

Successor's Intention on Internal Succession of Sustainable Family Business

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Abstract

Succession is one of the hurdles to sustain the Family Business in this competitive world. The succession of a Sustainable Family Business primarily depends upon the next generation's successors within the family. Expanding the stockpile of young generation business visionaries in the economy is a significant focus of a developing nation. Entrepreneurship intention and sustainable family business have been emerging fields for researchers who are keen on economic development. In this context, this study intends to measure the succession of family businesses in Kerala with the support of the Theory of Planned Behavior. Moreover, the intention of the successor to take over the family-owned enterprise is being investigated. The target population is the final-year students undergoing graduation in Kerala along with family businesses in India or abroad. It was discovered that the intention of a successor to acquire the family business is thoroughly driven by attitude and subjective norms. On the other hand, the influence of perceived behavioral control is modestly impacted but statistically significant. Sustainable Family Businesses are the backbone of every economy, which comprise mostly of Small and Medium Enterprises. Therefore, understanding the intention of successors helps policymakers enhance firms' value and continuity.

Keywords: Intention, Sustainable Family Business, Entrepreneurship, Successor, Sustainability

Introduction

Family-oriented businesses in India have been longstanding, constituting 85% of all firms in India and recently gaining recognition, play essential roles in the economy, and contribute significantly to the Indian entrepreneurial ecosystem (Deloitte, 2013). Entrepreneurship, fostering economic activity, has gained popularity due to its significant impact on developing entire countries (Karimi et al., 2016). As per the Ministry of External Affairs of the Government of India, more than 1,00,000 startups have been registered in India

in 2023. This achievement positions India as the world's third-largest startup ecosystem. India has experienced a noteworthy resurgence in its entrepreneurial environment, ranking fourth in the 2022 GEM National Entrepreneurship Context Index, yet a concerning drop in Total Early-stage Entrepreneurial Activity (TEA). Whereas, most Indians still favor working in a salaried job as their main career option (Anwar & Saleem, 2019). To uplift the entrepreneurial ecosystem, the Indian government has introduced various programs to encourage entrepreneurship and attract young people

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to choose it as a career. Entrepreneurial education is recognized for cultivating essential skills, knowledge, and a mindset conducive to successful entrepreneurship, exerting a significant and positive influence on both entrepreneurial intentions and their antecedents (Su et al., 2021).

In the Indian business landscape, family businesses play a crucial role through deep-rooted family values and traditions (Chahal & Sharma, 2020). Within liberal economic systems globally, the contribution of family-led businesses lies between 5% and 80% of the GDP (Mundi et al., 2022). According to the most recent international report from the GUESSS Project–Global Student Entrepreneurship 2018, students whose parents were entrepreneurs are much more likely to want to become entrepreneurs themselves than students whose parents were not entrepreneurs. Students whose families with entrepreneurial backgrounds usually lean more towards starting their businesses or continuing their existing family business than those from non-entrepreneurial backgrounds (Georgescu & Herman, 2020; Shofwan et al., 2023). Admittedly, successors' parents' entrepreneurial performance affects their desire to become entrepreneurs (Sieger et al., 2018).

The existing literature shows that succession represents a significant challenge in family businesses, distinguishing them from non-family businesses by the explicit intention to transfer control to the next generation (Garcia et al., 2019). The GEM survey cycle report for 2023 shows that people aged 18–34 are less likely to be entrepreneurs than people aged 35–64. South India ranks second in Total Early-Stage Entrepreneurial Activity (TEA), which shows that there exists a regional challenge in Southern India. The intertwining of family and business, combining individual desires and interests, has made succession a complex issue (Helin & Jabri, 2016). Viewing succession in the context of Family-Owned Businesses (FOB), Brockhaus (2004) conceptualizes it as the transmission of a

business from one generation to the next. Family business succession planning can be hard when the hobbies and skills of the next generation don't match up with the business's needs, or when family members and successors have different work styles and values (Deloitte, 2013).

In emerging countries, students often choose to succeed in family businesses as a career path due to friendly academic environments and family history in business and it plays a favorable role in their decision (Ljubotina & Vadjal, 2017). Under those circumstances, the entrepreneurial outlook of a successor, the encouragement provided by their benevolent teachers and friends, and the optimism they instill may inspire them to take over their family businesses. Thus, this study, positioned in Ajzen's (1991) Theory of Planned Behavior investigates the impact exerted by attitude, subjective norm, and perceived behavioral control on the intentions of graduates in Kerala, with a thrust on those potentially succeeding in family businesses. Furthermore, it contributes to the discourse on sustainable family businesses in developing nations, emphasizing fostering young entrepreneurs and entrepreneurship intentions.

Literature review and development of hypothesis

Succession of Sustainable Family Business

Family business, in line with Churchill and Hatten (1997), revolves around the anticipation or occurrence of a younger family member assuming control from an elder. Within the Family-Owned Business (FOB) context, succession refers to the handover or transitioning of the business from current generations to family lines or the successor (Brockhaus, 2004). This process involves a cooperative adaptation of roles between the founder and succeeding family members, with the predecessor gradually reducing involvement throughout the transitional phase (Handler, 1990). The intricacy of ownership and control transition between generations poses challenges, as indicated by research

in the UK, signifying a mere 24% of family-operated businesses successfully pass to next-in-line generations, and just 14% endure into succeeding generations (Hayward, 1989). Despite the critical need to explore successors' attitudes, subjective norms, and perceived behavioral control in the context of family business succession, limited research has been conducted on this subject, emphasizing a gap in the existing literature (Ferreira et al., 2021).

Theory of Planned Behaviour and Intention

Understanding and forecasting human behavior is achievable by Ajzen's (1991) Theory of Planned Behavior (TPB), which is a fundamental model grounded in the field of social psychology. In this comprehensive framework, the focus is lies on the determinants of specific behavior, emphasizing an individualistic Attitude, Subjective Norm, as well as Perceived Behavioral Control as key variables influencing the development of behavioral intentions (Ajzen, 2015). TPB, frequently utilized to elucidate entrepreneurial motivation, is defined as a transparent and foreseeable incentive for initiating self-employment. While various theories have explored founder behavior in the family firms. TPB has been underutilized in assessing a successor's intention for family business succession. The TPB factors, encompassing attitude, subjective norm, as well as perceived behavioral control, have been applied to discern students' entrepreneurial intentions in the Indian context, acting as moderating variables (Chahal et al., 2023; Liangwang & Huang, 2021). Family business succession, involving leadership and ownership transfer, remains a crucial focus (Sund et al., 2015). Practical outcomes in entrepreneurship validate TPB's expectations regarding the connection between attitude and the intention to pursue entrepreneurship and are also in line with Subjective norms and Perceived Behavioral Control (Kolvereid, 1996; Krueger et al., 2000; Lüthje & Franke, 2003). The successor's outlook on internal succession plays a pivotal role in determining its occurrence.

Attitude

Attitude toward a behavior pertains to "the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question" (Ajzen, 1991). The greater the positive attitude concerning a person's behavior, the higher the likelihood of engaging in that specific behavior (Chahal et al., 2023; Che Nawi et al., 2022). People with a more optimistic perspective are inclined to express their potential for entrepreneurship in the future (Tiwari et al., 2017). The most crucial factor influencing the intention to pursue self-employment was the attitude toward entrepreneurship, which, in turn, is shaped by the personalities of the individuals surveyed (Lüthje & Franke, 2003). Experiential proof from diverse inquiries has portrayed the environmental linkage between attitude and intention to engage in entrepreneurial actions (Amofah et al., 2020; Gultom et al., 2020; Vamvaka et al., 2020). Hence, we hypothesise the following:

H1: Successors displaying a greater attitude towards taking over the family business are more prone to expressing intention

Subjective Norm

A person's perception of how those in their close social sphere, including parental figures, families, colleagues, and neighbors, will reciprocate with their participation or non-participation in a specific behavior, such as entrepreneurship, constitutes the essence of social norms (Al-Jubari, 2019). As per Ajzen (1991) subjective norms, also known as collective influence, involve a twin set of convictions: conventional belief and willingness to adhere. The conventional belief assesses the approval or disapproval of influential others regarding behaviors like establishing a venture, while the next belief gauges the motivation to comply with these norms, indicating an eagerness to align behavior with the anticipations of key individuals and embrace established norms (Krueger et al., 2000; Krueger & Carsrud, 1993). Students exhibit greater confidence in

becoming entrepreneurs when they receive robust support from their family and relatives (Ambad & Damit, 2016). Research conducted in Indonesia unveiled that subjective norms exert a remarkable and positive impact on intention (Gultom et al., 2020). Drawing upon these findings, it can be hypothesized that:

H2: Successors with a more pronounced subjective norm are more likely to hold the intention to take over the family business

Perceived Behavioural Control

An individual's viewpoint of the personal effortlessness or complication associated with executing entrepreneurial behavior pertains to perceived behavioral control (Maes et al., 2014). Perceived Behavioural Control is defined as a "person's perception of the ease or difficulty of performing the behaviour of interest" (Ajzen, 1991). Perceived behavioral control refers to an individual's perception of their ability to undertake the necessary actions to address potential situations. According to Bandura (1986), perceived behavioral control means a personal belief in the proficiency to undertake the necessary actions to address potential situations. A different study concerning student intentions in entrepreneurship indicated that students attending generally prestigious universities are more prone to possess heightened self-confidence, reflecting perceived behavioral control (Souitaris et al., 2007). The cultivation of succession candidates and the achievement of a successful succession is, to some degree, impacted by the presence of resources; family businesses with a positive attitude toward adaptability view transitions as opportunities to reserve more resources for subsequent successors and innovative activities (Wu et al., 2020). A study carried out in Sri Lanka asserts a positive correlation between the social entrepreneurial intention of State University undergraduate students and their perceived behavioral control (Hashim et al., 2023). Consequently, this leads to the subsequent hypothesis:

H3: Successors who perceive a higher level of behavioral control are more likely to express an intention to take over the family business.

Methodology

Data

Our research focuses on final-year graduating students associated with family businesses in India or abroad, specifically targeting individuals designated as successors within family-owned enterprises. For clarity, a Family Business in this investigation is defined by (1) exclusive family member control and (2) over 80% ownership control by the founder or founding family. To ensure diversity, a cluster sampling technique was employed, considering economic heterogeneity and various family business characteristics. The research collected its sample from final-year graduate students in arts and science programs at two distinguished universities in Kerala. Initially, universities in Kerala offering diverse courses were designated as clusters, from which two were randomly chosen. Subsequently, in the second phase, one district was randomly designated as a cluster from each university. In the third phase, colleges within these chosen districts, providing education for all genders and offering multidisciplinary courses under the selected universities, were selected as clusters. Under this stage, four colleges were then chosen from each district. From these colleges, all final-year students involved in family businesses were selected using the colleges' admission databank. This method ensured a varied representation in terms of gender, arts, and science fields among the participants, thereby reducing potential sampling biases and impacting the outcomes. Our sample includes 395 final-year students from arts and science colleges, with Table 1 illustrating the sample distribution based on gender, firm age, course, and participation in the Entrepreneurship Development Club (ED Club).

Table 1
Demographic profile of the survey participants

Categories	Frequency	Percent	
Gender	Male	266	67.3
	Female	129	32.7
Firm-age	Below 10 years	80	20.3
	10 to 20 years	67	17.0
	Above 20 years	248	62.8
Course	Arts	141	35.7
	Science	254	64.3
ED Club	Have ED Club	253	64.1
	No ED Club	142	35.9

Note. Percentages are based on the total number of survey participants. Data is collected through questionnaire.

Measure

The measurement of TPB utilized the scale established by Ajzen (1991). The specified measurement is selected for evaluating the successor’s intention regarding taking over the family business, encompassing the magnitudes outlined by Ajzen (1991), namely attitude to take over the family business, subjective norm, as well as perceived behavioral control. Drawing from the methodologies employed in the studies by Wu et al. (2020), Giampietri et al. (2018), and Hansen et al. (2018), the chosen measurement is applied. A Likert scale ranging from 1 to 5 was devised to assess all these constructs.

Statistical analysis

Analysis of Normality and Common Method Bias

To counter potential methodological biases and validate the suitability of parametric statistical approaches, common method bias and normality tests were conducted. Results from the normality test indicate that all factors (Attitude, Subjective Norm, Perceived Behavioral Control, and Intention) exhibit skewness values within the acceptable limit for a normal distribution, with skewness

values of -1.929, -2.444, 0.122, and -0.933 meeting the recommended threshold of -3 to +3 range indicated by Hamaker (1985). These findings support the appropriateness of utilizing parametric tests for hypothesis testing. The Harman’s Single Factor test results, elucidating only 34.12% of the variance with a single factor, sink below the recommended 50% threshold (Cooper et al., 2020). This indicates that there is not a notable common method bias in the data. It supports the idea that the variance from a single method is not the main influence in the study.

Exploratory Factor Analysis

To assess the data’s appropriateness for factor analysis, both the Kaiser Meyer Olkin Measure of sampling adequacy and Bartlett’s Test of Sphericity were employed. The former evaluates the sample adequacy, and the latter tests the assumptions that the correlation matrix differs from an identity matrix. An exploratory factor analysis on a set of 16 items to validate constructs used in analyzing questionnaire responses related to the entrepreneurial intentions of successors. The KMO value, which stands at .867, and Bartlett’s Test of Sphericity, which is statistically significant ($\chi^2 = 3117.691$, $df = 120$, $p < 0.001$) collectively confirm the fitness of the data to perform factor analysis, indicating ample sampling adequacy and supporting the rejection of the null hypothesis of an identity matrix. Following the Nkansah (2018) criteria, a KMO measure exceeding 0.6 generally indicates favorable factor suitability, emphasizing that correlations between variables are substantial enough for meaningful factor analysis. Exploratory factor analysis and examination of the rotated component matrix were performed to discern latent factors and relationships among observed variables, utilizing the rotation to improve the interpretability of factor loadings and facilitate a clearer understanding of the underlying structure in the study.

Table 2 demonstrates the extraction of four factors with Eigen values surpassing 0.50. These Eigenvalues denote the variance

described by each item, and adhering to the Kaiser rule, components with eigenvalues below 0.5 were omitted in this investigation. The commonalities of the 16 original measures, ranging from 0.702 to 0.867, indicate that the four factors effectively captured the variance inherent in the original values. Employing the Varimax Rotation method following the extraction technique for four factors, the resulting Rotated Component Matrix in Table 2 delineates the distinctions among the initially extracted factors, offering a clear representation of the items loaded onto each factor. The weights of each metric on the identified individual factors are explained by Rotated Factor matrix, encompassing the independent variables Attitude, Subjective Norm, Perceived Behavioral Control, and the dependent variable Intention.

Table 2
Rotated Component Matrix

Item Acronym	Component			
	1	2	3	4
ATT1	0.702			
ATT2	0.782			
ATT3	0.748			
ATT4	0.802			
SN1		0.744		
SN2		0.773		
SN3		0.813		
SN4		0.721		
PBC1			0.858	
PBC2			0.862	
PBC3			0.867	
PBC4			0.845	
INT1				0.819
INT2				0.846
INT3				0.811
INT4				0.825

Note. Rotation converged in 4 iterations after suppressing the small coefficient absolute values below 0.5 resulting from principal component analysis with Varimax rotation and Kaiser

Normalisation. Source: Compiled data

Cronbach’s Co-efficient Alpha

The internal consistency of the research constructs was assessed through a Reliability Test using Cronbach’s Alpha, as detailed in Table 3. All four factors exhibit Alpha values surpassing 0.70, consistent with the advice by Nunnally and Bernstein (1994). This signifies that the scale displays internal consistency and reliability, indicating that the items accurately measure their intended constructs

Table 3
Reliability

Sl. No.	Constructs	No. of items	Cronbach’s Alpha
1	Attitude	4	.773
2	Subjective Norm	4	.800
3	Perceived Behavioral Control	4	.892
4	Intention	4	.886

Note. Cronbach’s alpha coefficients for each construct to determine the consistency where the threshold is greater than 0.7. Sourced from compiled data.

Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) serves as a multivariate method employed to investigate the degree to which the assessed variables faithfully represent the core concepts. The nine factors identified through EFA undergo further validation via CFA. In addition to utilizing the relative normed Chi-square (X^2/df , where df represents degrees of freedom), which is recommended not to exceed five for well-fitting models (Bentler & Mooijaart, 1989), several other indices from the literature are considered to evaluate the model fit. These indices include Goodness of Fit (GFI), Adjusted GFI (AGFI), Comparative Fit Index (CFI), Normed Fit Index (NFI), and Root Mean Square Error of Approximation (RMSEA). The indices assessing the fit of the model of four constructs identified for the CFA are presented in Table 4 and Table 5.

The CFA model fit in AMOS is considered

satisfactory based on multiple fit indices. The chi-square statistic (CMIN) is 154.592 with 98 degrees of freedom, bringing about a CMIN/DF ratio of 1.577, which falls within the acceptable range (1 to 3) according to Kenny, Kaniskan, & McCoach (2015). Other fit indices, including GFI (0.955),

AGFI (0.938), CFI (0.981), NFI (0.951), SRMR (0.041), RMSEA (0.038), and PClose (0.958), all surpass their respective threshold values, signifying a favorable agreement of the suggested model with the observed data according to the specified benchmarks.

Table 4
Model fit metrics

Measure	Estimate	Threshold	Source	Interpretation
CMIN.	154.592	--		--
DF.	98	--		--
CMIN/DF	1.577	Between 1 & 3	(Kenny et al., 2015)	Acceptable
GFI	0.955	>0.90	(Hair et al., 2010)	Acceptable
AGFI	0.938	>0.80	(Gefen et al., 2003)	Acceptable
CFI	0.981	>0.95	(Hu & Bentler, 1999)	Acceptable
NFI	0.951	>0.80	(Hooper et al., 2008)	Acceptable
SRMR	0.041	<0.08	(Hu & Bentler, 1999)	Acceptable
RMSEA	0.038	<0.06	(Hu & Bentler, 1999)	Acceptable
PClose	0.958	>0.05	(Byrne, 2001)	Acceptable

Note. Model fit metrics resulting from CFA and it includes estimates and threshold values for various fit indices, along with their respective sources and interpretation. Sourced from compiled data.

The analysis of the four constructs is detailed in Table 5, encircling model estimates and psychometric attributes. The standardized regression weights between measures (indicators) and constructs exceed the recommended threshold of 0.50, signifying strong relationships (Hair et al., 1998). All constructs exhibit AVE values exceeding the threshold of 0.50, as stipulated by (Hair et al., 2010). Also, Critical Ratio (CR) values

for each construct surpass 0.7, indicative of satisfactory reliability (Hair et al., 2010). In addition, the Composite Reliability Coefficient (CRC) exceeds the acceptable threshold of 0.6, as established by (Bagozzi & Yi, 1988). The results confirm that the model has strong connections between its indicators and constructs. This suggests that the measurement model is valid and reliable, with satisfactory psychometric properties.

Table 5
Model estimates and Psychometric properties of constructs

Construct	Item	Factor Loading	Sum of Factor Loading	Item Reliability	Eigen Value	AVE	Delta	Sum of delta	CR
Attitude (ATT)	ATT1	0.539	2.804	0.290521	2.02945	0.507	0.709	1.970	0.799
	ATT2	0.836		0.698896			0.301		
	ATT3	0.617		0.380689			0.619		
	ATT4	0.812		0.659344			0.340		

	SN1	0.681		0.463761			0.536		
Subjective Norm (SN)	SN2	0.799		0.638401			0.361		
	SN3	0.696	2.865	0.484416	2.061299	0.513	0.515	1.938	0.809
	SN4	0.689		0.474721			0.525		
Perceived Behavioral Control (PBC)	PBC1	0.822		0.675684			0.324		
	PBC2	0.821		0.674041			0.325		
	PBC3	0.841	3.3	0.707281	2.722862	0.680	0.292	1.277	0.895
	PBC4	0.816		0.665856			0.334		
Intention (INT)	INT1	0.810		0.6561			0.343		
	INT2	0.870		0.7569			0.243		
	INT3	0.741	3.267	0.549081	2.677797	0.669	0.450	1.322	0.890
	INT4	0.846		0.715716			0.284		

Note. Standardized Regression Weights of each item of the constructs and Average Variance Explained by each construct. Sourced from compiled data.

Discriminant validity and Convergent validity

Table 6 shows that all constructs' Average Variance Extracted values are greater than the squared inter-construct correlations (MSV) value revealing the discriminant validity of each

construct (Fornell & Larcker, 2016). AVE values of each construct have crossed the threshold limit of 0.50 and it affirms the convergent validity of the factors. The Composite Reliability (CR) values also indicate the reliability of the measurement model, with all constructs showing values above the acceptable threshold limit.

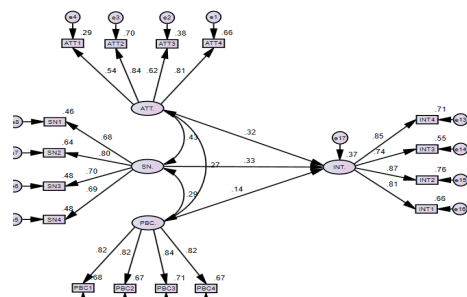
Table 6
 Discriminant validity and Convergent validity of the constructs

Construct	CR	AVE	MSV	MaxR(H)	ATT	SN	PBC	INT
ATT	0.799	0.507	0.245	0.84	0.712			
SN	0.809	0.515	0.253	0.817	0.432	0.718		
PBC	0.895	0.681	0.101	0.895	0.271	0.285	0.825	
INT	0.890	0.669	0.253	0.897	0.495	0.503	0.318	0.818

Note. Diagonal values are AVE and off-diagonal values are inter-construct squared correlation. Sourced from compiled data.

Hypothesis testing

Figure 1
 CB SEM Model



Note. Covariance-based Structural Equation Modeling using AMOS 23 represents the influence of independent variables Attitude (ATT), Subjective Norm (SN), and Perceived Behavioral Control (PBC) on the dependent variable Intention (INT). Figure 1 is based on the authors' calculation.

Table 7
Conclusion of Hypothesis test

Hypothesis	Paths	Standardized estimate (β)	p-value	Result
H1	Successors displaying a greater attitude towards taking over the family business are more prone to express intention	.316	< 0.001	Supported
H2	Successors with a more pronounced subjective norm are more likely to hold the intention to take over the family business	.327	< 0.001	Supported
H3	Successors who perceive a higher level of behavioral control are more likely to express an intention to take over the family business.	.139	0.007	Supported

Note. Significant at 5% level. Sourced from compiled data.

The results of the study, shown in Table 7 and Figure 1, strongly support the three hypotheses formulated. Covariance-based SEM was chosen to test the measurement model because it can measure covariances, measurement error, and complex causal relationships and provide a more comprehensive analysis by the bootstrapping method at a 95% confidence interval and 5000 bootstrap samples. Firstly, the study suggests that if successors have an interest or favorable attitude to taking over their family business run by their family members, they are more likely to have an intention to take over the business after their graduation ($\beta = .316, p < .001$). This result matches Bandura’s (1986) social cognitive theory, saying that personal attitude plays a big role in shaping behavior. This highlights how personal attitude plays a big role in shaping behavior, where positive attitudes come from the benefits, motivation, and a person’s sense of duty to carry his family legacy.

Secondly, the study reveals strong support for the hypothesis that successors who feel a strong sense of what others expect from them which is called subjective norm are more likely to have an intention to take over the family business ($\beta = .327, p < .001$), aligning with the Theory of Planned Behavior (Ajzen, 1991). This result highlights a crucial role in subjective norms, derived from the expectation of the family members, colleagues, cultural values, and societal norms, in shaping the successor’s

decision-making process. Finally, the third hypothesis finds positive support ($\beta = .139, p = .007$) if successors feel they believe they have good control over things, they are more likely to want to take over the family business after their graduation. This result also aligns with the Theory of Planned Behavior (Ajzen, 1991), highlighting the feeling to intend a behavior when individuals feel confident in their ability to control outcomes. Factors such as education, training, and prior experience contribute to the perceived behavioral control of successors, strengthening their confidence in navigating the challenges associated with their leadership capacity.

Discussion

The research, centered on investigating factors influencing successors’ intentions to assume family business control in India, particularly Kerala, utilized the Theory of Planned Behavior (TPB) as a predictive model. Surveying 395 final-year graduates with family-owned businesses, structural equation modeling through AMOS software (version 23) was employed to assess the proposed model’s constructs (ATT, SN, PBC, INT). The results revealed significant positive influences of attitude, subjective norm, and perceived behavioral control on intention, emphasizing the trio’s impact on successors’ intention to take over their family business after their graduation or when the founder

retires. This aligns with the findings of Otchengco Jr. and Akiate (2021), supporting the favorable impact regarding personal attitude and perceived behavioral control on entrepreneurial intention. In contrast to Al-Jubari's (2019) findings on attitude, the present study brings out the significant role of subjective norm in shaping intention. It shows how thoughts and support for graduates from different sources like family members, friends, and culture impact successors' intentions. Therefore, concerning hypothesis H1, it was discovered that a favorable attitude toward assuming control of the family business had a positive impact on the intention to take over the family business. This suggests that among these students, the idea of becoming an entrepreneur appeared appealing and viable as a career path. This discovery aligns with the research of Kyvik (2018), indicating a trend towards a more entrepreneurial mindset and a positive inclination towards inheriting family entrepreneurship.

This study clearly demonstrates that the perceived behavioral control (PBC) of students directly influences their intention to continue their family business post-graduation. It appears reasonable that students who feel they have control over the process of taking over their family venture, believing it would be straightforward to establish and that they would succeed, are more inclined to take over their family business compared to those who perceive the process as complex. This study aligns with existing literature by illustrating a link between PBC and intention (Mueller, 2011; Van Gelderen et al., 2008). However, some authors have not found a direct relationship between perceived behavioral control and the intention to start a business (Kolvereid & Isaksen, 2006).

Specifically, Subjective Norm and Attitude, with standardized regression weights of 0.327 and 0.316, respectively, were found to have a stronger impact on entrepreneurial intention compared to Perceived Behavioral Control. This supports the observations of Koe et al. (2012) that subjective norms played a more solid

role in shaping successors' intentions at the end time of graduation. The empirical findings of this study reveal a notable correlation between subjective norms and entrepreneurial intention among graduates in Kerala. This finding is in line with the research conducted by Autio et al. (2001), which suggests a positive association between subjective norms and entrepreneurial intention. Additionally, this result is consistent with research indicating that subjective norms exert a significant influence on entrepreneurial intention, alongside other factors such as attitudes and perceived behavioral control, as noted by Kautonen et al. (2015).

However, these findings centered on successor intention using the TPB Theory show the strong positive impact of attitude, subjective norm, and perceived behavioral control on their intention to take over the family business in Kerala. This extends the existing literature by highlighting the importance of subjective norms, which contrast with some earlier studies and underscore the role of family and cultural support. These findings suggest that family businesses should foster a positive attitude and maintain a supportive ecosystem in successors' ground to encourage successful succession planning.

Conclusion and Managerial Insights

In summary, this study, based on the Theory of Planned Behavior, gives us valuable insights into India's entrepreneurial world, especially in family businesses. It matches the findings of the GEM survey cycle report, a growing interest in entrepreneurship in India, there is noticed a worrying drop in young people starting their businesses. The main findings of the study support the formulated hypothesis, suggesting that successors with a positive mindset are more likely to express their intention to take over the family business. Also, sticking to strong beliefs and norms increases the chances of indicating such intentions, showing the influence of family and society. Moreover, having self-confidence in succession planning means a stronger expression of intention, stressing the importance of a successors' self-assurance and

self-belief. The study suggests that colleges, government bodies, and families should focus on including entrepreneurial training rather than theoretical education in their curriculum, and families should support the next generation of entrepreneurs and strengthen their family business succession process, contributing to the overall entrepreneurial landscape of the region. Colleges can initiate mentorship programs by connecting graduates with accomplished alumni who have strong entrepreneurial backgrounds, offering personalized guidance and interaction opportunities. Additionally, facilitating internships or apprenticeships within family businesses allows students to gain hands-on experience and insights into succession planning, either within their own family business or others. This practical exposure provides valuable knowledge and understanding of the intricacies involved in transitioning business ownership.

Future agenda

A major limitation of this work is that the study is based on a one-time research approach and doesn't explore the actual behavior of the graduates whether they are actually taking over the family business or not after their graduation. So future studies can look into successors' intentions to take over the family business on a longitudinal approach, understanding how their attitude, subjective norms, and perceived behavioral control evolve from their academic journey to their professional life. Conducting a longitudinal study among graduates aims to determine their actual behavior in succeeding in their family business. This research methodology involves observing participants after a break of 4 to 5 years to ascertain whether they maintain consistency in their career choices or transition to alternative paths. Investigating how external factors like economic conditions, cultural shifts, and technological advancements play a moderating role in successors' intentions could give detailed insights into this context. Because, recent studies show that a majority of Indians showed a strong motive to migrate to other countries rather than do business in

India when they have a big opportunity in their hand in the form of a certificate and license (Apsite-Berina et al., 2023; Kunnumbrath & Kodali, 2023). Understanding the impact of educational programs and mentorship on successors' intentions can provide practical insights for colleges, government bodies, and families aiming to boost entrepreneurial success. Using qualitative methods can help capture the personal thoughts and experiences that contribute to successors' intentions in family business.

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Appendix

Questionnaire

Item	Statement	Scale
ATT1	Taking over my family business as an internal successor after my graduation is a right thing to do	Strongly disagree - Strongly agree (1-5)
ATT2	Taking over my family business as an internal successor is a good thing to do when I am in the capacity to lead my family firm	Strongly disagree - Strongly agree (1-5)
ATT3	Preparing me as an internal successor to succeed my family business is a right thing to do	Strongly disagree - Strongly agree (1-5)
ATT4	It is important to take over the family business as an internal successor when the founder retires	Strongly disagree - Strongly agree (1-5)
SN1	My family members will accept me as an internal successor of our family business	Strongly disagree - Strongly agree (1-5)
SN2	The family firm management team will agree to my entry into our family business as an internal successor	Strongly disagree - Strongly agree (1-5)
SN3	My well-wishers in my college supports the idea of taking over the family business as an internal successor as my career	Strongly disagree - Strongly agree (1-5)
SN4	Most people who are important to me think I should takeover the family business as an internal successor when the founder retires	Strongly disagree - Strongly agree (1-5)
PBC1	Taking over the family business as an internal successor would not be difficult for me	Strongly disagree - Strongly agree (1-5)
PBC2	I have the resources, time, and opportunities to take over the family business as an internal successor	Strongly disagree - Strongly agree (1-5)
PBC3	I am confident as an internal successor in leading my family business	Strongly disagree - Strongly agree (1-5)
PBC4	I have prepared me as an internal successor to take over the family firm when the founder retires	Strongly disagree - Strongly agree (1-5)
INT1	I intend to take over the family business as an internal Successor when the founder retires	Strongly disagree - Strongly agree (1-5)
INT2	I am willing to take over the business as an internal successor after my graduation	Strongly disagree - Strongly agree (1-5)
INT3	I have a strong intention to take over my family business as an internal successor	Strongly disagree - Strongly agree (1-5)
INT4	I am well prepared to take over as an internal successor	Strongly disagree - Strongly agree (1-5)