

Research Article

Dynamics of Family Roles in Business Decision Making: A Case Study at Teras Heritage Café, Malang

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Abstract: This study aims to describe the dynamics of family business management at Teras Heritage Café in Malang City by highlighting role division, communication patterns, business operations, challenges, and the relationship between family and non-family employees. Using a qualitative approach with a case study strategy, data were collected through semi-structured interviews with the owner, family members, and non-family employees, as well as direct observation at the business location. The results show that café management is strongly influenced by family values, particularly the principle of mutual cooperation and role flexibility that allows all family members to be actively involved in operations. Although differences of opinion often arise, they are resolved through open communication, preventing significant conflict. The main challenges of the business include limited digital marketing, location competition, and suboptimal technical facilities. The relationship between family and non-family employees is harmonious, characterized by fair treatment and an inclusive work environment. The study's conclusions confirm that family social capital is a key strength in maintaining business stability, but strengthening the management structure, marketing strategy, and long-term planning is needed for the business to grow sustainably.

Keywords: Café Operations; Family Business; Family Dynamics; Internal Communication; Role Division

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1. Introduction

MSMEs are a key pillar of the Indonesian economy due to their contribution to employment, economic growth, and equitable distribution of prosperity. According to Wahyudi et al. (2024), MSMEs contribute significantly to national economic resilience through job creation and local economic activity. Research by Lestari and Dwiastanti (2022) also confirms that MSMEs play a strategic role as a driving force of the community economy. Meanwhile, a study by Prasetyo and Sutopo (2021) shows that MSMEs act as a buffer for economic stability, especially during times of crisis, due to their flexible and adaptive nature.

Despite their important role, MSMEs in Indonesia face various challenges that can hamper their growth and competitiveness. Structural barriers such as limited access to capital are crucial issues, as revealed by Rahman et al. (2023), who found that many MSMEs still struggle to obtain formal financing. Furthermore, low digital and technological literacy are also major obstacles to increasing efficiency and marketing (Nasution & Nurrahman, 2021). Research by Andriyani et al. (2022) added that managerial issues, unprofessional financial record-keeping, and weak innovation are significant factors impacting the sustainability of MSMEs in Indonesia.

In Indonesia, the majority of MSMEs are managed as family businesses, which utilize family relationships as the foundation of business management. According to Pane (2023), family businesses are uniquely characterized by strong family values, a long-term orientation, and high levels of trust among family members. However, this structure also brings challenges such as role conflict, unclear organizational structures, and a lack of succession planning. This is supported by research by Suryani and Nugroho (2021), which shows that family businesses are vulnerable to internal conflict due to overlapping family and professional roles. Furthermore, a study by Prabowo and Rahayu (2020) revealed that many family-owned MSMEs still rely on intuition rather than modern managerial practices.

The dynamics of family business management become increasingly complex as businesses enter a growth phase and require professionalization. According to Lingga and Lantu (2022), professionalization in family businesses is often hampered by the family's preference to maintain full control of the business. Research by Dewi and Putra (2021) shows that conflict between family members often arises due to a lack of clarity in roles, division of authority, and conflict resolution mechanisms. Meanwhile, a study by Meutia and Suprayogi (2023) emphasizes the importance of digital adaptation and innovation as part of the new dynamics that family businesses in the culinary sector must face.

Teras Heritage is an example of a contemporary MSME café in Malang City, founded by a single family and managed entirely by family members. As explained by Andriyani et al. (2022), family-based culinary MSMEs generally rely on family social capital as a key strength in building their businesses. Furthermore, a study by Ratnawati (2021) states that the involvement of all family members in daily operations can increase a sense of ownership and commitment to the business. However, research by Mardiana and Yasin (2020) shows that this family-based management structure often lacks a clear division of labor, potentially creating coordination issues.

In practice, the management of Teras Heritage exhibits a number of challenges typical of family businesses, such as unclear role allocation, mixing of family and business finances, and limited implementation of professional management. According to Rahman et al. (2023), financial mixing is a common problem in family-owned MSMEs due to the lack of a formal accounting system. Research by Suryani and Nugroho (2021) also found that conflicts due to an unbalanced workload frequently arise in family-owned culinary businesses. Furthermore, according to Nasution and Nurrahman (2021), the low adoption of digital marketing technology is a barrier for culinary MSMEs to compete in an increasingly competitive market.

Based on these phenomena, this study focuses on analyzing the dynamics of family business management at the Teras Heritage Café MSME in Malang City. The research focuses on role allocation, decision-making processes, financial management, conflict resolution mechanisms, and business adaptation strategies. This study is important because, according to Lingga and Lantu (2022), a deep understanding of the internal dynamics of family businesses can help improve business professionalization and sustainability. In addition, the study by Meutia and Suprayogi (2023) emphasized that mapping the dynamics of family businesses will provide insights for developing appropriate management models for family MSMEs in Indonesia.

2. Preliminaries or Related Work or Literature Review

Family Business

A family business is a business entity whose ownership, control, and decision-making involve one or more family members, thus the structure of personal relationships has a strong influence on business sustainability. According to Pane (2023), family businesses are characterized by emotional involvement, a strong sense of family identity, and a long-term commitment to business continuity. Furthermore, Ratnawati, Putranti, and Maharani (2023) explain that family businesses in Indonesia tend to uphold family values, which impact daily management practices, including leadership style and the distribution of work roles. Research by Poluan (2023) also confirms that family ties can be a force for business stability, but also carry the potential for conflict due to the dual role of family and professional relationships.

Resource-Based View (RBV) Theory in Family Business

The Resource-Based View (RBV) theory views a business's competitive advantage as determined by its internal capacity, consisting of valuable, rare, difficult-to-imitate, and irreplaceable resources. In the context of family businesses, these resources can include reputation, internal trust, social capital, and family values (Pane, 2023). According to Kussudyarsana et al. (2023), family-owned MSMEs are unique in their decision-making

flexibility, high employee loyalty, and strong network of relationships, thus supporting a competitive advantage that is difficult for competitors to imitate. Nalal Muna, Sukresna, and Praswati (2024) also added that family social capital functions as a strategic resource that strengthens innovation and collaboration capabilities, thereby improving MSME performance. Thus, the RBV serves as an important theoretical framework for understanding how family MSMEs maintain competitiveness through their distinctive non-material assets.

Social Capital and Its Role in Family Business

Social capital encompasses networks of relationships, mutual trust, and work norms, which are essential foundations for the success of family-owned MSMEs. Nalal Muna et al. (2024) found that internal social capital—such as family cohesion, mutual trust, and shared values—facilitates coordination and supports marketing innovation. Furthermore, external social capital, encompassing relationships with suppliers, customers, and the community, has also been shown to strengthen MSME performance by enhancing legitimacy and distribution networks (Kussudyarsana et al., 2023). Pane (2023) emphasized that social capital not only enhances the operational effectiveness of family businesses but also plays a key role in the succession process and intergenerational knowledge transfer. Therefore, social capital is a crucial dimension in explaining the sustainability of family-owned MSMEs.

Succession in Family Business

Succession is a crucial process that determines the long-term sustainability of a family business. According to Pane (2023), successful succession depends on the readiness of the successor, the quality of knowledge transfer, and the alignment of values between the founding and succeeding generations. Furthermore, Setianto and Suharnomo (2022) revealed that the succession process in family businesses is heavily influenced by cultural dimensions, such as power distance and collectivism, which influence how knowledge and authority are transferred from the founder to the next generation. Research by Wijaya and Kuslina (2025) also found that successful succession is related to business resilience, especially during crises; adaptive and innovative successors can maintain business performance despite unstable environmental conditions. This demonstrates the importance of planned, systematic succession that accommodates intergenerational dynamics.

Conflict and Internal Dynamics in Family Businesses

Conflict is a common issue in family businesses due to the overlap between personal and work relationships. Poluan (2023) explains that conflict is typically triggered by differing visions, unclear role distribution, and power imbalances between generations. Ratnawati et al. (2023) state that unaddressed conflict can hinder decision-making, damage working relationships, and reduce business stability. However, conflict can also be a driver of organizational improvement if managed through open communication and a clear organizational structure (Pane, 2023). In MSMEs, where structures tend to be informal, conflict often arises in the form of unclear tasks, emotional interference, and over-reliance on the founder figure, making conflict resolution mechanisms crucial.

Professionalization in Family Business

Professionalization in family businesses refers to the process of implementing modern management systems, procedures, and structures to improve efficiency and transparency. According to Ratnawati et al. (2023), family-owned MSMEs often face obstacles to professionalization due to the preference for family members for strategic positions despite their suboptimal competencies. Kussudyarsana et al. (2023) added that an organization's ability to innovate and adapt depends heavily on the level of professionalization, including clear role allocation, documented SOPs, and competency-based human resource development. Furthermore, Pane (2023) highlighted that professionalization also increases the chances of successful succession because a more structured system makes it easier for successors to understand work patterns and strategic responsibilities. Therefore, professionalization is key to transforming family MSMEs into more adaptive and sustainable businesses.

3. Materials and Method

This research uses a qualitative approach with a case study strategy to deeply understand the dynamics of family business management at the Teras Heritage MSME in Malang City. The case study was chosen because it allows researchers to explore the real-life context, internal processes, and interactions between family members in business management. As recommended by Yin (2018), case studies are appropriate when the research focus relates to contemporary phenomena in a real-life context and the researcher has no control over the

behavior being studied. This research is descriptive-exploratory, aiming to capture the practices, challenges, and patterns of family management that occur within the business.

Data collection was conducted through semi-structured interviews, direct observation, and documentation. Interviews were conducted with the owner and one of the family members who manages Teras Heritage, a member of the founding family, to gain an understanding of the tasks, roles, conflicts, and decision-making patterns within the business. The next informant was a non-family employee working at Teras Heritage. Observations were conducted to observe daily work situations, interactions between family members, and the business's operational flow. Documentation was used to supplement the data through photographs of activities at the Teras Heritage café. Yin (2018) emphasized the importance of using multiple sources of evidence (triangulation), so that these three types of data complement each other to produce stronger and more reliable findings.

Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing. In the reduction stage, data from interviews and observations were sorted and grouped based on themes related to family business dynamics. The data was then presented in narrative form and thematic categories to facilitate interpretation. Next, conclusions were drawn gradually through an iterative verification process to yield an understanding of family business management at Teras Heritage. To enhance the credibility of the research, source triangulation and member checking were conducted by requesting confirmation from informants regarding the accuracy of the researcher's interpretations. This research was conducted in a naturalistic manner at the business location without any treatment, thus maintaining the authenticity of the context, as per Yin's (2018) case study principles.

4. Results and Discussion

Table 1. Research Result.

Main Theme	Subtheme	Findings Key / Data Evidence	Data source
1. Background & Core Values of Family Business	Business history	The cafe was originally standing in Kayutangan, then move to Rampal because various constraint operational.	Owner
	Motivation establish business	Want to build business the family that nets various circles, providing a varied menu, live music, and karaoke.	Owner
	Family values	Principle <i>mutual cooperation</i> , mutual helpful, and flexibility role implemented in operational.	Owner, Wife, Observation
2. Structure Management & Role Distribution	Involvement family	All member family involved in operational : kitchen, cashier, service, up to shopping material.	Owner
	Distribution task	Distribution role nature dynamic ; all part can filled by anyone. Morning shift by wife & employees, afternoon- evening by owner & children.	Owner
	Coordination operational	Shift change accompanied by delivery information related stock materials, inputs, and conditions Work.	Observation
3. Dynamics of Family Relationships in Business	Influence connection family	Connection harmonious However there is difference opinion related cafe concept and menu.	Owner, Wife
	Conflict & resolution	Difference opinion completed through discussion together until achieved road middle and agreement together.	Owner, Wife

4. System Management & Operations	Café &	Family business boundaries	–	Separation firm between finance business and finance family done For avoid chaos administration.	Owner
		SOP & procurement material	&	Purchase material done a week very using business money. The menu is determined based on input all over family.	Owner
		Menu & service management		Menu designed For all circles ; orders hung in the kitchen area For avoid negligence.	Owner, Observation
5. Relationship with Non-Family Employees		Internal communication		Informal communication via face to face face and WhatsApp, fast in finish constraint operational.	Observation, Wife
		Experience Work		Employee feel comfortable, no There is treatment different between himself and members family.	Employee
		Justice inclusivity	&	Employee involved in a way fair, communication smooth, instructions owner clear, environment Work support.	Employee, Observation
6. Internal & External Challenges		Potential conflict		Not found conflict ; atmosphere Work viewed harmonious.	Employee
		Internal		Difference opinion about cafe concept, limitations digital literacy in promotion, adaptation location new.	Owner, Wife
		External		There are many competitors around Rampal, the PDAM water flow is small, Instagram marketing is not optimal.	Owner, Employee
7. Culture Work & Social Capital		Mutual cooperation		Task mutually backed up, flexibility high, all member can fill in various position.	Observation, Wife, Owner
		Compactness		Informal communication strengthens familiarity and effectiveness Work.	Observation
8. Future of Business & Succession		Plan term short / long		Focus moment this is under adjustment location, plan term long Not yet clear ; succession depending on interest children.	Owner
		Development expectations		Cafe is expected crowded, place more strategic, operational fluent without obstacle big.	Wife

The research results show that the management of Teras Herritage Café is entirely under the control of the family, with all family members actively involved in daily operations. The café was originally located in the Kayutangan area, but later moved to a new location in the Rampal area due to various challenges. In the initial phase of its operation, the family was still adjusting to ensure the business's stability. The motivation for establishing the café was driven by the family's desire to build a joint venture capable of attracting various customer segments through a varied menu concept, live music, and entertainment facilities such as karaoke. The primary value the family brings to the business is mutual cooperation, reflected in the mutual assistance and flexibility of roles among family members.

The café's management structure is simple and informal, yet it operates quite effectively due to intensive coordination within the family. Roles are dynamically assigned; all family members can fill various positions as needed, including in the kitchen, cashier, and customer service. Shifts are divided based on the family's availability: morning and afternoon shifts are typically filled by the owner's wife and non-family employees, while evening shifts are typically filled by the owner and eldest son. Although roles frequently change, each member feels responsible and supports each other to ensure the café's operations run smoothly. Field observations also indicate that coordination between shifts is carried out directly through the sharing of information regarding inventory, income, and other operational records.

In terms of family dynamics, relationships among family members are found to be quite harmonious, despite frequent differences of opinion, particularly regarding the café's concept and menu. These differences of opinion are considered important input for innovation and are usually resolved through joint discussion until a consensus is reached. However, the owner retains the final say, as he is both head of the family and owner of the business. One of the main focuses of management is maintaining the boundary between family and business matters, particularly regarding the separation of finances. The owner emphasizes the importance of not mixing personal and business finances to avoid administrative chaos.

From a managerial perspective, the café has a simple standard operating procedure (SOP), particularly for ingredient procurement and kitchen operations. Ingredients are purchased routinely once a week using business funds, without collaborating with suppliers. The café's menu is determined based on input from all family members, ensuring that the menu is accessible to a diverse customer base. However, from a marketing perspective, it was found that social media usage is still suboptimal due to limited digital literacy among some family members, particularly the owner's wife, who admitted to having difficulty using online promotional features. Meanwhile, digital promotions are largely handled by the owner's children. The biggest challenges in managing a café include competition for location, less than optimal marketing through Instagram, and technical issues such as low PDAM water flow. Internally, differences of opinion often arise, but so far these have been resolved through family discussions. Interestingly, no conflicts were found between family and non-family employees. Employees feel they are treated fairly and do not experience any differential treatment between themselves and family members. They also stated that the work atmosphere is conducive, communication is smooth, and instructions from the owner are clear. This demonstrates that family values can create an inclusive work environment for non-family members.

Field observations confirmed the finding that a culture of mutual cooperation (*gotong royong*) is strongly embedded in operational activities. All family members appear to be helping each other without rigid role boundaries. Internal communication is informal—both face-to-face and via WhatsApp—so that issues can be addressed quickly and flexibly. Furthermore, decision-making in daily activities appears participatory, yet ultimately results in the owner's final decision. When faced with sudden operational issues, family members move quickly to find solutions together. The work environment is generally well-organized, although there are minor issues related to water facilities.

Regarding the future of the business, the family does not yet have a clear long-term plan as they are still focused on adjusting to the new location. However, the owner is open to the possibility of succession to the children, although this remains dependent on their future interests. Meanwhile, the owner's wife hopes the café will grow to become busier and have a more strategic location. Non-family employees see Teras Heritage as a comfortable workplace and believe that the café's strengths lie in its family-like culture, clear division of labor, and harmonious work environment. Overall, the research results show that Teras Heritage Café exhibits the typical characteristics of a family-owned MSME: flexible role allocation, a culture of mutual cooperation, informal communication, family-based conflict resolution, and the owner's dominant role as the decision-making center. Despite challenges in digital marketing and location adjustments, the business demonstrates stable management dynamics thanks to strong family social capital.

The research results show that Teras Heritage Café is managed with a strong family approach, with all family members actively involved in all operational aspects. The work system is based on the principles of mutual cooperation, role flexibility, and a loose division of tasks. This pattern allows the business to continue operating despite a simple management structure. This finding aligns with a study by Effendi et al. (2023), which states that MSMEs that rely on internal social capital tend to be more adaptive to operational challenges due to their strong emotional closeness and mutual support.

The dynamic division of tasks, including rotating roles in the kitchen, cashier, and service, allows each family member to replace each other without significant conflict. While this flexibility offers advantages in daily efficiency, such practices can also potentially lead to role ambiguity in the long term. This aligns with the view of Muna, Sukresna, and Praswati (2024) that family-owned MSMEs often face challenges in establishing a formal division of tasks due to a family culture that prioritizes flexibility. However, in the context of Teras Heritage, flexibility has been shown to support smooth operations, particularly due to harmonious internal relationships.

The dynamics of disagreements that arose, particularly regarding the café concept and menu selection, did not lead to serious conflict. Problem-solving was carried out through open discussion until a mutual agreement was reached. This approach demonstrates that family communication serves as a primary mechanism for maintaining business harmony. Muna et al. (2024) also emphasized that open communication plays a crucial role in maintaining small business stability because it allows for collective problem-solving without compromising working relationships.

In terms of management, the owner implements a strict separation between household and business finances. This step helps prevent bookkeeping chaos, even though the administrative system is still rudimentary. Effendi et al. (2023) stated that financial separation is an indicator of MSME management maturity and is a foundation for ensuring business sustainability. This demonstrates that although managerial practices at Teras Herritage remain informal, there is a significant awareness of avoiding financial mixing.

The café's operational systems—including weekly ingredient purchases, kitchen order flow, and the use of simple standard operating procedures—run fairly smoothly. However, digital promotion is not optimal due to limited technological literacy among some family members. The owner's wife admitted to having difficulty understanding digital platforms, so she delegates promotion to her children. This situation aligns with research findings from the *Journal of Management Science* (2025), which stated that many MSMEs still face obstacles in utilizing digital platforms, even though social media has been shown to significantly increase marketing reach. This is one area that the family needs to strengthen to increase the café's competitiveness, especially given the highly competitive business environment in Rampal.

Relations with non-family employees are harmonious. Employees feel treated fairly, involved in operations, and treated equally between family and non-family members. He stated that communication is smooth and the owner's instructions are easy to understand. This finding suggests that a family culture also positively impacts employee comfort and loyalty. This aligns with the findings of Muna et al. (2024), who asserted that internal social capital, such as good relationships and mutual trust, can significantly improve MSME performance.

The main challenges for the café include competition for location and facility constraints, such as low PDAM water flow. Internally, challenges arise in digital promotion capabilities and the need to develop clearer long-term planning. Consistent with Effendi et al. (2023), MSMEs require adaptive strategies to the external environment while strengthening internal structures to achieve sustainable growth. Currently, the family lacks a structured long-term plan or succession plan. The owner stated that succession depends on the children's future interests. This reflects the general pattern of family-owned MSMEs, which focus on stabilizing operations before entering the professionalization stage. Pane (2023) also revealed that the lack of succession planning is a common challenge that has the potential to hinder the long-term sustainability of family businesses.

Overall, this discussion demonstrates that Teras Herritage Café's strengths lie in its family social capital, harmonious communication, and flexible division of labor. However, the business still needs to strengthen its digital marketing, management documentation, and long-term planning to survive and thrive amidst increasingly fierce cafe competition.

5. Conclusion

This research shows that the management of Teras Herritage Café is heavily influenced by the characteristics of a family business that emphasizes mutual cooperation, role flexibility, and informal communication. All family members play an active role in daily operations, from the kitchen and cashier to ingredient purchasing, creating an adaptive and mutually supportive work system. Flexibility in the division of tasks has been proven to help maintain business continuity, especially during the adjustment period to a new location. However, undocumented work patterns have the potential to create role ambiguity if the business expands to a larger scale.

Relationships between family members remain harmonious despite differences of opinion regarding the café's concept and menu. These differences are resolved through family discussions that emphasize finding consensus and balancing interests. The owner demonstrates a strong awareness of separating business and personal finances, minimizing the risk of mixing funds, although bookkeeping remains rudimentary.

From an operational perspective, the café has basic SOPs for ingredient procurement and order processing. However, the use of digital marketing strategies remains suboptimal

due to limited technological literacy among some family members. This situation presents a unique challenge to the business's competitiveness, particularly because the café is located in a highly competitive area. In terms of employment, non-family employees feel treated fairly and fully involved, demonstrating that family values can be implemented without discriminating against outsiders.

Challenges include location competition, limited facilities such as low PDAM water flow, and the lack of long-term planning and a clear succession strategy. The business is still in the location adjustment phase and lacks a structured development direction for the medium to long term. Overall, family social capital is a key strength maintaining the operational stability of Teras Heritage Café, but strengthening the managerial system and digital marketing is necessary for the business to have better prospects for sustainability.

The research suggests that Teras Heritage Café should begin developing a clearer division of tasks and standard operating procedures (SOPs) to support smooth operations, while simultaneously enhancing its digital marketing capabilities to optimize café promotions amidst intense competition. Simple, app-based financial accounting needs to be implemented to strengthen transparency and business planning. The family owner is also encouraged to develop a medium-term development plan and succession strategy to ensure more focused business sustainability. Furthermore, the established harmonious work environment, including good relationships with non-family employees, should be maintained through open communication and a fair division of roles. Finally, facility constraints, such as low water flow, need to be addressed immediately to prevent hindering daily operations.

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