

# Exploring women's initiatives for family business resilience during the COVID-19 pandemic

Women in family  
businesses  
during  
COVID-19

Grisna Anggadwita

*School of Economics and Business, Telkom University, Bandung, Indonesia*

Anggraeni Permatasari

*Faculty of Business, President University, Bekasi, Indonesia*

Dini Turipanam Alamanda

*Faculty of Economics, Garut University, Garut, Indonesia, and*

Werda Bagus Profityo

*School of Communication and Business, Telkom University, Bandung, Indonesia*

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## Abstract

**Purpose** – Family businesses have contributed significantly to economic growth in various countries, including Indonesia. The coronavirus disease 2019 (COVID-19) pandemic reduced the world economy and caused economic shocks in various business sectors. Women successors face significant challenges in overcoming family business problems during the COVID-19 pandemic, especially in terms of resilience, which is seen as the organization's prominent ability for sustainability in a turbulent environment. Thus, this study aims to explore women's initiatives and propose a framework for family business resilience during the COVID-19 pandemic in Indonesia.

**Design/methodology/approach** – This study uses a qualitative method with a case study approach to explore women's initiatives in family business resilience during the COVID-19 period. Data were collected through in-depth interviews with five women's successors of family businesses in Indonesia. Triangulation was used to test data validity. Meanwhile, data analysis uses the Miles–Huberman technique: data reduction, data display and conclusion drawing/verification.

**Findings** – This study found that women have the initiative to deal with the COVID-19 pandemic to develop and implement resilience in the family business. This study proposes a framework for factors that enhance family business resilience, including strategic decision-making (adaptive capacity, strategy renewal and appropriation capacity), strategic factors (successor motivation, successor competence and family support) and successor incremental program. Women have a long-term orientation toward the sustainability of their family businesses and can overcome various conflicts. The stereotypical view of women's leadership in family businesses has experienced a shift in which capability and competence are the main factors in recognizing women's leadership.

**Originality/value** – This study contributes to understanding women's roles in the resilience of family businesses under extreme stress during the pandemic. This study proposes a framework for family business resilience. In addition, this study adds new insights into the specific context of managing family business systems during the COVID-19 pandemic based on the resource-based view (RBV) and strategic management approach.

**Keywords** Adaptive capacity, Appropriation capacity, Family business resilience, Strategy renewal, Women entrepreneurship, RBV

Paper type Research paper

## 1. Introduction

The coronavirus disease 2019 (COVID-19) pandemic that emerged in early 2020 has spread globally, affecting various aspects of life and causing unavoidable disruptions in various economic sectors. According to Donthu and Gustafsson (2020), the COVID-19 pandemic has disrupted market processes and commercialization for most industries, resulting in economic shocks to society. The COVID-19 pandemic has become a frightening issue because the virus mutates endlessly, forcing humans to find new ways to survive. Hidayat *et al.* (2021) revealed



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that the new normal is a transformation of people's living behavior to adjust their normal activities with the discipline of implementing health protocols during the post-COVID-19 period.

The family business is an economic sector that has been affected during the pandemic (González and Pérez-Uribe, 2021) and faces tremendous challenges in maintaining its business continuity. Family businesses have significantly contributed to economic growth in various countries (Dana and Ramadani, 2015; Ramadani *et al.*, 2017a; Anggadwita *et al.*, 2017), including Indonesia. Family businesses represent most companies and are important sources of job creation in many countries (Ramadani *et al.*, 2015; Rexhepi *et al.*, 2017). Based on a study by Björnberg *et al.* (2014), 60% of companies worldwide are owned by families, and 80% of gross domestic product (GDP) countries worldwide come from family businesses. Family businesses make strategic contributions to the Indonesian economy. In total, 95% of Indonesian companies are family businesses, with a turnover of approximately US\$ 5–10m and total assets of US\$ 134bn, 25% of Indonesia's GDP (PwC, 2014). This contribution shows that the family business plays an essential role in a country's economy.

Chrisman *et al.* (2011) considered that family businesses are better able to respond to disturbances than non-family businesses, so they tend to be more resilient. Several studies have highlighted the importance of family business resilience (Brewton *et al.*, 2010; Chrisman *et al.*, 2011). Brewton *et al.* (2010) defined family resilience as "a reservoir of individual and family resources that protects family companies from interference and is characterized by individual and collective creativity used to solve problems and complete work." COVID-19 is a disturbance that forces family businesses to create, reduce, find, change resources and remain to survive and sustain (González and Pérez-Uribe, 2021). Thus, the resilience of the family business during the pandemic COVID-19 period became a relevant issue for the sustainability of the family business for the next few generations (Gersick *et al.*, 1997).

In recent years, gender-based entrepreneurship has received increasing attention from researchers (Byrne and Fayolle, 2013; Kariv, 2013; Langowitz *et al.*, 2005; Ramadani *et al.*, 2013; Welter, 2004; Welter and Smallbone, 2010), including its role in the succession process in family businesses (Anggadwita *et al.*, 2017). According to the Organization for Economic Co-operation and Development (OECD) (2004), entrepreneurship assumes the existence of gender neutrality that supports the creation and expansion of businesses in developed countries. Women have unique qualities that are essential for the survival and success of their family businesses (Salganicoff, 1990). Hamilton (2006) added that women play a decisive role in family businesses. Anggadwita *et al.* (2017) also revealed that women have the opportunity to succeed in family businesses. Women successors try to balance family and business and avoid conflicts between family members (Martinez Jimenez, 2009). Women are loyal to business and family and flexible regarding roles for the welfare and continuity of the family business (Salganicoff, 1990). According to Ramadani *et al.* (2017b), there is still debate in the literature on gender roles in family businesses despite increasing interest in gender equality. There is still a tendency to favor male successors. This study attempts to address the gap by providing insight into the involvement of women in family businesses, where women have the ability and initiative to resilience their family business during the COVID-19 pandemic.

This study explores women's initiatives for family business resilience during the COVID-19 pandemic in Indonesia. In particular, this study examines and proposes the factors of women's actions and reactions in overcoming the resilience of family businesses in facing and responding to environmental shocks during the COVID-19 pandemic. This study uses the theory of resource-based view (RBV) and strategic management approach with a case study method to analyze the resources, capabilities and efforts of five women successors in various sectors in Indonesia. This study's dimensions of business resilience are based on Mzid *et al.* (2019): adaptive capacity, strategic renewal and appropriation capacity.

This study begins with the theoretical background of the research. The second section presents a literature review by presenting the relevant theories. The research method

presented in the third section provides sampling, data collection and analysis techniques. The following section presents the interview results. Finally, this study discusses and concludes with key findings related to the literature. This study's implications, limitations and future research opportunities are presented.

## 2. Literature review

### 2.1 Strategic management

From a strategic management perspective, a family business is organized and managed sustainably, potentially across generations, to shape and possibly pursue a formal or implicit vision of the business shared by members of the same family or a small number of families (Chua *et al.*, 2003). Sharma *et al.* (1997) revealed the need for strategic management theory in family businesses. However, literature on family business strategy is sparse (Carney *et al.*, 2015; Ibrahim *et al.*, 2008), and further insight into understanding the strategic management of family businesses is needed.

According to Wheelen and Hunger (2018), strategic management consists of four essential elements as follows: (1) environmental scanning is the monitoring, evaluation and dissemination of information aimed at identifying strategic factors – external and internal elements that will assist in the analysis of a company's strategic decisions; (2) strategy formulation is a process of investigation, analysis and decision-making that provides criteria for companies to achieve competitive advantage; (3) strategy implementation is the process by which strategies and policies are implemented through the development of programs, budgets and procedures and (4) evaluation and control is a process in which company activities and performance results are monitored so that actual performance can be compared with desired performance.

Strategic management issues of family businesses have previously been explored, including strategy formulation (Chua *et al.*, 2003), strategic definition and implementation (Zahra, 2003) and strategic decision-making (Basco and Pérez Rodríguez, 2011). Several previous studies used the RBV theoretical approach to analyze the strategy of family businesses (Cabrera-Suárez *et al.*, 2001; Eddleston *et al.*, 2008). From the perspective of RBV, the family is a valuable, rare, inimitable and non-substitutable resource (VRIN) (Barney, 1991). This study focuses on women's initiatives for family business resilience in the face of COVID-19 by utilizing capabilities and resources, which have become the primary antecedents of the company's strategy. The women's successor initiative program is an activity or step taken to support the strategy (Wheelen and Hunger, 2018). This study seeks to provide a theoretical understanding of the strategic dynamics of family businesses with a framework that describes the constant long-term processes of strategic adaptation and adjustment coupled with their capacity to create value (Lindow *et al.*, 2010).

### 2.2 Resource-based

view

The RBV is a classic approach in strategic management related to competence and company resources to achieve competitive advantage. The fundamental principle of the RBV is the basis for a company's competitive advantage, which lies mainly in the application of valuable resources in the company (Barney, 1996). This principle states that a company's resources are essential for achieving a competitive advantage that affects its profits. In another study, Barney and Hesterly (2008) replaced the concept of non-substitution with organization, which is explained through valuable, rare, inimitable and organization (VRIO). Kellermanns *et al.* (2016) argued that the RBV focuses on understanding the potential of organizational resources and capabilities. The RBV model posits that core competencies are the basis of a company/organization's competitive advantage, the key to strategic advantage and the

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ability to earn above-average profits (Eisenhardt and Schoonhoven, 1996). The RBV concept states that a company is successful if it possesses the most appropriate resources for its business and strategy.

The RBV in family businesses is an approach that views organizations and families as a collection of assets and capabilities. A family business is a unique blend of family, management and owners, creating a distinctive feature. Manikutty (2000) explained that family business management lies in the intentions, values and strategies that influence the interaction of owners from the same family. Thus, the advantage of the family business compared to other business sectors is that the family is the primary resource. The company's ability assets determine the efficiency and effectiveness of every job the company performs (Hesterly and Barney, 2008; Kellermanns *et al.*, 2016). Family businesses are considered to have a VRIO that can help achieve a competitive advantage. Thus, RBV has become a critical theoretical approach in family business research (Habbershon *et al.*, 2003; Rau, 2014). In addition, based on the RBV, family construction is defined as a collection of resources and capabilities resulting from the interaction between family and business, which adds value to the family business (Manikutty, 2000; Habbershon *et al.*, 2003).

In the RBV family business context, women are a significant representation of their owned businesses, representing the family business's most valuable resource. The family's resources and abilities in managing the business affect the quality of the family business (Rau, 2014; Mzid *et al.*, 2019; González and Pérez-Urbe, 2021). Women efficiently manage all entrepreneurial activities, such as leaders, innovators, creators and risk-taker (Agarwal and Lenka, 2016). Women learned and developed entrepreneurial competencies to run a venture effectively. Thus, women are recognized as independent of performing solely, even in adverse situations. Lenka and Agarwal (2017) noted that women's employment generation is abysmal, particularly in developing countries, due to insufficient support from family and community, limited knowledge of the market, financial institutions and entrepreneurial competencies. Therefore, women's initiative is a vital factor that affects women's confidence in getting involved in entrepreneurial activities. Women's initiatives are interconnected with women's entrepreneurial intentions, consisting of the entrepreneur's ideas, attitudes and behavior, leading to sustainable family business performance. In summary, RBV can be influenced by women's initiatives in how family businesses operate to sustain family businesses.

### *2.3 Women entrepreneurship in family businesses*

Women in family businesses play an essential role in global economic development. Ratten *et al.* (2017) stated that women entrepreneurs in family businesses are among the most prominent businesses in the global economy. Women's behavior is considered to be linked to their families in terms of their occupational roles (Anggadwita *et al.*, 2020; Ratten *et al.*, 2017), which suggests that women are critical to the functioning of family businesses (Heinonen and Stenholm, 2011). Hisrich and Fölöp (1997) stated "Owning and running a family business requires a lifestyle that influences many aspects of women's lives – their role in society and the family, their use of time, their recognition and standard of living and perhaps most important, their roles and responsibilities to their families". The capital owned by women entrepreneurs is perseverance and patience in choosing and weighing decisions, combined with a vision and strategy to meet the company's needs.

In this modern era, women entrepreneurs can still play a dual role without leaving their nature as women because women have better multitasking abilities than men. Several factors cause women to have careers, including economic, self-actualization and psychological factors (Handayani, 2020). However, there were differences between the men and women. Women have lower levels of human, financial and social capital than men when engaging in entrepreneurship, which affects their involvement in family businesses (Ratten *et al.*, 2017).

These limitations can be a women's dilemma when running a company, especially when facing company problems. The role of women in supporting the family economy is often underestimated and considered only as a side income. However, the facts show the contribution of women working to improving the family economy. Therefore, psychological ownership is vital for understanding the development of women's contributions to family businesses (Heinonen and Stenholm, 2011). The psychological conditions of family successors highlight the need for institutions to support family businesses (Porfirio *et al.*, 2020).

Porfirio *et al.* (2020) stated that the personal characteristics of successors and organizational characteristics of the family business combine to produce motivated successors. Hisrich and Fålöp (1997) stated that "social structures, work, family and organized social life are likely to affect women entrepreneurs and family businesses' motivations and human capital influences." One way to overcome stagnation in family businesses is to reinstall an entrepreneurial vision. This vision helps re-evaluate current behavior and affects future strategic capabilities by encouraging entrepreneurship (Ratten *et al.*, 2017). Therefore, it is essential to understand the motivation and vision of women entrepreneurs in managing family businesses to be sustainable and survive change.

Women entrepreneurs act as saviors to the family by making businesses rise amid a crushing situations. Women's entrepreneurial capabilities contribute to unique family business resources. Entrepreneurial women's abilities include self-confidence, following development, persevering, developing themselves, increasing creativity, mastering the work field, introspection, acting quickly and precisely to make decisions, building a positive business image and optimism. Thus, women's entrepreneurial capabilities can be influenced by the support from their families and other stakeholders in developing their businesses and maintaining their companies' resilience (Porfirio *et al.*, 2020).

#### 2.4 Family business resilience

Resilience is crucial for family businesses. Many family companies are not ready to adapt to changing environments, causing them to stop operating (Permatasari and Laydi, 2018). Business resilience results from business and family interactions in which resources and abilities are played. It results from an emerging process whereby business families find solutions and use and develop resources to address challenging scenarios by improving family management practices (Patterson, 2002; González and Pérez-Urbe, 2021). Thus, it cannot be denied that the future of the family business depends on its success in managing resources for sustainability.

Business resilience is consistent with the RBV approach, demonstrating that family resources and business capabilities can help overcome difficult moments and render family businesses more resilient. However, family companies often have problems managing company resources when environmental changes occur during the COVID-19 pandemic. The capacity of a family business to respond to disruption depends on its resilience, defined by Brewton *et al.* (2010) as "individual and family shelters a resource that protects family enterprises from disruption and is characterized by individual and collective creativity used to solve problems and get work done."

González and Pérez-Urbe (2021) discussed contingent family resilience characteristics and found that family businesses strongly connect with past and highly valued traditions. Beech *et al.* (2020) explored the concept of resilience within a family business context and considered how families and the nature of non-economic factors such as relationship dynamics influence performance. However, family businesses tend to have higher levels of resilience, given their desire to transfer ownership and management to future generations (Anggadwita *et al.*, 2020; Ratten *et al.*, 2017). This level allows family companies to adapt, cope and thrive under the pressure of circumstances.

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The resilience of family businesses requires decision-making that involves adapting to changing environments, developing a strategic orientation and dealing with adversity. Thus, the strategic management theory approach can be used to analyze the family businesses' resilience (Sharma *et al.*, 1997). Ingram and Glod (2018) focus on identifying the factors affecting organizational abilities to adapt to dynamic, hostile and complex environments, mainly when disruptive events occur. The results indicated that several factors influence the ability to cope with critical situations. Entrepreneurial competencies must be evenly distributed among business owners and all organization members for several reasons (Hidayat *et al.*, 2021). First, the professionalization of family business management leads to better chances of survival in the environment. Second, awareness of weak signals diminishes the probability of risky behaviors and helps survive in a dynamic, hostile environment.

This study refers to the concept of family business resilience proposed by González and Pérez-Urbe (2021) and Mzid *et al.* (2019). They gain a deeper understanding of family businesses' resilience by capturing the specific resources and capabilities tailored to the context in which family firms operate. Similarly, Mzid *et al.* (2019) argued that family capital fosters family business resilience. The resilience of family businesses is influenced by strategic decision-making, which refers to the following three dimensions. (1) Adaptive capacity refers to applying strategies and routines to manage resources in challenging times. Challenge and adapt capabilities to an uncertain environment to minimize the impact of shocks. (2) Strategic renewal, or family enterprise skills, to visualize upcoming opportunities from an innovative perspective to propose solutions and reconsider practices. Finally, (3) appropriation capacity consists of proficiency with which companies use the experience to assume the post-crisis period in a way that allows them to emerge better prepared for the new environment. Mzid *et al.* (2019) found that family firms draw on their family capital to overcome shocks (adaptive capacity). Family firms also need to exploit new opportunities (strategic renewal capacity) and capitalize on past experiences by proactively coping with future environmental disturbances (appropriation capacity).

### 3. Methodology

#### 3.1 Research design

This study used qualitative research with a case study approach to answering the research questions. A social constructivist approach with a case study design aims to understand and interpret the implications of the pandemic and the consequential reactions and actions of the five women successors in the family business (González and Pérez-Urbe, 2021). A case study is a research strategy used to study a particular phenomenon in a real-life context (De Massis and Kotlar, 2014) by exploring in-depth programs, events, activities, processes and individuals (Creswell and Creswell, 2017). This study focuses on understanding the subject and relevant variables and does not intend to generalize (Groenland and Dana, 2019). Case studies provide a more holistic understanding of family businesses (Dana and Dana, 2005).

#### 3.2 Sample and data collection

This study focuses on exploring women's successor initiatives toward family business resilience. A purposive sampling technique was used in this study in which the respondents were considered to understand the social situation of the research object. Informants are selected based on considerations that focus on specific goals (Arikunto, 2013). Several criteria for informants were involved in this study: primary successor to the family business, authority to lead the family business operation and understanding of family business management. The sample consists of five women from various industrial sectors successors of family businesses in Indonesia. Respondents' profiles are listed in Table 1.

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Informants (initial name)	Business sector	Sample details
MA	Food and beverage, local coverage	Second-generation, 100% family-owned, 5 siblings own the business Year founded: 2004 Number of employees: 4 Number of family members employed: 1
PP	Education, national coverage	Second-generation, 100% family-owned, 2 siblings own the business Year founded: 1980 Number of employees: 265 Number of family members employed: 1
NA	Local culinary, regional coverage	Third-generation, 100% family-owned, 3 siblings own the business Year founded: 2000 Number of employees: 5 Number of family members employed: 2
AO	Fuel provider, local coverage	Second-generation, 100% family-owned, 3 siblings own the business Year founded: 2010 Number of employees: 4 Number of family members employed: 2
TA	Dredger manufacturing (manufacture, rental and maintenance), national coverage	Second-generation, 100% Family-owned, No siblings Year founded: 2011 Number of employees: 40 Number of family members employed: 2

Table 1.  
Profile of respondents

The data sources in this study were the results of interviews with five women successors of family businesses. All informants responded well to the questions and understood the problems in their family business. This study uses a semi-structured in-depth interview technique by preparing a set of interview protocols, allowing researchers to explore more deeply when additional information is considered necessary by asking follow-up questions to gain insight into the study results. Interviews were conducted through face-to-face meetings at the location of each family business while adhering to the health protocol. The interviews were arranged in Indonesian. On average, the interviews took between 30 min and an hour. Before the interviews, the researchers provided a brief background description of the research topics. The interviewees were informed that their identities and businesses would be protected (Kaiser, 2009). All interviews were recorded and transcribed. This information allowed us to reexamine the data and improve consistency and reliability.

The question begins with general questions about the respondent's family business profile, including the family profile, line of business, year of establishment, number of employees and market coverage. The interview questions also lead to an exploration of a woman's motivation and support for becoming a family business successor and what makes her worthy of being a family business leader. Further questions were asked to identify the RBV of family businesses during the pandemic period, their actions and reactions to the pandemic and their resilience to family businesses. We specifically asked about the resilience

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of family businesses based on [Mzid et al. \(2019\)](#), regarding family and business adaptive capacity, strategic renewal and appropriation capacity.

### 3.3 Data analysis

Data analysis was performed to provide a better understanding of the case study by describing the findings of the collected data. This study used content analysis ([González and Pérez-Urbe, 2021](#)). Interviews were read, reread and reviewed to gather patterns and quotes from interviewees regarding each factor that demonstrated how and why resilience was elicited ([Mzid et al., 2019](#)). This study used a data categorization approach ([De Massis and Kotlar, 2014](#)) in which we grouped the informants' responses and identified the factors. Triangulation has also been used to validate data relationships from field research ([Saunders and Lewis, 2012](#)). Source triangulation was performed by comparing the information from one respondent with other respondents using the same data collection technique. Meanwhile, technical triangulation is performed by comparing data using several techniques such as observation, in-depth interviews and documentation. Each family business has been studied independently using a multi-case processing technique consisting of data reduction, data display and conclusion verification ([Hubberman and Miles, 1994](#)).

## 4. Findings

### 4.1 Consequences of COVID-19 on family businesses

The COVID-19 pandemic has had many impacts and changes globally, including in Indonesia, starting in the health, economy, education, religion and other sectors. The first case of COVID-19 infection was reported in Indonesia in early March 2020. By early January 2022, COVID-19 infection in Indonesia had reached 4,353,370 confirmed cases (Source: [covid19.go.id](https://covid19.go.id), 2022). The Indonesian Government has made various efforts to deal with the COVID-19 pandemic, including the health sector, and has tried to accelerate the implementation of tracing, testing and treatment (3T); fulfilling antiviral drugs for the treatment of COVID-19 patients; fulfilling oxygen needs and vaccinations for the entire population of Indonesia. In the economic sector, the Government has accelerated the distribution of various types of social assistance for the community. In other sectors, the Government has issued policy schemes to minimize the impact of the pandemic ([Coordinating Ministry for Human Development and Culture of Indonesia, 2021](#)).

The Indonesian Government's policies toward the business sector are also a concern, although they raise both pros and cons. The Government issued policies for Micro, Small, and Medium Enterprises (MSMEs), including providing social assistance, delaying installments and interest, and financing MSMEs and cooperatives through people's business loans. Other policies encourage government spending to be prioritized for MSME products and encourage MSMEs to innovate and adapt to new markets (Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, 2020).

Based on [Katadata \(2020\)](#) survey conducted with 206 MSME actors in Greater Jakarta, most MSMEs (82.9%) felt the negative impact of the COVID-19 pandemic, and only 5.9% experienced positive growth. As many as 63.9% of the affected MSMEs experienced a more than 30% decrease in turnover. Only 3.8% of MSMEs experienced an increase in turnover. According to [Bahtiar \(2021\)](#), a survey from several institutions such as Central Bureau of Statistics, Ministry of National Development Planning of the Republic of Indonesia, and the World Bank show that this pandemic has caused many MSMEs to have difficulty paying off loans, as well as paying electricity, gas and employee salaries. Some of them even had to do layoffs. Another obstacle is obtaining raw materials and capital, declining customers and hampering distribution and production ([Bahtiar, 2021](#)).



COVID-19 has had various consequences for the business sector, thus requiring entrepreneurs to think of practical ways to maintain their businesses. The respondents in this study came from various business sectors, and all of them experienced a significant decline. Almost all respondents stated that their business was affected and caused a decline in sales.

Sales decreased due to public concerns with Covid, movement restrictions, and strict control from the authorities. (MA)

NA and AO also expressed the same thing; there was a decline in sales due to restrictions on people's movement. NA added that this was triggered by the decline in people's purchasing power due to economic difficulties. While in the education sector, respondents stated the following:

Our business is severely impacted, we are having a hard time getting new students, the number of new students has decreased by 50%. (PP)

TA, who runs a business in the dredger industry, stated the following:

For the first start of the pandemic, we did not have any projects; usually, there could be two projects in one year, which means we could produce two ships; because of the pandemic, there were no orders. (TA)

In addition, the spread of COVID-19 also caused several employees to become infected, as revealed by TA:

We focus on health protocols in the workshop because several employees have contracted Covid. We were worried because all the divisions were related. Luckily, it does not spread to everyone. If everyone gets infected, it will cause the office to close temporarily . . . we have to make sure things get better and do not spread quickly.

PP revealed that the spread of the COVID-19 virus had infected several of their employees, so they could not maximize employee performance and were looking for strategies to maintain employee productivity, including implementing work from home (WFH). TA also revealed that they implemented scheduling arrangements for employees who work in the office and at home. In contrast, MA and NA still require employees to attend work because they rely only on sales processes related to food production activities. AO still requires employees to work because their line of business requires serving the community for fuel needs. However, MA, NA and AO still agreed to observe the health protocols, even though they required their employees to work directly and interact physically.

#### *4.2 Strategic factors for family business resilience*

This study explored the strategic factors for women who continued their family businesses during the COVID-19 pandemic. Motivation, competence and family support were identified as the factors to strengthen the existence of family businesses during the COVID-19 pandemic.

*4.2.1 The successor motivation.* We found that all women in this study were highly motivated to run family businesses because of the family goal, potency and business longevity. Entrepreneurial motivation is a series of processes that generate, direct and maintain entrepreneurial behavior toward achieving goals ([Anggadwita et al., 2020](#)). The motivation of an entrepreneur in a family business consists of the desire to act and do something to achieve business goals ([Gilding et al., 2015](#)). Women entrepreneurs in family businesses usually act for a reason to achieve family prosperity and business goals. The motivation of women entrepreneurs as successors has encouraged, distributed and supported family behavior ([Agarwal and Lenka, 2016](#)). Therefore, families and employees are willing to work hard and full of enthusiasm to achieve optimal results. AO has a high

motivation, as shown by her courage to take over responsibility as the leader of her family business, even though she is still very young and currently studying high school. Several respondents expressed their motivation to maintain their family business as a business that has been passed down from generation to generation, as revealed by MA:

Since childhood, I helped my parents' business more often than my other brothers and sisters, so my parents thought that I had an interest in my family business and was able to continue my family business. I was often involved in the family business process.

The woman entrepreneur also increases her work spirit to achieve their needs, which is the driving force in mobilizing all the potential of her family. TA expressed her motivation for running her family business:

I am interested in managing human resources, and I see the potential for my family business to be developed

*4.2.2 The successor competency.* The successor competency is an individual's capacity to perform various tasks in family business operations (Agarwal and Lenka, 2016). Competence shows the potential of people to carry out the work. Work competence is very influential on the quality or weight of the work achieved by an entrepreneur (Ustyuzhina *et al.*, 2019). The concept of woman competence in a family business is the power within a woman to do work to achieve the business goals. In short, competence dramatically determines the performance of a woman entrepreneur in a family business.

MA stated that there was no gender stereotype because she was considered competent to lead her employees. NA is also motivated by a gender perspective in which she wants to show that women leaders have the same competencies as men. NA believed that the community environment supported her leadership in the family business. AO also expressed her confidence that she was able to lead her employees at a very young age, who were primarily male. PP said the same, arguing that the community judged leadership based on competence.

TA expressed her competency in running her family business:

... not all generations are able and willing to continue the family business; there are many factors that make them fail and succeed. Hmm ... for success usually because they not only enjoy and are excited but also feel responsible for running a family business ...

Ibrahim *et al.* (2004) stated that the education and training determine the competency of a small family business succession. It means knowledge and skills are vital in the family business succession (Agarwal and Lenka, 2016). In Indonesia, not all women entrepreneurs have a high level of education. However, they have high practical knowledge in running the business from their experience. Practical knowledge refers to work-related knowledge that successors acquire through direct observation and experience (Ustyuzhina *et al.*, 2019).

All informants agree that

... we improve knowledge and skill through workshop or training, so positive work obtains to support the creation of organizational goals.

The other successor competency is emotional intelligence. Emotional intelligence refers to a person's ability to be aware of feelings, manage emotions, motivate oneself, express empathy and handle relationships with others (Dzwigol-Barosz, 2017). The competency helps the successor in handling conflicts in the family business. All informants also revealed conflicts between family businesses, including miscommunication. However, all these problems can be solved by expressing empathy and managing emotions. TA reveals that:

... One consequence of being involved in a family business is conflict among family members. Such consequences may be one of the reasons why many successors did not want to continue their family business to avoid clashing with each other. They are better off starting their own company, which

will be self-managed, all based on professionalism with clear contracts and job descriptions. In the family, sometimes there is still reluctance, differences of opinion, and so on . . . the solution is to have a good discussion and give in.

4.2.3 *The family supports.* According to [Friedman et al. \(2010\)](#), family support is a process that occurs continuously throughout human life. Family support focuses on interactions in various social relationships as evaluated by the individual. According to [Anggadwita et al. \(2019\)](#), family support is an act of someone who is considered capable of assisting when other family members need it, such as attitude, action and acceptance toward its members. TA expressed her competency in running her family business:

My father supports me in operating our family business; my father tends to leave it to me as long as I enjoy my role in this family business.

This statement shows that her family fully supported TA's performance. Thus, it can be concluded that strong competence and motivation will be more successful if full support from the family is provided.

#### 4.3 Dimensions of strategic decision-making

This study identifies the dimensions of strategic decision-making as a women's initiative for family business resilience based on [Mzid et al. \(2019\)](#), including adaptive capacity, strategic renewal and appropriation capacity. We analyzed the results of the interviews based on informants' perspectives on the resilience of their family businesses. This study also explores women's efforts based on their reactions and actions in dealing with the COVID-19 pandemic.

4.3.1 *Adaptive capacity.* According to [Mzid et al. \(2019\)](#), adaptive capacity is the ability to protect a business from environmental disturbances and ensure its sustainability with available resources (e.g. reputation and financial support). Family firms employ strategies to manage resources that may be needed during difficult times ([González and Pérez-Urbe, 2021](#)). This study identifies several factors for the adaptive capacity of women successors to respond to the COVID-19 pandemic to improve the resilience of their family business. [Table 2](#) shows the identified factors related to adaptive capacity, including financial capital, workforce and firm reputation.

4.3.1.1 *Financial capital.* This study identifies women's adaptive capacities through financial support and governance in the face of the COVID-19 pandemic. MA said, "[. . .] *We set a financial strategy by reducing the production costs . . .*". This strategy is no different from NA, who reduces the number of production units for her products. PP said, "[. . .] *We manage our operating budget very strictly; we eliminate various activities that we feel are not necessary,*

Adaptive capacity responses	Identified factors
<ul style="list-style-type: none"> <li>• Production cost reduction (MA)</li> <li>• Cost efficiency (PP, MA)</li> <li>• Operational budget reduction (PP)</li> <li>• Production units' reduction (NA)</li> <li>• Eliminate overtime cost (TA)</li> <li>• Employee's reduction (MA, TA)</li> <li>• Employee benefits reduction (PP)</li> <li>• Employee salary reduction (NA, AO)</li> <li>• Maintain quality and taste (MA, NA)</li> <li>• Affordable and quality local education places (PP)</li> <li>• The only fuel provider in the area (AO)</li> <li>• Capacity building of human resources (TA)</li> </ul>	<p>Financial capital</p> <p>Workforce</p> <p>Firm's reputation</p>

Table 2.  
Adaptive capacity of  
family business  
resilience

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for cost efficiency". Meanwhile, TA stated, "Since the pandemic, we have had no orders [...]. So, we have eliminated employee overtime costs". Based on the interview results, all respondents remanaged their financial capital to maintain the stability of their family businesses.

4.3.1.2 Workforce. The COVID-19 pandemic has also encouraged informants to re-evaluate the performance of their employees; therefore, MA and TA decided to reduce the number of employees. TA revealed, "Covid-19 is a moment for us to evaluate all employee performance, we review employees who have poor performance to be dismissed. This decision is difficult, but it must be taken for our business continuity." PP did different things that the company still retained employees, but some employee benefits were temporarily removed. "[...] We try our best not to lay off employees, but we eliminate some employee benefits; the important thing is that there are no layoffs; employees continue to work and have income". NA and AO also took steps to reduce employee salaries; they were still optimistic that their businesses would survive. Their employees still received salaries, even though the amount was not optimal.

4.3.1.3 Firm's reputation. All the informants agreed that the company's reputation is a vital resource they must maintain because of the family business that the founders painstakingly built; thus, they must maintain a good image of their company. "[...] In difficult conditions such as the Covid pandemic [...] we must maintain the quality of our products. We continue to maintain the taste of our food products so as not to disappoint our consumers" (MA), NA. PP also expressed the same thing, stating that her family's business has become one of the region's prides, the only educational institution in the area that provides the best educational facilities. Thus, they must maintain their image as a place of affordable and quality local education.

Meanwhile, AO's business is in a very strategic area, where her business is the only one in the area, so she feels that she must maintain a good image of her business. In contrast to TA, who revealed that she is trying to increase her Human Resource (HR) capacity to maintain the company's reputation, even though there are no incoming projects during the pandemic, she is trying to maintain and expand her business lines. Thus, increasing HR capacity is one of the strategies to respond to the COVID-19 pandemic.

4.3.2 Strategy renewal. Strategic renewal refers to a company's ability to envision the future by absorbing external shocks; family businesses must be innovative by considering new solutions and activities or rethinking their management practices (Mzid *et al.*, 2019). This study identified the strategic renewal of informants in dealing with COVID-19. Several factors were identified in this study, including innovation, marketing and sales channels, work activities and risk propensity (see Table 3).

4.3.2.1 Innovation. The women in this study had the agility to innovate to improve the resilience of their family business. MA took the initiative to fulfill consumer demand by creating new products and diversifying her products, "[...] Our business is a food and beverage sector. Some consumers ask to provide cutlery to make it easy to carry anywhere; the Covid-19 condition encourages people to ensure personal hygiene [...] we are trying to provide that request." Meanwhile, PP, who has a business in the education, is innovating by providing free Internet access for her employees and students. In addition, to attract new students, PP changed the design concept of the learning building to make it appear instagrammable, which currently exists on social media and is considered to influence people's intentions by presenting beautiful, comfortable images of contemporary study areas. NA innovates by diversifying her market, and technology has expanded her market segmentation. Meanwhile, TA innovates in the effectiveness of her production by updating the work system more systematically.

4.3.2.2 Marketing and sales channels. The informants revealed that they were thinking hard about their marketing and sales channels during COVID-19. MA took the initiative to provide delivery services so that consumers do not need to come directly to the store; simply by placing an online order via social or chat media, the product will be delivered to their place.

NA also uses social media as marketing and sales channels. PP uses technology for the socialization process through webinars containing knowledge and experience sharing to introduce the institution. PP revealed that her company actively collaborated with various schools to promote educational institutions.

Meanwhile, AO revealed, “[.. .] *We distributed flyers and put-up banners to market the business.*” AO also stated that her business relies heavily on word-of-mouth to be known by people, and optimism as the only fuel provider in the area is allegedly the strength of her business. However, AO continues to implement marketing strategies by providing free vouchers and discounts to attract loyal consumers. By contrast, TA uses its website as a marketing and sales medium. TA revealed that the website is used as an information medium for product knowledge; it effectively introduces the company. Many consumers are interested in ordering because they see product knowledge information on the company website.

4.3.2.3 Working activity. As an adaptive step in responding to the spread of COVID-19, the informants revealed that they set several arrangements for attending to employees’ physical activities at work. PP and TA stated that they set strict employee work arrangements and divided employee schedules between working at home and office to minimize interaction and movement. Meanwhile, the other three informants revealed that they were still making rules for employees to remain physically present at work by observing the health protocols.

4.3.2.4 Risk propensity. This study also identified the risk propensities of women successors in running family businesses during the COVID-19 pandemic. PP and AO are trying to expand their markets during the pandemic. PP took advantage of the webinar activity to expand information about the existence of her business. At the same time, AO conveyed its immediate plans to rebuild fuel supply outlets and revealed that there were already several areas they would target. NA stated that product damage is a challenge for her business during a pandemic, where they must pay attention to the quality of their products to be sent to consumers.

Meanwhile, TA revealed that during the pandemic, she tried to allocate his resources to several different business lines so that operations could continue. The risks of miscommunication among employees also arise during working from the office and home activities. Based on the interview results, it can be concluded that risk propensity is also a factor that must be considered in renewal strategies of family business resilience.

4.3.3 *Appropriation capacity.* Appropriation capacity is the ability to take advantage of a crisis by proactively identifying disruptions and changes in the business environment (Mzid *et al.*, 2019). Several factors identified in this study were related to appropriation capacity, including proactiveness, persistence and tacit knowledge (see Table 4).

4.3.3.1 Proactiveness. Several informants expressed their initiative in taking action, and they were committed that despite the COVID-19 pandemic, they could maintain their family business. PP revealed, “[.. .] *The use of technology during the pandemic has increased sharply, and we are also using it to conduct online roadshows to introduce our educational institutions. Although some areas are still limited by technology, we took the initiative to conduct an education roadshow to these areas directly, of course with due observance of the health protocol.*” NA also uses technology to market their products via social media, “[.. .] *I market products through social media, chat media and others [.. .] I also actively offer and promote my products.*” Meanwhile, TA believes that its business operations are very dependent on its human resources, so the health of employees is a priority, especially during a pandemic, “[.. .] *Employees are regularly checked for health condition (SWAB).*”

4.3.3.2 Persistence. This study identified the persistence of all informants. MA revealed that “[.. .] *we are trying to meet consumer needs during the pandemic, even though sales are declining, but we are still serving our customers wholeheartedly.*” PP also revealed that her company tried to meet the needs of employees and students based on the rights they should receive. NA expressed that she is still trying to maintain the quality of her traditional culinary

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Strategic renewal responses	Identified factors
<ul style="list-style-type: none"> <li>• New product (MA)</li> <li>• Product diversification (MA)</li> <li>• Free Internet access (PP)</li> <li>• Instagrammable learning building (PP)</li> <li>• Market diversification (NA)</li> </ul>	Innovation
<ul style="list-style-type: none"> <li>• Production effectivity (TA)</li> <li>• System updating (TA)</li> <li>• Delivery service (MA)</li> <li>• Webinar activities (PP)</li> <li>• Cooperating with several schools (PP)</li> <li>• Social media (NA)</li> <li>• Traditional marketing (AO)</li> <li>• Word-of-mouth (AO)</li> <li>• Free vouchers and discounts (AO)</li> <li>• Product knowledge through company website (TA)</li> <li>• Work from home (WFH) and work from office (WFO) (PP, TA)</li> <li>• Work from office (WFO) while still paying attention to health protocols (MA, NA and AO)</li> </ul>	Marketing and sales channel
<ul style="list-style-type: none"> <li>• Market expansion (PP and AO)</li> <li>• Product damage (NA)</li> <li>• Resource allocation (TA)</li> <li>• Employee miscommunications(TA)</li> </ul>	Working activity  Risk propensity

Table 3. Strategic renewal of family business resilience

business. Meanwhile, TA is committed to paying attention to employees' welfare and health. The study results show the persistence of women in the resilience of their family business by focusing on aspects of their human resources as the principal capital of their business.

4.3.3.3 Tacit knowledge. The COVID-19 condition encourages women to expand their knowledge of health. They revealed that many people around them were infected with COVID-19, which significantly impacted their businesses. Therefore, they were very concerned about the health protocol during the pandemic and applied it to their business. TA took the initiative to form a COVID-19 officer supervising and controlling employees' health. Meanwhile, NA said, "[..] *So far, I used social media only for entertainment, but now I use it to market and sell my products.*" This statement indicates that the ability to operate technology supports family business resilience.

Appropriate capacity responses	Identified factors
<ul style="list-style-type: none"> <li>• Education roadshow (PP)</li> <li>• Online marketing (NA)</li> <li>• Regular employee health checks (TA)</li> </ul>	Proactiveness
<ul style="list-style-type: none"> <li>• Meeting consumer needs during a pandemic (MA)</li> <li>• Facilitating the needs of employees and students (PP)</li> <li>• Maintaining the quality of traditional culinary (NA)</li> <li>• Pay attention to the welfare and health of employees (TA)</li> </ul>	Persistence
<ul style="list-style-type: none"> <li>• Concern for Health protocols during the pandemic and implementing in business (MA, PP)</li> <li>• Establishment of the COVID-19 task force (TA)</li> <li>• Ability to utilize technology (NA)</li> </ul>	Tacit knowledge

Table 4. Appropriate capacity of family business resilience

#### 4.4 Conceptual framework of family business resilience

The conceptual framework in this study was built based on the results of the interviews and supported by the literature using the theoretical approach of RBV and strategic management, where women's successors maximize the use of their resources to make strategic efforts for the resilience of their family businesses (Figure 1). As environmental uncertainty increases, this framework predicts that family businesses will analyze and predict the changing situations in which they operate more accurately (Wheelen and Hunger, 2018).

The results of the interviews identify strategic factors that will assist in analyzing family business's strategic decisions by women successors, including motivation, competence and family support. The women successors in this study have a strong motivation to resilient their family business because they appreciate the founder's efforts in building their family business, so it is their obligation to maintain it. Family support is also the main strength of a family business to survive during the COVID-19 pandemic. The women in this study stated that their family business is inseparable from conflict, but good communication can overcome these problems. All women in this study agreed that family support greatly influenced the motivation of women's successors and their family businesses (Porfirio *et al.*, 2020) to maintain their family businesses' resilience.

Strategic decision-making is one of the processes of strategic formulation (Wheelen and Hunger, 2018), which aims for the resilience of the family business. During the COVID-19 pandemic, one of the goals of a family business is survival (avoiding bankruptcy); thus, successors must make strategic efforts to overcome these problems. This study identified several strategic decision-making factors carried out by women's successors, including adaptive capacity, renewal strategy and appropriation capacity. Women successors examine the external environment to determine what a company is doing to survive.

This study found that the factors of adaptive capacity include financial capital, workforce and firm reputation. Several family businesses have implemented the cost efficiency of the company's budget and reduced employees, an adaptive and sustainable response during the crisis due to the COVID-19 pandemic (Mzid *et al.*, 2019; González and Pérez-Uribe, 2021). This study identifies four factors of strategy renewal: innovation, marketing and sales channels, working activities and risk propensity. Meanwhile, the identified factors of appropriation capacity include proactiveness, persistence and tacit knowledge. This capacity is developed from the knowledge and skills that give them experience in dealing with challenging events, which have prepared them to stand before shocking events and survive (González and Pérez-Uribe, 2021).

Strategic decision-making leads to the implementation of programs carried out by women successors to maintain the resilience of the family business. This study identifies the incremental program efforts of women successors to improve the resilience of their family

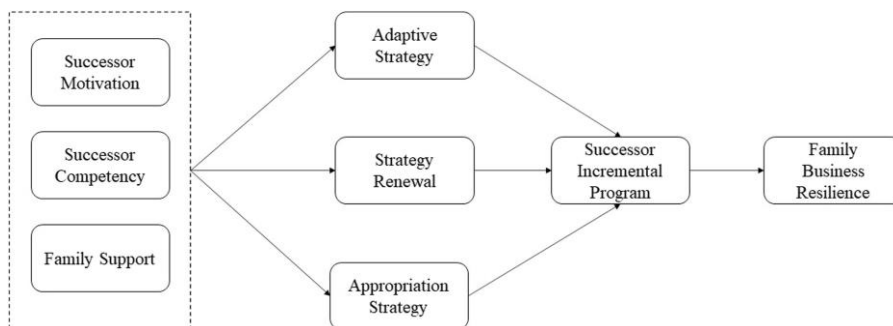


Figure 1.  
The proposed  
conceptual framework  
of family business  
resilience

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businesses. According to [Dye \(2013\)](#), incremental decision-makers use previous activities, programs and policies to focus on increasing, decreasing or modifying past activities, programs and policies. The successor made gradual efforts by modifying several programs and policies to adapt to external environmental conditions during the COVID-19 pandemic.

[Figure 1](#) illustrates the proposed conceptual framework of family business resilience.

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## 5. Discussion and conclusion

This study explores the initiatives of women's successors to increase the resilience of their family businesses during the COVID-19 pandemic using their resources. We propose a conceptual framework for family business resilience based on the strategic management model of [Wheelen and Hunger \(2018\)](#). The framework consists of strategic factors (motivation, competence and family support), decision-making strategies (adaptive capacity, strategy renewal and appropriation capacity) and successor incremental programs. The programs created are women's strategic efforts to implement strategic decision-making.

This study indicates that family businesses are experiencing the consequences of COVID-19 with a significant decline in sales; therefore, women successors have made various efforts to ensure the resilience of their family businesses by maximizing the use of their resources. Managing company assets determines a company's efficiency and effectiveness ([Hesterly and Barney, 2008](#); [Kellermanns et al., 2016](#)).

This study identified strategic factors as an effort of women's successors toward the resilience of their family businesses, including motivation, competence and family support. The results show that during the COVID-19 pandemic, women are motivated to run family businesses because they had competencies. That full support from their families strengthens their trust in continuing family businesses. Family support is key to the resilience of family businesses in the face of challenging conditions that can threaten the longevity of the family business ([Agarwal and Lenka, 2016](#); [Porfirio et al., 2020](#)). According to [Friedman et al. \(2010\)](#), there are four types of family support: instrumental, informational, appraisal and emotional support. The study results concluded that family support significantly affects family business succession. The support is more practical and concrete help from internal families such as providing business facilities, support in the form of advice, guidance and instructions for solving problems and emotional support. The family provides emotional support such as sympathetic and empathetic support, love, trust and respect. Therefore, family support has a positive influence on the resilience of the family business, especially in facing the dynamic environmental changes.

Several dimensions of strategic decision-making have been identified to determine achievable goals ([Wheelen and Hunger, 2018](#)). The RBV approach in this study is not only to overcome shocks (adaptive capacity) but also to exploit new opportunities (strategic renewal capacity) and become more proactive in dealing with environmental disturbances (appropriation capacity). The women in this study took different strategic steps from the contingent RBV perspective ([Danes et al., 2007](#)). This shows that family businesses have valuable resources to maintain resilience by understanding and implementing strategies to increase their efficiency and effectiveness ([Barney, 1991](#)). Thus, capacity comprises contextual factors that imply a context-specific configuration of resources and capabilities, indicating a contingent family ([Habbershon and Williams, 1999](#); [González and Pérez-Uribe, 2021](#)).

This study found that the factors of adaptive capacity include financial capital, workforce and firm reputation. Several family businesses have implemented the cost efficiency of the company's budget and reduced employees, an adaptive and sustainable response during the crisis due to the COVID-19 pandemic ([Mzid et al., 2019](#); [González and Pérez-Uribe, 2021](#)). The results of a study by [Santiago et al. \(2021\)](#) show that during a pandemic, family businesses are trying to retain their core personnel and minimize outsourcing to cut costs. Women's



successors accomplish this by maximizing the use of company resources for the resilience of their family businesses while maintaining the quality of their products and services. Human resources, such as intellectual assets, are well maintained and developed, including capacity building of human resources through training. The study results show that all women successors focused their adaptation on protecting the business and its stakeholders, despite decreasing revenue and sales.

Strategy renewal consists of four factors: innovation, marketing and sales channels, working activities and risk propensity. The COVID-19 pandemic has caused technological disruptions and changed people's lifestyles when conducting transactions. This has caused many companies, including family businesses, to make strategic changes in their business management and infrastructure. Innovation has been identified as a critical aspect of business recovery during the pandemic and post-COVID-19 (Caballero-Morales, 2021). The women successors in this study were considered to have the capacity to innovate to resilience their family businesses during the COVID-19 pandemic. The use of digital resources was identified as a critical facilitator in the innovation process. Some of the innovations made by women's successors include creating new products according to the community's needs during the pandemic. Innovation is also directed toward product and market diversification. Women entrepreneurs in the education sector innovate by providing free Internet access and creating the latest trends by providing Instagrammable learning buildings to attract millennials. Innovation is also carried out in the process, where they seek to increase production effectiveness, one of which is updating their production systems. The level of innovation in family businesses depends on the personality traits and skills of the successors (Fuetsch and Suess-Reyes, 2017).

The use of technology during the COVID-19 pandemic increased sharply, and women's successors used social media and websites as marketing tools. Chat media is also used to process orders and product sales by offering delivery services. According to Nah and Siau (2020), technology has enabled the digitization of service offerings and product delivery, thereby playing an essential role in implementing security and preventive measures to minimize the spread of COVID-19. In addition, it was found that webinar activities were a new method during the pandemic in marketing and sales channels by presenting the socialization and education of the products they offer. This activity is relevant to the findings of Tiong and Fen (2020) that webinars are a quality data collection tool that can be optimized in the future.

Several respondents carried out the same strategy in response to the pandemic, even though they came from various business sectors, such as the regulation of work activities, where work from office (WFO) was considered more effective for employee performance. WFH is considered more flexible in carrying out multiple roles (Maria *et al.*, 2021); conversely, a distraction from work is also high for women business managers. Implementing WFH and frequent online meetings also increase the risk of miscommunication. Women's successors also took the initiative to increase employees' tacit knowledge by encouraging awareness of health protocols during the pandemic and implementing them in their business activities.

Risk propensity was one of the dimensions of women's successors' renewal strategy in family businesses. Women's successors in family businesses also take risks by making direct market expansion efforts during the COVID-19 pandemic, even though health protocols have been implemented very carefully. Other risks include product delivery processes that are prone to damage and resource allocation accuracy. The results of this study show that strategy renewal must be able to anticipate the risk propensities that occur. Academic research shows that risk-taking in family businesses exhibits a very different trend, partly due to non-financial goals and objectives, including preserving the family business's reputation (Zahra, 2005; Braun and Latham, 2009).

This study identified the dimensions of appropriation capacity, including proactiveness, persistence and tacit knowledge. This capacity is developed from the knowledge and skills that

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give them experience in dealing with challenging events, which have prepared them to stand before shocking events and survive (González and Pérez-Uribe, 2021). Women entrepreneurs develop their capacities through job experiences, mentorship, pivotal incidents, education and training programs (Agarwal and Lenka, 2016). Persistence is one of the unique capacities of women's successors in this study, which is a valuable and rare resource for family business resilience and has the potential to generate a sustainable competitive advantage (Barney, 1991). The study results show that contingency in a family business is the key to the resilience of a family business by utilizing its resources. The resilience of family businesses manifests in heterogeneous ways, and families can deploy resources that are largely driven by the context in which they operate (González and Pérez-Uribe, 2021).

### *5.1 Implications*

This study provides academic implications on how women's initiatives as family business successors survived during the COVID-19 pandemic, which must be adapted as a new normal, especially in their attitudes and abilities in managing their family businesses. First, this study adds new insights to the literature on entrepreneurship and family business by proposing a family business resilience framework based on a gender perspective that focuses on women entrepreneurs as successors to family businesses. Second, this study shows that the RBV and strategic management approach are the keys to family business resilience by showing the importance of digging deeper into entrepreneurial skills and managing resources and how these two things become the principal capital in creating family business resilience. Third, this study confirms that women's successors in family businesses can be a valuable source of resilience because they contribute to a company's adaptive capacity, strategic renewal and appropriation capacity. Fourth, this study's results can be used to support the importance of technological literacy in managing more productive and efficient businesses during the COVID-19 pandemic.

This study also provides several practical implications, including showing that women can lead and manage the resilience of family businesses. The utilization and management of family resources (human, financial and skills) can also improve their ability to survive and overcome environmental turbulence due to the COVID-19 pandemic. Therefore, family capital should be managed similarly to a governance structure or business strategy. Family resources can enable companies to withstand external shocks and create a distinctive competitive advantage. In addition, women's initiatives in family business resilience can encourage business actors to increase their ability to utilize technology for business management. The COVID-19 condition will become a momentum that can be used to start business management by utilizing technology to achieve efficiency.

### *5.2 Limitations and future research directions*

While the findings of this study provide many valuable results, some limitations should be noted, which may provide opportunities for future research. This study only focuses on the resilience of family businesses, so future studies can further explore and compare by examining the resilience of non-family businesses. Family support is a resource in the resilience of family businesses. It can be an opportunity for future studies to examine family conflicts that occurred during the COVID-19 pandemic and how to overcome them. Moreover, this study only focuses on women's successors' initiatives in family business resilience; results may differ between gender, and future studies may be relevant for both men and women to understand this subject better. This study used qualitative research by interviewing respondents. Further research can develop this research by empirically testing the conceptual framework using quantitative methods. Longitudinal studies are required to elucidate the post-COVID-19 process. Learning that contributes to building

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resilience takes time (Hollnagel *et al.*, 2009). Therefore, the resilience of family businesses is not a stable trait but a process that emerges and develops over time (Patterson, 2002).

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Corresponding author

Grisna Anggadwita can be contacted at: [grisnaanggadwita@telkomuniversity.ac.id](mailto:grisnaanggadwita@telkomuniversity.ac.id)

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