

## MOTIVATIONAL TRAJECTORIES OF WOMEN ENTREPRENEURS AS SUCCESSORS TO THE FAMILY BUSINESS

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**Abstract:** Family enterprises are the most important contributors to Indonesia's economic resilience. However, the issue of family business succession persists. Female heirs are capable of carrying on the family business. Female entrepreneurs and family business successors in Indonesia and around the world are uncommon. The motivations of female family business heirs will be investigated using self-determination theory. Interview protocols and Interpretative Phenomenological Analysis are used in this qualitative investigation. According to the study, female motivations for developing relationships and self-development exceed women's autonomy. All three female informants desired cash guarantees as well as repayment to their parents and the family business. Self-improvement and family business collaboration are the third motivational trajectory. According to the study, family business players must create possibilities for Indonesian female entrepreneurs' successors to have careers, build skills, and continue the family business in order for them to feel financially secure and motivated to take over the family firm.

**Keywords:** family business, succession, trajectory motivation, self determination theory, succession of female entrepreneurs

### INTRODUCTION

95% of Indonesia's economic resilience comes from small to medium-sized family-owned businesses (PwC, 2014). The Central Statistics Agency reports that 82.44% of Indonesia's GDP comes from private family firms (Prayogo & Kodrat, 2019). Indonesia's commercial sector is 72% family-owned and employs 50–80% of the world's population (Dewanto, 2019). McKenzie discovered that family businesses control 60% of the private sector and earn US\$1 billion. Family businesses help the government minimize unemployment and crime (BeritaSatu.com, 2021).

Succession is a central issue in family businesses in Indonesia. A family company's conti-

nuity and family harmony depend on succession success (Sartono & Subagyo, 2020). A family business's sustainability depends on two factors: perpetuation and cross-generational leadership transitions (Heryjanto, 2018).

Family-owned businesses are built to last. To continue the family business, founders and successors must promote regeneration and a solid foundation. Family business founders and successors face interpersonal, familial, and managerial obstacles (Kandade et al., 2021). 30% of second-generation Indonesian family companies survive 13% of the third, and 3% of the fourth (Jakarta Post, 2019). Succession influences family business performance, ownership, management, and survival (Giménez & Novo, 2020). Successors can harm family businesses (Leonardo, 2016). Gen-

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der influences family business succession (Nguyen et al., 2021).

Women can succeed in the family business. Female successors make up 10% of family firm stock exchange issuers (Wahyudi, 2016). 24% of Indonesian women are entrepreneurs, compared to 21% globally (Liputan6.com, 2019). Indonesian patriarchal culture favors male business heirs (Benita, 2021; Sakina & Siti A, 2017). Primogeniture—the eldest son's inheritance rights—makes it difficult for the female heir to operate the family business (Nelson & Constantinidis, 2017). According to Mutiah (2019), just 47% of professional women are leaders. Birth order often determines succession if the first kid is a boy (Aldamiz-Echevarría et al., 2017).

Previous research focused on leadership, gender bias, roles, and the dearth of daughter successors in family businesses. According to Ozdemir & Harris (2019) research on Turkish families, 70% of incumbents with the eldest son refuse to nominate their daughter as a successor. Marriage, pregnancy, housework, and paternal daughters also hinder women's family business participation. Chinese gender ideology has also long barred women from leadership roles and emphasized men as family providers (Xian et al., 2021). In Ireland, McAdam et al. (2021) examined how male incumbents and female successors legitimize the female successor's identity. Female successors need independence for visibility and reputation.

Mussolino et al. (2019) examined how Italian female successors positioned themselves in a male-dominated setting after being chosen by male incumbents to run the family business. In Cleveland, Ohio, Overbeke et al. (2013) discovered that daughters lost interest in the family business. Gender affects leadership succession in Indonesian family firms, according to

Ramadani et al. (2017). Family structure, primogeniture, and parental gender preferences may prohibit Indonesian women from joining the family business. In Overbeke's 2007 survey (Ramadani et al., 2017), only 2% of family business CEOs were women motivated by their spouses' illness or death or the possibility of starting their own business. Female successor motivation in family businesses has not been fully examined (Maseda et al., 2022).

Motivation for successor readiness is one of the reasons for continuing the family business (Wiryakusuma, 2020). Successors are aware, interested, and driven by entrepreneurship (Kurniawan et al., 2016). The successor's motivation aids the transition (Gagné et al., 2021). However, little study has explored the intrinsic motivation of family company successors based on motivation theory (Gagné et al., 2021), notably female successors (Akhmedova et al., 2020).

This research is essential since the succession of female entrepreneurs is a major impediment to family business viability and longevity (Gagné et al., 2021). How difficult they expect the generational shift will make an incumbent's choice of a woman (Wu et al., 2020). Motivated female successors will gain the founder's trust (Ryan & Deci, 2000a). Unfortunately, little has been discovered about females' motivation, impediments, and family business career outcomes (Akhmedova et al., 2020).

This study will discover the motivational trajectories of family company female entrepreneurs who will continue the leadership cycle. This study included Ciputra Universitas Ciputra, Surabaya family business students from semesters 4, 5, and 6. This study will help plan, train, and communicate family company continuity from generation to generation (Giménez & Novo, 2020). Self-Determination Theory is used

to identify female successors' motivation to continue the family firm.

### Self-Determination Theory (SDT)

SDT emphasizes developing inner resources for self-regulation and personality development (Ryan & Deci, 2000). SDT's "fundamental psychological requirements" underpin self-motivation, personality integration, and positive processes. SDT says that need fulfillment increases autonomous effort when a person loves an activity for his own benefit and/or realizes its rewards.

SDT research reveals that meeting psychological needs—competence, autonomy, and relatedness—increases self-motivation and mental health. If not, motivation and well-being suffer. Competence indicates one can learn and master an activity, whereas autonomy means one appreciates being in charge. Relatedness affects autonomy and competency. Significant others inspire people to achieve something (Ryan & Deci, 2000a). Drawing on self-determination theory in family business practice, Schröder & Schmitt-Rödermund (2013) believe that parents should motivate successors to become more confident and autonomous and regard the family business as a safe career choice.

The next daughter must be inspired to join the family business by meeting these three psychological demands. Intrinsic motivation boosts female successors' performance (Gagné et al., 2021). Intrinsic motivation drives independent action. Autonomy can also motivate extrinsically, such as through compensation, future benefits, self-esteem, and skill demonstration. There is a progression from extrinsic to intrinsic drive. Hence, intrinsic and extrinsic incentives can affect a person's motivation independently (Ryan & Deci, 2000b).

The successor's motivation (Porfírio et al., 2020) and incumbents' perceived belief in the successor's abilities (Gagné et al., 2021) can affect family company succession results, hence this study applies the self-determination theory. In this study, SDT measures female successors' intrinsic drive (autonomy, competence, and connectivity). SDT is also essential to explain how parental support for successors' autonomy and competence might encourage them to run the family business. In addition, the incumbent's trust in the successor's abilities and motivations gives successors more autonomy in the family firm (Gagné et al., 2021). SDT can help existing family businesses train and motivate potential female successors.

### Family Business Succession Planning

Relatives and family members manage family businesses and pass on responsibility to the following generation. According to Setiawan (2016), succession planning is crucial to the family business's future success. Gagné et al., (2021) add that understanding succession is vital owing to population aging, as 50–80% of family business owners plan to retire in the next decade with only a few children able and ready to take over.

Oudah et al., (2018) defined succession planning as a planned strategy for family business leadership. Succession planning increases skills through prior assignments and reduces disagreement when the founder or owner leaves the family firm. Succession planning indicators:

1. Predecessor initiative to initiate succession.
2. The ability and motivation of the next generation in the process of continuing the family business.
3. The trust of all family members to maintain the continuity of the family business.

Succession failure can be caused by business owners' reluctance to relinquish control, poor succession planning, trust issues, and "non-family" succession issues (Setiawan, 2016). The incumbent's impressions of the successor's motivation, competence, and personality contribute to succession failure (Aldamiz-Echevarría et al., 2017). According to (Campopiano et al., 2019; Ramadani et al., 2017), the present generation's hesitancy to relinquish leadership to female successors encourages the next generation to ignore family business decisions.

### The Successor of Female Entrepreneurs

Succession is a key mechanism as an opportunity for women to gain visibility and involvement in family businesses (Campopiano et al., 2017). However, succession in family businesses is often based on gender (Aldamiz-Echevarría et al., 2017), and cross-culturally, girls are considered to be successors or face substantial barriers in claiming credible leadership roles (Xian et al., 2021). Gender assumptions embedded in family expectations and business practices, which are also supported by norms, traditions, and cultural elements, then influence females' decisions to claim leadership positions (Campopiano et al., 2017).

Cho et al., (2020) study on Asian women's equality indicated that increasing women's economic engagement can boost economic development. In Asia, the number of women entrepreneurs is increasing, but they need to be developed and promoted for sustainable economic progress. Marriage, children, and the *glass ceiling effect* often prevent women from leaving their employment and starting enterprises. Women who want to balance work and family often start businesses (Agarwal, & Lenka, 2015). Yet, women with a parent or husband in

business are more likely to start a business than those without (Sasu & Sasu, 2015).

The main driver of female succession in family businesses has to do with family composition, wherein intra-family succession is significantly more likely when the predecessor has a son, even though the next generation of women appears to be equipped with a much higher level of human resources (Ahrens et al., 2015).

### Extrinsic and Intrinsic Motivation of Female Entrepreneur Successors

Motivation is the best theory for forecasting human behavior, wants, and needs. Motivation is a person's direction to behave or repeat particular behaviors, and vice versa (Ryan & Deci, 2000b). Ryan and Deci (2000) distinguish between intrinsic and extrinsic motivation. Extrinsic motivation is external encouragement and control. Awards like money, toys, etc. influence behavior. Policies, procedures, sanctions, and other restrictions also motivate extrinsically. Intrinsic motivation comes from a desire within. Feeling capable of or liking something is intrinsic motivation and appreciation.

Numerous studies show that women have more intrinsic motivation than men. Women love to learn new things, accept difficulties, and feel accomplished after accomplishing challenging jobs (Magallanes et al., 2019). Makki & Abid (2017) demonstrate that women are more intrinsically motivated than men, yet they perform tasks similarly. Gino & Brooks (2015) found that women are more naturally motivated to form close connections than men, who seek power. Bekker & van Assen (2008) found that women can make decisions without being disturbed as much as men. Female family business successors are more motivated to help the family, continue family traditions, and repay the

family (Dumas, 1998; Salganicoff, 1990; Vera & Dean, 2005). Additional research shows that women become family company leaders if they have the intrinsic drive, competence, and commitment, but gender roles are ignored (Agarwal & Lenka, 2015). Campopiano et al., (2017) mention that strong motivation and a growth orientation can help women become family business successors.

## METHOD

Qualitative case studies investigate family business issues. This study details the female successor candidates in a family business scenario without researcher influence (Sasu & Sasu, 2015). Qualitative case study methods allow exploratory researchers to improve their interpersonal skills and subjectivity (Ahrens et al., 2015). Online semi-structured interviews are pre-prepared to obtain detailed data and are based on Self-determination Theory (*Work Extrinsic and Intrinsic Motivation Scale (WEIMS) – Selfdeterminationtheory.Org*, n.d.). Then, they compared the 3 female successor informants' data aged 20–22 years old. Interpretative Phenomenological Analysis (IPA) is used in this investigation. Researchers can better grasp research informants' "world experiences" through science (Alase, 2017). The IPA method explores informants' personal and social lives by investigating their motives for joining the family business (Smith & Osborn, n.d.). IPA begins with open-ended inquiries (Creswell, 2014). Seven IPA steps followed (J Charlick et al., 2016):

1. Reading and re-reading: the researcher immersed himself in the original data by writing down interview transcripts from audio recordings and re-reading them to understand the informants' motivations for self-involvement in the family business.

2. Initial noting: the researcher reads, searches, and records interesting, important, relevant, and meaningful transcripts. This study produced detailed data transcribed notes and comments. The table has transcript, interesting, relevant, important, and page columns. This stage generates themes about the informants' family business motivations.
3. Developing emergent themes: after repeated transcript analysis, researchers uncovered motivational trajectory themes. Themes and explanations of motivational trajectories are as follows:
  - a. Environmental factor: internships or family business learning programmes at Universitas Ciputra, Surabaya, that inspire informants to start their own firms.
  - b. Others' support: support from parents and others when involved in the family business.
  - c. Personal growth: the reason that family businesses provide opportunities to continue learning, developing, and self-evaluating.
  - d. Payback: the responsibility of returning the favor for kindness, affection, and gifts from parents.
  - e. Succession: long-term target, desire to continue the family business.
  - f. Company development: reasons for developing a family company
  - g. Wealth: stability, success, financial adequacy, and well-being
  - h. Future benefit: future career guarantee
  - i. Relationship with others: Maintain relationships with parents, family, and those closest to them.
  - j. Community: support systems, mutually beneficial relationships between families and other non-family people (employees, professionals, community).

- k. Making meaning: implementation of abilities and setting life goals

4. Searching for connections across emergent themes: the researcher interprets the continuity of emerging themes and draws conclusions. Table 2 shows the data.
5. Moving on to the next cases: after finishing a case, the researcher moves on to the next case with an open mind to honor its uniqueness.
6. Looking for patterns across cases: at this level, the researcher finds higher-order quality patterns and notes remarkable examples.
7. Taking interpretations to deeper levels: at this step, researchers use metaphors, temporal references, and other theories to sharpen analysis.

## RESULTS AND DISCUSSION

Three informants were interviewed semi-structured. The informants were female stu-

dents from Universitas Ciputra Surabaya who had interned or worked in the family business in semesters 4 and 5 for a certain period of time. The owner's children are the informants. Table 1 summarizes female successors. Thus, academics strive to understand why female successors prefer to continue the family business, particularly their trajectory of extrinsic and intrinsic drive. Three female successors from the Family Business programme in semesters 5 and 6 at Universitas Ciputra in Surabaya were recognised by researchers.

Table 1 suggests that the informants know the company well. Researchers believe that they provide valid and reliable information. All companies are located in Indonesia. The female successor company (KD) is located in Pasuruan, East Java, and the product marketing office is in Surabaya. Female successor companies II (IA) are located in Jakarta, Bandung, Balikpapan, and Banjarmasin. Female successor companies

Table 1 Profile of Research Informants

No.	Name and Identity	Role/ Position	Company	Information
1	KD (7th-semester student)	Production and marketing supervisor	CV Cipta Jaya Sentosa	was established in June 2009 and is engaged as a wood furniture manufacturing company. The informant has been involved since 2022 in the Family Business Internship Program.
2	IA (7th-semester student)	Administration and Operations	PT Buana Intiprima Usaha	is a company engaged in the distribution of medical devices and pharmaceuticals that was established in Jakarta in 2017. The informants have been involved since 2022 in the Family Business Internship Program.
3	AT (7th-semester student)	Accounting Manager	Dondong Group	Founded in 2005 in Surabaya, Dondong Group is a company engaged in the food and beverage and entertainment sectors. The informant has been involved since 2018 but has only been more significantly involved since 2022 in the business management internship program.

III (AT) are spread across several areas in Surabaya.

Before interviewing, the researcher examined the questions with an expert and reviewed SDT-related literature to validate them. After creating and sending questionnaires to 31 respondents, the researcher tested several expert-validated statements. To reduce invalid or repetitive statements during interviews, researchers began classifying statements. To simplify data collecting during the interview, the researcher turned the statement into a question.

Zoom interviews lasted 30–60 minutes. Visually record all data. The researcher first scheduled interviews. For the informants to feel comfortable and answer all questions, the researcher started with light themes. This was done to avoid negative attitudes about women succeeding and to encourage them to tell the truth. After the interview, Zoom data is transcribed. Then, researchers analyze the tran-

scripts. The researcher then adds relevant, meaningful, and fascinating texts to the table. Themes and sub-themes tables organize data. Then, the researcher analyses the continuity of emerging themes and draws conclusions by writing transcript sentences as examples. When the researcher is done with one theme, he moves on to the next one with an open mind so that each one can be valued for what it is. After that, the researcher notes remarkable transcript sentence examples and connects the finding themes into higher-order quality patterns theme connections. Then, the researcher interprets the theme connections to deeper levels as 8 motivational trajectories of women entrepreneur themes: *perceived ability, mutually beneficial relationships, deep learning, autonomy, prosperous and successful life, engagement, connectivity, and love & anxiety*. And then, he uses other references to sharpen the analysis.

Table 2 Motivational Trajectories Theme

Themes	Transcript Sentence	Theme Connection
Company development; give a good impact on the company	KD: I want to grow my family business from upstream to downstream, to Australia. IA: I want to have a good impact on the company with proof that this family company can scale internationally. AT: I want to advance the family business so that it is more organized and can bring more profit.	Perceived ability Mutually beneficial relationship
Personal growth: learn	KD: I like being involved in the family business because I can learn and contribute to the family. IA: Through the family business, I can learn from observation, practice learning languages, work world systems, and the process of self-development until I am worthy to accept a family company. AT: I feel there is still a lot to learn about his family business, so I want to learn more.	Deep learning
Making meaning: useful	KD: I am more productive and can apply what I learned from university. AT: I feel that life is more meaningful because I know my purpose in life.	

Wealth: reliability	KD: I want to live a more secure life because the family business promises a higher income than working for other people. I want to be financially independent and not depend on other people. IA: This family business definitely gives me financial security. AT: This family business can generate enough money to support my life.	Autonomy Prosperous and successful life
Future benefit: secure	KD: I see a bright future in this family business, and it definitely guarantees my life. IA: I see a future for this family business, where the needs of people in the health world are increasing. AT: I feel the future is guaranteed with this family business.	
Succession: long-term goal	KD: I hope the family business can continue into the next generation. IA: I want to continue the family business for the next generation. AT: My older sister and I will continue the family business.	
Environmental factors: internship program	KD: I got involved in this family business because of the family business program at Universitas Ciputra, Surabaya.	Engagement
Payback: responsibility and love to parents	KD: I want to return what I have received from my family so far. IA: As a form of thanking my father, I want to return the favor by making a good impact on the company. AT: I want to repay my parents for raising and guiding me.	Connectivity Love and anxiety
Relationships with others: parents, childhood memory	KD: I work in the family business because I am close to my parents and it is impossible to let my parents work alone. (worried) IA: The family business is my father's work, so my desire to continue this family business is getting higher. AT: If I contribute a good job in the family business then my relationship with my family will be better too.	Mutually beneficial relationship
Community: support system	KD: I have a team that supports my work, I am not overly burdened with my limited abilities. IA: I want to continue this family business because there is a community that supports each, so there is a desire to maintain it for the next generation. In addition, this family business also has a positive impact on the community, such as by opening job vacancies. AT: Family businesses provide many benefits to other people.	



**Figure 1 Motivational Trajectories of Women Entrepreneurs as Successors to the Family Business Based on Self Determination Theory - SDT**

Source: Based on Ryan et al. (2021) & Ryan & Deci (2000)

The themes found are environmental factors, personal growth, payback, succession, making meaning, company development, wealth, future benefits, relationships with others, and community. Then, researchers interpret the continuity of the emerging themes into new themes and group them into three motivational psychological needs: autonomy, relationships, and learning. Next, the researcher analyzed the data from each informant and found the motivational trajectories of the informants. Finally, the researcher complemented the findings with supporting theories and conducted a prolonged engagement with the three informants and experts to refine the results of the analysis.

Through literature studies, researcher found that the three female informants had internalized extrinsic motivation trajectories leading to intrinsic motivation to be involved in the family business. Ryan and Deci (2000) divide the trajectory of extrinsic and intrinsic motivation into three psychological needs: competence, relationships, and autonomy. Ryan and Deci (2021) explain that a person's motivation is a trajectory or path of internalization of extrinsic motivation towards intrinsic motivation. According to one expert, motivation is dynamic like a road

due to self- and other-interactions. Another expert suggests that worry or anxiety drives female informants to join family businesses. The researchers analyzed and described the motivational trajectories of the three informants in Figure 1.

### **Autonomy**

#### ***Succession***

All female successor candidates interviewed reasoned that it was their duty and responsibility to continue the family business, not for reasons of career autonomy. KD and AT said, "I and my eldest or little sister will continue the family business." They have no brothers, so it is their duty to continue the family business, except for IA.

### **Wealth**

The three possible successors believed a family firm would provide better career and financial prospects than working elsewhere. The three informants' reasons show autonomy and extrinsic motives. "I want to live more securely because the family business promises greater money than working with other people, and I

want to be financially independent and not depend on other people," said KD's female successor. "This family business absolutely affords me financial security," remarked IA's female successor. "Our family business can generate money that can support my life," said AT, the third informant. The researcher claims the three informants' express career and financial worries. They were still in university and unemployed at the time of the interview. Three female successor informants have restricted job choice autonomy.

### ***Future Benefit***

The informants feel safe and secure about their future careers. KD and AT said, "I see there is a bright future in this family business, and it definitely guarantees my life." IA said, "I see a future for this family business, where the needs of people in the healthcare world are increasing."

The need for autonomy has not been fully met and stands out for the three female successors because the career choices they feel can only be obtained from the family business. The trajectory of extrinsic motivation in family business involvement is the obligation to continue the family business, meet financial needs, and prepare for future careers.

### ***Connectedness***

The three female successors decided to get involved because of their relationships with their parents, their employees, and the people around them. The results of the study found several themes below.

### ***Community***

The informants feel happy to be involved in the family business because there is a team

or community that supports their involvement. KD said, "I feel that the team and professional workers support the work in the family business." IA and AT explained that family businesses provide benefits for others, such as opening job vacancies.

### ***Making Meaning***

KD said, "My life is more productive by being involved in the family business." I can apply what I learned at university to my family business." AT reasoned, "My life is more meaningful because I know more about my purpose in life." KD and AT want to get involved because they feel that their lives are useful and productive for their families, employees, and people related to the family business.

### ***Relationship with Others***

Relationships with parents are one of the strongest motivations for being involved in the family business for the three potential female successors. KD stated that she got involved in the family business because she had a close relationship with her parents and did not want to let them work alone. IA explained, "The family business is my father's work, so my desire to continue this family business is getting higher." Then, AT wants to contribute to the family business because of her desire to improve the quality of her relationship with her parents.

### ***Pay Back***

"I want to return what I have received from my family so far," said KD. IA said that she wanted to thank and repay her father by making a positive impact on the company. AT wants to return the favor because her parents

raised and guided her. The motivation of the three female successors is to return the favor to their parents and the family company that has cared for them and made ends meet. The motivational trajectories that emerge increasingly show a tendency towards intrinsic motivation because returning the favor is the personal desire of the female successor.

The need for family relationships is a strong enough reason for the three female successors to get involved in the family business. The three informants believed that the family business was a medium through which they could learn more about their purpose in life while at the same time making an impact on the people around them. In addition, the informants reasoned that they could show good intentions to repay their parents. The researcher concluded that the informants were increasingly convinced and motivated to contribute to the family business.

### **Competence**

#### ***Succession***

KD and IA said that they want this family business to continue for the next generation. Meanwhile, AT explained that she wanted to continue this family business with her older sister. The motivation of the three female successors shows that they are aware and want to develop their own competence for the continuation of the family business.

### ***Company Development***

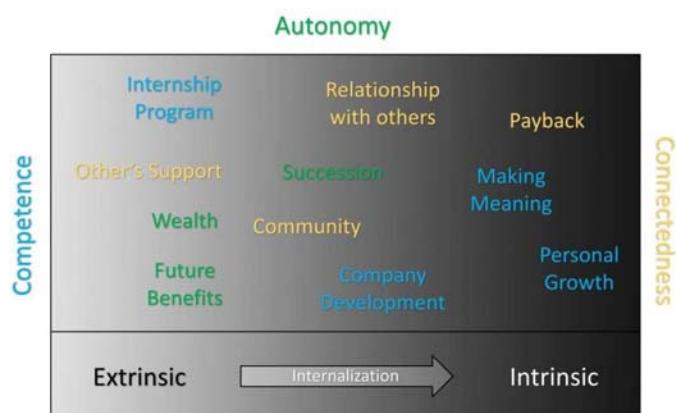
The three informants share the desire to develop a family business. In this case, each informant has his or her own purpose. KD decided to get involved in the family business because she wanted to expand it to Australia. IA herself said, "I want to have a good impact

on the company with evidence of developing a family business on an international scale." Another case with AT has the goal of advancing the family business so that it is more organized and earns more profits. Basically, the three female successors have a good goal of developing the family company.

### ***Personal Growth***

At this stage, the three informants were motivated to be involved in the family business because they wanted to learn more to continue to develop their own competence. KD said, "I am happy to be involved in the family business because of the lessons I have received and the contributions I have made." IA herself said that she gained many valuable lessons through this family business, starting from observation, language, and work world systems to the self-development process that made her worthy of this family company. Whereas AT feels that there are still so many things that she can learn from the family business, she has a greater desire to be more involved in it. Through this aspect, the three informants agreed that family businesses can have a positive impact on themselves. This positive thing can be seen in the valuable learning that they may not be able to get at any educational bench as well as self-development, both soft and hard skills.

The researcher concludes that the successors of family businesswomen have the desire to continue to develop themselves and their companies. The female successors consciously want to continue the family business, even for the next generation. The reasons for female successors and the need for competency are not very strong. The informants still need a self-development process to strengthen their intrinsic motivational trajectory.



**Figure 2 Motivational Trajectories Themes of Women Entrepreneurs as Successors to the Family Business Based on Self Determination Theory - SDT**  
Source: Based on Ryan et al. (2021) & Ryan & Deci (2000)

The findings and results of the discussion above can be described as follows: Figure 2 above illustrates the distribution of the motivational trajectories of women's successors, which are divided into three groups. First, the green indicates the need for autonomy for the three female successors. The blue color represents the need for competence, and the yellow color represents the need for relationships. Researchers found that the distribution of relationship motivation is stronger than the reasons for autonomy, this is in accordance with the article conducted by Gino & Brooks (2015). However, this study found that the trajectory distribution of extrinsic motivation among female successors was stronger than the distribution of intrinsic motivation. This finding is contrary to research that has been conducted on female successors who have been fully involved for a long time (Deng, 2015).

## CONCLUSION

Universitas Ciputra, Surabaya, female heirs switch from extrinsic to intrinsic desire. The informants are students; therefore, they are not

motivated by the family company. The UC family business program and internship were mandatory. Thus, female succession decreases autonomy. Family businesses can use their education. Informants wanted to join the family business because they felt capable and confident. Researchers found that desiring to repay their parents motivated them. Participating in family company is excellent for parents and proximity. These findings imply that family company succession planning programs should be modified to get female successors involved in the family business as soon as possible, increasing their intrinsic drive. Incumbents must communicate with and trust daughters to help them grow and be good.

The primary contribution of this research is a review of the readiness of female family business successors and gender issues as part of the next-generation selection process. The readiness of successors in the succession process can influence commercial sustainability, including inappropriate decisions in identifying the next successor (Ramadani et al., 2017). Female successors encountered obstacles in continuing family businesses (Ozdemir O et al., 2019; Xian et

al., 2021; Benita, 2021; Sakina & Siti A, 2017; Nelson & Constantinidis, 2017). It acknowledges the significance of the incumbent's perceptions regarding readiness, gender, family, leadership, and cultural context, as various cultures have diverse conceptions of the selection process for female successors.

Second, this study explores the essential relationship between autonomy, competence, and connectedness in the motivational trajectories of women entrepreneurs as family business heirs. This research shows that family, especially parents, motivates female successors to continue the family business. This study shows how each female successor views intrinsic motivation and which intrinsic drive influences them more. This work improves self-determination theory. This study enhances family business SDT. It also helps us understand how human motives affect a successor's interest in the family firm. Fourth, this research benefits Indonesian family companies, particularly by allowing women to succeed in family businesses. Incumbents can learn from this study that women should have equal or greater access to firm management roles. Educational organizations like colleges can also develop programs to improve women's participation, knowledge, and skills in family enterprises. In the midst of

global competition, family business management and female successors' talents are growing.

## RESEARCH LIMITATION AND RECOMMENDATION

Research has limitations and recommendations. First, parents, relatives, and workers are still uninformed. For future research it is better to put the family business environment since the environment also affects motivation. Second, the informants' parents loved their daughters. How can parentless daughters motivate themselves? Third, family values and culture have not been related to the trajectory of motivation, particularly to the autonomy of female successors. Fourth, the following generation of women who have worked in the family business for a long time can be interviewed as research informants. Fifth, future researchers can determine if internal or extrinsic motivation affects work performance. To learn more, researchers can extend the region and business sector.

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