

# A STRATEGIC APPROACH TO FAMILY CONNECTEDNESS AND ENTREPRENEURIAL INTENTIONS

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## Abstract

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This study investigates how Jordanian family businesses contribute to the transition from latent to emergent entrepreneurship. Focusing on the Jordanian family embeddedness perspective, we examine the role of both the entrepreneurial family and the family enterprise in shaping individuals' entrepreneurial intentions. Using a sample of 4,543 Jordanian students with a family business history, we explore how specific family and company characteristics impact the next generation's choice between starting a new business or succeeding in the family business. Our analysis, conducted through structural equation modeling (SEM), reveals the importance of various factors like affective commitment (AC), normative commitment (NC), and parents' performance in entrepreneurship (PPE) in influencing entrepreneurial intentions. While previous research has focused primarily on Western family businesses, this study provides insights into the unique context of Jordanian family businesses, offering a deeper understanding of family influence on entrepreneurial intentions in a different cultural setting.

**Keywords:** Entrepreneurial Intentions, Family Business, Global University Entrepreneurial Spirit Students' Survey, GUESSS, Jordan, Entrepreneurship Education, Theory of Planned Behavior, TPB, GUESSS 2018

**Authors' individual contribution:** Conceptualization — O.S.; Methodology — A.M.; Software — B.A.; Validation — M.A.A.A.-Z.; Formal Analysis — M.A.A.A.-Z. and B.A.; Investigation — O.S., A.M., M.A.A.A.-Z., and B.A.; Resources — O.S.; Data Curation — M.A.A.A.-Z.; Writing — O.S. and A.M.; Visualization — M.A.A.A.-Z.; Supervision — O.S.; Project Administration — A.M.

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## 1. INTRODUCTION

In accordance with the knowledge spillover hypothesis of entrepreneurship, untapped opportunities developed inside a business stay in a latent condition and might be sequentially contextualized by a new individual or organization with entrepreneurial characteristics (Audretsch & Keilbach, 2007; Caiazza et al., 2016). Quite an opportunity exploitation and concretization process are fundamental to the move from latent to

spontaneous entrepreneurship. It is essential to successfully overcome knowledge filters, which are hurdles or gaps between knowledge development and commercialization (Audretsch & Keilbach, 2007; Belitski et al., 2021; Caiazza et al., 2020).

Caiazza et al. (2020) emphasize the critical significance of entrepreneurial action in such a transformation (McMullen et al., 2020). Entrepreneurial operators (businesses or personalities) exposed to untapped entrepreneurial prospects, in their opinion, transform latent entrepreneurship

into an emerging form by acting on such chances (Caiazza et al., 2015; van Stel et al., 2007). The contemporary argument, in particular, highlights the critical role that cognitive characteristics at both the individual and contextual levels, such as skills, entrepreneurial learning, and entrepreneurial culture, play in such a change (Agarwal et al., 2007; Khurana & Dutta, 2021).

Nevertheless, although competencies and learning are critical, entrepreneurial intentions, defined as a general desire to engage in entrepreneurial activities and among the greatest predictors of entrepreneurial engagement, are also significant (McMullen et al., 2020), must also be present in order for the transition from latent to emergent entrepreneurship to occur. Consequently, in order to overcome the obstacles to action, entrepreneurial agents must have not only the entrepreneurial qualities to discover and act on possibilities, but also the fortitude to accept the uncertainty that surrounds their realization (McMullen & Shepherd, 2006). Because the milieu in which the agent is immersed shapes entrepreneurial intentions (McMullen et al., 2020), determining the environmental conditions that influence entrepreneurial intentions is critical to completely comprehending the process by which latent entrepreneurship emerges (Caiazza et al., 2020; Khurana & Dutta, 2021).

Expanding on the family-based entrepreneurial perspective (Aldrich & Cliff, 2003), we intend to investigate the role of the Jordanian family business milieu in generating entrepreneurial intentions (Jaskiewicz et al., 2017; Shubailat & Madi, 2021). As two interconnected units of study, such a setting comprises both the family enterprise and the enterprising family. While the latter refers to a business owned by one or more families (Chua et al., 1999). The latter describes a family that owns or controls one or more enterprises (Nordqvist & Melin, 2010). Adolescence in an enterprising family and being introduced to firm-specific family business expertise undoubtedly impacts the following generation's entrepreneurial goals and talents, a practice called intergenerational transmission of entrepreneurship (Criaco et al., 2017; Pittino et al., 2018).

Because next-generation members are unduly exposed to entrepreneurial prospects, they are well-positioned to engage in emergent entrepreneurship by establishing a new business (Sieger & Minola, 2017). While at the same period, next-generation members have the choice of succeeding in the family business rather than starting a new endeavor to capitalize on such chances and engage in emergent entrepreneurship (Zellweger et al., 2011). On the one extreme, the family business setting can foster a commitment to the parents' business, resulting in a desire for succession (Hamilton, 2011; Sharma & Irving, 2005). On the other hand, it serves as a resource, training opportunities, and mentoring, which can either encourage or discourage the formation of new businesses (Criaco et al., 2017; Sieger & Minola, 2017). An investigation into whether particular aspects of the family business setting may drive the aim toward company development vs succession is limited (Pittino et al., 2018). Our knowledge of the function of social institutions as transition facilitators towards emerging entrepreneurship remains inadequate.

To fill this void, we examined the relationship between Jordanian family business factors and

the entrepreneurial intentions of the next generation using a Jordanian sample of 4,543 students with a family business history drawn from Global University Entrepreneurship Student Spirit Survey (GUESSS) data collected in 2018 and the GUESSS Jordanian National Report (Shubailat & Madi, 2021). These intents can be directed to alternate entrepreneurial career routes, either as a desire to maintain the Jordanian family tradition and prosper or as a preference for creating a new firm inside or beyond the domain of the family business (Block et al., 2013). We analyze three family enterprise determinants in the Jordanian context: 1) affective commitment (AC), 2) normative commitment (NC), and 3) parents' performance in entrepreneurship (PPE) (Criaco et al., 2017; Sharma & Irving, 2005). We also take into account four aspects of the entrepreneurial family: instrumental assistance (IA), career-related modeling (CRM), verbal encouragement (VE), and emotional support (ES) (Turner et al., 2003).

These two dimensions enable us to gain a more detailed knowledge of the impact of the Jordanian family business milieu on the preferred method of changeover of the next generation from latent to emergent entrepreneurship. Our results advance to the entrepreneurship knowledge spillover paradigm by investigating the function of the family business as a social institution that enables the shift from latent to emergent entrepreneurship. By so doing, we provide to the family business literature by highlighting which specific characteristics of the family businesses and the enterprising family contribute to the establishment of the next generation's entrepreneurial intentions, thus, influencing the transition process.

The rest of this paper is organized as follows. Section 2 contributes to the literature by establishing a strong theoretical foundation through a review of relevant research and the development of a conceptual framework. Section 3 outlines our methodology, including details of the sample and analytical techniques employed. Section 4 presents the core results of our analysis, highlighting the relationships between family business factors, entrepreneurial family characteristics, and entrepreneurial intentions. Section 5 discusses the practical and theoretical implications of our findings, with a focus on family businesses, entrepreneurship education, and policy in Jordan. Section 6 offers suggestions for future research.

## 2. LITERATURE REVIEW

Prior research has demonstrated that having a family business history is important in understanding individuals' entrepreneurial actions (Aldrich & Cliff, 2003; Chang et al., 2009; Heck et al., 2006; Sieger & Minola, 2017; Steier, 2007). It enhances the likelihood of the progeny following an entrepreneurial profession in general (Laspita et al., 2012; Schoon & Duckworth, 2012; Sørensen, 2007). Lindquist et al. (2015) discovered that parental entrepreneurship enhances the likelihood of children's entrepreneurship by around 60%, with post-birth variables (i.e., parenting and socializing) being almost twice as important as pre-birth factors (i.e., the influence of biological parents and genetic disposition). This is consistent with other research that has found that the family setting influences entrepreneurial intentions (Chang et al., 2009; Dyer

& Handler, 1994; Zellweger et al., 2011), opportunity recognition (Aldrich & Cliff, 2003; Baron & Shane, 2005), opportunity exploitation (Aldrich & Cliff, 2003), and the choice to carry on with the stages of new enterprise development (Nordqvist & Melin, 2010; Steier, 2007).

The capacity of entrepreneurial parents to provide direct exposure to both financial and non-financial supplies, as well as the conscious and subconscious transmission of values and behaviors, is frequently used to explain the influence of entrepreneurial parents on their offspring's entrepreneurial intentions and actions (Laspita et al., 2012; Schoon & Duckworth, 2012; Sørensen, 2007). Additionally, the family has been shown as a teaching environment that imprinted the following generation (Mathias et al., 2015). To put it another way, through observation and imitation, children absorb both the values and behaviors of their families (Bandura, 1986; Boyd & Vozikis, 1994). As a result, parents or other family relatives may act as cognitive models — role models adopted by their children to develop their potential future identities (Gibson, 2004). Having entrepreneurial role models may serve various linked purposes that are critical in defining professional goals and decisions, particularly in entrepreneurship, as a very complicated and unpredictable vocational path:

- inspiration and motivation entail raising awareness and persuading individuals to get started;
- developing self-efficacy entails convincing people that they can achieve a given objective;
- learning by example entails establishing normative norms for action;
- learning via support, which entails offering hands-on assistance or guidance (Bosma et al., 2012).

We believe that the influence of these mentors will be especially powerful for the next Jordanian generation. The Jordanian family business's pervasiveness, as well as high levels of exposure to entrepreneurship development and behavior during childhood and adolescence, are likely to shape an individual's attitude toward entrepreneurship and may significantly affect his or her intent to pursue an entrepreneurial path. In light of this, we propose an expansion of the model given by Caiazza et al. (2015), which explains the shift from latent to emergent entrepreneurship. However, existing research often focuses on Western contexts, with a limited understanding of how family business influences entrepreneurial intentions in diverse cultural settings. This study aims to address this gap by examining the specific case of Jordanian family businesses. In what follows, we explain and define the specific aspects relevant to both dimensions, as well as explore how they connect to the preferred form of transition from latent to emerging entrepreneurship for the next generation (i.e., founding or succeeding).

Earlier studies have demonstrated the significance of family enterprise characteristics in fostering entrepreneurial attitudes and behaviors, such as emotional commitment, NC, and PPE (Criaco et al., 2017; Sharma & Irving, 2005). By interacting with the family enterprise, next-generation relatives have been demonstrated to build both AC and NC to it (Dawson et al., 2014; Schröder & Schmitt-Rodermund, 2013; Sharma & Irving, 2005). AC is defined as an emotional relationship with the family business (Björnberg & Nicholson, 2012; Dawson et al., 2015). According to Dawson et al. (2014),

individuals who strongly identify with the family business begin to see the company as an extension of themselves and their family name. As a consequence, they may acquire a strong desire to safeguard the company for future generations. As a result, higher levels of AC may lead to a larger desire to carry on the family business as a successor (Sharma & Irving, 2005). Nevertheless, it is also possible that the following generation is motivated by a sense of loyalty to the business and a desire to grow the family's portfolio of businesses in order to contribute to the entire family endowment (Michael-Tsabari et al., 2014).

Likewise, NC is associated with an innate urge to protect family assets (Dawson et al., 2014). NC, on the other hand, is accompanied by a moral duty and a sense of loyalty that next-generation members create as a result of pressure from the older generation to join the family business (Dawson et al., 2014). As a corollary, the following generation will feel an obligation to work in the family business (Sharma & Irving, 2005). In other cases, certain family members may be unwilling to fulfill such a commitment, which may result in the formation of a new corporation with no conditions attached.

PPE reveals how much youngsters believe the family business is robust and stable (Criaco et al., 2017; Hahn et al., 2020). On the one extreme, parents' entrepreneurial achievement influences next-generation members' perceptions of the attractiveness and feasibility of starting a business: youngsters are more drawn to and confident in pursuing an entrepreneurial profession after witnessing their parents' success in entrepreneurship development. On the opposite side, the accomplishment of parents in entrepreneurship encourages the next generation to succeed since taking over a stable and successful firm may be viewed as an equally appealing occupational route. The performance of parents in business influences entrepreneurial inclinations indirectly by activating a social comparison mechanism (Criaco et al., 2017).

Students of the next Jordanian generation compare their own qualities and capabilities to those of the senior generation. If Jordanian parents are thought to be very successful, the contrast creates a sense of inadequacy in the following generation, driving them to choose to start their own business to prosper in an established one. On the opposite side of the spectrum, at lower levels of PPE — that is when the senior generation's performance is not regarded as satisfactory — the next Jordanian generation may feel less pressure in comparison to the senior generation and thus become more confident in taking over the family business and implementing changes to it (Hamilton, 2011).

Previous studies have addressed many elements associated with the enterprising family that may impact the manner in which next-generation members undertake entrepreneurial professions. These aspects refer to the many types of assistance provided by the entrepreneurial family to next-generation members in order for them to learn and improve entrepreneurial and management abilities (Porfeli et al., 2008; Turner et al., 2003). The Jordanian entrepreneurial family prepares them for succession or new enterprise development by raising awareness and motivation, enhancing next-generation Jordanians' self-confidence, and providing role models.

In this paper, we consider four supporting factors adapted from Turner et al. (2003): IA, CRM, VE, and ES. The function of parents in assisting and boosting the acquisition of important talents is referred to as IA. It encompasses, in particular, their assistance in emphasizing the link between education and career in the family business, the transmission of direct skills, and the provision of chances for developing job-related skills. Because these qualities are tailored to the Jordanian parents' business, they are less fungible, increasing the likelihood that the next Jordanian generation will select succession over establishing. Parents exchanging their own professional and vocational activities with the next generation is referred to as CRM. Children are exposed to the family business setting both directly and indirectly, with parents serving as role models. As a result, it is likely that the following generation will design its potential future self in accordance with the entrepreneurial model provided by the parents. VE alludes to parental support for their children's scholastic progress. It includes expressing appreciation for hard work at school, rewarding learning, and praising greatness (i.e., making good grades). Jordanian parents boost the next Jordanian generation's self-efficacy through these practices, enhancing their children's confidence in their human and entrepreneurial capital. Parents' reinforcement of career-related good feelings is connected to ES. It specifically refers to Jordanian parents' efforts to develop a relationship between happy sentiments and operating in the family business. It is to be predicted that the next Jordanian generation will favor succession over founding.

To summarize, we investigate the impacts of three Jordanian family enterprise factors (*AC*, *NC*, and *PPE*) and four enterprising Jordanian family factors (*IA*, *CRM*, *VE*, and *ES*) on the entrepreneurial intentions of next-generation Jordanians.

### 3. RESEARCH METHODOLOGY

#### 3.1. Sample and procedure

The study uses a sample of Jordanian university students from families with businesses (Zellweger et al., 2016). This sample is ideal for our purposes because it contains participants of the Jordanian generation (Shubailat & Madi, 2021). The participants are at a crossroads in their careers, including the possibility of embarking on an entrepreneurial venture (Hahn et al., 2020; Meoli et al., 2020). Furthermore, they are socially rooted in the academic setting, which provides new information and entrepreneurial chances for business development and succession (Colombo & Piva, 2020; Zellweger et al., 2011).

This paper's empirical analysis is based on survey data from the 2018 wave of the GUESSS survey and the GUESSS Jordanian National Report (Shubailat & Madi, 2021), which collects responses from 4,543 university Jordanian students. We only considered Jordanian students with a family business history in our investigation, and there were no missing data for our variables of interest. We also omitted Jordanian students who ran their own businesses. For our primary specification, the final sample was created with 1908 observations. The sample's mean lifespan is 23; over half of

the students (52%) are male; the majority are studying at the bachelor's level (84%); 9% are studying at the master's level; and the remaining students are pursuing some other type of postgraduate education, for instance, a PhD. Ultimately, students are evenly dispersed throughout disciplines, with 43% majoring in business, administration, law, and economy, 31% majoring in natural sciences (science, technologies, engineering, and mathematics), and 26% majoring in social sciences. We were unable to specifically test for potential non-response bias since the GUESSS data-collecting technique involves distinct starting and ending dates for each Jordanian university, making it impossible to reliably identify and compare early and late responders (Alown et al., 2020).

#### 3.2. Measures

##### 3.2.1. Dependent variable

Our dependent variable represents Jordanian university students' (*UJS*) chosen profession choice five years after they complete their studies (Shubailat & Madi, 2021). There are three options: 1) succession intention, 2) founding intention, and 3) employee intention. Because the establishment of entrepreneurial intentions frequently comes before the emergence of entrepreneurial behavior (Kautonen et al., 2015), it is the first stage in the shift from latent to emergent entrepreneurship.

##### 3.2.2. Independent variables

Parents' performance in entrepreneurship (*PPE*) is calculated by averaging the following five elements on a 7-point Likert scale (Criaco et al., 2017; Hahn et al., 2020): "In the following aspects, how would you rank your parents' business's success during the previous three years in comparison to its competitors?" with the following options:

- 1) Increased sales;
- 2) Increased market share;
- 3) Increased profit;
- 4) Job creation;
- 5) Increased innovation.

This metric has a Cronbach's alpha of 0.89.

*AC* and *NC* were assessed by having students rate the following items on a 7-point Likert scale (Dawson et al., 2014):

- 1) "I feel as if my parents' business's problems are my own";
- 2) "I feel a sense of belonging to my parents' business";
- 3) "I would be very happy to spend the rest of my career with my parents' business";
- 4) "I feel emotionally attached to my parents' business";
- 5) "My parents' business has great personal meaning for me";
- 6) "I feel an obligation to my family to pursue a career with my parents' business";
- 7) "My parents' business deserves my loyalty";
- 8) "I would feel guilty if I did not pursue a career with my parents' business";
- 9) "I owe a great deal to my parents' business."

*AC* corresponds to the average of the items 1–5, with a Cronbach's alpha of 0.91. *NC* is the average of items 6–9, with alpha equal to 0.85.

Ultimately, answers to the following question yielded the constructs *IA*, *CRM*, *VE*, and *ES* (Turner et al., 2003). The following items refer to how the respondents' parents behaved towards them when they were growing up. We asked respondents to indicate their level of agreement with the next statements. Single items were evaluated on a 7-point Likert scale. *IA* (Cronbach alpha = 0.87) was measured as the average of the following items:

1) "My parents talked to me about how what I am learning will someday be able to help me in their business";

2) "My parents taught me things that I will someday be able to use in their business";

3) "My parents gave me chores that taught me skills I can use in my future career in their business".

*CRM* (Cronbach's alpha = 0.91) is measured as the average of the following items:

1) "My parents told me about the kind of work they do at their business";

2) "My parents told me about things that happened to them at their business";

3) "My parents have taken me to their business".

*VE* (Cronbach's alpha = 0.83) is measured as the average of the following items:

1) "My parents encouraged me to learn as much as I can at school";

2) "My parents encouraged me to make good grades";

3) "My parents told me they are proud of me when I do well in school".

*ES* (Cronbach's alpha = 0.90) is measured as the average of the following items:

1) "My parents talked to me about what fun my future job in their business could be";

2) "My parents said things that made me happy when I learned something I might use in their business";

3) "I get excited when we talk about what a great job I might have someday in their business."

**Table 1.** The reliability of the constructs

No.	Construct	No. of items	Cronbach's alpha
1	Parents' performance in entrepreneurship ( <i>PPE</i> )	5	0.890
2	Affective commitment ( <i>AC</i> )	5	0.910
3	Normative commitment ( <i>NC</i> )	4	0.850
4	Instrumental assistance ( <i>IA</i> )	3	0.870
5	Career-related modeling ( <i>CRM</i> )	3	0.870
6	Verbal encouragement ( <i>VE</i> )	3	0.830
7	Emotional support ( <i>ES</i> )	3	0.900
Total		26	

### 3.3. Common method bias

We used a combination of ex-post and ex-ante measures to address common technique bias issues that might occur when variables are derived from survey data. Firstly, we ran Harman's single-factor test using a principal component analysis that included all of the variables in our model (Podsakoff et al., 2003). The first component accounted for just 48% of the total variation, falling short of the 50% criterion that indicates the presence of a dominating factor (which is evidence of common method bias).

**Table 2.** Total variance explained for Harman's single-factor test

Component	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	13.507	48.238	48.238	13.507	48.238	48.238
26	0.084	0.301	100.000			

Apart from ruling out frequent technique bias issues, this exercise shows that our conceptions are conceptually and empirically distinct (Podsakoff et al., 2003). Finally, because the items pertaining to the same variable were dispersed across the questionnaire, respondents were unlikely to predict the researchers' aims, which might impact their responses (Hahn, 2020).

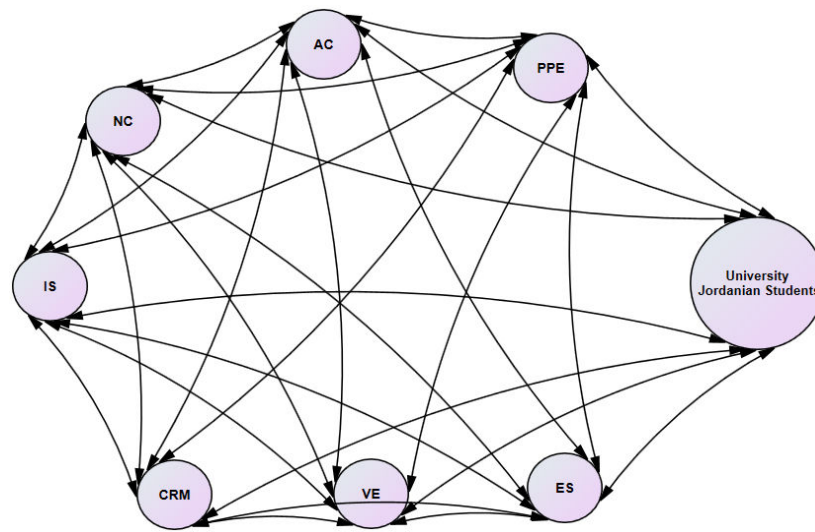
## 4. RESEARCH RESULTS

### 4.1. Confirmatory factor analysis

Using a pooled confirmatory factor analysis (CFA) approach, this investigation attempts to validate the major constructs, namely *PPE*, *AC*, *NC*, *IA*, *CRM*,

*VE*, and *ES*. The pooled CFA method was chosen for the investigation because it is more efficient, comprehensive, and free of model identification issues (Awang et al., 2015; Awang, 2014). To analyze the correlation among the constructs, all constructs are pooled together and connected using the double-headed arrows depicted in Figure 1.

Our analysis, using a pooled CFA approach, validated the major constructs, namely *PPE*, *AC*, *NC*, *IA*, *CRM*, *VE*, and *ES*. This approach, which pooled all constructs together, ensured efficiency and reduced the risk of model identification issues (Awang et al., 2015; Awang, 2014). The interrelationships among these constructs revealed a strong correlation between family business factors and entrepreneurial intentions, supporting our overall model.

**Figure 1.** The pooled confirmatory factor analysis for all constructs

#### 4.2. Assessment of validity and reliability of the constructs

##### 4.2.1. Construct validity

The fitness indices met the fitness indices indicators' suggested levels. Absolute fit (root mean square error of approximation [RMSEA]) is 0.072, incremental fit (confirmatory fit index [CFI]) is 0.935, and parsimonious fit ( $\chi^2/\text{Df}$ ) is 3.270, all of which demonstrate the presence of construct validity, as advised by Aziz et al. (2016) and Afthanorhan et al. (2016).

##### 4.2.2. Composite reliability

This sort of construct reliability can be appraised using each item's factor loading on their corresponding construct, and for composite reliability (CR) of

the research model, they are: 0.903 for *UJS*, 0.910 for *PPE*, 0.934 for *AC*, 0.819 for *IA*, and 0.840 for *NC*, 0.819 for *CRM*, 0.832 for *VE*, and 0.912 for *ES*, all of which surpasses 0.60, confirming composite construct reliability.

##### 4.2.3. Discriminant validity

When the square root of the average variance extracted (AVE) is greater than the correlation values between constructs, discriminant validity is obtained. The constructs' discriminant validity must be assessed in the study to ensure that they are not redundant with one another. The analysis must also provide a discriminant validity index summary for all constructs in the model to confirm that they are discriminant across themselves. Table 3 displays the discriminant validity index summary.

**Table 3.** Discriminant validity — Fornell-Lacker criterion

Construct	<i>UJS</i>	<i>PPE</i>	<i>AC</i>	<i>NC</i>	<i>IS</i>	<i>CRM</i>	<i>VE</i>	<i>ES</i>
<i>UJS</i>	0.87							
<i>PPE</i>	0.67	0.84						
<i>AC</i>	0.50	0.54	0.90					
<i>NC</i>	0.69	0.60	0.48	0.81				
<i>IS</i>	0.78	0.80	0.66	0.69	0.85			
<i>CRM</i>	0.50	0.54	0.86	0.76	0.60	0.87		
<i>VE</i>	0.69	0.60	0.48	0.80	0.71	0.43	0.85	
<i>ES</i>	0.78	0.80	0.66	0.69	0.78	0.69	0.65	0.81

The very next step is to design the structural model and then run the structural equation modeling (SEM) to estimate the needed values. Table 4 shows the normal regression route

coefficients amongst constructs, whereas Figure 1 shows the SEM output of standardized regression path coefficients between them.

**Table 4.** The regression path coefficient and its significance based on  $p\text{-value} < 0.05$ 

Structural relationship	Standardized estimate/Beta	Estimate (actual Beta)	CR	P-value	Result
$UJS \leftarrow PPE$	0.83	0.84	17.704	***	Significant
$UJS \leftarrow AC$	0.59	0.62	7.786	***	Significant
$UJS \leftarrow NC$	0.48	0.48	9.708	***	Significant
$UJS \leftarrow IA$	0.22	0.23	2.994	0.003	Significant
$UJS \leftarrow CRM$	0.35	0.38	7.697	***	Significant
$UJS \leftarrow VE$	0.38	0.40	7.786	***	Significant
$UJS \leftarrow ES$	0.41	0.51	9.708	***	Significant

Note: \*\*\*  $p\text{-value}$  is significant at the 0.001 level.

## 5. DISCUSSION

We investigate how the Jordanian family company, as a distinctive social institution, impacts next-generation entrepreneurial goals and influences the choice of alternative professional routes in this investigation. While prior studies on familial embeddedness (e.g., Aldrich & Cliff, 2003) have generally acknowledged the relevance of both family and business components in supporting entrepreneurial attempts, the current study has found that both family and business aspects play an important role (Bird & Wennberg, 2014; Discua Cruz et al., 2013; Laspita et al., 2012; Pittino et al., 2018). Our findings suggest how unique elements associated with the entrepreneurial Jordanian family or the family enterprise impact the chosen style of entrepreneurship engagement.

Our findings suggest a complex interplay between family business factors and entrepreneurial intentions. For instance, we observed a significant positive relationship between PPE and entrepreneurial intentions, while both AC and NC demonstrated a moderate positive correlation with entrepreneurial intentions. Furthermore, the influence of the entrepreneurial family, as measured by IA, CRM, VE, and ES, also played a significant role in shaping entrepreneurial intentions.

In terms of family business determinants, we discover that PPE improves future Jordanian successors' inclination for an entrepreneurial career while keeping them indifferent to the option between founding and succession. Our findings are consistent with earlier research indicating that high PPE raises good expectations for an entrepreneurial future (Criaco et al., 2017). In the instance of establishing, the next Jordanian generation is drawn to the outcomes that may be obtained through this career route; in the case of succeeding, the potential of inheriting a successful business piques the next generation's interest in the family business itself. Insufficient PPE, on the other hand, exposes the next Jordanian generation to the unpleasant feelings and stress involved with maintaining a poorly functioning family business (Shepherd, 2009; Uy et al., 2013), discouraging them from adopting such a professional path.

The other two family enterprise-related characteristics are AC and NC. They instill in the following generation the value of succession above starting. Due to a mix of moral responsibility and emotional commitment to the family business, these elements are likely to boost the intention to seek succession (Dawson et al., 2014; Sharma & Irving, 2005).

Proceeding on to the components connected to the support provided by the entrepreneurial family, we discover that IA shifts the choice of the next Jordanian generation toward succession rather than establishing. This form of guidance is strongly tied to learning talents that are special to the parents' business, improving the next generation's confidence in efficiently succeeding (Vanevenhoven & Liguori, 2013). In contrast, IA differs from other types of familial support in that it is more fungible and hence may be used for numerous purposes at the same time (Penrose, 1995; Sieger & Minola, 2017).

The second kind of family support that influences a chosen career is CRM, which increases the desire to pursue an entrepreneurial career.

Certainly, via CRM, parents share their business experiences with their adolescents, serving as role models (Chlosta et al., 2012). Ultimately, VE from family members influences the following generation to favor establishing over succession. Offspring who are encouraged to participate in and achieve in school will gain confidence in talents acquired outside of the family context; as a result, they are more likely to prefer differentiating themselves by utilizing their qualities outside of the family company (Chowdhury et al., 2019). As a result, the founding option becomes more appealing in terms of succession.

## 6. CONCLUSION

The function of the Jordanian family business as a social institution in the shift from latent to emergent entrepreneurship is the topic of this investigation. We explore the precise characteristics by which the Jordanian family enterprise and the enterprising family affect the entrepreneurial intentions of the next Jordanian generation using a large national sample of Jordanian university students with a family business background. Our findings indicate that the success of Jordanian parents' businesses, as well as parents serving as role models for their adolescents, increases the desire to follow an entrepreneurial profession. Likewise, if the next Jordanian generation acquires both normative and affective attachment to the family business and has the opportunity to absorb competencies suited to the family business, they are more likely to favor succession than creation. In comparison, when the family fosters academic brilliance, the next Jordanian generation is more likely to want to start a new business rather than flourish in the family enterprise. Ultimately, this study demonstrates the need to use a family embeddedness viewpoint when studying the shift from latent to emergent entrepreneurship.

This study sheds light on the influential role of the Jordanian family business as a social institution in the shift from latent to emergent entrepreneurship. By analyzing the unique context of Jordanian family businesses and their impact on the entrepreneurial intentions of the next generation, this research expands our understanding of this complex and dynamic process.

Our findings highlight several key factors influencing entrepreneurial intentions among Jordanian youth with family business backgrounds:

- PPE: Parents' success in business significantly enhances the next generation's entrepreneurial aspirations, particularly regarding taking over the family business. However, insufficient PPE may discourage them from adopting an entrepreneurial path.

- AC and NC: Individuals who strongly identify with the family business (AC) or feel a sense of moral obligation to it (NC) are more likely to favor succession over starting a new venture.

- Entrepreneurial family support: The entrepreneurial family's role is critical, with IA, CRM, VE, and ES significantly influencing the next generation's entrepreneurial intentions.

This study acknowledges several limitations, first, our analysis relies on cross-sectional data, limiting our ability to investigate long-term effects. Another limitation is that the findings are specific to the Jordanian context and may not be generalizable



to other cultures or family business environments which could be an interesting perspective for future research. And finally, the study focuses on university students, potentially excluding individuals from other educational backgrounds or with different entrepreneurial experiences. These limitations can be addressed in future research.

Given the limitations, further research is crucial to expand our understanding:

- Longitudinal studies could provide a deeper understanding of the causal relationships between family business factors and entrepreneurial intentions over time.
- Comparing findings across different cultures and family business contexts would offer a more nuanced understanding of the influence of family and cultural factors.

• Future research should include a wider range of participants, including individuals with varying educational backgrounds and entrepreneurial experiences.

• Further investigation into the specific characteristics of family businesses (e.g., size, industry, leadership style) and their influence on entrepreneurial intentions would offer valuable insights.

Overall, this study contributes to the body of knowledge on family influence and entrepreneurship, highlighting the unique context of Jordanian family businesses. Further research with a broader scope and longitudinal design is necessary to continue refining our understanding of this complex phenomenon and its implications for the future of family businesses and entrepreneurial development.

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