

Ekonomi dan Bisnis

Vol.11, No.2, 2024, 150-171

DOI: 10.35590/jeb.v11i2.8443

P-ISSN 2356-0282 | E-ISSN 2684-7582

Received : 25 June 2024

Revised : 19 August 2024

Accepted : 04 October 2024

Understanding Family Business Dynamics: The Role of Family Business Embeddedness and Organizational Justice in Reducing Turnover Intention through Job Satisfaction

Dyan Tata Kartikasuri¹, Suryanto²

dtatakartikasuri@gmail.com¹

^{1&2} Pengembangan Sumber Daya Manusia, Pascasarjana, Universitas Airlangga

Abstrak

Tujuan: Penelitian ini bertujuan untuk mengeksplorasi pengaruh family business embeddedness dan organizational justice terhadap turnover intention, baik secara langsung maupun tidak langsung melalui job satisfaction sebagai variabel mediasi.

Desain/Metodologi/Pendekatan: Penelitian ini menggunakan pendekatan kuantitatif dengan teknik survei. Jumlah responden yang berpartisipasi sebanyak 68 orang yang bekerja dalam lingkungan bisnis keluarga. Analisis data dilakukan untuk menguji hubungan antar variabel menggunakan pendekatan statistik inferensial.

Temuan: Hasil penelitian menunjukkan bahwa family business embeddedness berpengaruh positif dan signifikan terhadap job satisfaction, serta negatif signifikan terhadap turnover intention. Organizational justice juga berpengaruh positif dan signifikan terhadap job satisfaction, serta negatif signifikan terhadap turnover intention. Selain itu, job satisfaction berpengaruh negatif dan signifikan terhadap turnover intention. Temuan lainnya menunjukkan adanya pengaruh tidak langsung dari family business embeddedness dan organizational justice terhadap turnover intention melalui job satisfaction.

Orisinalitas: Penelitian ini memberikan kontribusi teoritis dalam literatur manajemen sumber daya manusia pada konteks bisnis keluarga, dengan menyoroti peran mediasi job satisfaction dalam hubungan antara faktor organisasi dan niat keluar. Implikasi praktis bagi pengelolaan sumber daya manusia dalam bisnis keluarga juga dijelaskan, termasuk pentingnya menciptakan keadilan organisasi dan keterikatan yang kuat antar anggota keluarga dalam struktur bisnis.

Jenis makalah: Makalah penelitian.

Kata Kunci: Family business embeddedness, organizational justice, turnover intention, job satisfaction.



Cite This As: Kartikasuri, et al., 2024. Understanding Family Business Dynamics: The Role of Family Business Embeddedness and Organizational Justice in Reducing Turnover Intention through Job Satisfaction. *Ekonomi dan Bisnis*, 11(2), 150-171. doi.org/10.35590/jeb.v10i1.8443

Abstract

Purpose: This study aims to explore the influence of family business embeddedness and organizational justice on turnover intention, both directly and indirectly through job satisfaction as a mediating variable.

Design/Methodology/Approach: A quantitative approach was employed using a survey method. The study involved 68 respondents working within a family business environment. Data analysis was conducted using inferential statistical techniques to examine the relationships among the variables.

Findings: The results reveal that family business embeddedness has a positive and significant effect on job satisfaction and a negative and significant effect on turnover intention. Likewise, organizational justice positively and significantly affects job satisfaction while negatively and significantly influencing turnover intention. Furthermore, job satisfaction is found to have a negative and significant effect on turnover intention. The study also identifies a significant indirect effect of family business embeddedness and organizational justice on turnover intention through job satisfaction.

Originality/Value: This research contributes theoretically to the human resource management literature in the context of family businesses by highlighting the mediating role of job satisfaction in the relationship between organizational factors and employees' turnover intention. Practical implications are also discussed, emphasizing the importance of fostering organizational justice and strengthening intra-family cohesion within business structures.

Type of paper: Research paper obtained from the Central Bureau of Statistics (Badan Pusat Statistik/BPS) and analyzed using panel data regression with a Fixed Effect Model (FEM).

Keywords: Family business embeddedness, organizational justice, turnover intention, job satisfaction.

Introduction

Family businesses represent a unique type of enterprise characterized by the intersection of familial and business dynamics. A family business is an organization that is owned, operated, and controlled by members of a family. These businesses play a pivotal role in national economic development, as they contribute significantly to employment—ranging from highly skilled professionals to unskilled labor. The development of such enterprises is inextricably linked to the involvement of family members, particularly in overseeing operations and making key strategic decisions (Prayogo et al., 2019).

Globally, family-owned firms dominate the business landscape, serving as the backbone of many developed economies. According to Bağış et al. (2023), 90% of the 15 million large companies in the United States are either owned or heavily influenced by families. One-third of America's wealthiest 500 companies are family-owned and controlled. Furthermore, family businesses contribute to approximately 40% of the U.S. Gross National Product (GNP) and 59% of its Gross Domestic Product (GDP) (Bağış et al., 2023). In Indonesia, a survey by Price Waterhouse Coopers (PWC) reveals that more than 95% of companies are family-owned, underscoring the critical importance of ensuring business continuity across generations (Remiasa, 2014). Indonesia's Central Bureau of Statistics (BPS) reports that family businesses contribute nearly 82.44% to the country's GDP, underscoring their vital role in national economic advancement (Sutikno & Mustamu, 2013).

Family businesses are distinct in their integration of professional and personal realms, often rooted in shared values, heritage, and interpersonal relationships among family members (Tinh, 2023). A defining trait of family firms is the active involvement of one or more family members in daily operations (Tinh, 2023). Their uniqueness is also reflected in family members' participation and control over both management and ownership, alongside deeply ingrained cultural values (Poza, 2010). Compared to public corporations, family firms typically exhibit more complex and emotionally nuanced dynamics due to familial ties that influence decision-making and strategic directions. Employees in such settings are often expected to align closely with the directives and values upheld by family ownership.

This study focuses on PT. Mega Mitra Aroma, where interviews have revealed that turnover intention poses a critical threat to the company's stability and growth. High turnover intention among employees indicates deep dissatisfaction with aspects such as decision-making fairness, compensation, and career advancement opportunities. Many employees perceive a lack of equitable rewards relative to their contributions and express concerns over opaque and unfair internal promotion processes. Left unaddressed, such dissatisfaction may lead to elevated employee turnover, operational disruptions, and increased recruitment and training costs. To mitigate these risks, PT. Mega Mitra Aroma must implement fairer and more transparent policies, enhance communication, and involve employees in decision-making processes to reduce turnover intention while fostering satisfaction and loyalty.

Previous research has emphasized that the sustainability of family businesses is significantly affected by turnover intention, which serves as a critical performance indicator (Waterwall & Alipour, 2021). High turnover rates can disrupt day-to-day operations, reduce productivity, and inflate recruitment and training expenditures (Haeruddin et al., 2023). Moreover, turnover intention often signals underlying

issues, including organizational injustice, intra-family conflicts, or inadequate job satisfaction. In family firms, replacing employees—particularly those with familial ties—is challenging due to their specialized knowledge and experience. Thus, understanding and managing turnover intention is crucial to sustaining the long-term success, efficiency, and harmony of family businesses. According to Bolt et al. (2022), multiple factors influence employee turnover intention in family firms, including organizational justice and family business embeddedness, with job satisfaction acting as a mediating variable. Satisfied employees are generally less likely to consider leaving. A nuanced understanding of these interrelated factors in the context of family business can help owners and managers effectively manage personnel, reduce turnover, and cultivate a supportive work environment that promotes sustainable growth.

Family businesses possess several distinguishing features, one of which is the active involvement of family members in daily operations. These enterprises often foster a learning environment through shared experiences and mutual knowledge exchange. High levels of intra-family trust serve as a foundational strength, while emotional bonds reinforce commitment to the business. Positions within family firms tend to be informal, resulting in a more flexible workplace culture. Nonetheless, these businesses frequently grapple with dual-leadership challenges, where more than one individual assumes leadership roles—potentially complicating decision-making processes (Prayogo et al., 2019).

Although numerous studies have examined turnover intention (Boles, 1996; J. Lee, 2006; Memili & Barnett, 2008), most have focused on non-family firms. While some researchers have hypothesized that uniquely familial factors—such as family cohesion—might influence job satisfaction, such hypotheses have largely lacked empirical support (J. Lee, 2006). We argue that earlier studies have struggled to adequately capture the distinctive attributes of family firms because their conceptual frameworks were insufficiently tailored to this unique context. To address this gap, it is essential to investigate job satisfaction and turnover intention from the novel perspective of family business embeddedness, which more effectively reflects the complexity and heterogeneity of family enterprises (Khanin et al., 2012).

Family business embeddedness often entails intricate dynamics (Martínez-Sanchis et al., 2022), including difficulties in distinguishing personal from professional affairs, succession planning conflicts, and the need to balance individual aspirations within a collective enterprise framework (Baù et al., 2020; De Massis et al., 2008; Gottschalck et al., 2020; Greenhaus et al., 2006; Habbershon et al., 2003; Susanto, 2005). Maintaining a healthy equilibrium between family relationships and business obligations is critical to long-term success (Danes et al., 2008). This embeddedness reflects the depth of a family firm's integration into social, cultural, and economic networks. The degree of family business embeddedness can significantly impact organizational performance and family employees' turnover intentions. The involvement of family members in daily operations and their close-knit relationships shape a unique work environment (Shah et al., 2020). Although prior research has explored the relationship between family business embeddedness and turnover intention among family members (Khanin et al., 2012), little is known about its impact on non-family employees. Furthermore, there is a need to explore potential mediating or moderating factors—such as job satisfaction, organizational climate, or cultural variables—that might influence this relationship. Examining how embeddedness affects turnover intention across different generations within family

firms may also yield valuable insights.

In addition, organizational justice poses distinct challenges in family firms due to the intricate interplay between familial dynamics and professional roles, which may result in biased decision-making, promotion issues, conflicts of interest, and perceived favoritism (Folger & Konovsky, 1989). Achieving a balance between fairness, transparency, and meritocracy while accounting for familial ties necessitates clear policies, open communication, and fair dispute resolution mechanisms (Zagladi et al., 2015). Organizational justice comprises distributive (equity in rewards), procedural (fairness in processes), and interactional (interpersonal fairness) dimensions (Greenberg, 1990). In family businesses, decisions and interpersonal relationships—between both family and non-family members—significantly shape employees' perceptions of fairness. Fairness in career opportunities, compensation, decision-making, and interpersonal treatment are all vital in determining employees' sense of connection to the business and their job performance. Research shows that organizational justice negatively correlates with turnover intention—higher perceived justice is associated with lower intent to leave (Campbell et al., 2013; Vaamonde et al., 2018; Yazici et al., 2022; Zagladi et al., 2015). Employees' justice perceptions can substantially influence their turnover decisions (Vaamonde et al., 2018; Yazici et al., 2022). The commonly studied dimensions in this context include distributive, procedural, interpersonal, and informational justice (Colquitt et al., 2013).

While previous research has examined the individual impacts of these variables within family business contexts (De Massis et al., 2008; Habbershon et al., 2003; Khanin et al., 2012; Martínez-Sanchis et al., 2021; Nordqvist & Melin, 2010; Sciascia et al., 2013), studies integrating family business embeddedness, organizational justice, turnover intention, and the mediating role of job satisfaction remain limited. This study aims to confirm the interrelations among these variables in the unique context of family firms. The findings will offer valuable insights for family business owners and managers seeking to optimize organizational performance and foster employee engagement and satisfaction.

Literature Review and Hypothesis Development

Organizational Culture Theory (OCT)

Organizational Culture Theory (OCT) has gained significant attention from management scholars, particularly within various organizational contexts, including family-owned businesses. Developed by Edgar H. Schein, a prominent figure in organizational psychology, OCT offers substantial insights into the understanding of organizational culture. According to Olsen et al. (2023), organizational culture is defined as the fundamental patterns established by a group as it learns to cope with problems of external adaptation and internal integration, eventually becoming the shared "truths" accepted by its members.

In the context of family businesses, organizational culture often embodies values and norms tied to family traditions, loyalty, and long-term commitment. Verver and Koning (2024) underscore the significance of organizational ethnography in capturing the cultural nuances of family enterprises. Ethnographic studies can illuminate the unique interpersonal dynamics at play, where family values may play a central role in shaping organizational behavior and identity.

Rivas and Sánchez (2009) further argue that in family businesses, organizational

culture extends beyond formal aspects such as rules and procedures, encompassing values transmitted across generations. They emphasize the importance of understanding how deeply internalized family values contribute to creating a distinctive organizational identity. In alignment with this view, Ouzký and Machek (2024), in their research on family enterprises, highlight the evolving nature of organizational culture. They demonstrate how families significantly influence organizational culture through their perceptions of innovation, risk, and long-term sustainability. Additionally, Jamil et al. (2024) assert that interpersonal relationships and family-based values often define the culture within family firms. Their study emphasizes the necessity of understanding the family's role in shaping and sustaining an organization's cultural fabric. Jamil et al. (2024) also note that organizational culture can significantly influence decision-making processes, reinforce the family business identity, and even moderate the relationship between the family and the enterprise. Hence, a deep comprehension of organizational culture is crucial to grasp the dynamics and challenges that may arise in family businesses. Overall, Organizational Culture Theory serves as a robust conceptual framework for analyzing organizational culture within family firms. By focusing on the values, norms, and behavioral patterns internalized within the family unit, the theory facilitates a better understanding of how culture can serve as a foundational element in the management and development of family businesses over time.

Turnover Intention

Turnover Intention refers to an employee's conscious and deliberate inclination to leave their current job or organization (Shah et al., 2020). It reflects an individual's intention or plan to exit the organization and is often considered a strong predictor of actual turnover behavior. According to Le et al. (2023), Turnover Intention encompasses sentiments of dissatisfaction, disillusionment, or motivation to seek alternative employment opportunities.

Within the family business context, Turnover Intention signifies an employee's propensity to consider or plan their departure from a family-run organization (Mahto et al., 2020; Mustafa et al., 2023; Shu et al., 2019; Yazici et al., 2022; Zagladi et al., 2015). In the present study, Turnover Intention is examined as a variable influenced by key factors such as organizational justice and family business embeddedness, with job satisfaction acting as a mediating variable (Allisey et al., 2014; Vaamonde et al., 2018; Zagladi et al., 2015). Employees who experience higher levels of job satisfaction tend to exhibit lower intentions to leave their jobs (Allisey et al., 2014; Vaamonde et al., 2018).

Understanding the complex interplay between these variables within the family business environment is essential. It provides valuable insights for family business owners and management teams in fostering a supportive work culture conducive to employee retention, business continuity, and long-term organizational growth.

Family Business Embeddedness

This variable is grounded in the theory of embeddedness, which refers to the extent to which economic activities are constrained by non-economic institutions. This concept emphasizes that economic behavior and institutions are influenced by networks of social relations, and that actors' preferences can only be fully understood and interpreted within relational, institutional, and cultural contexts (Shah et al., 2020).

According to De Massis et al. (2008), employees who feel involved in the culture and values of the family are typically more motivated and feel a deeper connection to the business, which can positively influence their performance. Khanin (2013) also argues that family business embeddedness enhances employees' identification with the firm. Employees who are engaged with the family's cultural and historical legacy tend to have a stronger emotional attachment to the company, which may foster improved job performance.

The importance of social networks and relationships is particularly pronounced in family businesses. Family business embeddedness can create strong networks among family members, employees, and local business partners (Artiningsih et al., 2023). Engagement in these networks provides access to resources and support that can enhance employee performance.

Research by Kinasih et al. (2022) shows that family businesses with strong embeddedness are more likely to foster a unique and inclusive organizational culture. Employees who are part of this culture tend to exhibit greater commitment to the organization and demonstrate higher performance. Based on these understandings, family business embeddedness creates an environment rich in culture, values, networks, and relationships that shape employee outcomes. Employees embedded in family businesses are typically more satisfied, more motivated, and more connected to the firm—ultimately enhancing their job performance.

Nordqvist and Melin (2010) highlight that family firms often provide a working environment that promotes high job satisfaction. Employees who resonate with the values and long-term vision of the family owners tend to be more content with their roles. They also emphasize the importance of strong personal relationships between employees and family members, which leads employees to feel more valued and cared for—factors that contribute positively to job satisfaction (Greer et al., 2016). Accordingly, the first hypothesis in this study is:

Hypothesis 1: Family business embeddedness has a positive effect on job satisfaction.

Moreover, Muzychenko and Liesch (2015) state that family businesses often possess a unique organizational culture that mirrors family values. This culture cultivates a sense of attachment and strong identification among employees, which may reduce their intentions to leave the company. Nordqvist and Melin (2010) also emphasize the significance of personal relationships in family firms, where closer employee-owner ties foster higher levels of trust and attachment—thereby decreasing the likelihood of turnover. Therefore, the second hypothesis is:

Hypothesis 2: Family business embeddedness has a negative effect on turnover intention.

Organizational Justice

Organizational justice refers to employees' perceptions of the fairness with which they are treated in terms of decision-making, reward distribution, and overall treatment by the organization (Vaamonde et al., 2018). In family business contexts, organizational justice plays a crucial role in shaping organizational dynamics (Cohen-Charash & Spector, 2001). Greenberg (1990) divides organizational justice into three primary components:

1. Distributive justice – fairness in the distribution of outcomes (e.g., salaries, bonuses, promotions);
2. Procedural justice – fairness in the processes used to make decisions;

3. Interactional justice – fairness in interpersonal treatment and communication.

Cohen-Charash and Spector (2001) add further dimensions, namely transactional justice, which concerns the exchanges between employees and the organization, and relational justice, which pertains to interpersonal relationships and perceived relationship quality within the organization. Colquitt (2001) proposes a four-factor model of organizational justice, consisting of distributive, procedural, interpersonal, and informational justice.

Previous research has consistently demonstrated a positive relationship between perceptions of organizational justice and job satisfaction (Allisey et al., 2014; Campbell et al., 2013; Colquitt, 2001; Vaamonde et al., 2018; Zagladi et al., 2015). When employees feel that they are treated fairly, they are more likely to be satisfied with their jobs (Colquitt et al., 2013). Dimensions such as distributive and procedural justice are especially significant predictors of employee satisfaction (Folger & Konovsky, 1989; Tyler, 2006). Thus, the third hypothesis is:

Hypothesis 3: Organizational justice has a positive effect on job satisfaction.

Furthermore, several studies indicate that organizational justice negatively impacts turnover intention—that is, higher levels of perceived justice are associated with lower turnover intention (Campbell et al., 2013; Vaamonde et al., 2018; Yazici et al., 2022; Zagladi et al., 2015). Employees' perceptions of fairness in the workplace can significantly influence their decisions to stay or leave (Vaamonde et al., 2018). This study incorporates the four dimensions proposed by Colquitt (2001): distributive, procedural, interpersonal, and informational justice. Therefore, the fourth hypothesis is:

Hypothesis 4: Organizational justice has a negative effect on turnover intention.

Job Satisfaction

Job satisfaction refers to the degree of contentment and fulfillment employees feel regarding their jobs. In family business environments, this encompasses employees' perceptions of their roles within a context shaped by familial and organizational factors. Judge and Bono (2001) describe job satisfaction as a positive evaluation of one's job and work experiences, including emotional responses and attitudes toward daily tasks and interactions. Alfonso Sousa-Poza and Andrés A. Sousa-Poza (2000) relate job satisfaction to broader aspects of well-being and happiness in both work and life domains.

As a mediating variable in family business contexts, job satisfaction plays a vital role in linking family business embeddedness and organizational justice to turnover intention. Low job satisfaction has been shown to increase the likelihood of turnover, while high job satisfaction reduces such intentions (Khanin et al., 2012; Meyer & Allen, 1997; Mobley, 1977; Mustafa et al., 2023; Shu et al., 2019; Vaamonde et al., 2018; Zagladi et al., 2015). Accordingly, the final hypotheses of this study are as follows:

Hypothesis 5: Job satisfaction has a negative effect on turnover intention.

Hypothesis 6: Family business embeddedness negatively affects turnover intention through the mediating role of job satisfaction.

Hypothesis 7: Organizational justice negatively affects turnover intention through the mediating role of job satisfaction.

Research Method

This study employs a quantitative research method. Quantitative research aims to identify the relationships between two or more variables, with the results subsequently used to confirm or refine existing theories or practices (Leedy & Ormrod, 2015). Accordingly, quantitative research generally seeks to explain and investigate phenomena by collecting numerical or statistical data, which is then processed and analyzed using mathematical methods, particularly statistical techniques (Aliaga & Gunderson, 2005; Watson, 2015). This research was conducted at a family-owned company, PT. Mega Mitra Aroma. The population used in this study consists of non-family employees working in family businesses in Indonesia. A company is categorized as a family business if it fulfills three key criteria: first, ownership is held by the family; second, family members are involved in management; and third, a generational succession has taken place. A total of 68 respondents participated in this study, drawn from departments such as Finance, Administration, HR, Mechanics, Production, Purchasing, Quality Control, HSGA, Sales, Marketing, Tax, Warehouse, Logistics, and Office Support.

In this study, family business embeddedness is defined as a concept that reflects the integration of family business culture within organizational practices (Khanin et al., 2012). This construct is measured using three indicators: link, fit, and sacrifice. Organizational justice refers to employees' perceptions regarding the extent to which the organization treats them fairly in decision-making processes, reward distribution, and general interpersonal treatment (Vaamonde et al., 2018). This construct is measured across four dimensions: distributive justice, procedural justice, informational justice, and interpersonal justice. Distributive justice is assessed using four items, while each of the remaining dimensions is measured using three items.

Job satisfaction is defined as the degree of contentment and happiness employees experience with their jobs, measured using a rating scale covering aspects such as workplace environment, salary, development opportunities, and work-life balance. The measurement of job satisfaction is adapted from Dubinsky & Hartley (1986) and Susskind et al. (2000). Example items include: employees are generally very satisfied with their job; employees feel satisfied with their achievements in this job; employees are satisfied with the type of work they currently perform; and employees feel that their current job does not interfere with their personal lives. Finally, turnover intention is defined as an employee's tendency to plan or consider leaving their current job within the organization (Nguyen & Bryant, 2004). The measurement of turnover intention is adapted from Abraham et al. (2001) and Jeffrey & Prasetya (2019), using four statement items. Sample items include: employees often think about leaving the company; employees are actively seeking jobs outside the company; employees may currently be looking for new job vacancies; and employees are considering changing their current job. The measurement instruments were chosen based on their demonstrated validity and reliability in assessing employees' intention to leave. Abraham et al. (2001) developed a scale that effectively captures various elements of turnover intention, including job satisfaction, organizational commitment, and perceptions of justice, which are especially relevant in family business contexts. Jeffrey & Prasetya (2019) further contributed by including essential items such as procedural justice and compensation, which are critical in evaluating specific factors influencing turnover intention within family-owned businesses. The combination of these measurements provides a comprehensive approach that enables a deeper analysis of

the underlying reasons for employee turnover and facilitates a more nuanced understanding of the dynamics within family business environments. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The collected data were then analyzed using the Structural Equation Modeling Partial Least Squares (SEM-PLS) technique.

Result and Discussion

In this study, hypothesis testing was conducted using the Partial Least Squares (PLS) analysis technique with the SmartPLS 4.0 software. This testing included assessments of construct validity (convergent validity and discriminant validity) as well as construct reliability. Validity testing was carried out to determine the ability of the research instrument to measure what it is intended to measure, while reliability testing was used to assess the consistency of the measurement instrument in capturing a given concept. The outer model was utilized to evaluate both validity and reliability. The results of the validity test are presented through the analysis of convergent validity, which can be seen in Figure 1.

To assess convergent validity, the outer loading or loading factor values were used. The following section presents the outer loading values of each indicator for the research variables:

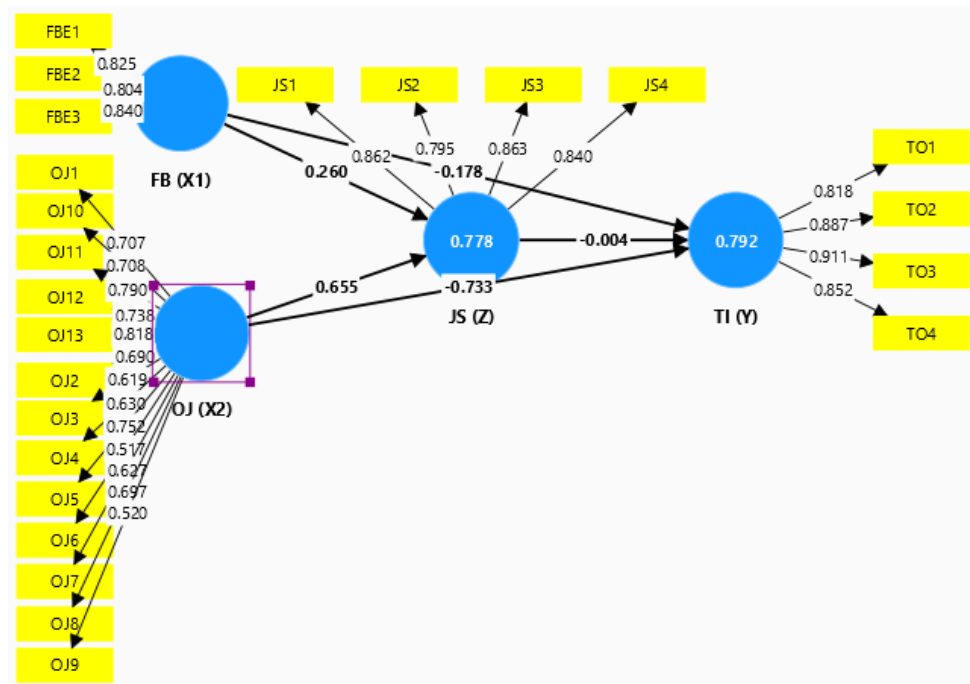


Figure 1. Validity Test (Before Elimination)

Based on the figure above, it can be observed that there are indicators with loading factor values below 0.7, particularly within the organizational justice variable. Therefore, indicators with loading values below 0.7 were eliminated. Following the elimination, data processing was repeated, and the results can be seen in Figure 2.

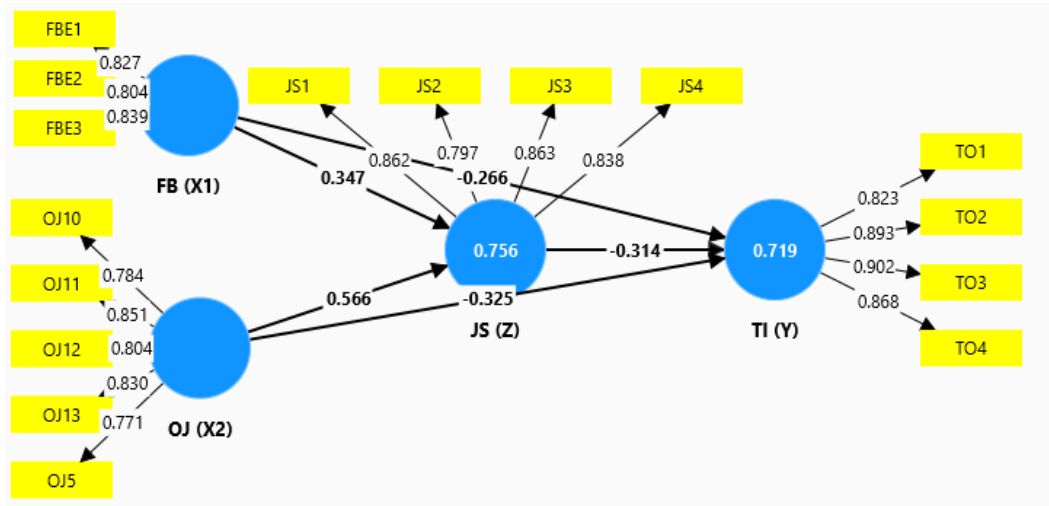


Figure 2. Validity Test (After Elimination) (Source: Researcher-processed data)

Based on the figure above, it can be concluded that all indicators yield loading factor values greater than 0.7. Therefore, according to the criteria of convergent validity, all indicators are considered valid in measuring their respective constructs. Subsequently, the evaluation of reliability is conducted by examining the values of Cronbach's Alpha and Composite Reliability, as presented in Table 1.

Table 1. Reliability Test

Construct reliability and validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
FB (X1)	0.762	0.763	0.863	0.678
JS (Z)	0.861	0.863	0.906	0.706
OJ (X2)	0.867	0.872	0.904	0.654
TI (Y)	0.895	0.899	0.927	0.761

(Source: Researcher-processed data)

The table above demonstrates that the values of Composite Reliability and Cronbach's Alpha meet the required threshold of greater than 0.7. Accordingly, it can be concluded that all latent variables in this study have satisfied the reliability test.

Following the outer model evaluation, the next step involves assessing the inner model (hypothesis testing). Hypothesis testing is conducted based on the results of the Inner Model (structural model), which includes outputs such as R-square, f-square, path coefficients, and t-statistics. To determine whether a hypothesis is accepted or rejected, particular attention is given to the significance level between constructs, t-statistics, and p-values. The hypothesis testing in this study was conducted using SmartPLS (Partial Least Squares) version 4.0. These values are derived from the bootstrapping results. The rule of thumb applied in this research adopts a significance level (p-value) of 0.05 (5%).

The Goodness of Fit for the Inner Model indicates the extent to which endogenous variables explain the variance in exogenous variables. The results reveal that job satisfaction has an R-square value of 0.756, and turnover intention has an R-square value of 0.719. An R-square value of 0.756 for job satisfaction implies that 75.6% of the

variation in job satisfaction is explained by family business embeddedness and organizational justice, with the remaining 24.4% influenced by other variables not included in the model. Meanwhile, the R-square value of 0.719 for turnover intention suggests that 71.9% of its variance is explained by family business embeddedness, organizational justice, and job satisfaction, leaving 28.1% to be attributed to other variables outside the scope of this study.

The predictive relevance (Q^2) test for the structural model is conducted to assess how well the observed values are reconstructed by the model and the parameter estimates. A Q^2 value greater than 0 indicates that the model has predictive relevance. The Q^2 value is calculated using the following formula:

$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$ where $R_1^2, R_2^2, \dots, R_p^2$ represent the R-square values of the dependent variables. The calculation for predictive relevance is presented as follows:

$$Q^2 = 1 - (1 - 0,756)(1 - 0,719)$$

$$Q^2 = 1 - (0,244)(0,281)$$

$$Q^2 = 1 - 0,068564$$

$$Q^2 = 0,93$$

Based on the above calculation, the Q^2 value or predictive relevance in this study is 0.93. This result indicates that the research model possesses strong predictive relevance, as the Q^2 value is greater than zero and is considered favorable due to its proximity to the maximum value of 1. This suggests that the model has a high capability in predicting the observed variables.

Finally, hypothesis testing was conducted to determine the causality relationships proposed in the model, particularly the influence of exogenous variables on endogenous variables. The significance of these relationships can be assessed using the t-statistics, where values greater than the critical value indicate statistically significant effects, as shown in Table 2.

Table 2. Results of Hypothesis Testing (Direct and Indirect Effects)

Path coefficients - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
FB (X1) -> JS (Z)	0.347	0.356	0.112	3.088	0.002
FB (X1) -> TI (Y)	-0.266	-0.264	0.108	2.469	0.014
JS (Z) -> TI (Y)	-0.314	-0.311	0.115	2.722	0.007
OJ (X2) -> JS (Z)	0.566	0.561	0.117	4.836	0.000
OJ (X2) -> TI (Y)	-0.325	-0.331	0.134	2.431	0.015
Total indirect effects - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
FB (X1) -> TI (Y)	-0.109	-0.110	0.055	1.993	0.046
OJ (X2) -> TI (Y)	-0.177	-0.175	0.078	2.283	0.022

(Source: Researcher-processed data)

Based on the table above, it can be explained that there is an influence of exogenous variables on endogenous variables in each hypothesis. Specifically, family business embeddedness has a significant positive effect on job satisfaction, as shown by the T-statistic value of 3.088 and a p-value of 0.002, which is less than 0.05. This indicates that family business embeddedness significantly and positively affects job satisfaction.

The second finding of this study indicates that the T-statistic for the influence of family business embeddedness on turnover intention is 2.469, with a p-value of 0.014, which is less than 0.05. This means that family business embeddedness has a significant negative effect on turnover intention.

Moreover, the research also reveals that organizational justice significantly affects job satisfaction, as indicated by a T-statistic value of 4.836 and a p-value of 0.000, which is less than 0.05. This suggests that organizational justice positively and significantly affects job satisfaction. Furthermore, organizational justice significantly impacts turnover intention with a T-statistic value of 2.431 and a p-value of 0.015, which is less than 0.05. This means that organizational justice negatively and significantly affects turnover intention.

Additionally, job satisfaction itself is found to significantly influence turnover intention, with a T-statistic value of 2.722 and a p-value of 0.007, which is less than 0.05. This indicates that job satisfaction negatively and significantly affects turnover intention. Thus, the direct effect hypothesis tests from Hypotheses 1 to 5 are all supported.

For the indirect effects, the influence of family business embeddedness on turnover intention through job satisfaction yielded a p-value of 0.046, which is smaller than 0.05. This suggests that job satisfaction significantly mediates the relationship between family business embeddedness and turnover intention. Similarly, the influence of organizational justice on turnover intention through job satisfaction resulted in a p-value of 0.022, which is also smaller than 0.05. This shows that job satisfaction significantly mediates the relationship between organizational justice and turnover intention. Therefore, the results of this study also support (accept) Hypotheses 6 and 7.

Discussion

The Influence of Family Business Embeddedness on Job Satisfaction

The findings of this study indicate that family business embeddedness exerts a significant influence on job satisfaction, with a path coefficient of 3.088 and a p-value of 0.002, which is well below the conventional threshold of 0.05. This suggests that the higher the level of employee embeddedness within the family business, the greater their level of job satisfaction.

In the context of PT. Mega Mitra Aroma, family business embeddedness significantly impacts job satisfaction due to the unique, familial atmosphere it fosters in the workplace. The active involvement of family members in daily operations and decision-making processes contributes to a supportive environment that is responsive to individual needs. This sense of belonging and shared commitment enhances interpersonal relationships, facilitates open communication, and offers emotional support—all of which contribute to higher employee satisfaction. However, if not properly managed, such embeddedness may also give rise to conflicts or perceptions of unfairness, potentially diminishing job satisfaction. Thus, the manner in which family business embeddedness is managed plays a crucial role in shaping employee satisfaction within family-run enterprises like PT. Mega Mitra Aroma.

This finding is consistent with the study by Greer et al. (2016), which posits that family businesses often provide stability and continuity in their organizational policies. Such stability fosters a predictable and sustainable work environment, distinguishing

family firms from their non-family counterparts, which are more susceptible to frequent changes in management and strategic direction. Stable and consistent policies in family businesses instill a sense of security among employees. Workers are less burdened by job uncertainty, a common source of workplace stress, and thus experience greater peace of mind. When employees feel secure and supported, they are more likely to exhibit higher levels of job satisfaction. In conclusion, family businesses possess a competitive advantage in fostering a stable and secure work environment, which in turn enhances employee job satisfaction. The positive relationship between family business embeddedness and job satisfaction highlights how the values and traditions upheld within family firms can yield significant benefits for employee well-being.

The Influence of Family Business Embeddedness on Turnover Intention

The results of the study reveal that family business embeddedness has a significant negative influence on turnover intention. The observed effect size is 2.469, with a p-value of 0.014, which is below the commonly accepted threshold of 0.05. This indicates that the higher the level of an employee's embeddedness in the family business, the lower their intention to leave the organization.

At PT. Mega Mitra Aroma, the negative relationship between family business embeddedness and turnover intention can be attributed to the deep emotional and relational ties fostered within the organization. Employees who identify with the family values and relational culture of the business tend to exhibit a stronger sense of responsibility and loyalty. Such employees are more committed to their roles and are less inclined to seek employment elsewhere. The involvement of family members in management and daily operations helps create a stable and supportive work environment, which reduces dissatisfaction and deters turnover intentions.

However, it is important to note that if this embeddedness is not balanced with fairness and transparency, or if internal tensions remain unresolved, it may lead to frustration and dissatisfaction. In such cases, the positive effects of family business embeddedness could be diminished, potentially increasing the likelihood of employee turnover. Therefore, effective management of family business embeddedness at PT. Mega Mitra Aroma plays a vital role in reducing turnover intention by strengthening employee attachment and organizational commitment.

These findings align with the study conducted by Greer et al. (2016), which suggests that family businesses often provide policy stability and organizational continuity. This stability instills a sense of confidence in employees regarding the future of the business, encouraging them to remain with the company and fostering optimism about their long-term career prospects. The stability and consistency of organizational policies in family firms enhance employees' sense of job security. As a result, employees feel more assured about the reliability of their positions and their future growth opportunities. This confidence reduces anxiety related to job uncertainty—a common driver of turnover intention—and decreases the desire to pursue alternative employment. In conclusion, family business embeddedness plays a pivotal role in reducing turnover intention. The values and traditions upheld by family businesses not only elevate job satisfaction but also strengthen employee loyalty, significantly decreasing the likelihood of employee turnover.

The Influence of Organizational Justice on Job Satisfaction

The results of the study indicate that organizational justice has a significant positive effect on job satisfaction. The effect size observed is 4.836, with a p-value of 0.000, which is well below the significance threshold of 0.05. This finding demonstrates that the greater the perceived fairness within the organization, the higher the level of job satisfaction experienced by employees.

At PT. Mega Mitra Aroma, organizational justice significantly contributes to job satisfaction due to its emphasis on fairness in decision-making, compensation, and promotion processes. When employees perceive that company policies are fair and decision-making processes are transparent, they are more likely to feel valued and accepted within the organization. Distributive justice, which ensures that rewards are aligned with individual contributions; procedural justice, which upholds fairness in decision-making processes; and interactional justice, which fosters respectful and considerate interpersonal treatment, all play essential roles in enhancing employee satisfaction.

The implementation of organizational justice at PT. Mega Mitra Aroma strengthens employee trust and loyalty, minimizes dissatisfaction and workplace conflict, and enhances motivation and engagement toward organizational goals. Employees who feel they are treated fairly are more likely to report high job satisfaction and demonstrate greater commitment to remaining with the company.

This finding aligns with prior research indicating that organizational justice significantly impacts employee job satisfaction. Vaamonde et al. (2018) also assert that when employees feel appreciated and fairly treated by their organization, they tend to express higher levels of satisfaction with their work. Organizational justice encompasses various dimensions, including the equitable distribution of resources, fair decision-making procedures, and respectful interpersonal interactions. A strong sense of organizational justice cultivates a positive work environment where employees feel recognized and respected for their contributions. When fairness is consistently demonstrated across organizational practices, employees are more inclined to develop positive perceptions of their roles and of the organization as a whole. This not only enhances job satisfaction but also boosts employee motivation and organizational commitment. In conclusion, organizational justice is a critical determinant of job satisfaction. Companies that implement fair policies and practices are better positioned to foster a supportive and productive workplace environment. This, in turn, positively impacts employee satisfaction, which can lead to improved performance and increased loyalty to the organization.

The Influence of Organizational Justice on Turnover Intention

The findings of this study indicate that organizational justice has a significant negative effect on turnover intention. The observed effect size is 2.431 with a p-value of 0.015, which is less than the threshold of 0.05. This suggests that the higher the level of perceived fairness within the organization, the lower the employees' intention to leave their jobs.

At PT. Mega Mitra Aroma, organizational justice plays a critical role in reducing turnover intention, as perceived fairness in the workplace helps diminish dissatisfaction and enhance employee commitment. When employees believe that managerial decisions, compensation structures, and promotion opportunities are administered fairly and transparently, they are more likely to feel valued and satisfied with their positions. Distributive justice ensures that rewards are commensurate with

contributions; procedural justice guarantees that decisions are made through transparent and equitable processes; and interactional justice fosters positive relationships between management and employees. These dimensions of fairness strengthen employees' sense of belonging and loyalty, which in turn significantly reduce their desire to seek employment elsewhere.

Conversely, perceived injustice can lead to frustration and dissatisfaction, increasing employees' likelihood of pursuing other job opportunities. Therefore, maintaining a high level of organizational justice at PT. Mega Mitra Aroma is essential for minimizing turnover intention and retaining valuable talent.

These findings are consistent with prior research indicating that organizational justice negatively correlates with turnover intention. Yazici et al. (2022) also emphasized that employees who feel fairly treated by their organizations exhibit a lower propensity to leave their jobs. Organizational justice encompasses various dimensions, including equitable resource distribution, transparent decision-making procedures, and respectful interpersonal treatment. When employees perceive they are being treated fairly, it fosters trust and loyalty toward the organization. Employees who feel that their contributions are recognized and valued are more satisfied and motivated to remain with the company. This significantly reduces their inclination to seek alternative employment opportunities, thereby lowering the overall turnover intention. In conclusion, organizational justice is a vital factor in mitigating turnover intention. Companies that implement fair and transparent policies and practices are better positioned to create stable, supportive work environments. Such environments not only enhance employee satisfaction but also contribute to retaining talented personnel, ultimately reducing turnover rates in a meaningful and sustainable way.

The Influence of Job Satisfaction on Turnover Intention

The results of this study reveal that job satisfaction has a significant negative effect on turnover intention. The coefficient of the relationship is 2.722 with a p-value of 0.007, which is less than the significance threshold of 0.05. This indicates that higher levels of employee job satisfaction are associated with lower levels of intention to leave the organization.

This finding aligns with previous research, which has consistently shown that low job satisfaction can significantly increase employees' intention to leave, whereas high job satisfaction tends to reduce it. Mustafa et al. (2023) further emphasize that high job satisfaction contributes to a more positive work environment, encouraging employees to remain in their current roles.

High job satisfaction leads employees to feel more valued and content with their roles within the company. This, in turn, fosters greater loyalty and commitment to the organization, thereby decreasing the desire to explore alternative job opportunities. When employees perceive that their needs and expectations are being met, they are more likely to remain engaged and contribute positively to organizational goals.

Therefore, it can be concluded that job satisfaction plays a crucial role in mitigating turnover intention. Organizations that are able to enhance employee satisfaction through fair policies, supportive work environments, and career development opportunities are more likely to retain top talent and reduce employee turnover rates.

The Influence of Family Business Embeddedness on Turnover Intention through Job Satisfaction

The study further demonstrates that family business embeddedness significantly influences turnover intention through the mediating effect of job satisfaction. The obtained p-value of 0.046, which is less than 0.05, indicates that the mediating effect is statistically significant. This means that job satisfaction serves as a mediating variable between family business embeddedness and turnover intention.

The findings suggest that employees who feel more embedded in the family business experience higher job satisfaction. This increased satisfaction, in turn, leads to a lower intention to leave the company. Family business embeddedness fosters a supportive and stable work environment, which enhances overall job satisfaction.

Job satisfaction, as a mediating factor, implies that the impact of family business embeddedness on turnover intention is not direct, but rather occurs through its influence on job satisfaction. When employees are satisfied with their jobs due to the policies, values, and culture inherent in family businesses, they are more likely to remain loyal and less inclined to seek employment elsewhere. In conclusion, job satisfaction plays a pivotal mediating role in the relationship between family business embeddedness and turnover intention. Family-owned enterprises that successfully enhance both employee embeddedness and job satisfaction are better positioned to reduce turnover rates and foster a more stable and productive workplace environment.

The Influence of Organizational Justice on Turnover Intention through Job Satisfaction

The findings of this study indicate that organizational justice has a significant effect on turnover intention through the mediating role of job satisfaction. The p-value obtained is 0.022, which is less than the 0.05 threshold, signifying a statistically significant mediation effect. This result implies that job satisfaction mediates the relationship between organizational justice and turnover intention.

The study reveals that when employees perceive fair treatment within the organization, their job satisfaction increases. This heightened satisfaction, in turn, contributes to a reduction in their intention to leave the organization. Organizational justice encompasses equitable resource distribution, transparent decision-making procedures, and respectful interpersonal interactions—all of which play a crucial role in enhancing job satisfaction.

As a mediating variable, job satisfaction demonstrates that the influence of organizational justice on turnover intention is indirect and occurs through improvements in job satisfaction. When employees are satisfied with their work environment due to perceived fairness, they are more likely to remain committed to the organization and less inclined to seek employment elsewhere. High job satisfaction fosters a stronger emotional connection with the organization and enhances employee motivation to stay. In conclusion, job satisfaction plays a pivotal mediating role in the relationship between organizational justice and turnover intention. Organizations that implement fair and transparent policies and practices are better positioned to boost employee satisfaction, which in turn helps lower turnover intention. This ultimately contributes to a more stable, cohesive, and productive workplace environment.

Conclusions, Implications and Limitations

Based on the findings of this study, it is concluded that family business embeddedness has a positive and significant effect on job satisfaction, and a negative and significant effect on turnover intention. Likewise, organizational justice is found to have a positive and significant influence on job satisfaction and a negative and significant influence on turnover intention. Furthermore, job satisfaction exerts a negative and significant effect on turnover intention. The study also demonstrates that both family business embeddedness and organizational justice have a significant indirect effect on turnover intention through job satisfaction.

The practical implications of these findings, which highlight the significant direct and indirect influence of family business embeddedness and organizational justice on turnover intention via job satisfaction, underscore the necessity of strengthening family involvement and ensuring organizational fairness in family-run enterprises. Family businesses should prioritize the creation of a supportive work environment that promotes the active participation of both family and non-family members through open communication and targeted training programs. Moreover, organizations should adopt fairness-driven policies by ensuring transparency in decision-making processes and implementing performance-based reward systems. These efforts are likely to enhance employee satisfaction, which in turn can significantly reduce turnover intention, thereby facilitating the retention of valuable talent and supporting the long-term stability and sustainability of the family business.

The theoretical implications of this study lie in its contribution to the organizational behavior literature within the context of family businesses, as well as its reinforcement of the organizational culture theory. The findings emphasize the importance of integrating unique emotional and psychological factors—such as family involvement and perceived fairness—into theoretical models of turnover intention. This study further supports the theory that job satisfaction serves as a key mediating variable that connects both structural and perceptual dimensions of the organization with employees' intentions to stay or leave. Therefore, the research offers a meaningful contribution to the development of a more comprehensive theoretical framework concerning the internal dynamics of family businesses and provides valuable insights for future studies in human resource management and organizational behavior.

Nonetheless, this study is subject to certain limitations. The sample may not fully represent the entire spectrum of family businesses, particularly those operating across various industries and organizational cultures. Consequently, caution should be exercised when generalizing the results to all types of family-owned firms. Additionally, the quantitative approach employed in this study may not entirely capture the complexity of interpersonal and emotional dynamics within family businesses that potentially influence job satisfaction and turnover intention. Future research utilizing qualitative or mixed-method approaches could yield deeper insights into these phenomena. Finally, as the study is cross-sectional in nature, it does not account for changes and dynamics in the relationships among variables over time. Longitudinal research is therefore recommended to better understand how these relationships evolve and shift in the long run.

References

- Abraham, S., Karns, L. A., Shaw, K., & Mena, M. A. (2001). Managerial Competencies and The Managerial Performance Appraisal Process. *Journal of Management Development*, 20, 842–852.
- Alfonso Sousa-Poza and Andre's A. Sousa-Poza. (2000). Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction. *Journal of Socio-Economics*, 29, 517–538.
- Allisey, A. F., Noblet, A. J., Lamontagne, A. D., & Houdmont, J. (2014). Testing a Model of Officer Intentions to Quit: The Mediating Effects of Job Stress and Job Satisfaction. *Criminal Justice and Behavior*, 41(6), 751–771. <https://doi.org/10.1177/0093854813509987>
- Bağış, M., Kryeziu, L., Kurutkan, M. N., & Ramadani, V. (2023). Women entrepreneurship in family business: dominant topics and future research trends. *Journal of Family Business Management*, 13(3), 687–713.
- Baù, M., Pittino, D., Sieger, P., & Eddleston, K. A. (2020). Careers in family business: New avenues for careers and family business research in the 21st century. *Journal of Family Business Strategy*, 11(3). <https://doi.org/10.1016/j.jfbs.2020.100379>
- Bolt, E. E. T., Winterton, J., & Cafferkey, K. (2022). A century of labour turnover research: A systematic literature review. *International Journal of Management Reviews*, 24(4), 555–576.
- Campbell, N. S., Perry, S. J., Maertz, C. P., Allen, D. G., & Griffeth, R. W. (2013). All you need is .. resources: The effects of justice and support on burnout and turnover. *Human Relations*, 66(6), 759–782. <https://doi.org/10.1177/0018726712462614>
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321. <https://doi.org/10.1006/obhd.2001.2958>
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.386>
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98(2), 199–236. <https://doi.org/10.1037/a0031757>
- Danes, S. M., Lee, J., Stafford, K., Kay, R., & Heck, Z. (2008). The Effects Of Ethnicity, Families And Culture On Entrepreneurial Experience: An Extension Of Sustainable Family Business Theory. In *Journal of Developmental Entrepreneurship* (Vol. 13, Issue 3). www.worldscientific.com
- De Massis, A., Chua, J. H., & Chrisman, J. J. (2008). *Factors Preventing Intra-Family Succession*.
- Dubinsky, A. J., & Hartley, S. W. (1986). *Antecedents of Retail Salesperson Performance: A Path-Analytic Perspective* (Vol. 14).
- Dyer, W. G. (2006). *Examining the "Family Effect" on Firm Performance*.
- Folger, R., & Konovsky, M. A. (1989). *Effects Of Procedural And Distributive Justice On Reactions To Pay Raise Decisions* (Vol. 32, Issue 1).
- Gottschalk, N., Guenther, C., & Kellermanns, F. (2020). For whom are family-owned firms good employers? An exploratory study of the turnover intentions of blue- and white-collar workers in family-owned and non-family-owned firms. *Journal of Family Business Strategy*, 11(3). <https://doi.org/10.1016/j.jfbs.2019.02.004>

- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2), 399–432. <https://doi.org/10.1177/014920639001600208>
- Greenhaus, J. H., Allen, T. D., & Spector, P. E. (2006). Health Consequences of Work-Family Conflict: The Dark Side of the Work-Family Interface. In *Research in Occupational Stress and Well Being* (Vol. 5, pp. 61–98). [https://doi.org/10.1016/S1479-3555\(05\)05002-X](https://doi.org/10.1016/S1479-3555(05)05002-X)
- Greer, C. R., Carr, J. C., & Hipp, L. (2016). Strategic Staffing and Small-Firm Performance. *Human Resource Management*, 55(4), 741–764. <https://doi.org/10.1002/hrm.21693>
- Habbershon, T. G., Williams, M., & MacMillan, I. C. (2003). A unified systems perspective of family firm performance. *Journal of Business Venturing*, 18(4), 451–465. [https://doi.org/10.1016/S0883-9026\(03\)00053-3](https://doi.org/10.1016/S0883-9026(03)00053-3)
- Hackman, J. Richard, & Oldham, G. R. (1976). *Motivation through the Design of Work: Test of a Theory Motivation Through Design Of Work*.
- Haeruddin, M. I. M., Natsir, U. D., Aslam, A. P., Aswar, N. F., & Mustafa, M. Y. (2023). When love and hate collide: The influence of conflict on employees' Turnover intention. *Asian Journal of Economics, Business and Accounting*, 23(7).
- Jamil, M., Stephens, S., & Md Fadzil, A. F. (2024). Sustainability in family business settings: a strategic entrepreneurship perspective. *Journal of Family Business Management*.
- Jeffrey, I., & Prasetya, A. B. (2019). The Employee Performance Assessment And Employee Training, On Employee Intension. *Jurnal Aplikasi Manajemen*, 17(1), 56–65. <https://doi.org/10.21776/ub.jam.2019.017.01.07>
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits - Self-esteem, generalized self-efficacy, locus of control, and emotional stability - With job satisfaction and job performance: A meta-analysis. In *Journal of Applied Psychology* (Vol. 86, Issue 1, pp. 80–92). American Psychological Association Inc. <https://doi.org/10.1037/0021-9010.86.1.80>
- Khanin, D. (2013). How to reduce turnover intentions in the family business: Managing centripetal and centrifugal forces. *Business Horizons*, 56(1), 63–73. <https://doi.org/10.1016/j.bushor.2012.09.005>
- Khanin, D., Turel, O., & Mahto, R. V. (2012). How to Increase Job Satisfaction and Reduce Turnover Intentions in the Family Firm: The Family-Business Embeddedness Perspective. *Family Business Review*, 25(4), 391–408. <https://doi.org/10.1177/0894486512441944>
- Lepak, D. P., & Snell, S. A. (1999). The Human Resource Architecture: Toward A Theory Of Human Capital Allocation And Development. In ** Academy of Management Review* (Vol. 24, Issue 1).
- Locke, E. A. (1969). *What is Job Satisfaction? 1*.
- Mahto, R. V., Vora, G., McDowell, W. C., & Khanin, D. (2020). Family member commitment, the opportunity costs of staying, and turnover intentions. *Journal of Business Research*, 108, 9–19. <https://doi.org/10.1016/j.jbusres.2019.10.013>
- Martínez-Sanchis, P., Aragón-Amonarriz, C., & Iturrioz-Landart, C. (2022). How does the territory impact on entrepreneurial family embeddedness? *Journal of Enterprising Communities*, 16(2), 196–217. <https://doi.org/10.1108/JEC-09-2019-0087>

- Martínez-Sanchis, P., Iturrioz-Landart, C., Aragón-Amonarriz, C., Radu-Lefebvre, M., & Seaman, C. (2021). Institutional settings and local embeddedness of European entrepreneurial families: an inter-regional comparison. *European Planning Studies*, 29(10), 1819–1844. <https://doi.org/10.1080/09654313.2021.1889474>
- Mobley, W. H. (1977). Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. In *Journal of Applied Psychology* (Vol. 62, Issue 2).
- Mustafa, M., Ramos, H. M., & Zainal Badri, S. K. (2023). Determining nonfamily employees' job satisfaction and turnover intentions: the roles of job autonomy and work passion. *Journal of Family Business Management*, 13(2), 387–411. <https://doi.org/10.1108/JFBM-08-2020-0079>
- Muzychenko, O., & Liesch, P. W. (2015). International opportunity identification in the internationalisation of the firm. *Journal of World Business*, 50(4), 704–717. <https://doi.org/10.1016/j.jwb.2014.12.001>
- Nguyen, T. V., & Bryant, S. E. (2004). A study of the formality of human resource management practices in small and medium-size enterprises in Vietnam. *International Small Business Journal*, 22(6), 595–618. <https://doi.org/10.1177/0266242604047412>
- Nordqvist, M., & Melin, L. (2010). The promise of the strategy as practice perspective for family business strategy research. *Journal of Family Business Strategy*, 1(1), 15–25. <https://doi.org/10.1016/j.jfbs.2009.12.001>
- Olsen, A. M., Møller, A. M., Lehmann, S., & Kiethon, A. V. (2023). Mechanisms linking individual and organizational culture change through action research: Creating change agents for organizational and food safety culture development. *Heliyon*, 9(2).
- Ouzký, M., & Machek, O. (2024). Family firm performance: the effects of organizational culture and organizational social capital. *Journal of Family Business Management*, 14(2), 353–373.
- Rogerson, K. S. . (2003). *Key Thinkers for the Information Society*. Psychology Press.
- Sciascia, S., Mazzola, P., & Chirico, F. (2013). Generational Involvement in the Top Management Team of Family Firms: Exploring Nonlinear Effects on Entrepreneurial Orientation. *Entrepreneurship: Theory and Practice*, 37(1), 69–85. <https://doi.org/10.1111/j.1540-6520.2012.00528.x>
- Shu, X., Gong, Y. (Yale), Xiong, J., & Hu, X. (2019). Job Satisfaction, Turnover Intention and Work Performance in Chinese Family Enterprises. *Management International*, 22(2), 84–95. <https://doi.org/10.7202/1058163ar>
- Susanto, A. B. (2005). *World class family business*. Mizan Pustaka.
- Susskind, A. M., Borchgrevink, C. P., Kacmar, K. M., & Brymer, R. A. (2000). Customer service employees' behavioral intentions and attitudes: an examination of construct validity and a path model. In *Hospitality Management* (Vol. 19).
- Tinh, N. H. (2023). Knowledge transfer and succession process in small family businesses. *International Journal of Entrepreneurship and Small Business*, 1(1).
- Tyler, T. R. (2006). Restorative Justice and Procedural Justice: Dealing with Rule Breaking. In *Journal of Social Issues* (Vol. 62, Issue 2).
- Vaamonde, J. D., Omar, A., & Salessi, S. (2018). From organizational justice perceptions to turnover intentions: The mediating effects of burnout and job satisfaction. *Europe's Journal of Psychology*, 14(3), 554–570. <https://doi.org/10.5964/ejop.v14i3.1490>

- Verver, M., & Koning, J. (2024). An anthropological perspective on contextualizing entrepreneurship. *Small Business Economics*, 62(2), 649-665.
- Waterwall, B., & Alipour, K. K. (2021). Nonfamily employees' perceptions of treatment in family businesses: Implications for organizational attraction, job pursuit intentions, work attitudes, and turnover intentions. *Journal of Family Business Strategy*, 12(3), 100387.
- Yazici, O., Memili, E., & Patel, P. (2022). Non-family Employees in Family firms and Turnover Intentions: The Relevance of Identification and Justice Perceptions. *Entrepreneurship Research Journal*, 12(2), 107–135. <https://doi.org/10.1515/erj-2019-0325>
- Zagladi, A. N., Hadiwidjojo, D., Rahayu, M., & Noermijati. (2015). The Role of Job Satisfaction and Power Distance in Determining the Influence of Organizational Justice Toward the Turnover Intention. *Procedia - Social and Behavioral Sciences*, 211, 42–48. <https://doi.org/10.1016/j.sbspro.2015.11.007>