

**EXPLORING INCUMBENTS AND FUTURE SUCCESSORS PSYCHOLOGICAL
STATES IN THE SUCCESSION PROCESS OF MI NANGKABAU FAMILY
BUSINESSES**



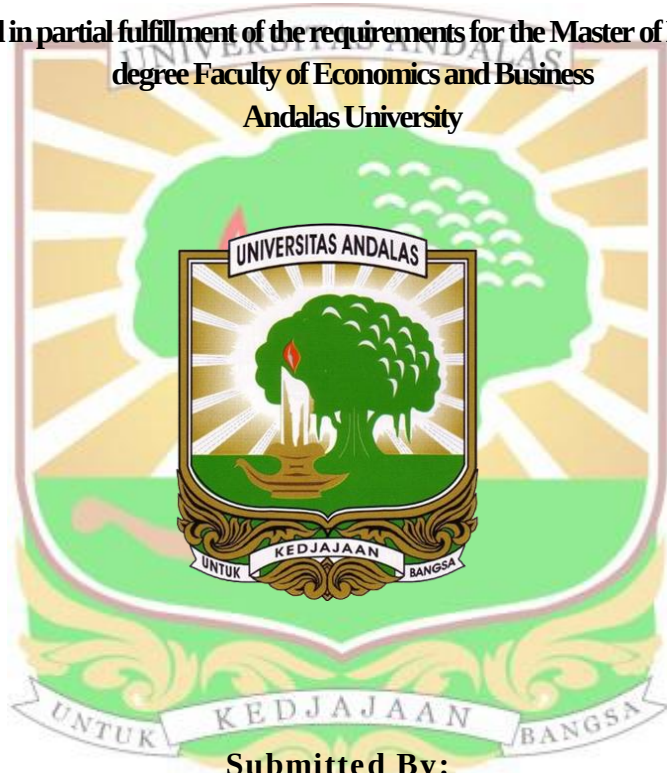
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2420522021**

**MASTER OF MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
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PADANG
2026**

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BUSINESSES**

THESIS

**Submitted in partial fulfillment of the requirements for the Master of Management
degree Faculty of Economics and Business
Andalas University**



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Thesis by Revi Rahma Aulia

Supervisor:

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ABSTRACT

This study explores the liminal psychological experiences of incumbents and future successors during succession in Minangkabau family businesses. Using a qualitative phenomenological approach, data were collected through semi-structured in-depth interviews with eight participants from four family businesses in West Sumatra and analyzed using thematic analysis. The findings identified six final themes. For incumbents, the themes were Personal Connection to the Family Business, Changing Involvement and Continuing Contribution, and Adjusting to the Transfer of Leadership. For future successors, the themes were Developing an Independent Leadership Approach, Building Readiness amid Uncertain Responsibilities, and Balancing Continuity and Change. Three interaction patterns were also identified: Trust and Gradual Transfer of Responsibility, Guidance and Learning, and Negotiation of Different Perspectives. The findings show that succession is not simply a transfer of leadership but a gradual psychological and relational transition in which both generations adjust their roles and responsibilities. Incumbents remain connected to the business while future successors gradually develop greater autonomy and leadership responsibility. The study highlights being in between as a transitional condition shaped by changing roles and continuing intergenerational interaction.

Keywords: Liminality, Psychological Experiences, Incumbents, Future Successors, Family Business Succession, Minangkabau Family Businesses.

EXPLORING INCUMBENTS AND FUTURE SUCCESSORS PSYCHOLOGICAL STATES IN THE SUCCESSION PROCESS OF MINANGKABAU FAMILY BUSINESSES

Tesis oleh Revi Rahma Aulia

Pembimbing:

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ABSTRAK

Penelitian ini mengeksplorasi pengalaman psikologis liminal yang dialami incumbent dan calon penerus selama proses suksesi pada bisnis keluarga Minangkabau. Penelitian menggunakan pendekatan fenomenologi kualitatif dengan data yang diperoleh melalui wawancara mendalam semi-terstruktur terhadap delapan informan dari empat bisnis keluarga di Sumatera Barat. Data dianalisis menggunakan analisis tematik. Hasil penelitian mengidentifikasi enam tema akhir. Pada kelompok incumbent, tema yang ditemukan adalah Personal Connection to the Family Business, Changing Involvement and Continuing Contribution, dan Adjusting to the Transfer of Leadership. Pada kelompok calon penerus, tema yang ditemukan adalah Developing an Independent Leadership Approach, Building Readiness amid Uncertain Responsibilities, dan Balancing Continuity and Change. Analisis interaksi juga mengidentifikasi tiga pola, yaitu Trust and Gradual Transfer of Responsibility, Guidance and Learning, dan Negotiation of Different Perspectives. Hasil penelitian menunjukkan bahwa suksesi bukan sekadar pengalihan kepemimpinan, tetapi merupakan transisi psikologis dan relasional yang berlangsung secara bertahap, di mana kedua generasi menyesuaikan peran dan tanggung jawabnya. Kondisi being in between terbentuk melalui perubahan peran dan interaksi antargenerasi yang terus berlangsung.

Kata kunci: Liminalitas, Suksesi Bisnis Keluarga, Incumbent, Calon Penerus, Interaksi Antargenerasi