

## Harnessing Kinship for Family Business Development in Rural Tourism: Insights from Indonesia

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**Abstract:** The tourism sector in Indonesia offers a significant platform for family businesses to drive economic growth, particularly in rural areas. In such settings, these enterprises often involve not only nuclear families but also extended families connected through kinship networks. This study examines the role of kinship in the development of family businesses within the Ciletuh Palabuhanratu UNESCO Global Geopark, Indonesia. Focusing on family enterprises in Ciwaru village, the research aims to explore how kinship relationships contribute to business sustainability and growth. Utilizing qualitative methods and a case study approach, the study applies concepts of family business, kinship, and inheritance systems. Findings reveal that kinship serves as a critical resource, providing labor, facilitating business promotion, ensuring generational continuity, and broadening business activities. These networks foster cooperation, trust, and shared experience, enabling family businesses to thrive. Furthermore, the growth of these enterprises has played a pivotal role in addressing poverty in Ciwaru village, highlighting the socio-economic impact of kinship-based family businesses.

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rural

**Aprovechando los lazos de parentesco para el desarrollo de empresas familiares en el turismo rural: Evidencia desde Indonesia**

**Resumen:** El sector turístico en Indonesia ofrece una plataforma significativa para que las empresas familiares impulsen el crecimiento económico, particularmente en las zonas rurales. En estos contextos, dichas empresas suelen involucrar no solo a familias nucleares, sino también a familias extensas conectadas a través de redes de parentesco. Este estudio examina el papel del parentesco en el desarrollo de empresas familiares dentro del Geoparque Mundial UNESCO Ciletuh Palabuhanratu, Indonesia. En concreto, la investigación busca explorar cómo las relaciones de parentesco en la aldea de Ciwaru contribuyen a la sostenibilidad y el crecimiento empresarial. A través de métodos cualitativos y un enfoque de estudio de caso, el análisis aplica conceptos de empresa familiar, parentesco y sistemas de herencia. Los hallazgos revelan que el parentesco actúa como un recurso clave, proporcionando mano de obra, facilitando la promoción del negocio, garantizando la continuidad generacional y ampliando las actividades empresariales. Estas redes fomentan la cooperación, la confianza y la experiencia compartida, permitiendo que las empresas familiares prosperen. Además, el crecimiento de estas empresas ha desempeñado un papel fundamental en la lucha contra la pobreza en la aldea de Ciwaru, destacando el impacto socioeconómico de las empresas familiares basadas en parentesco.

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## 1. Introduction

This study builds on the findings of previous research on family businesses and kinship to explore the role of kinship in family businesses in rural tourism. This study contributes to two bodies of literature. First, it helps develop a theoretical framework of the characteristics and strategies of family businesses in rural tourism. Second, it develops a theoretical framework regarding the implications of kinship in family businesses. The comprehensive framework in this study reveals how the implications of kinship in family businesses in Southeast Asian rural tourism can be utilized by future research.

Kinship as an approach in family business research was first introduced by Alex Stewart in 2003 (Stewart, 2003; Verver & Koning, 2018). The kinship approach in research continues to be used to analyze certain aspects of family businesses, such as social networks (Khayesi et al., 2014; Li et al., 2022; Peng, 2004), resilience (Engeset, 2020; Lin & Wen, 2021), ethnic groups (Verver & Koning, 2018), households (Alsos et al., 2014), opportunities (Khavul et al., 2009), and the value of altruism (Karra et al., 2006). The discussion in these studies shows that kinship is closely related to business resources and has implications that can support and hinder business performance.

Research that uses kinship to analyze business social networks (Khayesi et al., 2014; Li et al., 2022; Peng, 2004) shows that kinship networks can be the main channel of entrepreneurial resource acquisition in family businesses. Research by Li et al. (2022) highlighted the advantages of kinship networks that can facilitate psychic resources compared to industrial networks in small tourism firms (STFs) in rural tourism areas of China. Then, Khayesi et al. (2014) linked kinship networks with their maintenance costs to enhance resource acquisition in small family businesses in Uganda. Meanwhile, Peng (2004) highlights the further function of kinship networks in protecting property rights and reducing transaction costs in family businesses in rural China.

Further research uses kinship to analyze business resilience strategies (Engeset, 2020; Lin & Wen, 2021). This research shows that kinship ties can support family businesses in surviving or adapting to a problem. Lin and Wen (2021) highlighted kinship ties in facilitating the ownership status of business assets to reduce expenses and avoid bankruptcy of a family hotel business in China. Meanwhile, Engeset (2020) highlighted kinship support in ensuring the availability of potential successors to family hotel businesses in rural tourism areas in Western Norway when faced with internal problems.

Other studies using the kinship approach (Alsos et al., 2014; Karra et al., 2006; Khavul et al., 2009; Verver & Koning, 2018) also show valuable findings. Verver and Koning (2018) highlighted the variety of kinship ties that influence different levels of connectedness, reciprocity, and trust in ethnic Chinese family businesses in Cambodia. Then, Alsos et al. (2014) highlighted the function of kinship relations in family livestock businesses in Scotland and Norway on resource potential and business growth. Khavul et al. (2009) highlighted kinship rules in informal family businesses in North Africa that can create different business opportunities and outcomes between men and women. Also, Karra et al. (2006) highlighted the influence of the altruistic behavior of kin members in family businesses in Turkey on the widespread welfare benefits of businesses at the group or broader community level.

The findings of these previous studies make a valuable contribution to developing the kinship approach in family businesses. However, there are spaces from each study that our research can fill. First, in the context of the region, most of the studies were conducted in Asian countries (Li et al., 2022; Lin & Wen, 2021; Peng, 2004; Verver & Koning, 2018; Karra et al., 2006), but have not included Indonesia as part of Southeast Asian countries where 95% of businesses are known to be family businesses and contribute to the national economy, as shown in data published by Price Waterhouse Coopers (PWC, 2014; PWC, 2018). We agree with the statement of research limitations (Alsos et al., 2014; Engeset, 2020; Khavul et al., 2009; Li et al., 2022; Peng, 2004) regarding generalization issues in the context of different countries, cultures, and companies. For example, Li et al. (2022) showed that companies in China, which are heavily influenced by government regulations, are likely to differ from Indonesia, which adheres to the Pancasila economic system. Second, in the focus of analysis, most studies (Engeset, 2020; Khayesi et al., 2014; Li et al., 2022; Lin & Wen, 2021; Peng, 2004) conduct an in-depth analysis of an aspect but have not shown possible linkages with other aspects, for example between kinship networks and business expansion strategies. Third, the family business units studied are limited to a single product or service, such as the hotel business (Engeset, 2020; Lin & Wen, 2021) or livestock and agriculture (Alsos et al., 2014). A wide variety of family business products or services generally characteristic of rural tourism areas (Li et al., 2022) have yet to be looked at simultaneously in one study.

Although these previous studies show the development of the kinship approach in family business research, we agree with Verver and Koning's (2018) statement that until 2023,

there will be relatively little use of the kinship approach in family business. We explored the novelty of the research topic in the last five years using bibliometric analysis. The results show that kinship-related family business research appears new, scarce, and unrelated to rural and tourism aspects. Therefore, our study fills the gaps obtained from the results of bibliometric analysis and the previous studies described earlier. We fill these gaps by including two additional variables, rural and tourism, to analyze aspects of the family business through a kinship approach in the context of the Indonesian state, business, and culture.

This study adopts [Verver and Koning's \(2018\)](#) idea that kinship has become one of the main factors influencing entrepreneurship. According to [Eriksen \(2015\)](#), kinship is the first social institution to influence a person's identity, livelihood, and career. In our research, kinship is understood as a social relationship between a person and their siblings, either from the father's, mother's, or both sides ([Kroeber, 1917](#); [Lowie, 1961](#); [Makarius et al., 1977](#)). These social relationships are based on blood and marriage relations and center on the nuclear family and extended family ([Turner, 1981](#)). Using kinship in family businesses can more broadly explore the relationships, values, and norms relevant to the business ([Stewart, 2010](#); [Verver & Koning, 2018](#)).

The implications of kinship in family businesses can support firm performance ([Mars & Ward, 1984](#); [Ward, 1987](#)). First, kinship ties expand access to 'cheap' with relatively long working hours of labor from the family ([Boissevain, 1990](#); [Stewart, 2014](#)). Second, kinship ties make it easier for parties involved in financing and underwriting activities ([Morokvasic & Phizacklea, 1990](#); [Werbner, 1984](#)). Third, kinship ties allow next-generation candidates to become company leaders ([Brunelli & Carlo, 2019](#); [Dick & Morgan, 1987](#)). However, the implications of kinship in family businesses can lead to work inefficiencies and minimum wages ([Arru et al., 2021](#); [Ram & Holliday, 1993](#)). Kinship ties reinforce nepotism, which allows incompetent kin members to hold important positions and wage negotiation practices ([Stewart & Hitt, 2010](#)). Kinship lines also allow for gender-biased practices in business succession ([Hoel, 1982](#)).

Our study is based on qualitative research on family businesses in Ciletuh Palabuhanratu UNESCO Global Geopark (CPUGG), Indonesia. Family businesses comprise 85% of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia and contribute 82% to the country's GDP ([PWC, 2014](#); [PWC, 2018](#)). However, only 30% of these businesses survive past the first generation ([Poza, 2010](#)). The tourism sector in Indonesia

supports the growth of these family businesses, and there is growing academic interest in their collaboration in the tourism sector ([Damiasih & Ihalauw, 2021](#)). Ciletuh Palabuhanratu UNESCO Global Geopark (CPUGG) was internationally recognized in 2015. This rural area has extended families accompanied by primordial solid ties.

## 2. Literature Review

### 2.1. Characteristics of family businesses in rural tourism areas

Family businesses in rural tourism areas have distinct characteristics that set them apart from businesses in other areas. Cultural uniqueness, social life, ethnic groups, and properties are distinctive features of rural tourism ([Flanigan et al., 2014](#); [Lin & Wen, 2021](#)). Family businesses in rural tourism tend to develop businesses oriented towards culture, heritage, health, and tourism activities (Lane, 1994). Generally, family businesses in rural tourism areas are dominated by small tourism firms (STFs) founded and managed by local families ([Hallak et al., 2015](#); [Lai et al., 2017](#); [Li et al., 2022](#)). In some Asian countries, these small community-based enterprises provide authentic products or services (accommodation or food) and contribute to sustainable rural development and poverty alleviation ([Komppula, 2014](#); [Lai et al., 2017](#); [Li et al., 2022](#)).

Generally, family businesses in rural tourism areas tend to apply the principle of sharing and interdependence between each other ([Alsos et al., 2014](#); [Engeset, 2020](#); [Li et al., 2022](#)). This sharing principle allows those involved in the family network to share voluntarily and collectively for the development of the business ([Alsos et al., 2014](#)). This principle tends to be taboo in family businesses in general because it goes against market logic ([Stewart, 2003](#)). Therefore, sharing becomes a distinctive characteristic in rural family business tourism because it does not go through calculations like formal companies ([Stewart, 2003](#)). A case in point is seen in the research of [Alsos et al. \(2014\)](#), which shows the location of family-owned livestock businesses in rural tourist areas of Scotland and Norway that have kinship relationships and are close to each other. The location of these businesses nearby is based on the view that each family or relative-owned business activity is seen as an interconnected and not separate entity. According to Alsos, these small rural businesses can be seen as an integral element, or he likens them to the 'spokes of the wheel' of a business system. Family businesses that coexist with other businesses can benefit from access to quality raw materials at competitive prices and flexible access ([Alsos &](#)

Carter, 2006).

Family businesses in rural tourism areas are classified as small businesses (Alsos et al., 2014; Engeset, 2020; Li et al., 2022) with simple organizational structures consisting of owners, managers, and employees (Curtis & Slocum, 2022). Decision-making in these businesses is fast, allowing for quick detection and proactive response to changes (Engeset, 2020; Thomas et al., 2011). Bichler et al. (2020) show that decision-making in family hotel businesses in rural Serfaus (Austria) is based on emotional, social, and family concerns but less on economic concerns. The simple organizational structure makes business financial management more effective (Mzid et al., 2019).

The goals of family businesses in rural tourism areas are not only oriented toward financial gain but also oriented towards regional and social attachment and personal, family, and community well-being (Andersson et al., 2002; Komppula, 2014; Rutten & Boekema, 2007; Tohidyan & Rezaei, 2019). Research (Curtis & Slocum, 2022; Engeset, 2020; Getz & Petersen, 2005) shows that the goals of small family businesses in rural tourism areas tend to be more related to lifestyle, family gatherings, and recreation rather than financial gain. Social welfare is paramount, especially relationships with family members and other business owners (Bichler et al., 2020). These businesses prioritize social benefits, ecology, regional attachment, and social networks (Kallmuenzer et al., 2017; Peters & Schuckert, 2014). They feel responsible for the social environment, which can influence business and destination development (Campopiano et al., 2012; Huang et al., 2015; McManus et al., 2012). However, the long-term goal of family businesses in rural areas remains economically oriented to support family life (Engeset, 2020; Kallmuenzer et al., 2017). This is evidenced by the continuous maintenance of business succession processes for future generations (Bichler et al., 2020).

Family businesses in rural tourism areas are built on the aspirations and abilities of family members regarding operational, strategic, and organizational aspects of the business (Chrisman et al., 2005). The role of family members in the family business is differentiated by the type of family, namely members of the nuclear family and members of the extended family (Verver & Koning, 2018). Generally, family businesses are owned and run by the nuclear family, but in the process of establishment and operation, they rely heavily on the support of the extended family (Alsos et al., 2014; Khayesi et al., 2014; Karra et al., 2006; Li et al., 2022; Lin & Wen, 2021; Peng, 2004; Verver & Koning, 2018). Furthermore, nuclear family members are involved in ownership,

core management, and resource gathering, while extended family members are involved in resource assembly, providing assistance, and handling central management positions (Verver & Koning, 2018). The significant role of nuclear and extended family members in the business shows that family businesses in rural tourism areas have substantial social capital to maintain the business (Li et al., 2022; Lin & Wen, 2021; Engeset, 2020; Chrisman et al., 2011). Trust, commitment, and dedication significantly contribute to business operations in rural family businesses compared to knowledge gained from formal education (Li et al., 2022). However, the generation gap in mindset causes a crisis of trust, often when older generations prefer conventional methods and younger generations want to innovate with current trends (Engeset, 2020).

Family businesses in rural areas are also operated by communities that were formerly migrants (Bosworth & Farrell, 2011; Mitchell & Shannon, 2018). For example, research by Mitchell and Shannon (2018) shows that various groups of migrants enter rural areas in Canada for different reasons, timing, and goals. Their businesses are tailored to the needs of tourism activities in the village areas (Bosworth & Farrell, 2011). Their motivations to migrate and open businesses in rural areas are economic factors (income and job creation) and non-economic factors such as lifestyle, facilities, and family (Bosworth & Farrell, 2011; Mitchell & Shannon, 2018).

For family business owners in rural tourism areas, providing employment opportunities for family members is essential (Bichler et al., 2020; Engeset, 2020; Tew & Barbieri, 2012). For example, in Engeset's (2020) study, employing family members created a sense of pride for family hotel business owners in rural Norway. Furthermore, in the research of Arru et al. (2021), the owners of family businesses in rural Italy even had to provide sufficient wages to family laborers to prevent them from leaving their homes to seek employment elsewhere. Family labor is considered necessary, especially for those who still reside in rural communities (Kallmuenzer et al., 2017). The recruitment system for the workforce in rural family businesses is informal and conducted through word of mouth (Ram & Holiday, 1993). According to research by Ram and Holiday (1993), this informality allows the workforce to come from kin members of the owner. The workers carry out the recruitment system to persuade relatives or friends to come and work. Family labor will gain a unique position in the business, extending to other family members' networks (Kallmuenzer et al., 2017).

Like businesses in general, family businesses



in rural tourism also apply various strategies to support their business sustainability. When discussing strategy, it will be related to business resilience. Family businesses in rural tourism areas tend to be resilient because they have strategies to deal with complex situations (Engeset, 2020). Generally, business resilience has three strategy perspectives: adaptation, survival, and innovation (Amann & Jaussaud, 2012). Adaptation involves recovering from a crisis and repairing 'damaged' conditions. Survival involves restoring the situation to the previous normal, while innovation and change involve fundamental business renewal (Dahles & Susilowati, 2015). For example, in Engeset's research (2020), when a family hotel business in rural Norway faces an internal crisis such as the business owner's death, family members will carry out a survival strategy by transferring positions to other family members to return to normalcy. This strategy shows that instead of 'bouncing forward', the strategy adopted is 'bouncing back' to return to the state before the crisis occurred (Lengnick-Hall & Beck, 2005). However, when the family hotel business faces external challenges, such as increasing tourists, family members will innovate and change strategies by expanding and improving hotel facilities according to market tastes. These strategies and innovations show a 'bounce forward' to make significant changes in the business (Davoudi et al., 2012). Business expansion is also shown in Lin & Wen's (2021) research on family businesses in rural Chinese tourist areas that carry out business promotion activities through social media during the COVID-19 pandemic. Apart from expansion, according to Alsos et al. (2014), innovation and change strategies carried out in family businesses in rural tourism areas in Norway also include the establishment of new businesses in addition to pre-existing businesses. This aligns with Engeset & Heggem's (2015) statement that family businesses in rural tourism areas are seen more as business diversification activities.

Business strategies in rural tourism areas also relate to household strategies based on joint decisions (Abbas et al., 2001; Wallace, 2002). Essential decisions in family businesses are made through deliberations to reach agreements (Ferguson & Olofsson, 2011; Fuller, 1990; Jervell, 2011). The connection of household strategies in rural family businesses allows risk avoidance, especially those related to capital, because it can significantly affect business conditions (Komppula, 2014). In addition to household strategies, businesses in rural tourism areas are also related to customer attraction strategies by positioning customers as references for marketing activities, product development, and operations (Ross,

2009). In this business, customers are likened to the 'backbone' of the business, so it is essential to maintain good relations with customers. Curtis and Slocum's research (2022) shows that 'tasting rooms' are part of the strategies used by wine business actors in California to build intimate relationships, sustainable feedback, and loyalty with customers. Promotion commonly used in business is 'word-of-mouth' promotion conveyed to consumers as advertising media. This promotional step is practical and does not require a significant cost because the information given to consumers switches to product or service dissemination. Ultimately, the experience provided leads to product or service recommendations to related consumers (Nugraha, 2023).

## 2.2. Implications of kinship in business performance

The primary element in the social and cultural environment that most influences entrepreneurship is kinship (Verver & Koning, 2018). Kinship is the first significant social institution influencing a person's identity, livelihood, and career (Eriksen, 2015). Kinship can be understood as social relationships that occur between a person and their relatives, either through the father's (patrilineal), mother's (matrilineal), or both (bilateral) lines (Kroeber, 1917; Lowie, 1961; Makarius et al., 1977). These social relationships are based on blood ties and marriage and center around the nuclear and extended family (Turner, 1981). In the context of entrepreneurship, Holy (1996) defines kinship as a geological network that allows individuals or groups to share 'without calculation,' thus contradicting the logic of the market. Stewart (2003), therefore, sees kinship as a distinctive order of morality that can conflict with market logic. These moral orders converge in family businesses or households (Alsos et al., 2014). Through the household or family business, kinship provides benefits in entrepreneurial activities, such as providing access to resources in the form of capital, social support, mentoring, access to business channels, markets, networks, and information (Alsos et al., 2014; Stewart, 2003; Benedict, 1968). Previous studies (Khayesi et al., 2014; Alsos et al., 2014; Khavul et al., 2009; Karra et al., 2006; Ram & Holliday, 1993) show that the implications of kinship for business performance can be positive and negative.

The positive implications of kinship on family business performance are that it can form social capital that is useful for obtaining business resources, especially labor, business successors, and trust (Brunelli & Carlo, 2019; Boissevain, 1990; Dick & Morgan, 1987; Morokvasic & Phizacklea, 1990; Stewart, 2014; Werbner, 1984). In Asian countries, family labor is the key

to success (Mars & Ward, 1984; Ward, 1987). Kinship ties can expand access to resources and labor from families, which are relatively 'cheap' with relatively long working hours (Stewart, 2014; Boissevain, 1990). Kinship networks supply reliable labor resources and can act as sustainable control mechanisms (Dick & Morgan, 1987). Kinship can ensure the availability of successors who fit the family culture (Brunelli & Carlo, 2019). Kinship ties also facilitate trust in financing and guaranteeing company activities (Morokvasic & Phizacklea, 1990; Werbner, 1984). Social capital as a form of kinship that has positive implications for business performance can be in the form of social networks and altruistic values (Khayesi et al., 2014; Karra et al., 2006). Kinship ties can form social networks that increase business resource acquisition (Khayesi et al., 2014; Arregle et al., 2007). These social networks, derived from kinship ties, are often utilized by startup-phase small family businesses to acquire initial resources (Khayesi et al., 2014; Arregle et al., 2007; Greve & Salaff, 2003). These social networks are formed from first-level individual network contacts (Greve & Salaff, 2003). The size of this social network can increase if family members or relatives enter one's network (Khayesi et al., 2014).

In addition to forming social networks, kinship ties can form the value of altruism, which also benefits the acquisition of business resources (Karra et al., 2006). In family businesses, altruism is categorized as a resource that benefits the owner (Schulze et al., 2003). This is because the value of altruism encourages business owners or parents to care for and provide facilities to their children. In return, children will be devoted to their parents by helping their family's business work (Alsos et al., 2014). Altruistic behavior in a business does not only work within the scope of family or close relatives. However, it can also be transferred to pseudo-families based on distant kinship and ethnic ties (Karra et al., 2006). Altruism in this reciprocal business can align the interests of family members and reduce agency costs (Karra et al., 2006). Research by Karra et al. (2006) on family businesses in Turkey shows that reciprocity in a family business can be in the form of gifts from owners to management.

Besides having positive implications, kinship also has negative implications, which can hinder company management and create gender bias (Ram & Holliday, 1993; Khavul et al., 2009). Arru's research (2021) shows that using family labor leads to inefficiencies and less-than-maximum wage earnings. This is because kinship ties reinforce family culture (such as nepotism), which encourages negotiation practices in wage distribution (Stewart, 2003). In addition, the

recruitment system through kinship networks is also considered less rational and puts pressure on management because it often does not align with the company's needs (Ram & Holiday, 1993). Kinship ties can also reinforce family ideology, allowing less competent family members to hold important positions in the company (Stewart & Hitt, 2010).

The implications of kinship in business succession also allow for gender bias practices. Previous research highlights that families are more of a resource for men than women (Hoel, 1982). In other words, male family members are more likely to benefit from the company compared to women, who are potentially subjected to injustice. Watkins & Watkins' research (1984) shows that when they reach adulthood, sons of entrepreneur owners are more likely to have obedient and supportive partners, while daughters are likely to have ad hoc, peripheral, and business-savvy partners. Ram and Holiday's research (1993) shows that women's jobs in the company are related to their gender roles in the domestic sphere, such as managing the workplace, finances, and employee wages. In some cases, women also hold positions at the same level as supervisors but not as managers. Women have roles and contributions to the sustainability and growth of the company, but their performance is often not considered and visible due to its informal nature (Ram & Holliday, 1993). The implications of kinship for gender bias practices are also shown in the research of Khavul et al. (2009), which shows that kinship ties or rules in East Africa provide different opportunities for men and women to engage in business (Khavul et al., 2009).

### 3. Methodology

Case studies are the most widely used qualitative method in family business research (DeMassis & Kotlar, 2014). The study of family businesses, which consist of two systems, namely family and business, interact with each other and form a unique organization, so it is very relevant to the features available in case studies (Tagiuri & Davis, 1996). Referring to the writing of DeMassis & Kotlar (2014), who have synthesized several definitions of methodological experts, case studies are an integral part of qualitative empirical research that can serve as a unique strategy to investigate contemporary phenomena in real life in depth. Features in the case study approach can reflect the heterogeneity of theory and analysis in family business (DeMassis & Kotlar, 2014). Therefore, to explore the role and implications of kinship in family businesses unique to the CPUGG as a rural tourism area, we

use a case study.

Field research was conducted in Ciwaru village in Ciemas District, Sukabumi Regency, West Java Province, Indonesia. The reasons for selecting this location were (1) the center of the CPUGG tourist area, which is busy with tourists; (2) the existence of the community's entrepreneurial activity; and (3) the existence of values and traditions of rural life.

### 3.1. Data collection

Primary data collection was carried out for two weeks in September 2023. Data collection techniques were carried out through participant observation and in-depth interviews. Participant observation was chosen to understand activities, social interactions, and everyday business culture (DeMassis & Kotlar, 2014). Observations were carried out by visiting businesses directly to involve themselves in the daily activities of the perpetrators. Thus, it allows us to be part of the activity and observe and interact with the workers directly. Some places used as observation locations include Palangpang Beach, Darma Highlands, Cimarunjung Waterfall, Sodong Waterfall, Kunti Island, Cikadal Beach, Cimarunjung Homestay village, and KB village.

The selection of the eight observation locations

was based on the following criteria: (1) the presence of community economic activities; (2) the presence of local values and wisdom; (3) having many tourists; and (4) being a popular tourist destination or having the potential to be developed. Observations were conducted in the morning, afternoon, and evening at eight locations. Observations were guided by Spradley's (1980) triangle of social situations, namely places, actors, and activities carried out by local people and tourists in CPUGG. The techniques used were jotting or making field notes and picture documentation.

In-depth interviews explore personal experiences, opinions, and values held by family business members, which cannot be fully accessed through observational techniques (DeMassis & Kotlar, 2014). Interviews were carried out by having direct and regular dialogue with the informants. Before conducting the interview, we conducted a questionnaire survey of all residents in Ciwaru Village who own a family business with 30 people. Furthermore, the data collected in the survey was selected representatively based on development (upper, middle, and lower). There were 15 informants in this study.

**Table 1.** Profile of respondents

No.	Informant's Name	Position	Business sector & Business Name	Ethnicities	No. of Interview	Length (min)
1	Mr. Berkah	Owner & manager	Lodging - Samudra Jaya	Sunda	2	121
2	Mr. Hendry	Owner & manager	Lodging - Bukit Soca	Sunda	2	153
3	Mrs. Suni	Owner	Roadside Stall - Warung Cimarunjung	Sunda	2	200
4	Mr. Deni	Owner & manager	Homestay - Cimarunjung Homestay	Sunda	2	162
5	Mr. Redit	Manager (heir)	Roadside Stall - Warung Palangpang	Sunda	2	116
6	Mr. Udin	Owner	Seafood Stall - TPI Ciwaru	Sunda	2	197
7	Mr. Harry	Owner & manager	Lodging - D'Leuit Exa Dua	Sunda	2	129
8	Mr. Yuda	Manager	Boat rental & Tour Guide - Kang Yuda Boat	Sunda	2	134
9	Mrs. Anita	Owner & manager	Homestay - Putri Tunggal	Sunda	2	171
10	Mr. Namsa	Owner & manager	Boat Rental & Tour Guide - Namsa Boat	Betawi	3	217
11	Mr. Mamad	Owner & manager	Lodging - Ratu Pantai	Sunda	2	160
12	Mrs. Luna	Owner	Lodging - Pandawa	Sunda	2	156
13	Mrs. Nuni	Owner & manager	Restaurant - Raja Laut	Buginese	3	200
14	Mr. Teja	Owner & manager	Homestay - Siti Zahra	Sunda	2	118
15	Mrs. Yoyo	Owner & manager	Seafood Stall & Restaurant - Warung Mamih	Sunda	2	124

The selection of research informants was based on the following criteria: (1) business owners or managers around the tourist area; (2) community leaders or traditional leaders who have knowledge related to local entrepreneurial culture; and (3) represent each type of business. Interviews are conducted periodically. Each informant was interviewed about 1-3 times on different days. The tools used are voice recordings, notes, and image documentation. The interview data for this study includes insights from 15 family business participants (see Table 1). All information regarding the informants has been kept strictly confidential. To maintain anonymity while enhancing reader comprehension, pseudonyms have been used in place of the informants' real names.

The study examined six categories of family businesses in Ciwaru village (see Table 2). These categories were identified through survey findings and direct observations. The family business cases considered in this research are as follows:

- a. Lodging is a provider of lodging services for tourists.
- b. Roadside stalls are retail product providers sold to the public or tourists.
- c. Restaurants are providers of local food or drink products.
- d. Boat crossing provides tourist services, and boats are used to cross the island.
- e. The tour guide and services for tourists crossing the island, including snorkeling and diving.
- f. Fish auction is an auction service for fishermen to sell through third parties.

**Table 2.** Details of family businesses

No	Business Name	State of Business	Starting Year	Business Digitalization	CEO Leadership	Product or Services	Market	Business Management
1	Samudra Jaya	Intermediate	2018	Online ordering	-	Lodging	Local	Structured
2	Bukit Soca	Intermediate	2016	Online ordering	-	Lodging	Local	Structured
3	Warung Cimarunjung	Low	2012	-	-	Food/drink	Local	Unstructured
4	Cimarunjung Homestay	Top	2014	Online ordering	-	Lodging	Local	Unstructured
5	Warung Palangpang	Intermediate	2018	-	-	Food/drink	Local	Unstructured
6	TPI Ciwaru	Top	1959	-	-	Auction	Local	Structured
7	D'Leuit Exa Dua	Top	2017	Online ordering	-	Lodging	Local	Structured
8	Kang Yuda Boat	Intermediate	2017	Online ordering	-	Guide	Local	Unstructured
9	Putri Tunggal	Intermediate	2017	Online ordering	-	Lodging	Local	Unstructured
10	Namsa Boat	Top	2000	Online ordering	-	Guide	Local	Unstructured
11	Ratu Pantai	Top	2006	Online ordering	-	Lodging	Local	Structured
12	Pandawa	Low	2018	Online ordering	-	Lodging and Food/drink	Local	Unstructured
13	Raja Laut	Top	2016	Online ordering	-	Food/drink	Local	Unstructured
14	Siti Zahra	Low	2014	Online ordering	-	Lodging	Local	Unstructured
15	Warung Mamih	Low	2015	-	-	Food/drink	Local	Unstructured

### 3.2. Research bias

Potential biases that could arise in the research activities include sample selection bias, observer bias, and confirmation bias in small businesses in Ciwaru Village. These potential biases can be reduced by combining different data sources (Tracy, 2010), such as combining data from interviews and observations (De-Massis & Kotlar, 2014). Using multiple data sources in research

can increase the credibility of the data collected (Patton, 1990). Therefore, we triangulated the methods and data to reduce potential bias in the research.

At the beginning of data collection, a survey was conducted to avoid bias in the research process, and the sample selection was narrowed down according to the criteria. In order to avoid observer bias, repeated observations were carried



out so that the reality of the family business journey could be seen. In addition, confirmation bias is avoided by conducting repeated interviews and considering possibilities that may arise during the research. Researchers conducted interviews with informants considered competent to provide information regarding the research topic. Reducing research bias is also carried out in the data analysis process at the coding stage, which is carried out repeatedly to agree on the coding and meaning of each informant (Magnani & Gioia, 2023).

### 3.3. Data analysis and findings

Data analysis in this study was inspired by Gioia's methodological approach of developing data through coding and themes to assemble a systematic data structure (Gioia et al., 2013). Data analysis in family business research using Gioia's methodological approach (Butt et al., 2021; Nulleshi, 2022; Rashid & Ratten, 2020; Valenza et al., 2023; Wolff et al., 2024) can produce findings that are rich in knowledge and holistic in nature. This is because the data structure obtained from the informants' understanding is developed with the researcher's understanding using relevant theoretical concepts (Magnani & Gioia, 2023). Informants in family business research are considered knowledgeable agents (Valenza et al., 2023) because informants are more competent and experienced in the field of business work they are engaged in (Magnani & Gioia, 2023). The development of deep data structures through this approach can accommodate the use of new approaches in family business inductively (Butt et al., 2021). The analysis results through Gioia's methodological approach provide rich findings and concrete evidence to strengthen the research conclusions (Magnani & Gioia, 2023). Therefore, Gioia's methodological approach inspired us in the analysis process in order to present rich and exciting knowledge about kinship in family

businesses. We followed Gioia's methodological approach for our data analysis, which involved five distinct steps. These steps are outlined below, and the results of applying Step 3 (aggregate dimensions) are presented in Table 3.

**Step 1: Identify the First Code.** We take some direct quotes from the data provided and observe the phenomena described. Example: "Sometimes they (relatives) are even more enthusiastic than us. For example, when a motorbike passes by (to the village), and they see the sign, chances are they are people who want to stay. They immediately approached us and took us to our house."

**Step 2: Second-Level Theme Categorization.** Based on the first code, similar phenomena are grouped into broader themes. For example, the role of relatives in the family business covers all aspects of family members' involvement in managing the business built together with the family.

**Step 3: Aggregate Dimensions.** Integrate related themes into larger constructs. For example, business characteristics present research data corresponding to the family business's characteristics in each case studied.

**Step 4: Theoretical Model Development.** Based on aggregate dimensions, we developed a theoretical model that describes family/kinship relationships in business management that impact the tourism sector in Ciwaru Village. For example, This model will show that forming a family business in tourism activities contributes to improving the local economy by developing sustainable tourism infrastructure.

**Step 5: Verify and Refine.** This step involves verifying the model by going back to the existing data to ensure its good fit. Example:

Checking consistency between data and interpretations in the model.

Ensure all critical aspects of the report are represented in the model.

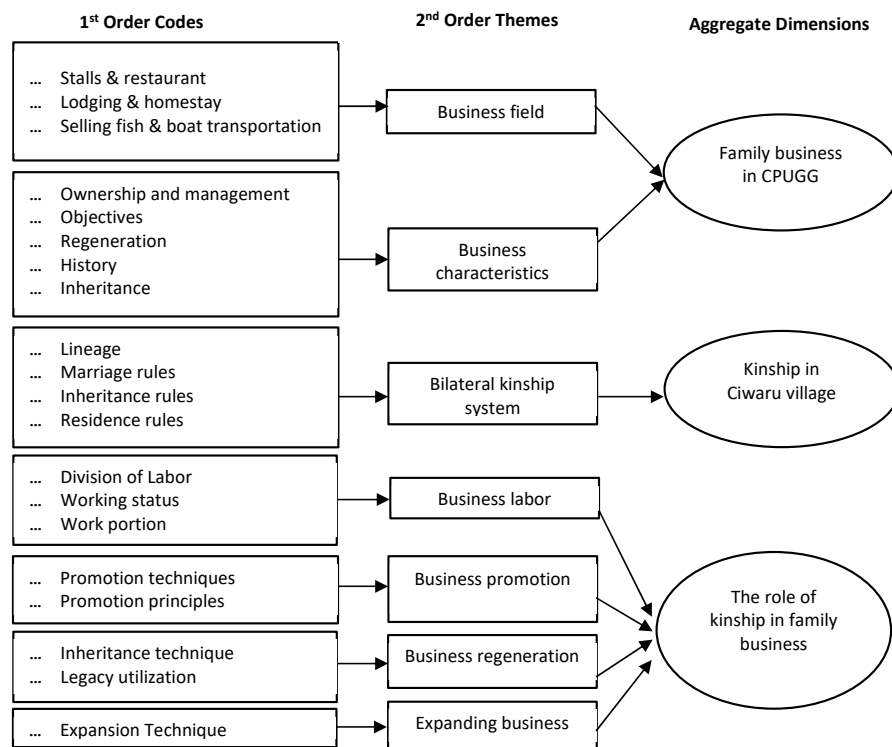
Adjust the model based on input or additional data that may be obtained from further research or verification with interested parties.

**Table 3.** Aggregate dimensions

Interview Sample	First-Order Concept	Second-Order theme	Aggregate Dimension
<i>Usually, what is sold is processed sea-food, coconut ice, instant noodles, drinks, and many more</i>	Stalls & restaurant - products	Business field	Family business in CPUGG
<i>In the Cimarunjung area, around 102 houses are used as homestays.</i>	Lodging & homestay -amount	Business field	Family business in CPUGG
<i>This business has been running since 2005. At that time, it was just my friend and me selling. Now, my children and grandchildren are also opening businesses here.</i>	Selling fish & boat transportation - history	Business field	Family business in CPUGG
<i>The inn was built on land owned by my parents. My children and wife usually assist the management. However, sometimes, my nephew and cousins also help.</i>	Ownership: own inheritance management: Family members and relatives	Business characteristics	Family business in CPUGG
<i>My husband's income was not enough to fulfill my children's school needs, so I opened a restaurant to supplement my family's income.</i>	Objectives: Improving the family economy	Business characteristics	Family business in CPUGG
<i>To be honest, I really hope that my grandchildren will continue the business. Fortunately, they will.</i>	Regeneration: extended family/ relatives	Business characteristics	Family business in CPUGG
<i>At that time (2016), I was trying to find business opportunities in the tourist area. When many tourists came, I immediately contacted my brother-in-law to lend me a boat. I now use the boat as a business.</i>	History: involving extended family/ relatives	Business characteristics	Family business in CPUGG
<i>I always involve my adult children in managing the business. Therefore, that one day, he would understand how to manage the business when I am no longer around.</i>	Inheritance: heir involvement	Business characteristics	Family business in CPUGG
<i>Like the Sundanese, we use pancakaki. We involve both the mother and father's side of the family.</i>	Lineage: tribal rules	Bilateral kinship system	Kinship in Ciwaru village
<i>There are no specific partner selection rules. It seems to be free. Some marry their childhood friends, office mates, or parents' acquaintances. Some are from within the tribe or outside the tribe. However, for the wedding procession, we use Sundanese customs.</i>	Marriage rules: unbound, but tradition prevails.	Bilateral kinship system	Kinship in Ciwaru village
<i>For inheritance, the community uses the rules set out in Islam. However, in principle, whether a boy or a girl is equally entitled,</i>	Inheritance rules: following religion but equal	Bilateral kinship system	Kinship in Ciwaru village
<i>There are no specific rules. It depends on the child. Parents are not pushy. Most of them have their own houses and do not live in-law's houses. Unless a woman is pregnant, she usually lives with her in-laws first.</i>	Residence rules: unbound	Bilateral kinship system	Kinship in Ciwaru village
<i>My younger sister assisted me. She cleaned the house and served guests while I focused more on guest administration.</i>	Division of Labor: by gender	Business labor	The Role of kinship in family business

Interview Sample	First-Order Concept	Second-Order theme	Aggregate Dimension
<i>For example, if I am out of the house, she takes over customer service for a while. When I return, the task switches back to me.</i>	Working status: Temporary	Business labor	The Role of kinship in family business
<i>My brothers do most of the cooking. My daughter doesn't help, as they are busy at school.</i>	Work portion: extended family > nuclear family	Business labor	The Role of kinship in family business
<i>Because my brother and I both have businesses, we recommend each other to customers. If they need something, I refer them to my brother's business, and vice versa.</i>	Promotion techniques: recommend each other	Business promotion	The Role of kinship in family business
<i>The principle is that we are mutually beneficial not only for different businesses. Even though my business field and my brothers are the same, we still recommend him.</i>	Promotion principles: mutual benefit	Business promotion	The Role of kinship in family business
<i>Introduce the business first by getting involved in it. I have been doing this since my children were young. After they grew up, I started teaching them how to manage the business. Not only that, but I also sent them to school to study marine engineering.</i>	Inheritance technique: transfer of knowledge and experience	Business regeneration	The Role of kinship in family business
<i>When I inherited a boat and diving equipment from my parents, I did not think about becoming a fisherman. Instead, I thought of using the inheritance as capital for a boat rental and diving business for tourists.</i>	Legacy utilization: Capital	Business regeneration	The Role of kinship in family business
<i>My Children and grandchildren have expanded their business by opening businesses elsewhere. Some open food, gasoline, phone credit, and stalls. However, they test them first in my shop. If they fail, they improve them, and if they succeed, they practice them outside the shop.</i>	Expansion Technique: Opening a different business	Expanding business	The Role of kinship in family business

Upon completing the five-stage data analysis process guided by Gioia's methodological approach, we developed a data structure (see Figure 1).

**Figure 1.** Data structure

We identified three main themes in this study: family businesses in rural areas of CPUGG, the kinship system of village communities, and the role of kinship in family businesses in these areas. To enrich the discussion, we present the data structure through narratives, images, and sentence quotes, linking them to the literature review. These findings are detailed in the results and discussion section.

## 4. Results and Discussion

### 4.1. Family businesses in Ciwaru village

Small shops and restaurants are the most common family businesses found in the area. These businesses provide various food needs for tourists, including packaged food and drinks, ready-to-eat meals, processed beverages, and seafood products. These businesses become a supplementary source of income for the community, alongside farming and fishing. Small shops and restaurants predate the official designation of Ciemas Sub-District as a geopark tourism area in 2015, reaching its peak from 2016 to 2018 with the establishment of new shops. Lodging and homestay businesses are also prevalent, offering various accommodation options to cater to tourists' needs. In particular, the Cimarunjung Homestay village provides 102 rental units for tourists. The development of

lodging and homestay businesses started in 2007 and has continued to grow. The peak of business expansion occurred in 2018 and 2019, coinciding with the peak of tourist visits to the area. Business development occurs gradually, starting with simple accommodations and expanding based on the capital and the increasing number of tourists yearly.

Other businesses include fish sales at the Ciwaru Fish Auction Place (TPI Ciwaru). Various types of fish, shellfish, and seaweed caught by fishermen are available for sale. Typically, fish sellers are also fishermen who own boats. Therefore, besides selling fish, they provide boat transportation services for tourists. However, the number of businesses in this category is less abundant than small shops or lodgings and can only be found in specific locations. This business has been operating since 1959 and continues to operate. Establishing businesses in Ciwaru village aims to improve family and regional welfare. Before the influx of tourists, the Ciemas Sub-District was the poorest in Sukabumi Regency. However, when the number of tourists surged, along with the government's plan to designate tourism as part of the Ciletuh Palabuhanratu Geopark area, the community aspired to overcome economic challenges by opening businesses. Establishing these businesses took work, with most businesses built on family-inherited land and personal land purchases. Besides being used for daily

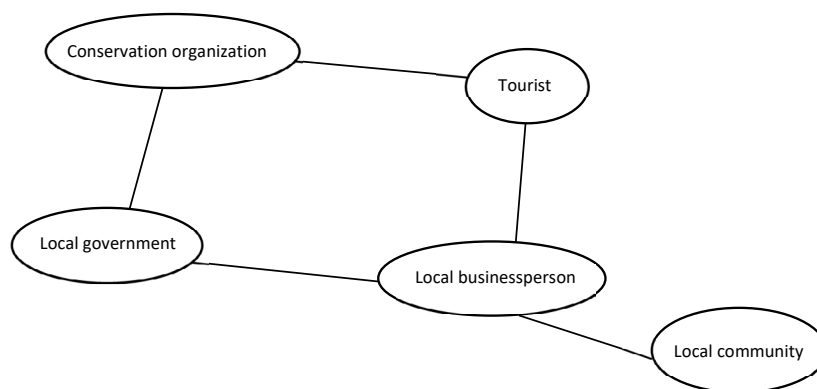


family needs, profits were reinvested as capital for business development. Thus, 2016 to 2019 marked significant business growth in the Geopark tourism area, especially in Ciwaru village.

Social network analysis identifies the entities involved based on existing data. These entities include individuals, groups, or organizations that

play a role in the development and operation of the Geopark, including family businesses in Ciwaru Village: local communities, local entrepreneurs, local government, tourists, and interrelated conservation organizations. The following chart shows a Python visualization and library network (see Figure 2).

**Figure 2.** CPUGG Social Network



These family businesses are owned by nuclear families consisting of couples and children. However, extended family members such as grandchildren, sons-in-law, and brothers or sisters in law often manage the businesses. Family members control every critical position in the business. Consistent with the concept of family businesses, every family member involved has shared responsibilities in conducting business activities (Gomulia, 2013). In small shops and restaurants, tasks such as serving customers, cooking orders, shopping, and parking management are shared among husbands, wives, and children. However, managing finances and decision-making are typically handled by family members who play a leading role in business operations. In contrast, the division of tasks based on gender is more apparent in lodging and homestay businesses. Serving guests, meeting their food needs, maintaining cleanliness, and managing homestay facilities are generally the responsibilities of wives or women. This is related to the feminine characteristics associated with the domestic realm (Macionis, 2013).

Meanwhile, marketing, negotiation, and decision-making on rental agreements are typically the responsibilities of husbands or men, who tend to position themselves as the primary leaders or owners of the business. Adolescent or adult children usually play a role in assisting their fathers in marketing and promoting the business. Most family lodging and homestay businesses

have used digital media for marketing and promotion. They advertise on social media and lodging booking platforms. In the fish sales and boat transportation businesses, tasks such as serving customers, buying fish from collectors, operating boats, and promoting the business are entirely the responsibilities of men and do not involve women. Thus, in practice, only husbands and children are involved in business activities. To meet tourists' changing needs, many established lodging businesses have hired non-family members, such as receptionists and managers, while maintaining control over decision-making and management. The succession and regeneration of family businesses are integral to the desires of every business owner. They intend to pass down the business to their descendants, as evidenced by their efforts to involve their children or grandchildren in business activities. The hope is that the next generation will learn and desire to continue and develop the family business.

#### 4.2. Kinship in Ciwaru village

The kinship of Ciwaru village cannot be separated from that of the Sundanese ethnic group. Ciwaru village is part of the Sundanese ethnic group residing on the island of Java. Although not all residents are direct descendants of the Sundanese (there are minority ethnic groups such as Javanese, Betawi, Bugis, and Madura), generally, the kinship system used by the community refers

to the Sundanese kinship system. The residents of Ciwaru village live side by side, each having their role. This applies to families in Ciwaru village as well. They have lived based on the Sundanese life cycle since ancient times. The Sundanese life cycle is a cultural aspect and part of the kinship process that regulates marriage and descent based on inherited life values (Mardotillah, 2016). The kinship system in Ciwaru village is bilateral, meaning descent is traced from both the father and mother. Similar to the Sundanese community in general, in Ciwaru village, the father holds the position of the head of the household, and the mother is the homemaker. In a bilateral kinship system, there is generally equality between women and men, including rights and obligations, decision-making, and inheritance sharing (Santika & Eva, 2023). This equality is also reflected in the daily lives of Ciwaru village residents, where there is no societal norm favoring or disadvantaging either gender. However, because almost the entire population of Ciwaru village adheres to Islam, the practice of this equality is sometimes only partially realized, as Islamic law is used to regulate rights, obligations, and inheritance distribution as a form of compliance. The focal point of kinship in Ciwaru village is the nuclear family, consisting of the father, mother, and children. However, the extended family often participates in various family functions, such as childcare and economic support. This means that while performing these functions, the nuclear family does not act independently but is assisted or even delegated to the extended family. The community highly values kinship relationships with the extended family. This is reflected in the use of the term '*pancakaki*', referring to the group called '*bondoroyot*', which draws descent lines in an ambilineal system referring to ancestors from the past. Determination of descent draws seven lines from above, namely *kolot*, *embah*, *buyut*, *bao*, *janggawareng*, *udeg-udeg*, and *gantung siwur*, and seven lines from below, including a child, *incu*, great-grandchild, *bao*, *janggawareng*, *udeg-udeg*, and *gantung siwur*.

Ciwaru village residents do not have specific rules for choosing marriage partners. Marriages can occur through exogamy (between different ethnicities, tribes, and clans) and endogamy (within the same ethnicity, tribe, and clan). The choice of a marriage partner is based on personal preferences rather than parental decisions. In practice, Ciwaru village residents also adhere to Sundanese customs and marriage customs, such as the rules for giving '*seleh*' (bridewealth), providing dowry, and hosting ceremonies or celebrations. Married couples can decide where to live after marriage without customs dictating their residence. The tourist environment and

homestay businesses further influence this freedom, while some couples may choose to live with their parents during pregnancy or when they do not have a home yet.

#### 4.3. The role of relatives in family business

The limited involvement of private or governmental entities in businesses gives the community complete control to develop business models according to existing opportunities. Therefore, the community considers a family-based business model involving a kinship network the most prevalent and ideal. Kinship plays a crucial role in fulfilling family functions. The current concept of the nuclear family cannot independently perform all family functions. In certain situations, family functions are assisted and delegated to the extended family (Ihromi, 2019).

One family function to be discussed in this writing is the economic function. According to Suprajitno (2004), economic function refers to implementing economic activities accompanied by management within the family environment to create sustainability and develop family life. Ciwaru Village is located in a rural environment synonymous with the existence of family kinship to support daily family needs. According to Durkheim (1994) (cited by Ariany, 2002), rural conditions are synonymous with communities characterized by a sense of togetherness and bound by mechanical solidarity. This aligns with economic cooperation in family businesses in Ciwaru Village, which is not only centered on the roles of husbands, wives, and children but can extend to both sides of the family. The research results show four kinship roles in family business, as follows.

##### 4.3.1. Provide labor

Like other businesses, family businesses require human resources for development and progress. Labor is considered an asset in the business, so it must be qualified and characterized by competence in its respective fields. Employee performance has a significant impact on the development of the ongoing business. Therefore, utilizing labor must align with the capabilities and goals of the business (Rizqi & Nabila, 2022). In lodging and homestay businesses, having more than one employee is ideal. This is because these types of businesses involve tasks that are challenging to perform independently. Tasks include caring for accommodation units or houses and catering to guests' food and lodging needs. As a result, a significant workforce becomes necessary for lodging or homestay businesses. Relatives and nuclear family members who own the business are involved in management activities. In several

accommodations, wives and children contribute significantly to the management activities led by their husbands or fathers. They handle guest administration, prepare accommodations, and market them online. Simultaneously, business leaders also involve their extended families, such as siblings, in-laws, nephews, and grandchildren, as employees in the business. However, the employment status of extended family members is temporary. They usually assist or temporarily replace the nuclear family in business management activities when the owners cannot perform their duties (due to illness or travel).

"Sometimes they (relatives) are even more enthusiastic than us. For example, when a motorcycle passes by (to the village), and they look at the sign, they are likely to be the ones who want to stay. They come straight to us and are escorted to our house." - Teja (55), homestay owner.

This practice applies to small shops, restaurants, fish sales, and boat transportation services. Business owners involve both nuclear and extended family members as employees. In some businesses, extended family members play a more central role than the nuclear family. Suni (73), a small shop and restaurant owner, involves her husband, children, grandchildren, and daughters-in-law in business activities. They serve customers, cook, and manage vehicle parking. According to Suni, she is greatly assisted by the presence of her family in business activities, especially her eldest grandson, who faithfully accompanies Suni in running the business. Her grandson often replaces Suni to shop for supplies or merchandise at the market.

"Umi (grandma) cannot go to the market anymore. This shop is also quite basic and small. My child used to sell phone credit at the shop, but not anymore because he is married now. Only my grandson likes to arrange shopping in the shop while parking motorcycles and cars." - Suni (73), small shop and restaurant owner.

Similarly, Yuda (24), the initiator of the boat transportation business owned by his brother-in-law, involves his ability to identify opportunities and utilize his relative's assets (the boat), successfully raising the economic standard of his family. As a business manager, Yuda operates the business activities entirely to generate income, which will be evenly distributed with his brother-in-law.

"My brother in law cannot catch fish now, so the boat is often unused. So, I suggested borrowing it to use it to ferry tourists who want to go crossing. Because if it is not used, it is a waste. I better use it to make money." - Yuda (24), boat transportation service manager.

In some family businesses, the involvement of relatives as employees is also influenced by gender. For instance, in the fish sales business, Udin (73) only involves male family and relatives in his business activities. He says jobs like fishing in the sea and participating in auctions require strong and sufficient stamina. Therefore, male family members or relatives are more suitable for the workforce associated with masculinity. Meanwhile, female family members or relatives are directed more towards domestic work responsibilities.

However, additional labor is involved from outside the family or relatives in some family businesses, such as large-scale lodging businesses. Mamad (54) owns the first and largest lodging business in the tourist area. He employs neighbors and trusted friends as cleaning service staff, cooks, and security guards. Mamad obtains some of these employees based on the recommendations from his paternal relatives.

#### 4.3.2. *Promoting family business*

The preservation of trust among family business owners and managers is critical to business development. Trust values foster support from various parties, which benefits business growth. One form of this support is promotional media through relationship networks. According to Khaira (2018), the preservation of trust in a business is believed to be beneficial for increasing sales, problem-solving, business opportunities, building networks, and promotion through media, thereby enhancing the competitiveness of a business. One of the business activities aimed at business development is the search and maintenance of consumer trust. In addition to being a business development tool, promotion indicates the success of a business's marketing. The primary goal of promoting goods or services in business activities is to provide information about the offered goods or services, establish communication media to convince potential customers to make purchase decisions and increase business turnover as the ultimate goal (Kasmawi et al., 2018).

Family business owners in Ciwaru village have kinship relationships and indirectly support each other's business development. In this case, kinship is likened to a medium used in business promotion with the principle of mutual benefit. The first step in promotional activities is the customer acquisition process carried out by business owners. Research findings show that customer acquisition activities are divided into conventional and modern. In conventional acquisition, offers are made directly to tourists or visitors who come to the tourist area. In modern acquisition, offers are made online using various digital applications such as Traveloka,

Google Maps, Agoda, and Instagram. Interestingly, besides these two methods, there is another way that business owners use to attract customers, namely through promotional cooperation between relatives who have existing businesses.

The role of relatives as a business promotion medium is evident in the restaurant business owned by Nuni (44). The development of the family business she manages with her husband and child is inseparable from the role of her relatives. Initially, Nuni's restaurant business was just a simple lesehan (one typical Indonesian restaurant). However, thanks to the family business and the support of her relatives, Nuni's business gradually grew. It is known that Nuni's relatives have diverse businesses. Her father-in-law Udin (73) has a fish sales business, her uncle Awan (46) has a lodging business, and her nephew Gaga (31) has a boat transportation service business.

The presence of relatives engaged in various businesses encourages promotional activities and business recommendations. Promotions and business recommendations occur when visitors or tourists purchase food at Nuni's restaurant. As a business owner, Nuni builds good relationships with customers, including giving recommendations for services or goods needed by customers.

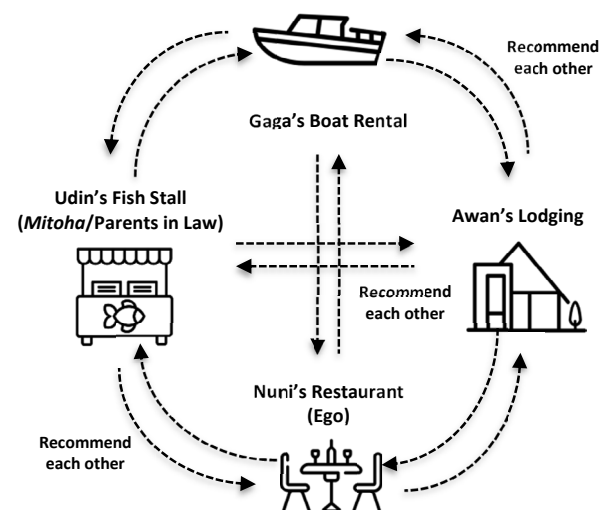
"When it comes to tourists, some are frequent, and some are here for the first time. If someone eats here, I usually guide them. For example, if they want snorkeling, they can contact my nephew. Then, if they need accommodation, they can contact my uncle. Sometimes, tourists do not know the prices; therefore, they fear being overcharged by the owners. So, if I intend to help them buy, I also help my relatives simultaneously." - Nuni (44), restaurant business owner.

Customer needs that align with the business areas of Nuni's relatives provide an opportunity for visits and the use of services or goods by her customers to her relatives' businesses. Nuni's relatives also carry out this promotional and business recommendation activity. Thus, indirectly, this benefits both Nuni's business and her relatives (see Figure 3).

Berkah (33) also engages in business promotion and recommendations within her family-owned lodging business, collaborating with her younger sister Putri's (29) restaurant. Berkah provides a food ordering service for guests, sourcing the meals from Putri's restaurant in front of the lodging. The food orders delivered to guest rooms always include a business card from Putri's restaurant. This is done to promote Putri's business, ensuring guests know the restaurant is easily accessible from the lodging. Additionally, Berkah and the receptionists often offer guests

attractive discounts to dine at her sister's restaurant. Putri reciprocates this strategy. When handling customer payments, she always includes business cards and lodging coupons owned by Berkah along with the change. Family businesses benefit each other through these promotional and recommendation activities, enabling them to sustain their existence until now.

**Figure 3.** Promotional activities and business recommendations in Nuni and her relatives



#### 4.3.3. Managing and ensuring family business re-generation

The role of relatives in business development is reflected through the inheritance system implemented by the owners for family members. Based on the inheritance system within the bilateral kinship lines, the inheritance rights passed down to the next generation are distributed equally, without any differentiation based on gender. This is because this kinship system's descent or heirship line originates from both males and females. Moreover, determining inheritance rights is based on mutual agreement through a consensus process (Santika & Eva, 2023). Business inheritance is pursued for material gain and for preserving a long-established business. This ensures that the business continues to operate sustainably for future generations. Although businesses in Ciwaru village are currently in the first generation, indirect business regeneration has already occurred through the owners.

In some businesses, capital used by owners comes from assets inherited from their parents. For instance, ancestral land is utilized by their children to establish various businesses such as lodging, food stalls, and restaurants. Additionally, their children use boats and fishing equipment to create a fish-selling business.



The heirs utilize these inherited assets to initiate businesses that align with their interests and potential. The development of these first-generation businesses continues today, gradually expanding from small-scale to more extensive operations. Luna's (40) lodging business, which initially had only one room on her parents' land, has now expanded to four units. Redit's (25) food stall business, initially a tiny snack stall, has grown into a larger establishment with facilities such as gazebos, bathrooms, and a prayer room. Apart from inherited assets, the heirs also leverage family business traditions. Practices like mutual assistance, decision-making through deliberation, prioritizing family welfare in the business vision, and providing customer service with a friendly and courteous attitude are incorporated into the business.

The owners do not solely carry out the family business development process but involve actively engaged family members. Family involvement in business management marks the beginning of business inheritance. Typically, this inheritance occurs when the owners can no longer lead the business, and the heirs are deemed ready to take over the responsibilities. This is evident in Harry's (51) lodging business, where his children are actively involved in business management. The involvement of his two children has reached the stage of managing a branch of the lodging business. Harry imparts business traditions to his children, teaching them to serve and maintain good relationships with tourists. In this case, Harry deliberately trains his children to become future lodging business leaders and managers. Therefore, besides passing down the lodging business, Harry also passes business knowledge and skills to his two children.

A similar situation is found in the boat-crossing business owned by Namsa (42). Since childhood, Namsa's son has been involved in business activities. Namsa teaches his son skills such as diving, operating the motorboat, and basic knowledge about ancient rocks. The goal is for his son to become a professional geopark tour guide in the future. In addition to providing hands-on field training, Namsa facilitates his son's theoretical learning about marine science through formal education. Thanks to his efforts, Namsa's son has obtained a professional diving certificate and basic geology knowledge. Instead of solely ensuring the success of the family business regeneration, Namsa also contributes to elevating his son's professional status in the future.

However, in practice, a small portion of businesses cannot enforce the continuation of family business regeneration. This is because not all business heirs have the interest and capability to lead and

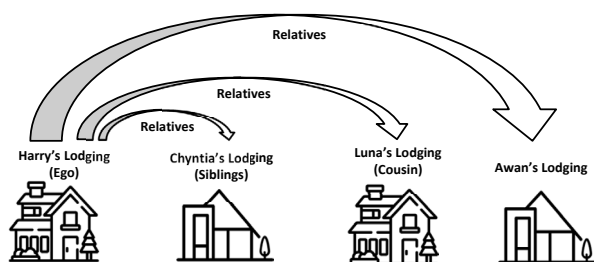
manage the business. For example, Hendry's (51) lodging business does not obligate his children to continue the family business. Hendry allows his children the freedom to develop interests and pursue their dreams. If, at some point, his children are interested in continuing the family business, Hendry would be very grateful.

#### 4.3.4. *Expanding the family business*

When discussing the business inheritance system in Ciwaru village, in practice, it not only refers to the transfer of authority over the business to the next successor but also entails the expansion of the family business, whether in the same or different fields. This means that the expansion of the family business does not have to focus on a single business field but can also encompass various other business sectors, such as culinary, lodging, services, and restaurants. Generally, the second generation of first-generation business owners initiates this business expansion by leveraging inherited assets such as land and money. Through this business expansion, the aim is to create a network of family-based businesses to achieve resilience and the development of the family business.

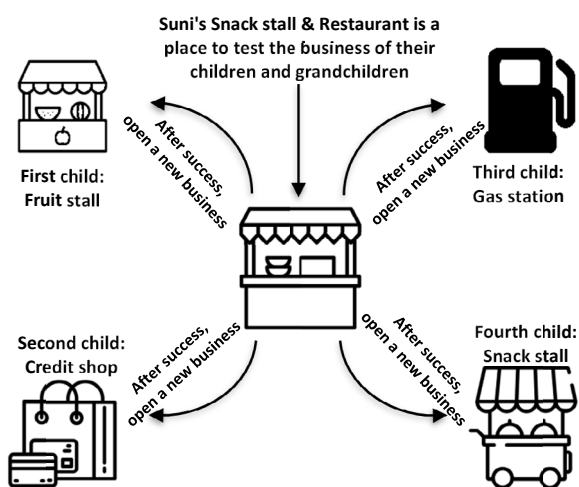
The expansion of the family business in Ciwaru village began when the geopark tourist area became popular among domestic and international tourists. This activity was intensified from early 2016 to 2019. Consequently, various businesses were established during this period along the tourist area. The expansion of the family business is evident in the lodging business owned by the extended family of Harry (51). Initially, only Harry decided to utilize the ancestral land to build a lodging business. As Ciwaru Village developed into a tourist destination, Harry's sibling, Chyntia (45), became interested in establishing a lodging business on their parents' inherited land next to Harry's business. Shortly after, two of Harry's nephews and nieces, Luna (40) and Awan (46), also constructed lodging businesses. The establishment of lodging businesses by Harry's relatives illustrates the activity of expanding the family business (see Figure 4).

**Figure 4.** Family business expansion in Harry's relatives



Further business expansion is also evident in the case of the eatery and restaurant businesses owned by Suni (73) and his relatives. However, in this scenario, business expansion not only partially focuses on one business field but also extends into various other sectors. The business expansion activities involving Suni's relatives include three biological children and one grandchild. Each offspring and grandchild is engaged in a different business sector. The first child manages a fruit stall business, the second child operates a mobile phone credit stall, the third child oversees the fuel sales business, and the grandchild is responsible for the snack stall business. Interestingly, each business sector undergoes a trial and error phase within Suni's business, allowing them to gauge success and make necessary improvements. Once they have learned and formulated successful new business strategies, Suni's children and grandchild independently establish family businesses spread across various points in the tourist area (see Figure 5).

**Figure 5.** Family business expansion in Suni's relatives.



## 5. Discussion

The first literature review reveals the characteristics of family businesses in rural tourism areas, including product and service orientation, principles, decision-making, goals, roles of family members, workforce, recruitment system, and strategy. The characteristics covering these aspects are similar to our research findings in CPUGG. Similar to family businesses in rural tourism areas in Asia, family businesses in Indonesian CPUGG are small businesses whose products and services are oriented toward tourism activities, known as Small Tourism Firms (STF) (Hallak et al., 2015; Komppula, 2014; Li et al., 2022; Lai et al., 2017), such as tour guide, boat rental, homestay, and hotel businesses. These family businesses in CPUGG represent culture and tribal identity (Flanigan et al., 2014; Lin & Wen, 2021) through Sundanese cultural values implemented in daily business activities, such as the value of 'Someah Hade Ka Semah' (friendliness) in welcoming tourists (Hermawati et al., 2024). These family businesses in CPUGG have helped to improve the economy and welfare of families and the surrounding community (Lai et al., 2017).

Previous studies mentioned that family businesses in rural tourism areas tend to apply the principle of sharing and interdependence between each other (Alsos et al., 2014; Engeset, 2020; Li et al., 2022). Like family businesses in rural Norway (Alsos et al., 2014), when viewed from the location, almost every family business building in CPUGG is close to each other. For example, the hotel business owned by the Harry family, whose four buildings are close together and extend vertically. This pattern is found in the hotel business and the *warung* (stall) business. Instead of increasing competition, the proximity of the buildings makes it easier for business owners to share business resources (Alsos & Carter, 2006), such as hotel equipment, food products, and labor. This suggests that, unlike family businesses in rural tourist areas in general, family businesses in CPUGG also coexist and depend on each other (Engeset, 2020; Li et al., 2022).

Previous studies highlight that small businesses with simple organizational structures and rural tourism family businesses tend to make quicker decisions (Engeset, 2020; Curtis & Slocum, 2022; Thomas et al., 2011). However, even though these businesses are small and simple, rural business owners often face challenges. For instance, according to an informant who owns a fish auction business, they need to make more careful and precise decisions when fishing in bad weather. Often, the decisions made by older fishermen (parents) are opposed by younger

fishermen (their children), who have higher energy and stamina. Decision-making based on natural conditions complements Bichler et al. (2020) findings related to business decisions in rural areas driven by emotional, family, and social concerns rather than economic or financial ones.

Studies of rural tourism family businesses highlight the importance of welfare and attachment within a business (Kompupula, 2014; Kallmuenzer et al., 2017; Rutten & Boekema, 2007; Tohidyan & Rezaei, 2019). In the field, informants emphasized these two aspects when discussing the goals of establishing the company. According to them, besides being economically oriented, the business also aims for the social welfare of individuals, families, employees, and the community. They realize that economic and social activities in business are interrelated, and they need to integrate these into the local structure to gain specific social capital (Granovetter, 1973; Le Breton-Miller et al., 2011; Rutten & Boekema, 2007). Setting business goals toward welfare indicates that business owners seek benefits beyond economic ones, such as social, ecological, regional, and social network advantages (Kallmuenzer et al., 2017; Peters & Schuckert, 2014).

Family involvement and attachment are vital in rural tourism family businesses (Kallmuenzer et al., 2017; Souto, 2015). This characteristic is evident from informants' statements, who frequently mentioned the roles of nuclear and extended family members in their company's performance. In practice, nuclear family members are involved in ownership, ensuring the availability of capital and labor, managing finances, places, and properties, and making decisions. Meanwhile, extended family members support the availability of labor, skills, connections, and business operations. This differentiation in roles corresponds with Verver & Koning's (2018) idea that nuclear family members focus on resource gathering and company management, while extended family members contribute to assembling and supporting essential resources. However, in some cases, the gathering and management of resources are more often handled by the extended family rather than the nuclear family. This means that, besides having distinctive roles in the company, nuclear and extended family members can overlap and be transferable.

The existence of family businesses that are not of Sundanese (native) descent indicates a history of migrants coming to rural tourism areas to open businesses in the tourism sector. One informant, a restaurant owner, is of Bugis descent, having inherited the business from his grandfather. In

the field, the arrival of migrants in rural areas supports Mitchell and Shannon's (2018) research, highlighting economic factors, lifestyle, and family as the primary motivations for migrants choosing to do business in villages.

The availability of jobs and wages for family members is another characteristic of rural tourism family businesses (Tew & Barbieri, 2012). Similar to the findings of Ram and Holliday (1993), the significant opportunities for family members as laborers indicate that family business recruitment systems are informal. Business owners will recruit family members and relatives directly through word-of-mouth and ensure they receive wages. However, in the field, such systems are sometimes different. For example, in the boat service business, the relatives persuaded the owner to start the business and managed the wage system instead of offering jobs to relatives. In small restaurant and stall businesses, informants do not go through a recruitment system and receive wages directly from the owner. One informant stated that he worked voluntarily and did not mind not receiving wages because helping was a form of devotion to his grandmother. This case complements the findings of Ram and Holliday (1993) and Arru et al. (2021) that a sound recruitment system, sufficient wages, and other factors such as family affection and obedience influence the welfare and comfort of labor.

Previous studies mentioned several strategies carried out by family businesses in rural tourism areas to maintain the business, such as survival, innovation, expansion, diversification, household, and promotion strategies (Alsos et al., 2014; Curtis & Slocum, 2022; Engeset, 2020; Lin & Wen, 2021). Family businesses have implemented some of these strategies in CPUGG. For example, when the homestay business started operating, it tended to attract fewer tourist guests than the hotel business. Therefore, the family owner of this homestay business carried out an innovation strategy by updating his house's facilities (similar to a hotel) but did not eliminate the homestay concept of serving and living together. The strategy carried out by this homestay business includes an innovation strategy because it involves renewal (Amann & Jaussaud, 2012; Dahles & Susilowati, 2015). In addition, the innovation strategy is also carried out by the hotel business by gradually expanding the hotel unit so that it can accommodate the needs of tourist lodging accommodation, which continues to grow every year.

Interestingly, similar to the findings of Alsos et al. (2014), family businesses in CPUGG do not focus on business expansion activities alone to innovate but also open new businesses in different fields. This is reflected in the warung business, where

each family member opens a new business with different products and services, such as fruit shops, gas stations, snack stalls, and electronic pulses. This pattern shows that family businesses in CPUGG can also be seen as diversification activities (Engeset & Heggem, 2015). Opening a new business around the parent business or a relative's existing business can strengthen their extended family's social status as respected business owners in the village. This supports the assertion that the purpose of small family businesses in rural tourism areas is lifestyle-related (Curtis & Slocum, 2022; Engeset, 2020; Getz & Petersen, 2005).

They are turning to the second literature review that reveals the implications of kinship on firm performance. Previous studies highlight the positive implications of kinship for family business performance in forming social capital that is beneficial for acquiring business resources, such as labor, business successors, and trust (Brunelli & Carlo, 2019; Boissevain, 1990; Dick & Morgan, 1987; Morokvasic & Phizacklea, 1990; Stewart, 2014; Werbner, 1984). The kinship ties of the CPUGG people, which follow a bilateral system (father and mother), allow them to form networks with members of larger kin (Greve & Salaff, 2003). In the field, these networks stemming from kinship ties influence the resources that people obtain for business operations (Khayesi et al., 2014). These resources include labor, capital, information, support, access, markets, and networks (Stewart, 2003). For example, Mamad benefited from maintaining a social network with his brother-in-law, who served in the local government, through access and permission to expand the hotel business unit along the shoreline. In the field, kinship networks that benefit business resources (Khayesi et al., 2014) are also influenced by altruistic behavior implemented by business owners to their kin members (Karra et al., 2006). For example, boat rental and tour guide business owners work hard to send their children to college. In return, when his son graduates, he will help his parents with their work, so the business gains skilled labor without recruiting non-family labor. This case example supports the statement of Karra et al. (2006) that reciprocal altruism can align the interests of family members and agency costs.

Previous studies highlight relatives as 'cheap' labor with long working hours, contributing significantly to a business's success (Boissevain, 1990; Mars & Ward, 1984; Ward, 1987). In practice, this idea is evident in the section on the role of relatives as business labor. For example, relatives are trusted to help in the homestay business because it requires more labor to manage lodging units, properties, food, administration,

and management. The involvement of relatives in various jobs supports Nordman's (2016) statement that besides being cheap, relatives are also reliable labor. However, instead of being seen as 'cheap' labor, studies also highlight that relatives, often receiving minimal wages, can be less competent, leading to inefficiencies in work and company management (Ram & Holliday, 1993; Arru et al., 2021). In some field cases, such practices do occur. Not all relatives can be relied upon for all types of work. For instance, in lodging businesses, owners prefer to employ non-relatives for administrative positions. However, this recruitment still involves relatives who recommend them. The supportive and obstructive implications of kinship on company performance support Ram and Holliday's (1993) notion that family businesses are not always harmonious but involve exploitation and negotiation practices.

Employment arrangements in family businesses tend to assign some jobs to only one gender. This shows the practice of gender dichotomy in the division of labor. Women are always identified with feminine attributes, so the work usually requires skill, precision, and gentleness. Meanwhile, men are identified with masculine attributes, so their work requires a lot of energy and information technology knowledge (Macionis, 2013). Practices like this are a common phenomenon that is often found on the island of Java, Indonesia, especially in rural areas. Considering that in this region, patriarchal cultural values are still institutionalized in people's daily lives (Ihromi, 2019). Moreover, the teachings of the Islamic religion that society adheres to are pretty strict in dividing the duties of women and men in a family.

In addition to viewing kinship as a labor source, studies also highlight kinship's role in business succession (Brunelli & Carlo, 2019; Dick & Morgan, 1987). This statement aligns with field findings, where informants, as restaurant business owners of Sundanese (local) ethnicity, often trust blood relatives to continue and develop the company in the future. In other cases, business succession is allowed for blood relatives and through marital relations. However, studies also note that kinship-influenced business succession can lead to gender bias (Hoel, 1982). For example, when the time comes, a lodging business owner will directly pass on assets or the company to his son, unlike his daughter, who must first meet parental expectations. This finding supports Watkins & Watkins' (1984) idea regarding different criteria for spouses chosen by the business owner's sons and daughters. Sons receive supportive spouses, while daughters receive ad hoc spouses skilled in business. In essence, sons are generally predetermined to inherit and lead the company,



while daughters inherit, but the leadership role is transferred to their husbands. The transfer of business unit management to the next generation in the CPUGG area emphasizes the social capital, such as trust, self-confidence, interest, and experience, that family members need to possess (Chrisman et al., 2011; Li et al., 2022). Children are taught to continue the business and acquire specific skills that support it, but in some cases, this is supplemented with formal education.

Previous studies and findings regarding family business strategies discussed in the first literature review section also show the implications of kinship (Alsos et al., 2014; Curtis & Slocum, 2022; Engeset, 2020; Lin & Wen, 2021). For example, a hotel business cooperates with its relatives who own a restaurant business to recommend each other's products and services. Then, other restaurant businesses also collaborate with businesses owned by their relatives, such as fish businesses owned by in-laws and boat transportation owned by cousins, to obtain supplies of seafood raw materials. In the homestay business, relatives help adaptation strategies for homestay business owners amid the development of digital technology. They provide assistance and education to business owners on online lodging booking applications so that they can get used to the technology. These collaborations are part of a promotional strategy that utilizes kinship networks as social capital to obtain business resources (Alsos et al., 2014; Khayesi et al., 2014). Promotion strategies are employed among relatives to promote and expand the business using a word-of-mouth system (Nugraha, 2023).

Interpreting the research findings using the two main themes of the literature review showed that kinship is a form and a tool for social relations to obtain economic benefits (Ihromi, 2019). Relatives have a role in developing the family business. Relatives act as successors to the family business and as initiators of establishing other family businesses. Apart from being beneficial for the development and sustainability of private family businesses, it is also beneficial for the surrounding community in absorbing labor (Eriksen, 2015). As a result, family business in CPUGG contributed to a source of regional income. The development of family businesses is slowly alleviating the village community's poverty. Thus, the family tourism business based on kinship relations has contributed to economic and social welfare for the rural community.

## 6. Conclusions, limitations, implications, and future research

### 6.1. Conclusions

Based on the findings, kinship is crucial in family businesses in the CPUGG tourist area. Kinship is involved from the inception of the business, its management and development, to the next generation's succession. Cases reveal that many family businesses in the tourism sector are initiated with initial capital from family heritage, which can be land assets, buildings, or money.

The characteristics of family businesses in rural areas are related to small business units, unique employee recruitment processes, and specific business strategies. The statement that family business units are generally small cannot be fully proven in this research. Not all family business units in the CPUGG area are small; many are in the medium to upper business range, especially in the lodging sector. This is likely related to the CPUGG area being a remote tourist destination, making lodging businesses quite popular. Although located in a rural area, market demand conditions also significantly influence the business scale.

Another characteristic can be seen in the employee recruitment process. Recruitment in family businesses is done informally, allowing relatives to become workers. Similar practices occur in family business units in CPUGG, which commonly recruit employees based on family ties. When additional labor is needed, business owners will recruit non-relatives they already know. Therefore, the kinship network is a reliable labor source for family businesses in the CPUGG area.

Family businesses' business strategies generally include adaptation, survival, innovation, and change. Findings show that innovation and change are the most common strategies, which means further business development, such as expansion or diversification, to achieve greater profits. This is evident in the various types of businesses built and managed by a single family, such as boat rental services and fish sales.

Kinship implications play a role in the operation of family businesses in rural areas, including both as sustainable labor successors and as an effective marketing strategy. Tourism businesses are assets to be inherited by the next generation. They educate their children in business by involving them in management from an early age. Regeneration takes place as the business progresses. Regeneration can occur by continuing the existing business and diversifying by opening new businesses of different types.

Kinship implications also manifest as a word-of-mouth business promotion strategy. This is

effective without high costs. This happens in family business units in the CPUGG area, which rely on word-of-mouth recommendations as advertising media. When a tourist visits a restaurant in CPUGG, the restaurant owner will recommend other facilities managed by their relatives, such as lodging businesses or even snorkeling services; relatives can become effective marketing agents because a single customer has the opportunity to purchase products or services from different businesses owned and managed by relatives.

## 6.2. Limitations

We believe the data from the 15 informants we interviewed and analyzed using Gioia's methodological approach has sufficiently answered our research questions. The informants we selected represented the categories and criteria of informants that we mentioned earlier in the data collection techniques section. The data we need to answer our research have all been answered by the 15 informants, so we have considered the data saturated. Data analysis using Gioia's methodological approach has helped our research develop research findings to present holistic data (Magnani & Gioia (2023)). However, 15 informants is a small sample size representing all family businesses in CPUGG. Some previous studies (Nulleshi, 2022; Valenza et al., 2023) that discussed family businesses also experienced limitations in the sample because they only used nine informants. Therefore, the limited sample in our study has limited the generalizability of the findings.

Another limitation of our study is that due to presenting holistic data, the data we present is not very deep, especially around the kinship system, division of labor, and family business management. Therefore, we suggest that future researchers deepen these topics.

## 6.3. Practical implications

The practical implications are closely related to the managerial management of family business units. Two main points are understanding sustainable models and managing dominant factors. The first point includes leadership succession, an organizational culture that supports innovation, and the next generation's involvement. Leadership succession involves the development of potential leaders and the next generation through the transfer of knowledge and skills. A well-prepared leadership transition mechanism also needs to be established. Next, organizational culture is essential because it encourages creativity and innovation and actively involves all employees, especially the next generation. If necessary, dedicated employees can be rewarded.

The second point is that managing dominant factors influencing family business entrepreneurship can be achieved through family commitment, entrepreneurial orientation, and adaptability. Managing family commitment can be done by developing decision-making mechanisms that involve all family members and ensuring alignment between business goals and family values. Entrepreneurial orientation and resources can be managed by facilitating the development of innovative ideas from the family's internal resources. Adaptability is also needed to respond to external changes. By paying attention to these factors, managers can effectively manage family businesses. Good internal management and responsiveness to external factors can help achieve optimal family business growth and sustainability.

Practical implications can also be seen about public administration as a study that can serve as a bridge for providing access to the creation of financing schemes, policy support, coordination and partnerships, and the development of a supportive ecosystem. Further knowledge exchange can be facilitated through entrepreneurship training, which involves forming consultation and mentoring between family business owners, industry associations, and the government as policymakers. Practical recommendations can be made for public administration policymakers. A more comprehensive understanding of the research findings' implications can help policymakers design and implement appropriate support for family businesses in the tourism sector.

## 6.4. Theoretical implications

The theoretical implication of this research is that business activities refer to the concept of family business. The findings of this family business are connected to the anthropological concept of kinship, which refers to biological relationships and relationships formed due to culture. Society highly values kinship relationships with extended families, which is one reason many family members have a role in the family business. Findings show that business activities only use nuclear or biological family members to run well. Each family member who is part of the business is found to have a leading role as a workforce and a business promotion tool. This shows that both biological and non-biological families can have essential roles. They are a workforce and promotional work tool and help create opportunities for other roles to build a better business experience.

### 6.5. Future research

From the explanation above, business enterprises growing in Ciletuh Palabuhanratu UNESCO Global Geopark (CPUGG) are all based on kinship. Whether it is a small shop (warung), restaurant, homestay, or fish sales and boat transportation services, each of the SMEs is managed by several members of one extended family. Therefore, the findings in this article are meant to contribute to the development of theoretical arguments in family business and kinship. In the family business theoretical field, the findings in this article are evidence of the appearance of family-based SMEs in rural tourism areas. This article is also meant to give an empirical case study of the importance of kinship and extended family in reaching economic benefits. On the other hand, this article might also be helpful as an evidence-based paper for reference sources in making regulations for the authoritative party managing tourist areas, such as the local government in Ciletuh or UNESCO itself. Further research in the case of family business in SMEs in the CPUGG tourism area can also be conducted in more detail to explain the causal relations between kin-based business enterprises and their economic, social, and cultural implications for the development of rural tourism areas.

### Author contribution statement

All authors contributed equally to the preparation of the manuscript. Each author made substantial contributions to the research process, including defining the research concept and design, collecting field data, processing and analyzing the data, presenting the findings, drafting the article, and revising it.

### Conflict of interest statement

The authors declare no competing financial, public, or institutional interests. They affirm that the authors have full access to all data presented in this paper, assumes full responsibility for the accuracy of the data analysis, and holds the authority for preparing the manuscript and deciding to submit it for publication.

### Ethical statement

*This research was approved by Badan Kesatuan Bangsa dan Politik Kabupaten Sukabumi (NO.4849/UN6.Q/TU.00/2003) on September 6, 2023.*

The authors confirm that data collection for this research was conducted anonymously, ensuring no possibility of identifying the participants. Pseudonyms have been used for the informants

listed in the manuscript to enhance clarity and readability for the audience.

### Declaration on the use of generative AI in the writing process

The author does not use generative AI in the writing process.

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### Data availability statement

Data supporting the findings of this research is available at <https://www.researchgate.net/profile/Mohd-Puzi/publication/354754471/Family-Business-and-Local-Community-Entrepreneurship-in-Promoting-Sustainable-Development/links/614b28fba595d06017e27107/Family-Business-and-Local-Community-Entrepreneurship-in-Promoting-Sustainable-Development.pdf>

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