

## Entrepreneurship Education and Intergenerational Learning in Family Business Sustainability: The Case of Ibu Teti's Kiosk

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### ABSTRACT

This study focused on how generation gaps affect business sustainability and growth, with special attention to the role of entrepreneurship education and intergenerational learning within the family. The research aims to analyze the challenges of family business sustainability, particularly in dealing with differences in interests between generations in Mrs. Teti's kiosk business. As a family business, the challenges faced are often related to the involvement of different generations who bring diverse priorities, values, goals, and approaches to learning about business practices. Using a qualitative approach, data were collected through interviews with business owners and potential successors to understand their views on business management, succession planning, and strategic decision-making. The research findings show that differences in interests between the first and second generations especially concerning the modernization of business practices while preserving traditional methods create tensions that can threaten the long-term sustainability of the business. From an educational perspective, these tensions reflect gaps in how entrepreneurial knowledge is transmitted: while the first generation relies on tacit knowledge and experiential learning, the second generation emphasizes formal knowledge, digital literacy, and innovative approaches. In addition, challenges related to adapting to market changes, integrating technology, and preparing a structured succession plan also emerge as key factors that need to be addressed so that the business can survive across generations. This study provides insight into how family businesses can manage generational differences by fostering entrepreneurship education within the family—through mentoring, knowledge-sharing, and collaborative learning—to develop strategies that ensure business sustainability amidst evolving family dynamics and business environments.

**Keywords:** *Family Business; Business Sustainability; Generational Interest Differences; Family Dynamics; Succession Planning; Sustainability Strategy.*

## INTRODUCTION

Family businesses play an important role in the Indonesian economy, with 95% of businesses owned by families (Made & Dendy, 2019). The 2018 PwC Global Family Business Survey reported that more than 40,000 wealthy Indonesians—or about 0.2% of the total population—are residents who run family businesses (Risky, 2021). In terms of economic contribution, family businesses have generated substantial wealth, with total records reaching IDR 134 trillion, contributing around 25% to Indonesia's Gross Domestic Product (GDP) (Irawan, 2018). These figures show that family businesses are

not only the backbone of the Indonesian economy but also hold great potential to achieve sustainability across generations.

Entrepreneurs naturally aspire for their businesses to grow and remain sustainable. Business continuity refers to a company's ability to maintain operations and consistently improve profitability (Jiwa et al., 2022). Continuity is characterized by fulfilling market needs, developing resources, and safeguarding assets. Four key aspects are critical for continuity: capital, human resources, production, and marketing. Business sustainability also depends on innovation, employee and customer welfare, and the capacity to adapt to change. These indicators reflect whether a company has the opportunity to sustain growth and innovate over time.

Interest in continuing a family business is influenced by a variety of psychological, emotional, and practical factors. Research on socioemotional wealth (SEW) highlights that emotional ties to family heritage significantly influence successors' willingness to take over the business (Plana-Farran & Gallizo, 2021). Entrepreneurial interest itself reflects an individual's motivation to pursue self-employment, take risks, act creatively and innovatively, and accept challenges (Komara & Bagus Setiawan, 2020). Within a family business context, this interest develops into a willingness to assume leadership, often shaped by personal desire as well as encouragement from family and others (Maftuhah & Suratman, 2015).

Family businesses inherently involve both ownership and managerial roles by family members (Longenecker, 2001; Nasution et al., 2021). While the family is oriented toward care and education, the business is focused on production and distribution (Widajanti, 2018). These dual institutions are deeply interconnected in the lives of business owners. Establishing a family business may be relatively straightforward, but sustaining it across generations is challenging (Lestari, 2018). The preparation of leadership transfer and knowledge transfer remains limited in many cases, despite their importance for long-term continuity (Ningrum, 2017). Here, entrepreneurship education within the family—through mentoring, knowledge sharing, and experiential learning—becomes critical for nurturing the next generation's interest and capability to sustain the family business.

In practice, however, many successors show reluctance to continue family businesses due to a mix of intrinsic and extrinsic factors. The desire for autonomy and the pursuit of independent careers often outweigh the motivation to preserve family legacy (Bagherian et al., 2024). Although 88% of family business owners in Indonesia are confident their business will be successfully continued, research shows that only 30% survive into the second generation, 12% into the third, and 3% into the fourth (Haryanto & Harjanti, 2014).

This study addresses the sustainability challenges of Kios Ibu Teti, a family business in the food sector established in 2014. Interviews conducted on November 24, 2024, with the owner, Ibu Teti, and her potential successor, Raissa Risty Savitri, reveal reluctance from the younger generation to continue the business in the near future. The prospective successor has different personal interests, reflecting both intrinsic factors (personal goals, affective commitment) and extrinsic factors (career opportunities, family

dynamics). While these factors complicate succession, successors may still feel a strong sense of family legacy that could motivate them to overcome barriers.

Understanding these dynamics is essential to developing sustainability strategies based on intergenerational entrepreneurship education, ensuring that the family business can adapt, survive, and thrive across generation. Business success is the achievement of company goals. Business success is an increase in the description of a situation over time (Miftah & Pangiuk, 2020). Entrepreneurial success is not the same as a person's ability to collect money or wealth and become sufficient, because it can be generated in several ways that provide added value. Efforts are measured by a person's ability to develop, build, and operate a business from something that was previously damaged, not functioning, or perhaps non-existent (Miftah & Pangiuk, 2020).

Understanding Business Sustainability Entrepreneurs certainly want their businesses to grow and be sustainable. The existence of a business will be beneficial if the environment is able to accept the existence of the business. Sustainability itself means that the business being run will continue to operate or develop for the long term. Some businesses can be found to have business sustainability from generation to generation. The leadership passed down by the first owner to his descendants, makes the business sustainability continue to run. This long-term value can be increased consistently and stably in business performance that can implement economic, social, and environmental values (Trimagnus, 2019).

According to Narayanadp (2018) Business Sustainability is a business effort to inhibit negative effects on the environment and society so that future generations will have adequate resources to meet their needs. Success in the global market that has good quality will make Business Sustainability safe for the environment. Based on the understanding above, it can be concluded that business sustainability is a business that continues from time to time from generation to generation in the long term with the same leadership, so that it can maintain the results of the products produced.

#### Economic Sustainability

- a. Emphasizes efficiency and resource management.
- b. Advocating for policies that integrate environmental costs into economic decision-making (Gonzalez-Redin et al., 2024).
- c. Highlighting the role of clean energy and sustainable corporate practices (Kumar et al., 2024).

#### Social Sustainability

- a. Focus on social justice and equity, especially for vulnerable populations (Singh, 2024).
- b. Encouraging a participatory approach in the development process (Kumar et al., 2024).
- c. Emphasizing the importance of community involvement in sustainability efforts (Skene, 2022).

### Environmental Sustainability

- a. Commitment to environmental sustainability varies among family firms, with some demonstrating varying degrees of pro-sustainability initiatives (Domańska et al., 2022).
- b. Family firms may face challenges in implementing environmental strategies due to resource constraints, but those that do often benefit from improved public perception and market position (Aluru & Tej, 2023).

Broadly speaking, the causes of bankruptcy according to Darsonodan Ashari (2015: 102) can be divided into two, namely internal factors and external factors. Internal factors include inefficient management, imbalance in owned capital, and moral hazard by management.

External factors that affect business sustainability include changes in customer desires that are not anticipated by the company, resulting in customers running away, resulting in a decrease in revenue. Difficulty in obtaining raw materials because suppliers can no longer supply the raw materials needed for production. Debtor factors must also be anticipated to prevent debtors from committing fraud by running away from debt responsibilities. Too many receivables given by debtors with a long repayment period will result in many idle assets that do not generate income, resulting in major losses for the company. An inharmonious relationship with creditors can also have fatal consequences for the company's survival. To anticipate this, the company must be able to manage its debts well and also foster good relationships with creditors. Increasingly tight business competition requires companies to always improve themselves so that they can compete with other companies in meeting customer needs. Global economic conditions must also always be anticipated by the company. With the increasingly integrated economy with other countries, global economic developments must also be anticipated by the company.

The interest in continuing the family business can be said to be an individual's tendency to feel happy or interested in something. A person's interest in entrepreneurship can be interpreted as wanting to be self-employed or run their own business (Komara and Bagus Setiawan, 2020). The interest in continuing the family business is influenced by various psychological, emotional, and practical factors. Research shows that socioemotional wealth (SEW) plays an important role in shaping successor intentions, with emotional ties to family heritage significantly influencing their willingness to take over the business (Plana-Farran & Gallizo, 2021). In addition, family business innovation has been shown to be positively correlated with the next generation's interest in continuing the business, suggesting that modernizing operations can attract successors (Skrbkova et al., 2023).

Socio-cognitive theory (SCT), as developed by Bandura (1986), emphasizes the interaction between personal, behavioral, and environmental factors in shaping individual actions and motivations. In the context of family businesses, SCT explains how environmental influences, particularly parental behavior and family dynamics, significantly impact the next generation's interest in continuing the family business.

1. The Influence of Family Environment on Entrepreneurial Intentions

Parental behavior, positive parental involvement and support can increase self-efficacy and outcome expectations in children, fostering their entrepreneurial intentions (Garcia et al., 2019). Family business background, growing up in a family business environment instills a sense of familiarity and perceived norms around entrepreneurship, which can motivate the next generation to pursue a similar path (Zaman et al., 2024).

2. The Role of Self-Efficacy

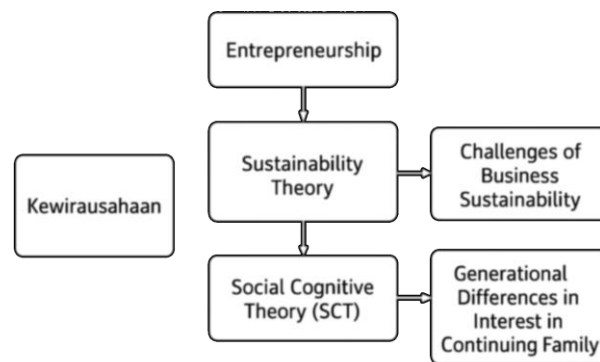
Self-efficacy development, children observing successful entrepreneurial behavior in their parents tend to develop higher self-efficacy, which is critical for their own entrepreneurial aspirations (Social Cognitive Theory and Personal Agency., 2022). Modeling behavior, modeling entrepreneurial behavior by parents serves as a powerful influence, encouraging children to imagine themselves as capable business owners (Fuente et al., 2023).

## **METHOD**

Qualitative analysis is a research method that focuses on understanding phenomena through non-numerical data, emphasizing context and meaning. It involves a variety of techniques for data collection and analysis, allowing researchers to explore complex issues in depth. This approach is particularly valuable in fields such as health and the social sciences, where understanding human behavior and experience is critical. The following section outlines key aspects of qualitative analysis.

Qualitative analysis provides a deeper understanding of participants' experiences and motivations, revealing the subjective logic behind behavior (Wolff et al., 2019). Qualitative research methods are inherently flexible, allowing researchers to adjust their approach based on emerging data and insights ("Qualitative data analysis," 2022). The emphasis on report generation and in-depth interviews contributes to high internal validity, as researchers can probe more deeply into responses (Wolff et al., 2019). This approach fosters a more credible and reliable understanding of the issues at hand, as seen in a study assessing the impact of global surgical training (Zivanov et al., 2022).

According to Muhammad Rizal Pahleviannur, et al., in his book entitled *Qualitative Research Methodology*. Qualitative research has objectives in its implementation. The objectives of qualitative research are divided into three, namely describing the object of research, revealing the meaning of the phenomenon, and explaining the phenomenon.



**Figure 1. Framework for Thought and Hypothesis**

The hypothesis contained in this study is that "Business Sustainability Challenges" have a significant effect on "Differences in Generational Interest in Continuing Family Business". This hypothesis is tested using qualitative method rules to obtain results that are in accordance with the research objectives.

The purpose of this study is to identify the main challenges faced by Mrs. Teti's kiosk business due to differences in interests between generations, analyze the factors that influence the gap, and provide recommendations for relevant sustainability strategies. Data will be collected through in-depth interviews with Mrs. Teti as the founder of the business and other family members involved, observations of family interactions in managing the business, and documentation studies on the history of the kiosk business. Data analysis was carried out using thematic analysis methods to identify main patterns and themes, which were then validated through data triangulation.

This research is expected to produce an in-depth understanding of the challenges of the sustainability of Mrs. Teti's family business, the factors that influence the differences in interests between generations, and recommendations for solutions to bridge these differences to support long-term business sustainability.

## **FINDINGS AND DISCUSSION**

The research was conducted at Kios Ibu Teti, located on Jl. Ps. Pancasila, Lengongsari, Kec. Tawang, Kab. Tasikmalaya, West Java 46111. The kiosk is a family business that has grown steadily under the independent management of Ibu Teti since its establishment in 2014. It focuses on selling various types of traditional market cakes that are popular with the local community. This study provides a general overview of the sustainability of the business, including its background, the challenges faced, and the efforts made to prepare the next generation for succession. Data were obtained through direct interviews with the business owner and her prospective successor.

Based on interviews, it was revealed that the prospective successor is not currently interested in continuing the family business. Nevertheless, the business owner has sought to provide support by encouraging formal education and skill development to prepare her children for potential future leadership roles. Such tailored development programs—when aligned with individual needs—are important for building successor readiness

(Bakare, 2021). However, this support has not yet shown significant influence. One of the main factors contributing to reluctance is mental unpreparedness to enter the business world. Consistent with broader findings, Zellweger et al. (2015) note that only 3.5% of next-generation members plan to take over the family business immediately after graduation, indicating widespread hesitation. Recognizing this, Ibu Teti allows her children the time and space to gain experience and build a stronger entrepreneurial mentality before taking on business responsibilities.

The prospective successor's personal interest lies in the field of education rather than entrepreneurship. Despite this, the business owner continues to introduce her children to the operations of the kiosk by involving them in selling activities and sharing experiences of interacting with customers. Such hands-on exposure serves as an informal form of entrepreneurship education, where tacit knowledge is transmitted through daily practice (Rahman et al., 2024). The successor confirmed that she had assisted in managing the kiosk for approximately two months in 2021 before entering college. This period provided her with valuable guidance, which Cressey (2019) highlights as crucial in creating a supportive environment for successors to learn risk-taking and leadership.

Nonetheless, the prospective successor admitted that she is not ready to continue the business in the near future due to feelings of mental unpreparedness and the belief that running a business requires significant psychological resilience. Factors such as emotional stability, self-efficacy, and proactive coping strategies are essential for business leadership, yet the successor perceives herself as not yet fully prepared. Instead, she prefers to pursue her passion in the education sector, though she does not entirely rule out the possibility of continuing the kiosk business in the future.

Currently, the main challenge faced by Kios Ibu Teti is inconsistent customer demand. Other problems such as limited space and lack of human resources have been managed successfully. Therefore, the business owner's current strategy is to provide indirect and gradual support to her children, balancing their formal education with practical exposure to the business. Through this approach, she hopes to strengthen the foundation of intergenerational learning, which may eventually encourage the successor to take on the responsibility of sustaining the family business.

## CONCLUSION

This study shows that Ibu Teti's Kiosk business has been well managed, but faces sustainability challenges, especially regarding succession. The owner's child, who is expected to become the successor, is currently not interested in continuing the family business. Instead, he prioritizes education and admits to feeling mentally unprepared for entrepreneurship. Even so, the owner supports her child by gradually introducing entrepreneurial learning through hands-on experience at the kiosk, while continuing to operate the business with the help of her nephew.

From an entrepreneurship education perspective, the owner acts as both a parent and an informal mentor, transferring business knowledge through experiential learning. This is done by inviting her child to assist in selling, sharing real business stories, and

providing exposure to the daily challenges of managing a kiosk. Although the child briefly helped in 2021 before entering college, his entrepreneurial interest has not yet developed. The owner recognizes the importance of giving her child freedom to pursue formal education and personal interests, while still planting the seeds of entrepreneurial mindset for the future.

In addition to succession challenges, Kios Ibu Teti faces operational constraints such as fluctuations in customer demand and limited space. However, the owner shows adaptability by involving other family members—such as her nephew—in running the business. This reflects the role of family dynamics as an informal learning environment, where entrepreneurial skills, resilience, and management strategies are shared across generations and kinship lines.

The sustainability of Kios Ibu Teti thus depends on two factors: the owner's ability to maintain stability in the present, and the effectiveness of transferring entrepreneurial knowledge to potential successors through family-based learning. By continuously adapting marketing and management strategies, while nurturing family members' readiness, the business can remain relevant amidst competition.

Ultimately, this case demonstrates that the sustainability of family businesses is not solely determined by immediate generational succession, but also by the ability of the current owner to create an entrepreneurial learning ecosystem within the family. Whether the successor is her child or another relative, the success of Ibu Teti's kiosk lies in combining business adaptability with intergenerational knowledge transfer, ensuring long-term resilience.

Then, here are the advice for further research:

1. Involve children in the kiosk management process gradually, for example helping with small decision making, so that they become more familiar with this business.
2. Determining business continuity strategies for potential successors who have different interests from the family business.
3. Kiosks can start marketing products through social media or delivery applications to attract more buyers, especially from the younger generation.
4. Adding cake variations according to market trends and providing discounts or promotions can help attract new buyers and increase sales.
5. Provide children with insight into the value of family business, such as the struggle to build this kiosk and its benefits for the family, so that future successors will better understand the importance of this business for the family's future.

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