

## ABSTRACT

Phenomenon of succession in business family has become specific topic of family business center in several universities in advanced countries especially in the United States. Surveys carried out found out that only 30 percent of family businesses could survive in second generation. Research on family business in Indonesia is rarely performed; moreover on leadership succession process.

The aim of this research is to get description about family business succession formula in Indonesia, determinants of formula and effectiveness of succession, and its impact on entrepreneurial behavior of the second generation of family business owner. The qualitative approach used in order that enable researcher to understand the social meaning of case series and phenomenon in succession process.

Case study method was chosen because the meaning of action that subject took in succession process its only may understood as holistic. In case study needed triangulation in terms of facts collection namely by unstructured interview, direct observation, and documentation study. Three family businesses in Banjarmasin and two family businesses in Surakarta were chosen as cases of study because of easy-access in gaining data.

The result of the research showed that in the observed cases, the role of the founder, successor background, and condition of family business and family live determined both formula and effectiveness of succession. The succession process was effective in two cases, made the entrepreneurial mindset of the second generation of family business owner. Whereas, in three cases that succession process not effective, the business practices of second generation of family business owner was more directed to managerial behavior.

**Key words:** family business, succession, second generation, entrepreneurial behavior, and multiple case studies.

## RINGKASAN

Fenomena suksesi dalam bisnis keluarga menjadi bidang kajian yang spesifik dari *family business center* di beberapa universitas di negara maju terutama di Amerika Serikat. Beberapa survei yang pernah dilakukan menunjukkan hanya 30 persen dari perusahaan keluarga yang bertahan pada generasi kedua. Di Indonesia penelitian tentang bisnis keluarga masih langka. Apalagi penelitian yang terfokus pada proses suksesi kepemimpinannya.

Penelitian ini bertujuan untuk memperoleh temuan tentang formula suksesi bisnis keluarga di Indonesia, determinan-determinan dari formula dan efektivitas suksesi dan dampaknya terhadap perilaku entrepreneurial dari generasi kedua pengelola bisnis keluarga. Pendekatan kualitatif digunakan agar memungkinkan bagi peneliti untuk memahami makna sosial (*social meaning*) dari rangkaian kejadian dan peristiwa dalam proses suksesi.

Metoda *case study* dipilih karena makna dari tindakan pelaku dalam proses suksesi hanya bisa dipahami secara *holistic*. Dalam *case study* diperlukan triangulasi dalam pengumpulan fakta, yakni dengan wawancara tidak berstruktur, observasi langsung dan studi dokumentasi. Tiga perusahaan di Banjarmasin dan dua perusahaan di Jakarta dipilih sebagai kasus, karena kemudahan akses untuk mendapatkan data.

Hasil riset menunjukkan bahwa pada kasus-kasus yang diteliti, peran pendiri, latar belakang suksesor, kondisi perusahaan dan kehidupan keluarga menentukan formula dan efektivitas suksesi. Proses suksesi yang efektif pada dua kasus membentuk sikap pikir entrepreneurial (*the entrepreneurial mindset*) generasi kedua pengelola bisnis keluarga. Sedangkan pada tiga kasus yang proses suksesinya tidak efektif, praktik bisnis generasi kedua pengelola bisnis keluarga lebih mengarah ke perilaku manajerial.

**Kata Kunci:** bisnis keluarga, suksesi, perilaku entrepreneurial, *multiple case studies*.