UNIVERSITAS
GADJAH MADA
Women as First Successors in Indonesian Family Businesses: A Two-Case Qualitative Study in Minangkabau and Javanese Cultural Contexts
Khelvano Rolanda, Rocky Adiguna, S.E., M.Sc., Ph.D
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

TABLE OF CONTENTS

COVER i
APPROVAL SHEET ii
STATEMENT OF AUTHENTICITY OF THESIS iii
ACKNOWLEDGEMENT iiv
TABLE OF CONTENTS vii
LIST OF TABLES iix
LIST OF FIGURES x
LIST OF APPENDICES xi
ABSTRACT xii
CHAPTER I INTRODUCTION 1
1.1 Background 1
1.2 Problem Formulation 10
1.3 Research Questions 11
1.4 Research Objectives 12
1.5 Research Significance 12
CHAPTER II LITERATURE REVIEW 14
2.1 Family Business and Succession 14
2.2 Succession Planning Framework 18
2.3 Women as First Successors in Family Businesses 21
2.4 Cultural Logic in Succession: Minangkabau and Javanese Cultural Contexts 25
2.5 Formal or Structured Succession Planning 28
2.6 Review of Previous Studies 29
2.7 Conceptual Framework 36
CHAPTER III RESEARCH METHODOLOGY 40
3.1 Research Design 40
3.2 Data Collection Method 41
3.2.1 Participants and Sampling Criteria 44
3.2.2 Interview Process and Data Collection Details 48
3.3 Research Instruments 49
3.4 Data Analysis Technique 51
CHAPTER IV RESEARCH FINDINGS AND DISCUSSION 53
4.1 Data Description 53
4.1.1 Position of Women as First Successors in Family Businesses within Minangkabau and Javanese Cultural Contexts 59
4.1.2 Formation of Women's Readiness as First Successors in the

UNIVERSITAS
GADJAH MADA
Women as First Successors in Indonesian Family Businesses: A Two-Case Qualitative Study in Minangkabau and Javanese Cultural Contexts
Khelvano Rolanda, Rocky Adiguna, S.E., M.Sc., Ph.D
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

Succession Process of Family Businesses 64
4.1.3 Leadership Legitimacy of Women as First Successors in Family and Organizational Environments 70
4.1.4 Cultural Differences between Minangkabau and Javanese Backgrounds in Women's Succession 77
4.1.5 Influence of Succession Planning Practices on the Success of Women as First Successors in Family Businesses 81
4.2 Discussion 86
4.2.1 Position of Women as First Successors 86
4.2.2 Successor Readiness 88
4.2.3 Leadership Legitimacy 91
4.2.4 Cultural Differences 94
4.2.5 Succession Planning 98
CHAPTER V CONCLUSION, LIMITATIONS, AND SUGGESTIONS 102
5.1 Conclusion 102
5.2 Practical Suggestions 104
5.3 Research Limitations 105
5.4 Future Research Suggestions 107
REFERENCES 110
APPENDICES 113