. R2 values for the model can be seen in Table 5.14.

Table 5.14 The R Square Value of the Survey Result

	R Square
Affective Commitment	0.655473
Career Interest Alignment	0.313457
Filial Piety	
Identity Alignment	0.462936
Intention to Stay	0.641501

Source: Own calculation.

The R square value that is depicted in Table 5.14 reflected important conclusions that explain the effect of independent variables in this research that said:

1. The R Square value of the identity alignment model is 0.462936. It means that the identity alignment variable can be explained by the filial piety variable by 46.29% while the remaining 53.71% is explained by other variables that are not included in this study.
2. The R Square value of the career interest alignment model is 0.313457, which means that the career interest alignment variable can be explained by the variable filial piety by 31.34%. While the remaining 68.66 % is explained by other variables that are not included in this study.
3. The R Square value of the affective commitment model is 0.655473, which means that the variability of the affective commitment can be explained by the identity alignment, career interest alignment, and filial piety variables of 65.54%. While the remaining 34.46% is explained by other variables that are not included in this study.
4. The R Square value of the intention to stay model is 0.641501, which means that the intention to stay variable can be explained by the affective commitment variable by 64.15%. While the remaining 35.85% is explained by other variables that are not included in this study.

5.2.3.7 Hypotheses Testing

Based on the previously mentioned analysis it can be said that the theoretical model is valid and reliable with a good measurement model and structural model. The last step of the analysis in this research is testing the predetermined hypotheses. To determine whether a hypothesis is supported or not, the analysis that is done in this stage is observing the path coefficient output and T-statistics from the SEM-PLS as depicted in Table 5.15.

Table 5.15 Path Coefficient (Mean, STDEV, and T-Value)

	Original Sample (O)	**Standard Error (STERR)**	**T Statistics (|O/STERR|)**	**Result**
Affective Commitment → Intention to Stay	0.800937	0.038701	20.695772	Supported
Career Interest Alignment → Affective Commitment	0.425261	0.088545	4.802762	Supported
Filial Piety → Affective Commitment	-0.038342	0.097819	0.391973	Not Supported
Filial Piety → Career Interest Alignment	0.559872	0.086900	6.442720	Supported
Filial Piety → Identity Alignment	0.680394	0.058910	11.549639	Supported
Identity Alignment → Affective Commitment	0.497309	0.096002	5.180199	Supported

Source: Own calculation.

As depicted in Table 5.15, several interesting findings can be elaborated from the path coefficient result Astrachan, Patel, and Wanzenried (2014) has designed the ideal parameter of the critical t-values for a two-tailed test in the context of PLS-SEM application in family business research which are <1.96 (p >.05*), 1.96 (p = .05**), and 2.58 (p = .001***). If it is found that the T-value of a particular path analysis is more than 2.58, it means that the antecedent variable in the "path" is indeed significantly affecting the consequent variable at p = 0.001, and the relationship is not vice versa (Astrachan et al., 2014; Hair et al., 2011; Kock, 2016).

The paths mentioned in Table 4.16 also represent the hypotheses that have been developed for this research. Hence, based on the analysis it can be concluded that:

1. According to the analysis, the T-value for "Filial Piety" "Identity Alignment" is 11.549639 (>2.58). Hence it can be concluded that filial piety is positively affecting identity alignment, thus H1 is supported.
2. According to the analysis, the T-value for "Filial Piety" "Career Interest Alignment" is 6.442720 (>2.58). Hence it can be concluded that filial piety is positively affecting career interest alignment, thus H2 is supported.
3. According to the analysis, the T-value for "Filial Piety" "Affective Commitment" is 0.391973 (<2.58). Hence it can be concluded that filial piety is not affecting career interest alignment, thus H3 is not supported.
4. According to the analysis, the T-value for "Identity Alignment" "Affective Commitment" is 5.180199 (>2.58). Hence it can be concluded that identity alignment is positively affecting the affective commitment, thus H4 is supported
5. According to the analysis, the T-value for "Career Interest Alignment" "Affective Commitment" is 5. 4.802762 (>2.58). Hence it can be concluded that career interest alignment is positively affecting affective commitment, thus H5 is supported.
6. According to the analysis, the T-value for "Affective Commitment" "Intention to Stay" is 20.695772 (>2.58). Hence it can be concluded that affective commitment is positively affecting the intention to stay, thus H6 is supported.

Hypotheses testing is the final step of Study II and also concludes this research. The summary of the research, interpretation of the main results, limitation of the research, as well as the implication (both from theoretical and managerial perspective) would be discussed in the next chapter.

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CHAPTER VI
CONCLUSION

6.1 Discussion

6.1.1 Summary of The Research

The main thesis statement of this research is **filial piety positively affects identity alignment and career interest alignment, in which, both variables also affect affective commitment altogether, and finally affective commitment will affect the intention to stay from a non-senior family employee in Indonesian family business**. This new theoretical model is depicted in Figure 6.1.

Figure 6.1 The effect of filial piety towards the antecedents of intention to stay of non-senior family business employees. Source: Own construction.

The theoretical model that is depicted in Figure 6.1 is built through exploratory research to examine the effect of filial piety as a new construct to supplement the existing theoretical model that is proposed by Dawson et al. (2015). The exploratory research consists of two studies. The first study is needed to validate the available filial piety measurement instruments that are coming from other scientific disciplines, in this case, psychology and gerontology, so that it can be developed and be used in family business research. The output of the first study is the filial piety measurement scale that has been adapted to the context of family business research. The new measurement instrument would be tested in the second study to determine whether it fits to supplement the existing theoretical model by Dawson et al. (2015). The consecutive steps of the analysis to build the theoretical model, as well as the results of the analysis, are explained in Table 6.1.

Table 6.1 Research steps and results.

No	Steps	Methods	Results
Study 1			
1	Item Pooling	1. To pool all existing measurement instruments of filial piety from other disciplines of science. 2. To brainstorm the available measurement instruments with family business researchers and organizational psychology experts.	Two measurement instruments from Yeh and Bedford (2003) that comprise 16 items, and from Lum et al. (2016) that comprise 12 items are selected.
2	Translation	1. To translate the measurement instruments from Yeh and Bedford (2013) and Lum et al. (2016) from English to Bahasa Indonesia by a sworn translator 2. To test the content (whether the translation result is understandable to the average Indonesian) through a survey of 15 ordinary Indonesian respondents.	All participants in this test mention that the questionnaire questions are understandable.
3	Face Validity	1. Phase 1: To test the adopted measurement instruments to 30 non-senior family business employees to see if the pre-selected measurement instruments are relevant to their perception of filial piety in the context of day-to-day interaction with their seniors. 2. Phase 2: To re-test the result of the phase 1 test in order to ensure representativeness to the other 30 respondents.	1. Eight (8) questionnaire questions need to be eliminated due to the questions not relevant in family business context. 2. There are seventeen (17) questionnaire questions that are used in the next phase.
4	Content Validity	The measurement instruments are subsequently ranked by 3 Indonesian family business experts using a 4-point scale ranking of 1 (not relevant) to 4 (highly relevant). Items with index scores below 0.8 will be omitted.	1. The result of the panel review is satisfactory as there is no item with index scores below 0.8 2. There are seventeen (17) questionnaire questions that are used in the next phase
Study 2			
5	Pre-Test	1. The newly developed filial piety measurement instruments will be tested with other variables in the research model through a questionnaire survey to 30 respondents 2. All the items are measured by a 5-point Likert scale from strongly agree (1) to strongly disagree (5). 3. The validity measurement was carried out by analyzing the data of 30 respondents. The statistical parameter that is used in this test are; (1) Kaiser Meyer-Okin (2) Measure of	1. Several items need to be removed to ensure the reliability and validity of the instruments. 2. The final number of questionnaire questions that are used in the next phase are: a. Filial piety: 10 items b. Identity alignment: 6 items

		Sampling Adequacy (3) Bartlett's Test of Sphericity (4) Anti Image Matrices (5) Total Variance Explained (6) Factor Loading of Component Matrix (be tested by using IBM SPSS 26). 4. The reliability test was carried out to see the consistency and reliability of the measurement instruments in the questionnaire towards the variables for 30 respondents. The statistical parameter that is used in this test is Cronbach's alpha (be tested by using IBM SPSS 26).	c. Career interest alignment: 3 items d. Affective commitment: 3 items e. Intention to stay: 3 items
6	Main Survey	1. The software that is used in this stage is Smart PLS 2. The main survey comprises two steps of validity tests that need to be performed by observing convergence validity value and Average Variance Extracted (AVE). 3. The reliability test is conducted through the observation of Cronbach's Alpha score. 4. After the validity and reliability test have been done, model evaluation analysis was performed through the observation of latent variable correlation and Pearson Correlation. 5. After the measurement model evaluation is conducted, the next step to be done is the examination of the structural model through the calculation of the path relationship significance as well as to observe the R square (R^2) value to see the results of the structural model evaluation. 6. The final step of the analysis is to determine whether a hypothesis is supported or not through observing the path coefficient output and T-statistics.	1. All variables and measurement instruments are deemed valid and reliable. 2. The theoretical model is valid and reliable with a good measurement model and structural model. 3. There are 5 hypotheses that are supported (H1, H2, H4, H5, and H6) and 1 hypothesis that is not supported (H3)in this research.

Source: Own construction.

6.1.2 Interpretation of the Main Findings

The research has revealed numerous interesting findings and could be very beneficial to the development of family business theory within the context of Asian culture. Figure 6.2 summarizes the overall findings of this research.

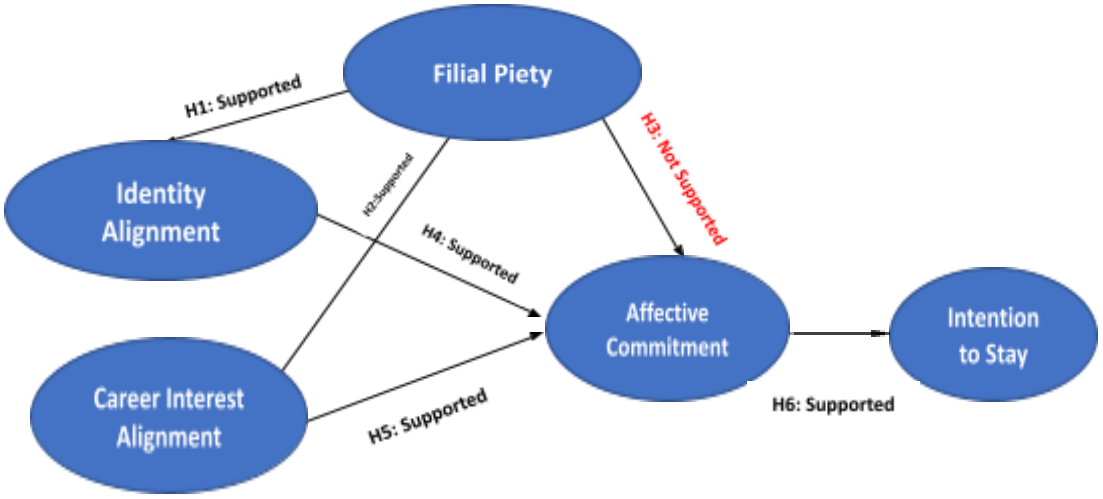

Figure 6.2 Path analysis results and its hypotheses. Source: Own construction.

Figure 6.2 has depicted a new theoretical model that embedded "oriental philosophy" of filial piety that can be used to explain the sense of commitment from non-senior family business employees toward their senior counterpart who leads and owns the business. In turn, this sense of commitment is indeed coming from the filial piety, but it cannot directly influence commitment (H3 is not supported) but rather through identity and career interest alignment as mediator variables (H1 and H2 supported). These findings would confirm the concept of Yan and Sorenson (2006) that mention a family business is the embodiment of their senior's life hence a non-senior family member that has a good sense of filial piety should align their identity toward their business. Besides that, a non-senior family employee would align their career interest as a form of the sense of filial piety that has been proven through empirical research by Hui et al. (2018). The reason why filial piety could not directly affect affective commitment is largely due to the fact that previous research described filial piety not as a single variable but rather as one of the indicators of a more substantial construct of Confucian value (Chen et al., 2021; Wang et al., 2017).

Nevertheless, when revisiting the R^2 results, it appears that even filial piety significantly affected identity alignment as well as career interest variable in a positive way, the "power" of filial piety to "explain" both variables quite minimum as not exceeding 50%. This finding could be the reason why the concept of filial piety only can be applied in the context of Asia culture as the concept of filial piety is not "universally" acknowledged and may not relevant to be brought outside Asia. Even in the context of Asia itself, the "power" of filial piety is not that strong due to there are numerous other

constructs that are more closely related to identity alignment and career interest alignment. Nevertheless, it needs to be noted that even the concept of identity alignment and career interest alignment is a relatively new construct in the family business. This situation, in turn, could open up abundant opportunities to entangle the conceptual aspects of identity alignment and career interest alignment. On the other hand, filial piety could be tested with other variables in the existing theoretical model that has been acknowledged in family business science to find "the best fit".

6.1.3 Theses

The study of family business is still at its inception phase thus it opens up an opportunity to integrate concepts form other disciplines of science to explain phenomena in the management of family business that are exhibited throughout different cultures and geography. Specific to the East Asia family business, most of them still upheld traditional Confucian values that manifested into traits including filial piety. Filial piety has long been considered as the basic principle of Confucian philosophy by Chinese people and overseas Chinese communities including those who reside in Indonesia. Interestingly, the concept of filial piety not only be embraced by Indonesian Chinese community but also other indigenous culture in Indonesia as well as by all religious followers in the country (Ruslan, 2017) hence, the country can be considered as the most appropriate "test bed" for the concept. Based on the interpretation of the main findings, the research has proven that filial piety concept can be used to explain the existence of affective commitment in the "hearth" of non-senior family employees that is mediated by identity and career interest alignment which in turn will lead to their intention to stay in the family business.

1. THESIS.

Filial Piety is positively affecting identity alignment

Filial piety is one of the reasons why a particular family member identifies their selves as part of the business. The sense of identity alignment is nurtured by their senior family members based on their experience in interacting with the business at their early age as the majority of family business owners in Asia often taking their son/daughter to their business premises (Yan and Sorenson, 2004). During the process, their senior family members are often told that the business is the embodiment of the family spirit and even the embodiment of their senior's life (Yan and Sorenson, 2006). The non-senior family member should "look after" and "taking care" the business just like they "taking care" of

their parents or other senior family members thus it is an honor for non-senior family members to become part of the "great family business". This situation will nurture the spirit of identity alignment among them. Hence it can be said that the greater filial piety exists among non-senior family members, the greater the identification with the family business.

2. THESIS.

Filial Piety is positively affecting career interest alignment

Filial piety positively affects the career interest alignment of non-senior family business employees. The non-senior family members, regardless of their feelings about the family or the company as a whole, may or may not have job ambitions that are compatible with the opportunities present within their family firm (Yan and Sorenson, 2004). However, when their senior family members are continuously convinced that if the participation of non-senior family members will be highly appreciated as a filial duty, the non-senior member will feel that their service to the company is an obligation (Yan and Sorenson, 2006). A similar situation is evident in the case of the career selection of Chinese University students in which most of the respondents believe that their career choice is a filial duty that in the end will shape their identity (Hui et al., 2018).

3. THESIS.

Filial piety is not affecting affective commitment

The research has validated that filial piety has never been identified as the direct precursor of Affective commitment. The reason behind this finding mostly related to the fact that filial piety cannot be generalized as part of the Confucian value that is found to positively affect affective commitment (Chen et al., 2014; Qi, 2015; Huang et al., 2012; Tan and Akhtar, 1998; Wang et al., 2017). Filial piety could be the reason behind a higher level of commitment as a result of moral responsibility from family members (Beach, 1993) as well as the direct embodiment of cultural value that affects commitment (Hom and Xiao, 2011; Newman and Sheikh, 2012) through the mediation of identity and career interest alignment.

4. THESIS.

Identity alignment is positively affecting affective commitment

The relationship between identity alignment and affective commitment is evident. Based on social identity theory (Tajfel & Turner, 1985), people retain multiple identities (for example as a brother, director, and member of the church) and identify themselves and others in social groups. When a deep association with an entity exists, people take the purposes of the organization as their own and personify the organization into themselves (Ashforth and Mael, 2004). Since family businesses are, by definition, marked by deep family engagement, it is also common for family members to associate his/her self with the business (Sharma et al., 2012).

5. THESIS.

Career interest alignment is positively affecting affective commitment

The research has validated Reichers's (1985) opinion that individuals can be engaged simultaneously with different focal bodies, such as their profession, their employment, or the association itself. However, where the professional goals of family members are properly matched with the work of their family business, they are more likely to show a great deal of energy and desire to make a meaningful contribution to the aims of the company (Salvato et al, 2012).

6. THESIS.

Affective Commitment is positively affecting intention to stay

Committed people tend to have a lower intention of quitting their jobs and voluntary turnover, regardless of the attitude that determines their commitment (Meyer et al., 2002). This commitment may grow before entry (O'Reilly & Caldwell, 1981) and is always apparent in the early stages of employment (Porter, Crampon, & Smith, 1976). According to Sharma and Irvin (2005), affective commitment can cause non-senior family members to participate in the same focal actions as the decision to work in their family business and this research has validated their previous finding.

6.1.4 Additional Findings

The research also brought interesting additional findings from the respondent's and the company's profile. There are several conclusion that can be drawn from the data:

1. <u>Chinese and Javanese owned family business are the dominant players.</u>

Generally speaking, the Chinese Indonesian has been engaging in the trade sector in Indonesia since the Dutch colonial era. Hence, we can easily find a Chinese family business that has been operating for decades and even millennia (Konning, 2007). The majority of Chinese Indonesian business are medium to large enterprises, in contrast, their Javanese counterpart engages in the micro and small enterprise (Efferin and Hartono, 2015).

2. <u>The majority of respondents are coming from a more patriarchal family business background.</u>

   The culture of patriarchy is very strong in Indonesia (Adiguna, 2015) even though women's rights and emancipation have been acknowledged in the Indonesian constitution. Nevertheless, based on the research, it appears that women's participation as leaders in the family business is evident which supports Ramadani, Hisrich, Anggadwita, and Alamanda (2017) regarding the growing number of female successors in the Indonesian family business.

3. <u>The majority of respondents are working as middle management in the family business.</u>

   It is common for Indonesian family business owners to nurture their non-senior family employees to build their career from bottom to top. Besides that for small and medium enterprises it's very common to muster family members to strengthen the family business, thus most of them are filling the position of middle management (Efferin and Hartono, 2015).

4. <u>The majority of the respondents feel that they don't enjoy privilege as family business employees.</u>

   This finding is interesting as according to the literature (Rademakers, 1998) family employees enjoy particular privileges than their non-family counterparts. The reason why the majority of the respondents are responding the other way around may be related to their feeling of "shyness" if they bluntly stated they receive particular benefit due to their status as family members.

6.2 Theoretical Contributions

From the academic perspective, it needs to be noted that to date only a few pieces of literature that discuss Asian family business as the majority of family business literature is heavily focused on European and American family business (Sharma and Chua, 2013). Moreover, the research that discusses the role of Confucian value in the family business

literature also limited to a particular case such as succession (Chau, 1991; Yan and Sorenson, 2006), conflict (Kwan, Lau, and Au, 2011; Yan and Sorenson, 2004), and organizational management (Gupta et al., 2009; Zhao, 2014; Zheng and Gao, 2020). Given the fact that the discussion on the effect of Confucian values in Asian family business is still in its infancy, the research will shed a light to open a new perspective in the family business science especially related to the role of cultural factors that affects the behavior of family business members.

The novelty of this research is reflected on the filial piety model as to date there is no specific previous research that examines the effect of filial piety on a particular behavior of non-senior family members who work in the family business. The development of this theoretical model would open up the avenue of future research as it could be tested in other countries and regions. However, the result could be different if the model is applied to research in the countries that are not influenced or share similar values in their culture due to the model can be considered "culturally-sensitive" as it is built based on Confucian values.

In addition to that, the research also reinforces the preliminary findings of social interaction between family members in the Indonesian family business. Tsamenyi et al. (2008) have highlighted the importance of culture and social relations in the Indonesian family business through symbolism, collectivism, and rationality in organizational control. Filial piety is indeed the manifestation of the sense of social relation that symbolizes the sense of obedience to their senior for the greater good of the organization. Finally, this research also confirms that Dawson et al.'s (2014) model of the predictor of later generation commitment in the family business is valid and applicable to further development.

6.3 Practical Contributions

The findings of this research are not only beneficial for the academic world but also can be brought to a practical level. In short, the senior family business leader could leverage the possibility of the non-senior family employee staying in the organization through filial piety "channel". Every senior family business leader in Indonesia has the opportunity to nurture their intention to stay by "stimulating" the attributes of filial piety that can be aligned by their identity and career interest alignment. Simple words like "this business are my life", "I will be happy if you could help me to run the business", or "You should be proud to work in a place that carries our family name" would stimulate their sense of identity alignment as well as nurturing career interest and in the end, they will be

“effectively” committed to their position in the family business that leads to less intention to quit their current position.

Besides that, the stimulation of the sense of filial piety in family business could be one of the solutions to cope with the “willing successor” problem that is often faced by Indonesian family business (Ramadani et al., 2017; Tirdasari and Dhewanto, 2012). The willingness of the successor to continue the business that has been built by their predecessor sometimes would bring detrimental effects to the organization if the successor half-heartedly assumes the leadership position (Parker, 2016). Filial piety could be one of the means to strengthen the successor's willingness to take over the business as the successor will feel that it is an honor and their filial duty to continue the business legacy of their beloved predecessors.

6.4 Research Limitation

The main caveat of this research is related to the sample size of the company that was surveyed, thus, it will open up an avenue for future research to enlarge the sample size so that the theoretical model could be validated in the context of a larger sample size. The second caveat of this research is related to the Geographic limitation both at the regional level (South East Asia) and country-level (between provinces in Indonesia). Future research could be done in East Asia or communities that are heavily influenced by the Confucian value (the People’s Republic of China and Taiwan), partially influenced by Confucian value (Singapore, Korea, Japan, and Vietnam), or countries who share similar value in their culture (Thailand, Indonesia, Malaysia, Cambodia, Myanmar, and The Philippines) (Monkhouse, Barnes, & Hanh Pham, 2013).

Lastly, even though the output of this research is a new theoretical model, this “juvenile” theoretical model is created for the context of Indonesia. Indonesia is a country with a strong business community that practices Confucianism and the majority of the native population also exhibits Confucian-like values including filial piety (Sunaryo, 2015). Applying the theoretical model to a non-Confucian influenced region or community may jeopardize the result. Hence, it can be said that a more “global” scale to measure filial piety is needed based on the filial piety scale that is developed in this research. The global filial piety scale could be developed through a new exploratory study as a particular point the element of filial piety also exists in the “western” business philosophy (such as stewardship behavior).

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APPENDICES

Appendix A. Research Questionnaire (Written in Bahasa Indonesia)

KEBERBAKTIAN (FILIAL PIETY) KEPADA ANGGOTA KELUARGA SENIOR DI PERUSAHAAN KELUARGA

Salam Kenal Bapak/Ibu,

Nama Saya Sakti Hendra Pramudya. Saya adalah mahasiswa Doktoral/S3 tingkat akhir di Fakultas Bisnis dan Ekonomi University of Pécs (Hongaria) yang saat ini sedang menyusun disertasi.

Saat ini Saya akan melakukan penelitian mengenai aspek keberbaktian (filial piety) dari anggota keluarga junior (anak/menantu/kemenakan/cucu) terhadap anggota keluarga senior (ayah/ibu/mertua/paman/bibi/kakek/nenek) yang menjadi pimpinan mereka di sebuah perusahaan keluarga.

Jika Bapak/Ibu berkenan untuk membantu Saya, Bapak/Ibu dapat berpartisipasi dalam survei utama ini. Survei ini terdiri dari 8 bagian dan relatif membutuhkan waktu yang singkat untuk menjawab (kurang lebih 5 menit) karena hanya terdiri dari 20 pertanyaan terkait profil responden dan Perusahaan serta 25 pertanyaan untuk survei utama.

Terimakasih banyak atas partisipasi Bapak/Ibu.

Salam hangat

Sakti H. Pramudya
* Required

Profil Responden (Bagian 1 dari 8)

Pada bagian ini dimohon agar Bapak/Ibu dapat menjawab pertanyaan terkait profil Bapak/Ibu. Demi menjaga privasi dari Bapak/Ibu tidak ada pertanyaan terkait nama, alamat, maupun tanggal lahir.

1. Jenis kelamin (pilih salah satu) *

Mark only one oval.

- Laki-Laki
- Perempuan
- Other: _____

2. Usia (di Tahun 2020) *

_____

3. Saya memiliki latar belakang etnis:

Mark only one oval.

- Aceh
- Ambon
- Arab
- Bali
- Banjar
- Batak
- Bima
- Bugis
- Dayak
- Jawa
- Madura
- Makasar
- Manado
- Melayu
- Minangkabau
- Sunda
- Timor
- Tionghoa
- Saya tidak berkenan menyebutkan latar belakang etnis saya
- Other: _____

4. Domisili Tempat Tinggal (Kota/Kabupaten) *

_____

5. Domisili Tempat Bekerja (Kota/Kabupaten) *

_____

6. Jabatan Saya di perusahaan keluarga ini adalah sebagai: *

_____

7. Saya sudah bekerja di perusahaan ini selama (tahun/bulan): *

_____

8. Apakah sebelum bekerja di perusahaan keluarga ini anda memiliki pekerjaan lain? *

Mark only one oval.

- Ya
- Tidak

9. Jika anda sudah pernah bekerja di tempat lain, Berapa lamakah (tahun/bulan) waktu yang anda lalui untuk berkarier di pekerjaan sebelumnya sebelum anda bergabung ke perusahaan keluarga ini? (silahkan ketik "TIDAK PERNAH" bagi yang tidak memiliki pengalaman bekerja di luar perusahaan keluarga ini) *

10. Yang menjadi pemilik/pimpinan di perusahaan keluarga tempat Saya bekerja adalah: *

Mark only one oval.

- Ayah
- Ibu
- Paman
- Bibi
- Kakek
- Nenek
- Other: _____

11. Apakah anda sebagai anggota keluarga mendapatkan "privilege" (perlakuan istimewa) dari pemilik/pimpinan perusahaan ini melebihi karyawan yang bukan anggota keluarga?

Mark only one oval.

- Ya
- Tidak
- Mungkin

12. Sebutkan contoh-contoh "privilege"/perlakuan istimewa yang anda dapatkan selama bekerja di perusahaan ini (jika anda tidak mendapatkan perlakuan istimewa silahkan ketik "TIDAK ADA") *

Profil Perusahaan (Bagian 2 dari 8)

Pada bagian ini dimohon agar Bapak/Ibu dapat menjawab pertanyaan terkait profil perusahaan keluarga tempat Bapak/Ibu bekerja. Demi menjaga privasi dari Bapak/Ibu tidak ada pertanyaan terkait nama perusahaan maupun alamat perusahaan.

13. Bergerak di bidang usaha apakah perusahaan keluarga ini? *

14. Sudah berapa lamakah perusahaan keluarga ini berdiri (dalam tahun) *

15. Berapakah jumlah total karyawan di perusahaan ini? (Silahkan ketik "TIDAK TAHU" jika anda tidak mengetahuinya) *

16. Dari jumlah tersebut, ada berapakah karyawan yang merupakan anggota keluarga dari pemilik/pimpinan perusahaan? (Silahkan ketik "TIDAK TAHU" jika anda tidak mengetahuinya) *

17. Berapakah kira-kira omzet (pendapatan kotor) dari perusahaan keluarga tempat anda bekerja ini ?(Silahkan ketik "TIDAK TAHU" jika anda tidak mengetahuinya)

Keberbaktian (Bagian 3 dari 8)

Silahkan pilih SALAH SATU jawaban yang paling merepresentasikan diri anda pada pertanyaan-pertanyaan dibawah ini:

18. Saya sangat peduli dengan kondisi kesehatan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

19. Saya bertanggung jawab untuk mengatur perawatan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini ketika mereka tidak bisa lagi merawat diri mereka sendiri. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

20. Saya sering berkomunikasi tentang segala hal (terkait pekerjaan maupun non-pekerjaan) dengan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini untuk memahami PERASAAN mereka. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

21. Saya sangat peduli tentang kesejahteraan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

22. Saya akan melakukan yang terbaik untuk mencapai harapan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

23. Saya akan mendukung penghidupan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini agar membuat hidup mereka lebih baik dan nyaman *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

24. Saya mengambil inisiatif untuk membantu anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini ketika mereka sibuk *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

25. Saya selalu menjalankan saran anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini bahkan ketika saya tidak setuju dengan mereka *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

26. Saya sering mengabaikan janji kepada teman sebagai wujud rasa patuh terhadap anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

27. Saya rela meninggalkan ambisi pribadi Saya demi memenuhi harapan anggota senior di keluarga saya (ayah/ibu/paman/bibi/kakek/nenek) yang memimpin perusahaan ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

Keselarasan dengan Identitas (Bagian 4 dari 8)

Silahkan pilih SALAH SATU jawaban yang paling merepresentasikan diri anda pada pertanyaan-pertanyaan dibawah ini:

28. Saya selalu mengekspresikan dukungan Saya terhadap perusahaan keluarga ini dalam setiap diskusi dengan teman, karyawan, dan anggota keluarga lainnya. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

29. Saya menemukan bahwa nilai-nilai yang saya pegang dalam kehidupan saya sesuai dengan nilai-nilai yang dianut oleh perusahaan keluarga ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

30. Saya sangat peduli dengan nasib perusahaan keluarga ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

31. Keputusan Saya untuk terlibat dalam perusahan keluarga ini telah membawa dampak positif dalam kehidupan saya. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

32. Perusahaan keluarga adalah pusat kegiatan yang penting dalam kehidupan seluruh anggota keluarga saya. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

33. Ketika saya berbicara tentang perusahaan keluarga ini, saya biasanya menggunakan kata "kami" bukan "mereka". *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

Kesesuaian Minat dalam Berkarier (Bagian 5 dari 8)

Silahkan pilih SALAH SATU jawaban yang paling merepresentasikan diri anda pada pertanyaan-pertanyaan dibawah ini:

34. Saya memberikan kontribusi terhadap kesuksesan perusahaan keluarga ini melalui keahlian yang Saya miliki *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

35. Saya selalu ingin berkarier di perusahaan keluarga ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

36. Saya telah lama bercita-cita untuk berkarier di posisi yang tersedia dalam perusahaan keluarga ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

Komitmen Afektif (Bagian 6 dari 8)

Silahkan pilih SALAH SATU jawaban yang paling merepresentasikan diri anda pada pertanyaan-pertanyaan dibawah ini:

37. Saya merasakan 'tidak adanya rasa memiliki' pada perusahaan keluarga ini *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

38. Saya akan sangat senang jika bisa menghabiskan sisa karir Saya di perusahaan keluarga ini *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

39. Perusaahaan keluarga ini memiliki makna yang sangat mendalam di pribadi saya *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

Niatan Untuk Tetap Bekerja (Bagian 7 dari 8)

Silahkan pilih SALAH SATU jawaban yang paling merepresentasikan diri anda pada pertanyaan-pertanyaan dibawah ini:

40. Jika Saya mau, Saya akan tetap bekerja di perusahaan keluarga ini satu tahun dari sekarang *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

41. Jika Saya mau, Saya akan tetap bekerja di perusahaan keluarga ini lima tahun dari sekarang *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

42. Saya jarang berpikir untuk berhenti dari pekerjaan saya di perusahaan keluarga ini. *

Mark only one oval.

- Sangat Setuju
- Setuju
- Netral
- Tidak Setuju
- Sangat Tidak Setuju

Saran dan Masukan (Bagian 8 dari 8)

Sebagai bentuk evaluasi dari peneliti, Saya harap Bapak/Ibu bisa memberikan komentar mengenai survey ini. Bapak/Ibu juga bisa melewati bagian ini jika tidak berkenan melanjutkan.

43. Bagaimanakah pendapat anda mengenai survei ini baik dari segi topik maupun konten?

44. Apakah Bapak/ibu bersedia untuk berpartisipasi dalam survey lain maupun wawancara terkait bisnis keluarga?

Mark only one oval.

- Ya
- Tidak

45. Jika Bapak/Ibu memilih "YA", saya mohon bantuannya untuk menulis alamat email atau nomor ponsel anda

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Appendix B. Research Questionnaire (English)

FILIAL PIETY TO SENIOR FAMILY MEMBERS IN FAMILY COMPANIES

Greetings Sir/Madam,

My name is Sakti Hendra Pramudya. I am a final year Doctoral/S3 student at the Faculty of Business and Economics, University of Pécs (Hungary) who is currently writing a dissertation.

Currently I will conduct research on the devotional aspect (filial piety) of junior family members (children/son-in-law/nephew/grandchildren) to senior family members (father/mother/in-law/uncle/aunt/grandfather) who are their leaders in a family company.

If you are willing to help me, you can participate in this main survey. This survey consists of 8 sections and takes relatively short time to answer (approximately 5 minutes) because it only consists of 20 questions related to the profile of respondents and the Company and 25 questions for the main survey.

Thank you very much for your participation.

Kind regards

Sakti H. Pramudya

* Required

Respondent Profile	In this section, it is requested that you can answer questions related to your profile. In order to maintain your privacy, there are no questions regarding your name, address, or date of birth.

1. Gender (choose one) *

Mark only one oval.

- Male
- Female
- Other: _____

2. In what year you were born? *

3. Ethnicity Background

Mark only one oval.

- Aceh
- Ambon
- Arab
- Bali
- Banjar
- Batak
- Bima
- Bugis
- Dayak
- Jawa
- Madura
- Makasar
- Manado
- Melayu
- Minangkabau
- Sunda
- Timor
- Tionghoa
- Prefer not to mention
- Other: _____

4. Place of residence *

5. Place of work *

6. My position in the family business is *

7. I've been working in the family business for *

8. Were you working somewhere else before joining the family business? *

Mark only one oval.

- Yes
- No

9. If you have worked elsewhere, how long (years/months) did you spend in your previous job before you joined this family company? (please type "NEVER" for those who do not have experience working outside this family company) *

10. The owners/leaders in the family company where I work are: *

Mark only one oval.

- Father
- Mother
- Uncle
- Aunt
- Grandfather
- Grandmother
- Other: _____

11. Do you as a family member get "privilege" (preferential treatment) from the owner/leader of this company over employees who are not family members?

Mark only one oval.

- Yes
- No
- Maybe

12. Mention examples of "privilege"/special treatment you get while working at this company (if you don't get preferential treatment please type "NO") *

_____
_____
_____
_____
_____

Company Profile	In this section, we ask that you be able to answer questions related to the profile of the family company where you work. In order to maintain the privacy of Mr / Ms there are no questions regarding the company name or company address.

13. What line of business is this family company engaged in? *

14. How long has this family business been established (in years) *

15. What is the total number of employees in this company? (Please type "DON'T KNOW" if you don't know) *

16. Of this number, how many employees are family members of the owner/head of the company? (Please type "DON'T KNOW" if you don't know) *

17. What is the approximate turnover (gross income) of this family company where you work? (Please type "DON'T KNOW" if you don't know)

Filial Piety	Please choose ONE answer that best represents you to the questions below:

18. I really care about the health condition of the senior members in my family (father/mother/uncle/aunt/grandfather) who lead this company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. I am responsible for managing the care of the senior members in my family (father/mother/uncle/aunt/grandfather/grandmother) who lead this company when they can no longer take care of themselves. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. I often communicate about everything (work related and non-work) with senior members in my family (father/mother/uncle/aunt/grandfather) who lead this company to understand their FEELINGS. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. I care deeply about the well-being of the senior members in my family (father/mother/uncle/aunt/grandfather/grandmother) who lead this company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22. I will do my best to meet the expectations of the senior members in my family (father/mother/uncle/aunt/grandfather) who lead this company *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

23. I will support the livelihood of senior members in my family (father/mother/uncle/aunt/grandfather/grandmother) who lead this company to make their life better and comfortable *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24. I take the initiative to help the senior members in my family (father/mother/uncle/aunt/grandfather/grandmother) who lead this company when they are busy *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

25. I always follow the advice of senior members in my family (father/mother/uncle/aunt/grandfather/grandmother) who lead this company even when I disagree with them *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

26. I often ignore promises to friends as a form of obedience to the senior members in my family (father/mother/uncle/aunt/grandfather) who lead this company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

27. I am willing to give up my personal ambition in order to fulfill the expectations of the senior members in my family (father/mother/uncle/aunt/grandfather) who lead this company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Identity Alignment

Please choose ONE answer that best represents you to the questions below:

28. I always express my support for this family company in every discussion with friends, employees and other family members. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

29. I find that the values I hold in my life are in line with the values espoused by this family company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

30. I really care about the fate of this family company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

31. My decision to get involved in this family company has had a positive impact on my life. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

32. The family company is an important center of activity in the lives of all my family members. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

33. When I talk about this family company, I usually use the word "we" instead of "them". *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Career Interest Alignment

Please choose ONE answer that best represents you to the questions below:

34. I contribute to the success of this family company through my expertise *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

35. I've always wanted a career in this family company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

36. I have long aspired to a career in the available positions in this family company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Affective Commitment

Please choose ONE answer that best represents you to the questions below:

37. I feel a 'lack of ownership' in this family company *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

38. I would be very happy if I could spend the rest of my career in this family company *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

39. This family company has a very deep meaning for me *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Intention to Stay

Please choose ONE answer that best represents you to the questions below:

40. If I wanted, I would still work in this family company one year from now *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

41. If I wanted, I would still work in this family company five years from now *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

42. I rarely think about quitting my job at this family company. *

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Suggestions and Feedback

I hope you can comment on this survey. You can also skip this section if you don't want to continue.

43. What do you think about this survey both in terms of topic and content?

44. Are you willing to participate in other surveys and interviews related to the family business?

Mark only one oval.

- Yes
- No

45. If you choose "YES", I ask for your help in writing your email address or mobile number

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Appendix C. SPSS Output for Pre-Test

Frequencies
Frequency Table

Gender (choose one)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	11	36.7	36.7	36.7
	Female	19	63.3	63.3	100.0
	Total	30	100.0	100.0	

Age (in 2020)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	1	3.3	3.3	3.3
	22	3	10.0	10.0	13.3
	23	4	13.3	13.3	26.7
	24	1	3.3	3.3	30.0
	27	3	10.0	10.0	40.0
	28	1	3.3	3.3	43.3
	28 YO	1	3.3	3.3	46.7
	30	1	3.3	3.3	50.0
	31	5	16.7	16.7	66.7
	33	4	13.3	13.3	80.0
	33 YO	1	3.3	3.3	83.3
	39	1	3.3	3.3	86.7
	40	3	10.0	10.0	96.7
	42 YO	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Place of residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bandung	2	6.7	6.7	6.7
	Batam	2	6.7	6.7	13.3
	Jakarta	1	3.3	3.3	16.7
	Kota Bekasi	2	6.7	6.7	23.3
	Kota bogor	3	10.0	10.0	33.3
	makassar	1	3.3	3.3	36.7
	Sleman	3	10.0	10.0	46.7
	Sukabumi	1	3.3	3.3	50.0
	Tangerang selatan	1	3.3	3.3	53.3
	Tangerang Selatan	5	16.7	16.7	70.0
	Tangerang selatan	1	3.3	3.3	73.3
	Tangerang selatan	3	10.0	10.0	83.3
	Tarakan	1	3.3	3.3	86.7
	Yogyakarta	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Place of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Batam	2	6.7	6.7	6.7
	Bintaro	2	6.7	6.7	13.3
	Bintaro jakarta selatan	3	10.0	10.0	23.3
	Jakarta	3	10.0	10.0	33.3
	Jakarta selatan	3	10.0	10.0	43.3
	Jakartan Selatan	1	3.3	3.3	46.7
	Kota Bekasi	2	6.7	6.7	53.3
	makassar	1	3.3	3.3	56.7
	Sleman	2	6.7	6.7	63.3
	Sukabumi	1	3.3	3.3	66.7
	Tangerang Selatan	5	16.7	16.7	83.3
	Tangerang selatan	1	3.3	3.3	86.7
	Tarakan	1	3.3	3.3	90.0
	Yogyakarta	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

My position in the family business is

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin Finance	2	6.7	6.7	6.7
	Director	1	3.3	3.3	10.0
	Director	1	3.3	3.3	13.3
	Director	4	13.3	13.3	26.7
	Marketing Director	1	3.3	3.3	30.0
	Finance	1	3.3	3.3	33.3
	Employee	1	3.3	3.3	36.7
	Cashier	1	3.3	3.3	40.0
	Manager	2	6.7	6.7	46.7
	Manager HRD	1	3.3	3.3	50.0
	Marketing	1	3.3	3.3	53.3
	Operation Manager	1	3.3	3.3	56.7
	Co-Founder	2	6.7	6.7	63.3
	General Affair	1	3.3	3.3	66.7
	Co-Founder	2	6.7	6.7	73.3
	Personal Assistant	5	16.7	16.7	90.0
	Team Leader - Ops.	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

I've been working in the family business for

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year	5	16.7	16.7	16.7
	1 year	5	16.7	16.7	33.3
	11 years	2	6.7	6.7	40.0
	2 years	2	6.7	6.7	46.7
	2 years	1	3.3	3.3	50.0
	20 years	1	3.3	3.3	53.3
	3 years	1	3.3	3.3	56.7
	4 years	1	3.3	3.3	60.0
	5 years	1	3.3	3.3	63.3
	5 months	1	3.3	3.3	66.7
	5 years	5	16.7	16.7	83.3
	6 years	1	3.3	3.3	86.7
	8 years	1	3.3	3.3	90.0
	8 years	1	3.3	3.3	93.3
	less than 1 year	1	3.3	3.3	96.7
	5 years	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Were you working somewhere else before joining the family business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	60.0	60.0	60.0
	No	12	40.0	40.0	100.0
	Total	30	100.0	100.0	

If you have worked elsewhere, how long (years/months) did you spend in your previous job before you joined this family company? (please type "NEVER" for those who do not have experience working outside this family company)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 month	1	3.3	3.3	3.3
	1 year	2	6.7	6.7	10.0
	1.5 year	1	3.3	3.3	13.3
	15 years	3	10.0	10.0	23.3
	2 years	1	3.3	3.3	26.7
	3 years	1	3.3	3.3	30.0

	5 months	3	10.0	10.0	40.0
	5 years	5	16.7	16.7	56.7
	6 months	1	3.3	3.3	60.0
	7 months	1	3.3	3.3	63.3
	7 years	1	3.3	3.3	66.7
	8 years	1	3.3	3.3	70.0
	8 months	4	13.3	13.3	83.3
	7 months	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

The owners/leaders in the family company where I work are:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Father	2	6.7	6.7	6.7
	Mother	15	50.0	50.0	56.7
	Brother	1	3.3	3.3	60.0
	Uncle	6	20.0	20.0	80.0
	Grandfather	3	10.0	10.0	90.0
	Grandmother	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Do you as a family member get "privilege" (preferential treatment) from the owner/leader of this company over employees who are not family members?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	2	6.7	6.7	6.7
	No	16	53.3	53.3	60.0
	Yes	12	40.0	40.0	100.0
	Total	30	100.0	100.0	

Mention examples of "privilege"/special treatment you get while working at this company (if you don't get preferential treatment please type "NO")

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Housing and car	2	6.7	6.7	6.7
	Flexible working hours	1	3.3	3.3	10.0
	Access to clients	2	6.7	6.7	16.7
	House	3	10.0	10.0	26.7
	Vacation	1	3.3	3.3	30.0
	Authority	1	3.3	3.3	33.3
	Flexible working hours	1	3.3	3.3	36.7
	Participation decision making	1	3.3	3.3	40.0
	car	3	10.0	10.0	50.0
	Motorbike	6	20.0	20.0	70.0
	Allowance	1	3.3	3.3	73.3
	better position in management	6	20.0	20.0	93.3
	Flexible working hours	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

What line of business is this family company engaged in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entertainment	2	6.7	6.7	6.7
	Event organizer	4	13.3	13.3	20.0
	Food service	1	3.3	3.3	23.3
	Corporate service	1	3.3	3.3	26.7
	Service company	2	6.7	6.7	33.3
	Construction work	6	20.0	20.0	53.3
	General Contractor	1	3.3	3.3	56.7
	Contractor	1	3.3	3.3	60.0

	Bakery	1	3.3	3.3	63.3
	Oil and gas service	2	6.7	6.7	70.0
	Factory	1	3.3	3.3	73.3
	Garment	1	3.3	3.3	76.7
	Publisher	1	3.3	3.3	80.0
	General contractor	3	10.0	10.0	90.0
	Retail	1	3.3	3.3	93.3
	Supermarket	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

How long has this family business been established (in years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12 years	1	3.3	3.3	3.3
	15 years	5	16.7	16.7	20.0
	17 years	2	6.7	6.7	26.7
	22 years	1	3.3	3.3	30.0
	7 years	2	6.7	6.7	36.7
	24 years	1	3.3	3.3	40.0
	30 years	1	3.3	3.3	43.3
	36 years	2	6.7	6.7	50.0
	4 years	1	3.3	3.3	53.3
	4 years	2	6.7	6.7	60.0
	5 years	3	10.0	10.0	70.0
	5 years	4	13.3	13.3	83.3
	6 years	1	3.3	3.3	86.7
	7 years	1	3.3	3.3	90.0
	8 years	1	3.3	3.3	93.3
	9 years	1	3.3	3.3	96.7
	41 years	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

What is the total number of employees in this company? (Please type "DON'T KNOW" if you don't know)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15	1	3.3	3.3	3.3
	17	1	3.3	3.3	6.7
	20	1	3.3	3.3	10.0
	200	1	3.3	3.3	13.3
	30	2	6.7	6.7	20.0
	4	2	6.7	6.7	26.7
	5	10	33.3	33.3	60.0
	5	1	3.3	3.3	63.3
	56	2	6.7	6.7	70.0
	8	1	3.3	3.3	73.3
	50	1	3.3	3.3	76.7
	100	1	3.3	3.3	80.0
	40	1	3.3	3.3	83.3
	DON'T KNOW	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Of this number, how many employees are family members of the owner/head of the company? (Please type "DON'T KNOW" if you don't know)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	6.7	6.7	6.7
	2	7	23.3	23.3	30.0
	2	1	3.3	3.3	33.3
	3	1	3.3	3.3	36.7
	3	1	3.3	3.3	40.0
	30	1	3.3	3.3	43.3
	4	3	10.0	10.0	53.3

	4	1	3.3	3.3	56.7
	1	1	3.3	3.3	60.0
	3	2	6.7	6.7	66.7
	DON'T KNOW	9	30.0	30.0	96.7
	5	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

What is the approximate turnover (gross income) of this family company where you work? (Please type "DON'T KNOW" if you don't know)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	100 million	1	3.3	3.3	3.3
	150 million	1	3.3	3.3	6.7
	60 million	2	6.7	6.7	13.3
	20 million	1	3.3	3.3	16.7
	30 million	1	3.3	3.3	20.0
	20 million	5	16.7	16.7	36.7
	90 million	12	40.0	40.0	76.7
	10 milllion	1	3.3	3.3	80.0
	DON'T KNOW	6	20.0	20.0	100.0
	Total	30	100.0	100.0	

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RFP.1	30	3	5	4.67	.547
RFP.2	30	3	5	4.53	.571
RFP.3	30	3	5	4.40	.563
RFP.4	30	3	5	4.30	.702
RFP.5	30	3	5	4.60	.563
RFP.6	30	3	5	4.40	.814
RFP.7	30	3	5	4.70	.535
RFP.8	30	3	5	4.27	.785
RFP.9	30	2	5	4.33	.758
RFP.10	30	2	5	4.40	.814
RFP.11	30	2	5	4.27	.785
AFP.1	30	3	5	4.30	.596
AFP.2	30	1	5	3.13	.937
AFP.3	30	1	5	2.90	1.348
AFP.4	30	1	5	2.90	1.125
AFP.5	30	2	5	3.93	.944
AFP.6	30	2	5	4.27	.691
IA.1	30	2	5	4.30	.702
IA.2	30	2	5	3.93	.785
IA.3	30	1	5	3.80	1.375
IA.4	30	3	5	4.60	.621
IA.5	30	3	5	4.33	.802
IA.6	30	1	5	4.23	.898
IA.7	30	1	5	3.50	1.106
IA.8	30	1	5	3.77	1.104
IA.9	30	2	5	4.10	.845
IA.10	30	2	5	4.00	1.203
IA.11	30	1	5	3.60	1.102
CINT.1	30	1	5	4.00	.910
CINT.2	30	1	5	3.17	1.085
CINT.3	30	1	5	2.43	1.382
CINT.4	30	1	5	3.77	1.073
CINT.5	30	1	5	3.27	1.388
CINT.6	30	1	5	3.93	.980
AC.1	30	2	5	4.13	.681
AC.2	30	1	5	2.10	1.125
AC.3	30	1	5	3.63	1.217
AC.4	30	1	5	2.77	1.431

AC.5	30	2	5	4.23	.898
TI.1	30	1	5	3.70	1.149
TI.2	30	1	5	3.63	1.245
TI.3	30	1	5	4.00	1.203
TI.4	30	1	5	3.83	1.085
Valid N (listwise)	30				

Validity of Reciprocal Filial Piety
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.587
Bartlett's Test of Sphericity	Approx. Chi-Square	340.129
	df	55
	Sig.	.000

Anti-image Matrices

		RFP.1	RFP.2	RFP.3	RFP.4	RFP.5	RFP.6	RFP.7	RFP.8	RFP.9	RFP.10	RFP.11
Anti-image Covariance	RFP.1	.168	-.070	-.048	.045	.002	.058	-.056	.061	.015	-.033	.018
	RFP.2	-.070	.107	.025	-.040	-.060	-.016	.014	-.028	.003	.019	-.010
	RFP.3	-.048	.025	.035	-.014	-.021	-.024	.052	-.043	.002	.027	-.018
	RFP.4	.045	-.040	-.014	.178	-.015	.085	.004	.008	.056	-.002	-.014
	RFP.5	.002	-.060	-.021	-.015	.082	-.008	-.031	.022	-.041	-.018	.017
	RFP.6	.058	-.016	-.024	.085	-.008	.601	-.083	-.001	-.008	-.005	.011
	RFP.7	-.056	.014	.052	.004	-.031	-.083	.130	-.069	.018	.041	-.033
	RFP.8	.061	-.028	-.043	.008	.022	-.001	-.069	.064	.002	-.036	.022
	RFP.9	.015	.003	.002	.056	-.041	-.008	.018	.002	.072	.001	-.014
	RFP.10	-.033	.019	.027	-.002	-.018	-.005	.041	-.036	.001	.024	-.015
	RFP.11	.018	-.010	-.018	-.014	.017	.011	-.033	.022	-.014	-.015	.013
Anti-image Correlation	RFP.1	.608[a]	-.524	-.629	.258	.018	.182	-.376	.583	.140	-.524	.386
	RFP.2	-.524	.727[a]	.405	-.287	-.638	-.064	.116	-.342	.038	.367	-.265
	RFP.3	-.629	.405	.434[a]	-.174	-.387	-.165	.769	-.912	.048	.923	-.828
	RFP.4	.258	-.287	-.174	.837[a]	-.127	.259	.024	.078	.497	-.026	-.285
	RFP.5	.018	-.638	-.387	-.127	.708[a]	-.035	-.297	.297	-.535	-.417	.531
	RFP.6	.182	-.064	-.165	.259	-.035	.511[a]	-.296	-.003	-.039	-.043	.126
	RFP.7	-.376	.116	.769	.024	-.297	-.296	.505[a]	-.751	.189	.734	-.799
	RFP.8	.583	-.342	-.912	.078	.297	-.003	-.751	.428[a]	.032	-.916	.764
	RFP.9	.140	.038	.048	.497	-.535	-.039	.189	.032	.827[a]	.024	-.472
	RFP.10	-.524	.367	.923	-.026	-.417	-.043	.734	-.916	.024	.490[a]	-.856
	RFP.11	.386	-.265	-.828	-.285	.531	.126	-.799	.764	-.472	-.856	.547[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
RFP.1	1.000	.499
RFP.2	1.000	.642
RFP.3	1.000	.565
RFP.4	1.000	.601
RFP.5	1.000	.693
RFP.6	1.000	.009
RFP.7	1.000	.547
RFP.8	1.000	.494
RFP.9	1.000	.762
RFP.10	1.000	.658
RFP.11	1.000	.794

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	6.264	56.943	56.943	6.264	56.943	56.943
2	1.308	11.889	68.832			
3	1.244	11.313	80.144			
4	.808	7.347	87.491			
5	.451	4.104	91.595			
6	.407	3.702	95.296			
7	.235	2.140	97.436			
8	.171	1.555	98.992			
9	.069	.630	99.622			
10	.035	.321	99.943			
11	.006	.057	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
RFP.1	.707
RFP.2	.801
RFP.3	.752
RFP.4	.775
RFP.5	.832
RFP.6	.094
RFP.7	.740
RFP.8	.703
RFP.9	.873
RFP.10	.811
RFP.11	.891

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 1.
After Elimination RFP.3 RFP.8 dan RFP.10 (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.695
Bartlett's Test of Sphericity	Approx. Chi-Square	203.537
	df	28
	Sig.	.000

Anti-image Matrices

		RFP.1	RFP.2	RFP.4	RFP.5	RFP.6	RFP.7	RFP.9	RFP.11
Anti-image Covariance	RFP.1	.293	-.077	.036	-.047	.045	.072	.032	-.029
	RFP.2	-.077	.129	-.041	-.069	.009	-.068	.001	.013
	RFP.4	.036	-.041	.210	-.028	.057	.061	.074	-.080
	RFP.5	-.047	-.069	-.028	.106	-.042	-.005	-.050	.026
	RFP.6	.045	.009	.057	-.042	.735	-.187	.009	.013
	RFP.7	.072	-.068	.061	-.005	-.187	.331	.045	-.067
	RFP.9	.032	.001	.074	-.050	.009	.045	.075	-.055
	RFP.11	-.029	.013	-.080	.026	.013	-.067	-.055	.052
Anti-image Correlation	RFP.1	.834[a]	-.397	.146	-.267	.096	.230	.214	-.235
	RFP.2	-.397	.795[a]	-.248	-.585	.031	-.328	.006	.161
	RFP.4	.146	-.248	.639[a]	-.184	.146	.230	.588	-.764
	RFP.5	-.267	-.585	-.184	.755[a]	-.150	-.025	-.560	.344
	RFP.6	.096	.031	.146	-.150	.412[a]	-.379	.038	.066
	RFP.7	.230	-.328	.230	-.025	-.379	.728[a]	.283	-.508
	RFP.9	.214	.006	.588	-.560	.038	.283	.632[a]	-.874
	RFP.11	-.235	.161	-.764	.344	.066	-.508	-.874	.597[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
RFP.1	1.000	.588
RFP.2	1.000	.745
RFP.4	1.000	.568
RFP.5	1.000	.768
RFP.6	1.000	.005
RFP.7	1.000	.535
RFP.9	1.000	.752
RFP.11	1.000	.730

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.691	58.639	58.639	4.691	58.639	58.639
2	1.214	15.176	73.815			
3	1.032	12.903	86.718			
4	.429	5.368	92.087			
5	.323	4.033	96.120			
6	.211	2.636	98.756			
7	.072	.899	99.654			
8	.028	.346	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
RFP.1	.767
RFP.2	.863
RFP.4	.754
RFP.5	.876
RFP.6	.069
RFP.7	.731
RFP.9	.867
RFP.11	.854

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 2.
After Elimination RFP.6 (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.693
Bartlett's Test of Sphericity	Approx. Chi-Square	198.256
	df	21
	Sig.	.000

Anti-image Matrices

		RFP.1	RFP.2	RFP.4	RFP.5	RFP.7	RFP.9	RFP.11
Anti-image Covariance	RFP.1	.296	-.079	.034	-.046	.098	.031	-.030
	RFP.2	-.079	.129	-.043	-.070	-.076	.000	.013
	RFP.4	.034	-.043	.215	-.025	.090	.075	-.083
	RFP.5	-.046	-.070	-.025	.109	-.018	-.051	.027
	RFP.7	.098	-.076	.090	-.018	.387	.055	-.074

Anti-image Correlation	RFP.9	.031	.000	.075	-.051	.055	.075	-.055
	RFP.11	-.030	.013	-.083	.027	-.074	-.055	.053
	RFP.1	.828[a]	-.402	.134	-.257	.289	.212	-.243
	RFP.2	-.402	.790[a]	-.255	-.588	-.342	.005	.159
	RFP.4	.134	-.255	.626[a]	-.166	.311	.589	-.784
	RFP.5	-.257	-.588	-.166	.756[a]	-.090	-.561	.359
	RFP.7	.289	-.342	.311	-.090	.723[a]	.321	-.522
	RFP.9	.212	.005	.589	-.561	.321	.627[a]	-.879
	RFP.11	-.243	.159	-.784	.359	-.522	-.879	.588[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
RFP.1	1.000	.589
RFP.2	1.000	.743
RFP.4	1.000	.574
RFP.5	1.000	.765
RFP.7	1.000	.529
RFP.9	1.000	.754
RFP.11	1.000	.733

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.687	66.962	66.962	4.687	66.962	66.962
2	1.069	15.266	82.228			
3	.503	7.190	89.418			
4	.426	6.088	95.506			
5	.214	3.055	98.561			
6	.073	1.044	99.605			
7	.028	.395	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
RFP.1	.767
RFP.2	.862
RFP.4	.757
RFP.5	.875
RFP.7	.727
RFP.9	.868
RFP.11	.856

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability of Reciprocal Filial Piety
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.913	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RFP.1	26.73	10.754	.660	.908
RFP.2	26.87	10.257	.775	.897
RFP.4	27.10	9.886	.689	.906
RFP.5	26.80	10.234	.796	.896
RFP.7	26.70	10.838	.652	.909
RFP.9	27.07	9.099	.819	.892
RFP.11	27.13	8.947	.822	.892

Validity of Authoritarian Filial Piety
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.558
Bartlett's Test of Sphericity	Approx. Chi-Square	59.051
	df	15
	Sig.	.000

Anti-image Matrices

		AFP.1	AFP.2	AFP.3	AFP.4	AFP.5	AFP.6
Anti-image Covariance	AFP.1	.806	.024	.129	-.126	-.206	-.006
	AFP.2	.024	.543	-.130	-.076	-.163	.180
	AFP.3	.129	-.130	.301	-.214	-.046	-.029
	AFP.4	-.126	-.076	-.214	.316	.143	-.047
	AFP.5	-.206	-.163	-.046	.143	.520	-.319
	AFP.6	-.006	.180	-.029	-.047	-.319	.622
Anti-image Correlation	AFP.1	.467[a]	.036	.263	-.250	-.318	-.009
	AFP.2	.036	.680[a]	-.322	-.182	-.307	.309
	AFP.3	.263	-.322	.607[a]	-.694	-.117	-.066
	AFP.4	-.250	-.182	-.694	.579[a]	.352	-.106
	AFP.5	-.318	-.307	-.117	.352	.432[a]	-.560
	AFP.6	-.009	.309	-.066	-.106	-.560	.482[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
AFP.1	1.000	.108
AFP.2	1.000	.545
AFP.3	1.000	.749
AFP.4	1.000	.735
AFP.5	1.000	.153
AFP.6	1.000	.138

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.429	40.480	40.480	2.429	40.480	40.480
2	1.640	27.331	67.812			
3	.830	13.832	81.643			
4	.642	10.704	92.348			
5	.288	4.796	97.144			

6	.171	2.856	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
AFP.1	-.329
AFP.2	.738
AFP.3	.865
AFP.4	.857
AFP.5	-.391
AFP.6	-.372

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 1.
After Elimination AFP.1 AFP.5 dan AFP.6 (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.674
Bartlett's Test of Sphericity	Approx. Chi-Square	39.526
	df	3
	Sig.	.000

Anti-image Matrices

		AFP.2	AFP.3	AFP.4
Anti-image Covariance	AFP.2	.618	-.163	-.053
	AFP.3	-.163	.328	-.241
	AFP.4	-.053	-.241	.373
Anti-image Correlation	AFP.2	.821[a]	-.363	-.111
	AFP.3	-.363	.621[a]	-.690
	AFP.4	-.111	-.690	.651[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
AFP.2	1.000	.647
AFP.3	1.000	.851
AFP.4	1.000	.799

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.297	76.579	76.579	2.297	76.579	76.579
2	.499	16.635	93.214			
3	.204	6.786	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
AFP.2	.804
AFP.3	.923
AFP.4	.894

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability of After Elimination
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.842	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AFP.2	5.80	5.476	.610	.874
AFP.3	6.03	3.275	.807	.791
AFP.4	6.03	4.240	.761	.729

Validity of Identity Alignment
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.610
Bartlett's Test of Sphericity	Approx. Chi-Square	257.030
	df	55
	Sig.	.000

Anti-image Matrices

		IA.1	IA.2	IA.3	IA.4	IA.5	IA.6	IA.7	IA.8	IA.9	IA.10	IA.11
Anti-image Covariance	IA.1	.185	-.022	-.133	-.029	-.078	-.027	.022	-.024	.094	.019	-.106
	IA.2	-.022	.364	-.075	.020	.049	-.089	.017	-.045	-.062	.034	-.037
	IA.3	-.133	-.075	.430	-.003	.030	.073	.041	-.001	-.067	.004	.057
	IA.4	-.029	.020	-.003	.056	.051	-.050	-.021	.003	-.071	-.073	.027
	IA.5	-.078	.049	.030	.051	.219	-.079	-.004	-.011	-.114	-.071	.041
	IA.6	-.027	-.089	.073	-.050	-.079	.108	-.001	.026	.051	.047	.016
	IA.7	.022	.017	.041	-.021	-.004	-.001	.080	-.067	.025	.056	.012
	IA.8	-.024	-.045	-.001	.003	-.011	.026	-.067	.073	-.001	-.037	-.044
	IA.9	.094	-.062	-.067	-.071	-.114	.051	.025	-.001	.158	.078	-.099
	IA.10	.019	.034	.004	-.073	-.071	.047	.056	-.037	.078	.165	.011
	IA.11	-.106	-.037	.057	.027	.041	.016	.012	-.044	-.099	.011	.443
Anti-image Correlation	IA.1	.703[a]	-.086	-.471	-.288	-.385	-.192	.182	-.204	.553	.106	-.369
	IA.2	-.086	.792[a]	-.189	.138	.173	-.448	.099	-.274	-.260	.139	-.093
	IA.3	-.471	-.189	.512[a]	-.020	.098	.339	.222	-.006	-.258	.015	.131
	IA.4	-.288	.138	-.020	.604[a]	.461	-.638	-.317	.039	-.753	-.765	.169
	IA.5	-.385	.173	.098	.461	.672[a]	-.511	-.030	-.085	-.611	-.374	.130
	IA.6	-.192	-.448	.339	-.638	-.511	.640[a]	-.013	.289	.393	.349	.073
	IA.7	.182	.099	.222	-.317	-.030	-.013	.530[a]	-.874	.222	.484	.061
	IA.8	-.204	-.274	-.006	.039	-.085	.289	-.874	.599[a]	-.008	-.340	-.242
	IA.9	.553	-.260	-.258	-.753	-.611	.393	.222	-.008	.427[a]	.486	-.374
	IA.10	.106	.139	.015	-.765	-.374	.349	.484	-.340	.486	.546[a]	.040
	IA.11	-.369	-.093	.131	.169	.130	.073	.061	-.242	-.374	.040	.706[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction

IA.1	1.000	.680
IA.2	1.000	.507
IA.3	1.000	.027
IA.4	1.000	.825
IA.5	1.000	.669
IA.6	1.000	.654
IA.7	1.000	.113
IA.8	1.000	.241
IA.9	1.000	.370
IA.10	1.000	.470
IA.11	1.000	.193

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.749	43.171	43.171	4.749	43.171	43.171
2	2.296	20.876	64.047			
3	1.357	12.332	76.379			
4	.757	6.886	83.265			
5	.704	6.396	89.661			
6	.446	4.058	93.719			
7	.309	2.809	96.528			
8	.208	1.888	98.416			
9	.105	.953	99.369			
10	.040	.366	99.735			
11	.029	.265	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
IA.1	.824
IA.2	.712
IA.3	.164
IA.4	.908
IA.5	.818
IA.6	.809
IA.7	.336
IA.8	.491
IA.9	.609
IA.10	.685
IA.11	.440

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 1.
After Elimination IA.3 IA.7 IA.8 IA.9 dan IA.11 (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.794
Bartlett's Test of Sphericity	Approx. Chi-Square	115.293
	df	15
	Sig.	.000

Anti-image Matrices

		IA.1	IA.2	IA.4	IA.5	IA.6	IA.10
Anti-image Covariance	IA.1	.390	-.128	.007	-.075	-.075	-.080
	IA.2	-.128	.524	-.102	-.037	-.026	.166
	IA.4	.007	-.102	.172	-.001	-.101	-.154
	IA.5	-.075	-.037	-.001	.374	-.118	-.054
	IA.6	-.075	-.026	-.101	-.118	.253	.062
	IA.10	-.080	.166	-.154	-.054	.062	.286
Anti-image Correlation	IA.1	.896[a]	-.284	.025	-.198	-.237	-.241
	IA.2	-.284	.741[a]	-.339	-.084	-.070	.430
	IA.4	.025	-.339	.745[a]	-.005	-.484	-.696
	IA.5	-.198	-.084	-.005	.903[a]	-.383	-.166
	IA.6	-.237	-.070	-.484	-.383	.823[a]	.230
	IA.10	-.241	.430	-.696	-.166	.230	.664[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
IA.1	1.000	.723
IA.2	1.000	.413
IA.4	1.000	.833
IA.5	1.000	.728
IA.6	1.000	.798
IA.10	1.000	.562

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.056	67.603	67.603	4.056	67.603	67.603
2	.855	14.253	81.857			
3	.394	6.560	88.417			
4	.337	5.621	94.038			
5	.253	4.216	98.254			
6	.105	1.746	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
IA.1	.850
IA.2	.643
IA.4	.913
IA.5	.853
IA.6	.893
IA.10	.749

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability of Identity Alignment
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.881	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IA.1	21.10	12.231	.774	.851
IA.2	21.47	13.085	.497	.889
IA.4	20.80	12.303	.880	.843
IA.5	21.07	11.651	.772	.848
IA.6	21.17	10.902	.812	.839
IA.10	21.40	10.317	.616	.893

Validity of Career Interest Alignment
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.569
Bartlett's Test of Sphericity	Approx. Chi-Square	100.316
	df	15
	Sig.	.000

Anti-image Matrices

		CINT.1	CINT.2	CINT.3	CINT.4	CINT.5	CINT.6
Anti-image Covariance	CINT.1	.209	-.134	.159	-.039	-.053	-.133
	CINT.2	-.134	.174	-.182	.006	-.065	.157
	CINT.3	.159	-.182	.490	.058	-.052	-.190
	CINT.4	-.039	.006	.058	.385	-.122	-.144
	CINT.5	-.053	-.065	-.052	-.122	.316	-.020
	CINT.6	-.133	.157	-.190	-.144	-.020	.320
Anti-image Correlation	CINT.1	.590[a]	-.700	.498	-.138	-.207	-.515
	CINT.2	-.700	.465[a]	-.624	.024	-.277	.664
	CINT.3	.498	-.624	.347[a]	.132	-.132	-.481
	CINT.4	-.138	.024	.132	.783[a]	-.350	-.411
	CINT.5	-.207	-.277	-.132	-.350	.857[a]	-.062
	CINT.6	-.515	.664	-.481	-.411	-.062	.385[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
CINT.1	1.000	.776
CINT.2	1.000	.507
CINT.3	1.000	.227
CINT.4	1.000	.556
CINT.5	1.000	.809
CINT.6	1.000	.243

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.118	51.966	51.966	3.118	51.966	51.966
2	1.486	24.762	76.729			
3	.780	12.995	89.724			
4	.303	5.044	94.768			
5	.227	3.777	98.545			
6	.087	1.455	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
CINT.1	.881
CINT.2	.712
CINT.3	.477
CINT.4	.746
CINT.5	.899
CINT.6	.493

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 1.
After Elimination CINT.2 CINT.3 dan CINT.6 (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.709
Bartlett's Test of Sphericity	Approx. Chi-Square	35.849
	df	3
	Sig.	.000

Anti-image Matrices

		CINT.1	CINT.4	CINT.5
Anti-image Covariance	CINT.1	.417	-.145	-.246
	CINT.4	-.145	.586	-.143
	CINT.5	-.246	-.143	.418
Anti-image Correlation	CINT.1	.676[a]	-.294	-.590
	CINT.4	-.294	.809[a]	-.289
	CINT.5	-.590	-.289	.677[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
CINT.1	1.000	.803
CINT.4	1.000	.690
CINT.5	1.000	.801

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.294	76.458	76.458	2.294	76.458	76.458
2	.444	14.787	91.246			
3	.263	8.754	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
CINT.1	.896
CINT.4	.831
CINT.5	.895

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability of Career Interest Alignment
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.829	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CINT.1	7.03	4.861	.756	.734
CINT.4	7.27	4.616	.641	.807
CINT.5	7.77	3.151	.740	.744

Validity of Affective Commitment
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.587
Bartlett's Test of Sphericity	Approx. Chi-Square	48.381
	df	10
	Sig.	.000

Anti-image Matrices

		AC.1	AC.2_R	AC.3	AC.4_R	AC.5
Anti-image Covariance	AC.1	.736	.071	.055	-.183	-.245
	AC.2_R	.071	.372	-.207	-.228	-.135
	AC.3	.055	-.207	.398	.198	-.138
	AC.4_R	-.183	-.228	.198	.717	.028
	AC.5	-.245	-.135	-.138	.028	.426
Anti-image Correlation	AC.1	.485[a]	.135	.101	-.251	-.438
	AC.2_R	.135	.609[a]	-.539	-.442	-.340
	AC.3	.101	-.539	.609[a]	.370	-.335
	AC.4_R	-.251	-.442	.370	.312[a]	.051
	AC.5	-.438	-.340	-.335	.051	.695[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
AC.1	1.000	.183
AC.2_R	1.000	.760
AC.3	1.000	.634
AC.4_R	1.000	.070
AC.5	1.000	.774

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.421	48.418	48.418	2.421	48.418	48.418

2	1.263	25.268	73.685			
3	.797	15.945	89.630			
4	.293	5.860	95.490			
5	.225	4.510	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
AC.1	.428
AC.2_R	.872
AC.3	.796
AC.4_R	.265
AC.5	.880

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 1.
After Elimination AC.1 dan AC.4_R (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.726
Bartlett's Test of Sphericity	Approx. Chi-Square	33.982
	df	3
	Sig.	.000

Anti-image Matrices

		AC.2_R	AC.3	AC.5
Anti-image Covariance	AC.2_R	.463	-.221	-.188
	AC.3	-.221	.483	-.165
	AC.5	-.188	-.165	.529
Anti-image Correlation	AC.2_R	.704[a]	-.468	-.381
	AC.3	-.468	.721[a]	-.327
	AC.5	-.381	-.327	.758[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
AC.2_R	1.000	.784
AC.3	1.000	.768
AC.5	1.000	.737

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.289	76.311	76.311	2.289	76.311	76.311
2	.390	13.011	89.322			
3	.320	10.678	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
AC.2_R	.886
AC.3	.876
AC.5	.858

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability of Affective Commitment
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.838	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC.2_R	7.87	3.637	.733	.742
AC.3	8.13	3.361	.718	.767
AC.5	7.53	4.602	.685	.806

Validity of Turnover Intention
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.501
Bartlett's Test of Sphericity	Approx. Chi-Square	105.375
	df	6
	Sig.	.000

Anti-image Matrices

		TI.1	TI.2	TI.3	TI.4
Anti-image Covariance	TI.1	.031	-.031	.060	-.045
	TI.2	-.031	.032	-.059	.033
	TI.3	.060	-.059	.703	-.290
	TI.4	-.045	.033	-.290	.583
Anti-image Correlation	TI.1	.500[a]	-.979	.406	-.336
	TI.2	-.979	.513[a]	-.390	.238
	TI.3	.406	-.390	.269[a]	-.454
	TI.4	-.336	.238	-.454	.636[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
TI.1	1.000	.863
TI.2	1.000	.868
TI.3	1.000	.141
TI.4	1.000	.564

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.437	60.931	60.931	2.437	60.931	60.931

2	1.068	26.699	87.630			
3	.479	11.975	99.605			
4	.016	.395	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
TI.1	.929
TI.2	.932
TI.3	.376
TI.4	.751

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Result 1.
After Elimination TI.3 (MSA < 0,500) MSA Under 0,500
Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.596
Bartlett's Test of Sphericity	Approx. Chi-Square	97.109
	df	3
	Sig.	.000

Anti-image Matrices

		TI.1	TI.2	TI.4
Anti-image Covariance	TI.1	.037	-.036	-.031
	TI.2	-.036	.038	.012
	TI.4	-.031	.012	.734
Anti-image Correlation	TI.1	.554[a]	-.975	-.187
	TI.2	-.975	.557[a]	.075
	TI.4	-.187	.075	.925[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
TI.1	1.000	.929
TI.2	1.000	.916
TI.4	1.000	.506

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.351	78.371	78.371	2.351	78.371	78.371
2	.630	20.999	99.369			
3	.019	.631	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1

TI.1	.964
TI.2	.957
TI.4	.711

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability of Turnover Intention
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.858	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TI.1	7.47	4.051	.883	.653
TI.2	7.53	3.775	.853	.676
TI.4	7.33	5.678	.502	.989

Appendix C. Smart PLS Output for Main Survey

Structural Model Specification

PLS
Quality Criteria
Overview

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Affective_Commitment	0.740973	0.895148	0.655473	0.825097
Career_Interest_Alignment	0.733907	0.891301	0.313457	0.812547
Filial_Piety	0.592857	0.934676		0.922579
Identity_Alignment	0.720273	0.939148	0.462936	0.922121
Intention_to_Stay	0.819045	0.931369	0.641501	0.889314

	Communality	Redundancy
Affective_Commitment	0.740973	0.316876
Career_Interest_Alignment	0.733907	0.223569
Filial_Piety	0.592857	
Identity_Alignment	0.720273	0.333416
Intention_to_Stay	0.819045	0.524722

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Redundancy

	redundancy
Affective_Commitment	0.316876
Career_Interest_Alignment	0.223569
Filial_Piety	
Identity_Alignment	0.333416
Intention_to_Stay	0.524722

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Cronbachs Alpha

	Cronbachs Alpha
Affective_Commitment	0.825097
Career_Interest_Alignment	0.812547
Filial_Piety	0.922579
Identity_Alignment	0.922121
Intention_to_Stay	0.889314

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Latent Variable Correlations

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment
Affective_Commitment	1.000000			
Career_Interest_Alignment	0.721299	1.000000		
Filial_Piety	0.538115	0.559872	1.000000	
Identity_Alignment	0.742727	0.638447	0.680394	1.000000
Intention_to_Stay	0.800937	0.599992	0.433015	0.633173

	Intention_to_Stay
Affective_Commitment	
Career_Interest_Alignment	
Filial_Piety	
Identity_Alignment	
Intention_to_Stay	1.000000

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R Square

	R Square
Affective_Commitment	0.655473
Career_Interest_Alignment	0.313457
Filial_Piety	
Identity_Alignment	0.462936
Intention_to_Stay	0.641501

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Cross Loadings

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment	Intention_to_Stay
AC.1.R	0.770834	0.456217	0.355264	0.504826	0.545020
AC.2	0.901886	0.705494	0.422083	0.634348	0.784453
AC.3	0.902959	0.667158	0.593021	0.755445	0.712097
CIA.1	0.564105	0.737877	0.526558	0.599373	0.430434
CIA.2	0.653131	0.912206	0.450895	0.520347	0.552842
CIA.3	0.628623	0.908372	0.457388	0.516358	0.551531
FP.1	0.357334	0.382430	0.770096	0.531554	0.264268
FP.10	0.373563	0.328923	0.630161	0.370395	0.345007
FP.2	0.340601	0.446648	0.811086	0.478376	0.245829

FP.3	0.444902	0.468943	0.782896	0.568551	0.404680
FP.4	0.482591	0.485784	0.868497	0.627480	0.392652
FP.5	0.519248	0.527060	0.861474	0.640795	0.409314
FP.6	0.415893	0.457426	0.831029	0.500727	0.283321
FP.7	0.563680	0.528708	0.860257	0.687439	0.433745
FP.8	0.272141	0.312083	0.606700	0.345314	0.248753
FP.9	0.223383	0.251136	0.610307	0.300503	0.224361
IA.1	0.634165	0.522529	0.614335	0.870354	0.548172
IA.2	0.694980	0.580594	0.576931	0.883684	0.616716
IA.3	0.556369	0.502685	0.575695	0.832987	0.410346
IA.4	0.663984	0.606890	0.551700	0.842634	0.616081
IA.5	0.568821	0.484381	0.533638	0.799473	0.446582
IA.6	0.652819	0.547729	0.609926	0.860330	0.566965
ITS.1	0.681659	0.486713	0.368506	0.573830	0.878915
ITS.2	0.743982	0.547643	0.418569	0.588160	0.932437
ITS.3	0.746352	0.590606	0.387230	0.558088	0.902886

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AVE

	AVE
Affective_Commitment	0.740973
Career_Interest_Alignment	0.733907
Filial_Piety	0.592857
Identity_Alignment	0.720273
Intention_to_Stay	0.819045

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Communality

	communality
Affective_Commitment	0.740973
Career_Interest_Alignment	0.733907
Filial_Piety	0.592857
Identity_Alignment	0.720273
Intention_to_Stay	0.819045

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Total Effects

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment
Affective_Commitment				
Career_Interest_Alignment	0.425261			
Filial_Piety	0.538115	0.559872		0.680394
Identity_Alignment	0.497309			
Intention_to_Stay				

	Intention_to_Stay
Affective_Commitment	0.800937
Career_Interest_Alignment	0.340607
Filial_Piety	0.430997
Identity_Alignment	0.398313
Intention_to_Stay	

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Composite Reliability

	Composite Reliability
Affective_Commitment	0.895148
Career_Interest_Alignment	0.891301
Filial_Piety	0.934676
Identity_Alignment	0.939148
Intention_to_Stay	0.931369

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Calculation Results
Stop Criterion Changes

	AC.1.R	AC.2	AC.3	CIA.1
Iteration 0	1.000000	1.000000	1.000000	1.000000
Iteration 1	0.302974	0.427850	0.421487	0.383423
Iteration 2	0.302869	0.428303	0.421124	0.385071
Iteration 3	0.302840	0.428317	0.421135	0.385063
Iteration 4	0.302840	0.428317	0.421134	0.385063

	CIA.2	CIA.3	FP.1	FP.10
Iteration 0	1.000000	1.000000	1.000000	1.000000
Iteration 1	0.397203	0.390533	0.123579	0.101775
Iteration 2	0.397059	0.389340	0.123309	0.102345
Iteration 3	0.397055	0.389350	0.123312	0.102300
Iteration 4	0.397056	0.389350	0.123312	0.102300

	FP.2	FP.3	FP.4	FP.5
Iteration 0	1.000000	1.000000	1.000000	1.000000
Iteration 1	0.121723	0.142761	0.154243	0.162454
Iteration 2	0.121819	0.142678	0.153894	0.162222
Iteration 3	0.121830	0.142695	0.153903	0.162234
Iteration 4	0.121830	0.142695	0.153902	0.162234

	FP.6	FP.7	FP.8	FP.9
Iteration 0	1.000000	1.000000	1.000000	1.000000
Iteration 1	0.131704	0.171142	0.088962	0.074787
Iteration 2	0.131730	0.171307	0.089318	0.074723
Iteration 3	0.131745	0.171316	0.089284	0.074699
Iteration 4	0.131745	0.171316	0.089285	0.074699

	IA.1	IA.2	IA.3	IA.4
Iteration 0	1.000000	1.000000	1.000000	1.000000
Iteration 1	0.202655	0.208274	0.181542	0.197670
Iteration 2	0.202906	0.207399	0.183735	0.198235
Iteration 3	0.202907	0.207408	0.183716	0.198234
Iteration 4	0.202907	0.207408	0.183718	0.198235

	IA.5	IA.6	ITS.1	ITS.2
Iteration 0	1.000000	1.000000	1.000000	1.000000
Iteration 1	0.180701	0.206105	0.347861	0.377213
Iteration 2	0.179290	0.205383	0.346606	0.378286
Iteration 3	0.179299	0.205385	0.346600	0.378288
Iteration 4	0.179298	0.205384	0.346599	0.378288

	ITS.3
Iteration 0	1.000000
Iteration 1	0.379375
Iteration 2	0.379488
Iteration 3	0.379493
Iteration 4	0.379493

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Outer Loadings

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment	Intention_to_Stay
AC.1.R	0.770834				
AC.2	0.901886				
AC.3	0.902959				
CIA.1		0.737877			
CIA.2		0.912206			
CIA.3		0.908372			
FP.1			0.770096		
FP.10			0.630161		
FP.2			0.811086		
FP.3			0.782896		
FP.4			0.868497		
FP.5			0.861474		
FP.6			0.831029		
FP.7			0.860257		
FP.8			0.606700		
FP.9			0.610307		
IA.1				0.870354	
IA.2				0.883684	
IA.3				0.832987	
IA.4				0.842634	
IA.5				0.799473	
IA.6				0.860330	
ITS.1					0.878915
ITS.2					0.932437
ITS.3					0.902886

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Outer Model (Weights or Loadings)

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment	Intention_to_Stay
AC.1.R	0.770834				
AC.2	0.901886				
AC.3	0.902959				
CIA.1		0.737877			
CIA.2		0.912206			
CIA.3		0.908372			
FP.1			0.770096		
FP.10			0.630161		

FP.2			0.811086		
FP.3			0.782896		
FP.4			0.868497		
FP.5			0.861474		
FP.6			0.831029		
FP.7			0.860257		
FP.8			0.606700		
FP.9			0.610307		
IA.1				0.870354	
IA.2				0.883684	
IA.3				0.832987	
IA.4				0.842634	
IA.5				0.799473	
IA.6				0.860330	
ITS.1					0.878915
ITS.2					0.932437
ITS.3					0.902886

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Path Coefficients

	Affective_Commitment	**Career_Interest_Alignment**	**Filial_Piety**	**Identity_Alignment**
Affective_Commitment				
Career_Interest_Alignment	0.425261			
Filial_Piety	-0.038342	0.559872		0.680394
Identity_Alignment	0.497309			
Intention_to_Stay				

	Intention_to_Stay
Affective_Commitment	0.800937
Career_Interest_Alignment	
Filial_Piety	
Identity_Alignment	
Intention_to_Stay	

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Index Values
Results
Measurement Model (restandardised)

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment	Intention_to_Stay
AC.1.R	0.842785				
AC.2	0.943374				
AC.3	1.199133				
CIA.1		0.990638			
CIA.2		0.978621			
CIA.3		0.968561			
FP.1			1.438633		
FP.10			0.685950		
FP.2			0.790121		
FP.3			0.949554		
FP.4			1.327966		
FP.5			1.266742		
FP.6			0.882121		
FP.7			1.202822		
FP.8			0.672004		
FP.9			0.663262		
IA.1				1.258967	
IA.2				1.269480	
IA.3				1.400858	
IA.4				1.251631	
IA.5				1.230983	
IA.6				1.157344	
ITS.1					0.994843
ITS.2					0.904686
ITS.3					0.889824

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Path Coefficients

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment
Affective_Commitment				
Career_Interest_Alignment	0.418499			
Filial_Piety	-0.126885	1.882714		0.888030
Identity_Alignment	1.260935			
Intention_to_Stay				

	Intention_to_Stay
Affective_Commitment	0.857199

Career_Interest_Alignment	
Filial_Piety	
Identity_Alignment	
Intention_to_Stay	

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Measurement Model

	Affective_Commitment	Career_Interest_Alignment	Filial_Piety	Identity_Alignment	Intention_to_Sta
AC.1.R	0.282312				
AC.2	0.316007				
AC.3	0.401680				
CIA.1		0.337202			
CIA.2		0.333111			
CIA.3		0.329687			
FP.1			0.145623		
FP.10			0.069434		
FP.2			0.079978		
FP.3			0.096117		
FP.4			0.134421		
FP.5			0.128223		
FP.6			0.089291		
FP.7			0.121753		
FP.8			0.068022		
FP.9			0.067137		
IA.1				0.166326	
IA.2				0.167715	
IA.3				0.185072	
IA.4				0.165357	
IA.5				0.162629	
IA.6				0.152900	
ITS.1					0.356657
ITS.2					0.324336
ITS.3					0.319007

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Index Values for Latent Variables

	LV Index Values
Affective_Commitment	3.999943
Career_Interest_Alignment	3.769393
Filial_Piety	4.127549

Identity_Alignment	4.276302
Intention_to_Stay	4.060002

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Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)
Affective_Commitment -> Intention_to_Stay	0.800937	0.803848	0.038701	0.038701
Career_Interest_Alignment -> Affective_Commitment	0.425261	0.426434	0.088545	0.088545
Filial_Piety -> Affective_Commitment	-0.038342	-0.041228	0.097819	0.097819
Filial_Piety -> Career_Interest_Alignment	0.559872	0.567871	0.086900	0.086900
Filial_Piety -> Identity_Alignment	0.680394	0.687751	0.058910	0.058910
Identity_Alignment -> Affective_Commitment	0.497309	0.493953	0.096002	0.096002

	T Statistics (|O/STERR|)
Affective_Commitment -> Intention_to_Stay	20.695772
Career_Interest_Alignment -> Affective_Commitment	4.802762
Filial_Piety -> Affective_Commitment	0.391973
Filial_Piety -> Career_Interest_Alignment	6.442720
Filial_Piety -> Identity_Alignment	11.549639
Identity_Alignment -> Affective_Commitment	5.180199

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Outer Weights (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)
AC.1.R <- Affective_Commitment	0.302840	0.304148	0.027395	0.027395
AC.2 <- Affective_Commitment	0.428317	0.426645	0.029493	0.029493
AC.3 <- Affective_Commitment	0.421134	0.419919	0.026491	0.026491
CIA.1 <- Career_Interest_Alignment	0.385063	0.385421	0.039862	0.039862
CIA.2 <- Career_Interest_Alignment	0.397056	0.398281	0.023846	0.023846
CIA.3 <- Career_Interest_Alignment	0.389350	0.388846	0.021561	0.021561
FP.1 <- Filial_Piety	0.123312	0.123741	0.012386	0.012386
FP.10 <- Filial_Piety	0.102300	0.100933	0.023722	0.023722
FP.2 <- Filial_Piety	0.121830	0.121873	0.012637	0.012637
FP.3 <- Filial_Piety	0.142695	0.143195	0.014461	0.014461
FP.4 <- Filial_Piety	0.153902	0.152870	0.016096	0.016096

FP.5 <- Filial_Piety	0.162234	0.161568	0.016756	0.016756
FP.6 <- Filial_Piety	0.131745	0.131013	0.014355	0.014355
FP.7 <- Filial_Piety	0.171316	0.170622	0.016568	0.016568
FP.8 <- Filial_Piety	0.089285	0.087536	0.020908	0.020908
FP.9 <- Filial_Piety	0.074699	0.072745	0.025821	0.025821
IA.1 <- Identity_Alignment	0.202907	0.202500	0.010489	0.010489
IA.2 <- Identity_Alignment	0.207408	0.208120	0.012349	0.012349
IA.3 <- Identity_Alignment	0.183718	0.184638	0.014027	0.014027
IA.4 <- Identity_Alignment	0.198235	0.198902	0.011065	0.011065
IA.5 <- Identity_Alignment	0.179298	0.178526	0.016685	0.016685
IA.6 <- Identity_Alignment	0.205384	0.205844	0.011660	0.011660
ITS.1 <- Intention_to_Stay	0.346599	0.345721	0.026599	0.026599
ITS.2 <- Intention_to_Stay	0.378288	0.377891	0.024364	0.024364
ITS.3 <- Intention_to_Stay	0.379493	0.380845	0.029674	0.029674

	T Statistics (|O/STERR|)
AC.1.R <- Affective_Commitment	11.054399
AC.2 <- Affective_Commitment	14.522578
AC.3 <- Affective_Commitment	15.897270
CIA.1 <- Career_Interest_Alignment	9.659800
CIA.2 <- Career_Interest_Alignment	16.650971
CIA.3 <- Career_Interest_Alignment	18.057873
FP.1 <- Filial_Piety	9.956102
FP.10 <- Filial_Piety	4.312377
FP.2 <- Filial_Piety	9.640572
FP.3 <- Filial_Piety	9.867493
FP.4 <- Filial_Piety	9.561618
FP.5 <- Filial_Piety	9.682228
FP.6 <- Filial_Piety	9.177732
FP.7 <- Filial_Piety	10.339935
FP.8 <- Filial_Piety	4.270422
FP.9 <- Filial_Piety	2.892954
IA.1 <- Identity_Alignment	19.343938
IA.2 <- Identity_Alignment	16.795898
IA.3 <- Identity_Alignment	13.097653
IA.4 <- Identity_Alignment	17.914710
IA.5 <- Identity_Alignment	10.746003
IA.6 <- Identity_Alignment	17.613701
ITS.1 <- Intention_to_Stay	13.030567
ITS.2 <- Intention_to_Stay	15.526207
ITS.3 <- Intention_to_Stay	12.788666

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DECLARATION

on the originality of the work

I, undersigned

Sakti Hendra Pramudya (CB8Z6F) declare on my honour that the content of the thesis titled

„Filial Piety of Non-Senior Family Employee: Evidence From Indonesia"

is the result of my own work and for the writing of the dissertation I only used the sources cited (literature, tools etc.), and made my thesis respecting the relevant regulations of the University of Pécs.

I declare that the electronic and the printed version are identical and I am aware of the fact that the obeisance to the copyright rules may be checked by the University of Pécs for potential plagiarism.

Pécs, 31 August 2022

Sakti Hendra Pramudya