FACTORS INFLUENCING THE SUCCESSION INTENTIONS OF THE NEXT GENERATION: A SYSTEMATIC LITERATURE REVIEW

BY

Maderi Grundlingh

STUDENT NUMBER: 224134477

DATE OF REGISTRATION: February 2025

SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF

BACHELOR OF COMMERCE HONOURS

IN THE

FACULTY OF BUSINESS AND ECONOMIC SCIENCES

AT THE

NELSON MANDELA UNIVERSITY

STUDY LEADER: Professor S.M. Farrington

SUBMISSION DATE: October 2025

DECLARATION BY CANDIDATE

NAME: Maderi Grundlingh

STUDENT NUMBER: 224134477

QUALIFICATION: BACHELOR OF COMMERCE HONOURS

TITLE OF PROJECT: **FACTORS INFLUENCING THE SUCCESSION INTENTIONS OF THE NEXT GENERATION: A SYSTEMATIC LITERATURE REVIEW**

DECLARATION:

In accordance with Rule G5.6.3, I hereby declare that the above-mentioned treatise/dissertation/thesis is my own work and that I have not previously submitted it to another University or for another qualification

………………………………………..
SIGNATURE

2025/09/17
……………………………………………
DATE

ACKNOWLEDGEMENTS

I would want to thank and express my gratitude to various individuals without whom this study would not have been feasible.

- First and foremost, I would want to thank my parents, friends, and family for their ongoing support and encouragement during the academic year, particularly with the conclusion of this research study.
- I would also want to thank my study leader, Professor S.M. Farrington, for her invaluable knowledge, insightful feedback, unwavering support, guidance, and time dedicated to the completion of this research study; it was greatly appreciated.

ABSTRACT

Interest in family business research has steadily increased over time, but concerns about next-generation succession intentions remain. Family businesses face a growing challenge as there is a decline of interest among the next generation to pursue careers within their families' businesses, thus threatening the survival and continuity of the business. The primary objective of this study was to synthesise the factors influencing the succession intentions of the NextGen in family businesses by undertaking a systematic literature review. The data were gathered from 39 articles published in journals indexed on Web of Science (WoS) and Scopus. Both statistical and thematic analyses were used to analyse the collected data. Quantitative analysis (descriptive) was conducted on articles, journals, and author metrics. Thematic analysis was used so that the researcher could identify higher-order categories of factors influencing the NextGen's intentions to take over the family business. The findings revealed that scholarly emphasis is shifting toward quantitative methodologies underpinned by various theories. Guided by the social cognitive career choice theory, seven themes of factors were identified in the data, namely personal inputs, background environmental effects, learning experiences, self-efficacy, outcome expectations, proximal environmental factors, and interests. These findings demonstrate that supporting openness, optimism, and risk-taking, maintaining a stable, expanding, well-managed business and offering mentorship and opportunity all improve NextGen succession intentions. Thus, the study has both theoretical and practical implications for the continuation of family businesses.

Key terms: Family business; Next generation; Succession; Succession intention; Systematic literature review

TABLE OF CONTENTS

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

CHAPTER FOUR

FINDINGS AND INTERPRETATION OF DATA

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE
INTRODUCTION, PROBLEM STATEMENT, AND SCOPE OF STUDY

1.1 INTRODUCTION AND BACKGROUND TO THE STUDY

It is well supported in the literature (Siaba & Rivera, 2024:1089; Olagunju, Abdulraheem, Abu & Salau, 2022:485; Aparicio, Ramos, Carlos & Iturralde, 2021:34) that the majority of businesses worldwide are family-owned businesses, contributing to over 70% of global gross domestic product (GDP) (Monge, 2024:1227; Rajan, Ganesh & Merha, 2020:13; Osunde, 2017:1). Interest in researching these businesses has grown over the years (Siaba & Rivera, 2024:1090; Araya-Castillo, Hernandez-Perlines, Millan-Toledo, & Ibarra Cisneros, 2022:4778), with research topics becoming increasingly diverse over time. In 2004, more than twenty years ago, Sharma (2004:9) identified common research topics such as succession, interaction between the family and the business, strategies, entrepreneurship and innovation, governance and ownership structures, differences between family and non-family businesses, culture, and performance (Sharma, 2004:9). Today, this list has expanded considerably. In their study on the evolution of the field of family business research over a decade (2012-2022), Siaba and Rivera (2024:1099-1108) identified numerous other topics that have been the focus of research among family business scholars. These topics, among others, include financial management, internationalisation and globalisation, personal dynamics, human resources, gender ethnic and diversity, strategic management, socioemotional wealth (SEW), marketing, corporate social responsibility and ethics, history and business history, sustainability, environment, social and family capital, training, teaching, and transmission of knowledge, accounting and auditing, conflict within family business, continuity and longevity of the business, macroeconomics system and externalities, religion and philanthropy, professionalisation, definitions of family business, health and quality of life, digitalisation and the digital economy, human and intellectual capital, production management and supply chains.

Despite an increase in topic diversity, succession is still one of the most common research topics (areas) in the field of family business and continues to be of interest to family business researchers (Siaba & Rivera, 2024; Short, Sharma, Lumpkin & Pearson, 2016; Gilding, Gregory & Cosson, 2015). Much of previous research conducted on succession focused on the characteristics and influence of incumbent owner(s), impact of succession on innovation, succession and sharing of knowledge and obstacles to innovation, transfer of leadership from the founder to successor, problems between different generations, communication, differences between companies according to size, the impact of the successor's own characteristics, the entrepreneurial intention of the new successor, the characteristics of successors, leadership, how the aforementioned influence the transition of the family business to the next generation (NextGen), and the preparation level of the successor (Siaba & Rivera, 2024:1103; Baltazar, Fernandes, Ramadani & Hughes 2023:2897; Porfírio, Felício & Carrilho, 2020:251; Lussier & Sonfield, 2012:8; Venter, Boshoff & Maas, 2005:285).

According to Gilding et al. (2015:299), family businesses attempt to identify the predictors of effective succession planning and address the challenges associated with succession itself. They highlight the important role that founders play in the succession process as well as the obstacles presented by unmotivated incumbents. Similarly, Wright and Kellermann (2011:193) emphasise the need for future research to identify the key factors that influence succession to enhance the understanding of successful leadership transitions. However, to date, an understanding of what motivates individuals, such as the NextGen to continue with the family business and how to optimise the practical usefulness and features of family business planning for its succession, remains elusive (Gilding et al., 2015:300).

According to Matthew (1999:37) and Mokhber, Gi, Rasid, Vakilbashi, Zamil and Seng (2017:214), one of the most important reasons for the high percentage of first- and second-generation failures in family businesses is the failure to adequately manage succession. Venter et al. (2005:286) and Sharma (2004:10) contend that a successful transition from one generation to the next, and therefore the survival of the family business, depends on the willingness of the NextGen to join and take over the business. Similarly, Garcia, Sharma, De Massis, Wright and Scholes (2019:224) state that a key contributor to a successful succession is the NextGen, although little is known as to how the NextGen engagement process unfolds, especially during the formative years of NextGen members. In their study, Garcia et al. (2019:224) reported that only 2.7% of students from 1000 universities were expected to join their family business. Given this uncertainty about the NextGen and their lack of interest in taking over the family business, family business founders and leaders need to ensure that they develop strategies to attract the NextGen (Gilding et al., 2015:300) to ensure the long-term survival of their businesses.

1.2 PROBLEM DESCRIPTION

Family businesses are one of the most important business forms in both developing and developed countries because of their substantial contributions to the economies of countries (Siaba & Rivera, 2024:1089; Ramadani Alkaabi & Zeqiri, 2024:684; Rajan, et al., 2020:13). However, family businesses face a growing challenge as there is a decline of interest among the NextGen to pursue careers within their families' businesses (Saleem, 2021:2). This lack of interest is, in part, attributed to the tendency of successors to prioritise their families' needs above their own aspirations (Murphy & Lambrechts, 2015:35). Similarly, Garcia, Sharma, De Massis, Wright and Scholes (2018:225) argue that this declining interest stems from the predominant focus of family business literature on incumbents rather than successors, and on firm-level processes and outcomes rather than individual or family-level predictors. This disengagement not only deprives family businesses of the innovative perspectives the NextGen could offer (Debellis, De Massis, Petruzzelli, Frattini & Del Giudice, 2021:17), but it also threatens the survival of family businesses in general (Debellis et al., 2021:17; Saleem, 2021:61; Bozer, Levin & Santora, 2017:753).

To date, there is limited research on NextGen family members in the family business literature (Torres, Augusto, & Quaresma, 2023:1454; Handler, 1990:37). In addition, knowledge on how they make career decisions and how their family business background plays a role in the formation of these career decisions is scarce (Murphy & Lambrechts 2015:33; Zellweger, Sieger & Halter, 2010:521). Without this knowledge, it becomes difficult for family businesses to develop strategies that effectively involve and retain NextGen members in the family business over the long term. In this study, the social cognitive career choice theory (SCCT) will be used to explain how the NextGen makes decisions influencing their intentions to take over the family business. This theory is derived from Bandura's self-efficacy theory and general social cognitive theory and argues that the interaction between multiple career elements leads to an individual's career path. Thus, the study will address a gap in the literature and will shed light on a growing challenge facing family businesses.

1.3 RESEARCH OBJECTIVES

1.3.1 PRIMARY OBJECTIVE

The primary objective of this study is to synthesise the factors influencing the succession intentions of the NextGen in family businesses by undertaking a systematic literature review.

1.3.2 SECONDARY OBJECTIVES

SO[1]: To describe the journal publications focusing on factors influencing the NextGen's succession intentions in terms of several bibliometric indicators.

SO[2]: To identify the research theories and methodologies used in article publication focusing on the NextGen's succession intentions.

SO[3]: To summarise and describe the factors influencing the NextGen's succession intentions.

SO[4]: To identify research gaps and opportunities for future research in the context of the NextGen's succession intentions.

1.3.3 METHODOLOGICAL OBJECTIVES

MO[1]: To conduct a literature review on the nature and importance of family business succession and its associated challenges, as well as existing research on succession in family businesses.

MO[2]: To identify and describe a theoretical framework that will direct the collection and analysis of the data.

MO[3]: To describe and justify the most appropriate research design and methodology to address the primary and secondary objectives.

MO[4]: To source data from scholarly journals that are relevant to the primary objective.

MO[5]: To analyse the collected data according to the appropriate methods.

MO[6]: To identify gaps and make recommendations for future research.

1.4 RESEARCH QUESTIONS

Q[1]: What are the bibliometric indicators of the journal publications focusing on factors influencing the NextGen's succession intentions in terms of the research setting, publication year, authors and their affiliated institutions, impact factor, and article citations?

Q[2]: What research theories and methodologies have been used in article publications focusing on the NextGen's succession intentions?

Q3: What are the factors influencing the succession intentions of the NextGen in family businesses?

Q[4]: What are the research gaps and opportunities for future research in the context of the NextGen's succession intentions?

1.5 SCOPE AND DELIMITATIONS OF THE STUDY

The primary objective of this study is to identify the factors influencing the succession intentions of the NextGen in family businesses, meaning their interest and willingness to take over the business. Thus, the data sourced from the systematic literature review (SLR) only pertains to the NextGen in family businesses regarding their succession intentions and does not focus on other areas, such as their intentions to join the family business or the perspective of founders, nor the examination of the actual succession process and its outcomes. The data was sourced from articles published in accredited journals only. These articles were found on the Web of Science (WoS) and Scopus online databases to ensure that only studies of a high quality were included. Additionally, the articles sourced for the SLR were published in the English language only to ensure understandability. Furthermore, although several career choice theories could be used to synthesise the succession intentions of the NextGen, in this study the SCCT underlies this process.

1.6 KEY CONCEPTS

1.6.1. FAMILY BUSINESS

A family business is one in which at least 51% of the business is owned by a single-family, two-family members are active in the operation or management of the business, and leadership is expected to be passed down to younger generation family members (Ibrahim and Ellis, 2004:5). Similarly, Leach (2007:2) defines a family business as one in which more than one family member is an owner and the business is influenced by family or familial relationships.

1.6.2 NEXT GENERATION FAMILY MEMBERS

In this study the term NextGen family members refer to the younger generation of family members or the offspring of a person (parent) who owns or will own a family business. This younger generation or offspring are exposed to the business while growing up and are required to take over the business for it to survive over the generations (Miller, 2014:4; Schröder, Schmitt-Rodermund, & Arnaud, 2011:305).

1.6.3 SUCCESSION

Succession refers to the process during which a business is transferred from one generation to the next (Balshaw, 2003:110). In the context of family businesses, succession refers to the process of transferring the leadership and ownership of the business to the NextGen (Marques, Leitão, Ferreira & Cavalcanti, 2022:271).

1.6.4 SUCCESSION INTENTIONS

In this study, succession intentions refer to the intentions (interest and willingness) of the NextGen to take over the leadership and ownership of the family business. Succession intentions in a family business focus on the actions, events, and organisational mechanisms by which leadership and ownership of the family business are transferred to the NextGen (LeBreton, Miller & Steier, 2004:305).

1.6.5 SYSTEMATIC LITERATURE REVIEW

According to Veginadu, Calache, Gussy and Masood (2020:40), a SLR is a research strategy aimed at collecting and identifying existing published data on a certain topic. A SLR follows an explicit, transparent, unbiased and replicable process in reviewing literature on a certain given topic (Boell & Cecez-Kecmanovic, 2015:161).

1.7 SIGNIFICANCE OF STUDY

Research on the NextGen family members has been limited within the family business literature (Torres et al., 2023:1454; Handler, 1990:37), specifically on how the NextGen make career decisions and how their family business background plays a role in the formation of these career decisions (Murphy & Lambrechts, 2015:33). Identifying the factors that influence how the NextGen makes career decisions in the context of the family business will contribute to the family business and career choice literature. The use of SCCT as the theory that underpins the identification of these factors will highlight this theory's relevance and value in different contexts, specifically the family business context. Synthesising the factors influencing the succession intentions of the NextGen in the family also has benefits for family business owners. Having knowledge and understanding these factors will not only allow incumbent owners to develop strategies to attract and retain talented NextGen family members but will also address the concerns of the NextGen in terms of their autonomy and personal ambitions. Furthermore, such knowledge will contribute to creating a conducive environment to increase the next generation's future involvement in the family business.

1.8 STRUCTURE OF STUDY

This study has five chapters. Chapter One provides a clear understanding of the research topic by providing an introduction and background of the study. Thereafter, the problem statement, together with the primary, secondary, and methodological objectives, as well as the research questions, is presented. The scope and delimitation of the study are then described, and key concepts are clarified. Chapter One concludes by highlighting the significance of this study and presenting the structure of the chapters to follow.

Chapter Two provides the literature overview. The nature and importance of family businesses are described. Thereafter, the nature of succession and succession challenges in general and the perspective of the NextGen are elaborated on. Following this is an analysis of existing research on succession in family businesses. Chapter Two concludes by describing the SCCT and explaining why this theory is suitable and relevant to the current study. Chapter Three describes the study's research strategy and methodology. These include the study paradigm, theory development methodology, methodological choice, time dimension, and data collection and analysis. Furthermore, focus is given to the steps of the SLR, as well as the rigour and reliability of this research; Chapter Three concludes with ethical considerations.

Chapter Four presents the empirical findings of this study. A descriptive analysis of the articles and the journals in which the articles were published is provided. Chapter four then provides the result of the thematic analysis of the SLR, whereby the factors influencing NextGen's succession intention are organised and explained according to the SCCT framework. Chapter Five is the final chapter of this study. In this chapter a clear overview will be given of each chapter. Followed by the achievement of each research objective, followed by a discussion of the descriptive and thematic result from chapter four. Recommendations for future research are then provided. The chapter concludes the study contribution and limitation on the NextGen's family business members.

CHAPTER TWO
LITERATURE OVERVIEW

2.1 INTRODUCTION

Chapter Two will provide an overview of the nature and importance of family businesses. Attention is then shifted to succession in these businesses, highlighting the nature and importance of succession. Thereafter, succession challenges faced in general, as well as succession challenges from the NextGen’s perspective, are described. Following this, previous succession studies will be summarised and the SCCT theory, which underpins the empirical investigation in this study, is described.

2.2 NATURE AND IMPORTANCE OF FAMILY BUSINESS

2.2.1 THE NATURE OF FAMILY BUSINESSES

According to Tang and Hussin (2020:3), there is no clear definition of what is meant by a family business, thus making it one of the most challenging tasks facing family business researchers. However, it is still of great importance for all family business studies to define the target of their investigation, as different-sized family businesses have different business and succession issues (Tang & Hussin 2020:3). Table 2.1 summarises several definitions of a family business.

Table 2.1: Different definitions of family businesses

Authors	**Definition of family business**
Chua, Chrisman and Sharma (1999:20)	A family business is a dominant coalition controlled by members of the same family or generations of the same family.
Bennedsen, Fan, Jian, and Yeh, (2015:215)	A business whereby the founder passes ownership and control to family members.
Ramadani and Hoy (2015:9)	In general, a family business is regarded as a business where there is family involvement in the business and members in the same family control and manage the business.
Baltazar, Fernandes, Ramadani, and Hughes (2023:2897)	A family business is defined as an organisation where a single family member holds at least 50% ownership.

Source: Researcher’s own compilation

According to Soto, López-Delgado and Rojo (2014:603), one of the primary obstacles that researchers encounter when undertaking studies on family businesses is not knowing what exactly constitutes a family business and how they are distinct from non-family enterprises. As a result, it is critical to understand what distinguishes family businesses from non-family businesses. Table 2.2 summarises some of these distinguishing features.

Table 2.2: Difference between family and non-family businesses

Feature	Family business	Non-Family business
Innovation	Informal way of making flexibility in their processes to create innovation-friendly environments.	Formal monitoring and control mechanisms that stifle innovation.
Focus	Focus on the long run of the business.	Focus on what is happening currently in the business.
Growth rate	There is a slower growth rate in sales but not in employees.	There is a relatively faster growth rate in sales but less in employees.
Employee Goals	Owners and employees of the family firm have a strong commitment to ethical behaviour, organisational beliefs, spiritual leadership, and business goals.	Employee goals may not be as closely aligned to the business as those in family businesses.
Risks	Broad frame: Likely to take more risky decisions.	Narrow frame: Less likely to take risky decisions.
Economic components	Use non-economic components such as social obligations and thus utilise resource endowments.	Lack non-economical components, making it difficult to utilise resource endowments.
Openness to the external world, social capital, and networks	Family businesses have closed family-related processes and are less reliant on macroeconomic conditions, culture, and the environment.	Non-family businesses consider the external environment, culture, and conditions because of their open system.
Conflicts and Group dynamics	Different viewpoints on decision-making can easily lead to conflicts in family enterprises, which in turn can result in group dynamics.	Group dynamics are reduced in non-family businesses because executives make final decisions and procedures are in place to handle conflict if it arises.
Employee dedication, unity, and motivation.	Family businesses have more dedication, superior motivation, sense of responsibility, a desire to create competitive advantage and satisfied employees.	Compared to family firms, non-family businesses place less emphasis on employee satisfaction and more on turning a profit and acquiring a competitive edge.

Source: Adapted from: Moreno- Menéndez and Casillas, 2021:9; Fang, Memili, Chrisman and Tang, 2021:202; Astrachan, J.H., Astrachan, C.B., Campopiano and Baù, 2020:638; Ratten, Ramadani, Dana, Hoy and Ferreira, 2017:151; Classen, Carree, Gils and Peters, 2013:596; Cassia, Massis, and Pizzurno, 2012:200-203.

2.2.2 THE IMPORTANCE OF FAMILY BUSINESSES

Several studies show that family businesses are the oldest type of commercial organisation and continue to serve as key drivers of wealth creation and opportunities in both developed and developing countries (Ramadani et al., 2024:684; Rajan et al., 2020:13; Osunde, 2017:1). Not only do family businesses contribute to the economies of countries in terms of wealth creation and opportunities, but they also play a significant role in boosting GDP growth in the countries in which they operate. For example, Monge (2024:1227), Rajan et al. (2020:13) and Osunde (2017:1) point out that family businesses contribute to over 70% of GDP and comprise 70 to 90% of all businesses. According to Birdthistle and Hales (2023:16), family businesses are an integral and diverse part of the global business landscape and are of great importance to countries as they contribute significantly to economics around the world. Birdthistle and Hales (2023:22), as well as Rajan et al. (2020:13), state that family businesses also contribute by creating job opportunities and supporting the workforce. Furthermore, Birdthistle and Hales (2023:22) point out that family businesses create economic opportunities by focusing on prosperity, cultural heritage, values and tradition.

2.3 SUCCESSION IN FAMILY BUSINESSES

2.3.1 THE NATURE OF SUCCESSION

According to Duh and Pramic (2022:19), succession is a complex and crucial stage in the life cycle of family businesses because it overlaps three systems: ownership, family and business. In the context of family businesses, succession refers to the transfer of ownership and management of the family business from one family member to another with the aim of ensuring the continuity of the family business (Gagné, Marwick, de Pontet & Wrosch, 2021:154; Ramadani, Hisrich, Anggadwita & Alamanda, 2017:235). Succession is not a one-time occurrence but a repetitive process to which thorough consideration should be given (Tang & Hussin, 2020:4; Leib & Zehrer, 2018:75). According to Anggadwita, Profityo, Alamanda and Permatasari (2019:284), many family businesses disregard forming a succession strategy due to a belief that they can simply train successors and hand the business over to their heirs. This belief leads to gaps and challenges within the succession process, as the maturity and expertise of the successors are not recognised (Valencia & Pratama, 2024:531).

According to Ramadani et al. (2017:235), succession planning is the transition of management within a family business. Creating a succession planning framework is essential because it covers several critical issues, especially for family businesses (Valencia & Pratama, 2024:531). These issues include generational challenges, poor communication, bad management, lack of planning, loss of expertise, decline in revenue, and high employee turnover (Valencia & Pratama, 2024:533). By addressing these issues and implementing this framework, family businesses are enabled to handle the complexity associated with succession, ensure the long-term profitability of the business, and preserve the family unity (Valencia & Pratama, 2024:531).

According to Tang and Hussin (2020:5), succession planning can be achieved in two ways: firstly, through transfer of ownership and, secondly, through transfer of management responsibility. However, the who, when, and how ownership will be transferred is directly related to the ownership of succession planning, while the question of what changes the transition will bring is related to how the issues are connected to management succession planning (Tang & Hussin, 2020:5).

2.3.2 THE SUCCESSION CHALLENGE IN GENERAL

Studies show that succession is still one of the most important research topics in the field of family business (Siaba & Rivera, 2024:1103; Short et al., 2016:11; Gilding et al., 2015:299).Succession remains an important topic of interest because managing succession from one generation to the next continues to present a significant challenge for family businesses (Prazeres et al., 2024:3; Corona, 2021:64; Tang & Hussin, 2020:2; Koropp, Grichnik, Andre & Gygax, 2013:315).

In 2014, Poza (2014:87) pointed out the succession challenge by highlighting that 70% of family businesses do not pass from the founder to the second generation, only 30% make it through to the second generation, 15% to the third generation and only 10% to the fourth generation. Ten years later similar figures are given by Monticelli, Bernardon, Schaidhauer and Curth (2024:2), who report that there is only a 25% chance that family businesses will pass onto the second generation, 10% to the third and 4% to the fourth generation. These percentages suggest that the succession challenge facing family businesses continues to increase.

Family businesses continue to struggle with the implementation of succession because of the many challenges succession presents (Siaba & Rivera, 2024:1103; Short et al., 2016:11; Koropp et al., 2013:315). It is important to understand these challenges so that strategies can be developed to improve the process and to ensure the continuity and sustainability of the family business after succession (Tang & Hussin, 2020:1). De Massis et al. (2008:185) contend that these challenges can prevent a successful succession in family businesses in three ways, namely the family business successors declining the leadership role of the business, the founder of the family business rejecting all potential family successors, and the founders deciding against family succession although acceptable and willing potential family successors exist.

Succession challenges include amongst others, cultural and generational differences, resistance to change within family businesses and decisions, and retention and development challenges (Okoh, Worlu, Oyewunmi, & Falola, 2021:1; Lockamy, Carson & Lohrke, 2016:64). According to Nave, Ferreira, Fernandes, Paço, Alves, and Raposo (2022:1) as well as Lockamy et al. (2016:64), succession challenges can be categorised into six groups, namely process, financial, individual, context, relationship and governance challenges (Lockamy et al. 2016:65).

Financial challenges impede a successful succession in family businesses (Lockamy et al., 2016:65; Sund, Melin & Haag, 2015:167). According to De Massis et al. (2008:169), examples of these challenges are the internal financial limitations of the family business and the opportunity cost of obtaining external financing. As a result of financing challenges, other challenges arise, such as drawbacks on tax and ownership transfer, cost implications, and the inability to find the financial resources to liquidate the possible exit of heir(s) (Sund et al. 2015:173; De Massis et al., 2008:170).

Lockamy et al. (2016:66) state that individual challenges to succession relate to the successor or the incumbent owner. These challenges can take place due to a sudden event, such as the death of a family member or the owner of the family business. Even the current owner's divorce and remarriage can impact the incumbent owner or the successor (Sund et al. 2015:169). According to De Massis et al. (2008:185), a lack of commitment, motivation, or satisfaction by family members is also a challenge for succession. When the aforementioned occurs, family members are not committed to helping the potential successor in terms of teaching them how to manage the family business, nor are the potential successors likely to gain the dominant coalition's confidence, potentially leading to successors refusing the position or not receiving the appointment (De Massis et al., 2008:186).

According to Lockamy et al. (2016:67), business complexity or context challenges also influence a successful succession. Gedajlovic, Carney, Chrisman, and Kellermanns (2012:1020) state that a change in a business's performance will lead to a decrease in the business's scale, potentially losing customers and suppliers. De Massis et al. (2008:190) contend that a decline in the performance of the family business could potentially reduce the willingness of a successor to take over the family business or even result in them leaving the family business. In addition, if customers and suppliers are not willing to establish a relationship with the potential successor, succession may not even take place, as these customers and suppliers are essential to the family business's existence (Lockamy et al. 2016:67).

Personal relationships among family and non-family members also have an impact on succession in family businesses (De Massis et al., 2008:188). Many of these relationship challenges are because of family or non-family members not being committed to the potential successors. Another relationship challenge influencing succession is that of conflict and being unprofessional within the family business; this includes rivalries among siblings over who is taking over the family business, resulting in a decrease of willingness of members to be potential successors (Costa, Aurora & Spindler, 2021:1069; De Massis et al., 2008:188)

Challenges relating to governance are also often cited as influencing family business succession (Lambrechts, Voordeckers, Roijakkers & Vanhaverbeke, 2018:244; Combs, Penney, Crook & Short, 2010:1125). Lockamy et al. (2016:68) state that these challenges include the extent to which the board of directors is dominated by family members and whether the incumbent owner serves as both the chief executive officer and the chairman of the board of directors. Not only is governance a challenge to family business succession, but studies show that governance, or the lack thereof, influences the performance, sustainability, transparency, trust, and communication of family businesses and their members (Lambrechts et al., 2018:254; Andendroff & Halkias, 2014:3; Berent-Braun & Uhlander, 2012:103). Adendroff and Halkias (2014:1), as well as Basco and Rodriquez (2009:85), found that governance plays an important role in the long-term performance of family businesses and that governance has a direct impact on family business management.

A successful succession is of great importance to family businesses because it influences the business's overall performance, its values, and potentially its survival (Diwisch, Voithofer, & Weiss, 2009:46). Not addressing and overcoming these succession challenges has serious consequences for family members and their business partners as well as for the economic development of nations (Prazeres et al., 2024:3; Corona, 2021:69; Mokhber et al., 2017:330).

2.3.3 THE SUCCESSION CHALLENGE FROM THE NEXT GEN'S PERSPECTIVE

According to Corona (2021:65), in every family business there comes a time when it is necessary to rely on the NexGen; thus, they must train from a young age and be aware of the business values, appropriate behaviour, and responsibility to the business so that they can fulfill their role in ensuring the continuity of the family business. However, Murphy and Lambrechts (2015:35) found that the NextGen often put their family's needs above their own personal needs and that their motivation for taking over the family business is due to their feeling of obligations rather than willingness, delaying their vocational identity.

According to Valencia and Pratama (2024:531) as well as Tang and Hussin (2020:2), the NextGen needs to overcome three gaps that have the potential to negatively impact a successful succession taking place in family businesses. These three gaps are known as the generation, communication, and credibility gaps. Valencia and Pratama (2024:531) contend that the generation gap expresses differences in viewpoints and methods within the family business, thus making it difficult to reach and align goals among different generations. Not understanding how to communicate in an effective manner can potentially lead to what is referred to as a communication gap, which could result in misunderstandings and conflicts among different generations within the family businesses, leading to the lack of trust and respect between the founder and the potential successor (Valencia & Pratama, 2024:531). This can lead to the credibility gap, making it difficult to form good leadership in the economy (Valencia & Pratama, 2024:531). In Table 2.3 the three gaps, the sources of these gaps, and their nature are described.

Table 2.3: Gaps influencing successful succession

Gaps	Source of the gap	Nature of the gap
Generation gap	Disagreements about the future direction and priorities of the family business.	The founders' focus lies on substantiality and risk aversion, whereas the NexGen emphasises long-term profitability and expansion of the family business; thus, conflict arises between the generations due to different strategy visions.
	Different leadership styles and management.	Founders focus more on a traditional style of leadership, whereas the NexGen want a more empowering, collaborative leadership style, leading to disputes and conflict within the leadership.

	Inconsistency about the family business's desires and expectations.	NexGen have different objectives, commitments and obligations that founders do not always agree with; thus, clear communication is needed to understand how the generations' goals differ from each other.
Credibility gap	Bias and unequal treatment based on family position.	Family can make it difficult for younger members to gain respect. Positions inside the family business and the family members are connected; thus, this tactic makes it easier to identify how generations differ from each other.
	Difficulty associated with obtaining acceptance for the NextGen initiatives.	NextGen needs to build credibility because they sometimes act without experience, whereas the first generation is more skeptical.
	Doubts in relation to NextGen capabilities, capacity, and readiness.	First generations are uncertain about the NextGen's leadership abilities. First generations have a lack of appreciation for NextGen concepts and ideas; thus, the transfer of the family business and responsibility is done in a gradual manner.
Communication gap	Lack of understanding and alignment in terms of employee issues.	The first generation makes use of a top-down strategy, and the NexGen makes use of interactive communication. There is a difference in human resource (HR) management between the NextGen and the first generation. Misconceptions and poor interactive discussions between the generations.
	Poor feedback from the founder and vague expectations.	Misunderstanding of next-gen professional growth. Ambiguity in executing a task due to no communication from the prior generation.
	Difficulties in understanding first-generation's indirect communications.	The first generation focuses on symbolising the importance of leadership and values, whereas the NextGen want communication to be simpler and rather want the transfer of knowledge.

Source: Researcher's own construction based on Valencia and Pratama 2024: 534-535; Tang and Hussin, 2020:8.

2.4 EXISTING SUCCESSION RESEARCH

To summarise existing research on succession, a summary of the various SLRs done over the last six years is presented in Table 2.4

Table 2.4: Existing SLR studies on succession in family businesses (FB)

Authors	No. of articles	Date period	Purpose/objective	Main finding(s)	Suggestion(s) for future research
Kubíček and Machek (2019)	35	2005-2017	To review the FB literature in relation to women in intergenerational succession and gender related factors preventing intrafamily succession.	• There are three progressive gender-related categories: environment, people, and processes. • There is a need for a robust definition of FB, as the study emphasises a lack of universal definition. • A significant contribution to succession in FB is women, as they aid in transferring family value.	• Examine the cultural context in terms of gender succession. • Examine the role of gender succession in private firms. • Examine the transfer of leadership style on succession. • Investigate how the incumbent's gender influences the selection of a successor.
Volta, Borges and Cappelle (2020)	65	Unidentified	To assess the contributions made to the field of family business succession research.	• Understanding the effects of the present and future generations of family business succession is essential to make the necessary preparations. • FBs have built a strong culture among generations as they build a specific view of the world. • Utilising effort to comprehend the succession process aids family businesses in effectively transitioning to the NextGen.	• Examine additional ideas besides impacts that will support FB's succession. • Examine several viewpoints on consequences to guarantee a successful succession process.
Obianuju, Ibrahim, Zubairu (2021)	174	2012-2021	To analyse existing literature on succession planning (SP) over the last decade.	• SP literature has increased and decreased over the last decade in FBs. • SP improves business continuity, adaptability and both financial and non-financial performance.	• Adopting a more robust approach of SP in FBs, which is broader and more accurate. • Management should make more effort to understand the approach of SP.

				• To ensure SP continuity succession planning must be transparent, formal, continuous and participatory process.	
Bano, Omar and Ismail (2022)	Unidentified	1950-2019	To provide a comprehensive review of succession planning in all types of organisations, including FB.	• Most organisations, including FB, are aware of the importance of SP. • To gain effective succession processes and retain operational stability, the key findings of knowledge, leadership, competencies and evaluation metrics need to be accomplished.	• Organisations and FBs need to focus more on succession planning that includes technology, budget allocation, communication, and transparency to ensure future opportunities.
Marques, Leitão, Ferreira and Cavalcanti (2022)	218	2010-2021	To analyse succession and corporate governance processes in FB by adopting SEW and applying firm leadership.	• Businesses may gain from leaders' behavioural development and the SEW they exhibit in several ways, including as increased commitment, motivation, and risk-taking. • SEW raises the chances of both attaining better corporate governance and designing a succession process that works.	• Analyse how family ownership is influenced by SEW. • Provide FB leaders with a vision on how the FB owners' choices and behaviour can influence the business, families and leadership succession. • Information about family and successor structures should be combined with redesigned data on the business abilities and capabilities.
Aljahwari, and Alwi (2023)	32	2000-2022	To analyse strategies in FB by recognising factors that determine the implementation of SP.	• SP is a successful method to pass on knowledge to NextGen who will take key leadership for the FB in the future.	• Previous SP research focused on the private sector, FBs, the health sector and schools; thus, the focus needs to shift to the public sector.

				• SP needs to be recognised and assessed to ensure development and improvement in FBs.	
Baltazar, Fernandes, Ramadani and Hughes (2023)	32	2005-2021	To examine existing literature on innovation and succession in FB.	• FB innovation is impacted by succession. • FB continuity exists due to innovation in the succession pores. • The transfer of knowledge between generations and the successors is important.	• Examine how innovation varies among the different generations. • Examine how innovation affects FB succession. • Investigate the influence of the lack of innovation in FBs. • Examine how succession affects the maintenance of innovation capacity in businesses.
Boukhabza and Ouhadi (2024)	62	1999-2022	To provide an overview of women in FB succession.	• To ensure a successful succession in FBs, consideration must be given to female factors influencing women's succession, the female succession process, the identity and legitimacy of females, and women's roles in business transfer. • Female succession in FB can improve decision-making.	• Investigate the post-female succession planning in FB. • Investigate the family behind the FB, especially in relation to female members. • Investigate the roles of future female generations in contention with succession in FB.
Lyons, Ahmed, Clinton, O'Gorman and Gillanders (2024)	Unidentified	1986-2019	To investigate the influence of FB owners as parents on the succession intention of their children.	• Parent emotional support positively influences succession intentions and entrepreneurial self-efficacy. • The interaction between gender and the birth order of successors has an impact on the succession in FB.	• Investigate future outcomes of FB's owners in relation to succession. • In the context of succession and FBs, find more active commitment models. • Examine more than one parental support, as they offer

					different opinions and impacts on the NextGen.
Saputra, Yulianti, and Agustina (2025)	74	2000-2021	To examine the primary themes of succession in FB in association with gender and succession.	• There is a notable contribution by and citation to the themes of gender succession in FB. • Family Business Review is the most cited journal source in relation to gender and succession within FB.	• Further investigation is needed on succession, especially at the intersection between gender and cultural contexts and environmental challenges. • Wider use of international literature will be of benefit to gaining more meaningful dialogue.

Source: Researcher's own compilation

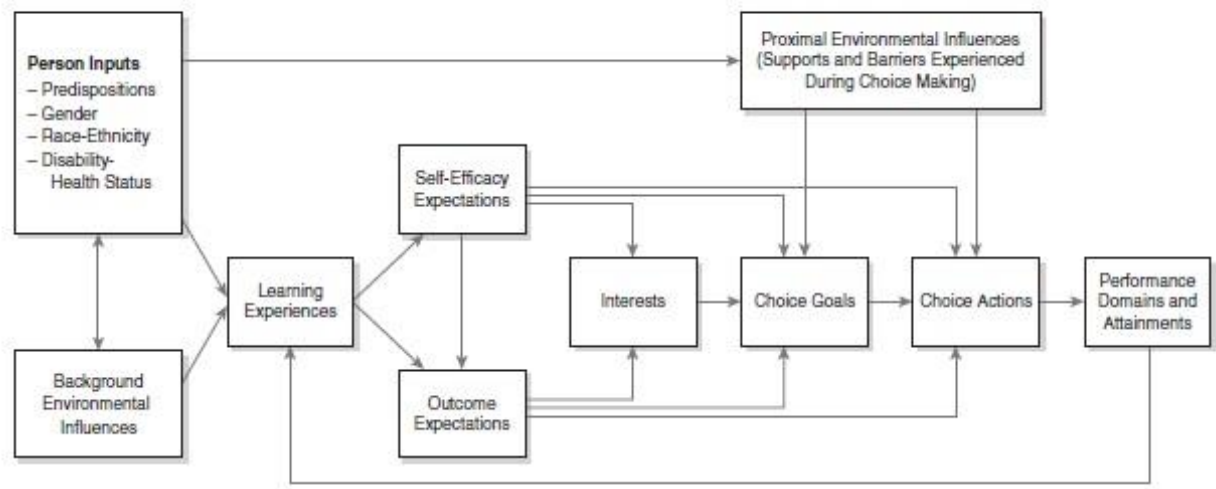
As can be observed from Table 2.4, several review articles on succession have been published over the last six years, with the majority being published in 2023. These articles reveal several important focus areas of succession research, including the pivotal role of women in succession, gender-related factors, identity legitimacy issues, and the intersection of gender with cultural and environmental context. Other topics investigated together with succession include corporate governance, innovation, examining SEW, generational knowledge, parental influence on successors, and contribution to conatus. Table 2.4 also indicates that succession planning is another key topic of several articles, highlighting the importance of succession planning in ensuring leadership continuity, operational stability, transparency, participation, and technology evolution. Collectively these studies underscore the importance of a successful, context-sensitive strategic succession plan to ensure the long-term sustainability of the family business.

Only two studies listed in Table 2.4 specifically focus on factors influencing the future involvement of the NextGen in the family business. Aljahwari and Alwi (2023:1615) investigated the factors that determine the implementation of succession planning, and Lyons et al. (2024:516) investigated the influence of parents (as a factor) on the succession intention of their children. As far as could be established by the researcher, no study has been done to date that synthesises all the factors influencing the succession intention of the NextGen in the context of family businesses. To synthesise these factors in a systematic manner, a theoretical framework is needed. The SCCT provides such a framework and is described in the next section.

2.5 SOCIAL COGNITIVE CAREER CHOICE THEORY

Lent and Brown (2013:557) state that the SCCT is based on general social cognitive theory and Albert Bandura's self-efficacy theory. It emphasises a comprehensive career theory that contends that an individual's path is determined by the interaction of many career aspects. As a component of a theoretical framework for career coaching, the SCCT framework offers fresh insights on directing teenagers' interest in learning about job performance and choices, with the opportunity to conduct cross-cultural research (Lent et al., 2013:557). The SCCT is utilised in this study to describe the factors influencing the NextGen's succession intention to take over the family business. To be more precise, the theory is applied to synthesise (classify) the factors found to influence succession intentions. The SCCT framework is shown in Figure 2.1 and described in the paragraphs that follow.

Figure 2.1: Social cognitive career theory



Source: Adapted from: Chiu, Chiang, Kang, Chen, Wu, Chiu, Tang, Kao and Wei, 2023:2; Lent and Brown, 2013:562; Lent et al., 1994:88.

SCCT provides a strong framework for understanding career choices, as it highlights the interactions between individual characteristics, educational background, self-efficacy, outcome expectations, interests and contextual influences (Lent et al., 1994:83). Interests play a central role in shaping career choices and subsequent decisions (Lent et al., 1994:84). Individuals are more likely to pursue a career when their interests align with the business domain. The probability of succession might be decreased by interest conflicts resulting from a misalignment between personal interests and the family business (Holland, 1997:33). Bandura (1997:117) and Lent and Brown (2006:238) claim that these interests are influenced by people's self-efficacy (SE) and outcome expectancies (OE), which reflect their views of their own abilities and the likely results of their actions. According to Bandura (1997:38), self-efficacy is the conviction that one can accomplish pertinent tasks, whereas outcome expectations are the perceived results of those acts.

Learning experiences, such as early participation in the family business or mentorship opportunities, in turn impact SE and OE. These learning experiences are influenced by other factors, such as background environmental factors, which include socioeconomic status and cultural norms, as well as personal inputs, like gender, predispositions, ethnicity and disability status (Carr & Sequeira, 2007:1093; Lent et al., 1994:84). SCCT also contends that the conversion of intentions into actual choice behaviors is influenced by proximal environmental factors. These factors support or create barriers when making choices (Sorenson, Goodpaster, Hedberg, & Yu, 2009:242). Proximal contextual factors, such as peer opinions, market conditions, and family support, have an impact on these choices (Sorenson et al., 2009:242).

As the primary objective of this study is to synthesise the factors influencing the succession intentions of the NextGen in family businesses, a framework is necessary to facilitate this process. The SCCT provides an effective framework for this synthesis because its focus lies on promoting occupational choice and action (Lyons et al., 2024:518), such as the choice of a career in the family business. Furthermore, the theory identifies several factors influencing career-related intentions and choices, namely personal inputs, background environmental influences, self-efficacy, outcome expectations and proximal environmental factors. These factors potentially provide an understanding of how NextGen's succession intentions are influenced in the context of family businesses. These factors are elaborated on in Table 2.5.

Table 2.5: Factors to consider in the SCCT

Factor	Description	Example
Personal inputs	Factors about the individual as a person: this includes demographic and psychological characteristics that influence career decisions (Byars-Winston, Rogers, Branch, & Leverett, 2016:93).	Personality qualities (e.g., introvert/extrovert) and openness predicting creative careers, gender, ethnicity, predispositions, race, prejudice connected to age and disability status (Byars-Winston et al., 2016:93; Zhao, Seibert, & Lumpkin, 2010:386; Carr & Sequeira, 2007:1093; Lent et al., 1994:84)
Background environmental influences	Broader environmental factors such as society, culture, economy influence one's learning, resource availability, expectations, and opportunities, as these factors have an indirect impact on professional paths (Gupta, Batra, & Collins, 2019:685).	Socioeconomic status and cultural norms, access to high-quality education, rural vs. urban upbringing, community support and entrepreneurship (Gupta et al., 2019:685; Tolentino, Garcia, Lu, Restubog, Bordia & Plewa, 2019:2; Carr & Sequeira, 2007:1093; Lent et al., 1994:84).
Learning experiences	Direct or indirect experiences that shape one's talents, interests, knowledge and beliefs about one's abilities (Lent, Ireland, Penn, Morris, & Sappington, 2017:108).	Achievement in one's studies, internship, mentorship, or opportunities in early participation in the family business or observing role models (Lent et al., 2017:108).

Self-efficacy	Confidence in one's ability to carry out responsibilities effectively, based on the perceptions of one's own capability, e.g., the belief that one can accomplish a specific task (Lent & Brown, 2019: 564).	Confidence in operating a business or excelling at STEM jobs (Lent & Brown, 2019:564). Feeling skilled in public speaking, which encourages law or political careers (Lent & Brown, 2019:564).
Outcome expectations	Likely results of one's actions of pursuing certain careers, including tangible and intangible rewards (Lent et al., 2017:108).	Physical outcomes include money earned, salary, benefits such as healthcare and retirement funds, financial rewards such as bonuses, job stability and health and safety (Lent et al., 2017:108-109). Social outcomes include social support, recognition, approval, prestige and respect (Lent et al., 2017:108-109) Self-evaluative outcomes include job fulfillment, personal growth, pride and confidence (Lent et al., 2017:108-109).
Proximal environmental factors	Factors that support or create barriers when making decisions at critical moments (Junker, Van Dick & Peus, 2019:274).	Peer opinions, market conditions, family support, job availability, scholarship opportunities, financial pressure and discouraging unpaid internships (Junker et al., 2019:278; Tolentino et al., 2019:4).
Interests	When one's interests, preferences and intrinsic desire match with what the career, specific activities, or fields have to offer, one is more likely to pursue, explore and commit to it (Nye, Su, Rounds & Drasgow, 2017:121).	The person's interests are aligned with the business domain, such as engineering, art, entrepreneurship, or teaching (Nye et al., 2017:121).

Source: Researcher's own compilation

2.6 SUMMARY

Chapter Two provided an overview of the nature of family businesses as well as their contributions to the economies of countries. Succession in family businesses was described and along with the challenges of succession in general, the challenges of succession from the perspective of the NextGen were elaborated on. Existing research on succession in family businesses was summarised and the SCCT theory was explained and justified as a framework for categorising the factors influencing succession intentions in this study.

CHAPTER 3
RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Chapter Two presented the study's literature overview. In Chapter Three the research design and methodology adopted in this study are described for both the literature review and the empirical investigation.

3.2 LITERATURE REVIEW

In academic research a literature review plays an important role in summarising previous research and assessing the current state of the area field (Linnenluecke, Marrone & Singh, 2020:175; Lamé, 2019:1634). According to Pejić-Bach and Cerpa (2019:1), a traditional literature review, or theoretical background, establishes the groundwork for a study and places research issues in context. A literature review enables a researcher to identify existing research gaps, which are then used to justify a study and aid in avoiding repetition (Wilson, 2019:25). Renner, Muller and Theissler (2022:1895) point out that a literature review enables a researcher to evaluate their results critically. Chapter Two presented the literature review for this study. In undertaking the literature review, information was sourced from various databases. Google Scholar, Emerald, Sage, Scopus and SpringerLink were the main sources of information used. Table 3.1 specifies the grouping of the search terms and keywords that were used to gather the information.

Table 3.1: Grouping of the search terms and keywords

Grouping	Search terms and keywords
Principles of family business	"Family businesses", "Family firms", "Nature of family business", "Importance of family businesses".
NextGen in family business	"Next Generations in family members", "NextGen", "Career choices".
Succession in family business	"Succession", "Nature of succession", "Family business succession and successor", "Succession intentions".
Influence on and of succession	"Influence of succession on the NextGen", "Factors influencing succession in general".

Source: Researcher's own compilation

3.3 EMPIRICAL INVESTIGATION

Table 3.2 provides details on the options, decisions and rationale for the decisions made in relation to the empirical investigation in this study. Thereafter, a detailed description of the research strategy is given.

3.3.1 RESEARCH STRATEGY

The research strategy adopted in this study is a SLR review. According to Phillips and Barker (2021:349) (as cited in Cochrane, 2016), a SLR gathers secondary data to examine previous primary studies and synthesises all that is relevant and available. A SLR differs from other types of literature reviews because it requires a transparent and repeatable methodology that outlines the criteria used to choose which research to include and which to leave out (Phillips & Barker, 2021:349). In addition, SLRs incorporate a component for evaluation and quality assessment as well as a synthesis of the findings of the included studies (Phillips & Barker, 2021:349). SLRs are commonly used to map the existing body of knowledge, identify gaps, and guide future research directions through a transparent and replicable methodology (Rojon, Okupe & McDowall, 2021:191; Tranfield, Denyer, & Smart, 2003:207). According to Grant and Booth (2009:100-103), SLRs are useful as they provide a synthesis of the existing research on a topic by minimising biases, summarising evidence and supporting informed decision-making in research. According to Kraus et al. (2020:1028), a SLR synthesises what is known and what is not known about a research topic, question, hypothesis and applied methods. A SLR involves searching, evaluating and synthesising exiting literature with a high degree of objectivity using a clear and repeatable manner, making it a replicable process that allows other researchers to form the same conclusion based on the evidence (Linnenluecke et al., 2020:178; Kraus et al., 2020:1026).

According to Pati and Lorusso (2017:17), the first and most crucial step in conducting a SLR is to familiarise oneself with the acceptable and unacceptable standards of the subject in the study under investigation. Once this is accomplished, the SLR can proceed methodically through several sequential steps. The steps followed in this study are explained in the section below Table 3.2.

Table 3.2: Research design and methodological choices for the study

Descriptor	Options	Description of choice and justification for use
Philosophy and approach		
Philosophy/paradigm	Positivism	Positivism is associated with a natural scientist's philosophical perspective, which involves using observable social reality to generate generalisations that resemble laws (Saunders, Lewis & Thornhill, 2019:144). When adopting this perspective, researchers use their own beliefs and are independent of their research, making the research truly objective because it is done in a scientific manner (Wilson, 2019:9). Saunders et al. (2012:678) state that positivism relates to working with an observable social reality to ensure emphasis is placed on structured methodology and law-like generalisation. This study is situated in the positivist paradigm, as it intends to identify and synthesise the factors influencing the NextGen's future involvement in the family business. By using a SLR emphasis is placed on a structured methodology and a thorough and accurate description of these factors can be given by minimising biases during data collection, data analysis, and reporting.
Approach to theory development	Deductive research	According to Wilson (2019:12), a deductive approach focuses on developing a hypothesis based on existing theory. Krauss (2005:760) contends that a deductive approach to theory development is used to test assumed theories. A deductive approach to theory development is used in this study, as an existing theoretical framework, the SCCT, has been identified and serves as a basis for categorising the factors influencing the NextGen's intention to take over the family business. The SCCT is thus tested in the context of NextGen succession intentions.
Research design		
The purpose of the study	Descriptive and Reporting	Descriptive research seeks to provide reliable facts on individuals, events, or circumstances, laying the groundwork for further analytical or causal investigations. (Ha, 2025:3; Nassaji, 2015:129; Saunders et al., 2012:1171). The purpose of the study is descriptive in that it aims to identify and describe the factors influencing the NextGen's intention to take over the family business. A descriptive account of these factors will be given.
Methodological choice	Mixed method	A researcher makes use of mixed methods when both qualitative and quantitative methods are used (Wilson, 2019:17). According to Creswell and Creswell (2018:34), mixed methods involve three interrelated methods, namely, philosophical worldviews, the strategies of inquiry, and research methods. In this study a mixed method of both quantitative and qualitative research will be used, providing for a numerical description of the journal and author metrics, as well as a qualitative analysis of their content relating to factors being investigated.
The process of the research (approach)	Quantitative and qualitative study	According to Wilson (2019:16), quantitative studies normally start with answering why questions and look for comparisons between groups, whereas qualitative studies normally start with how or

		what questions, such as what the topic is and what is going on in the study. Quantitative studies are based on numerical data, focus on large representative samples and have structured procedures, whereas qualitative studies focus on literature and use several research methods (Struwig & Stead, 2022). In this study, quantitative research will give a numerical description of the journal and author metrics used in this study, while qualitative research will analyse the content of the journals about the topics under investigation.
Research strategy	Systematic literature review (SLR)	According to Kraus, Breier and Dasí-Rodríguez (2020:1026), a SLR searches, evaluates and synthesises the existing literature on a certain topic with a high degree of objectivity using a clear and repeatable manner. A SLR is a replicable process, meaning that another researcher can replicate the process and come to a similar or the same conclusion about the evidence (Linnenluecke et al., 2020:178). An SLR literature review was conducted using a clear and repeatable process whereby the data (articles) was sourced from the Web of Science and Scopus databases.
The time dimension	Cross-sectional	The study of a particular event or occurrence at a particular time is known as cross-sectional (Saunders et al., 2012:669). Research designs that collect data at a single moment in time to provide a picture at that point in time are known as cross-sectional designs (Cummings, 2017:2). A cross-sectional research design is adopted in this study, as the relevant articles to be included in the SLR are sourced over a specific period, where no additional articles appearing in the databases after the initial search period is complete will be included.
Techniques and procedures for data collection and analysis	Monitoring study	A monitoring study involves the gathering, assessing, summarising, and applying data and information that already exist to establish the foundation and context of research (Project Management Professional, n.d.).
Data collection	Desk research	Desk research entails gathering and examining pre-existing data from official sources that was previously gathered for objectives unrelated to the current study (Shaanika, 2022:52; Maciejewska, Kuzak, Sobieraj, & Metelski, 2022:25). The articles to be included in the SLR are collected using desk research, thus making use of secondary data only.
Data analysis	Statistical analysis Thematic analysis	The process of applying mathematical analysis and measurement to gathered numerical data is known as statistical analysis. (Kandel, 2020:4). Thematic analysis is a method used in a qualitative study to identify, report and analyse patterns or themes within the data (Flick, 2022:312). It involves systematic steps such as coding the data, searching and gathering themes, refining the themes, interpreting them and uncovering meaningful insights and writing it up in a report (Braun & Clarke, 2006:87). Both statistical and thematic analyses were used in the current study for analysing the collected data. Quantitative analysis (descriptive) was conducted on articles, journals, and author metrics. Thematic analysis was used so that the researcher could identify higher-order categories of factors influencing the NextGen's intentions to take over the family business.

Source: Researcher's own compilation

3.3.2 STEPS IN UNDERTAKING A SYSTEMATIC LITERATURE REVIEW

Table 3.3 identifies the research steps and protocols to be undertaken when conducting the SLR in this study.

Table 3.3: Steps for undertaking the systematic literature review

Phases	Steps
Phase 1: Topic formulation	1. Specify the research gap. 2. Conceptualisation of the topic and research question. 3. Describe the theoretical structure.
Phase 2: Literature scope and identification	4. Establish the criteria for inclusion and exclusion. 5. Decide which databases and sources to search. 6. Create search strings by identifying search phrases.
Phase 3: Literature search	7. Search databases for relevant literature.
Phase 4: Selection of relevant literature	8. Include or exclude retrieved literature based on the criteria set in Phase 2. 9. Evaluation of quality literature,
Phase 5: Literature synthesis and analysis	10. Ensure validity and reliability (trustworthiness). 11. Perform statistical and thematic analysis. 12. Compare data to pre-established constructs.
Phase 6: Reporting and results	13. Present the Phase 5 findings. 14. Core findings were presented and discussed, providing further insight. 15. Explain the ramifications for future research.

Source: Adapted from Sauer and Seuring, 2023:1909; Renner et al., 2022:1897-1900; Kraus et al., 2020:1027; Littell, Corcoran and Pillai, 2008:21-22.

Phase One involved formulating the topic under investigation. In this phase the researcher first needed to specify the research gap and to establish the need for the study (Step 1). According to Kraus et al. (2020:1028), one of the important outcomes of a SLR is that it provides a summary of what is known and what is not known about a specific research topic, thus highlighting whether a need for the study exists or not. In Chapter 1 the need for undertaking the study was identified. The problem was described as a decline in interest by the NextGen to take over the family business, threatening the survival of the family business. In addition, a summary of various recent succession SLRs (Chapter 2; Table 2.4) revealed that few studies have investigated succession in relation to the NextGen, with none having attempted to synthesise factors influencing their succession intentions. This led to the conceptualisation of the topic and formulation of the research question (Step 2). Given the choice of entering the family business as a career, which is underpinned by career theories in general, the SCCT was deemed to be a suitable theoretical structure to underpin this study (Step 3). Therefore, the need for the SLR was established and the topic was formulated.

According to Sauer and Seuring (2023:1918), after formulating the research topic, it is important to decide which literature to review (scope and identification). Phase Two involves establishing the inclusion and exclusion criteria (Step 4) for the articles to be included in the review and the databases to be searched (Step 5) and creating the search strings from search phrases (Step 6). In the current study, the inclusion criteria were as follows: the articles had been published in an accredited journal or were in press and in the English language; the topic of the research was on the factors influencing the NextGen's succession intention in family businesses; and the full text was available. No year periods were excluded. By using published articles that adhere to these criteria, assurance could be given of high-quality research and understandable concepts.

The articles used in the study were found on the databases Web of Science (WOS) and Scopus. Singh, Singh, and Piryani (2023:2) state that these databases are mostly utilised in SLRs due to their strict journal selection procedures and requirements, which guarantee high-quality literature, which is a critical component for the dependability of SLRs. Additionally, because these databases meet the methodological requirements for SLRs, the majority of SLRs employ them. For thorough reviews, they are considered good options because they offer sophisticated search tools and have clear indexing and export capabilities (Gusenbauer & Haddaway, 2020:181). The search strings for both WOS and Scopus were as follows:

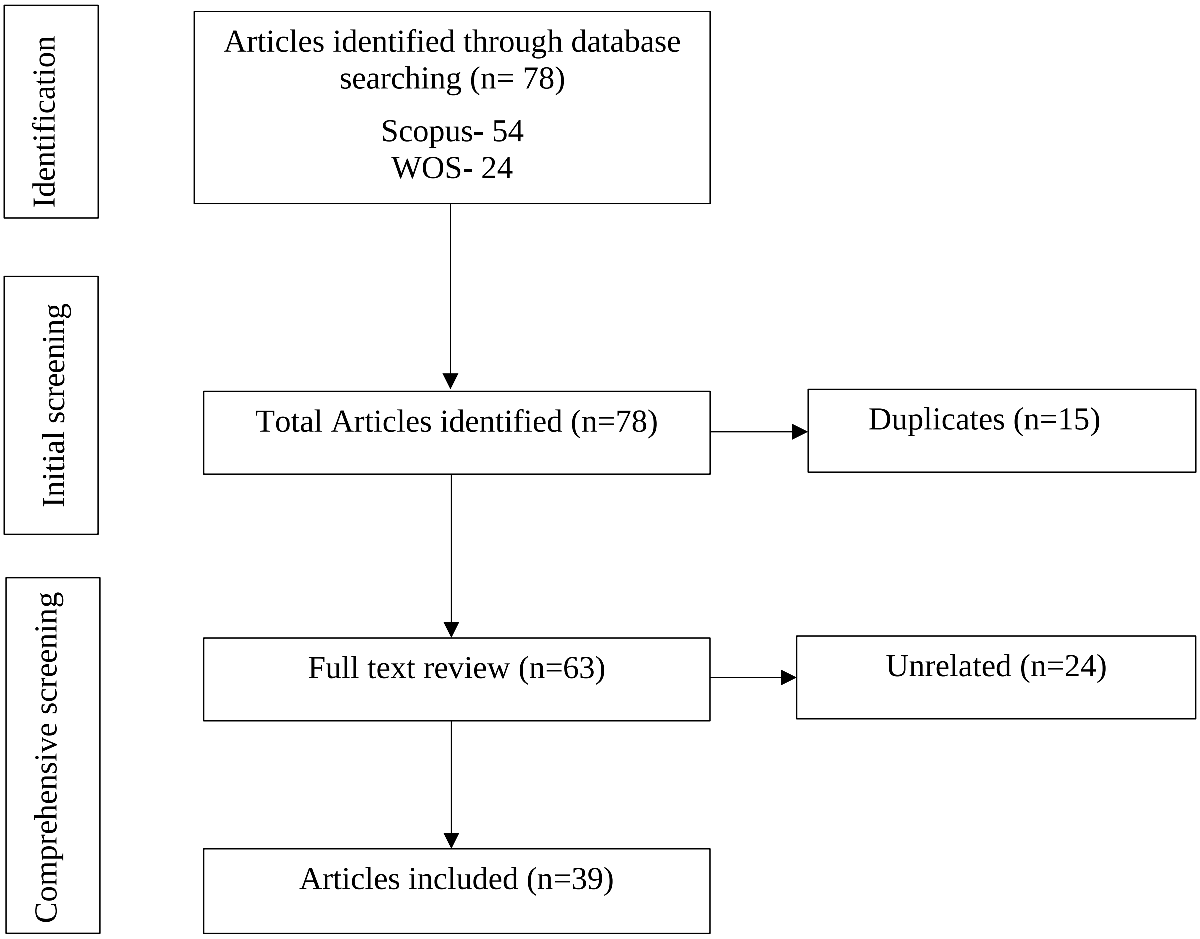
> "Factors" OR "Variables" OR "Elements" OR "Components" OR "Aspects" OR "Determinants" OR "Influences" OR "Conditions" OR "Contributors" OR "Components" OR "Facets" OR "Features" OR "Constituents" OR "Indicators" OR "Attributes" OR "Considerations" OR "Circumstances" OR "Parameters" OR "Ingredients" OR "Characteristics" OR "Elements" OR "Contributing Factors" OR "Components" OR "Variables" OR "Determining Factors" OR "Intrinsic Factors" OR "Extrinsic Factors" OR "Environmental Factors" OR "Causal Factors" OR "Correlates" (Topic) AND "intentions" OR "Assume leadership of the family business" OR "succession intentions" OR "take over the family business" OR "intention to carry on the family business" OR "continue legacy" (All Fields) AND "Next Generation" OR "successor" OR "NextGen" OR "younger

generation" (All Fields) AND "Family business" OR "Family firm" OR "family-owned business" OR "Family enterprise" (All Fields)

Phase Three consisted of searching for the articles in the identified databases using the relevant search strings (Step 7). Articles qualified for selection if these search terms appeared in either the title, abstract, or in-text (Kraus et al., 2020:1034). In Phase Four, articles that did not meet the inclusion criteria were discarded, and those fulfilling the criteria were included in the dataset to be analysed (Step 8).In phase Four consideration was also given to the quality of journals (Step 9), but given that only the WOS and Scopus databases were searched, poor quality was not a concern in this study. According to Sauer et al. (2023:1919), WOS and Scopus are usable search engines that offer a high number of search results, include management journals, include impact factors and indicate the minimum quality of journals. Similarly, Singh et al. (2023:2) reported that WOS and Scopus provide more relevant and higher-quality results compared to other databases and dimensions.

According to Kraus et al. (2020:1035), the exclusion of articles must be done in a transparent and systematic way. To ensure transparency of this process, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flow diagram was used, which outlines the stages for selecting articles based on the inclusion criteria. This PRISMA is an evidence-based list of elements used in systematic reviews and meta-analyses that aims to improve and expedite the methodological rigour and quality of SLRs. (Pati & Lorusso, 2017:17; Moher, Liberati, Tetzlaff and Altman, 2009:2). Figure 3.1 presents the PRISMA diagram highlighting the various stages of selecting articles, based on the inclusion criteria, in this study.

Figure 3.1: PRISMA diagram



Source: Researcher's own compilation based on Pati and Lorusso (2017:22)

Phase Five consisted of synthesising and analysing the selected literature. Evidence of the trustworthiness of the data and data collection methods was provided through describing how credibility, dependability, transferability, and confirmability were ensured (Step 10), which is further described in Table 3.5. Descriptive statistics were calculated to summarise information about the journals in which the articles were published, as well as the articles themselves and the authors who wrote them (Step 11). Thematic analyses were undertaken (Step 11) to identify the factors influencing succession intentions and these were compared to the pre-established factors (see Table 2.5) identified in the SCCT framework (Step 12). Table 3.4 outlines the steps followed to undertake the thematic analysis in the study.

Table 3.4: Steps in a Thematic analysis

Thematic analysis steps	Application in study
1. Familiarising the data	The researcher read the titles and abstracts to understand the content of the articles sourced from WOS and Scopus.
2. Forming initial codes	Based on the broad categories of factors identified in the SCCT thematic analyses, a deductive approach was employed to extract data from the sourced articles and to categorise the data into codes and sub-codes. These themes identify the factors that influence the succession intention of the NextGen in family businesses.
3. Searching for themes	The factors were synthesised into themes using the categories of factors identified in the SCCT framework and summarised in Table 2.5.
4. Reviewing themes	The themes were reviewed by comparing them to those identified in Table 2.5. The researchers study leader reviewed them to ensure validity.
5. Defining and naming the themes	Themes were defined and named based on their relevance to the research question and SSCT categories (see Table 2.5).
6. Writing up a report based on findings	Findings were reported in a structured and coherent narrative. The report will explain how the themes relate to the research objectives in terms of understanding factors that influence the succession intention.

Source: Researcher's own compilation based on Braun and Clarke, 2006:87.

In Phase Six, the results were reported (Step 13), and the themes of factors were identified and discussed (Step 14). In addition, recommendations for future research were put forward (Step 15).

3.4 TRUSTWORTHINESS

Trustworthiness, or being trustworthy, suggests that the process followed and the data collected must be appropriate, justified, logical and truthful to find conclusions within the study (Peels & Bouter, 2023:78). As such, trustworthiness refers to concerns related to the truth of research (Marshall & Rossman, 2011:250). Trustworthiness plays a crucial role when undertaking SLRs. According to Pati and Lorusso (2017:25), if readers do not trust the findings of a study, they may not be seen as reliable, which would work against the goals of a SLR. Trustworthiness is ensured when undertaking a SLR by demonstrating that a broad, complete and thorough search was conducted; by providing clear documentation of inclusion and exclusion criteria; by reporting the issues that occur during the study; by focusing on the question the study attempts to answer and the strategy to ensure quality; and by critically reviewing the quality of each study (Pati & Lorusso, 2017:26). Criteria for ensuring trustworthiness include ensuring that a study's methodology, data collection process and data analyses are credible, dependable, transferable and confirmable (Gunawan, 2015:10). Table 3.5 lists these criteria as well as what actions were undertaken in this study to guarantee its trustworthiness.

Table 3.5: Ensuring trustworthiness

Criteria for trustworthiness	**Actions taken in this study**
Credibility	According to Saldaña (2011:164), credibility refers to confirming that the study's methodology appropriately connects to the narrative derived from the data. In this study, credibility was established using a SLR to identify the factors influencing NextGen's succession intention in family businesses. The use of a SLR made it possible for the precise and methodical gathering and analysis of data relevant to the research objectives. In addition, to further ensure credibility, the study exclusively used articles from reputable databases such as WOS and Scopus, which are databases known for their extensive, high-quality academic resources. Journal and article metrics were analysed using a statistical analysis highlighting the volume and patterns of previous studies on this subject. Additionally, a thematic analysis was used to grasp a further understanding of the topic. This was done through analysing the sourced articles. Together, these methodological choices ensured that the findings are grounded in credible, rigorously sourced and systematically analysed data.
Dependability	Dependability is defined as the consistency of the research (Pati & Lorusso, 2017:27; Chowdhury, 2015:149). To ensure dependability in this study, the phases and steps undertaken in the SLR were outlined in Table 3.2, and clear descriptions of how each was implemented were given.
Transferability	Pati and Lorusso (2017:27) and Drisko (2024:102) define transferability as the ability to adapt conclusions from certain people, situations and areas to other, unexplored contexts. The study includes a comprehensive description of the methodology used, the subject being studied, and the topic's background to ensure transferability. The topic of this research was thoroughly described in Chapter One and Chapter Two to guarantee that the environment in which the research problem developed is understood and that the study findings are transferable.
Confirmability	Confirmability refers to consistency in the design and method of a study (Pati & Lorusso, 2017:27). To ensure a consistent design and method in this study, the steps undertaken were clearly documented and the PRISMA flow diagram was used to report on articles that were included and excluded from the dataset.

Source: Researcher's own compilation

3.5 ETHICAL CONSIDERATIONS

According to Correa (2023:121), the concept of ethics in research and its relationship to practices is essential for ruling out misbehaviour during the scientific process or presenting the results of a study. Ethics in research are set out as ethical guidelines that provide guidance on how scientific research should be conducted to promote transparency, quality and integrity (Arafat, 2024:139). Desk research was conducted for the current study, and no human participants were involved in the data collection process. Formal ethical clearance was not obtained from the researcher’s institution, but an ethics form (Form E) has been signed by the researcher, her study leader, and the head of the Department of Business Management in compliance with Nelson Mandela University's ethical standards. This form is attached as Annexure 2. A Turnitin report (Annexure 3) as well as an AI declaration (Annexure 5) are also attached to ensure the research was done with integrity.

3.6 SUMMARY

Chapter Three outlined the research design and methodology adopted in this research study. The options and decisions made in relation to the empirical investigation were briefly presented. The research strategy, namely a SLR, was described and the steps undertaken to perform the SLR in this study were described in detail. The chapter concluded by describing how the trustworthiness of the study was ensured as well as the ethical considerations adhered to. Chapter 4 will present the findings from this SLR.

CHAPTER FOUR

FINDINGS AND INTERPRETATION OF DATA

4.1 INTRODUCTION

Chapter Four presents the empirical findings of this study, beginning with the results of the descriptive analysis and then the thematic analysis. By presenting these findings, Chapter Four addresses the study's fifth methodological objective, namely, to analyse the collected data according to the appropriate methods.

4.2 DESCRIPTIVE ANALYSIS

The results of the descriptive analyses are presented below, where several bibliometric markers, for both the articles and the journals in which they are published, are summarised. Annexure 6 provides a list of the 39 articles analysed in this SLR, labelled A1–A39.

4.2.1 ARTICLES

The data collected to describe the articles included in the SLR included the following: the number of authors, article citation count, the year the articles were published online, the underlying theories and methodology used, the setting in which the research was undertaken, and the article keywords listed.

4.2.1.1 Authors and citations

In sum, 117 scholars authored the 39 articles, resulting in an average of three authors per article. Only three articles (A11, A22 and A26) were written by a single author and one article (A2) had seven authors. Regarding the citation count of the 39 articles, an average count of 45.82051282 (46) was reported. The five articles with the most citations are listed in Table 4.1, from which it is evident that A27 was cited the most, with 325 citations. Article A27 was published online in 2011. Several more recent articles, which were published online in 2023, 2024 and 2025, have to date not been cited. For example, articles A1, A9, A16 and A23 have zero citations.

Table 4.1: Top five cited articles

Article no.	Title of article	Authors	Year published	Journal	Citations count
A27	Career choice intentions of adolescents with a family business background.	Elke Schröder, Eva Schmitt-Rodermund and Nicolas Arnaud	2011	Family Business Review	325
A33	Gender preferences in the CEO successions of family firms: Family characteristics and human capital of the successor.	Jan-Philipp Ahrens, Andreas Landmann and Michael Woywode	2015	Journal of Family Business Strategy	288
A5	Paternalistic leadership in family firms: Types and implications for intergenerational succession.	Donata Mussolino and Andrea Calabro`	2013	Journal of Family Business Strategy	226
A3	Farm succession at a crossroads: The interaction among farm characteristics, labour market conditions and gender and birth order effects.	Daniele Cavicchioli, Danilo Bertoni and Roberto Pretolani	2018	Journal of Rural Studies	157
A6	Investigating the actual career decisions of the next generation: The impact of family business involvement.	Linda Murphy and Frank Lambrechts	2015	Journal of Family Business Strategy	143

Source: Researcher's own compilation

Figure 4.1 summarises the citation counts of the articles and shows that most articles (27) have a citation count of between one and 50, and only five articles have citation counts that are greater than 101.

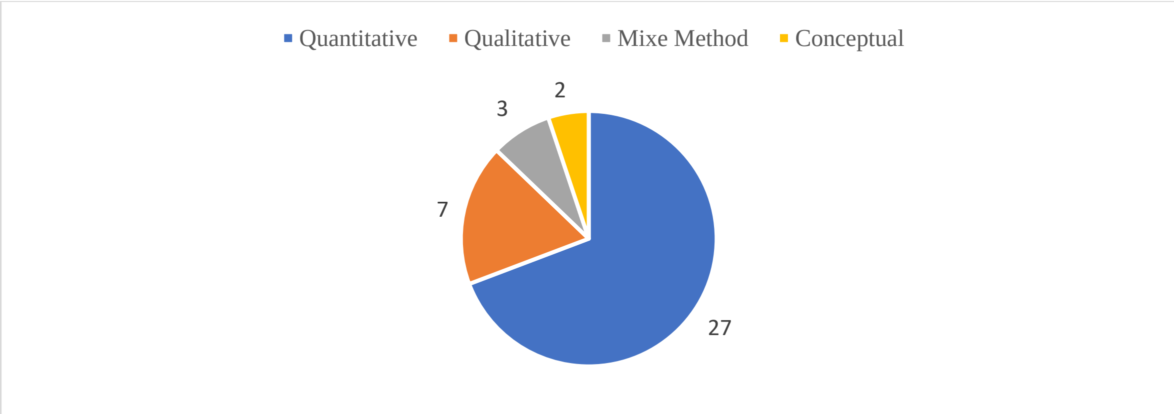
Figure 4.1: Article citations

Source: Researcher's own compilation

4.2.1.2 Methodology, sample and research setting

The 39 articles were either conceptual papers or made use of quantitative, qualitative, or mixed-methods methodologies (see Figure 4.2). Most articles (27) made use of quantitative methodology, seven were qualitative in nature, and three made use of mixed methods. Two articles were categorised as conceptual papers because of their focus on exploring and refining concepts without testing them empirically (Collin & Stockton, 2018:20). The smallest sample size reported by the 27 quantitative articles was 100 students, whereas the largest sample was over 40,000 (40,508). This large sample was gathered across various countries using the Global University Entrepreneurial Spirit Students' Survey (GUESSS).

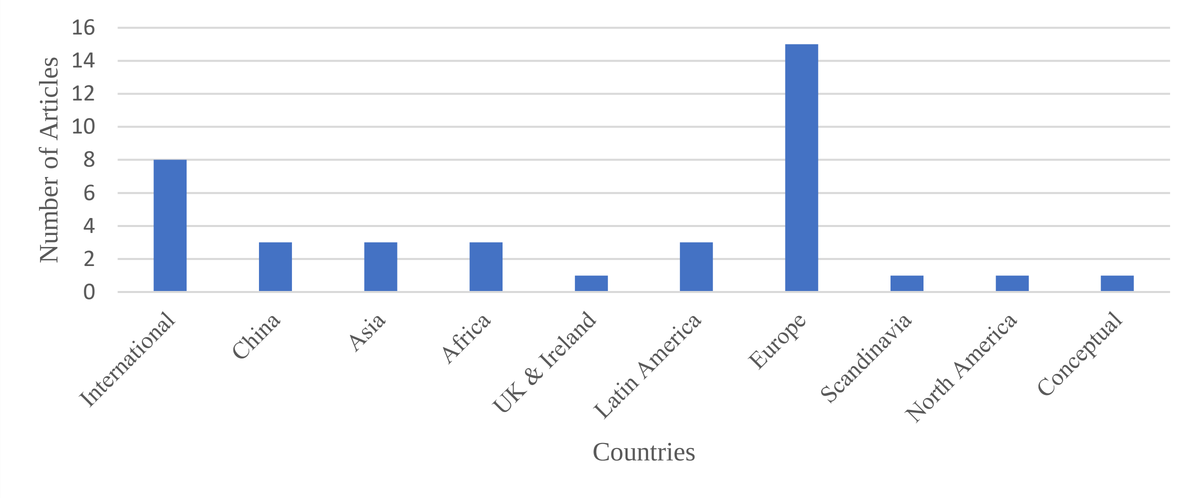
Figure 4.2: Methodologies used



Source: Researcher's own compilation

The data on which the articles were published was collected across more than nine countries (research setting). Fifteen articles reported their research setting as being in European countries, whereas eight reported their research setting as being international in that data was collected in several different countries. China, Africa and Asia were reported as the research setting for three articles each. The UK & Ireland, Scandinavia and North America were only reported as the research setting for one article each.

Figure 4.3: Research setting (country)



Source: Researcher's own compilation

4.2.1.3 Underlying theories

The various theories used in the 39 articles, together with their frequency of use are presented in Table 4.2. Thirty-one different theories were identified in the 39 articles. The most frequent theories used were the Theory of Planned Behavior (TPB) and Family Embeddedness perspective, which were both mentioned in five articles each. Twenty-eight other theories were identified in the articles, of which 17 theories were only used once. No theory was mentioned in five of the articles.

Table 4.2: Theories used

Theory	Frequency of the theory used
Family Embeddedness Perspective Theory	5
Theory of Planned Behavior (TPB)	5
Non-Explicit	5
Attitude (as a component of TPB) ATT	4
Social Cognitive Theory (SCT)	4
Dynamic Capabilities Theory	3
Intergenerational Transmission Theory	3
Socioemotional wealth Theory	2
Social Cognitive Career Theory (SCCT)	2
Social Learning Theory	2
Psychological Ownership Theory	2

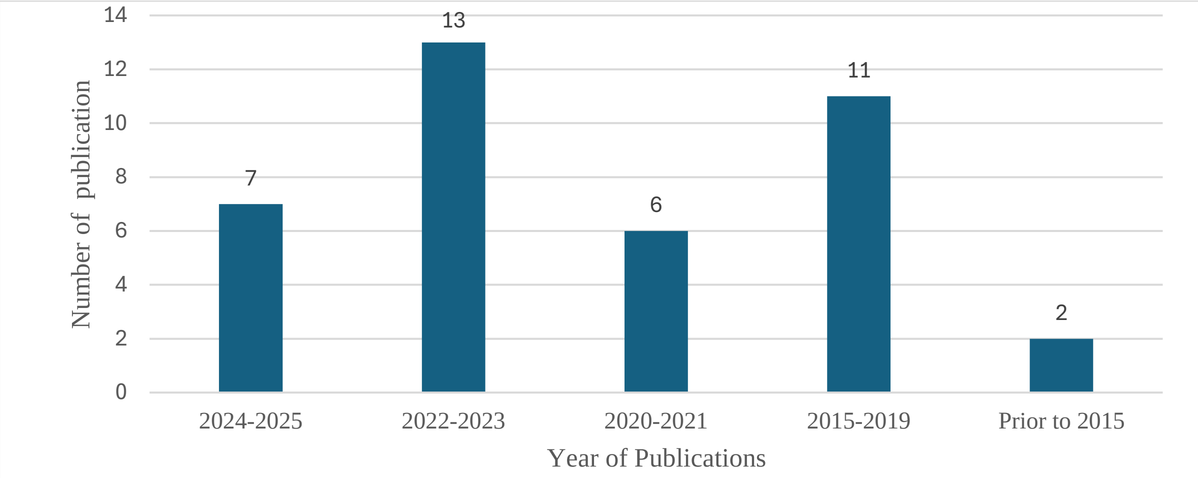
Social Identity Theory	2
Family Embeddedness Model (FEM)	2
Literature Review	2
Stakeholder Theory, Signaling Theory, Knowledge Spillover Theory, Organisational Culture Theory (OCT), Parenting Style Theory, Constructivist Grounded Theory, Three Circle Model, Agency Theory, Human Capital Theory, Institutional Theory, Career Choice Theory, Motivational Theories, Social Exchange Theory (SET), Cultural Dimensions Theory, Entrepreneurial Theory, Gender Norms Theory, Configurational Theory	17 x 1

Source: Researcher's own compilation

4.2.1.4 Year of publication

From Figure 4.3, most of the articles (23) in this review were published during 2022 to 2023.This is followed by the period 2015 to 2019, in which 11 articles were published. The most recent articles were published on the 25th of January 2025 (A37) and the 8th of January 2025 (A1). The earliest publication is dated 1st of August 2011 (A27).

Figure 4.4: Number of include articles published per year



Source: Researcher's own compilation

4.2.1.5 Keywords

The keywords were grouped together based on their relevance to the topic under investigation, namely the factors influencing the NextGen's succession intentions (see Table 4.3 and Figure 4.5). Words that were related to geographical terms, theories and methodologies, and economic factors that were considered unrelated to the topic at hand were excluded from the word cloud analyses. After filtering the keywords, 51 words were included in the word cloud that related to the topic of this study. The most frequent keywords to appear were "succession," which appeared 15 times, followed by "NextGen" (9 times) and "succession intentions" (8 times). Thirty-six keywords (phrases) were used only once.

Table 4.3: Frequency of keywords

Keywords	Frequency
Succession	15
NextGen’s	9
Succession intention	8
Commitment	6
Entrepreneurial intentions	5
Career choice	5
Entrepreneurship	5
Family Embeddedness	4
Successor	3
Parental Support	3
Family business self-efficacy	3
Transgenerational transfer	3
New venture creation	2
Latent entrepreneurship, Family farm transfer, Farmers ageing, Rural migration, Rural migration, Paternalism, Family involvement, Family governance mechanism, Affective commitment, Post transition country, Succession of daughters, Gender Female succession, Women entrepreneurship, Family entrepreneurship, Business transfer, Parental influence, Intergeneration business, Altruism Intention, Competency, Third generation successor, Family culture, Continuity, Socioemotional wealth, Working for parents’ business, Ownership stake, Generational inheritance, Family farm succession, Gender generational turnover, Family support, Family influence, Family characteristics, Male and female business leaders, Entrepreneurial mode of entry, Self-employment, External entrepreneurship, Parent-child-relationship, Internal succession	36 x1

<u>Source:</u> Researcher’s own compilation

Figure 4.5: Keywords word cloud

<u>Source:</u> Researcher’s own compilation

4.2.2 JOURNALS

The 39 articles in this SLR were published in 29 distinct journals. The journal's names, impact factors, and indexing are summarised in the sections that follow.

4.2.2.1 Journal names

The Journal of Family Business Strategy, Sustainability and the Journal of Family Business Management were the journals in which most articles in this SLR were published. Three articles were published in each of these journals. Two articles were published in four other journals (see Table 4.4). Twenty-two journals had only published a single article.

Table 4.4: Top seven most used journals

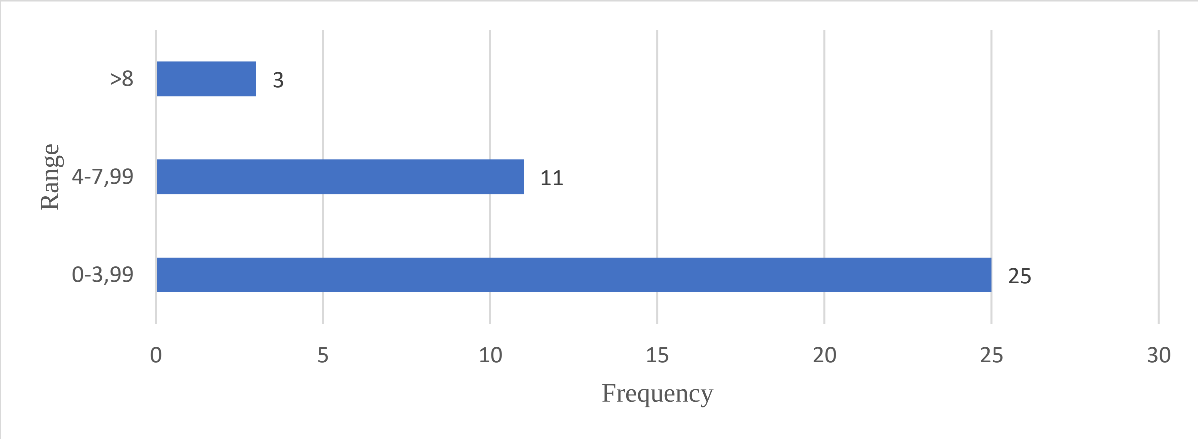
Journal name	Most used
Journal of Family Business Management	3
Journal of Family Business Strategy	3
Sustainability	3
Kybernetes	2
Entrepreneurship & Regional Development	2
Journal of Family and Economic Issues	2
Family Business Review	2

Source: Researcher's own compilation

4.2.2.2 Journal impact factor

The average impact factor of the journals in which the 39 articles included in this SLR were published was 3.99. One article was published in Technological Forecasting & Social Change, which had the highest impact factor (13.3). Pakistan Journal of Life and Social Sciences had the lowest impact factor (0.14). Figure 4.6 summarised the impact factors of the various journals in several ranges. Most journals report an impact factor falling in the 0 to 3.99 range (22), with only eight journals reporting impact factors of greater than eight. Journals such as Kybernetes, Acta Commercii, and Cogent Business & Management had no impact factors, accounting for four of the 39 articles.

Figure 4.6: Impact factor range

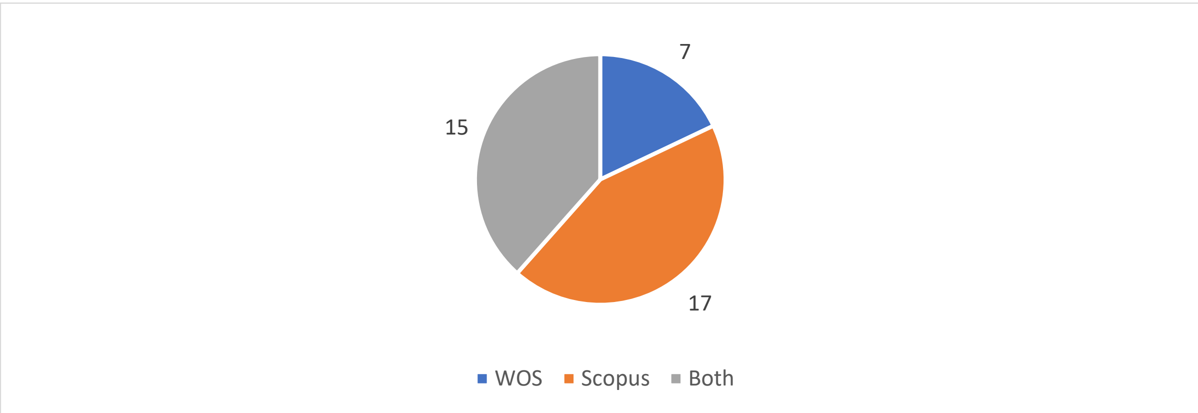


Source: Researcher’s own compilation

4.2.2.3 Indexing database

These 39 articles were indexed in both the WoS and Scopus databases only. Some of the articles were indexed in both databases. Figure 4.7 depicts in which database the articles are indexed. Seventeen of the articles were indexed in Scopus and seven articles in WoS. The remaining articles (15) were indexed in both WoS and Scopus.

Figure 4.7: Indexing database of articles



Source: Researcher’s own compilation

4.3 THEMATIC ANALYSIS

A thematic analysis was conducted to identify the factors influencing the succession intentions of the NextGen. The study adopted a deductive approach and the SCCT framework was used to categorise these factors. According to Lent et al. (1994:83), the SCCT framework provides a strong understanding of career choices because it highlights the interactions between individual characteristics, educational background, self-efficacy, outcome expectations, interests, and contextual influences. Aligned to the SCCT framework, the factors identified were categorised into seven themes. These are described in the sections that follow.

4.3.1 THEME ONE: PERSONAL INPUTS

The SCCT element, personal inputs, refers to the factors associated with an individual as a person, such as demographic and psychological qualities, that influence their career decisions (Byars-Winston et al., 2016:93). According to the study's findings (see Table 4.5), personal inputs such as *personal attributes, age* and *gender dynamics,* and *demographic factors are* factors that influence the succession intentions of the next generation. These factors are discussed further below.

Table 4.5: SCCT Dimension: Personal inputs influencing succession intention

Factor	**1st level code**	**2nd level code**	**SCCT Factor**
(+) Personality qualities [A14, A15, A27]; (+) risk-taking propensity; [A36]; (+) good attitude toward succession [A4, A30]; (+) positive attitude about family companies [A34].	Personal disposition	Personal attributes	Personal inputs
(-) Age (preference for older) [A1, A9, A19, A20, A27, A38, A39]; (+) advanced age [A35].	Age preference	Age dynamics	
(+) Male preferred [A3, A19, A20]; (-) having sons among offspring [A33]; (-) preference for male heirs [A33]; (+) female successors with more human capital [A33]; (-) father-son preference [A38]; (-) male-dominated businesses [A38].	Gender preference	Gender dynamics	
(-) Female gender [A3, A29, A31]; (-) gender biases exclude women [A1, A9, A19, A20, A38, A39]; (-) gender [A27, A34, A35]; (+) shifting gender norms [A39].	Gender bias		
(+) Firstborn [A3, A19, A20, A33]; (+) eldest child position [A31].	Birth order	Demographic variables	
(+) Married status [A35].	Marital status		

Source: Researcher’s own compilation

According to Coetzee and Van Zyl (2014:4), *personal attributes* are an individual's distinctive characteristics that allow him or her to flourish in all aspects of life. These attributes form the basis for the application of all other attributes (Coetzee & van Zyl, 2014:4). According to Clinton, Ahmed, Lyons and O'gorman (2024:5), personality traits such as agreeableness, openness, extroversion, and optimistic attitudes are likely to be associated with succession intention. The findings of this study show that NextGen family members with personal dispositions that include favourable personality attributes (A14, A15, A27), a risk-taking propensity (A36), and a positive attitude towards succession (A4, A30) and towards family businesses (A34) are more likely to take over the family business.

According to Basco and Gómez González (2022:9), *age dynamics* play an important role in establishing succession intentions, particularly in family businesses. Next Gen family members of advanced age are more likely to have succession intentions (A35), but an age preference by existing owners is negatively associated with succession intentions (A1, A9, A19, A20, A27, A38, A39).

Gender dynamics, namely gender preferences and biases, have been recognised as factors influencing succession intention. Fernandez (2023:2) defines gender dynamics as the shifting relationships, roles, and power dynamics between genders in a society. These dynamics are impacted by cultural, historical, and economical variables. The findings of this study show that a preference for male heirs over female heirs has both a positive (A3, A19, A20) and a negative (A33, A38) influence on succession intention. Female successors, with more human capital (A33), are associated with increased succession intentions. The findings also show that gender biases towards the female gender (A3, A29, A31), the exclusion of women in family businesses (A1, A9, A19, A20, A38, A39), and gender biases in general (A27, A34, A35) are detrimental to succession intentions because they discourage the NextGen from taking over the family business because of bias and inequality. According to Clinton et al. (2024:15), the drivers of family business succession intentions are influenced by how positively or negatively the environments are affected by gender bias. Shifting gender norms are associated with increased succession intentions (A39).

Demographic variables can positively influence successors' intentions to take over the family business (De Massis et al., 2008:187). The findings of this study show that both birth order and marital status influence succession intentions. NextGen family members that are firstborn (eldest child) (A3, A19, A20, A31, A33) are more likely to take over the family firm, as are those who are married (A35).

4.3.2 THEME TWO: BACKGROUND ENVIRONMENTAL INFLUENCES

The SCCT element, background and environmental influences, relates to how society, culture, and the economy influence one's learning, resource availability, expectations, and opportunities, all of which have an indirect influence on professional career choices (Gupta, Batra & Collins, 2019:685). According to the study's findings (see Table 4.6), *cultural* and *firm contexts* are important factors that influence the succession intentions of the NextGen. These are explained further below.

Table 4.6: SCCT Dimension: Background environmental influences on succession intention

Factor	1st level code	2nd level code	SCCT Factor
(-) Cultural differences [A26]; (+) cultural fit [A38]; (-) cultural preconceptions [A38].	Cultural fit	Cultural context	Background environmental influences
(-) Paternalistic cultures [A18]; (+) culture [A12, A26, A27, A29].	Collective culture		
(+) Family tradition [A9]; (+) family culture [A18]; (+) culture [A12, A26, A27, A29]; (+) feminist family culture [A39].	Family culture		
(-) Smaller firm size [A31]; (+) higher turnover [A3, A19, A20, A33]. (+) larger acreage [A3, A19, A20, A33]. (+) longer farm duration. [A3, A19, A20, A33].	Firm characteristics	Firm context	
(-) Regional development [A23], (-) labour market conditions [A3].	Regional characteristics		

Source: Researcher's own compilation

Clinton et al. (2024:12) argue that *cultural context* has an important influence on succession intentions because social norms and beliefs impact which and whether family members are encouraged or expected to assume leadership responsibilities in a family business. The findings of this study found that cultural fit, collective culture and family culture all have an impact on the succession intentions of the NextGen.

In terms of cultural fit, the findings show that cultural differences (A26) and cultural preconceptions (A38) negatively influence succession intentions. According to Clinton et al. (2024:14), cultural differences and preconceptions may negatively influence succession intentions because societal norms and biases may prevent specific family members from taking up leadership roles and lower their drive to pursue succession. This could be due to a variety of factors, including opposition to nontraditional successors, intergenerational disputes, and gender and role preconceptions (Aldamiz-Echevarría, Idígoras & Vicente-Molina, 2017:57). However, a good cultural fit between the successor and the family business fosters trust and acceptance, which positively influences succession intention (A38) (De Massis et al., 2008:188). Furthermore, a strong cultural fit between the successor and the family business builds trust and acceptance, which improves succession intention (A38) (De Massis et al., 2008:188).

The findings also show that collective cultures influence succession intention both positively and negatively. Research (A18) shows that paternalistic cultures have a negative influence on succession intentions (A18). According to Li, Wang and Cao (2023:7), paternalistic leadership, which combines authority, kindness, and moral leadership, might present obstacles for possible successors. This leadership style may cause identity disputes and impede the formation of successor identities, consequently negatively affecting their succession plans. However, culture in general (A12, A26, A27, A29) positively influences succession intentions by creating family norms, values, and expectations, which influence successor motivation and perceived legitimacy (Clinton et al., 2024: 12). The findings of this study also show that family traditions (A9), family culture (A18), culture (A12, A26, A27, A29), and feminist family culture (A39) all positively influence the succession intentions of the NextGen.

The findings of this study show that *firm context* in terms of both firm characteristics and regional characteristics influences succession intentions. Firm characteristics have both a positive and negative influence on succession intentions. For example, studies show that larger businesses, as measured by turnover, acreage, or size, as well as older businesses, are positively related to succession intentions (A3, A19, A20, A31, A33). NextGen family members whose businesses are large and older are more likely to take over the family business. According to Bavorová, Ullah, Garcia, and Cavicchioli (2024:13217), higher income, secure land tenure, and agricultural features such as size and long-term operation were positively related to identifying a successor and promoted succession intentions.

The findings also show that regional characteristics influence succession intentions. According to Cavicchioli, Bertoni and Pretolani (2018:76), regional factors such as weak rural economies, limited market access, and youth outmigration sometimes inhibit succession intentions because successors see better prospects outside the family business. The findings show that the level of regional development (A23) as well as labour market conditions (A3) have a detrimental impact on the succession intentions of the NextGen family members.

4.3.3 THEME THREE: LEARNING EXPERIENCES

The SCCT element, learning experience refers to the direct or indirect experiences that shape one's talents, interests, knowledge and beliefs about one's abilities (Lent, Ireland, Penn, Morris, & Sappington 2017:108). According to the study's findings (see Table 4.7), learning experiences through *guidance and mentorships*, as well as *experience and skills*, have an impact on NextGen succession intentions. Each of these impacting elements will be discussed below.

Table 4.7: SCCT Dimension: Learning experiences influencing succession intention

Factor	1st level code	2nd level code	SCCT Factor
(+) Parental succession planning [A27]; (+) ownership training, succession planning, and responsibility opportunities [A10]; (+) leadership development [A39]; (+) parental learning strategies [A29]; (-) lack of planning [A22, A32]; (-) inadequate preparedness [A22, A32].	Succession planning	Guidance and mentorship	Learning experiences
(+) Mother role models [A39]; (+) family role models [A38]; (+) career modelling [A2, A11, A17, A25, A26, A29].	Role models		
(+) Grandparents' entrepreneurial standing [A35]; (+) parental business experience [A35]; (+) parental entrepreneurial performance [A2]. (-) parents' job traits [A12].	Parental experience	Experience and skills	
(+) Professional maturity [A32]; (+) past job experience [35].	Work experience		
(+) Early successors engagements [A1, A6, A7]; (-) lack of involvement [A7, A32]; (-) family entrepreneurial exposure [A35]; (+) family business experience [A31].	Family business exposure		
(-) Higher education [A3]; (+) education [A39]; (-) educational gaps [A16]; (-) more education [A35]; (-) improved financial knowledge [A23]; (+) education and skills [A2, A11, A17, A25, A26, A29].	Education		

Source: Researcher's own compilation

The findings show that *guidance and mentorship* had a significant impact on the succession intentions of the NextGen, with an emphasis on two aspects: succession planning and role modelling. According to Coffie, Müller, Marfo, Ocloo and de Klerk (2024:686), succession planning can both enhance and hinder succession intentions, while guidance and mentoring are structured practices that promote successor readiness and motivation. The findings of this study show that succession planning (A10, A27), ownership training, and responsibility opportunities (A10), leadership development (A39), and parental learning strategies (A29) all positively influence succession intention, whereas a lack of planning (A22, A32) and inadequate preparedness (A22) have a negative influence.

The presence of role models has also been found to influence succession intentions. According to Murphy and Lambrechts (2015: 27), role models influence succession intentions by shaping self-efficacy, providing legitimacy, and motivating potential successors; successors who see capable parental or family role models are more likely to envision themselves as future leaders. According to the findings, mother role models (A39), family role models (A38), and career modelling (A2, A11, A17, A25, A26, A29) all positively influence the NextGen's succession intentions because previous successors provide them with support and motivation and shape the self-efficacy that is required for the business to continue.

Experience and skills, including parental experiences, work experiences, family business exposure and education, have been identified as factors influencing succession intention. According to Clinton et al. (2024:21), experience and skills are pivotal to shaping succession intentions, particularly within family businesses, as they directly influence the preparedness and confidence of potential successors.

Parental experience has been shown to impact the NextGen's succession intention both positively and negatively. According to Zhu and Zhou (2021:6), parental (A2, A35) and grandparental entrepreneurial experiences (A35) provide a foundation of knowledge, skills, and values that positively influences the NextGen's succession intentions. However, parental job traits (A12) can lead to resistance and decreased succession intentions. The findings also show that work experience plays a role in NextGen's succession intentions. For example, NextGen family members with past job experiences (A35) and professional maturity (A32) are more likely to take over the family business, as they feel more prepared and more confident to take over the leadership roles within the family business (Daspit, Holt & Chrisman, 2024:115).

Family business exposure has a significant influence on succession intentions. According to Clinton et al. (2024:21), early exposure to family business operations and the acquisition of relevant skills significantly enhances the likelihood of successors' intentions to take over leadership roles in the family business (Clinton et al., 2024:21). Similarly, the findings show that early engagement in the family business (A1, A6, A7) and family business experience (A31) increase succession intentions. However, excessive family entrepreneurial exposure (A35) and a lack of involvement in the family business (A7, A32) negatively influence succession intentions.

The findings show that education has an influence on the NextGen's succession intentions in many ways, both positive and negative. Daspit et al. (2024:117) state that an educational background enhances the perceived legitimacy of the successor, fostering trust among stakeholders and facilitating smoother transitions. Several studies show that education and skills (A2, A11, A17, A25, A26, A29, A39) positively influence NextGen's succession intentions, but that educational gaps (A16), higher levels of education (A3, A36), and improved financial knowledge (A23) negatively influence succession intentions. This negative influence is possibly due to being overqualified or highly educated, which may let NextGen develop interests in careers outside of the family business (Daspit et al. 2024:117).

4.3.4 THEME FOUR: SELF-EFFICACY

The SCCT element, self-efficacy, relates to the confidence one has in one's ability to carry out obligations effectively, based on one's own views of capabilities, such as the belief that one can complete a certain task (Lent & Brown, 2019: 564). The study's findings (refer to Table 4.8) show that *agency*, which represents both autonomy and self-efficacy, influences the NextGen's succession intentions. Each of these factors is described below.

In the context of family business succession, *agency* refers to the successor's ability to act intentionally and autonomously in their role within the family business (Basco & Gómez Gonzalez, 2022:8). Agency relates to the successor's sense of power, autonomy, and ability to influence results rather than just following established ways of doing things (Basco & Gómez Gonzalez, 2022:8). Studies show that autonomy (A4, A6, A7) and independence (A14, A15, A27) positively influence succession intentions because they increase self-efficacy and confidence, allowing successors to see themselves in leadership roles (Basco & Gómez

González, 2022:8). A lack of autonomy reduces succession intentions because of overbearing parental control, a lack of decision-making power, or unclear succession planning, all of which lead to feelings of helplessness and a decreased sense of self-efficacy (Basco & Gómez González, 2022:8).

Table 4.8: SCCT Dimension: Self-efficacy influencing succession intention

Factor	1st level code	2nd level code	SCCT Factor
(+) Autonomy [A4]; (-) lack of autonomy [A6, A7]; (+) independence [A14, A15, A27].	Autonomy	Agency	Self-efficacy
(+) Entrepreneurial self-efficacy [A14, A15, A21, A27, A29, A31]; (+) self-efficacy [A12, A26, A27, A29, A34]; (+) perceived behavioural control [A4, A30].	Self-efficacy		

Source: Researcher's own compilation

Studies show that entrepreneurial self-efficacy (A14, A15, A21, A31), general self-efficacy (A12, A26, A27, A29, A34), and perceived behavioural control (A4, A30) all have a positive impact on NextGen succession intentions. Basco and Gómez González (2022:7) reported that successors' self-efficacy was positively related to the NextGen's intention to join and lead the family firm, particularly when combined with perceived parental support and person-job fit. Similarly, Shirokova, Bodolica, and Morozov (2024:11) found that higher entrepreneurial self-efficacy reinforces the favourable influence of family business exposure on succession intention.

4.3.5 THEME FIVE: OUTCOME EXPECTATIONS

The SCCT element, outcome expectations, refers to the consequences of pursuing specific jobs, including the tangible and intangible benefits that result (Lent et al., 2017:108). of the findings of this study (see Table 4.9) show that the NextGen's interest in taking over the family business is influenced by the desire to continue the *family legacy*, as well as their *performance* and their *commitment* to the family business. Each of these influencing factors is elaborated below.

The desire to continue the *family legacy* through the family business positively influences the succession intentions of the NextGen (A16). Isichei (2025:5096) highlights the importance of legacy in family enterprises, stating that a clear heritage can serve as a foundation for continuity, purpose, and identity throughout generations. However, when there is uncertainty or opposition to children's participation (A16), the family legacy is threatened, and succession intentions are unlikely. Studies (A1, A15, A21, A31) show that when the family business is performing well, the NextGen are more likely to have succession intentions. However, when the family business poses a financial risk to the family (A28), succession intentions are negatively influenced.

Table 4.9: SCCT Dimension: Outcome Expectations influencing succession intention

Factor	1st level code	2nd level code	SCCT Factor
(+) Desire for family dynasties [A16]; (-) uncertainty or opposition to children's participation [A16].	Family legacy	Family legacy	Outcome expectations
(+) Job performance [A1]; (+) family business performance [15, A21]; (+) perceived firm performance [A31]; (-) financial risk for family [A28].	Performance	Performance	
(+) Commitment to family business [A1, A29, A31]; (+) affective and normative commitment [A2, A6, A7].	Commitment	Commitment	

Source: Researcher's own compilation

The findings also show that *commitment* has a significant impact on the NextGen's decision to take over the family business. Bizarria et al. (2023:2890) emphasise the importance of parental emotional support in establishing commitment, which leads to increased succession intentions among NextGen family business members. Studies show that commitment to the family business (A1, A29, A31) and both affective and normative commitment (A2, A6, A7) are positively related to the NextGen's intentions.

4.3.6 THEME SIX: PROXIMAL ENVIRONMENTAL FACTORS

The SCCT element, proximal environmental factors, refers to circumstances that can assist or create barriers when making key decisions (Junker, Van Dick & Peus, 2019). The findings of this study (see Table 4.10) show that the NextGen's intention to take over the family business is influenced by their *family relationships*, *family interaction*, and *family support,* as well as the *succession orientation* of the family business. Each of these influencing factors is elaborated below.

Table 4.10: SCCT Dimension: Proximal environmental influences on succession intention

Factor	1st level code	2nd level code	SCCT Factor
(+) family closeness [A18]; (+) family loyalty [A8]; (+) strong familial togetherness [A1]; (+) secure family conditions [A16]; (+) intragroup collectivism [A8]; (-) family conflicts [A22, A32]; (+) family embeddedness [A36].	Family cohesion	Family relationship	Proximal environmental factors
(-) family pressure [A6, A7]; (-) family expectations [A26]; (+) subjective norms [A4, A30].	Family expectations	Family interaction	
(+) collaboration and communication [A14, A15, A27]; (+) open communication [A4]; (-) poor communication [A7, A32].	Communication		
(+) family/friend support [A14]; (+) family support [A9, A38]; (+) supporting family [A32]; (+) supportive family dynamics [A39].	Family support	Support	
(+) emotional support [A11]; (+) parental emotional support [A31].	Emotional support		
(+) verbal encouragement [A2]; (+) verbal support [A2, A11, A17, A25, A26, A29].	Verbal support		
(-) predecessor control [A32]; (+) authoritarian parenting [4]; (-) less active parental leadership [A31]; (+) parental style [A12, A26, A27, A29].	Parental influence	Succession orientation	
(-) unwillingness to hand over [A16]; (-) parental unwillingness to let go [A7, A32]; (+) preference for professional management [A16];	Succession preferences		

Source: Researcher's own compilation

Family relationships influence succession intentions, particularly to the extent that family cohesion exists. According to Fingerman, Hua and Birditt (2020:316), the emotional attachments, interaction patterns, and social roles that link family members together and shape individual well-being and growth are considered family relationships. Thus, family cohesion is important in developing emotionality, helpfulness, and caring among family members (Deng, Lin, Zhang, Li & Gao, 2022:1). However, studies show that family cohesion positively and negatively influences the NextGen's intention to take over the family business, as interactions between parents and their children have become more difficult over time (Deng et al., 2022:1). The findings of this study show that family closeness (A18), family loyalty (A8), strong familial togetherness (A1), secure family conditions (A16), intragroup collectivism (A8), and family embeddedness (A36) all have a favourable impact on the NextGen's succession intentions, whereas family conflict (A22, A32) negatively influences these intentions.

Family interaction is defined as the transmission of knowledge from one family member to another as well as the emotional commitment between them (Sharma, Chrisman & Chua, 2003:3). Family interactions are evident through the expectations placed on family members as well as the communication between them. Studies show that family expectations (A26) reduce the chances of NextGen wanting to take over the family business due to the pressure (A6, A7) it places on the NextGen. When successors perceive the family business as a path to meet parental expectations rather than personal aspirations, their commitment to succession diminishes (Lee, 2014:7). Furthermore, negative parental pressure reduces attitudes and perceived behavioural control, lowering succession intentions (Sharma et al, 2003:3).

The opinions of significant others (subjective norms) (A4, A30) could however positively influence succession intentions. According to Sharma et al. (2003:3), good communication in family businesses enhances attitudes and subjective standards, resulting in stronger succession intentions. Studies show that good collaboration and communication (A14, A15, A27), as well as open communication (A4), are more likely to lead to succession intention, whereas poor communication (A7, A32) does not.

According to Sharma et al. (2003:3), parental or stakeholder support is critical for ensuring a positive successor attitude, and increased succession intentions. Studies show that support, which includes family/friend support (A9, A14, A38), and a supportive family dynamic (A32, A39), positively influences succession intentions. Both emotional (A11, A31) and verbal support (A2, A11, A17, A25, A26, A29) have been identified as positively influencing succession intentions.

A *succession orientation* has been identified as a factor determining the NextGen's intention to take over the family business or not. Whether such an orientation exists or not is determined by the influence of parents as well as their succession preference. According to Sharma et al. (2003:3), parental influences are a crucial component to consider when ensuring NextGen's succession in the family business. Studies show that parental influence can influence succession intentions both positively and negatively. For example, the parental styles of the predecessor (A12, A26, A27, A29) as well as authoritarian parenting (A4) have been found to increase succession intentions, whereas predecessor control (A32) and inactive parental leadership (A31) decrease these intentions.

Succession preference is another factor that determines whether the NextGen will take over the family business or not. Sharma et al. (2003:5) found that parental hesitation to surrender control has a detrimental impact on successors' attitudes and perceived behavioural control, lowering succession intention. Studies show that parents' reluctance to relinquish control of the family business hinders the NextGen's succession plans (A7, A16, A32). However, the desire for professional management (A16) positively influences the NextGen's intention to join and take over the family firm.

4.3.7 THEME SEVEN: INTEREST

The SCCT element, interest, refers to an individual's choice and inherent desire to align with what a vocation, specialised activity, or field has to offer. According to Nye et al. (2017:121), an individual's interests should be aligned with the business domain for them to pursue a career in that business. The findings of this study (see Table 4.11) show that the NextGen's interest in taking over the family business is influenced by their *individual motives and* their *alignment* with the family business, as well as their *relational and identity connection* to the family business. Each of these influencing factors is elaborated on below.

Table 4.11: SCCT Dimension: Interest shaping NextGen's succession intention

Factor	1st level code	2nd level code	SCCT Factor
(-) Disinterest among successors [A1].	Lack of interest	Individual motives	Interest
(+) Clear career goal [A14]; (+) goals [A36]; (+) personal achievement [A9].	Aspirations		
(+) Goal alignment [A32]; (-) lack of leadership opportunities [A9]; (-) heirs' lack of alignment [A18]; (-) differences in preferences between leaders and successors [A1]; (-) lack of fit [A9].	Compatibility	Alignment	
(-) Role-identity conflicts [A9]; (-) family-business role conflict [A39]; (-) unclear personal/business boundaries [A6, A7].	Role conflict		
(+) Family business identification [A27]; (+) adolescent family business identity [A27]; (+) shared identity, psychological ownership [A28].	identification	Relational and identify connection	

Source: Researcher's own compilation

Individual motives have been recognised as factors influencing succession intention, specifically a lack of interest and aspirations on the part of the NextGen. Müller and Cañal-Bruland (2022:480) found that individuals' motivations are influenced by the incentives they perceive to be compelling. Article A1 reported that disinterested successors were less likely to exhibit succession intentions. In contrast, three studies (A9, A14, A36) reported that positive aspirations (for example, clear goals and personal achievement) favourably influenced succession intentions. According to Lent et al. (2021:134), having clear goals and personal achievement led to increased participation in an activity or influenced a specific future outcome.

Basco and Gómez (2022:5) underscore the importance of family member *alignment* in determining the NextGen's intention to join the family business. Alignment occurs when all family members working in the firm understand and agree on the direction, values, and succession plans of the family business (Basco & Gómez, 2022:5). The findings of this study show that alignment influences the NextGen's succession intentions in two ways. Firstly, it depends on their degree of compatibility with the family business and secondly, the extent to which role conflict exists in the family business. Research (A32) shows that when the NextGen's goals are aligned with that of the family business, succession intentions are more likely. This finding is supported in that several studies report that a lack of fit (A9) or alignment (A18) with the family business negatively influences succession intentions. A lack of opportunities (A9) as well as differences in preferences between leaders and successors (A1) also negatively influences succession intentions.

The findings also show that role conflict (A9; A39) and unclear personal/business boundaries (A6, A7) are detrimental to succession intentions, as it discourages the NextGen from taking on leadership roles. According to Memili, Chang, Kellermanns and Welsh (2013:47), the dual duties of being both family members and employees can lead to conflicting expectations, which can generate stress and deter people from joining or remaining in the family businesses.

The findings of this study show that a *relational and identify connection* between the successor and the family business positively influences succession intentions. NextGen family members who identify with the family as adolescents (A27), have a shared family identity (A36), and feel a sense of psychological ownership (A28) are more likely to aspire to taking over the family business in the future. Similarly, Astrachan, Klein and Smyrnios (2002:48) contend that individuals who feel closely attached to the family and its business are more eager to continue its heritage.

4.4 SUMMARY

Chapter Four presented the empirical results of this SLR, both the results of the descriptive and thematic analyses. In doing so, Chapter Four achieved the fifth methodological objective of this study, namely, to analyse the collected data according to the appropriate methods.

CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

Chapter Five is the final chapter of this study. First, an overview of the study is presented, followed by a summary of how the study's objectives were achieved. The study's findings are then summarised and discussed with recommendations, after which the study gaps, future research and limitations are presented. The study concludes by highlighting the contributions as well as some personal reflections on the part of the researcher.

5.2 OVERVIEW OF STUDY

Chapter One provided an introduction and background of the study. Thereafter, the problem statement, together with the primary, secondary, and methodological objectives, as well as the research questions, was presented. The study's scope and delimitation were then outlined, and key concepts were clarified. Chapter One concluded by highlighting the significance of this study and presenting the structure of the chapters to follow. Chapter Two offered an overview of the literature. The nature and relevance of family businesses were discussed. This was followed by a discussion on the nature of succession and succession challenges in general. The NextGen perspective was then further explored. Following that, an analysis of existing studies on succession in family businesses was presented. Chapter Two concluded by introducing the SCCT framework and explaining why this theory was appropriate and relevant to the current study. Chapter Three described the study's research strategy and methods. Furthermore, the steps undertaken for the SLR were described, as were the steps taken to ensure the rigour and trustworthiness of this research. Chapter Three concluded by summarising the ethical considerations. Chapter Four presented the study's empirical findings. A descriptive analysis of the articles and the journals in which they appeared was provided. The results of the SLR's thematic analysis were also presented. Chapter Five presents an overview of the study, how the objective was achieved, discusses the empirical findings, and demonstrates how the research questions are answered. In addition, several recommendations are made.

5.3 ACHIEVING THE STUDY OBJECTIVES

Table 5.1 summarises how the study's primary, secondary, and methodological objectives were achieved, as well as in which chapters this was done.

Table 5.1: Accomplishment of study objectives

Objectives	**Chapter**
Primary objective:	
The primary objective of this study is to synthesise the factors influencing the succession intentions of the NextGen in family businesses by undertaking a systematic literature review.	Chapter 4
Secondary objectives:	
SO^1: To describe the journal publications focusing on factors influencing the NextGen's succession intentions in terms of several bibliometric indicators.	Chapter 4
SO^2: To identify the research theories and methodologies used in article publication focusing on the NextGen's succession intentions.	Chapter 4
SO^3: To summarise and describe the factors influencing the NextGen's succession intentions.	Chapter 4 & 5
SO^4: To identify research gaps and opportunities for future research in the context of the NextGen's succession intentions.	Chapter 5
Methodological objectives:	
MO^1: To conduct a literature review on the nature and importance of family business succession and its associated challenges, as well as existing research on succession in family businesses.	Chapter 2
MO^2: To identify and describe a theoretical framework that will direct the collection and analysis of the data.	Chapter 2
MO^3: To describe and justify the most appropriate research design and methodology to address the primary and secondary objectives.	Chapter 3
MO^4: To source data from scholarly journals that are relevant to the primary objective.	Chapter 4
MO^5: To analyse the collected data according to the appropriate methods.	Chapter 4
MO^6: To identify gaps and make recommendations for future research.	Chapter 5

Source: Researcher's own compilation

5.4 DISCUSSION OF EMPIRICAL FINDINGS

5.4.1 DESCRIPTIVE ANALYSIS FINDINGS

The section summarises the findings in response to the first research question (Q^1), namely, what are the bibliometric indicators of the journal publications focusing on factors influencing the NextGen's succession intentions in terms of the research setting of the study, publication year, authors and their affiliated institutions, impact factor, and article citations? In terms of the research settings, the studies were diverse, spanning across nine regions, with Europe being the most represented. Most of the 29 articles were published between 2022 and 2023, indicating a rise in scholarly attention on this subject. The findings show that a total of 117 scholars authored the 39 articles included in this review, with an average of three authors per article. This finding demonstrates that collaborative research is common among scholars focussing on NextGen family members. The 39 articles were published in 29 different journals, with the Journal of Family Business Strategy, Journal of Family Business Management, and Sustainability being the most prominent. The impact factors ranged from 0.14 to 13.3, with an average of 3.99. The 39 publications were indexed in either the Scopus or WoS databases or in both. These indicators jointly demonstrate the distribution, visibility, and increasing interest of studies on NextGen succession intentions. Citations for the 29 articles varied, with articles, those between 2011 and 2022, generating up to 325 citations, whilst more recent publications (2023-2025) have yet to receive any citations.

In responding to the second research question (Q^2), namely what research theories and methodologies have been used in article publications focusing on the NextGen's succession intentions, the findings show that 31 different theoretical perspectives were used in the articles included in the SLR. The Theory of Planned Behaviour and the Family Embeddedness Perspective were most used. Some articles appeared to have no theoretical foundation. In terms of methodology, quantitative approaches dominated, with 27 articles using quantitative methods, followed by seven qualitative studies, three mixed-method studies, and two conceptual pieces. Sample sizes varied from 100 participants to large-scale multinational GUESSS polls with over 40,000 respondents. These findings reflect both the diversity of theoretical frameworks and the use of quantitative approaches in NextGen succession research.

In response to research question 3 (Q^3), namely, what are the factors influencing the succession intentions of the NextGen in family businesses? The descriptive analysis identified several key themes. Keywords such as "succession," "NextGen," and "succession intentions" were most common, highlighting the centrality of intergenerational transition. Additional themes, including dedication, entrepreneurial ambitions, parental support, and family embeddedness, illustrate the complex mix of personal, familial, and contextual factors shaping succession intentions. While the descriptive analysis provides an initial overview, these factors were further explored and substantiated in the thematic analysis to provide a comprehensive understanding of what drives NextGen succession intentions.

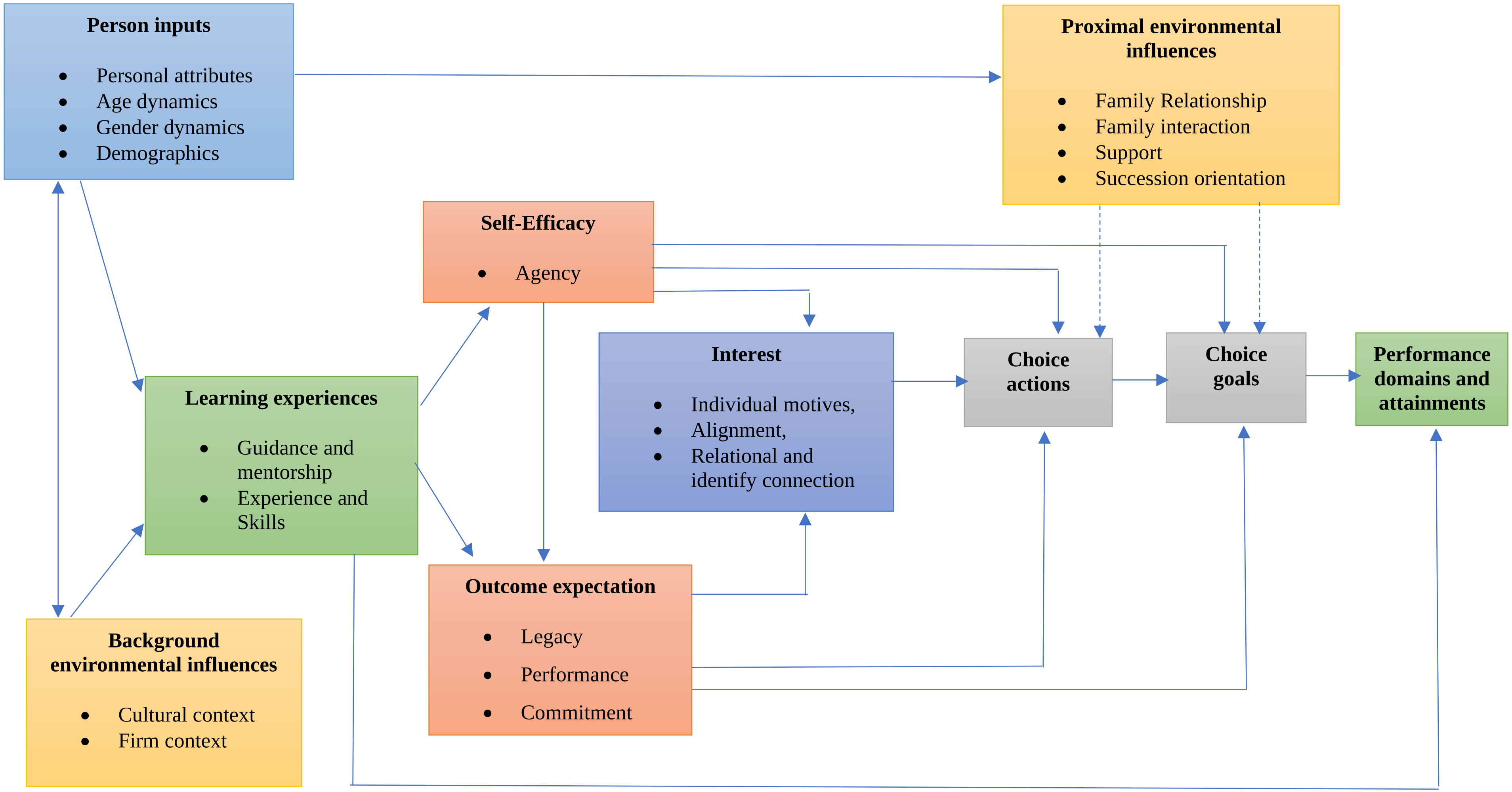
5.4.2 THEMATICAL ANALYSIS FINDINGS

This section also responds to the third research question, namely, what are the factors influencing the succession intentions of the NextGen in family businesses? Underpinned by the SCCT framework, the factors influencing the NextGen intentions to take over the family business were categorised into seven themes: personal inputs, background and environmental influences, learning experiences, self-efficacy, outcome expectation, proximal environmental factors, and interest. Figure 5.1 summarises the various elements identified within each theme.

Within the personal inputs theme, four sub-categories of influencing factors were identified, namely, *personal attributes, age dynamics, gender dynamics, and demographical factors*. A personal disposition associated with openness, optimism and risk-taking, for example, was found to encourage succession intentions (Clinton et al., 2024:21), whereas restrictive age and gender biases frequently act as barriers, despite evidence that shifting cultural expectations can improve opportunities for female successors (Fernandez, 2023:2). Similarly, demographic factors such as being the firstborn or married were also related to succession intentions, whereas strict age preferences imposed by predecessors were found to hinder succession intention (Basco & González, 2022:5).

Two sub-categories of background environmental factors influencing succession intentions were identified, namely, *cultural context* and *firm context*. Strong family traditions, collectivist ideals, and cultural fit have been shown to increase succession motivation (De Massis et al., 2008:188; Clinton et al., 2024:21), but cultural assumptions, paternalistic leadership, or poor regional development can decrease such intentions. Larger and better-performing family businesses are more likely to attract successors, whereas smaller businesses and poor labour market conditions are likely to hamper succession intentions (Bavorová et al., 2024:13217).

Figure 5.1: Conceptual framework of factors influencing NextGen succession intention



Source: Researcher's own construction adapted from: Chiu, Chiang, Kang, Chen, Wu, Chiu, Tang, Kao and Wei, 2023:2; Lent and Brown, 2013:562; Lent et al., 1994:88.

Within the learning experience's theme, two sub-categories of influencing factors were identified, namely, *guidance and mentorship* and *experience and skills*. The focus of these categories is on succession planning, leadership training, and role-modeling, which have been shown to considerably boost succession intention while decreasing readiness (Coffie et al., 2024:686). Role models, particularly parents and mothers, provide legitimacy and raise self-esteem, which promotes succession intentions among the next generation (Murphy & Lambrechts, 2015:27). Similarly, prior work experience, early family business participation, and educational attainment have all been found to increase succession intention. However, higher levels of education and overqualification have in some cases redirected successors to outside careers (Daspit et al., 2024:117).

Within the self-efficacy theme, one subcategory of influencing factors was identified, namely, *agency*. Factors associated with agency related to autonomy, independence, and entrepreneurial self-efficacy have been positively associated with succession intentions. In contrast a lack of autonomy or excessive parental monitoring has been shown to lower such intentions (Basco & Gómez González, 2022:5).

Three sub-categories of factors associated with outcome expectations were identified as influencing succession intentions, namely, *family legacy*, *performance,* and *commitment*. Factors such as the desire to preserve the family history and dynastic continuity were significant motivators of succession intentions (Isichei, 2025:5096), as was family business success. Financial risks and uncertainty about the future viability of the family business, on the other hand, reduced succession intentions. High levels of commitment, both affective and normative, fuelled succession intentions among the next generation (Bizarria et al., 2023: 2890).

Proximal environmental factors influencing succession intentions were grouped into four sub-categories, namely, *family relationships*, *family interactions*, *support*, and *succession orientation*. Supportive relationships, family cohesion, open communication, and encouragement all helped to shape intention (Sharma, Chrisman & Chua, 2003:5). However, family strife, pressure, and poor communication undermined it. Parental participation was shown to be particularly important, with supportive and participatory strategies contributing to succession intentions, whereas excessive control or refusal to give up ownership had the opposite effect (Lee, 2014: 7).

Within the interest theme, three sub-categories of factors influencing succession intentions were identified, namely *individual motives, alignment* and *relational and identify connection*. Factors such as being able to achieve one's personal goals, alignment of personal and family business goals, and a strong sense of identity with the firm were all associated with higher levels of succession intentions (Astrachan, Klein, & Smyrnios, 2002:48). In contrast, role conflicts and a lack of compatibility between leaders and successors frequently resulted in disengagement and a decreased readiness to take on leadership roles (Memili et al., 2013:47).

5.5 RECOMMENDATIONS

Based on a thematic analysis of the factors influencing NextGen's succession intentions, the following recommendations can be made to increase succession readiness in family businesses. Promoting openness, optimism, and risk-taking among successors will contribute to improvements in family business human traits, fostering leadership preparation and dedication from the NextGen (Clinton et al., 2024:21). Maintaining a stable, growing, and well-managed business is likely to boost the desirability of family businesses and promote trust in possible successors, therefore supporting succession intention (Bavorová et al., 2024:13217). Furthermore, systematic mentorship from parents or older family members, which includes leadership training and hands-on experience, can help successors improve their competences and readiness for leadership roles (Coffie et al., 2024:686). Finally, providing opportunities for autonomous decision-making and promoting entrepreneurial initiative can boost successors self-efficacy, preparing them to take on leadership responsibilities effectively (Basco & Gómez González, 2022:5).

5.6 DIRECTIONS FOR FUTURE RESEARCH

Considering the study's SCCT framework and the potential succession gaps identified (Table 2.3) in Chapter Two, several suggestions for future research on NextGen's succession intention can be made. Table 5.2 summarises the factors influencing the NextGen's succession intention identified in this study, as well as unexplored factors identified in the literature, allowing the researcher to identify potential future research focus areas.

Table 5.2: Gaps and future research

SCCT Factor	Factors identified in current study	Evidence from literature	Un-explored factors	Future research focus areas
Personal inputs	Personal attributes such as openness, optimism, risk-taking, age dynamics, gender dynamics, demographic factors such as birth order and marital status.	Clinton et al. (2024:21). Fernandez (2023:2). Basco and González (2022:5).	Personality qualities such as conscientiousness and resilience, cognitive style, and psychological motivations have not been considered.	Examine larger psychological profiles and how different personality types influence NextGen's succession intentions.
Background environmental influences	Cultural fit, collective and family culture, firm characteristics and regional characteristics.	De Massis et al. (2008:188). Bavorová et al. (2024:13217).	Macro-level factors such as national culture, legal and regulatory environment and economic conditions.	Examine the influence of macroeconomic or institutional factors on NextGen succession intentions.
Learning experiences	Succession planning, guidance and mentorship, role models such as parents, work experience, family business exposure and education.	Coffie et al. (2024:686); Murphy and Lambrechts (2015:27); Daspit et al. (2024:117).	Mentorship from non-family leaders and formal leadership programs outside the family.	Investigate the influence of non-family mentorship and structured external leadership programs on NextGen's succession intentions.
Self-efficacy	Agency, such as autonomy and entrepreneurial self-efficacy.	Basco and Gómez González (2022:5).	Self-regulation, coping strategies, resilience under uncertainty.	Examine how self-regulation and coping skills affect succession preparation and confidence.
Outcome expectations	Family legacy, performance and commitment.	Isichei (2025:5096); Bizarria et al. (2023:2890).	Long-term career satisfaction, personal rewards vs. family rewards and social recognition.	Investigate how expectations about personal and social benefits influence succession intentions.
Proximal environmental factors	Family cohesion, family interaction, support such as emotional and verbal, parental influences such as succession orientation and preferences.	Sharma, Chrisman, and Chua (2003:5); Lee (2014:7).	Peer influence, external advisors, mentorship outside family.	Investigate the role of non-family networks in promoting or discouraging succession.
Interest	Individual motives, alignment of personal and family goals as well as relational and identity connection.	Astrachan, Klein, and Smyrnios (2002:48); Memili et al. (2013:47).	Career exploration outside family, hobbies and interests affecting motivation, lifestyle preferences.	Examine the influence of non-family networks in supporting or discouraging succession.

Source: Researcher's own compilation

Table 5.2 addresses research question four (Q4) by identifying opportunities for future research in the context of NextGen's succession intentions. From Table 5.2 it is evident that most existing studies have identified personal attributes such as optimism, age, and gender, as well as factors relating to family, cultural contexts, succession planning and family history as significant influencers of succession intention. However, psychological factors such as resilience and conscientiousness, macro-level factors such as regulatory and institutional frameworks, and external variables such as non-family mentorship, peer influence, and advisor networks remain unexplored in the context of NextGen succession intentions. Furthermore, there has been limited research on coping techniques for uncertainty, professional goals outside of the family business, and lifestyle options in this context. As such, the current study not only highlights previously identified factors in the literature, but it also maps gaps and opportunities for future research against the SCCT framework.

5.7 LIMITATIONS OF STUDY

The study has several limitations that should be noted. First, the study's focus was confined to synthesising factors influencing NextGen succession intention in family businesses using only 39 published articles obtained solely from the WoS and Scopus databases. As a result, relevant articles not indexed on these databases or in languages other than English were excluded from the SLR, potentially limiting the scope of the study. Secondly, the study focused exclusively on factors influencing NextGen's succession intention, without considering their broader intentions to join the family business, the founders' perspectives, or the actual succession process and outcomes. This may have led to the omission of factors that indirectly influence succession intentions**.** Furthermore, the study made use of the SCCT framework only to categorise the influencing factors. An alternative theoretical framework, such as the theory of planned behaviour could also have offered additional insights or categories for these factors. Finally, while the study highlighted critical components within the SCCT framework, it did not investigate how these factors interact to form the succession planning process, which limits our understanding of their combined effects on NextGen decision-making.

5.8 CONTRIBUTIONS OF STUDY

To date, there has been little research on NextGen family members in family business literature (Torres et al., 2023:1454; Handler, 1990:37). Furthermore, there is a lack of understanding of how they make career decisions and how their family business background influences these decisions (Murphy & Lambrechts 2015:33; Zellweger et al., 2010:521). Without this understanding, family businesses struggle to develop strategies for engaging and retaining NextGen members in the family business over time. By identifying the factors influencing the NextGen's success intentions, this study contributes to practice and the literature by deepening the understanding of how the NextGen make decisions in terms of taking over the family business and how their family background influences these decisions. Through addressing this gap in the literature, the current study provides family business owners and leaders with insights into how to develop strategies for engaging and retaining the NextGen in the family business. In addition, understanding the factors that impact NextGen's succession plans enables incumbent owners or leaders to establish an environment that encourages NextGen to join and take over the family business. The study uses the SCCT to categorise the factors identified as influencing the NextGen's career choice in terms of taking over the family business as their future employment. As such, it contributes to understanding the applicability of this career choice theory by testing it in the context of family businesses.

5.9 CONCLUSION AND PERSONAL REFLECTION

The study undertook a SLR to identify the factors influencing the NextGen's intentions to take over the family business or not. The primary objective was to synthesise these influencing factors. Aligned to the SCCT framework, seven themes (groups) of factors were identified, namely personal inputs, background and environmental influences, learning experiences, self-efficacy, outcome expectation, proximal environmental factors, and interest. Some factors were identified as having a positive influence, whereas others had a negative influence. Understanding these factors and how they influence NextGen intentions is critical for current family business owners who want to improve the prospects of family business continuity by the NextGen taking over the family business.

As the researcher, I developed key skills while conducting this research. First, I improved my research and writing abilities while enriching my knowledge of family businesses in general and succession intentions in particular. Secondly, I learned the importance of critical thinking, discipline, and tenacity in academic pursuits. Undertaking this research taught me how to delve deeply into the literature, synthesise difficult ideas, and transform them into compelling arguments. This experience made completing the research project a more meaningful and rewarding journey.

REFERENCES

Ahrens, J.P., Landmann, A., & Woywode, M. (2023). Gender preferences in the CEO successions of family firms: Family characteristics and human capital of the successor. *Journal of Family Business Strategy,* 14(2):100-115. DOI: https://doi.org/10.1016/j.jfbs.2023.100115

Aldamiz-Echevarría, C., Idígoras, I., & Vicente-Molina, M. (2017). Gender issues related to choosing the successor in the family business. *European Journal of Family Business*, 7(2):54-64. DOI: https://doi.org/10.1016/j.ejfb.2017.10.002.

Aljahwari, A., & Alwi, M.N.R. (2023). A systematic literature review of factors affecting succession planning implementation in empirical studies. *Wseas Transactions on Business and Economics*, 20:1615-1620. DOI: https://doi.org/10.37394/23207.2023.20.142.

Alkaabi, R., Ramadani, V., & Zeqiri, J. (2024). Applications of unmanned aerial vehicle (UAV) technology in business: A systematic review. *Journal of the Knowledge Economy,* 15(2):5511-5538. DOI: https://doi.org/10.1007/s13132-019-00626-3.

Andendroff, C., & Halkias, D. (2014). Leveraging ethnic entrepreneurship, culture, and family business succession. *Journal of Family Business Management,* 4(2):162-179. DOI: https://doi.org/10.1108/JFBM-02-2013-0010.

Anggadwita, G., Profityo, W.B., Alamanda, D.T., & Permatasari, A. (2019). Cultural values and their implications for family business succession: A case study of small Chinese-owned family businesses in Bandung, Indonesia. *Journal of Family Business Management*, 10(4):281-292. DOI: https://doi.org/10.1108/JFBM-03-2019-0017.

Aparicio, G., Ramos, E., Carlos, J., & Iturralde, T. (2021). Family business research in the last decade. A bibliometric review. *European Journal of Family Business*, 11(1):33-44. DOI: https://doi.org/10.24310/ejfbejfb.v11i1.12503.

Arafat, Y.M.D. (2023). Research ethics: Meaning and principles. *International Journal of Academic Multidisciplinary Research,* 8(1):139-144. DOI: http://dx.doi.org/10.2139/ssrn.4887943

Araya-Castillo, L., Hernandez-Perlines, F., Millan-Toledo, C., & Ibarra Cisneros, M.A. (2022). Bibliometric analysis of studies on family firms. *Economic Research,* 35(1):4778-4800. DOI: https://doi.org/1331677X.2021.2018003.

Astrachan, J.H., Astrachan, C.B., Campopiano, G., & Baù, M. (2020). Values, spirituality, and religion: Family business and the roots of sustainable ethical behaviour. *Journal of Business Ethics,* 163(4):637-645. DOI: https://doi.org/10.1007/s10551-019-04392-5.

Astrachan, J.H., Klein, S.B. & Smyrnios, K.X. (2002). The F-PEC scale of family influence: A proposal for solving the family business definition problem. *Family Business Review,* 15(1):45-58. DOI: https://doi.org/10.1111/j.1741-6248.2002.00045.x.

Balshaw, T. (2003). *Thrive: Making family business work*. Cape Town: Human & Rousseau.

Baltazar, J.R., Fernandes, C.I., Ramadani, V., & Hughes, M. (2023). Family business succession and innovation: A systematic literature review. *Review of Managerial Science*, 17(8):2897-2920. DOI: https://doi.org/10.1007/s11846-022-00607-8.

Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.

Bandura, A. (1997). Self-efficacy: *The exercise of control*. New York: Freeman /Times Books/ Henry Holt & Co.

Bano, Y., Omar, S.S., & Ismail, F. (2023). Succession planning best practices for large and small organizations. *Mediterranean Journal of Social Sciences*, 13(2):11. DOI: https://doi.org/10.36941/mjss-2022-0013.

Basco, R. & Gómez, J.M. (2022). Antecedents of next generation succession intention in family businesses: A cross-country analysis. *European Journal of International Management,* 1(1):1-34. DOI: https://doi.org/10.1504/EJIM.2022.10051782.

Basco, R. & Rodríguez, M. (2009). Studying the family enterprise holistically: Evidence for integrated family and business systems. *Journal of Family Business Review*, 22(1):1-22. DOI: https://doi.org/10.1177/0894486508327824.

Bavorová, M., Ullah, A., Garcia, C., Y.A. & Cavicchioli, D. (2024). Factors influencing farm succession decisions: evidence from coffee farmers of Colombia. *Environment, Development and Sustainability*. 27:13215-13234. DOI: https://doi.org/10.1007/s10668-023-04433-0.

Bennedsen, M., Fan, J.P.H., Jian, M., & Yeh, Y.H. (2015). The family business map: Framework, selective survey, and evidence from Chinese family firm succession. *Journal of Corporate Finance,* 33:212-226. DOI: https://doi.org/10.1016/j.jcorpfin.2015.01.008

Berent-Braun, M.M., & Uhlaner, L.M. (2012). Family governance practices and teambuilding: Paradox of the enterprising family. *Journal of Small Business Economics*, 38(4):103-119. DOI: https://doi.org/10.1007/s11187-010-9269-4.

Birdthistle, N., & Hales, R. (2023). The family business - meaning and contribution to global economies. Attaining the 2030 sustainable development goal of good health and well-being. *Emerald Publishing Limited*, 13-25. DOI: https://doi.org/10.1108/978-1-80455-209-420231002.

Bizarria, M., Silva, A., & Costa, J. (2023). The role of family involvement in shaping adolescents' career choice intentions. *Journal of Family Business Management,* 13(4):2880-2895. DOI: https://doi.org/10.1108/JFBM-12-2022-0195.

Boell, S., & Cecez-Kecmanovic, D. (2015). On being 'Systematic' in Literature Reviews in IS. *Journal of Information Technology*, 30(2):161-173. DOI: https://doi.org/10.1057/jit.2014.26

Boukhabza, S., & Ouhadi, S. (2024). Women in family business succession: A systematic literature review and future research agenda. *Management Review*, 74(4):2477-2510. DOI: https://doi.org/10.1007/s11301-023-00366-0.

Bozer, G., Levin, L., & Santora, J.C. (2017). Succession in family business: Multi-source perspectives. *Journal of Small Business and Enterprise Development*, 24(4):753-774. DOI: https://doi:10.1108/JSBED-10-2016-0163.

Braun, V., & Clarke. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2):77-101. DOI: https://doi.org/10.1191/1478088706qp063oa.

Brown, S.D. & Lent, R.W. (2019). Social Cognitive Career Theory at 25: Progress in Studying the Domain Satisfaction and Career Self-Management Models. *Journal of Career Assessment*, 27(4):563-578. DOI: https://doi.org/10.1177/1069072719852736.

Byars-Winston, A.M., Rogers, J.G., Branch, S. & Leverett, P. (2016). *Models for broadening participation in STEM: A theory-driven perspective*. New Directions for Higher Education, (173):15-23. DOI: https://doi.org/10.1002/he.20182.

Carr, J.C., & Sequeira, J.M. (2007). Prior family business exposure as intergenerational influence and entrepreneurial intent: A theory of planned behaviour approach. *Journal of Business Research,* 60(10):1090-1098. DOI: https://doi.org/10.1016/j.jbusres.2006.12.016.

Cassia, L., Massis, A., & Pizzurno, E. (2012). Strategic innovation and new product development in family firms: an empirically grounded theoretical framework. *International Journal of Entrepreneurial Behavior and Research*, 18(2):198-232. DOI: https://doi.org/10.1108/13552551211204229.

Cavicchioli, D., Bertoni, D., & Pretolani, R. (2018). Farm succession at a crossroads: The interaction among farm characteristics, labour market conditions, and gender and birth order effects. *Journal of Rural Studies*, 61:73-83. DOI: https://doi.org/10.1016/j.jrurstud.2018.06.002.

Chiu, H., Chiang, C., Kang, Y., Chen, C., Wu, C., Chiu, Y., Tang, K., Kao, C., & Wei, P. (2023). Development of a social cognitive career theory scale for measuring the intention to select surgery as a career. *Research Article*, 9(11):1-10. DOI: https://doi.org/10.1016/j.heliyon.2023.e21685.

Chowdhury, I.A. (2015). Innovative issues and approaches in social sciences. *Innovative Issues and Approaches in Social Sciences*, 8(1):142-162. DOI: https://doi.org/10.12959/issn.1855-0541.IIASS-2015-no1-art09.

Chua, J.H., Chrisman, J.J., & Sharma, P. (1999). Defining the family business by behaviour. *Entrepreneur Theory Practice*, 23(4):19-39. DOI: https://doi.org/10.1177/104225879902300402

Classen, N., Carree, M., Van Gils, A., & Peters, B. (2013). Innovation in family and non-family SMEs: An exploratory analysis. *Small Business Economics*, 42(3):595-609. DOI: https://doi.org/10.1007/s11187-0139490-z.

Coetzee, M. & Van Zyl, L.E. (2014). A review of a decade's scholarly publications (2004-2013) in the South African Journal of Industrial Psychology. *SA Journal of Industrial Psychology*, 40(1):1-4. DOI: https://doi.org/10.4102/sajip.v40i1.1227.

Coffie, I.S., Müller, R., Marfo, M., Ocloo, E.C., & de Klerk, W. (2024). Succession planning practices and succession success in family-owned businesses: The role of leadership style as internal branding mechanism. *Journal of Family Business Management*, 15(4):686-705. DOI: https://doi.org/10.1108/JFBM-09-2024-0207.

Collins, C.S. & Stockton, C.M. (2018). The Central Role of Theory in Qualitative Research. *International Journal of Qualitative Methods*, 17(1):16-24. DOI: https://doi.org/10.1177/1609406918797475

Combs, J.G., Penney, C.R., Crook, T.R., & Short, J.C. (2010). impact of family representation on CEO compensation. *Entrepreneurship: Theory & Practice*, 34(6):1125-1144. DOI: https://doi.org/10.1111/j.1540-6520.2010.00417.x.

Corona, J. (2021). Succession in the family business: the great challenge for the family. *European Journal of Family Business*, 11(1):64-70. DOI: https://doi.org/10.24310/ejfbejfb.v11i1.12770.

Correa, J. (2023). Trustworthiness in qualitative research: A critical review. *Qualitative Research Journal*, 23(2):121-135. DOI: https://doi.org/10.1108/QRJ-09-2022-0132.

Costa, A.D., Aurora, C.Z., & Spindler, E.S. (2021). Family succession, professionalization and internationalization: A study of Brazilian family businesses. *Journal of Family Business Management*, 12(4):1065-1080. DOI: https://doi.org/10.1108/JFBM-05-2021-0044.

Creswell, J.W. & Creswell, J.D. (208). *Research design: qualitative, quantitative, and mixed methods approach.* 5th ed. Thousand Oaks, California: Sage

Cummings, C. (2017). Cross-Sectional Design. *Communication Research Methods,* 4:315-317. DOI: https://doi.org/10.4135/9781483381411.n118.

Daspit, J.J., Holt, D.T., & Chrisman, J.J. (2024). Career choice intentions of students with family business background. *Journal of Business Venturing*, 26(5):521-536. https://doi.org/10.1016/j.jbusvent.2010.04.001

De Massis, A., Chua, J.H., & Chrisman, J.J.J. (2008). Factors preventing intra-family succession. *Family Business Review*, 21(2):183-199. DOI: https://doi.org/10.1111/j.1741-6248.2008.00118.x.

De Massis, A., Sieger, P., Chua, J., & Vismara, S. (2016). Incumbents attitude toward intra-family succession: An investigation of its antecedents. *Family Business Review*, 29(1): 44-64. DOI: https://doi.org/10.1177/0894486516656276.

Debellis, F., De Massis, A., Petruzzelli, A.M., Frattini, F., & Del Giudice, M. (2021). Strategic agility and international joint ventures: The willingness-ability paradox of family firms. *Journal of International Management*, 27(1):1075-4253. DOI: https://doi.org/10.1016/j.intman.2020.100739.

Deng, X., Lin, M., Zhang, L., Li, X., & Gao, Q. (2022) Relations between family cohesion and adolescent-parent's neural synchrony in response to emotional stimulations. *Behaviour Brain Function* 18(1):1-15. DOI: https://doi.org/10.1186/s12993-022-00197-1.

Diwisch, D., Voithofer, P., & Weiss, C. (2009). Succession and firm growth: Results from a non-parametric matching approach. *Small Business Economics*, 32(1):45-56. DOI: https://doi.org/10.1007/s11187-007-9072-z.

Drisko, J.W. (2024). Transferability and generalization in qualitative research. *Research on Social Work Practice*, 35(1):102-110. DOI: https://doi.org/10.1177/10497315241256560.

Duh, H.B.L., & Pramić, M. (2022). The role of digital transformation in family business succession planning. *Journal of Family Business Strategy*, 13(1):19-31. DOI: https://doi.org/10.1016/j.jfbs.2022.100503.

Fang, H.C., Memili, E., Chrisman, J.J., & Tang, C. (2021). Narrow-framing and risk preferences in family and non-family firms. *Journal of Management Studies*, 58(1):201-235. DOI: https://doi.org/10.1111/joms.12671.

Fingerman, K.L., Huo, M. & Birditt, K.S. (2020). *Relationships between young adults and their parents. Annual Review of Psychology***,** 71:315-340. DOI: https://doi.org/10.1146/annurev-psych-010419-050855

Flick, U. (2022). *An Introduction to Qualitative Research*, 7th ed. London, United Kingdom: SAGE Publications.

Gagné, M., Marwick, C., de Pontet, B.S., & Wrosch, C. (2019). Family Business Succession: What's motivation got to do with it? *Family Business Review*, 34(2):154-167. DOI: https://doi.org/10.1177/0894486519894759.

Garcia, J.M. & Shamra, P., De Massis, A., Wright, M. & Scholes, L. (2018). Perceived parental behaviors and next-generation engagement in family firms: A social cognitive perspective. *Entrepreneurship Theory and Practice*, 43(2):224-243. DOI: https://doi.org/10.1177/1042258718796087

Gedajlovic, E., Carney, M., Chrisman, J., & Kellermanns, F. (2012). The adolescence of family firm research: Taking stock and planning for the future. *Journal of Management*, 38(4):1010-1037. DOI: https://doi.org/10.1177/0149206311429990.

Gilding, M., Gregory, S., & Cosson, B. (2015). Motives and outcomes in family business succession planning. *Entrepreneurship: Theory and Practice*, 39(2):299-312. DOI: https://doi.org/10.1111/etap.12040.

Grant, M.J., Booth, A.A. (2009). Typology of reviews: an analysis of 14 review types and associated methodologies. *Health Information and Libraries Journal*, 26(2):91-108. DOI: https://doi.org/10.1111/j.1471-1842.2009.00848.x.

Gunawan, J. (2015). Ensuring Trustworthiness in Qualitative Research. *Belitung Nursing Journal*, 1(1):10-11. DOI: https://doi.org/10.33546/bnj.4.

Gupta, V.K., Batra, S. & Collins, C.J. (2019). Entrepreneurial outcomes: The role of social and cultural norms. *International Small Business Journal,* 37(7):684-711. DOI: https://doi.org/10.1177/0266242619856803.

Gusenbauer, M., & Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? *Research Synthesis Methods*, 11(2):181-217. DOI: https://doi.org/10.1002/jrsm.1378

Ha, S. (2025). *The impact of digital transformation on family business succession planning*. *Journal of Family Business Strategy*, 16(1):3-15. DOI: https://doi.org/10.1016/j.jfbs.2024.100506.

Handler, C.W. (1990). Succession in family firms: A mutual role adjustment between entrepreneur and next-generation family members. *Entrepreneurship: Theory & Practice*, 15(1):37-51. DOI: https://doi.org/10.1177/104225879001500105.

Holland, J.L. (1997). *Making vocational choices: A theory of vocational personalities and work environments*, 3rd ed. Odessa, Florida: Psychological Assessment Resources.

Hong, Q.N., & Pluye, P. (2018). Systematic reviews: A brief historical overview. *Education for Information*, 34(4):261-276. DOI: https://doi.org/10.3233/EFI-180219.

Ibrahim, A.B., & Ellis, W.H. 2004. *Family Business Management*: Concepts and Practice. 2nd ed. Dubuque: Kendall/Hunt Publishing Company.

Isichei, E.E. (2025). Succession Planning and Family Business Transgenerational Orientation. *Journal of Comprehensive Business Administration Research*, 1-9. DOI: https://doi.org/10.47852/bonviewJCBAR52024493

Junker, N.M., Van Dick, R. & Peus, C. (2019). Managing diversity: How organizational and team-level diversity climate affects individual outcomes. *European Journal of Work and Organizational Psychology*, 28(2):270-283. DOI: https://doi.org/10.1080/1359432X.2019.1574295

Kandel, B. (2020). Qualitative versus Quantitative Research. *Marsyangdi Journal*, 1(1):1-5.

Ketokivi, M., & Mantere, S. (2010). Two strategies for inductive reasoning in organizational research. *Academy of Management Review*, 35(2):315-333. DOI: https://doi.org/10.5465/amr.35.2.zok315

Koropp, C., Grichnik, D., & Gygax, A. (2013). Succession financing in family firms. *Small Business Economics,* 41(2):315-334. DOI: https://doi.org/10.1007/s11187-012-9442-z.

Kraus, S., Breier, M., & Dasí-Rodríguez, S. (2020). The art of crafting a systematic literature review in entrepreneurship research. *International Entrepreneurship and Management Journal*, 16(3):1023-1042. DOI: https://doi.org/10.1007/s11365-020-00635-4.

Krauss, S.E. (2005). Research Paradigms and Meaning Making: A Primer. *The Qualitative Report*, 10(4):758-770. DOI: https://doi.org/10.46743/2160-3715/2005.1831.

Kubíček, A., & Machek, O. (2019). Gender-related factors in family business succession: A systematic literature review. *Review of Managerial Science*, 13(5):963-1002. DOI: https://doi.org/10.1007/s11846-018-0278-z.

Lambrechts, F., Voordeckers, W., Roijakkers, N., & Vanhaverbeke, W. (2018). Exploring open innovation in entrepreneurial private family firm in low- and medium-technology industries. *Organizational Dynamics*, 46(4):244-261. DOI: https://doi.org/10.1016/j.orgdyn.2017.05.001

Lamé, G. (2019). Systematic Literature Reviews: An Introduction. *Proceedings of the Design Society: International Conference on Engineering Design*. 1:1633-1642. DOI: https://doi.org/10.1017/dsi.2019.169.

Leach, P. (2007). *Family Businesses: The Essentials.* London, United Kingdom: Profile Books.

LeBreton, M.I., Miller, D. & Steier, L.P. (2004). Toward an integrative model of effective FOB succession. *Entrepreneurship Theory & Practice*, 28(4):305-328. DOI: https://doi.org/10.1111/j.1540-6520.2004.00047.x

Lee, J. (2014). Should I stay or should I go? Career choice intentions of students with family business background. *Journal of Business Venturing*, 26*(*5):521-536. DOI: https://doi.org/10.1016/j.jbusvent.2010.04.001.

Leib, G., & Zehrer, A. (2018). Intergenerational communication in family firm succession. *Journal of Family Business Management*, 8(1):75-90. DOI: https://doi.org/10.1108/JFBM-09-2017-0025.

Lent, R., Brown, S., & Hackett, G. (1994). Toward a unifying social cognitive theory of career and academic interest, choice, and performance. *Journal of Vocational Behavior*, 45(1):79-122. DOI: https://doi.org/10.1006/jvbe.1994.1027.

Lent, R.W., & Brown, S.D. (2006). Integrating person and situation perspectives on work satisfaction: A social-cognitive view. *Journal of Vocational Behavior*, 69(2):236-247. DOI: https://doi.org/10.1016/j.jvb.2006.02.006.

Lent, R.W., & Brown, S.D. (2013). Social cognitive model of career self-management: toward a unifying view of adaptive career behavior across the life span. *Journal of Counsel and Psychology*, 60(4):557-568. DOI: https://doi.org/10.1037/a0033446.

Lent, R.W., Ireland, G.W., Penn, L.T., Morris, T.R. & Sappington, R. (2017). Sources of self-efficacy and outcome expectations in STEM domains: A meta-analysis. *Journal of Vocational Behavior,* 99:107-120. DOI: https://doi.org/10.1016/j.jvb.2017.01.002.

Li, W., Wang, Y., & Cao, L. (2023). Identities of the incumbent and the successor in the family business succession: Review and prospects. *Frontiers in Psychology,* 14:1-18. DOI: https://doi.org/10.3389/fpsyg.2023.1062829.

Linnenluecke, M.K., Marrone, M., & Singh, A.K. (2019). Conducting systematic literature reviews and bibliometric analyses. *Australian Journal of Management*, 45(2):175-194. DOI: https://doi.org/10.1177/0312896219877678.

Littell, J.H., Corcoran, J., & Pillai, V. (2008). *Systematic reviews and meta-analysis*. New York: Oxford University Press.

Lockamy, A., Carson, C., & Lohrke, F. (2016). An evaluation of key determinants preventing intra-family business succession. *Journal of Family Business Management*, 6(1):64-80. DOI: https://doi.org/10.1108/JFBM-01-2015-0002.

Lussier, R.N., & Sonfield, M.C. (2012). Family businesses' succession planning: A seven-country comparison. *Journal of Small Business and Enterprise Development*, 19(1):7-19. DOI: https://doi.org/10.1108/14626001211196370.

Lyons, R., Ahmed, F.U., Clinton, E., O'Gorman, C., & Gillanders, R. (2024). The impact of parental emotional support on the succession intentions of next-generation family business members. *Entrepreneurship and Regional Development, Routledge*, 36(34): 516-534. DOI: https://doi.org/10.1080/08985626.2023.2233460.

Maciejewska, A., Kuzak, L., Sobieraj, J., & Metelski, D. (2022). The impact of opencast management research: A guide in 6 steps and 14 decisions. *Review of Managerial Science*, 17(5):1899-1933. DOI: https://doi.org/10.1007/s11846023-00668-3.

Marques, I.C.P., Leitão, J., Ferreira, J., & Cavalcanti, A. (2022). The socioemotional wealth of leaders in family firm succession and corporate governance processes: A systematic literature review. *International Journal of Entrepreneurial Behavior & Research*, 29(1): 268-295. DOI: https://doi.org/10.1108/IJEBR-01-2022-0092.

Marshall, C., & Rossman, G.B. (2011). *Designing qualitative research*. 5th ed. Los Angeles: SAGE Publications.

Matthew, I.R. (1999). Policy of consultant oral and maxillofacial surgeons towards removal of miniplates after jaw fractures. *British Journal of Oral and Maxillofacial Surgery*, 37:37-40. DOI: https://doi.org/10.1016/S0266-4356(99)90010-3.

Memili, E., Chang, E.P.C., Kellermanns, F.W. & Welsh, D.H.B. (2013). Role conflicts of family members in family firms. *European Journal of Work and Organizational Psychology*, 24(1):1-16. DOI: https://doi.org/10.1080/1359432X.2013.839549.

Miller, R. (2014). Effects of genetic and early environmental risk factors for depression on serotonin transporter expression and methylation profiles. *Translational Psychiatry*, 4(6):4-20. DOI: https://doi.org/10.1038/tp.2014.37.

Moher, D., Liberati, A., Tetzlaff, J., & Altman, D.G. (2009). The Prisma Group Preferred reporting items for systematic reviews and meta-analyses:The PRISMA statement. *PLoS Medicine,* 6(7):1-6. DOI: https://doi.org/10.1371/journal.pmed.1000097.

Mokhber, M., Gi, T.G., Rasid, S.Z.A., Vakilbashi, A., Zamil, N.M., & Seng, Y.W. (2017). Succession planning and family business performance in SMEs. *Journal of Management Development*, 36(3):330-347. DOI: https://doi.org/10.1108/JMD-12-2015-0171.

Monge, B.C. (2024). Corporate entrepreneurship and family businesses: A perspective article. *Journal of Family Business Management*, 14(6):1227-1233. DOI: https://doi.org/10.1108/JFBM-10-2023-0237.

Monticelli, J.M., Bernardon, R.A., Schaidhauer, P.H., & Curth, M. (2024). Back to the nest: the practices employed for succession of heirs in family businesses in Brazil. *Journal of Family Business Management*, Vol. ahead-of-print, No. ahead-of-print, 1-23. DOI: https://doi.org/10.1108/JFBM-05-2024-0104.

Moreno-Menéndez, A.M. & Casillas, J.C. (2021). How do family businesses grow? Differences in growth patterns between family and non-family firms. *Journal of Family Business Strategy,* 12(3):1-12. DOI: https://doi.org/10.1016/j.jfbs.2021.100420.

Müller, F. & Cañal-Bruland, R. (2022). On the relationship between individual differences in motives and motor performance. *International Journal of Sports Science & Coaching*, 18(2):480-489. DOI: https://doi.org/10.1177/17479541221085940

Murphy, L., & Lambrechts, F. (2015). Investigating the actual career decisions of the next generation: The impact of family business involvement. *Journal of Family Business Strategy*, 6(1):33-44. DOI: https://doi:10.1016/j.jfbs.2014.10.003.

Murphy, L., & Lambrechts, F. (2023). Investigating the actual career decisions of the next generation: The impact of family business involvement. *Family Business Review,* 36(1): 50-65. DOI: https://doi.org/10.1177/0894486522112345.

Mussolino, D., & Calabrò, A. (2023). Paternalistic leadership in family firms: Types and implications for intergenerational succession. *Journal of Family Business Strategy,* 14(3):200-215. DOI: https://doi.org/10.1016/j.jfbs.2023.100215.

Nassaji, H. (2015). Qualitative and descriptive research: Data type versus data analysis. *Language Teaching Research*, 19(2):129-132. DOI: https://doi.org/10.1177/1362168815572747.

Nassaji, H. (2021). The role of trustworthiness in qualitative research: A review of the literature. *Language Teaching Research,* 25(1):1-23. DOI: https://doi.org/10.1177/1362168821994693.

Nave, E., Ferreira, J.J., Fernandes, C., Paço, A., Alves, H., & Raposo, M. (2022). A review of succession strategies in family business: content analysis and future research directions. *Journal of Management & Organization*, 1-25. DOI: https://doi.org/10.1017/jmo.2022.31.

Nye, C.D., Su, R., Rounds, J. & Drasgow, F. (2017). Interests and performance: A meta-analysis of the relations between vocational interests and job performance and training success. *Journal of Vocational Behavior*, 98:120-137. DOI: https://doi.org/10.1016/j.jvb.2016.12.004.

Obianuju, A.A., Ibrahim, U.A., & Zubairu, U.M. (2021). Succession planning as a critical management imperative: A systematic review. *Modern Management Review*, 26(4):69-82. DOI: https://doi.org/10.7862/rz.2021.mmr.26.

Okoh, E.E., Worlu, R.E., Oyewunmi, O.A., & Falola, H.O. (2021). The moderating effect of succession planning on inheritance culture and business survival of selected family-owned schools in Southwest Nigeria. *Academy of Entrepreneurship Journal*, 27(4):1-17. DOI: https://doi.org/10.59324/ejtas.2023.1(4).30.

Olagunju, I.R., Abdulraheem, I., Abu, Z., & Salau, A.A. (2022). Succession Planning and Sustainability of Family-Owned Businesses in Lagos State. *International Journal of Research Innovations in Social Science*, 6(12):285-291. DOI: https://doi.org/10.48150/jbssr.v2no7.2021.a3.

Osunde, C. (2017). Family businesses and its impact on the economy. *Journal of Business & Financial Affairs*, 6(1):1-3. DOI: https://doi.org/10.4172/2167-0234.1000251.

Pati, D., & Lorusso, L. N. (2018). How to Write a Systematic Review of the Literature. *Health Environments Research & Design Journal*, 11(1):15-30. DOI: https://doi.org/10.1177/1937586717747384.

Pati, D., & Lorusso, L.N. (2017). How to write a systematic review of the literature. *HERD*, 11(1):15-30. DOI: https://doi.org/10.1177/1937586717747384.

Peels, R., & Bouter, L.M. (2023). The role of trustworthiness in systematic reviews and meta-analyses. *Research Synthesis Methods,* 14(1):78-90. DOI: https://doi.org/10.1002/jrsm.1574.

Pejić-Bach, M., & Cerpa, N. (2019). Editorial: Planning, conducting and communicating *Research,* 14(3):1-5. DOI: https://doi.org/10.4067/S0718-18762019000300101.

Phillips, E., & Barker, H. (2006). Women in business, 1700–1850. *Business History Review,* 80(3):399-429. DOI: https://doi.org/10.1017/S0007680500041280.

Porfírio, J.A., Felício, J.A., & Carrilho, T. (2020). Family business succession: Analysis of the drivers of success based on entrepreneurship theory. *Journal of Business Research*, 115:250-257. DOI: https://doi.org/10.1016/j.jbusres.2019.11.054.

Poza, E.J., & Daugherty, M.S. (2014). *Family Business,* 4th ed. South-Western Cengage Learning, Mason, O.H., Querbach, S., Bird, M., Kraft, P.S., Kammerlander, N. (2020) When the former CEO stays on board: The role of the predecessor's board retention for product innovation in family firms. *Journal of Product Innovation Management,* 37(2):184-207. DOI: https://doi.org/10.1111/JPIM.12517.

Prazeres, V.M.C.E., Ferreira, F.A.F., Ferreira, N.C.M.Q.F., Ferreira, J.J.M., & ė-Kavaliauskienė, L.M. (2024). Who Comes Next: Planning and managing sustainable initiatives that facilitate family business succession. *Journal of Family and Economical Issues*, Vol. ahead-of-print No. Ahead-of-print, 1-19. DOI: https://doi.org/10.1007/s10834-024-09983-7.

Project Management Institute. (n.d.). *A guide to the project management body of knowledge*, 7th ed. Project Management Institute.

Rajan, S., Ganesh, P., & Mehra, N. (2020). Human capital: the key to the longevity of a family business. *NHRD Network Journal*, 13(1):12-24. DOI: https://doi.org/10.1177/2631454119894761.

Ramadani, V., & Hoy, F. (2015). Context and uniqueness of family businesses, in Dana, L.P. and Ramadani, V. (Eds.) *Family Businesses in Transition Economies*, 9-37. DOI: https://doi.org/10.1007/978-3-319-14209-8_2.

Ramadani, V., Alkaabi, K.A., & Zeqiri, J. (2024). Entrepreneurial mindset and family business performance: the United Arab Emirates perspectives. *Journal of Enterprising Communities: People and Places in the Global Economy*, 18(3):682-700. DOI: https://doi.org/10.1108/JEC-08-2023-0153.

Ramadani, V., Hisrich, R.D., Anggadwita, G., & Alamanda, D.T. (2017). Gender and succession planning: Opportunities for females to lead Indonesian family businesses. *International Journal of Gender and Entrepreneurship*, 9(3):229-251. DOI: https://doi.org/10.1108/IJGE-02-2017-0012.

Ratten, V., Ramadani, V., Dana, L.P., Hoy, F., & Ferreira, J. (2017). Family entrepreneurship and internationalization strategies. *Review of International Business and Strategy*, 27(2):150-160. DOI: https://doi.org/10.1108/RIBS-01-2017-0007.

Renner, A., Muller, J., & Theissler, A. (2022). State-of-the-art on writing a literature review: An overview of types and components. *Global Engineering Education Confere*nce, 1895-1902. DOI: https://doi.org/10.1109/EDUCON52537.2022.9766503.

Rojon, C., Okupe, A., & McDowall, A. (2021). Utilization and development of systematic reviews in management research: What do we know and where do we go from here? *International Journal of Management Reviews*, 23(2):191-223. DOI: https://doi.org/10.1111/ijmr.12245.

Ryan, C. (1995). Are family businesses better? Productivity South Africa: Department of Trade and Industry. 11-13.

Saldaña, J. (2011). Fundamentals of qualitative research. New York: Oxford University Press.

Saleem, N. (2021). Career choices of family members and immigrants' career decisions in family businesses. Unpublished master's dissertation, Jönköping International Business School, Jönköping, Sweden. Available at: https://www.diva-portal.org/smash/get/diva2:1563884/FULLTEXT01.pdf , 1-84.

Saputra, I.G.N.W.H., Yulianti, P., & Agustina, T.S. (2025). Gender exclusion in succession in family business: A deeper look. *Competitiveness Review*, Vol. ahead-of-print No. Ahead-of-print. DOI: https://doi.org/10.1108/CR-12-2023-0315.

Sauer, P., & Seuring, S. (2023). Sustainable supply chain management: A systematic review and future research agenda. *Journal of Business Economics*, 93(2):1909-1935. DOI: https://doi.org/10.1007/s11573-023-01047-4.

Sauer, P.C., & Seuring, S. (2023). How to conduct systematic literature reviews in 'How to conduct systematic literature reviews in management research: a guide in 6 steps and 14 decisions', *Review of Managerial Science*, 17(5):1899-1933. DOI: https://doi.org/10.1007/s11846-023-00668-3.

Saunders, M., Lewis, P., Thornhill, A., & Bristow, A. (2019). Research methods for business students' chapter 4: Understanding research philosophy and approaches to theory development. 8th ed. Harlow, England: Publisher: Pearson Education.

Schröder, E., Schmitt-Rodermund, E., & Arnaud, N. (2011). Career choice intentions of adolescents with a family business background. *Family Business Review*, 24(4):305-321. DOI: https://doi.org/10.1177/0894486511416977

Shaanika, I.N. (2022). The use of mixed methods as a research strategy in information systems studies. *International Institute of Informatics and Cybernetics*, 50-55. DOI: https://doi.10.54808/ICSIT2022.01.50.

Sharma, P. (2004). An overview of the field of family business studies: status and directions for the future. *Family Business Review*, 17(1):1-36. DOI: https://doi.org/10.1111/j.1741-6248.2004.00001.x

Sharma, P., Chrisman, J.J., & Chua, J.H. (2003). Succession planning as planned behaviour: Some empirical results. *Family Business Review*, 16(1):1-15. DOI: https://doi.org/10.1111/j.1741-6248.2003.00001.x.

Short, J.C., Sharma, P., Lumpkin, G.T., & Pearson, A.W. (2016). Oh, the places we'll go! Reviewing past, present, and future possibilities in family business research. *Family Business Review*, 29(1):11-16. DOI: https://doi.org/10.1177/0894486515622294

Siaba, S., & Rivera, B. (2024). The evolution of the field of family business research over a decade (2012–2022). *Small Business Economics*, 63(3):1089-1115. DOI: https://doi.org/10.1007/s11187-023-00866-z.

Singh, P., Singh, V. K., & Piryani, R. (2023). Scholarly article retrieval from Web of Science, Scopus and Dimensions: A comparative analysis of retrieval quality. *Journal of Information Science*, 1-13. DOI: https://doi.org/10.1177/01655515231191351.

Sorenson, R.L., Goodpaster, K.E., Hedberg, P.R., & Yu, A. (2009). The family point of view, family social capital, and firm performance: An exploratory test. *Family Business Review*, 22(3):239-253. DOI: https://doi.org/10.1177/0894486509332456.

Soto, J., López-Delgado, P., & Rojo, R.A. (2015). Identifying and classifying family businesses. *Review of Managerial Science*. 9(1):603-634. DOI: https://doi.org/10.1007/s11846-014-0128-6.

Stamm, I., & Lubinski, C. (2011). Crossroads of family business research and firm demography: A critical assessment of family business survival rates. *Journal of Family Business Strategy*, 2(3):117-127. DOI: https://doi.org/10.1016/j.jfbs.2011.07.002.

Struwig, M. & Stead, G.B. (2022). *Conducting research*. 1st ed. Pretoria: Wize Books.

succession planning. *Entrepreneurship Theory and Practice,* 39(2):299-312. DOI: https://doi.org/10.1111/etap.12040.

Sund, L., Melin, L., & Haag, K. (2015). Intergenerational ownership succession. shifting the focus from outcome measurements to preparatory requirements. *Journal of Family Business Strategy*, 6(3):166-177. DOI: https://doi.org/10.1016/j.jfbs.2015.07.001.

Tang, J.K.K., & Hussin, W.S. (2020). Next-generation leadership development: a management succession perspective. *Journal of Family Business Management,* Vol. ahead-of-print No. Ahead-of-print: 1-17. DOI: https://doi.org/10.1108/JFBM-04-2019-0024.

Tolentino, L.R., Garcia, P.R.J.M., Lu, V.N., Restubog, S.L.D., Bordia, P. & Plewa, C. (2019). Career adaptation: The relation of adaptability to goal orientation, proactive personality, and career optimism. *Journal of Vocational Behavior*, 109:1-12. DOI: https://doi.org/10.1016/j.jvb.2018.10.004.

Torres, P., Augusto, M., & Quaresma, R. (2023). The influence of institutional and in-group collectivism practices on next-generation engagement in the family business. *International Journal of Entrepreneurial Behaviour and Research*, 29(7):1453-1476. DOI: https://doi10.1108/IJEBR-06-2022-0526.

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3):207-222. DOI: https://doi.org/10.1111/1467-8551.00375.

Valencia, A., & Pratama, M. (2024). Strategic management in family businesses: A systematic literature review. *Journal of Family Business Management*, 15(4):531-548. DOI: https://doi.org/10.1108/JFBM-12-2022-0195.

Valencia, Z., & Pratama, A.P. (2024). Proposed succession planning for next-generation family business: A study of PTX. *International Journal of Current Science Research and Review*, 7(1):336-343. DOI: https://doi.org/10.47191/ijcsrr/V7-i1-49.

Veginadu, P., Calache, H., Gussy, M., Pandian, A., & Masood, M. (2022). An overview of methodological approaches in systematic reviews. *Journal of Evidence Based on Medical*, 15(1):39-54. DOI: https://doi.org/10.1111/jebm.12468.

Venter, E., Boshoff, C., & Maas, G. (2005). The influence of successor-related factors on the succession process in small and medium-sized family businesses. *Family Business Review*, 18(4):283-303. DOI: https://doi.org/10.1111/j.1741-6248.2005.0004.

Volta, C.C., Borges, A.F., & Cappelle, M.C.A. (2021). Succession in family business: An analysis through the concept of conatus. *Journal of Contemporary Administration*, 25(4):1-14. DOI: https://doi.org/10.1590/1982-7849rac2021200021.

Ward, J.I. (1987). *Keeping the family business healthy*. San Francisco: Jossey-Bass Publications.

Wilson, J. (2019). *Essentials of business research: A guide to doing your research project*. 2nd ed. School, University of East Anglia.

Wright, M. & Kellermanns, F.W. (2011). Family firms: A research agenda and publication guide. *Journal of Family Business Strategy*, 2:187-198. DOI: https://doi.org/10.1016/j.jfbs.2011.10.002.

Wright, S., McGorry, S.Y. & Baker, A. (2018). Integrating experiential learning and online learning: A hybrid model for entrepreneurship education. *Education & Training*, 60(2):112-125. DOI: https://doi.org/10.1108/ET-10-2016-0159.

Zellweger, T., Sieger, P., & Halter, F. (2010). Should I stay or should I go? Career choice intentions of students with family business backgrounds. *Journal of Business Venturing*, 26(5):521-536. DOI: https://doi.org/10.1016/j.jbusvent.2010.04.001.

Zhao, H., Seibert, S.E. & Lumpkin, G.T. (2010). The relationship of personality to entrepreneurial intentions and performance: A meta-analytic review. *Journal of Management*, 47(1):90-130. DOI: https://doi.org/10.1177/0149206320937281.

Zhu, F., & Zhou, N. (2021). Parental career expectations and adolescents' career choice intentions: The mediating role of career self-efficacy. *Journal of Vocational Behaviour*, 129:1-14. DOI: https://doi.org/10.1016/j.jvb.2021.103617

ANNEXURE 1: LEARNING AGREEMENT

ANNEXURE 1: LEARNING AGREEMENT

NELSON MANDELA UNIVERSITY

FACULTY OF BUSINESS AND ECONOMIC SCIENCES

LEARNING AGREEMENT BETWEEN SUPERVISOR(S) AND POSTGRADUATE STUDENT FOR FULL RESEARCH QUALIFICATIONS

The aim of this learning agreement is to provide postgraduate students and their supervisors an opportunity to develop a sound and productive working plan. This document should be read in conjunction with the following Nelson Mandela University Policy documents:

- The General Prospectus
- Faculty of Business and Economic Sciences Prospectus
- Masters and Doctoral Degree Policy (M & D Policy)
- Code of Conduct for Researchers
- University Code of Ethics Policy
- Policy on Intellectual Property
- Promotion of Academic Integrity and Prevention of Plagiarism

These documents are available on the Nelson Mandela University's website (http://my.mandela.ac.za/default.asp?id=308&IRCno=) and are available on request from Ms Lindie van Rensburg (lindie@mandela.ac.za).

The Faculty of Business and Economic Sciences requires all postgraduate students and their supervisor(s) to complete a learning agreement within **TWO** months of the commencement of the research degree programme. Postgraduate students and their supervisor(s) should discuss the issues outlined in this agreement, to have clarity and consistency regarding the conduct of the Postgraduate student and supervisor(s). Should a co-supervisor be appointed, he/she should be part of the discussion process.

The postgraduate student and supervisor should keep a copy of this learning agreement, including a copy send to Ms Lindie van Rensburg (lindie@mandela.ac.za).

PART A: DETAILS OF POSTGRADUATE STUDENT, SUPERVISOR(S) AND QUALIFICATION

NAME & SURNAME:	**Maderi Grundlignh**
STUDENT NUMBER:	**224134477**
QUALIFICATION:	**BCom Honours Business Management**
FIRST YEAR OF REGISTRATION:	**2025**
DEPARTMENT:	**Business Management**
SUPERVISOR:	**Professor S.M Farrington**
CO-SUPERVISOR	

PART B: ROLES AND RESPONSIBLITIES OF THE POSTGRADUATE STUDENT AND SUPERVISOR(S)

POSTGRADUATE STUDENT:
As a postgraduate candidate, the student is expected to apply him- or herself to meeting the following reasonable responsibilities.

The postgraduate Student accepts and undertake the following responsibilities as outlined in the M & D Policy (Rule 5.3):

RULE	DESCRIPTION	INITIAL
5.3.1	Complete all the required components of the academic programme as stipulated.	M.G
5.3.2	Plan and execute the research study as agreed to with the guidance of the supervisor (and co-supervisor, where applicable).	M.G
5.3.3	Ensure that the research proposal is submitted for approval within the stipulated timeframe in accordance with the university's rules (*6 months for Master's degree & 12 months for Doctoral degree*).	N/A
5.3.4	Adhere to the principles of accepted safety and health standards, ethical research practice as per Nelson Mandela University Code of Conduct for Researchers (IRC 404.01), Policy on Research Ethics (IRC 404.02), specific codes of the discipline (where applicable) and conventions regarding plagiarism as per Nelson Mandela Policy for the Promotion of Academic Integrity and Prevention of Plagiarism (IRC 305.04).	M.G
5.3.5	Make regular appointments with supervisor(s) to update supervisor(s) on progress or any difficulties encountered in executing the academic project as planned to ensure timeous remedial action where required.	M.G
5.3.6	Keep written record of supervision sessions and the decisions agreed to.	M.G
5.3.7	Submit regular outputs from the academic project to ensure effective guidance and input by supervisor(s).	M.G
5.3.8	Ensure that written work submitted has been proofread and of an acceptable academic standard.	M.G
5.3.9	Ensure that the necessary amendments or revisions decided upon with supervisor(s) are made regularly and resubmitted as agreed for further guidance.	M.G
5.3.10	Take responsibility for the final production of the treatise/dissertation/thesis for examination and final submission in accordance with university or faculty-specific rules	M.G
5.3.11	Submit a manuscript to the supervisor prior to the time of the approval of examiner reports (for purpose of awarding the doctoral degree).	M.G
5.3.12	Renew annual registration for the academic programme within the periods as stipulated by the university.	M.G
General	The postgraduate student has read all the relevant strategic and policy documents related to their relevant qualification.	M.G
General	The postgraduate student has familiarised him- or herself with the internet-based plagiarism detection service; Turnitin software.	M.G
General	The postgraduate student endeavours to partake in workshops and training related to the research project	M.G

SUPERVISOR / CO-SUPERVISOR:
The responsibilities outlined below are reasonable expectations of academics or any other persons who are undertaking the supervision of master's and doctoral candidates.

The supervisor(s) accepts and undertake the following responsibilities as outlined in the M & D Policy (Rule 5.2):

RULE	DESCRIPTION	INITIAL
5.2.1	Manage the administrative aspects related with candidate's studies according to Nelson Mandela University rules.	SMF
5.2.2	Liaise and co-operate with the HOD/DOS and/or the Executive Dean and relevant academic support units to ensure that the student is able to access basic resources	SMF

	(such as library, laboratory space, chemicals, accessing bursaries and scholarships where the student meets the criteria, etc.) reasonably required by a postgraduate candidate	
5.2.3	Clarify respective roles of student, supervisor, and co-supervisor (where relevant) to ensure that student and supervisor (s) are clear about channels of communication as well as expectations. Preferably such clarification should be contained in a supervisory or learning agreement	SMF
5.2.4	Confer or make contact with the student regularly (minimum once an academic term) to provide academic guidance to ensure the development and mastery of research skills and competencies relevant to the discipline and the specific study, and to ensure adherence to university requirements and/or discipline standards.	SMF
5.2.5	Monitor progress of the student and submit reports on student progress as required by the university and by relevant scholarship funding bodies.	SMF
5.2.6	Keep a record of supervision sessions and provide feedback, within the timeframe agreed upon, to enable student progress.	SMF
5.2.7	Supervisors must maintain an adherence to accepted safety and health standards, as well as ethical research practice as per Nelson Mandela University Code of Conduct for Researchers (IRC 404.01), Policy on Research Ethics (IRC 404.02), specific codes of the discipline (where applicable) and conventions regarding plagiarism as per Nelson Mandela Policy for the Promotion of Academic Integrity and Prevention of Plagiarism (IRC 305.04) and advise their students to maintain these standards as well.	SMF
5.2.8	Provide the relevant information to the student so that the candidate submits the treatise/dissertation/thesis for examination and final submission in accordance with university or faculty-specific rules (see Addendum 8 for format guidelines).	SMF
5.2.9	Advise the student regarding the submission of declaration of manuscript at the time of approval of examiner reports for the purposes of awarding of doctoral degrees (for doctoral degrees only).	N/A
General	The supervisor(s) to consult Turnitin report submitted by the student to the internet-based plagiarism detection service; Turnitin software.	SMF
General	The supervisor assists the student with the ethics application.	SMF

PART C: TERMS OF LEARNING AGREEMENT

FREQUENCY OF COMMUNICATION		
The contact details of the supervisor(s) were provided to the postgraduate student.	**YES** ☒	**NO** ☐
Specify frequency and communication channel for meetings (i.e. telephone, email, face-to-face).	At least once every two weeks, more if needed via telephone and Teams.	
In case of the appointment of a co-supervisor(s), how will meetings and communication between all be organised?	Both supervisors will be included in all emails; both supervisors will be invited to feedback meetings.	
Specify who is responsible for scheduling meetings and how far in advance these meetings should be scheduled.	Both Student and Supervisors, 4 days prior.	
Specify the procedure for changing the meeting date and time.	An email will be sent to be excused and reschedule.	
Specify frequency and duration of meetings (approx.).	Once every two to three weeks or as needed, up to two hours or as needed.	
Specify who will set the agenda and take notes.	Student or supervisor will set agenda, depending on purpose of meeting. Student will take notes.	
Clarify whether there will be any expectation regarding regular email communication.	No. Communication will take place as and when needed.	
Indicate the availability of communication of supervisor during period of research and/or ordinary leave.	As needed. To be arranged between student(s) and supervisor(s).	
List the roles, responsibilities of supervisor, co-supervisor(s) and student.	Specific responsibilities of the supervisor and co-supervisor for research supervision.	

	The supervisor(s) will be able to advise the student/candidate (to be used interchangeably) on the: • Scope of the project; • Relevance of secondary information sourced by student; • Feasibility of the study; • Timeframes for completion of each section of the study; • Validity and reliability of the data collected; • Research methodology chosen; and • Final presentation of the treatise/thesis/dissertation. **The supervisor(s) is NOT responsible for:** • Providing students with research problems, proposals, methodology and content; • Providing students with literature articles on the research topic; • Rewriting or editing student submissions; • Reading more than two drafts of a chapter; • Assisting students with collecting data; or • Sourcing financial assistance for the study. **In addition, the supervisor(s) will:** • Insist that students maintain satisfactory academic levels. • Provide students with valuable feedback ASAP but undertake to do so within two weeks of receipt of submissions, unless special circumstances prevent feedback from being provided within this timeframe. Where a supervisor is not able to provide feedback within two weeks the candidate will be informed in good time. • Will acknowledge receipt of submissions made. • Will check emails and WhatsApp messages every other day during office hours, this excludes recess/leave periods. **Specific responsibilities of the student/candidate for research supervision** • The student(s) takes full responsibility for all aspects of the research process. • The student(s) agrees to be fully committed and dedicated to completing the research to the best of their ability. • The student(s) will ensure that any submission is of the highest technical, linguistic and academic level. • The student(s) will arrange for all their work to be proofread before submitting to their supervisor(s). This includes both the component parts (the research proposal, theory chapters, questionnaire development, the methodology chapters) and the FINAL draft of the treatise. • The student(s) will draft a research schedule after taking personal commitments and the unavailability of supervisors during academic recess periods, into account. • The student(s) agrees to adhere to all deadlines, including both the deadlines set by the research institution and those that the student(s) has indicated on the research schedule. • The concept plagiarism and its different forms and formats is clearly understood by the student(s) and the student(s) undertakes to NOT make himself/herself guilty thereof in any form or format. • The student(s) agrees that all chapters of the research will be submitted to the plagiarism checker Turnitin and if it is found that the research or part thereof has been plagiarised, it is understood that this could lead to having to redo the research and could possibly lead to disciplinary action.

<table>
<tr>
<td></td>
<td>

The student(s) will ensure that all deliverables and outputs adhere to the report writing conventions of NMU and it's the student's responsibility to familiarise herself/himself with these conventions on their own.
The student(s) acknowledges that the supervisor(s) has many other responsibilities and that treatise submissions and meeting scheduling will be done in due time to allow him/her a minimum of two weeks before a response will be expected.
The student(s) will check emails and WhatsApp messages every other day during office hours, this excludes recess/leave periods.

</td>
</tr>
<tr>
<td>Comments: Issues concerning publication from thesis/dissertation and withdrawal by supervisor(s)</td>
<td>

Supervisor(s) must be cited as joint author(s) of any articles published or papers presented at conferences.
Should the candidate not submit research results for publication within the stipulated period of one year, the supervisor(s) shall be entitled to proceed with publication with due recognition of the candidate's contribution as a co-author.

The supervisor(s) retain the right to withdraw from the supervisory process should:

The candidate not complete the proposal within the allotted time.
The candidate demonstrates an inability to work independently.
The candidate does not adhere to the conditions of this learning agreement.

</td>
</tr>
<tr>
<td colspan="2">RESEARCH PLAN / TIMEFRAME</td>
</tr>
<tr>
<td>Specify the research plan and timeframe</td>
<td>
<table>
<tr><th>Period for work</th><th>Chapter</th><th>Drafts due for chapters</th><th>Date to be finalised</th><th></th></tr>
<tr><td></td><td>Chapter 1</td><td>28 March</td><td>19th May</td><td></td></tr>
<tr><td></td><td>Chapter 2</td><td>14 April</td><td>19th May</td><td></td></tr>
<tr><td></td><td>Chapter 3</td><td>19th May</td><td>1st June</td><td></td></tr>
<tr><td></td><td>Collect data and Chapter 4</td><td>21st July</td><td>18th August</td><td></td></tr>
<tr><td></td><td>Chapter 5/Chapter 1</td><td>15th September</td><td>29th September</td><td></td></tr>
<tr><td></td><td>Full treatise</td><td>29th September</td><td>13th October</td><td>Submit for examinations</td></tr>
<tr><td></td><td>Full treatise</td><td></td><td>20th October</td><td>Submit for examinations</td></tr>
</table>
</td>
</tr>
<tr>
<td>Specify how changes to the research plan / timeframe will be dealt with.</td>
<td>Timeframe will be adapted as needed, with satisfactory justification from the candidate.</td>
</tr>
<tr>
<td>Was the postgraduate student informed of the timeframes regarding the submissions of research proposals as per the M & D Policy (Rule 5.1.5.1 & 5.1.5.2)? N/A</td>
<td>YES ☐   NO ☒</td>
</tr>
<tr>
<td>Specify remedial action if schedule is not adhered to?</td>
<td>

Student(s) needs to provide acceptable reasons for not adhering to a schedule as set out and should negotiate a new timeframe with the supervisor(s).
Student(s) needs to know that the supervisor(s) may not be able to fit in a new time schedule on short notice when the student(s) has failed to stick to the schedule.

</td>
</tr>
</table>

	• After a student(s) failed to meet a deadline 3 times or where the progress as indicated in the progress report is deemed to be objectively insufficient on TWO or more occasions, it will be at the discretion of the supervisor(s) to determine what action needs to be taken to continue with the studies or will recommend a discontinuation of the study. • Lack of compliance will be reported to the HOD.	
Comments		
SUBMISSION OF WRITTEN MATERIAL AND FEEDBACK		
Specify how often written work should be submitted to the supervisor(s).	Once every two weeks to three weeks.	
Specify the timeframe for feedback.	One to two weeks depending on the workload of the supervisor.	
Specify remedial action if feedback agreement is not adhered to?	Student and supervisor will discuss action to be taken when needed. • Student(s) needs to inform the supervisor(s) that he/she disagrees/not satisfied with the feedback within two weeks after receiving feedback. • A discussion on the disagreements must take place with the supervisor(s). • If the student(s) does not implement the suggested recommendations, the supervisor(s) will request a full explanation of the reasons for not doing so in writing within 14 days of receiving the feedback. • If remedial action was not implemented on THREE occasions, the supervisor(s) has the discretion to withdraw as supervisor(s) from the study.	
ETHICS APPROVAL		
	YES	**NO**
The postgraduate student was informed that all research projects require ethical approval?	☒	☐
The postgraduate student was informed that it is his/her responsibility to apply for ethics? N/A	☒	☐
The postgraduate student was informed that data collection cannot commence before ethical approval was obtained *(i.e. the approval letter containing the* ***Rec-H number****, signed by the Faculty Ethics Chair and the Declaration signed by the PRP)?* N/A	☒	☐
The postgraduate student was directed to the Rec-H Website to access ethics application and supporting documents?	☒	☐
Comments:		
INTELLECTUAL PROPERTY		
	YES	**NO**
The postgraduate student was informed that all intellectual property resulting from research conducted for postgraduate degrees, including all publications, is governed by the Intellectual Property Policy (IRC 401.01)	☒	☐
The student was informed that the intellectual property rights resulting from a postgraduate's research shall vest in the University	☒	☐
Comments:		
ANNUAL PROGRESS REPORT		
	YES	**NO**
Student and supervisor(s) are aware that annual progress reports should be submitted by 1 October for each year of registration? N/A	☐	☒

Student and supervisor(s) are aware that failure to submit annual progress report will result in a student to be blocked from registration for the following academic year? N/A	☐	☒
EXPECTATON REGARDING SUBMISSION FOR EXAMINATION		
	YES	**NO**
The postgraduate student was informed that when the research project nears completion, he/she must inform Faculty Academic Administration in writing of his/her intention to submit it for examination. Such notice must be given at least **three** months before the prospective date of submission. The postgraduate student understand that it remains his/her responsibility to submit the intention to submit form. N/A	☐	☒
The postgraduate student was informed that should he/she not submit the research project by the submission dates indicated in the General Prospective, graduation is not guaranteed and the postgraduate student will have to re-register for the academic year.	☒	☐
Comments:		
FUNDING OF RESEARCH PROJECT		
Specify who will be responsible for the cost related to the research.	The postgraduate student.	
Indicate any scholarships and bursaries with timeframes, and how this might affect studies and research.		
Comments:		

The **STUDENT** and the **SUPERVISOR** confirms that:

1. They have read and understood this Learning Agreement,
2. They agree to accept its content for the duration of the study period as per the qualification stipulated above.

SIGNATURES:

Student: ……………………………………

Date: 2025/04/22 ……………………………………

Supervisor: Prof SM Farrington ……………………………………

Date: 2025/04/22 ……………………………………

ANNEXURE 2: ETHICAL CLEARANCE

NELSON MANDELA
UNIVERSITY

FACULTY OF BUSINESS AND ECONOMIC SCIENCES

DEPARTMENT OF BUSINESS MANAGEMENT

ETHICAL CONSIDERATION FOR HONOURS TREATISE (non-publication route)

INSTRUCTIONS

- Should be completed by study leader and student.
- Must be signed off by the student, study leader and HOD.
- Submit the completed and signed form to the module coordinator who will submit to Mrs Kim.Alexander@mandela.ac.za.
- Please ensure that a summary of the research methodology section of the treatise is attached to this form *(Complete Annexure A to this Form).*
- ***Please note that by following this ethics route, the study will NOT be allocated an ethics clearance number.***

SECTION A – STUDENT ACKNOWLEDGMENT

- The student acknowledges that their research project is for academic qualification purposes only. As such, the research report or any sections thereof ***may not be published.***

- The student also acknowledges that their research project ***will be a desktop study*** and will ***make use of publicly available documents or secondary data***. No human subjects will be involved in the study as primary sources of data.

Secondary data, in this instance, refers to data that was collected and processed by someone else for some other purpose but is now being used by the researcher for another reason (Tripathy, 2013). Research utilising secondary data that both exists and has been collected in a public, academic database, for example Google Scholar, is considered desktop research, and generally does not require full ethical approval (Creswell & Poth 2017).

SECTION B – STUDENT AND RESEARCH PROJECT DETAILS

Student name & surname	Maderi Grundlingh
Student number	224134477
Title of treatise	Factors influencing the succession intentions of the next generation: A systematic literature review
Qualification	Bachelor of Commerce Honours
Department	Faculty of Business and Economic Sciences
Study leader	Professor S.M Farrington

SECTION C – ETHICS CRITERIA

	(Please tick the appropriate block)	YES	NO
1.	Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		x
2.	Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		x
2.1	Are subjects/participants/respondents of your study:		
2.1.1	Children under the age of 18?		x
2.1.2	NMU staff?		x
2.1.3	NMU students?		x
2.1.4	The elderly/persons over the age of 60?		x
2.1.5	A sample from an institution (e.g. hospital/school)?		x
2.1.6	Handicapped (e.g. mentally or physically)?		x
3.	Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)		x
3.1	Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		x
4.	Will the participant's privacy, anonymity or confidentiality be compromised?		x
4.1	Are you administering a questionnaire/survey that:		
4.1.1	Collects sensitive/identifiable data from participants?		x
4.1.2	Does not guarantee the anonymity of the participant?		x
4.1.3	Does not guarantee the confidentiality of the participant and the data?		x
4.1.4	Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		x
4.1.5	Will create doubt whether sample control measures are in place?		x
5.	Do you wish to publish any research output (i.e. article) from this study?		x

Please note that if ***ANY*** *of the questions above have been answered in the affirmative* ***(YES)*** *the student will need to complete the full ethics clearance form (MEOS REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) committee.*

The student hereby certifies that he/she has given his/her research careful ethical consideration and full ethics approval is not required.

SECTION D – INFORMATION TO BE INCLUDED INTO THE RESEARCH REPORT

(The section below should be edited and aligned to the specifics of the study)

1. ETHICAL CONSIDERATIONS

This study will follow the ethical research considerations that apply to all research in the social sciences, which are defined as moral rules and professional codes of conduct to the collection, analysis, reporting, and publication of information about research subjects (Pietilä, Nurmi, Halkoabo & Kyngäs, 2020:49). The research will, at all times, adhere to the following ethical considerations:

1.1 Informed Consent

Where data is freely available on the Internet, books or other public forum, permission for further use and analysis is implied, however, the ownership of the original data must be acknowledged (Tripathy, 2013).

1.2 Anonymity and Confidentiality

To ensure privacy and to protect individuals or institutions within the secondary data, a privacy plan or protocol will be in place to protect the confidentiality of the users. This may include removing identifiable information, securely storing the data and removing any sensitive information prior to distribution of the outcome of the study (where needed).

1.3 Action and Competence of Researchers

The study will be undertaken in an ethically correct manner. Under no circumstances would the researcher in this study make judgments about data, falsify data or plagiarise.

1.4 Respect of Intellectual Property

Intellectual property is the creation arising from intellectual activity, and this study will acknowledge and reference all ideas and sources used in the study.

1.5 Beneficence

The study topic being researched is for degree purposes only and will not be published.

1.6 Non-Maleficence

Non-maleficence makes sure that what is being done is not harmful and that harm is not done by omitting care or treatment. This study will make sure that no harm will come to anyone connected to the study. This body of work and the documents consulted will also adhere to the Protection of Personal Information Act (PoPIA). POPIA governs the collection, processing and sharing of personally identifiable information (PII).

1.7 Applying for ethical consideration

The researcher will apply for ethical consideration from the ***Department of Business Management*** (Nelson Mandela University) to have the right to research within the intended domain. The research process, in particular data collection, may only be conducted once ethical clearance has been granted, i.e., the ethics form has been signed by the student, the study leader and the Head of Department.

SECTION E – SIGNATURES AND DATES

	2025/05/05
STUDENT	DATE
	2025/05/06
STUDY LEADER	DATE
ingman	6 May 2025
HEAD OF DEPARTMENT	DATE

REFERENCES

Cilliers, L. & Viljoen, K. (2021). A framework of ethical issues to consider when conducting internet-based research. *South African Journal of Information Management*, 23(1).

Creswell, J.W. & Poth, C.N. (2017). *Qualitative inquiry and research design: Choosing among five approaches*, Sage, London.

Pietilä, A. M., Nurmi, S. M., Halkoaho, A. & Kyngäs, H. (2020). Qualitative research: Ethical considerations. In *The application of content analysis in nursing science research*, Cham. Springer, 49-69.

Tripathy, J.P. (2013). Secondary Data Analysis: Ethical Issues and Challenges. *Iran Journal of Public Health*. 42(12): 1478–1479.

ANNEXURE A: BCOM HONOURS TREATISE – SUMMARY OF RESEARCH METHODOLOGY

Please provide a summary of the research design and methodology employed in the study by completing the following template.

Treatise details	**Title of treatise** Factors influencing the succession intentions of the next generation: A systematic literature review.
Background to the study	**Introduction and background** Studies (Siaba & Rivera, 2024:1089; Olagunju, Abdulraheem, Abu & Salau, 2022:485; Aparicio, Ramos, Carlos & Iturralde, 2021:34) show that the majority of businesses worldwide are family-owned businesses, contributing to over 70% of global gross domestic product (GDP) (Bravo Monge, 2024:1227; Rajan, Ganesh & Merha, 2020:13; Osunde, 2017:1). Interest in researching these businesses has grown over the years (Siaba & Rivera, 2024:1090; Araya-Castillo, Hernandez-Perlines, Millan-Toledo, & Ibarra Cisneros, 2022:4778), and common research topics include succession, interaction between family and business, strategies, entrepreneurship and innovation, governance and owners' structures, differences between family businesses and non-family businesses, culture, and performances (Sharma, 2004:9). Similarly, Siaba and Rivera (2024:1099-1108) explore these topics, among others, which includes financial management, internationalisation and globalisation, personal dynamics, human resources, gender ethnic and diversity, strategic management, socioemotional wealth, marketing, organisational theory, corporate social responsibility and ethics, history and business history, state, sustainability and environment social and family capital, training, teaching, and transmission of knowledge, accounting and auditing, conflict within family business continuity and longevity of the business, macroeconomics system and externalities, religion an philanthropy, professionalisation, concept and definition of family business, health and quality of life, digitalisation and digital economy, human and intellectual capital, production management and supply chains. However, succession is still one of the most common research areas in the field of family business and continues to be of interest to researchers (Siaba & Rivera, 2024; Short, Sharma, Lumpkin & Pearson, 2016; Gilding, Gregory & Cosson, 2015). Much of previous research conducted on succession focused on the characteristics and influence of incumbent owner(s), impact of succession on innovation, succession and sharing of knowledge and obstacles to innovation, transfer of leadership from the founder to the successor, problems between different generations, communication, differences between companies according to their size, the impact of the successor's own characteristics, the greater entrepreneurial intention of the new successor, the characteristics of successors, leadership, how the aforementioned influence the transition of the family business to the NextGen, and the preparation level of the successor (Siaba & Rivera, 2024:1103; Baltazar, Fernandes, Ramadani & Huges 2023: 2897; Porfírio, Felício & Carrilho, 2020:251; Lussier & Sonfield, 2012:8; Venter, Boshoff & Maas, 2005:285).

	According to Gilding, Gregory, and Cosson (2015:299), family businesses attempt to identify the predictors of effective succession planning and address the challenges associated with succession itself. They highlight the important role that founders play in the succession process as well as the obstacles presented by unmotivated incumbents. However, to date, an understanding of what motivates individuals such as the NextGen to continue with the family business and how to optimise the practical usefulness and features of family business planning for its succession remains elusive (Gilding, Gregory & Cosson, 2015:300). According to Matthew (1999:37), one of the most important reasons for the high percentage of first- and second-generation failures in family businesses is the failure to adequately manage succession. Venter, Boshoff, and Maas (2005:286) and Sharma (2004:10) contend that a successful transition from one generation to the next, and therefore the survival of the family business, depends on the willingness of the NextGen to join and take over the business. Similarly, Garcia, Sharma, De Massis, Wright, and Scholes (2019:224) state that a key contributor to a successful succession is the NextGen, although little is known as to how the NextGen engagement process unfolds, especially during the formative years of NextGen members. Garcia, Sharma, De Massis, Wright, and Scholes (2019:224-225) revealed that only 2.7% of students from 1000 universities were expected to join their family business. Given this uncertainty about NextGen and their lack of interest in taking over the family business, family business founders and older leaders need to ensure that they develop strategies to attract the NextGen (Gilding, Gregory & Cosson 2015:300) to ensure the long-term survival of their businesses.
	Problem statement
	Family businesses play a crucial part in developing and developed countries, and their contribution to the economy is significant. However, family businesses still face the challenge of succession due to the decline in interest of NextGen family members in the continuity of the business. Limited research has been done on how the NextGen makes career decisions, and research on how the family background plays a role in the formulation of the career decisions is scarce.
Objectives of the study	**Primary objective**
	The primary objective of this study is to synthesise the factors influencing the succession intentions of the next generation in family businesses by undertaking a systematic literature review (SLR).
	Secondary objectives
	SO[1]: To describe the journal publications focusing on factors influencing the NextGen's succession intentions in terms of several bibliometric indicators. SO[2]: To identify the research theories and methodologies used in article publication focusing on the next generation's succession intentions. SO[3]: To summarise and describe the factors influencing the next generation's succession intentions. SO[4]: To identify gaps and opportunities for future research in the

	context of the NextGen's succession intentions.
	Methodological objectives
	MO[1]: To conduct a literature review on the nature and importance of family business succession and its associated challenges, as well as existing research on succession and the NextGen. MO[2]: To choose the most appropriate methodology to address the primary and secondary objectives. MO[3]: To identify and describe a theoretical framework that will direct the collection and analysis of the data. MO[4]: To acquire data from scholarly journals that are relevant to the primary objective. MO[5]: To analyse the collected data according to the appropriate methods.
Research design & methodology	**Research philosophy / Paradigm (positivism, interpretivism etc.)**
	Positivism Paradigm
	Approach to theory development (inductive, deductive, abductive)
	Deductive
	Purpose of study (descriptive, exploratory, comparative)
	Descriptive
	Methodological choice (mono, multi, mixed methods)
	Mixed Method

	Research approach (quantitative, qualitative, mixed)
	Mixed
	Research strategy (SLR, literature review, archival research, case study)
	Systematic literature review
	Time dimension (cross-sectional, longitudinal)
	Cross-sectional
Data collection*	**Technique and procedures (desktop study / desk research)**
	The process of desk research will be used to gather articles for the SLR. Therefore, the data will be analysed using secondary data.
	Search strategy: Data inclusion criteria
	The review will include journal articles that includes the following requirements: The document type is an accredited journal article; it is published in English only; it relates to research on NextGen succession in family businesses.
	Search strategy: Sources of data (databases, websites etc.)
	Databases: Web of Science, Scopus, Emerald, Google Scholar, Sage
	Search strategy: Search terms or word strings
	Family business; Next Generation; Career choice decisions; Succession intention
	Data analysis techniques (content analysis, thematic analysis)

Data analysis*	The gathered data will be analysed using both descriptive and thematic analysis. Article, journal, and author metrics will all undergo descriptive quantitative analysis. The researcher will be able to determine higher-order categories of characteristics impacting the NextGen's future involvement in the family company through the use of thematic analysis.
Trustworthiness*	**Quality criteria (credibility, dependability, transferability, and confirmability)** (How will each of the aforementioned be ensured?)
	Adopting proven research techniques and seeking input from subject-matter researchers throughout the data collection and analysis processes will guarantee credibility. In order to guarantee reliability, the research design and process will be carried out exactly as planned. The current study will include a thorough explanation of the methodology used, the subject being studied, and the topic's background in order to guarantee transferability. Confirmability will be guaranteed by outlining the steps taken to gather and analyse data in detail. As well as reflecting on the research methodologies used and their limits.

REFERENCES:

Aparicio, G., Ramos, E., Carlos, J., & Iturralde, T. (2021). Family business research in the last decade. A bibliometric review. *European Journal of Family Business*, 11(1):33–44. DOI: https://doi.org/10.24310/ejfbejfb.v11i1.12503.

Araya-Castillo, L., Hernandez-Perlines, F., Millan-Toledo, C., & Ibarra Cisneros, M. A. (2022). Bibliometric analysis of studies on family firms. *Economic Research-Ekonomska Istrazivanja*, 35(1):4778–4800. DOI: https://doi.org/1331677X.2021.2018003.

Baltazar, J.R., Fernandes, C.I., Ramadani, V., and Hughes, M. (2023). Family business succession and innovation: A systematic literature review. *Review of Managerial Science*, 17(8):2897-2920. DOI: https://doi.org/10.1007/s11846-022-00607-8.

Bravo, Monge, C. (2024). Corporate entrepreneurship and family businesses: a perspective article. *Journal of Family Business Management*, 14(6): 1227-1233. DOI: https://doi.org/10.1108/JFBM-10-2023-0237.

Garcia, J.M. & Shamra, P., De Massis, A., Wright, M. & Scholes, L. (2019). Perceived parental behaviors and next-generation engagement in family firms: A social cognitive perspective. *Entrepreneurship Theory and Practice*. 43(2), 224-243. DOI: https://doi.org/10.1177/1042258718796087

Gilding, M., Gregory, S., & Cosson, B. (2015). Motives and outcomes in family business succession planning. *Entrepreneurship Theory and Practice, 39(2),* 39(2), 299-312. DOI: https://doi.org/10.1111/etap.12040

Matthews, C. H., Moore, T. W., & Fialko, A. S. (1999). Succession in the family firm: A cognitive categorization perspective. *Family Business Review*, 12(2), 159–169. DOI: https://doi.org/10.1111/j.1741-6248.1999.00159.x.

Olagunju, I.R., Abdulraheem, I., Abu., Z. & Salau, A.A. (2022). Succession Planning and Sustainability of Family-Owned Businesses in Lagos State. *International Journal of Research Innovations in Social Science*, 6(12): 285-291.

Osunde, C. (2017). Family businesses and its impact on the economy. *Journal of Business & Financial Affairs*, 6(1). DOI: https://doi.org/10.4172/2167-0234.1000251.

Porfírio, J.A., Felicio, J.A. & Carrilho, T. (2020). Family business succession: Analysis of the drivers of success based on entrepreneurship theory. *Journal of Business Research*, 115:250–257. DOI: https://doi.org/10.1016/j.jbusres.2019.11.054.

Rajan, S., Ganesh, P., and Mehra, N. (2020). Human capital: the key to the longevity of a family business. *NHRD Network Journal*, 13(1):12-24. DOI: https://doi.org/10.1177/2631454119894761.

Sharma, P. (2004). An overview of the field of family business studies: current status and directions for the future. *Family Business Review*, 17(1), 1-36. DOI: https://doi.org/10.1111/j.1741-6248.2004.00001.x

Short, J. C., Sharma, P., Lumpkin, G. T., & Pearson, A. W. (2016). Oh, the places we'll go! Reviewing past, present, and future possibilities in family business research. *Family Business Review*, 29(1), 11-16. DOI: https://doi.org/10.1177/0894486515622294

Siaba, S. & Rivera, B. (2024). The evolution of the field of family business research over a decade (2012–2022). *Small Business Economics*, 63: 1089-1115. DOI: https://doi.org/10.1007/s11187-023-00866-z.

Venter, E., Boshoff, C., & Maas, G. (2005). The influence of successor-related factors on the succession process in small and medium-sized family businesses. *Family Business Review*, 18(4):283–303. DOI: https://doi.org/10.1111/j.1741-6248.2005.0004

ANNEXURE 3: TURNITIN SUMMARY REPORT

Content of Treatise (Chap 1-5).docx

ORIGINALITY REPORT

14%	9%	10%	4%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	busman.mandela.ac.za Internet Source	1 %
2	vital.seals.ac.za:8080 Internet Source	1 %
3	Submitted to Nelson Mandela Metropolitan University Student Paper	1 %
4	www.emeraldinsight.com Internet Source	1 %
5	core.ac.uk Internet Source	1 %
6	Gomba, Mqokeleli. "Understanding the factors that influence the management succession process in black family-owned businesses.", Proquest, 2015. Publication	<1 %

ANNEXURE 4: EXAMPLE OF MENDELEY SCREENSHOT

All References — Search — Filters — View

AUTHORS	YEAR	TITLE	SOURCE ▲	ADDED	FILE
Yu Ghee, Wee; Dahlan Ibra…	2015	FAMILY BUSINESS SUCCESSION PLANNING: UNLEASHING THE KEY FA…	Asian Academy of M…	4/11/2025	
Zhou, Yonglong; Hu, Qiong…	2016	The determinants of family business owners' intrafamily succession intention: …	Chinese Manageme…	4/6/2025	
Hong, Quan Nha; Pluye, Pi…	2018	Systematic reviews: A brief historical overview	Education for Inform…	4/6/2025	
Lyons, Roisin; Ahmed, Far…	2024	The impact of parental emotional support on the succession intentions of next…	Entrepreneurship an…	3/21/2025	
Miroshnychenko, Ivan; De …	2021	Family Business Growth Around the World	Entrepreneurship Th…	4/11/2025	
Reay, Trish	2019	Family routines and next-generation engagement in family firms	Entrepreneurship: T…	3/24/2025	
Gilding, Michael; Gregory, …	2015	Motives and Outcomes in Family Business Succession Planning	Entrepreneurship: T…	3/27/2025	
Garcia, Patrick Raymund J…	2019	Perceived parental behaviors and next-generation engagement in family firms…	Entrepreneurship: T…	3/27/2025	
Corona, Juan	2021	Succession in the family business: The great challenge for the family	European Journal of …	4/11/2025	
Gagné, Marylène; Marwick,…	2021	Family Business Succession: What's Motivation Got to Do With It?	Family Business Re…	3/19/2025	
Bammens, Yannick; Notela…	2015	Implications of Family Business Employment for Employees' Innovative Work …	Family Business Re…	3/25/2025	
Miller, Stephen P.	2014	Next-generation leadership development in family businesses: The critical rol…	Frontiers in Psychol…	4/6/2025	
K.Siambi, James	2022	Leadership Succession Planning and Organization Transition: A Review of Lit…	International Journal…	4/8/2025	
Khosa, Risimati Maurice	2023	Succession Planning: Perceptions of South African Family-Owned Small Ente…	Journal of African Bu…	4/11/2025	
Ng, Hadi Cahyadi; Tan, Jac…	2021	Too Big to Fail: Succession Challenge in Large Family Businesses	Journal of Asian Fin…	4/11/2025	
Porfírio, José António; Feli…	2020	Family business succession: Analysis of the drivers of success based on entr…	Journal of Business …	3/19/2025	
Duarte Alonso, Abel; Kok, …	2018	Family Businesses and Adaptation: A Dynamic Capabilities Approach	Journal of Family an…	4/11/2025	
Ntari, Lwando; Deliwe, Aya…	2024	Parental influence on next-generation family members in South African Black-…	Journal of Family Bu…	3/19/2025	
Liew, Mei Xuan; Loo, Yoke …	2024	The family-level of generational involvement: impact on the nexus between e…	Journal of Family Bu…	3/21/2025	
Pounder, Paul	2015	Family business insights: an overview of the literature	Journal of Family Bu…	4/11/2025	
Tang, Joseph Kie Kuong; H…	2020	Next-generation leadership development: a management succession perspec…	Journal of Family Bu…	4/11/2025	
Murphy, Linda; Lambrechts…	2015	Investigating the actual career decisions of the next generation: The impact of…	Journal of Family Bu…	3/21/2025	
Rovelli, Paola; Ferasso, M…	2022	Thirty years of research in family business journals: Status quo and future dir…	Journal of Family Bu…	3/24/2025	
Sund, Lars Göran; Melin, L…	2015	Intergenerational ownership succession. Shifting the focus from outcome mea…	Journal of Family Bu…	4/6/2025	
Boell, Sebastian K.; Cecez-…	2015	On being 'systematic' in literature reviews in IS	Journal of Informatio…	4/11/2025	
Gabriel, Andreas; Bitsch, V…	2019	Impacts of succession in family business: A systemic approach for understan…	Journal of Small Bus…	3/19/2025	
Bozer, Gil; Levin, Leon; Sa…	2017	Succession in family business: multi-source perspectives	Journal of Small Bus…	4/11/2025	
Sambrook, Sally	2005	Exploring succession planning in small, growing firms	Journal of Small Bus…	4/11/2025	
Sandu, Petru; Nye, Natalie	2020	Succession Challenges in Family Businesses from the First to the Second Ge…	JOURNAL OF SMA…	4/11/2025	
Canovi, Magali; Succi, Chi…	2023	Motivating Next-generation Family Business Members to Act Entrepreneuriall…	Journal of the Knowl…	3/25/2025	
Ratten, Vanessa; Ramadan…	2017	Family entrepreneurship and internationalization strategies	Review of Internatio…	4/11/2025	
Kubíček, Aleš; Machek, On…	2019	Gender-related factors in family business succession: a systematic literature r…	Review of Manageri…	3/19/2025	
Baltazar, Juliana R.; Ferna…	2023	Family business succession and innovation: a systematic literature review	Review of Manageri…	3/21/2025	
Castro Volta, Carolina Lesc…	2021	Succession in Family Business: An Analysis through the Concept of Conatus	Revista de Administr…	3/19/2025	
Maphisa, Sindisiwe Bonisil…	2017	Succession planning and staff retention challenges: An industrial outlook and …	Risk Governance an…	4/11/2025	
Siaba, Sabela; Rivera, Berta	2024	The evolution of the field of family business research over a decade (2012–20…	Small Business Eco…	3/19/2025	
Zellweger, Thomas; Sieger,…	2012	Entrepreneurial orientation in long-lived family firms	Small Business Eco…	3/25/2025	
		Family Businesses in Transition		3/19/2025	
De Massis, Alfredo; Chua, …		Factors Preventing Intra-Family Succession		3/19/2025	
Venter, E; Boshoff, C; Maa…		The Influence of Successor-Related Factors on the Succession Process in S…		3/21/2025	
Valencia, Zefanya; Putra Pr…		International Journal of Current Science Research and Review Proposed Suc…		3/21/2025	
Taurisano, Paolo; Miguel, L…		The perspectives of social cognitive career theory approach in current times		4/6/2025	
De Massis, Alfredo; Chua, …		Factors Preventing Intra-Family Succession		4/11/2025	
		An evaluation of key determinants preventing intra-family business succession		4/11/2025	

ANNEXURE 5: GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN WRITING PROCESS—USAGE DECLARATION

ANNEXURE X: GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN WRITING PROCESS – USAGE DECLARATION

According to Nelson Mandela University's Institutional Position Statement on the use of Generative Artificial Intelligence (D_71_24_(2024-02-07), the following are considered recommended uses and unacceptable uses of AI by students and staff.

Recommended uses:

- Search engine
- Enhancing understanding
- Gaining insights
- Gathering information
- Clarifying concepts
- Critically evaluating information

Unacceptable uses:

- Copy and paste generated intellectual work.
- Claiming a generated product (text, image, creation) as your own.
- Generating information for assessments, projects, and assignments, unless this is explicitly instructed by the academic, who has provided clear guidelines in the form of permissions and prohibitions as to the appropriate use thereof as part of an assessment designed around the use of AI.
- Used for unfair advantage – when you are determined to deceive and do not use something in an appropriate manner.
- Making use of AI and not appropriately referencing the sources represented in the generated text, image and/or other product.
- Makes use of AI and does not ensure that the sources represented in the generated text, image and/or other product are accurate and represent the actual work of existing sources.
- Generating information via AI that may or may not represent the intellectual work of another person, people or AI and thereafter making further use of AI to disguise this information and then present it as one's own.
- When you do not follow permissions and prohibitions provided in assessment guidelines.
- When you are not transparent about its use, do not reference and acknowledge your sources.

Student declaration:

During the undertaking of preparing and writing this mini treatise,

I___Maderi Grundlingh___ [NAME AND SURNAME], with student number

___224134477___, declare that *I have not used AI in an unacceptable manner as described by Nelson Mandela University's Institutional Position Statement on the use of Generative Artificial Intelligence.*

I further declare that *I have used* [NAME TOOL(s) / SERVICE] *in order to* [REASON(s)].

I *also acknowledge* that I am ultimately responsible and accountable for the contents of this mini treatise.

SIGNATURE STUDENT: __________________________

DATE: 2025/09/11

*[**NOTE**:* Students must declare in their mini treatise the use of AI and AI-assisted technologies in the process of writing their treatise by completing this declaration statement. This statement must be included as an Appendix/Annexure in their mini treatise. AI and AI-assisted technologies do not include basic tools for checking grammar, spelling, references etc. Should AI and AI-assisted technologies not have been used in the process of writing, *not applicable (N/A)* can be entered where the NAME of the AI and the REASON used is requested. Using AI and AI-assisted technologies in their mini treatise without completing this declaration amounts to academic dishonesty. Students should note that the use of AI is detected by Turnitin and in addition to this declaration a Turnitin report is required as an Appendix/Annexure to their mini treatise

ANNEXURE 6: ARTICLE LIST

Article no.	Title of article	Authors	Year published	Theory	Qualitative / Quantitative	Research setting (County)	Journal name	Impact factor Journal	Keywords
A1	Succession intentions and expectations: compatibility and determinants in agricultural family businesses.	López-Pérez, M., Islas-Moreno, A., Arce-Cervantes, O., Flores-Chávez, B.	2025	• Stakeholder Theory • Signalling Theory	Mixed methods	Latin America	Journal of Family Business Management	6.7	Agriculture, case study, family business, signalling theory, stakeholder theory, succession
A2	Founding or succeeding? Exploring how family embeddedness shapes the entrepreneurial intentions of the next generation.	Hahn, D., Spitzley, D. I., Brumana, M., Ruzzene, A., Bechthold, L., Prügl, R., Minol, T.	2021	• Knowledge Spillover Theory • Family Embeddedness Perspective Theory	Quantitative	International	Technological Forecasting & Social Change	13.3	Entrepreneurial intentions, family embeddedness, knowledge spillover theory, latent entrepreneurship, new venture creation, succession
A3	Farm succession at a crossroads: The interaction among farm characteristics, labour market conditions, and gender and birth order effects.	Cavicchioli, D., Bertoni, D., Pretolani, R.	2018	• Organisational Culture Theory (OCT),	Quantitative	Europe	Journal of Rural Studies	5.7	Farm transfer, farmers' ageing, horticulture, rural migration, occupational choice theory
A4	The apple doesn't fall far from the tree: Parenting styles and its effects on family business succession intentions.	Liu, P. C. Y., Zhu, F., Wang, J.	2023	• Theory of Planned Behavior (TPB) • Parenting Style Theory	Mixed methods	China	Journal of Business Research	9.8	Family business, parenting styles, succession intention, theory of planned behaviour, mixed-method research

A5	Paternalistic leadership in family firms: Types and implications for intergenerational succession.	Mussolino, D., Calabro`, A.	2013	• Theory of Planned Behavior (TPB)	Conceptual	Conceptual	Journal of Family Business Strategy	6.1	Family firm, succession, paternalism, theory of planned behaviour
A6	Investigating the actual career decisions of the next generation: The impact of family business involvement.	Murphy, L., Lambrechts, F.	2015	• Constructivist Grounded Theory	Qualitative	UK & Ireland	Journal of Family Business Strategy	6.1	Careers, family business involvement, next-generation family member, helping and exploration, qualitative methods
A7	Family businesses' succession in post transition countries: what can be learned from the action research?	Duh, M., Primec, A.	2022	• Socioemotional wealth Theory	Qualitative	Europe	Journal of Contemporary Management Issues	0.3	Family business, succession, affective commitment, family governance mechanism, post-transition country, action research
A8	The influence of institutional and in-group collectivism practices on next-generation engagement in the family business.	Torres, P., Augusto, M., Quaresma, R.	2023	• Attitude (as a component of TPB) ATT • Institutional (North, 1990)	Quantitative	International	International Journal of Entrepreneurial Behavior & Research	4.7	Family firms, entrepreneurial intention, institutional theory
A9	Succession intentions of daughters in family businesses: experiences from Sri Lanka.	Ramos, H. M., Zhan, L., Jayasinghe, H.	2023	• Dynamic Capabilities Theory • Social Cognitive Theory (SCT)	Qualitative	Asia	Journal of Entrepreneurship in Emerging Economies	3	Family business, succession of daughters, gender, female succession, women entrepreneurship

A10	The next generation's commitment and willingness to continue the family business: reflecting on potential successors' experiences and pondering.	Rautamäki, H., Römer-Paakkanen, T.	2015	• Non-Explicit	Quantitative	Scandinavia	International Journal of Entrepreneurship & Regional Development	0.16	Family business, family entrepreneurship, succession business transfer, successor, next generation, commitment, career orientation, entrepreneurial career, entrepreneurship intentions.
A11	The mediating effect of family business self-efficacy on parental support and succession intention relationship.	Suhartanto, E.	2023	• Social Cognitive Theory (SCT) • Social Cognitive Career Theory (SCCT)	Quantitative	International	Journal of Family Business Management	3.4	Parental support, succession intention, family business self-efficacy, GUESSS project, paper-type research paper
A12	Parental influence on next-generation family members in South African black-owned family businesses.	Ntari, L., Deliwe, A. P.	2023	• Theory of Planned Behavior (TPB)	Quantitative	Africa	Journal of Family Business Management	3.4	Career choice, family business, next generation, parental influence, black, South Africa
A13	Succeeding a family business in a transition economy: Is this the best that can happen to me?	Ljubotina, P., Vadnjal, J.	2017	• Attitude (as a component of TPB) ATT • Social Learning Theory	Quantitative	Europe	Kybernetes	2.9	University, entrepreneurship, succession, family business, career decision
A14	Dilemma of intergenerational family business among Albanian students.	Kume, A., Jaupi, F.	2023	• Family Embeddedness Perspective Theory	Quantitative	Europe	International Journal of Euro-Mediterranean Studies	0.5	Intergeneration business, entrepreneurship education, entrepreneurship

									intention, entrepreneurial skills
A15	The relationship of self-efficacy and entrepreneurial intentions on the commitment of the next generation in family-owned agribusinesses.	Janse van Rensburg, L. J., Tjano, R. N.	2020	• Three Circle Model • Dynamic Capabilities Theory	Quantitative	Africa	Acta Commercii	0.84	Commitment, entrepreneurial self-efficacy, entrepreneurial intentions, family business, next-generation leaders
A16	The influence of bequest motives in selecting Chinese-owned family business successor in Malaysia.	Loh, W. H., Chong, S. C., Foo, L. P., Chin, M. Y.	2024	• Agency Theory • Human Capital Theory	Quantitative	Asia	Pakistan Journal of Life and Social Sciences	0.14	Dynastic motive, altruism intention, commitment, motivation, relationship, competence
A17	A family affair: A quantitative analysis of third-generation successors' intentions to continue the family business.	Chan, F., Jalandoni, D., Sayarot, C. A., Uy, M., Daradar, D., Aure, P.	2020	• Socioemotional wealth Theory • Institutional Theory	Quantitative	Asia	Organizations and Markets in Emerging Economies	0.9	Family business, third-generation successor, perceived parental support, perceived psychological control, family business self-efficacy, commitment to family business, next-generation engagement
A18	The role of family culture on the transgenerational transfer in Colombian family business.	Klinger, M.W., López Vergara, M. P., Lagos Cortés, D.	2024	• Career Choice Theory	Quantitative	Latin America	Journal of Evolutionary Studies in Business	0.88	Family business, family culture, next-generation, succession, transgenerational transfer
A19	The survival of family farms: Socioemotional wealth (SEW)	Plana-Farran, M., Gallizo, J. L.	2021	• Psychological Ownership Theory	Qualitative	Europe	Agriculture	3.6	Family farms, succession, continuity,

	and factors affecting intention to continue the business.			• Social Identity Theory					socioemotional wealth
A20	Walking in parents' shoes? Factors behind students' succession intentions in family firms.	Suchankova, D., Holienka, M., Pšenák, P.	2023	• Theory of Planned Behavior (TPB) • Social Cognitive Theory (SCT)	Quantitative	Europe	European Journal of Family Business	1.14	Succession intention, family businesses, ownership stake, working for parents' business
A21	Family business exposure and succession intention: The role of entrepreneurial self-efficacy and business performance.	Shirokova, G., Bodolica, V., Morozov, J., Mikhailova, T.	2024	• Non-Explicit	Quantitative	International	Journal of Small Business & Entrepreneurship	4.85	Family business exposure, succession intention, entrepreneurial self-efficacy, theory of planned behaviour; family embeddedness perspective, GUESSS
A22	Literature review on generational inheritance model and applications for Chinese family businesses.	Li, S.	2022	• Intergenerational Transmission Theory	Qualitative	China	Frontiers in Psychology	2.9	Family business, inheritance model, inheritance intention, generational inheritance, inheritance stage
A23	Keeping it in the family: Financial constraints and the succession intention of micro and small enterprises in China.	Ke, K.L., Hou, X., Liu, C.	2023	• Motivational Theories • Theory of Planned Behavior (TPB)	Quantitative	China	The European Journal of Finance	2.2	Succession intention, financial constraints, financial literacy, micro and small enterprises,
A24	What factors encourage intrafamily farm succession in mountain areas?	Cavicchioli, D., Bertoni, D., Tesser, F., Frisio, D. G.	2015	• Social Exchange Theory (SET), Family	Quantitative	Europe	Mountain Research and Development	1.7	Family farm succession, education, gender, generational turnover, farm survival, family farming, Italy.

				• Embeddedness Perspective Theory					
A25	Preparing the successor through familial support and legitimacy: A multilevel framework.	Saeed, S., Gimenez-Jimenez, D., Calabrò, A., Kraus, S.	2024	• Social Cognitive Career Theory (SCCT) • Attitude (as a component of TPB) ATT	Quantitative	Internation al	Entrepreneurship & Regional Development	3.3	Next-generation succession intentions, family business, secure base of family support; familial legitimacy, family business self-efficacy; attachment theory
A26	Parental support and family firm succession intention: The mediation effect of next-generation members' commitment to the family firm.	Suhartanto, E.	2024	• Family Embeddedness Model (FEM)	Quantitative	Internation al	Journal of Family and Economic Issues	2.9	Affective commitment, family farm, normative commitment, parental support, succession intention, GUESSS project
A27	Career choice intentions of adolescents with a family business background.	Schröder, E., Schmitt-Rodermund, E., Arnaud, N.	2011	• Literature Review	Quantitative	Europe	Family Business Review	5.6	Succession, career choice intention, adolescents, family business
A28	Shared identity, family influence, and the transgenerational intentions in family firms.	Mahto, R. V., Chen, J.-S., McDowell, W. C., Ahluwalia, S.	2019	• Non-Explicit	Qualitative	North America	Sustainability	3.3	Family influence, shared identity, transgenerational intentions, CEO family ties
A29	Parents' learning mechanisms for family firm succession: An	Martin-Cruz, N., Barros Contreras, I., Hernangóme	2020	• Cultural Dimensions Theory	Quantitative	Europe	Sustainability	3.3	Succession, empirical quantitative, structural equation modelling, dynamic

	empirical analysis in Spain through the lens of the dynamic capabilities approach.	z Barahona, J., Pérez Fernández, H.							capability, parents' learning mechanisms, intentions; family firm
A30	Not like my parents! The intention to become a successor of Latin American students with entrepreneurial parents.	Romaní, G., Soria-Barreto, K., Honores-Marín, G., Ruiz Escorcia, R., Rueda, J.	2022	• Dynamic Capabilities Theory • Social Cognitive Theory (SCT)	Quantitative	Latin America	Sustainability	3.3	University students, succession intention, global university spirit students' survey (GUESSS), theory planned behaviour; Latin America, family business succession
A31	The impact of parental emotional support on the succession intentions of next-generation family business members.	Lyons, R., Ahmed, F. U., Clinton, E., O'Gorman, C., Gillanders, R.	2023	• Attitude (as a component of TPB) ATT • Intergeneration al Transmission Theory	Quantitative	Internation al	Entrepreneurship & Regional Development	3.3	Succession intentions, family business, entrepreneurial self-efficacy, affective commitment, gender, next generation
A32	Unexpected succession: When children return to take over the family business.	Chalus-sauvannet, M.-c., Deschamps, B., Cisneros, L.	2019	• Family Embeddedness Perspective Theory • Social Learning Theory	Quantitative	Europe	Journal of Small Business Management	5.3	Family business, succession, successor, modified professional path
A33	Gender preferences in the CEO successions of family firms: Family characteristics and human capital of the successor.	Ahrens, J.-P., Landmann, A., Woywode, M.	2015	• Non-Explicit	Quantitative	Europe	Journal of Family Business Strategy	6.1	Ceo succession, family firms, family characteristics, male and female business leaders, human capital, promotion decisions,

A34	Professional trilemma of students with family business experience.	Vadnjal, J., Ljubotina, P.	2016	• Literature Review	Quantitative	Europe	Kybernetes	2.9	Entrepreneurship, locus of control, family business, succession, career decisions, independence
A35	Intergenerational transmission of entrepreneurship: An East African perspective of SME owner's choice of joining the family business or independent own founding.	Muigai, S. W., Mungai, E., Velamuri, R.	2023	• Intergenerational Transmission Theory • Entrepreneurial Theory	Qualitative	Africa	Cogent Business & Management	3	Family business, entrepreneurial mode of entry, entrepreneurial behaviour, intergenerational transmission, necessity entrepreneurship, opportunity entrepreneurship,
A36	Fly away from the nest? A configurational analysis of family embeddedness and individual attributes in the entrepreneurial entry decision by next-generation members.	Pittino, D., Visintin, F., Lauto, G.	2018	• Family Embeddedness Model (FEM) • Gender Norms Theory	Quantitative	Europe	Family Business Review	5.6	Transgenerational entrepreneurship, entrepreneurship, new venture creation, entrepreneurship, fuzzy set qualitative comparative analysis, succession, strategy, family embeddedness
A37	How does the parent-child relationship influence a child's intentions for internal succession versus external entrepreneurship in a family firm?	Su, E., Dou, J.	2025	• Non-Explicit	Quantitative	Europe	Journal of Family and Economic Issues	2.9	Internal succession, external entrepreneurship, parent-child relationship, family business

A38	Disentangling succession and entrepreneurship gender. gaps: gender norms, culture, and family	Feldmann, M., Lukes, M., Uhlaner, L.	2020	• Family Embeddedness Perspective Theory • Configurational Theory	Mixed methods	Europe	Small Business Economics	4.8	Entrepreneurship, family embeddedness, gender, culture, family business succession, self-employment
A39	Gender-related factors in family business succession: A systematic literature review.	Kubíček, A., Machek, O.	2018	• Psychological Ownership Theory • Social Identity Theory	Conceptual	Internation al	Review of Managerial Science	9.6	Family business, succession, gender, Incumbent, successor