



## Research article

# New value creation and family business sustainability: Identification of an intergenerational conflict resolution strategy

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## ABSTRACT

Unresolved tensions frequently lead to the failure of family businesses. Parents and their children should be able to work together to resolve protracted problems. This study intends to explore the intergenerational conflict resolution strategy in an effort to develop new family business values and ensure the sustainability of family enterprises. The respondents in this study were 152 family business owners in Eastern Indonesia. The analysis used is PLS-SEM. The results of this study indicate that creating new value requires three intergenerational conflict resolution strategies: intergenerational collaboration, accommodation, and forcing. The results of this study also show that a family business that is able to create new value will be able to have an impact on the sustainability of the family business. This study contributes to the Thomas-Kilmann conflict mode approach, wherein the Thomas-Kilmann conflict mode instrument method leads to the creation of new values and sustainability in family enterprises.

## 1. Introduction

The family business's defining characteristics are the ideals it upholds. In family enterprises, values are personal and have a profound impact on the ability to encourage employees. Every family member and non-family employee must internalize the family business's values [1]. Values will help individuals to adhere to long-term objectives, be disciplined in their commitments, accomplish challenging tasks [2], and establish behavioral patterns or norms [3]. In family enterprises, profound values can drive the development of strategies and success (see Fig. 1).

Initially, the founder created value for the company [4]. Truth, reality, and the way the world operates are the source of values [5]. The founder will attempt to impose his personal values on the family firm he founded [6]. However, family values and business are established upon the consensus of the current generation and the generations that came before it. Old and new family members assemble to discuss how values (and implicitly culture) are transmitted across the generations [7]. Harmonization of parent-child ambitions, hopes, and dreams will generate new values that will be accepted in order to promote a viable family company.

Frequently, the parent-child connection is marked by incompatibility, resulting in conflict. Conflicts inside the family company have become an issue that has not been resolved up until this point. In business families, relations between parents and children, siblings and cousins, and even relatives are significantly more complicated. They exhibit strong attachment, a high level of dependency, and emotional reactivity. A family is a complicated system with a lengthy history and enduring memories. Early life roles are rarely renewed, even as adults, and individuals perceive themselves differently; family members may be too close to see one other

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as objectively as outsiders.

Conflict in the workplace can be caused by actual and major differences as well as by real injury, but it can also be caused by emotional insecurity, overreaction to perceived insults, false information and gossip, and manipulation by those who seek to profit from the argument. In a corporate family, even a minor issue can inflame the family spirit. Occasionally, (to outsiders), trivial concerns can insult sensibilities, breed mistrust, and send the family on the path to escalating conflict. A family with dysfunctional dynamics (disputes, jealousy, etc.) can also import comparable dysfunction into the firm, straining professional relationships among family members and producing stress for family and non-family employees [8]. Dewi and Ardyan [9] discovered that family businesses that find solutions to the difficulties they face have an impact on the family business's long-term viability. The purpose of family business is to learn how to handle conflict within the family so that good family decisions can be made, individuals may develop in a healthy manner, and relationships can reach their full potential.

According to research, generational conflict is a significant impediment to a successful succession [10]. If the successor or task holder's dedication to the shared process wanes, the relationship issue outlined above will result in relationship conflict. According to Hubler [11], the lack of appreciation, acknowledgment, and respect among family members is the most significant impediment to the success of the process. A lack of commitment, on the other side, is frequently regarded as a lack of respect, which can lead to equivocal and conflicting behavior as well as communication breakdowns. Entrepreneurs struggle greatly with the notion that the following generation lacks regard for them.

The gap in this study is that rarely does anyone examine the creation of new value in family businesses caused by intergenerational conflict resolution. Sandberg and Alvesson [12] explain this gap as a "white spot on the knowledge map." In previous research, Ardyan, Sutrisno [13] proposed the concept of synergizing intergenerational conflict resolution, which can create new value for family businesses and business sustainability. In this study, the Thomas-Kilmann conflict mode instrument [14] was utilized as part of family business dispute resolution. In addition to the Thomas-Kilmann conflict mode instrument, this study uses small and medium-sized enterprises (SMEs) as research objects, in contrast to earlier research (which tend to examine large companies).

The purpose of this study is to investigate the intergenerational conflict resolution strategy in order to create new business value in family businesses and to ensure the sustainability of family businesses. There are several research questions developed to support the achievement of research objectives, including.

- Q1. Can intergenerational collaboration increase the creation of new family business values?
- Q2. Can intergenerational compromising increase the creation of new family business values?
- Q3. Can intergenerational accommodation increase the creation of new family business values?
- Q4. Can intergenerational forcing increase the creation of new family business values?
- Q5. Can intergenerational avoiding increase the creation of new family business values?
- Q6. Can the creation of new family business values ensure family business sustainability?

Next, the researcher explains the literature, hypotheses, research methods, results, discussion, and research. The results of this study contribute to factors that can create new value in family businesses and improve business sustainability.

## 2. Review of the literature and hypotheses

### 2.1. Conflict and generational transfer conflict management

Family businesses and conflict are frequently linked. Conflict exists in the majority of family businesses. Families and businesses are so tightly intertwined that they are more likely to engage in conflict than businesses with other governance structures [15]. There are frequently disagreements between the prior generation and the current generation, as well as with other family members. Conflict emerges as a result of divergent perspectives, ideas, beliefs, and interests among the parties concerned [16,17]. Conflict involves emotions [18] has a negative effect on intention to stay in the family business [19], corporate performance [20], mental health issues, poor productivity, and absenteeism. Conflict is characterized by poor connections, familial pressure, and work and family ties. Conflict may also be a source of inspiration that stimulates new ideas and inventions, enhances adaptability, and promotes a deeper knowledge of the working relationship. To contribute to the success of a company, conflicts must be effectively managed.

There are instances of conflict in the company, family, and environment. There are three types of conflict: interpersonal, process, and task [21]. When there are disagreements among family members, there is relationship conflict [22]. Relational conflicts will have an effect on communication, commitment, and the ability to share within the group [16]. Task conflict focuses on work [23] in which there are incompatibilities, divergent perspectives, and attitudes among group members regarding the task [24]. Task conflict has an impact on decreasing the quality and performance of the team [25,26]. Paskewitz [22] divides process conflict into a number of indications, including task duties, resource allocation disputes, and differences in opinion regarding who should do what.

Conflicts must be settled at any price [23]. Family businesses are increasingly instituting formal channels for settling conflicts in an amicable manner. However, in a family business, emotions can run high, making problem-solving challenging. In response, the family organized a conflict resolution committee that included a trusted and respected outsider who voted independently. Independent outsiders play an essential role in resolving family issues because they possess impartiality. Conflict can serve as a mechanism that fosters fuller relationships and facilitates new decisions [27].

In this study, intergenerational conflict resolution is approached using the Thomas-Kilmann conflict mode instrument, in which collaboration, compromise, accommodation, control, and avoidance are conflict resolution strategies.

## 2.2. Intergenerational collaborating

Collaboration between parents and children should be an intrinsic element of the family business. Parent-child interactions are open, nonlinear, and multi-final dynamic systems that increase in complexity and organization while preserving sufficient coherence and stability [28]. By understanding each other's needs, duties, and expectations, successful collaboration fosters respect and trust [29]. Parents and children will communicate effectively. All sides' needs and desires are considered, and a win-win solution is found so that everyone is satisfied. Typically, this demands that all parties meet to discuss and negotiate resolutions to issues. Open cooperation permits leveraging differences in knowledge, concerns, and interests to share and employ new information [30]. Collaboration encompasses social dynamics, the sharing of knowledge, and the generation of new data [31,32]. Togetherness will have an impact in finding solutions to problems [13]. When collaborating, one seeks to produce a solution that satisfies the requirements of both sides. Exploring conflicts to gain insight into each other's points of view, overcoming conditions that might otherwise cause them to compete for resources, or addressing and attempting to develop innovative solutions to interpersonal issues.

**H1.** intergenerational collaboration has a positive and significant effect on the creating of new family business value

## 2.3. Intergenerational compromising

Harmony and peace will be affected by parental and adolescent concessions. Williams and Sulikowski [33] emphasize that in the family, compromise and accommodation of one another's preferences are important. Compromise will tolerate mistake [34], minor conflict and recognize that conflict will result in new ideas, ideals, and solutions [35]. Both the preceding generation and the present generation should consider the longevity of the family business with caution. Compromising necessitates sacrifice, as compromise is sometimes linked with the phrase "lose-lose." The halfway ground between aggressiveness and cooperation is compromise. The purpose of compromise is to produce a rapid and mutually acceptable solution that partially satisfies both sides' objectives. The objective is to develop a consensus, one of which is to produce new value for the family business. This agreement between parents and children will influence the development of new values and the implementation of these values in order to achieve family business objectives.

**H2.** Intergenerational compromising has a positive and significant effect on the creating of new family business value.

## 2.4. Intergenerational accomodating

Intergenerational accommodating refers to disregarding one's own desires in favor of those of others [36]. One party (parent or child) makes a sacrifice to offer another with an opportunity [37]. International accommodation aims to remove conflict by ignoring it, eliminating its parties, or otherwise avoiding it. Accommodative communication behavior will encourage intergenerational solidarity [38]. It is possible to remove disputing team members from the conflicting project, extend deadlines, or even transfer persons to a different department. This circumstance will be extremely beneficial if parents and children create new values. One has a propensity to give in.

**H3.** Intergenerational Accommodating has a positive and significant effect on the creating of new family business value.

## 2.5. Intergenerational forcing

Controlling/Forcing is the pursuit of greatness at the price of the preferences and judgments of others [39]. This indicates that one party will prevail over another. When parents see that their child's successor is not as talented as they are, forcing is a crucial aspect of the family business. Parents strive to prepare their children for maturity by providing opportunities and positions in company, dealing with the difficulties of working as parents and children, owners and employees, and eventually giving control to the next generation and stepping aside [34]. The parents will compel their children to embrace the concept and values they wish to instill in the family business. It is anticipated that intergenerational pressure will have an effect on the creation of new value in family firms.

**H4.** Intergenerational forcing has a positive and significant effect on the creating of new family business value.

## 2.6. Intergenerational avoiding

When someone avoids activities, they are attempting to avoid issues, delay problems, or withdraw from harmful situations. According to Kuralp, Dincyürek [39], avoiding in the context of the parent-child interaction indicates apathy on the part of the child. Parents and children attempt to avoid confrontation since it could be detrimental to their relationship. Disagreeing team members may be removed from the project, have their deadlines extended, or even be transferred to a different department. However, willful procrastination frequently ends in unresolved disagreements, resulting in employee resentment and frustration. In other instances, it may afford both sides the opportunity to modify their attitudes and viewpoints, resulting in the conflict's resolution. This research implies that intergenerational value creation for family firms is unlikely.

**H5.** Intergenerational avoding has a positive and significant effect on the creating of new family business value.

### 2.7. *New family business value creation*

The family business places a premium on moral principles. Koiranen [40] explains value in two ways: in the plural and in common language. In the plural, values are comparable to conduct, culture, norms, standards, and ethics. In its common usage, value is synonymous with desire, monetary worth, utility, and significance. Values are essential features of identity that have a significant impact on the conduct of individuals, families, and businesses, and these values are associated with the success or failure of individuals and organizations [41]. Among foster mutual accomplishment, value is created and distributed to family business members and non-members. Values can foster shareholder enthusiasm, commitment, and solidarity [2], influence the way family businesses behave over time [42,43], sharpen work definitions, support a long-term perspective, and motivate top performance [40]. Vision is capable of inspiring people with positive ideals, such as diligence, kinship, and respect for others, among others.

Family enterprises will undoubtedly be affected by business trends and changes in the business environment. One of them is the requirement for fresh philosophies and ideals that are consistent with company advances and the changing business environment. Parents and their heirs discuss the development of new ideals that can maintain a family enterprise. The subsequent generation must continue to uphold the principles established by the prior generation. The existence of a cooperative effort between the next generation and the future generation to develop shared value will also affect the family business's long-term viability [44]. Values have become the cornerstone of a family business' ability to control its survival, hence a collective agreement is required to apply them. This new value will undoubtedly foster success, dedication, and longevity [45]. A concentrated effort to identify values in family businesses is a valuable decision-making resource for solving everyday challenges [44].

### 2.8. *Family business sustainability*

Sustainability is integral to all facets of life, including family businesses. The sustainability of family businesses is being investigated in a number of nations, including Indonesia [13,46], Brazil [47], Korea [48], Romania [49], UEA [50], Nigeria [51], etc. According to Ungerer and Mienie [52], family business sustainability focuses on preserving the family business over time. The family business hopes to endure for the foreseeable future. Businesses with a long-term focus will always seek to achieve company success, growth, and performance [53]. Members of the family business will endeavor to boost the organization's long-term benefits for all stakeholders, including the broader community [6]. If family members lack the motivation to engage in sustainable activities, they can impede this transformation [54].

According to some academics, sustainability is a source of competitive advantage that helps organizations survive and provide added value [55]. Factors that influence the sustainability of family businesses are corporate entrepreneurship education [47], willingness and ability to achieve a sustainable transformation [54], non-financial consideration [56], governance structures [57], Concentration of ownership and explicit consideration of the multidimensional nature of organizational sustainability and conflict resolution [9]. Business traits are also essential to a company's long-term viability [58].

### 2.9. *New family business value creation and family business sustainability*

Family values and corporate objectives cannot be separated and have mutual influence [59]. A family with strong convictions can transfer these values to the firm and use them as management principles [4]. Family firms strategically employ results-oriented management practices and avoid practices that diminish the company's long-term value [60]. Companies that can grow fresh information through the accumulation of knowledge for internal use can boost the dynamic capacity of corporate management to create superior value from their resources in order to maintain a competitive advantage [61]. Through the implementation of a common vision and work code, the family business's long-term viability is significantly influenced by its worth [62].

**H6.** New family business value creation has positive and significant effect on family business sustainability

## 3. Method

### 3.1. *Respondent*

Data collected via the distribution of questionnaires. Online or direct distribution of questionnaires to respondents. The distribution occurred between June and August of 2022. Questionnaires were distributed directly to the successors of the family business (2nd and 3rd generation). The family business scale is SMEs, not large companies. There were 152 respondents who filled out the online survey, and all of them responded to the survey's questions. So no data was released due to an error or because the respondent did not complete the form. From 152 respondents, 51.32% are male and 48.68% are female. Regarding the age of the respondents, 46.71% were aged between 20 and 29 years, 7.24% were aged less than 20 years, 19.74% were aged between 30 and 39 years, and 26.32% were aged over 39 years. The majority of the family company successors are still in their early twenties. Parents in eastern Indonesia begin to trust their children to engage in creating a family business at a young age (41.71% of respondents); 7.24% of respondents are under the age of 20. This suggests that, now that they have a bachelor's degree, parents have begun to leave their business to their offspring. Average age of the family business is 22,69 years.

### 3.2. Measurement and data analysis

There are seven variables included in this study. Each variable has an indicator that will be measured using 5 scales. A rating of 1 indicates strong disagreement, while a rating of 5 indicates strong agreement. In terms of intergenerational collaboration, are: parents and children always work together to run the family business, parents and children frequently discuss the future of the family business, and parents and children construct the family business together. In terms of intergenerational compromise, are: parents continue to forgive their children when they make mistakes while running the family business. Parents do not place excessive demands on their children when it comes to completing tasks assigned to the family business. Parents provide opportunities for children to correct errors in the operation of the family business. The items for intergenerational accommodating are: Parents frequently support their children's ideas for developing a family business, Parents provide facilities for their children to develop a family business, and Parents encourage the development of a family business by their children. Items for intergenerational forcing include parents' control over their children's work in the family business, children's obligation to report all business developments to their parents, and parents' constant advice to their children so that they do not make mistakes in managing the family business. Items for intergenerational avoiding include parents and children frequently attempting to avoid family conflicts, parents attempting to avoid their children's mistakes, and parents and children avoiding trivial problems that lead to protracted conflicts. Items for new family business value creation include the existence of new values or goals created jointly by father and son, the improvement of family business values brought about by children, and the addition of certain values by children. Items for family business sustainability include children's commitment to continue the family business, business not ceasing after the first generation, long-term profitability of family businesses, potential successors' ability to foster harmony between siblings in running a family business, and potential successors' ability to foster harmony with employees or employees.

This analysis makes use of Partial Least Square Structural Equation Modeling (PLS-SEM). This study employs WarpPLs version 8 to process the data.

## 4. Results

### 4.1. Measurement model

This study employs a two-step approach for the measurement model: (1) testing convergent validity and reliability, and (2) testing discriminant validity [63]. Convergent validity testing considers the loading factor and extracted mean variance (AVE). The loading factor value must be greater than 0.5 [64]; for social science research, it must be greater than 0.70 [65]; and the AVE value must be greater than 0.5 [66]. Composite reliability and Cronbach alpha must both be greater than 0.60 for reliability testing [65]. Table 1 demonstrates that the value of convergent validity and reliability exceeds the minimum requirement. In conclusion, the developed

**Table 1**  
Validity and reliability testing.

Indicator	Loading Factor
Intergenerational Collaboration (AVE = 0.742; CR = 0.896; CA = 0.826)	
ICT1	0.855
ICT2	0.835
ICT3	0.893
Intergenerational Compromising (AVE = 0.583; CR = 0.808; CA = 0.643)	
ICOM1	0.780
ICOM2	0.762
ICOM3	0.750
Intergenerational Accommodating (AVE = 0.656; CR = 0.851; CA = 0.737)	
IAAC1	0.794
IAAC2	0.831
IAAC3	0.804
Intergenerational Forcing (AVE = 0.755; CR = 0.860; CA = 0.675)	
ICON1	0.869
ICON2	0.869
Intergenerational Avoiding (AVE = 0.641; CR = 0.842; CA = 0.675)	
IAVO1	0.736
IAVO2	0.803
IAVO3	0.859
New Family Business Value Creation (AVE = 0.671; CR = 0.842; CA = 0.718)	
VALUE1	0.816
VALUE2	0.859
VALUE3	0.782
Family Business Sustainability (AVE = 0.528; CR = 0.846; CA = 0.770)	
SUSTAIN1	0.792
SUSTAIN2	0.724
SUSTAIN3	0.602
SUSTAIN4	0.860
SUSTAIN5	0.623

**Table 2**  
Discriminant validity.

Variable	1	2	3	4	5	6	7
Intergenerational Collaborating (1)	<b>(0.861)</b>	0.265	0.484	0.340	0.196	0.484	0.469
Intergenerational Compromising (2)	0.265	<b>(0.764)</b>	0.380	0.159	0.288	0.132	0.223
Intergenerational Accommodating (3)	0.484	0.380	<b>(0.810)</b>	0.333	0.214	0.512	0.563
Intergeneration Forcing (4)	0.340	0.159	0.333	<b>(0.869)</b>	0.290	0.428	0.466
Intergenerational Avoiding (5)	0.196	0.288	0.214	0.290	<b>(0.801)</b>	0.187	0.214
New Family Business Value Creation (6)	0.484	0.132	0.512	0.428	0.187	<b>(0.819)</b>	0.572
Family Business Sustainability (7)	0.469	0.223	0.563	0.466	0.214	0.572	<b>(0.727)</b>

instrument is valid and reliable.

The validity of the determinants indicates that the square root of the AVE must exceed the correlation between variables [65]. For testing the validity of the determinants, Fornell and Larcker [66] method was used. The research instrument is valid, as shown in Table 2, because the square root of the AVE is greater than the correlation between variables.

4.2. Structural model

This research presents six hypotheses (see Table 3). Two of the six hypotheses are rejected, specifically hypotheses 2 and 5. The results of the H1 test indicate that intergenerational collaboration has a positive and statistically significant impact on the creation of new family business value ( $\beta = 0.253$ ;  $p < 0.001$ ). The results of the H2 test indicate that Intergenerational Compromising has a

**Table 3**  
Hypothesis test.

Hypothesis	Result	Explanation
H1: Intergenerational Collaborating → New Family Business Value Creation	$\beta = 0.253^{**}$	H1 is allowed
H2: Intergenerational Compromising → New Family Business Value Creation	$\beta = 0.054$	H2 is rejected
H3: Intergenerational Accomodating → New Family Business Creation	$\beta = 0.334^{**}$	H3 is allowed
H4: Intergenerational Forcing → New Family Business Value Creation	$\beta = 0.210^*$	H4 is allowed
H5: Intergenerational Avoiding → New Family Business Value Creation	$\beta = 0.050$	H5 is rejected
H6: New Family Business Value Creation → Family Business Sustainability	$\beta = 0.585^{**}$	H6 is allowed

Notes:  $**p < 0,001$ ;  $*p < 0,05$ .

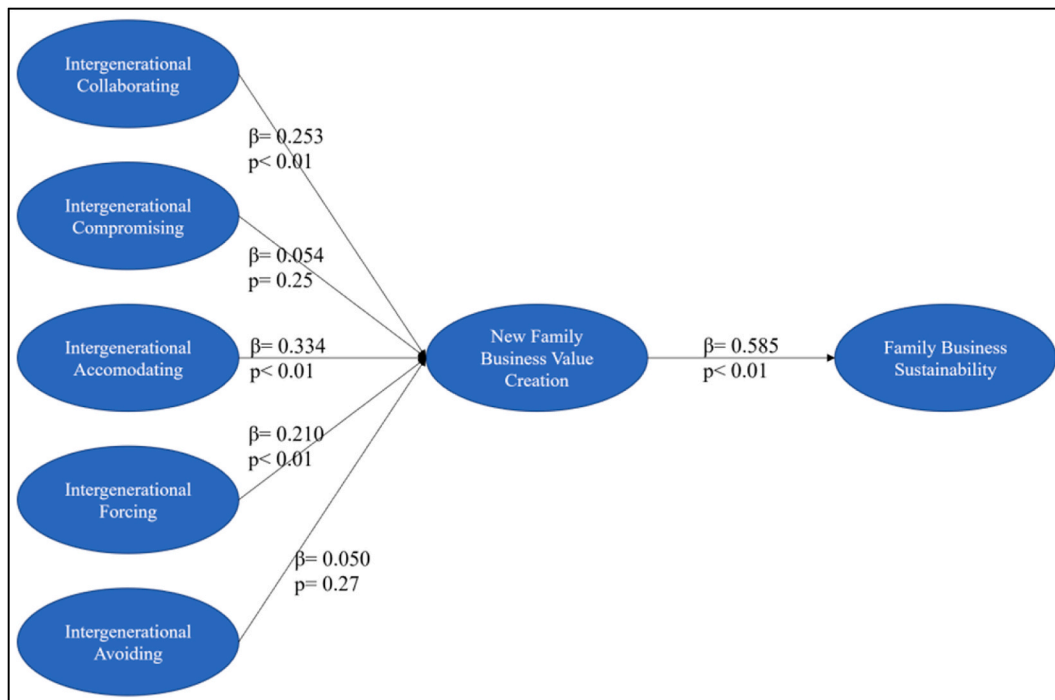


Fig. 1. Path model result.

positive but not statistically significant effect on the value creation of new family businesses ( $\beta = 0.054$ ;  $\rho = 0.429$ ). The results of the H3 test indicate that intergenerational housing has a positive and statistically significant impact on the creation of new family business value ( $\beta = 0.334$ ;  $\rho < 0.001$ ). The H4 test results indicate that intergenerational forcing has a positive and statistically significant effect on the creation of new family business value ( $\beta = 0.210$ ;  $\rho < 0.05$ ). The results of the H5 test indicate that intergenerational avoiding has a positive but insignificant impact on the value creation of new family businesses ( $\beta = 0.050$ ;  $\rho = 0.266$ ). The results of the H6 test indicate that new family business value creation has a positive and statistically significant effect on the sustainability of family businesses ( $\beta = 0.585$ ;  $\rho < 0.001$ ).

## 5. Discussion and conclusion

The greater the size of a family business, the greater the likelihood of increasing conflict. Competition between family members, including fathers and sons, brothers, and other executives and relatives, has a chronically abrasive effect on offenders. These family members must confront the effects of these relationships and learn to cope with them, not only for the sake of their emotional health but also for the good of the business.

According to the findings of this study, collaboration between parents and their successors is essential to the creation of new value for their family business. A common source of conflict is a mismatch between parents and children. Additionally, there is the issue of competition among children and other relatives. When running a family business, effective collaboration between children and parents is one way to reduce conflict. A healthy relationship between family members will foster family harmony, which will have a positive effect on the family business's performance [67] and success rate of family business succession [17]. Birgach and Habba [68] highlighted that family member collaboration must be established on trust and commitment without forgetting the necessity of autonomy in work, including task distribution. When collaborating with their parents, children will provide input on the most recent business strategies and suggest values and cultures that need to be cultivated within the family enterprise. Collaboration ensures that children's input is accepted and integrated with family values, resulting in the creation of new values that are co-created by parents and children.

Intergenerational compromising cannot boost the creation of new value in the family business. In many empirical studies of family business, children often make mistakes. Reactions from immature successors may include overdependence and conservatism, excessive rebellion and change, or ambivalence and confusion. There are many responses from parents regarding this error. The results of this study indicate that intergenerational compromising is not able to increase the creation of new value in the family business. Parents have a good relationship with their successors, they will give their children more room for mistakes [34]. The character of parents in eastern Indonesia is very strict in educating their children. Mistakes are often severely punished. Parents certainly forgive the mistakes of their children, but this is not able to make parents accept the ideas of their children.

The results of this study indicate that intergenerational accommodating is able to create new value in the family business. Accommodating means there are parties who are willing to lower their ego and try to accept suggestions from other parties. In the concept of accommodation, both parties should be willing to sacrifice something of value so that there is peace in the family business [37]. Parents try to make adjustments that were originally contradictory in an effort to overcome tensions. Parents frequently support their children's ideas for developing a family business, Parents provide facilities for their children to develop a family business, and Parents encourage the development of a family business by their children are examples. Compromise is defined as an outcome that is acceptable to all parties without having to make each party truly happy [34]. This willingness to avoid conflict will certainly make it easier for parents and children to create value for their family business.

The results of this study indicate that the creation of new value in the family business can increase the sustainability of the family business. Oudah, Jabeen [50] explain that the value of a family business is a clear goal of a family business to achieve business sustainability in the long term. These new values are used as organizational culture that must be understood, inspired and practiced by members of the family business, so that the pattern gives its own meaning and becomes the basis for behavior in the organization. Family business values will inspire family business members to do things that are difficult and to make commitments in terms of discipline to achieve long-term plans. Complexity in values and family relationships will affect the effectiveness of the successor characteristics to develop their role in the family company.

There are several proposed theoretical implications. First, this research uses the Thomas-Kilmann conflict mode instrument approach as part of creating new value in family businesses. The Thomas-Kilmann conflict mode instrument is a conflict resolution tool. There are 5 conflict resolution strategies, namely: collaboration, compromise, accommodation, control, and avoidance. In this study, researchers use this concept to build relationships through the creation of new values in family businesses. The results of the study explain that not all conflict resolution strategies are able to increase the creation of new value in family businesses. Small and medium-sized family businesses are expected to focus more on intergenerational collaboration, intergenerational accommodating, and intergenerational forcing in creating new value in family businesses. Second, this research supports sustainable family business theory (SFBT) and system theory. SFBT is a derivative of system theory [15]. In both theories, the family is part of the system [13]. This research explains that children and parents have good communication skills to carry out conflict resolution, which will create new value and sustainability for the family business.

There are managerial implications indicated. Family enterprises must be able to use intergenerational conflict to establish new values and ensure their long-term viability. The capacity of parents to interact with their children is essential for resolving conflicts. This study reveals that intergenerational collaboration, intergenerational accommodation, and intergenerational coercion are effective tactics for encouraging parents and children to produce new value for their family business.

This study is limited by the fact that questionnaires were distributed during the COVID-19 epidemic, therefore there was limited interaction between researchers and individuals being researched. The majority of the supporting literature for this study is out of date

due to the COVID-19 epidemic, preventing researchers from interacting closely with persons being researched. Another disadvantage of this study is that the majority of the supporting material is out of date. This is as a result of the scarcity of literature describing the influence of the Thomas-Kilmann conflict mode instrument on the generation of new value. A further restriction is that the sample is a tiny sample, which can be improved by including other research approaches. Future studies must: first, if the sample size is deemed to be small, incorporate additional research methods. Second, investigate the effect of developing new values on the success of family businesses.

### Author contribution statement

Elia Ardyan: Conceived and designed the experiments; Analyzed and interpreted the data; Wrote the paper.  
 Timotius Febry: Analyzed and interpreted the data, contributed reagents, materials, analysis tools or data; Wrote the paper.  
 Liestya P.: Performed the experiments; Contributed reagents, materials, analysis tools or data.

### Data availability statement

The data that has been used is confidential.

### Declaration of interest's statement

The authors declare no competing interests.

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