

CHAPTER 1

CONCLUSION

1.1 Conclusion

This research explored the psychological experiences of incumbents and future successors during the intergenerational succession process in Minangkabau family businesses. Based on the thematic analysis of eight participants from four family businesses in West Sumatra, the findings show that succession is experienced as a gradual process of changing roles rather than an immediate transfer of leadership.

1.1.1 Incumbents

The findings show that they remain personally connected to the family business while gradually changing the form of their involvement and contribution. Their experience is characterized by maintaining personal meaning and significance, continuing to contribute through their experience and knowledge, and gradually adjusting to the transfer of leadership responsibilities.

1.1.2 Future Successors

The findings show that they develop their leadership position through increasing responsibility and participation while remaining within the influence of the incumbent and the established family business context. Their experience involves developing an independent leadership approach, building readiness amid evolving responsibilities, and balancing continuity with change.

1.1.3 Interaction Between Incumbents and Future Successors

The interaction between the two generations further shows that succession is relational and gradual. Trust and gradual transfer of responsibility provide the

foundation for the transition, while guidance and learning support successor development. Negotiation of different perspectives becomes relevant when the future successor begins to introduce approaches that differ from those of the incumbent.

The findings indicate that the being in between experience in these Minangkabau family businesses is characterized by simultaneous role adjustment between the two generations. Incumbents remain connected to their established leadership roles while moving toward different forms of contribution, whereas future successors develop emerging leadership positions while remaining connected to the incumbent and the family business context. Thus, succession is not simply a process of replacing one generation with another, but a gradual reconfiguration of leadership roles and relationships.

1.2 Research Implications

1.2.1 Theoretical Implications

This research contributes to the understanding of family business succession as a psychological and relational transition. The findings extend the application of Liminality Theory by showing that succession involves overlapping and changing roles rather than a simple transfer of leadership from one generation to another. Both incumbents and future successors gradually adjust their roles while remaining connected to the family business and to each other.

The interaction patterns show that trust, guidance, learning, and negotiation support the gradual reconfiguration of leadership responsibilities between generations. Thus, succession can be understood as a process of simultaneous role adjustment rather than an individual transition experienced by only one

generation.

1.2.2 Practical and Managerial Implications

The findings suggest that family businesses should manage succession as a gradual process rather than a single event. Incumbents can gradually delegate responsibility while providing guidance, whereas future successors can develop readiness through direct involvement and increasing decision-making responsibilities.

Regular communication between generations is also important to discuss responsibilities, expectations, and different approaches to managing the business. This can help both generations adjust their roles while maintaining important elements of the family business and allowing appropriate changes.

1.2.3 Contextual Implications

This research provides empirical insight into family business succession within Minangkabau family businesses in West Sumatra. The findings should be understood within this specific cultural and business context rather than interpreted as evidence that Minangkabau culture directly causes the identified experiences.

The study therefore provides a contextual basis for understanding succession from a non-Western setting and for future comparison with family businesses in other cultural contexts.

1.2.4 Implications for Further Researchers

Future research may investigate whether similar psychological and relational patterns emerge in different cultural contexts. Further qualitative research may

explore intergenerational interaction, particularly the development of trust, guidance, learning, and negotiation during succession.

1.3 Research Limitations

This research has several limitations that should be considered when interpreting its findings.

- 1) Limited number of participants and cases. The research involved eight informants from four Minangkabau family businesses. This enabled an in-depth exploration of participants' experiences but limits the transferability of the findings to other family businesses.
- 2) Qualitative research design. The phenomenological approach provided detailed insight into how incumbents and future successors experienced the succession process. However, the study was not designed to measure the prevalence or statistical relationships of the identified experiences.
- 3) Specific cultural context. The research was conducted in Minangkabau family businesses in West Sumatra, Indonesia. Therefore, the findings should be interpreted within this cultural and social context and may differ in other cultural or institutional settings.
- 4) Succession as an ongoing process. The research captured participants' experiences at a particular stage of succession. These experiences and intergenerational relationships may change as responsibilities and leadership roles continue to develop. In addition, the study focused on psychological and relational aspects and did not examine financial performance, governance, ownership arrangements, or measurable succession outcomes.

1.4 Suggestions

1.4.1 Incumbents

Incumbents are encouraged to approach succession as a gradual transition by progressively delegating responsibilities while providing appropriate guidance and support. They should also develop a meaningful role after the transfer of operational responsibilities and maintain open communication with future successors.

1.4.2 Future Successors

Future successors are encouraged to develop their leadership capabilities through direct involvement and increasing responsibility. They should communicate openly with incumbents regarding uncertainty and differences in perspective while maintaining important family values and developing appropriate new approaches.

1.4.3 Family Businesses

Family businesses are encouraged to manage succession as a gradual and communicative process. Clear discussions regarding responsibilities, expectations, decision-making authority, and future roles can support trust, learning, and constructive negotiation between generations.

1.4.4 Further Researchers

Future researchers may examine the being in between experience through longitudinal and comparative studies involving different cultural contexts and a



broader range of family businesses. Further research may also explore the interaction patterns of trust, guidance and learning, and negotiation of different perspectives.

