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Family Cohesion and Entrepreneurial Orientation for Family Business Longevity

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Abstract
Purpose: This study examines the influence of family cohesion and entrepreneurial orientation on family business longevity through the mediating roles of family harmony and innovation capability. It addresses the limited integration of socio-emotional and entrepreneurial perspectives in explaining the sustainability of family businesses.
Research Methodology: A quantitative approach was employed using survey data from 255 Indonesian family business owners and managers. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the proposed relationships.
Results: The findings revealed that family cohesion significantly enhanced family harmony, and entrepreneurial orientation positively influenced innovation capability. Family harmony and innovation capability have significant positive effects on family business longevity. Mediation analysis confirmed that family harmony and innovation capability mediated the relationships between family cohesion and family business longevity and between entrepreneurial orientation and family business longevity, respectively.
Conclusions: Family business longevity is shaped by both socioemotional and entrepreneurial dimensions, with family harmony and innovation capability serving as key mechanisms supporting intergenerational continuity.
Limitations: The cross-sectional design and Indonesian context may limit the generalizability of these findings.
Contributions: This study integrates socio-emotional wealth and entrepreneurial perspectives into a unified framework of family business longevity and provides practical insights into strengthening family harmony, innovation, and long-term business sustainability across generations.

Keywords: *Family Business Longevity, Family Cohesion, Family Harmony, Innovation Capability, Strategic Agility*

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1. Introduction

Family businesses play a dominant role in the global economy and contribute significantly to employment generation, economic resilience, and intergenerational wealth creation (Ferraro & Cristiano, 2021; Gumay & Rozanna, 2026; Smith, Nordqvist, Massis, & Miller, 2021). Across many countries, including Indonesia, family owned enterprises represent the majority of small and medium-sized enterprises and continue to be the backbone of national economic sustainability (Galvagno & Pisano, 2021; Labaki & D'Allura, 2021). Many family businesses fail during generational transitions because of conflicts, inadequate succession planning, declining innovation, and weak family relationships (Djakasaputra, Irawan, & Handoyo, 2025). Family business sustainability is influenced by both financial performance and relational family dynamics.

In recent years, scholars have increasingly emphasized the importance of socio-emotional dimensions in explaining family business sustainability (González, Rodríguez, Gómez, Chávez, & Chea, 2021; Lumpkin & Bacq, 2022). Among these dimensions, family cohesion has emerged as a critical factor because it reflects emotional bonding, trust, commitment, and a collective identity among family members involved in the business. Strong family cohesion encourages collaborative decision-making, mutual support, and long-term orientation that can strengthen organizational resilience (Magrelli, Rovelli, Benedetti, Überbacher, & Massis, 2022; Sorenson & Milbrandt, 2023). Conversely, weak cohesion often creates interpersonal tension, fragmented leadership, and strategic inconsistency, which eventually threaten business continuity (Dabić, Vlačić, & Kovač, 2023; Teofilus, Ardyan, Sutrisno, Sabar, & Sutanto, 2022). Nevertheless, prior studies have produced inconsistent findings regarding the direct effect of family cohesion on family business longevity, suggesting the existence of underlying mediating mechanisms that require further exploration (Krueger, Bogers, Labaki, & Basco, 2021; Tan, Sugiarto, & Budhijono, 2021).

Entrepreneurial orientation is a key capability that helps family firms compete in dynamic and competitive markets (Vedy, Vedy, & Rahayu, 2025). Entrepreneurial orientation refers to a firm's tendency to engage in innovativeness, proactiveness, and risk-taking behavior in order to identify new opportunities and maintain competitiveness (Guedes, Patel, Kowalkowski, & Oghazi, 2022; Mogaji, 2024). Family businesses that possess strong entrepreneurial orientation are generally more adaptive to market change and technological disruption (Anwar, 2024; Morgan, Okon, Amadi, Emu, & Ogar, 2021). However, family firms frequently encounter a paradox between preserving traditional family values and pursuing entrepreneurial transformation (Birdthistle & Hales, 2023; J. J. Ferreira, Fernandes, Schiavone, & Mahto, 2021). Excessive emphasis on stability and family control may hinder innovation, creating a challenge in balancing family values and entrepreneurial growth (Megeirhi, Ribeiro, & Woosnam, 2020; Salehzadeh, Pool, Lashaki, Dolati, & Jamkhaneh, 2015).

Family harmony, characterized by trust, communication, and emotional stability, is a key factor in family business survival (S. Ahmad, Omar, & Quoquab, 2021; Cevallos & Sánchez, 2024). Harmonious family relationships create a supportive environment for collective strategic decision-making and reduce emotional tensions that may hinder organizational effectiveness (Adele, 2021; Zapata-Cantu, Sanguino, Barroso, & Nicola-Gavrilă, 2023). Innovation capability reflects a firm's ability to transform knowledge, creativity, and entrepreneurial initiatives into new products, services, or operational improvements (Dutot, Bergeron, & Calabrò, 2022; Valentová & Zbránková, 2023). Family firms with strong innovation capability are more likely to survive in turbulent markets because they can continuously adapt to changing customer preferences and industrial trends (Chaudhary, Sangroya, & Nema, 2021; Qiu & Freel, 2020; Weaven et al., 2021).

Many family businesses experience declining sustainability despite their strong market potential and long-established reputation (Leppäaho & Ritala, 2022; Weaven et al., 2021). In Indonesia, a significant number of family firms fail to survive beyond the second generation due to internal family conflict, lack of innovation, and weak entrepreneurial adaptation (Djakasaputra et al., 2025; Groote, Conrad, & Hack, 2021; Sabahi & Parast, 2020). Several family businesses prioritize emotional attachment and family control over strategic transformation, resulting in resistance to innovation and business modernization (Dutot et al., 2022; Zapata-Cantu et al., 2023). Generational tensions between stability and innovation underscore the need for family harmony, cohesion, and innovation capabilities to sustain the longevity of family businesses.

Another phenomenon is the increasing pressure of market competition and digital disruption that forces family businesses to become more entrepreneurial and adaptive (Muñoz, Castillo, Chumpitaz, Mostacero, & Bazán, 2024; Suddaby & Jaskiewicz, 2020). Family conflicts can limit innovation, whereas family cohesion, entrepreneurial orientation, and innovation support long-term business sustainability (Z. Ahmad, AlWadi, Kumar, Ng, & Nguyen, 2025; Bürgel & Hiebl, 2023). These findings underscore the joint role of family dynamics and entrepreneurial behavior in sustaining business longevity (Salas-Paramo & Escandon-Barbosa, 2025; Vecchio, Secundo, & Garzoni, 2025).

Prior research has largely focused on succession, financial performance, governance, and socioemotional wealth as drivers of family business sustainability (Chaudhary et al., 2021; Qiu & Freel, 2020). Prior studies have largely overlooked the mediating mechanisms linking family cohesion to business longevity (Jocic, Morris, & Kuratko, 2023; Mostafiz, Hughes, & Sambasivan, 2022). Research has paid limited attention to how entrepreneurial orientation supports long-term family business continuity through relational and capability-based pathways (Jocic et al., 2023; Kandade, Samara, Parada, & Dawson, 2021). Moreover, prior research tends to investigate family harmony and innovation capability independently rather than simultaneously within a single integrated framework (Arz, 2021; Bettinelli, Mismetti, Massis, & Bosco, 2022; Bohorquez-Lopez, García-Ortiz, & Méndez-Lazarte, 2024; Manigandan & Raghuram, 2024).

Empirical evidence remains limited regarding the mediating roles of family harmony and innovation capability in enhancing family business longevity (Barbera, Shi, Agarwal, & Edwards, 2020; Muñoz et al., 2024). Existing studies also predominantly originate from Western contexts, while research in emerging economies such as Indonesia remains relatively limited despite the strong cultural influence of collectivism and family centered decision-making (Z. Ahmad et al., 2025; Suddaby & Jaskiewicz, 2020). A key research gap lies in explaining how family harmony and innovation capability mediate the effects of family cohesion and entrepreneurial orientation on family business longevity (Vecchio et al., 2025; Weaven et al., 2021). A bibliometric network analysis was conducted to identify the intellectual structure and thematic development of family business research. The results of network visualization are presented in Figure 1.

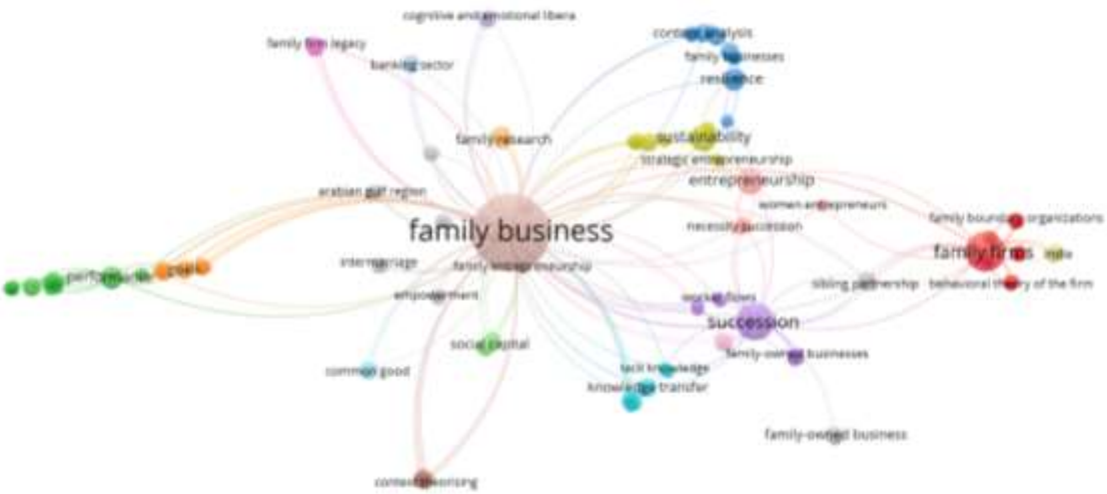

Figure 1. Network visualization (2026)

Figure 1 identifies a research gap linking family cohesion, harmony, entrepreneurial orientation, innovation capability, and family business longevity. This study addresses this gap by proposing an integrated mediation model that combines socio-emotional and entrepreneurial perspectives to explain long-term family business sustainability and continuity.

2. Literature Review and Hypotheses Development

2.1 Family Cohesion and Family Harmony

Family cohesion refers to the emotional bonding, trust, mutual commitment, and sense of togetherness among family members involved in a business (Lee & Lee, 2021; Rustamovna, 2025). In family businesses, strong cohesion creates open communication, collective responsibility, and emotional attachment, which strengthen interpersonal relationships among family members (Hong et al., 2015).

Cohesive family relationships help reduce interpersonal conflict and foster a collaborative atmosphere that supports family harmony (S. Ahmad et al., 2021). When family members share common values and maintain emotional closeness, they are more likely to resolve disagreements constructively and maintain relational stability in the business environment (Sabahi & Parast, 2020).

Recent studies have emphasized that family cohesion serves as a crucial socio-emotional resource in preserving positive relational dynamics within family firms (Linde, Sjödin, Parida, & Wincent, 2021). Strong cohesion enables families to balance emotional and business interests, thereby reducing the tensions that often emerge during strategic decision-making and succession processes (J. Ferreira, Coelho, & Moutinho, 2020). Research also suggests that cohesive family structures enhance trust and emotional support, which ultimately contribute to harmonious family interactions and long-term organizational resilience (Rotjanakorn, Sadangharn, & Na-Nan, 2020). Based on the above discussion, the following hypothesis is proposed.

H_1: Family cohesion positively influences family harmony

2.2 Family Cohesion and Innovation Capability

Family cohesion is the emotional bonding, trust, mutual commitment, and sense of togetherness that exist among family members involved in the business (Dessi, Dettori, & Floris, 2023; Nallabathula & Doraiswamy, 2024). High cohesion in family firms creates a collaborative environment that encourages open communication, knowledge sharing, and joint problem-solving (Hernández-Linares & López-Fernández, 2020). Solid family relationships also bolster emotional support and diminish internal conflict, allowing family members to work together more effectively in responding to business challenges and market changes (Filser, Massis, Gast, Kraus, & Niemand, 2018). Furthermore, family members with strong interpersonal relationships and shared values are more likely to support experimentation, creativity, and strategic adaptation, which are important elements in developing innovation capabilities within the organization (Cristofaro, Bonomi, & Reina, 2023; Sanchez-Famoso, Pittino, Chirico, Maseda, & Iturralde, 2019). Family cohesion promotes intergenerational knowledge transfer, fostering innovation and organizational renewal (Wu, Wang, Chu, & Chen, 2025).

Recent research has highlighted that strong family relationships in family businesses positively affect innovation outcomes (Cahyadi, 2022). Family cohesion promotes trust, collaboration, adaptability, and innovation by facilitating the integration of family resources and entrepreneurial initiatives (Huang, Cvetkoska, Kassi, & Gnahe, 2023). Prior research has indicated that socio-emotional attachment promotes strategic orientation, learning, and innovation capability (Nallabathula & Doraiswamy, 2024). Family cohesion promotes knowledge transfer and adaptability, helping firms balance tradition and innovation across generations (Ritter, Kanbach, Maran, Kraus, & Dabic, 2025). Thus, family cohesion is an important socio-emotional resource that enhances the innovation capability of family businesses and contributes to long-term competitiveness (Minasny et al., 2017). Therefore, the following hypothesis is proposed:

H_2: Family cohesion positively influences innovation capability

2.3 Strategic Agility and Innovation Capability

The strategic agility of an organization is its capability to quickly sense environmental changes, respond to emerging opportunities, and adapt strategic decisions in dynamic and uncertain business environments (Agustiono & Antonio, 2024). In family businesses, strategic agility allows firms to be flexible and proactive in responding to technological disruptions, changing customer preferences, and market competition (Teece, Peteraf, & Leih, 2016). Agile organizations are more capable of reallocating resources, changing business models, and fostering continuous learning processes that support innovation activities (Baihaaqi & Syahrul, 2025). Strategic agility promotes adaptive culture, innovation, and rapid decision-making, thereby strengthening innovation capability (Singh & Sheoran, 2025). Strategic agility supports modernization and strategic renewal, enhancing innovation capabilities in dynamic environments (Mohamed & Zouaoui, 2026; Škare & Soriano, 2021).

Strong strategic agility enables organizations to blend market intelligence, technology adaptation, and entrepreneurial initiatives into innovative business solutions (Hartanto & Hasim, 2024). Prior research has also shown that strategic agility improves organizational flexibility, knowledge integration, and dynamic capabilities, which are important for sustaining innovation performance and competitive advantage (Paulino, Manalo, & Romero, 2025; Purwanto, Wiralaga, & Saptono, 2023). Strategic agility is becoming increasingly important in the context of family businesses, as family firms often face tensions between tradition and innovation (Ogbeta-Ogwu & Chidi, 2025; Zongyuan, Singh, & Jiale, 2025). Thus, strategically agile family businesses are more likely to develop strong innovation capability and sustain long-term organizational competitiveness (Canjun, Lelin, & Changxin, 2026). Therefore, the following hypothesis is proposed:

H_3: Strategic agility positively influences innovation capability

2.4 Strategic Agility and Family Harmony

Strategic agility refers to an organization's ability to rapidly adapt to environmental changes, proactively respond to opportunities as they arise, and make flexible strategic choices when faced with dynamic business circumstances (Cristofaro et al., 2023; Xu, Zhang, Sun, Tang, & Li, 2024). Strategic agility in family firms is not only about organizational adaptability but also about the family's ability to communicate effectively and make decisions collaboratively during times of uncertainty and transformation (Shafizadeh, 2024; Zhu & Kang, 2022). Strategic agility promotes openness and collaboration, reducing conflict and improving collective adaptation to change (Aponte-López & Torrealba, 2025; Idris et al., 2025). Strategic agility helps align family and business goals, promoting harmonious relationships within family firms.

Strategic agility strengthens relational stability and resilience by improving a firm's ability to adapt to uncertainty and change (Agustiono & Antonio, 2024; Teece et al., 2016). Strategic agility can help mitigate the rigidity and resistance to change often seen in family businesses, which can lead to interpersonal conflicts among family members (Hartanto & Hasim, 2024; Singh & Sheoran, 2025). Prior research indicates that flexible and adaptive organizational behavior boosts trust, emotional equilibrium, and cooperation among entrepreneurial families, thereby promoting family harmony (Islas-Moreno, Muñoz-Rodríguez, & Morris, 2024; Subhani, Mikušová, & Nierostek, 2026). Strategic agility allows family firms to balance long-term family values and strategic transformation, which may reduce intergenerational conflicts over innovation and business continuity (Gil, Thor, & Gemheden, 2025; Meroño-Cerdán, 2024). Thus, strategically agile family businesses tend to develop harmonious family relationships that contribute to the organization's sustainability and long-term continuity (Lally & Mars, 2024; Serhan, Nader, & Gereige, 2023). Therefore, the following hypothesis is proposed:

H_4: Strategic agility positively influences family harmony

2.5 Entrepreneurial Orientation and Innovation Capability

Entrepreneurial orientation reflects a firm's strategic tendency to engage in innovation, proactiveness, and risk-taking behavior (Hernández-Perlines, Blanco-González, & Miotto, 2024). Family businesses with strong entrepreneurial orientation are more likely to seek new market opportunities, adopt emerging technologies, and encourage creative problem-solving (Özturan, Ören, & Çakar, 2025). Entrepreneurial behavior fosters innovation capability by promoting the development and implementation of new ideas and improvements (Martins, Monarca, Torres, & Rodrigues, 2023).

Previous research indicates that entrepreneurial orientation significantly strengthens innovation outcomes in family firms because it stimulates organizational adaptability and strategic renewal (Kusa, Suder, Barbosa, Glinka, & Duda, 2022). Entrepreneurial orientation promotes experimentation and learning, thereby strengthening innovation capability and competitiveness (Kusa et al., 2022; Martins et al., 2023). Furthermore, entrepreneurial orientation helps family firms overcome rigid traditional structures by encouraging continuous learning and strategic flexibility (Djakasaputra et al., 2025; Nallabathula & Doraiswamy, 2024). Therefore, the following hypothesis is proposed:

H_5: Entrepreneurial orientation positively influences innovation capability

2.6 Entrepreneurial Orientation and Family Harmony

Entrepreneurial orientation encourages family firms to become proactive, innovative, and adaptive in their response to environmental uncertainty (Djakasaputra et al., 2025). Entrepreneurial behavior promotes strategic renewal, competitiveness, and long-term survival in family businesses (Lally & Mars, 2024; Meroño-Cerdán, 2024). Entrepreneurial orientation also supports organizational resilience by encouraging firms to evolve and innovate continuously (Serhan et al., 2023; Shafizadeh, 2024).

Recent studies have demonstrated that entrepreneurial orientation enhances family business sustainability by strengthening strategic flexibility and innovation-driven growth (Idris et al., 2025; Zhu & Kang, 2022). Entrepreneurial family firms adapt more effectively to disruptions while sustaining transgenerational continuity (Aponte-López & Torrealba, 2025; Villanueva-Villar & Rivo-López, 2025). This strategic orientation enables family businesses to sustain competitive advantage and organizational longevity (Ingram, Bratnicka-Myśliwiec, Kraśnicka, & Steinerowska-Streb, 2022; Visser & Scheers, 2020).
Therefore, the following hypothesis is proposed:

H_6: Entrepreneurial orientation positively influences family harmony

2.7 Family Harmony and Family Business Longevity

Family harmony reflects trust, respect, emotional stability, and low conflict among family members (Dessi et al. 2023). Family harmony strengthens decision-making and collaboration among family members. (Hernández-Linares & López-Fernández, 2020). Family harmony also facilitates effective communication and strengthens collective commitment to long-term business sustainability (Jiménez-Jiménez, Sanz-Valle, & Perez-Caballero, 2020).
Family harmony supports intergenerational continuity by reducing conflicts that may disrupt business performance and succession (Ritter et al. 2025). Family harmony promotes shared commitment and long-term continuity, whereas unresolved conflict can undermine the longevity of family businesses (Hernández-Perlines et al., 2024). Accordingly, the following hypothesis is proposed.

H_7: Family harmony positively influences family business longevity

2.8 Innovation Capability and Family Business Longevity

Innovation capability represents a firm's ability to continuously transform knowledge and entrepreneurial initiatives into new business solutions and strategic improvements (Rexhepi, Sharif, Najmi, & Dincă, 2024). Family businesses operating in dynamic markets require strong innovation capability to maintain competitiveness and adapt to changing environmental conditions (Gutuleac, Giachino, Vilamová, & Ferraris, 2025). Firms with higher innovation capability are more likely to survive market turbulence and sustain long-term organizational growth (Alonso, Vu, Kok, & O'Shea, 2023).

Recent literature suggests that innovation capability is a key determinant of family business sustainability and long-term resilience (Somboonvechakarn, Taiphapoon, Anuntavoranich, & Sinthupinyo, 2022). Innovative family firms are able to create competitive differentiation, improve operational efficiency, and respond effectively to evolving customer demands (Agyapong, Ellis, & Domeher, 2016; Cesaroni, Diaz, & Sentuti, 2021). Furthermore, innovation capability enables family businesses to balance tradition with modernization, thereby supporting intergenerational continuity and sustainable competitive advantage (Adebakin, Adudu, & Lawal, 2025; S. Song, Zhou, Sindakis, Aggarwal, & Chen, 2024). Thus, the following hypothesis is proposed:

H_8: Innovation capability positively influences family business longevity

2.9 The Mediating Role of Family Harmony

Family cohesion alone may not directly guarantee business longevity unless it creates harmonious relationships among family members (Tang, Tang, & Huang, 2025). Family harmony serves as an emotional mechanism that transforms cohesion into collaborative decision-making, relational stability, and reduced interpersonal conflicts (Sallay, Wieszt, Varga, & Martos, 2024). Harmonious relationships strengthen the family's collective commitment to preserving the business across generations (Mahto, Chen, McDowell, & Ahluwalia, 2019).

Recent family business literature emphasizes that relational harmony mediates the influence of socio-emotional factors on organizational sustainability (Rahmani, Dewi, Pintanawati, Nurfitriya, &

Fauziyah, 2024). Cohesive families that maintain harmonious interactions are more likely to achieve long-term business continuity because emotional stability supports effective governance and succession processes (Marciánová, Pirožek, & Kallmuenzer, 2025; Murzina & Rusyaeva, 2022). Family cohesion promotes commitment and shared responsibility, thus supporting long-term business continuity (Gimenez-Jimenez, Edelman, Minola, Calabrò, & Cassia, 2021). Family members who maintain close emotional relationships are more likely to collaborate effectively to preserve the sustainability of the business across generations (Thakur & Sinha, 2026).

Cohesive family relationships support business survival by fostering trust, shared identities, and resilience (Basly & Larioui, 2023). Family cohesion supports effective succession and strategic continuity, contributing to the longevity of family businesses (Botero, Barroso Martinez, Sanguino, & Binhote, 2022).
Thus, the following hypothesis is proposed:

- *H_9:* Family harmony mediates the relationship between family cohesion and family business longevity
- *H_{10}:* Family harmony mediates the relationship between strategic agility and family business longevity
- *H_{11}:* Family harmony mediates the relationship between entrepreneurial orientation and family business longevity

2.10 The Mediating Role of Innovation Capability

Innovation capability is a firm's ability to transform resources and knowledge into innovations that support competitiveness and sustainability (Espinoza-Samaniego & Guevara, 2025). Innovation capability helps family firms adapt to uncertainty, technological changes, and shifting customer needs (Bashir, Vij, & Durst, 2025; Xiangqian Yu, Ao, Weng, Pan, & Xu, 2023). Entrepreneurial orientation and strategic agility may encourage proactive behavior and opportunity recognition; however, these capabilities may not directly guarantee long-term business continuity unless they are translated into organizational innovation (Barros-Contreras, Palma-Ruiz, & Torres-Toukoumidis, 2021; Chirico, Ireland, Pittino, & Sanchez-Famoso, 2022). Innovation capability converts entrepreneurial and adaptive behaviors into sustainable competitive advantages and resilience (Rawaf & Alfalih, 2023). Strong innovation capability helps family firms balance tradition and modernization, supporting long-term business growth (Rondi, Überbacher, Barnsdorf, & Hülsbeck, 2021).

Innovation capability mediates the relationship between entrepreneurial and strategic factors and organizational sustainability (Audretsch, Belitski, Guenther, & Vershinina, 2025). Entrepreneurially oriented and strategically agile firms are more likely to achieve long-term success when they possess the ability to continuously innovate and respond to environmental changes (Thomas & Soelaiman, 2023). Previous research suggests that innovation capability strengthens organizational adaptability, knowledge integration, and dynamic capabilities, which are essential for sustaining intergenerational continuity in family businesses (Tang et al., 2025). Innovation capability is a key mediator through which entrepreneurial orientation, strategic agility, and family cohesion enhance family business longevity (Sallay et al., 2024).

Entrepreneurial orientation may not directly lead to family business longevity unless it is translated into organizational capability via innovation (Mahto et al., 2019). Innovation capability translates entrepreneurial orientation into sustainable advantages and long-term sustainability (Rahmani et al., 2024). Therefore, innovation capability becomes a critical pathway through which entrepreneurial orientation contributes to long-term family business success and resilience (Audretsch et al., 2025; Tang et al., 2025; Thomas & Soelaiman, 2023). Accordingly, the following hypothesis is proposed:

- *H_{12}:* Innovation capability mediates the relationship between entrepreneurial orientation and family business longevity.
- *H_{13}:* Innovation capability mediates the relationship between strategic agility and family business longevity.
- *H_{14}:* Innovation capability mediates the relationship between family cohesion and family business longevity.

3. Methodology

A quantitative explanatory design was used to investigate the relationships and mediation effects among family cohesion, entrepreneurial orientation, family harmony, innovation capability, and longevity of family businesses (Sekaran & Bougie, 2016). This cross-sectional study surveyed 255 owners, successors, and family managers of Indonesian family businesses between January and March 2026. G*Power analysis confirmed that the sample size of 255 respondents exceeded the minimum requirement ($\alpha = 0.05$, power = 0.95, $f^2 = 0.15$), ensuring adequate statistical power for the hypothesis testing.

Family cohesion was measured using indicators related to emotional bonding, mutual trust, family commitment, and collective support among family members (Lee & Lee, 2021). Entrepreneurial orientation was assessed through dimensions of innovativeness, proactiveness, and risk-taking behavior (Djakasaputra et al., 2025). Family harmony is measured using indicators related to communication quality, emotional balance, conflict management, and interpersonal relationships within the family business (Corona, 2021). Innovation capability was evaluated through the firm's ability to develop new ideas, products, services, and strategic improvements (Juliana, Hubner, Lemy, Djakasaputra, & Jie, 2026). Family business longevity was measured using indicators reflecting long-term sustainability, organizational resilience, and intergenerational continuity (S. Ahmad et al., 2021). All measurement items used a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

A pilot study with 30 respondents was conducted to evaluate the questionnaire's clarity, reliability, and validity, resulting in minor revisions to improve the item wording. Reliability and validity were assessed using Cronbach's alpha, composite reliability, average variance extracted (AVE), and Heterotrait-Monotrait (HTMT). Data were analyzed using PLS-SEM with SmartPLS 4.0, which is well-suited for examining complex relationships, mediation effects, and non-normal data distributions.
The data analysis process consisted of two main stages: measurement and structural model evaluations (Hair & Alamer, 2022). Reliability and validity were assessed using indicator loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and HTMT. The structural model was evaluated using path coefficients, R^2, Q^2, f^2 and VIF. Hypotheses and mediation effects were tested using bootstrapping with 5,000 sub-samples.

4. Results and Discussions

4.1 Results

The 255 respondents were predominantly male, aged 30–35 years, and bachelor's degree holders. They represented family businesses from various sectors, most of which had been operating for over 10 years and were managed by second-generation family members.

4.1.1 Measurement Model

Table 1 and Figure 2 indicate that all constructs achieved acceptable reliability and convergent validity, with Cronbach's alpha and composite reliability above 0.70 and average variance extracted (AVE) values above 0.50, supporting the adequacy of the measurement model for PLS-SEM analysis.

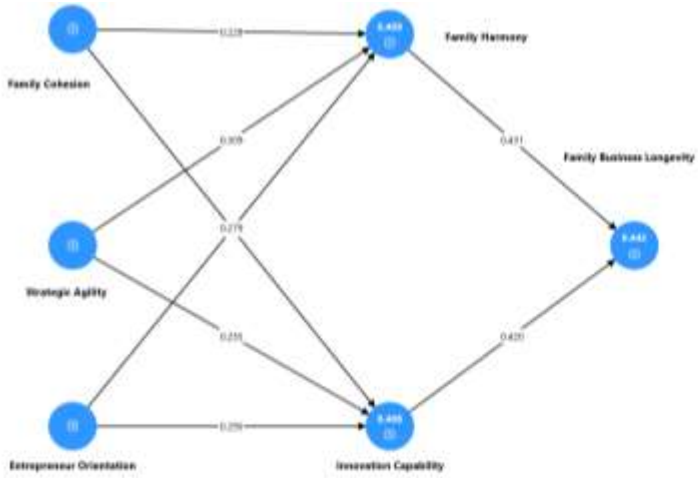

Figure 2. Outer model

The reliability and convergent validity of the measurement model were assessed using Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE). The results are shown in Table 1.

Table 1. Validity and reliability

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Entrepreneur Orientation	0.907	0.910	0.925	0.607
Family Business Longevity	0.890	0.894	0.912	0.565
Family Cohesion	0.891	0.894	0.913	0.568
Family Harmony	0.894	0.898	0.915	0.575
Innovation Capability	0.886	0.889	0.909	0.556
Strategic Agility	0.880	0.885	0.905	0.545

Table 2 confirms adequate discriminant validity, as all construct correlations were below 0.85, indicating that the constructs were empirically distinct and suitable for the structural model assessment.

Table 2. Discriminant validity

Variables	Entrepreneur Orientation	Family Business Longevity	Family Cohesion	Family Harmony	Innovation Capability	Strategic Agility
Entrepreneur Orientation						
Family Business Longevity	0.518					
Family Cohesion	0.394	0.507				
Family Harmony	0.518	0.579	0.538			
Innovation Capability	0.527	0.573	0.570	0.242		
Strategic Agility	0.343	0.472	0.559	0.569	0.545	

Table 3 indicates that there are no multicollinearity issues (VIF = 1.051–1.414). Family Harmony and Innovation Capability showed the largest effects on longevity of family businesses, while entrepreneurial orientation, family cohesion, and strategic agility contributed indirectly through these mediating factors.

Table 3. F-Square and VIF

Path Analysis	VIF	f-square
Entrepreneur Orientation -> Family Harmony	1.181	0.124
Entrepreneur Orientation -> Innovation Capability	1.181	0.125
Family Cohesion -> Family Harmony	1.414	0.062
Family Cohesion -> Innovation Capability	1.414	0.093
Family Harmony -> Family Business Longevity	1.051	0.316
Innovation Capability -> Family Business Longevity	1.051	0.301
Strategic Agility -> Family Harmony	1.365	0.118
Strategic Agility -> Innovation Capability	1.365	0.081

Table 4 confirms an acceptable model fit, as indicated by SRMR (Standardized Root Mean Square Residual) values below 0.08 and supportive d_ULS, d_G, and NFI values, demonstrating the adequacy of the proposed model.

Table 4. SRMR

	Saturated model	Estimated model
SRMR	0.050	0.060
d_ULS	2.986	4.303
d_G	0.982	1.018
Chi-square	1305.743	1366.851
NFI	0.815	0.807

4.1.2 Structural Model

Table 5 indicates moderate explanatory power ($R^2 = 0.408–0.442$) and adequate predictive relevance ($Q^2 = 0.333–0.385$), confirming the model's ability to explain and predict the longevity of family businesses.

Table 5. R-Square and Q-Square

Variables	R-square	R-square adjusted	Q-Square
Family Business Longevity	0.442	0.437	0.333
Family Harmony	0.409	0.402	0.385
Innovation Capability	0.408	0.400	0.385

All hypotheses were supported ($p < 0.05$). Entrepreneurial Orientation, Family Cohesion, and Strategic Agility significantly strengthened Family Harmony and Innovation Capability, which subsequently enhanced Family Business Longevity. The mediation results further confirmed the critical roles of Family Harmony and Innovation Capability in supporting long-term family business sustainability.

Table 6. Hypotheses result

Hypothesis	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
Entrepreneur Orientation ⟶ Family Harmony	0.294	0.066	4.439	0.000	Supported
Entrepreneur Orientation ⟶ Innovation Capability	0.295	0.062	4.779	0.000	Supported
Family Cohesion ⟶Family Harmony	0.228	0.061	3.741	0.000	Supported
Family Cohesion ⟶ Innovation Capability	0.279	0.067	4.173	0.000	Supported
Family Harmony⟶ -> Family Business Longevity	0.431	0.055	7.780	0.000	Supported

Innovation Capability ⟶Family Business Longevity	0.420	0.053	8.003	0.000	Supported
Strategic Agility ⟶Family Harmony	0.309	0.065	4.731	0.000	Supported
Strategic Agility ⟶Innovation Capability	0.255	0.065	3.954	0.000	Supported
Strategic Agility ⟶ Innovation Capability ⟶ Family Business Longevity	0.107	0.031	3.404	0.000	Supported
Strategic Agility ⟶ Family Harmony ⟶ Family Business Longevity	0.133	0.034	3.969	0.000	Supported
Entrepreneur Orientation ⟶ Innovation Capability -> Family Business Longevity	0.124	0.032	3.839	0.000	Supported
Entrepreneur Orientation⟶Family Harmony ⟶Family Business Longevity	0.127	0.035	3.629	0.000	Supported
Family Cohesion ⟶Innovation Capability ⟶ Family Business Longevity	0.117	0.031	3.777	0.000	Supported
Family Cohesion ⟶Family Harmony ⟶Family Business Longevity	0.098	0.029	3.433	0.000	Supported

The results of the structural model evaluation after bootstrapping analysis are presented in Figure 3, which illustrates the significant relationships between the study variables.

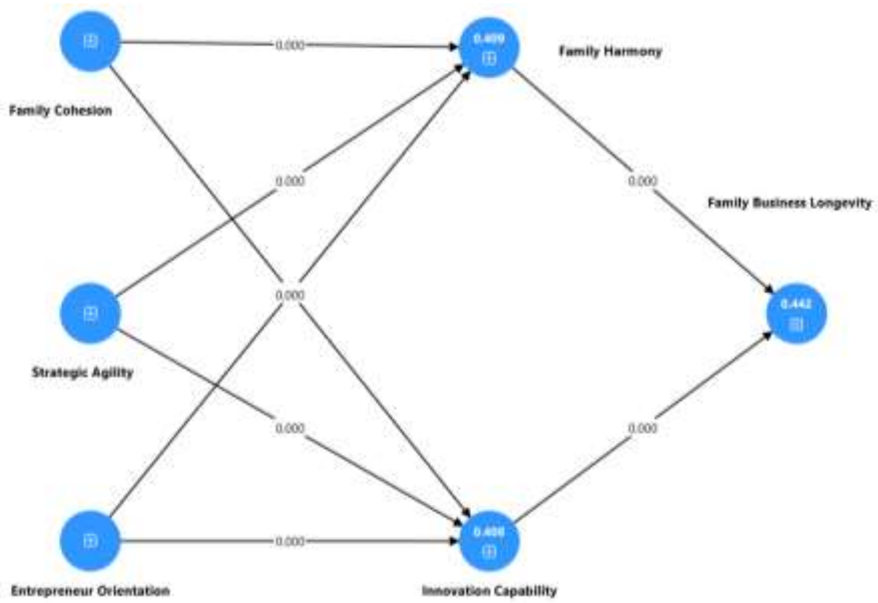

Figure 3. Inner model

Figure 4 shows that the IPMA results highlight Innovation Capability, Family Harmony, and Strategic Agility as key drivers of Family Business Longevity. While several indicators showed strong importance and performance, others revealed opportunities for further improvement. Overall, Family Harmony and Innovation Capability emerged as the most influential factors supporting long-term business continuity.

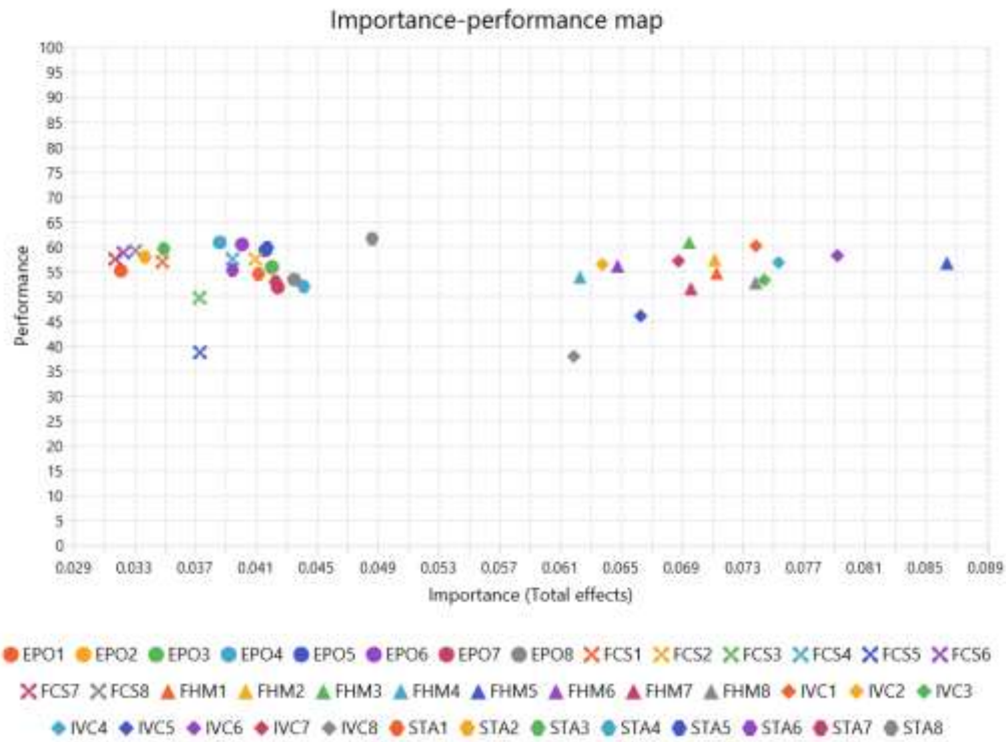

Figure 4. IPMA indicator

4.2 Discussion

The findings of this study indicate that family cohesion plays an important role in determining the level of family harmony in family businesses (Baquero, 2024)(Lee & Lee, 2021; Rustamovna, 2025). This result shows that the development of harmonious interpersonal relationships in the business environment depends on strong emotional bonding, mutual trust, and collective commitment among family members (Dabić et al., 2021) (Hong et al., 2015). Family cohesion creates a helpful environment that may help family members handle conflicts positively and maintain relational stability (Okręglicka, Mittal, & Navickas, 2023)(S. Ahmad et al., 2021). Our findings align with the socio-emotional wealth perspective, highlighting the significance of emotional attachment and family oriented values as crucial resources for the sustainability of family firms (Aloulou, 2023) (Sabahi & Parast, 2020).. This result is in line with previous research, indicating that close family bonds improve communication quality, emotional support, and conflict management in family businesses (Neupane, Zielinski, & Milanes, 2025)(Linde, Sjödin, Parida, & Wincent, 2021). This study extends previous research by showing that family cohesion is not only a relational resource but also an important antecedent of family harmony that indirectly contributes to business sustainability (Heider, Hülsbeck, & Schlenk-Barnsdorf, 2022) (J. Ferreira, Coelho, & Moutinho, 2020)Rotjanakorn, Sadangharn, & Na-Nan, 2020).

The study also found that entrepreneurial orientation positively influences innovation capability (Dessi, Dettori, & Floris, 2023; Nallabathula & Doraiswamy, 2024) (Heider et al., 2022). This result implies that family businesses that are innovative, proactive and risk-taking are more likely to develop adaptive and innovative organizational capabilities (Xihua Yu, Cao, & Ren, 2023) (Hernández-Linares & López-Fernández, 2020).. Entrepreneurial orientation encourages family firms to pursue new market opportunities, engage in strategic renewal, and develop innovative solutions in response to environmental changes (W. Song, Ma, & Yu, 2019) (Filser, Massis, Gast, Kraus, & Niemand, 2018). These findings are consistent with those of prior studies that highlight the role of entrepreneurial orientation in improving innovation outcomes and strategic adaptability for family firms (Espinoza-Samaniego & Guevara, 2025). This study further contributes to the understanding of the development of innovation capability in family firms in emerging economies by confirming that entrepreneurial orientation is a strategic basis for such development (Bashir et al., 2025) (Wu, Wang, Chu, & Chen, 2025).. This finding supports the argument that family firms can be competitive if they can balance

entrepreneurial transformation with family centered values (Cristofaro et al., 2023) (Cristofaro, Bonomi, & Reina, 2023; Sanchez-Famoso, Pittino, Chirico, Maseda, & Iturralde, 2019)..
One important finding is that family harmony is an important contributor to the longevity of the family business (Baquero, 2024) (Cahyadi, 2022) Harmonious relationships among family members enhance cooperation, strengthen collective commitment, and reduce destructive conflict that may threaten organizational continuity (Gimenez-Jimenez et al., 2021) (Huang, Cvetkoska, Kassi, & Gnahe, 2023). Family harmony provides emotional stability for long-term strategic decision-making and the sustainability of intergenerational businesses (Rexhepi et al., 2024) (Nallabathula & Doraiswamy, 2024).. This finding is in line with previous studies that have shown that the frequent failure of family businesses, especially in the context of succession, is often due to unresolved family conflicts (Tran & Thi, 2025) (Ritter, Kanbach, Maran, Kraus, & Dabic, 2025). The present study contributes to the literature by highlighting that family harmony is a relational mechanism that fosters organizational resilience and continuity beyond the financial and managerial domains (Cesaroni et al., 2021) (Minasny et al., 2017).

The results also show that innovation capability is an important factor in the longevity of family businesses (Adebakin et al., 2025). Family businesses with strong innovation capabilities are more capable of adapting to technological disruption, changing customer preferences, and dynamic market conditions (Cucculelli, Cappelli, & Mondolo, 2024). Innovation capacity enables family firms to continually upgrade their products, services, and operational processes, thus improving their long-term competitiveness and organizational resilience (Mörth & Kuttner, 2025). Consistent with prior studies, innovation capability is a critical strategic resource that supports the survival and continuity of family businesses across generations (Kinias, Mennis, Chalis, & Christofi, 2026).

This study demonstrates that family cohesion directly impacts the longevity of family businesses. Cohesive family relationships reinforce shared identity, emotional attachment, and collective responsibility, bolstering long-term organizational sustainability (Boers & Henschel, 2022). Family cohesion helps family firms maintain strategic alignment and improve intergenerational continuity. This result supports previous studies that have emphasized the importance of socio-emotional resources in sustaining business longevity. However, this study provides a more comprehensive picture by introducing family harmony as an intervening mechanism that explains the contribution of cohesion to organizational continuity (Islas-Moreno et al., 2024).

Similarly, entrepreneurial orientation was found to have a positive impact on the survival of family businesses. Family firms that are actively involved in innovation, opportunity recognition, and proactive strategies are more likely to sustain their competitiveness and organizational resilience over time (Idris et al., 2025) (Hernández-Perlines, Blanco-González, & Miotto, 2024).. Consistent with previous studies, entrepreneurial orientation promotes adaptability and longevity, both directly and through innovation capabilities (Škare & Soriano, 2021) (Martins, Monarca, Torres, & Rodrigues, 2023).

Family harmony mediates the effect of family cohesion on family business longevity, indicating that cohesive family ties enhance sustainability through harmonious relationships, collaboration, and long-term commitment (Paulino et al., 2025) (Özturan, Ören, & Çakar, 2025). This finding adds to the socioemotional wealth theory by explaining the emotional mechanism that links family relationships to business continuity. Likewise, innovation capability mediates the relationship between entrepreneurial orientation and family business longevity (Xu et al., 2024) (Kusa, Suder, Barbosa, Glinka, & Duda, 2022). Entrepreneurial orientation enhances family business longevity through innovation capability, supporting the dynamic capabilities view that innovation and adaptation drive long-term sustainability (Dessi et al., 2023) (Djakasaputra et al., 2025; Nallabathula & Doraiswamy, 2024).

Theoretically, this study contributes to the family business literature by integrating socioemotional and entrepreneurial perspectives into a comprehensive framework of family business longevity (Ritter et al., 2025) (Djakasaputra et al., 2025). Family cohesion, entrepreneurial orientation, family harmony, and innovation capability have often been studied separately in previous studies (Kusa et al., 2022) (Lally & Mars, 2024; Meroño-Cerdán, 2024). Conversely, this study proposes a dual-path mediation model integrating relational-emotional and strategic-capability mechanisms to explain the long-term sustainability of family businesses (Widjaja, Rizkiyah, Royanow, Lemy, & Brian, 2023) (Serhan et al., 2023; Shafizadeh, 2024).. This integrated view helps us understand how family firms can both retain family values and undergo entrepreneurial transformation.

Family business owners should strengthen family unity through open communication, a shared vision, and collaborative decision-making to support long-term sustainability (Djakeli & Tchumburidze, 2012) (Idris et al., 2025; Zhu & Kang, 2022). Family firms should foster innovation, strategic flexibility, and proactiveness while balancing family relationships and organizational adaptability. Accordingly, succession, leadership, and innovation strategies should incorporate both relational and strategic dimensions. (Baltazar, Fernandes, Ramadani, & Hughes, 2023; Woli, 2022) (Ingram, Bratnicka-Myśliwiec, Kraśnicka, & Steinerowska-Streb, 2022; Visser & Scheers, 2020).

5. Conclusions

5.1 Conclusion

The findings indicate that family harmony and innovation capability mediate the effects of family cohesion and entrepreneurial orientation on family-business longevity. By integrating socio-emotional and entrepreneurial perspectives, this study highlights the importance of balancing family relationships and innovation to sustain the long-term continuity of family businesses.

5.2 Research Limitations

This study is limited by its cross-sectional design, focus on Indonesian family businesses, and reliance on self-reported data. Future studies should employ longitudinal designs, broader samples, and alternative data-collection methods to enhance generalizability and robustness.

5.3 Suggestions and Directions for Future Research

Future studies should adopt longitudinal, cross-cultural, and mixed-method approaches while incorporating additional factors, such as succession planning, digital transformation, governance, and resilience, to further explain the longevity of family businesses.

Author Contributions

AD and JJ contributed to the conceptualization, manuscript writing, and project coordination. RRM contributed to the methodology and data analysis. SHE contributed to the literature review, theoretical framework and manuscript review. HC contributed to the data collection, validation, and statistical analysis. All authors reviewed, approved the final manuscript, and agreed to be accountable for its content.

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