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FILIPINO VALUES INFLUENCE ON SUCCESSOR'S SKILLS, WILLINGNESS AND COMMITMENT, AND FAMILY RELATIONSHIP TOWARDS SUCCESSION AMONG FAMILY-OWNED BAKESHOP IN MANILA CITY: BASIS FOR SUCCESSOR SUCCESSION FRAMEWORK

*Ronald C. Catapang

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Corresponding Author: Dr. Ronald C. Catapang; **Email**: ronaldcatapangmba@gmail.com; doi:10.46360/globus.mgt.120232008

Abstract

Family-owned bakeshops have become part of the Filipino lifestyle among local neighborhoods. These businesses are under the micro, small, and medium enterprises (MSMEs). Using Venter, Boshoff, and Maas Successor related factors theory, the study determines the perception of family-owned bakeshops regarding succession and how Filipino values (diskarte, lakas ng loob and Family kinship) are present in the successor's skills, willingness and commitment, and relationship among selected bakeshops. The study determines the influence of the successor's traits and characteristics about the successor and the relationship among these factors. Self-made questionnaires were distributed to thirty (30) family-owned bakeshops in Manila City. The study found that the family-owned bakeshop in manila city perceived succession as an essential part of the continuity of the business, and the successor's traits and characteristics supported by Filipino values are highly influential in the succession process. Successors' skills, willingness and commitment, and relationships are significantly related and positively influence succession. Filipino values do not directly relate to succession but positively influence successor traits and characteristics. The study suggests that the current owner's family-owned bakeshop can use this study to evaluate their successor traits and characteristics supported by Filipino values to successfully transfer the management and ownership of the business from one generation to the next. Furthermore, the study proposed a succession model using Filipino values as an identifier of the successor's traits and characteristics of a Filipino family-owned bakeshop and its influence in succession.

Keywords: Successor's Skills, Successor's Willingness and Commitment, Successor's Relationship, Filipino Values, Family-Owned Bakeshop, MSMEs.

Introduction

In terms of employment, investment, and overall contributions to gross domestic product, small firms make up the great majority of enterprises and are the economic backbone of developing nations (OECD 2009, quoted in Roxas et al., 2017). According to Santos (2012), bakeries began to appear all over the world in the twelfth century as France rose to prominence as a major producer of fine bread. Community bakeries, also known as "panaderia" in the Philippines, are regarded as small businesses. Family businesses often employ less than 20 people according to the U.S. Small Business Administration (1997).

Due to their effects on social and economic activities, family companies are crucial on a global scale (Ramadani et al., 2017). Over 30% of all businesses with revenues over $1 billion are family-controlled businesses, which have a significant impact on the global economy (Hnilica & Machek, 2015). Given the significance of family-owned businesses (FOBs) to the economy and society, succession planning among these companies is essential to the long-term success of their business. It is 'essential' to every business plan. It aims to manage the seamless changeover of a company's management or owners between the present and the future (Staehr, 2015). The process of creating a written strategy for when an owner decides or is compelled to relinquish ownership and leadership of the company is known as succession planning. The objective of this study is to determines the family-owned (FO) bakeshops perception towards succession and how Filipino values (diskarte, lakas ng loob and relationship) are present in the successor's skills, willingness and commitment, and relationship among selected bakeshops.

Bakeshop Industry

Even the well-known local bread, pan de sal (salted bread), is being redesigned, proving that innovation is no longer just limited to pastries, cakes, and bread loaves. Both Gopichandran et al. (2013) and Khalique et al. (2011) have investigated the difficulties and long-term viability of SMEs. According to these study studies, for SMEs that deal

**National University (NU-Lipa), Philippines.*

with dairy products to survive in the market, they must take advantage of reduced labour costs, flexible logistics, innovative technology, less expensive materials, and a more controlled operating environment. According to Raut (2018), proper training should be provided to both new and experienced bakers regarding the operation and knowledge of the bread sector today. Bakeries offer a wide range of product and service quality. To obtain a high customer satisfaction rate, bakeries should maintain the quality performance of both product-related and service-related characteristics. Contrarily, poor customer satisfaction To increase and maximize customer satisfaction, bakeries should improve quality performance in terms of product- and service-related criteria. The bakery should additionally investigate other product and service quality procedures from related studies that would enable the bakery to obtain greater customer importance level satisfaction (Camarillo et. al, 2021).

Family-owned Business

Although understanding of family businesses has increased over the past ten years, the term "family business " is still not used in the literature in a way that is generally acceptable. According to Collins and O'Regan (cited in Ramadani et al., 2017), family-owned firms differ from other businesses in terms of ownership, social ideals, management, leadership, and connections.

A definition that is even more inclusive is provided by Ward (cited in Ramadani et al., 2017): family enterprises convey management and control to the following generation of the same family. According to Hnilica & Machek (2015), each definition of a family business includes one of three elements: ownership (one or more families hold a sizable portion of the company's stock), management (family members hold top management positions), or board membership (family members retain a sizable amount of control over the business by serving on the executive or supervisory board).

Decisions taken in a Small Family Business are influenced by both family and business factors due to the altruistic nature of a family (Farkas, 2016). The family business's key strategy is establishing a robust Government structure (GS) and planning for management succession. Owners often neglect this, but they are responsible for creating succession plans and implementing excellent GS to ensure competent, well-trained successors for growth (Renuka & Marath, 2021).

Family Business Succession

To uphold the family company legacy, Dana & Ramadani (2015) defined succession as the process through which ownership is transferred from one generation to the next. Candidates for succession will be categorized into two groups: family successors by inheritance and professional management appointments. Each group has advantages and disadvantages.

The process of succession involves four steps: identifying the requirements of a successful event, creating successor selection criteria, identifying potential successor candidates, and choosing a candidate for succession. One of the primary distinguishing characteristics of a family business is succession (Donnelly, cited in Yedder, 2018). It takes "conscious and deliberate action, as well as unconscious and unintended action" for a family business owner to be able to internally transfer administration of the company to another family member (Goffee, 1996, p. 40). According to Kellermans et al. (2008), succession is a dynamic process in which the responsibilities of the predecessor and successor-typically the founding manager-evolve in a dependent and intertwined manner to transfer both business management and business assets (cited in Yedder, 2018).

Successor Skills

Traditional business owners anticipate that their successors will have the managerial abilities to take the company to a higher stage of development (Dyck et al., 2002). According to Tatoglu, Kule, and Glaister (cited in Burns, 2014), while formal education outside of a family-owned firm is important, it does not always equip a new family member for the difficulties unique to that industry that crop up in a company daily. According to Mejbri & Affes (2012), it is crucial for the next generation to possess a strong entrepreneurial spirit that drives them to want to succeed in the family-owned business. The first generation frequently must work to consciously instill this entrepreneurial spirit in their children. The need of a successor developing leadership abilities is stressed by family firm researchers (Marler et al., 2016).

Successor Commitment and Willingness

Since committed successors show a willingness to develop a professional career in the family firm and to take on the responsibilities of leadership in the firm, this leads to a higher level of satisfaction with the succession process (Cabrera-Suarez 2005 and Venter et al. 2005). Commitment is one of the crucial factors traditionally associated with success in family firm The relationship between the succession and its family member is crucial because, according to the literature (Marler et al., 2016; Lansberg, 1988), the ability of an incumbent to change roles after relinquishing formal leadership is a prerequisite for post-succession acceptance of the successor as the new leader. Marler et al. (2016) added the need for both the incumbent and the successor to be willing to teach and learn to socialize to prepare that person for future leadership through training and exposure.

Successor Relationship

When looking to pass the family business to the next generation, there are a few key relationships to consider: the incoming family member(s) should have strong relationships with the outgoing family member(s), the company's employees, any vendors, and any strategic industry alliances (DeNoble et al., as cited in Burns, 2014). If there is poor communication or miscommunication about critical company information due to a damaged connection between the generations, the shift will prove difficult. The family members may overcome the difficulties brought on by their generational disparities, though, provided a strong relationship existed between them (Burns, 2014). The ability of the successor to join social networks both inside and outside the company was also mentioned by Bracci and Vognoni (2011). This entails having a conversation with the stakeholders-such as the employees, clients, and suppliers-to earn their respect and legitimacy. According to Lansberg (as described in Bracci and Vognoni (2011), family businesses frequently have customers and suppliers who are used to dealing directly with the owner, forging a close bond built on trust. The fact that many family-owned enterprises fail to pass down to the second generation is also mentioned, and sibling rivalry is one of the key causes (Avloniti et al., 2014). According to Avloniti et al. (2014), sibling rivalry refers to the tense connection between brothers and sisters and frequently involves the desire for parental approval, love, and attention. Building relationships is one of the four main things that executives should consider, according to Ancona et al. (2007; quoted in Buoziute-Rafanaviciene et al. 2011).

Filipino Values on Succession among Family Business

Diskarte in sucessor skills

Diskarte is a component of Filipino values and way of life in addressing and overcoming problems, according to a corpus of general research on the Filipino people. According to (Morales, 2017), it is imaginative problem-solving that develops in the presence of situational constraints including societal restraints and power disparities. To overcome difficulties, Gaerlan et al. (2011) present "*diskarte*" as creativity and resilience, with the idea that finding innovative solutions to problems can help people go through adversity and deal with poverty. Explanation in more detail reveals that diskarte is a desirable cultural habit (asal) recognized as being a characteristic of being Filipino (Morales, 2017).

Lakas ng loob in successor willingness and commitment

One of the Filipino virtue ethics is called *Lakas-ng-loób*, which translates to "strength of will" and is equivalent to the cardinal virtue of courage or fortitude. Enriquez carefully noticed the collective character of lakas-ng-loób and its connection to kapwa. (Enriquez, 1992) *Lakas ng loob* is a damdamin (internal feel/attribute/trait) required for actualizing the good in one's loob, as well as in oneself, fellow man (*kapwa*), and in supporting the "social good" in *kapwa*. The "holistic and relational will" of a person is known as *loób*. It is the most frequently occurring term for composite virtue terms since it is the proper topic of Filipino virtues (Miranda, 1989).

According to the proposed study by Gaerlan et al. (2011), the values of having guts (*lakas ng loob*) and initiative (*kusa*) are those connected with *diskarte*. The willingness and dedication of the successor in *Lakas ng loob* in this study are reflected. *Diskarte*, according to Morales (2017), is a Filipino word that combines creativity (*pagkamalikhain*), intellect (Latino), and strategy (*catamaran*).

Family relationship in successor relationship

Many Filipinos follow their parents' wishes when choosing which profession to study in college, following their parents' push for more lucrative and prominent careers, even choosing which positions to apply for, and so on (Garcia et al., 2012). Families play a significant role in the everyday activities and decision-making for successor. It is alleged that collective nations like the Philippines have an interdependent sense of themselves. Because of this, Filipinos tend to think about family obligations (King & Ganotice, 2015). Covar emphasizes how deeply embedded in the family the Filipinos are, dating all the way back to the Philippines' colonial era. The instinct of the family to protect its members comes first and foremost (Jocano, 1997, p. 171). Additionally, it "gives security, a sense of belonging, and love and affection manifested in the honor and respect given to parents and elders, in the care given to children, in the generosity towards relatives in need, and in the sacrifices endured for the family's sake" (Bacungan et al., 1996). This is comparable to the findings of Phikiso & Tenge's (2017) study on family businesses, where the majority of the interviewees emphasized the significance of preserving positive ties in their families at all costs. These interviewees placed more value on the wellbeing of their family ties than the success of their businesses.

Theoretical/Conceptual Framework

Successor-Related Factors Theory

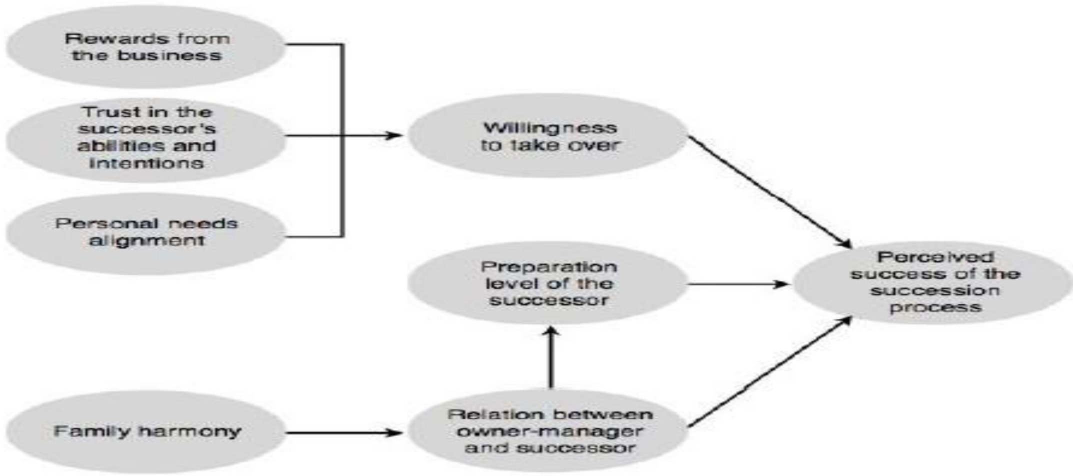

Figure 1: Venter, Boshoff, and Maas (2005) Successor-Related Factors Theory

A theoretical model of how successors affect effective succession was developed by Venter, Boshoff, and Maas (2005) using 332 survey responses from South African family business owner-managers and successors. Two criteria-process satisfaction and ongoing business profitability-were used in the research to gauge the succession process's effectiveness. By emphasizing the successor more, the successor-related factors hypothesis advances the literature on succession. According to the notion, the succession process is influenced by the successor's "willingness to take over, level of preparation, and relationship with the founder." The successor-related factors theory, on the other hand, largely relies on founder-centric conceptions, restricts itself to highly linear succession processes, and looks at perceived success rather than actual success (Jiang, 2011). In this paper, the researcher identifies the Filipino values (Diskarte, Lakas ng Loob, and Family orientation) that are associated with successor traits and characteristics, namely: Successor's Skills, Successor's Willingness & Commitment, and Successor's Relationship

CONCEPTUAL FRAMEWORK

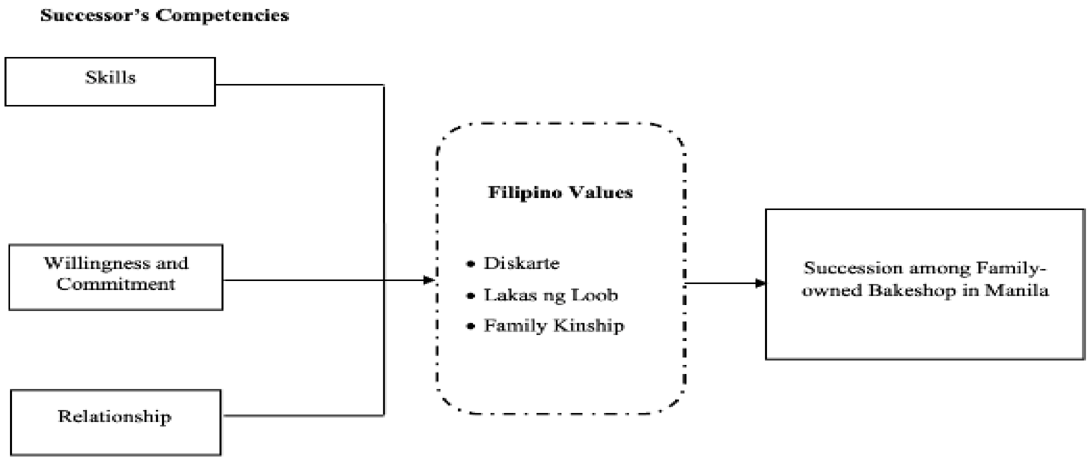

Figure 2: Operational Framework Presents The Successor's Traits and Characteristics Towards Succession Among Family-Owned Bakeshop

The operational framework above presents the successor's traits and characteristics: The successor's Skills, Willingness and Commitment, and Relationship on how it can integrate into the selected Filipino values, the *Diskarte*, *Lakas ng Loob* and Family Relationship. These factors will be used to identify the influence of succession among Filipino family-owned bakeshops in Manila City through its successors.

Statement of the Problem

The study would like to determine the influence of Filipino Values towards Successor skills, willingness and commitment, and family relationship among family-owned bakeshop in Manila City. Specifically, the study would like to determine the following:

1. What is the demographic profile of family-owned bakeshop owners in terms of age and years of working in the bakeshop?
2. What is the business profile of family-owned bakeshop in terms of years of operation and monthly income?
3. How do family-owned bakeshop owners perceive succession in terms of:
   i. Successor skills
   ii. Willingness and commitment
   iii. Family relationship
4. How Filipino Values Influence Successor Traits and Characteristics among Family family-owned bakeshop?

Hypotheses

H_o1a: Successor's Skills does not influence succession among family-owned bakeshop in Manila City.
H_o1b: Successor's Willingness and Commitment does not influence succession among family-owned bakeshop in Manila City.
H_o1c: Successor's Relationship does not influence succession among family-owned bakeshops in Manila City.
H_o 2: There is no significant relationship between Successor's Skills, Willingness and Commitment, and the relationship between family-owned bakeshops in Manila City.

Scope And Delimitation

The study is limited to only among thirty family-owned bakeshops in manila city. Furthermore, the study does not cover the entire Filipino values as it only identifies three values that are closely associated on the successor's traits and characteristics. Further studies regarding the influence of Filipino values with regards to succession and successors traits and characteristics is recommended.

Methodology

Research Design

The study used a descriptive design through a survey. In survey research, the researcher asked the participants a series of questions to answer the research objectives. Descriptive research designs were used to help in providing an answer to the questions of who, what, when, where, and how associated with a particular research problem. Descriptive research will be used to obtain information concerning the phenomena's status and describe "what exists" concerning variables or conditions in a situation.

Participants/Respondents of the Study

The respondents for this study consisted of owners of the selected family-owned bakeshop in Manila. The business owners are selected to gather their perspectives on the successor traits and characteristics that influence succession in their family-owned bakeshop. Furthermore, the said bakeshop owners are successors or first-generation family business owners. This is an integral part of the study to identify and analyze the perception of these owners/successors regarding succession. The list of respondents for this study are Manila based on the Department of Trade and Industry list of bakeshops as of 2021.

Defining a family firm was accomplished by using a combination of the five most prevalent criteria used to differentiate family from non-family businesses and study businesses needed to exhibit at least one of these criteria: (a) owner perceived their business to be a family business, (b) at least one other family member was a major business decision maker, at least one other family member was an owner, at least one other family member worked in the business, and future family ownership was considered likely (Danes, Stafford, and Loy, 2007).

Instrument/s of the Study

The study used a researcher made questionnaire. This study used descriptive survey method. The method used was to measure a large scale of respondents for the study. A survey question was distributed to the customers and owners of the selected family-owned bakeshop in different areas Manila. Responses to the questionnaire were subjected to a five-point Likert scale and ordinal scales. Pilot testing of the instrument was done in a group respondent and was subjected to reliability and content validity.

Reliability Statistics

Table 1: Reliability Results

Cronbach's Alpha	**Reliability Level**
.759	Acceptable

For this research, the researchers adapted the reliability scale of Hinton et al. (2004), where 0.50 to 0.70 shows moderate reliability. Inconclusion, all categories of the questionnaire passed and were deemed reliable.

Data Collection and Analysis

The study focused on gathering personal information about the respondents for the individual respondent's questions like, age and the business profile such as years of operation and bakeshop monthly income. This area will help the researcher know the respondent's basic information. The second part of the survey will focus on gathering information on the influence of successor skills, Willingness and Commitment relationship to succession. The third part of the survey will focus on the successor's traits and characteristics and Filipino values' influence on succession. The last part of the questionnaire will focus on the level of importance of the successor's factors, statements will be provided, and the respondent will be asked to rank according to how important the factors from a scale of 1 being the highest or the significant factor that is important for a successor in succession and scale of 10 being the lowest or not so important.

The data that were collected and gathered were processed using SPSS software. The SPSS is a statistical package for social science software. In SPSS, we applied the frequencies, descriptive statistics, reliability tests, regression, and correlation. In measuring the relationship and influence of the successor's traits and characteristics, the study will use Spearman rho, a non-parametric test based on the normality test.

Ethical Considerations

The researchers did not consider taking the names of the respondents to keep their anonymity. The researcher personally asked the respondents and requested for permission in conducting the survey, the respondents are free to decline from being included in the survey. Information of the respondents will be treated with strict confidentiality and to be used for research purposes only.

Result and Discussions

The respondents perceived a VERY HIGH INFLUENCE (4.43) in succession to the successor's ability to manage financial performance and monitor the spending of the business and its family members. The data revealed that the respondents perceived that there is a HIGH INFLUENCE (4.20) in a succession of the successor's knowledge of different products of the business, such as bread and pastry products and the successor's knowledge of the shelf life of the products. The respondents perceived a VERY HIGH INFLUENCE (4.43) in a succession of the successor's technical and operational skills, such as knowledge and adaptability of the use of technology the business uses (machines and equipment). Additionally, respondents perceived a HIGH INFLUENCE (4.20) in the succession of the successor's leadership and ability to instruct employees and family members of the business without reservation (doubt). Lastly, the data revealed that the respondents perceived that there is a VERY HIGH INFLUENCE (4.43) in the succession of Successor's Analytical and Problem ("Diskarte") solving skills such as determining the possible solution and alternatives to a problem within a reasonable time. Overall, the respondents perceived that the successor’s skills have a VERY HIGH INFLUENCE (4.39) in succession among family-owned bakeshops in Manila City.

Successor's Skills vs. Successor's Willingness and Commitment has a strong positive relationship. Successor’s Skills vs. Successor’s Relationship has a moderate positive relationship. Successor’s Willingness and Commitment vs. Successor's Relationship also has a moderate positive relationship. The researcher to Reject the Null Hypothesis. Therefore, the researcher concluded that there is a significant relationship between Successor’s Skills, Willingness and Commitment and the relationship among family-owned bakeshop in Manila City.

The researcher found that there is no significant relationship between Filipino values and succession among family-owned bakeshops. There is a low positive relationship between lakas ng loob (.218) and Diskarte (.219) on Succession and Filipino Values (.205) as a whole.

Proposed Successor Succession Framework

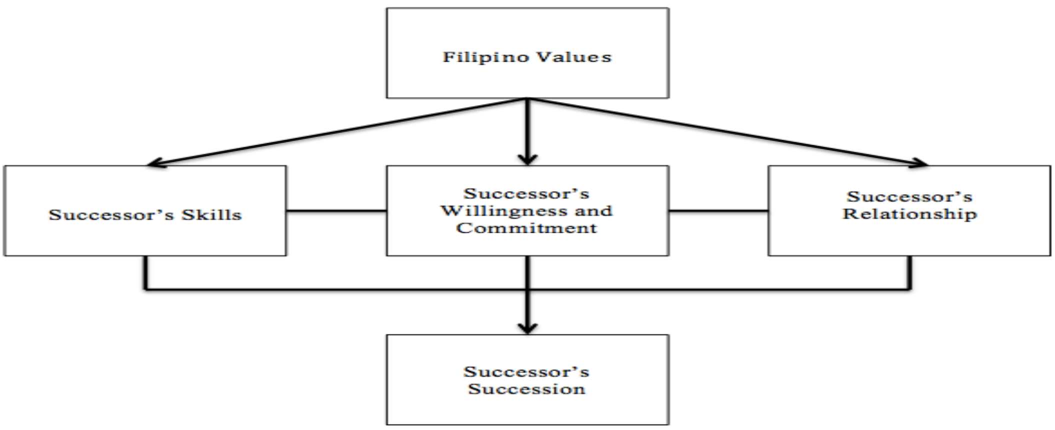

Figure 3: Catapang Succession Framework

Based on the result of the study, the proposed a successor succession framework that based on Venter, Boshoff, and Maas (2005) Successor-related factors theory. The theory of Successor related factors is based on successor's willingness to take over, preparation level, and relationship with the founder that influences the succession process. In this study the researcher further examines the successor by adding the successor skills as factor influencing succession and the relationship not only with the founder but the entire business including the family members and the stakeholders. The three factors are considered as the Successor's traits and characteristics namely: Successor's Skills, Willingness and Commitment, and Relationship are very influential in the succession among family-owned bakeshop in manila based on the result of the study. The traits and characteristics are positively related to one another and supported by Filipino values as foundation. These values (Lakas ng loob, Diskarte and Family relationship) identify a Filipino from other nationality and the foundation successor's skills and characteristics among family-owned bakeshop.

Conclusion

For the successor's willingness and commitment, the successor's ability to willingly work with others and contributes to the family business operation and "lakas ng loob" based on the mean and rank score. The result also shows importance that working with others and family members is one of the challenges of a family business. Having a successor willingly work with others and family members contribute to addressing these family business problems.

For the successor's relationship, the successor's creation of trust and profitable relationship between the family business suppliers and stakeholders and the "Family relationship" based on the mean and rank score. Trust between the family members and the stakeholder plays an essential role in the continuity of the business, as one of the family business's challenges is conflict between family members.

The result shows that successor traits and characteristics presented in the paper, namely: Successor's Skills, Willingness and Commitment, and Relationship, are very influential in the succession among family-owned bakeshops in Manila. The study does not support the presented hypothesis; the study shows that there is a significant relationship between the successor's traits and characteristics.

The Filipino values (Diskarte, Lakas ng loob, and Family relationship) do not have a direct relationship in succession, thus, supporting the hypothesis. However, the bakeshop owners strongly agree that successor traits and characteristics should have Filipino values. For the Successor's Skills, a successor should have "Diskarte," for the successor's willingness and commitment, a "lakas ng loob," and for the Successor Relationship, the importance of family or "Family orientation." It can be said that based on the result, Filipino values do not have a direct influence on succession. Instead, the successor should embody and practice them in the succession process.

Recommendations

With all the results garnered in the study, the finding of this paper can put forth the following recommendations:

Family-owned bakeshops: For family-owned bakeshops, the study provides a guideline on how current business owners evaluate the traits and characteristics needed by a successor to secure the business's continuity from one generation to the next. Business owners can start addressing the succession process gap by developing and enhancing the successor's traits and characteristics.

On multidisciplinary levels: Most family-owned bakeshops were categorized for government sectors to improve governmental support for micro, small, and medium enterprises. With the market being globally competitive, support for training and new technologies will improve the competitiveness of the family-owned bakeshop in the global economy.

Future Researchers: The current study only focused on three Filipino values and three criteria for successors in succession. The study does not discuss the other areas of succession. The study only discussed how the owners of family-owned bakeshops perceived the importance of succession and the influence of successor traits and characteristics supported by Filipino values on succession.

Conflict of Interest

There is no conflict of interest by the author in this manuscript.

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