University of Pécs

Faculty of Business and Economics

THESIS BOOK

SAKTI HENDRA PRAMUDYA

Pécs, 2022

University of Pécs

Faculty of Business and Economics

Doctoral School of Business Administration

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

SAKTI HENDRA PRAMUDYA

CB8Z6F

Supervisor: Dr. Roland Schmuck

Assistant Professor

Pécs, 2022

TABLE OF CONTENTS

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.

1. RESEARCH PURPOSE

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 of the pieces 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 nonfamily 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, Lopez-Sintas, & Gonzalvo, 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, Steier, & Le Breton-Miller, 2003; Yan and Sorenson, 2006), personal relationship (Davis & Taguiri, 1989; Kandade, Samara, Parada, & Dawson, 2020; Rothausen, 2009), relationship conflict (Machek & Kubíček, 2019; Pieper, Astrachan, & Manners, 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, Sharma, Irving, Marcus, and Chirico (2015) research could be considered as one of the best models to explain the predictors of later generation commitment of family member who works 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.

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, Vora, McDowell, & Khanin, 2020). Nevertheless, 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.

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, Yan, Ho, Shum, Wong, Lau, & Wang, 2016; Shi & Wang, 2019; Yeh, 2003; Yeh & Bedford, 2003; Yeh, Yi, Tsao, & Wan, 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.**

2. HYPOTHESES

To achieve the previously mentioned research goals, a well-defined 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). To explain the relationships of the variables in the first research question, a hypothesis testing process needs to be performed. Six hypotheses need to be tested in order to test the relationships of these variables in the context of building a new theoretical model:

1. *H1: Filial piety would positively affect the identity alignment of a non-senior family business employee.*
2. *H2: Filial piety would positively affect the career interest alignment of a non-senior family business employee.*
3. *H3: Filial piety would positively affect the affective commitment of a non-senior family business employee.*
4. *H4: Identity alignment would positively affect the affective commitment of a non-senior family business employee.*
5. *H5: Career interest alignment would positively affect the affective commitment of a non-senior family business employee.*
6. *H6: Affective commitment would positively affect the intention to stay of a non-senior family business employee.*

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 needs 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.

3. 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 of this research by incorporating the new family business filial piety scale from the first study.

3.1 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 5-point scale ranking of 1 (not relevant) to 5 (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.

3.2 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). 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.

Table 3.1 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 & 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 2.

Table 3.2 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 as the family business employee. The proposed theoretical framework of this research is depicted in Figure 3.1.

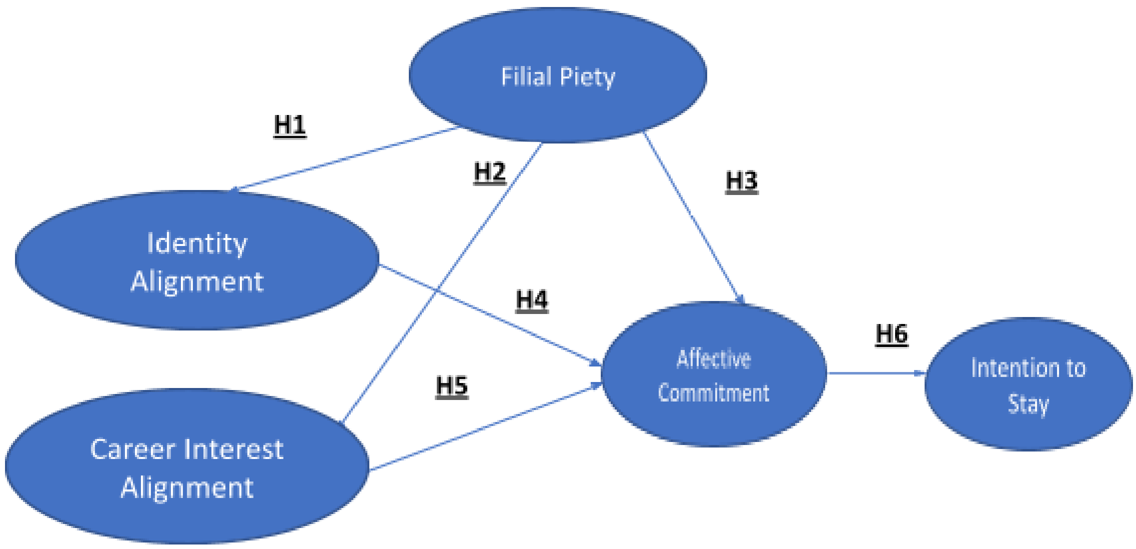

Figure 3.1 Research Model and Hypotheses Development. Source: Own construction.

As can be seen from Figure 3.1, six hypotheses need to be tested in this research. These hypotheses will be tested with the SEM technique. SEM technique 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, Ringle, Smith, Reams, & Hair Jr, 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.

4. RESULTS

4.1 Study I

4.1.1 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.

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 comprise 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 dominant 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.

Both measurement instruments from Yeh and Bedford (2013) and Lum et al. (2016) would be refined through several steps of procedures. The refinement procedures in this research are following Fu et al. (2020) suggestion that has successfully developed a new filial piety measurement instrument from a different perspective as what has been done in this research namely face validity (phase 1), face validity (phase 2), and followed by validity and reliability test.

4.1.2 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.

4.1.3 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.

According to the respondents who participated in the face validity (phase 1) test, there are eight questionnaire questions that need to be eliminated due to the questions not relevant in the family business context. 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.

4.1.4 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 4-point scale ranking of 1 (not relevant) to 4 (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 result of the panel review is satisfactory as there is no item with index scores below 0.8, thus, the measurement instruments are ready to be tested statistically. The final items from content validation are described in Table 4.1.

Table 4.1 The Refined Filial Piety Measurement Instruments from Study I

No.	Variable	Items
1.	Filial Piety	1. I am very concerned about the health condition of the senior members in my family who lead this company. 2. 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. 3. 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. 4. 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. 5. I care deeply about the welfare of the senior members in my family who lead this company. 6. I try to pay more attention to the senior members in my family who lead this company. 7. I will do my best to meet the expectations of the senior members in my family who lead this company 8. I tried to understand the wishes of the senior members of my family who run this company. 9. I will support the livelihoods of the senior members of my family who lead this company to make their lives better and more comfortable 10. I am very grateful to the senior members in my family who lead this company for raising me. 11. I took the initiative to help the senior members in my family lead this company when they were busy 12. I have always been polite when speaking to the senior members in my family who lead this company. 13. I always took the advice of the senior members in my family who headed this company even when I disagreed with them 14. I often ignore promises to friends as a form of obedience to the senior members in my family who lead this company. 15. I am willing to give up my personal ambition to fulfill the expectations of the senior members of my family who lead this company. 16. I will do my best to realize the unachievable goals of the senior members in my family who lead this company. 17. I will visit the senior members of my family who lead this company regularly if I don't live with them.

Source: Own construction.

4.2 Study II

4.2.1 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 demographic and business background questions are added to the questionnaire. 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. (2013).

4.2.2 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 pre-test 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, 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). 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 details of the measurement is can be seen in Table 4.2

Table 4.2 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).

4.2.2.1 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 validity test results show that there are 18 items from the original measurement instruments that 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.

Table 4.3 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 second validity test in table 4.3 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 4.2 are used, a reliability test needs to be performed to ensure the aggregate reliability of all variables.

4.2.2.2 Reliability Test

The 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 4.3.

Table 4.3 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 4.3, 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.

4.2.3 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 pre-determined hypotheses in the research.
2. To test the overall theoretical model

To test the pre-determined 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.

4.2.3.1 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 representative, consistent, and exhibit the true condition of the sample. The criteria of the respondent can be seen in Table 4.4.

Table 4.4 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 Black, Babin, Anderson, and Tatham (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).

4.2.3.2 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.

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.

4.2.3.3 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.

4.2.3.3.1 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 4.5.

Table 4.5 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 4.5, 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.

4.2.3.3.2 Average Variance Extracted (AVE) Validity Test

According to Hair et al. (2019), Average variance extracted (AVE) can be used to calculate discriminant 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 discriminant validity. The AVE result for this research can be seen in Table 4.6.

Table 4.6 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 4.6, 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.

4.2.3.4 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, and 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 4.7.

Table 4.7 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 4.7, it can be seen that all the constructs of the measurement instruments (or questionnaire questions) 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.

4.2.3.5 Evaluation of Measurement Model

Model evaluation is the first crucial part of this research due to the analysis that 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 4.1.

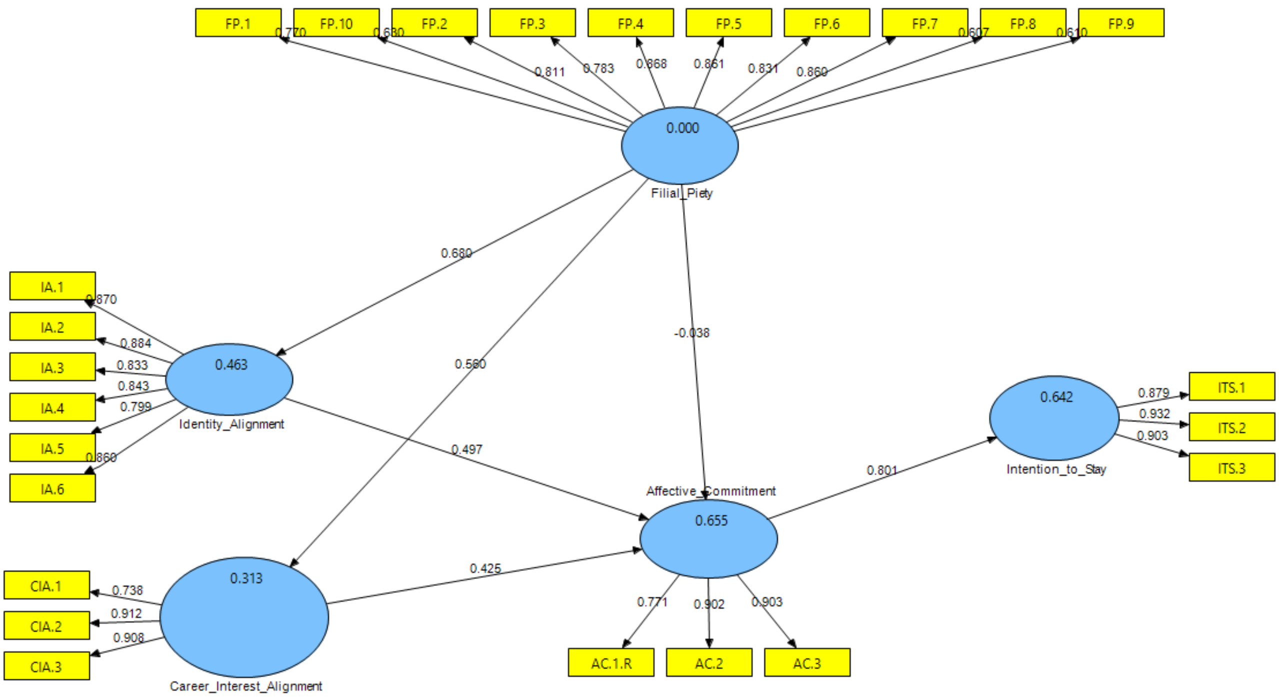

Figure 4.1 The PLS-SEM Output with path coefficient. Source: Own calculation.

Figure 4.1 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 4.1 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. $R \geq 0.5$, 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 4.8.

Table 4.8 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 4.8 we can see that the majority of correlation from the variables that are mentioned in the theoretical model are positive and significantly correlated namely:

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)

4.2.3.6 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 (R^2) value to see the results of the structural model evaluation. The value of R^2 aims to determine how much the independent variable affects the dependent variable. R^2 values for the model can be seen in Table 4.9.

Table 4.9 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 4.9 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 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 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 not included in this study.

4.2.3.7 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 4.10.

Table 4.10 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 4.10, 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 4.10 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.

5. SUMMARY OF THE RESEARCH

The research concludes that **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 5.1.

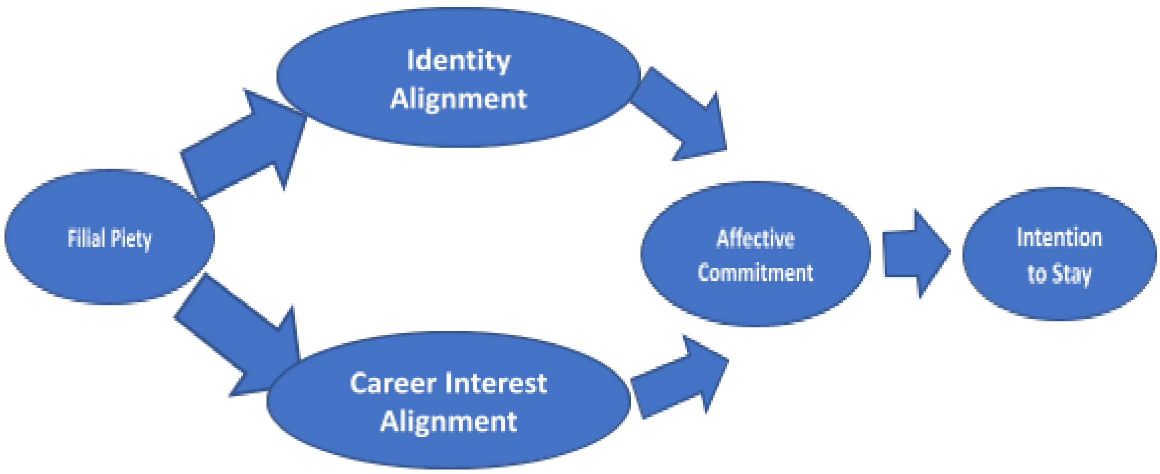

Figure 5.1 The effect of filial piety towards the antecedents of intention to stay of non-senior family business employees. Source: Own construction.

The theoretical model that is depicted in Figure 5.1, 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 consecutive steps of the analysis to build the theoretical model, as well as the results of the analysis, are explained in Table 5.1.

Table 5.1 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 discipline of science. 2. To brainstorm the available measurement instruments with family business researchers and organizational psychology expert.	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 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 the representativeness to other 30 respondents.	1. Eight (8) questionnaire questions need to be eliminated due to the questions are not relevant in family business context. 2. There are seventeen (17) questionnaire questions that is 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 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).	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 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 of 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.	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.

		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.	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. INTERPRETATION OF 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.

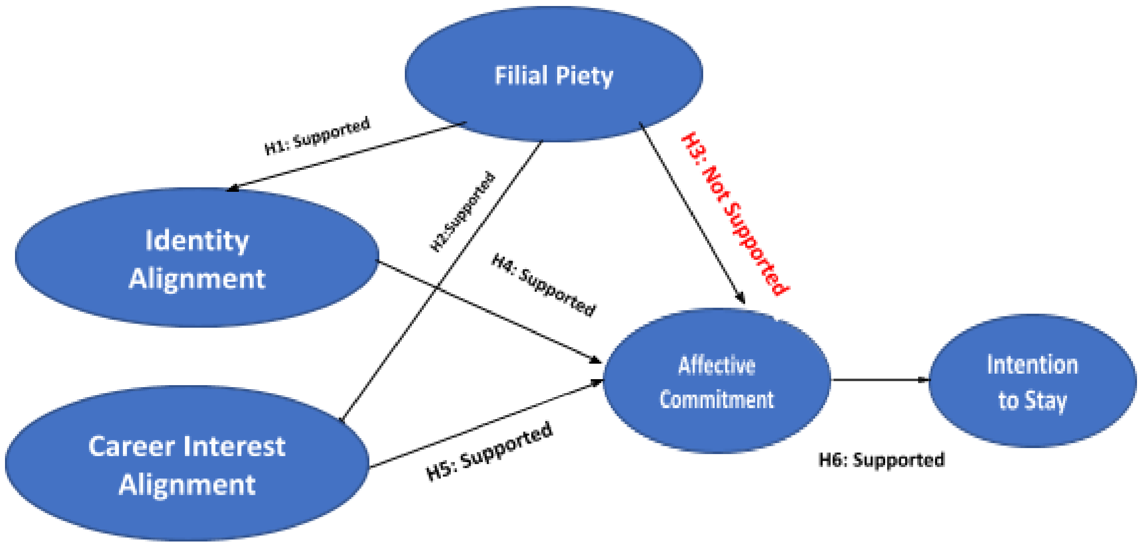

Figure 6.1 Path analysis results and its hypotheses. Source: Own construction.

Figure 6.1 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 R2 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".

7. THESES

The study of family business is still at its inception phase thus it open up an opportunity to integrate concepts form other discipline of science to explain phenomena in the management of family business that is exhibited throughout different cultures and geography. Specific to the East Asia family business, most of them is still upheld traditional Confucian values that manifested into traits including filial piety. Filial piety has been long been considered as the basic principle of Confucian philosophy by Chinese people and overseas Chinese communities including those who resides 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 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.

2. THESIS.

Filial Piety is positively affecting identity alignment

Filial piety positively affects the identity 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 & 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 & 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 & 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) 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 & Mael, 1989). 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.

8. REFERENCES

Aldrich, H. E., & Cliff, J. E. (2003). The pervasive effects of family on entrepreneurship: Toward a family embeddedness perspective. *Journal of business venturing*, *18*(5), 573-596.

Astrachan, J. H. (1988). Family firm and community culture. *Family Business Review, 1*(2), 165–189.

Au, K. & Kwan, H. K. (2009). Start-up capital and Chinese entrepreneurs: The role of family. *Entrepreneurship Theory and Practice, 33*(4), 889-908.

Chen, Y., Yu, E., & Son, J. (2014). Beyond leader–member exchange (LMX) differentiation: An indigenous approach to leader–member relationship differentiation. *The Leadership Quarterly*, *25*(3), 611-627.

Beach, B. (1993). Family Support in Home-Based Family Businesses. *Family Business Review*, *6*(4), 371-379.

Davis, J. H., Allen, M. R., & Hayes, H. D. (2010). Is blood thicker than water? A study of stewardship perceptions in family business. *Entrepreneurship theory and practice*, *34*(6), 1093-1116.

Davis, J. A., & Tagiuri, R. (1989). The influence of life stage on father‐son work relationships in family companies. *Family Business Review*, *2*(1), 47-74.

Dawson, A., Sharma, P., Irving, P. G., Marcus, J., & Chirico, F. (2015). Predictors of later–generation family members' commitment to family enterprises. *Entrepreneurship Theory and Practice*, *39*(3), 545-569.

Fu, Y. Y., Xu, Y., & Chui, E. W. T. (2020). Development and validation of a Filial Piety Scale for Chinese Elders in contemporary China. *The International Journal of Aging and Human Development, 90*(2), 176-200.

Garcia-Alvarez, E., Lopez-Sintas, J., & Gonzalvo, P.S. (2002). Socialization Patterns of Successors in First- to Second-Generation Family Businesses. *Family Business Review*, 15, 189-203.

George, D., & Mallery, P. (2019). *IBM SPSS Statistics 26 step by step: A simple guide and reference*. Routledge.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice, 19*(2), 139-152.

Hom, P. W. & Xiao, Z. (2011). Embedding social networks: How *guanxi* ties reinforce Chinese employees' retention. *Organizational Behavior and Human Decision Processes, 116*, 188-202.

Huang, M. P., Liang, W. C., & Hsin, C. N. (2012). Confucian dynamism work values and team performance: A multiple‐level analysis. *Asian Journal of Social Psychology*, *15*(3), 178-188.

Hui, T., Yuen, M., & Chen, G. (2018). Career‐Related Filial Piety and Career Adaptability in Hong Kong University Students. *The Career Development Quarterly, 66*(4), 358-370.

Kandade, K., Samara, G., Parada, M. J., & Dawson, A. (2020). From family successors to successful business leaders: A qualitative study of how high-quality relationships develop in family businesses. *Journal of Family Business Strategy*, 100334.

Lum, T. Y., Yan, E. C., Ho, A. H., Shum, M. H., Wong, G. H., Lau, M. M., & Wang, J. (2016). Measuring filial piety in the 21st century: Development, factor structure, and reliability of the 10-item contemporary filial piety scale. *Journal of Applied Gerontology*, *35*(11), 1235-1247.

Lumpkin, G. T., Martin, W., & Vaughn, M. (2008). Family orientation: Individual-level influences on family firm outcomes. *Family Business Review, 21*(2), 127-138.

Machek, O., & Kubíček, A. (2019). Wise leaders do not let relationship conflicts ruin their family businesses. *Organizational Dynamics*, 100747.

Mahto, R. V., Vora, G., McDowell, W. C., & Khanin, D. (2020). Family member commitment, the opportunity costs of staying, and turnover intentions. *Journal of Business Research*, *108*, 9-19.

Miller,D., Steier,L., & Le Breton-Miller, I. (2003). Lost in time: intergenerational succession, change, and failure in family business. *Journal of Business Venturing*, 18, 4, 513-531.

Newman, A. & Sheikh, A. Z. (2012). Organizational rewards and employee commitment: a Chinese study. *Journal of Managerial Psychology, 27*(1), 71-89.

Parker, S. C. (2016). Family Firms and the "Willing Successor" Problem. *Entrepreneurship Theory and Practice, 40*(6), 1241-1259.

Pather, S., & Uys, C. S. (2008). Using scale reduction techniques for improved quality of survey information. *SA Journal of Information Management, 10*(3).

Perneger, T. V., Courvoisier, D. S., Hudelson, P. M., & Gayet-Ageron, A. (2015). Sample size for pre-tests of questionnaires. *Quality of Life Research, 24*(1), 147-151.

Pieper, T. M., Astrachan, J. H., & Manners, G. E. (2013). Conflict in family business: Common metaphors and suggestions for intervention. *Family Relations*, *62*(3), 490-500.

Polit, D. F., Beck, C. T., & Owen, S. V. (2007). Is the CVI an acceptable indicator of content validity? Appraisal and recommendations. *Research in Nursing & Health, 30*, 459–467.

Qi, X. (2015). Filial Obligation in Contemporary China: Evolution of the Culture‐System. *Journal for the Theory of Social Behaviour, 45*(1), 141-161.

Raykov, T., & Marcoulides, G. A. (2012). *A first course in structural equation modeling*. Routledge.

Rigdon, E. E. (2012). Rethinking partial least squares path modeling: In praise of simple methods. *Long Range Planning, 45*(5/6), 341–358.

Rothausen, T. J. (2009). Management Work—Family Research and Work—Family Fit: Implications for Building Family Capital in Family Business. *Family Business Review*, *22*(3), 220-234.

Ruslan, I. (2017). Nilai Anak" dalam Perspektif Masyarakat Multi Etnik dan Agama. *Jurnal Pendidikan Sosiologi dan Humaniora, 8*(2), 18-33.

Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy, 5*(1), 105-115.

Sheer, V.C. (2012). In Search of Chinese Paternalistic Leadership: Conflicting Evidence from Samples of Mainland China and Hong Kong's Small Family Businesses. *Management Communication Quarterly, 27*(1), 34-60.

Shi, J., & Wang, F. (2019). Three-Dimensional Filial Piety Scale: Development and Validation of Filial Piety Among Chinese Working Adults. *Frontiers in psychology*, *10*, 2040.

Tan, D. S., & Akhtar, S. (1998). Organizational commitment and experienced burnout: An exploratory study from a Chinese cultural perspective. *The International Journal of Organizational Analysis*.

Wang, J., Keil, M., Oh, L. B., & Shen, Y. (2017). Impacts of organizational commitment, interpersonal closeness, and Confucian ethics on willingness to report bad news in software projects. *Journal of Systems and Software*, *125*, 220-233.

Wold, H. (1985). Partial least squares. In Kotz, S., & Johnson, N. L. (Eds.), *Encyclopedia of statistical sciences* (Vol. 6, pp. 581–591). New York: Wiley.

Yan, J., & Sorenson, R. L. (2004). The influence of Confucian ideology on conflict in Chinese family business. *International journal of cross cultural management*, *4*(1), 5-17.

Yan, J., & Sorenson, R. (2006). The effect of Confucian values on succession in family business. *Family business review*, *19*(3), 235-250.

Yeh, K. H. (2003). The beneficial and harmful effects of filial piety: An integrative analysis. *Progress in Asian Social Psychology: Conceptual and Empirical Contributions: Conceptual and Empirical Contributions*, *42*, 67-82.

Yeh, K. H., & Bedford, O. (2003). A test of the dual filial piety model. *Asian Journal of Social Psychology*, *6*(3), 215-228.

Yeh, K. H., Yi, C. C., Tsao, W. C., & Wan, P. S. (2013). Filial piety in contemporary Chinese societies: A comparative study of Taiwan, Hong Kong, and China. *International Sociology*, *28*(3), 277-296.

9. LIST OF PUBLICATIONS (FIRST AUTHOR)

1. **The role of filial piety in career interest alignment, identity alignment, and affective commitment: Evidence from Indonesia.** *Publication,* published by "Problems and Perspectives in Management". Business Perspective, Ukraine, Volume 2, No.1. 2022.
2. **Succession Planning in Micro and Small Family Business (Case: Micro and Small Family Business in East Jakarta)** *Publication*, published by "Airlangga Journal of Innovation Management", Badan Pengembangan Bisnis Rintisan dan Inkubasi UNAIR, Indonesia, *Volume 2, No.1. 2021*
3. **The Entrepreneurship Ecosystem in Malaysia: The Global Entrepreneurship Index (GEI) Analysis**. *Publication*, published by "Regional Formation and Development Studies" Scientific Journal of Klaipėda University, Lithuania, Volume 35, No.3. 2021
4. **The Celebrity Family Endorsement on Instagram Product Advertisement (Case: The Hermansyah).** *Publication*, published by "International Journal of Family Business Practice" of President University, Indonesia, Volume 3, No.2. 2020
5. **Online Transportation Price War: Indonesian Style**. *Publication*, published by "Regional Formation and Development Studies" Scientific Journal of Klaipėda University, Lithuania - ISSN: 2351-6542, Volume 29, No.3. 2019.
6. **The Celebrity Family Brand; Comparing Single Celebrity Endorsement and Celebrity Family Endorsement on Instagram Product Advertisement**. *Proceeding*, presented at The Transformation of Asian Economic Institutions: Understanding Local Changes and Global Impacts on Business and Society, Budapest, Hungary on May 10th, 2018.
7. **Indonesian Internet Literacy; The Endless Possibilities for Marketers**. *Proceeding*, presented at 23rd International Scientific Conference -Strategic Management and Decision Support Systems in Strategic Management, Subotica, Serbia on April 26th, 2018.
8. **Indonesian Consumer Attitude Towards Celebrity Endorsement on Instagram**. *Proceeding*, presented at 23rd International Scientific Conference -Strategic Management and Decision Support Systems in Strategic Management, Subotica, Serbia on April 26th, 2018.

9. **The Family Business Attributes (Case study: Urban Family Business in South Jakarta)**. *Proceeding*, presented at International Conference on University-Based Entrepreneurship and Regional Development (ICUBERD), Pécs, Hungary on December 1st, 2017.
10. **The Characteristics of The Migrant Entrepreneurs in South Jakarta**. *Publication*, published by "Regional Formation and Development Studies" Scientific Journal of Klaipėda University, Lithuania - ISSN: 2351-6542, Volume 24, No.1. 2018.
11. **An Introduction of Family Business Characteristic in Indonesia**. *Proceeding*, presented at The 4th Conference of Youths in Europe (Fiatalok EUrópában), Pécs, Hungary on November 24th, 2017.