

FAMILY-ORIENTATION TRAINING DESIGN IN ENTREPRENEURIAL TRAINING FOR FAMILY BUSINESS SMALL MEDIUM ENTERPRISES (SMEs): A MEASUREMENT DEVELOPMENT

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ABSTRACT

Purpose – This paper aims to develop and validate the measurement scales for family-orientation training design items and constructs specifically for family business SMEs.

Methodology – This paper observed literature within the family-orientation concept framework, where relevant literature was reviewed and followed by the adaptive strategy used in developing the measurement scales. Moreover, this paper employed the face validity assessment, confirmatory factor analysis, and composite reliability to determine the validity and internal consistency reliability of the items that represent the constructs.

Findings – The validated family-orientation training scales present a significant basis for future empirical research within the related field.

Significance – This paper will allow researchers to embark on an in-depth discussion on the development of training design that emphasizes family orientation, which largely ignored in the past as a mechanism for developing family business SMEs.

Keywords: Family business SMEs, entrepreneurship, entrepreneurial training, family-orientation concept, training design.

INTRODUCTION

The family business possesses a significant role in influencing the world's economic development [1-5]. In Japan, for instance, 70 percent of the local employment is provided by SMEs, which most of the family businesses are in. It is also reported that family businesses contributed over 50 percent of both employment and the national Gross Domestic Product (GDP) of the United States (US) . While in Malaysia, according to [4] and [2] studies show that the importance of family business is exemplified in surging the economic development of emerging, developing, and developed economies by nurturing cross-generational entrepreneurs.

Despite the importance, family business among SMEs faced a worrying scenario regarding its sustainability. It is reported that only 13 percent of family businesses lasted through to the third generation, while less than two-third survived to the second generation [6-8]. Moreover, similar to the challenges faced by SMEs [9, 10], family business SMEs have to deal with other specific issues. For instance, family relationships, conflict and rivalries among members, succession matter, and other family-related problems which attributed as strong determinants towards business failure [7, 11, 12].

Specifically, family-related issues in the business need to be dealt with carefully. It is because a unique and effective way of managing the issues, for instance, conflict among family members and succession planning issues are crucial in ensuring the survival of the family business beyond the current generation [5, 13, 14]. In the same vein, both studies by [13-15] highlighted the importance of managing the succession planning of the family business correctly towards success. The tacit knowledge and information possessed by the family business owner are considered the key to successor development [13]. Thus, a higher probability of the succession process of the business can be completed and materialized. Subsequently, it helps to achieve a competitive advantage over their rivals and leads towards the favourable performance of the family business.

The government conducts countless education, training, and development initiatives for SMEs' development agenda. Through the various ministries and agencies, the governments are organizing programs such as enterprise incubation, financial assistance and grants, and providing entrepreneurial training [16, 17]. According to [18], entrepreneurial training is defined as a tool to increase the skills, knowledge, and exposure among SME owners, which can stimulate better and improved performance [18]. Past literature reported that various factors contributed significantly to the entrepreneurial training program's effectiveness [19-22]. One of the main focal points is the significance of training design and its' effect on both individual and business (organization) performance [20, 23-25].

In a study by [23], training design can be explained as a constructed structure delivered during entrepreneurial training. Therefore, the training program needs to structure the method according to the trainees' needs and demands. In addition, [24] claimed that the right design tailor-made to the respective trainee's need is crucial to achieving favourable training outcomes. However, from the perspective of family businesses, the training design that emphasizes family-related issues is scarce. Instead, the current entrepreneurial training program conducted by the government emphasizing on rather generic or aligned to a specific characteristic of the industry [26, 27].

Theoretical Gap in Entrepreneurial Training Design and Family Business SMEs

In the past, numerous studies have been steered in discussing the significance of entrepreneurial training on the performance of the business, specifically among family business SMEs [22, 28-32]. Most of these studies cover a wide range of literature from family business to training, development, and education.

Entrepreneurial training is essential for family businesses' career development programs. According to [28], the family members need to develop a good paradigm towards the business. It is subsequently able to reflect on the performance of the family business positively. It is also claimed that businesses are more likely to gain from the positive learning attitude of the owners who continuously expand their knowledge [5, 32, 33]. The learning is translated into more product and marketing innovations to be implemented, which improves performance. Nevertheless, these studies focused on functional and conventional business training, while scarcity highlights soft skills among family businesses within the government's entrepreneurial activity.

In addition, past studies have discussed the significance of training design on improving the performance of either individual or business entities, including family businesses [20, 24, 25, 34]. In the Malaysian SMEs context, [25] asserted the importance of training programs specially designed to tackle management and entrepreneurship plans, leading to positive performance among SMEs. Meanwhile, a study by [24] posited that training that highlighted the trainees' needs is beneficial to realize a positive outcome both in individual and business. However, there is scarcity in the training design, which emphasizing family-related issues within a family business.

THEORETICAL BACKGROUND

Theoretically, this paper highlights the importance of specific training design and bridges the gap between training design and family business. Also, this paper empirically validates new measurement scales for family-orientation training design as one of the crucial factors within entrepreneurial training conducted explicitly by the government for family business SMEs. Family-orientation training design is defined as a structure of construct presented during entrepreneurial activity, which includes the family-orientation essence of tradition, stability, loyalty, trust, and interdependency during the learning process [23].

Resource-Based View the Underpinning Theory

This paper's main theory used as the underpinning theory is the Resource-Based View (RBV) theory. The RBV theory is commonly used in many other studies in the family business literature [10, 13, 35, 36]. In general, [37] proposed that businesses aiming to achieve sustainable competitive advantage must leverage their resources. Business resources could be described as all sorts of tangible and intangible resources, including assets, information, knowledge, information, capabilities, firm attributes, organizational processes, etc. [37] added that the business controls and exploits these resources, enabling them to plan and implement strategies that improve its efficiency and effectiveness.

Entrepreneurial training is defined as a tool used by entrepreneurs, including family business SMEs to improve their knowledge and skills [18]. Therefore, factors associated with training, such as the design with family-oriented formulation and in line

with the family-orientation concept, are beneficial [38]. Furthermore, the advantages from the tailor-suit elements for family business SMEs' needs could be translated into valuable assets in the form of tacit knowledge and skills that could be effectively applied for the business in the future. Therefore, the entrepreneurial training factors, namely family-orientation training design, fall under the capability resources as per [37] proposition.

From the family business perspective, the five dimensions of family-orientation concepts, namely, tradition, stability, loyalty, trust, and interdependency, can be leveraged for business benefits. These attributes, for instance, undivided commitment and support from the family members, fairness and trustworthiness in doing business, positive routines within a family as well as a high sense of commitment and duty among members in the family [39-42] are the unique features of a family system. These features can be exploited and leveraged by the family business owners to gain a competitive advantage. Most importantly, it is often used and leveraged beyond the economic rationale of the family business [8, 32, 42].

A study conducted by [10] claimed that the RBV theory is a useful framework in enlightening the competitive advantage of a family business. It is revealed that cohesiveness and internal stability among family members could be the reason for the family business to move forward [10]. At the same time, [36] supported such a claim by asserting that family businesses have unique capabilities that offer a competitive advantage due to the "tacitness" in their resources. Specifically, the family-orientation concept in this paper comprising five dimensions of tradition, stability, loyalty, trust, and interdependency are considered as intangible family resources that can be leveraged as their source of strength and beneficial to the business [38, 41].

Family Business SMEs and Its Characteristics

Family businesses have unique characteristics that separate them from other forms of business. According to [43], family members' involvement in the business is the most prominent feature distinguished between family and non-family businesses. While [3] posited that the overlap between family and business systems makes the family business a unique social entity requiring an exclusive approach to managing them. [3] also mentioned that such interaction could form a favourable advantage for the family business in competitive edge against their rivals.

On the one hand, family is recognized as a source of strength for businesses [41, 44]. It is reflected through a high level of motivation and commitment among family members, common business goals to strive for, flexibility in business activities, and prompt decision-making [3]. But, on the other hand, the family could have a negative influence on the business. For instance, [11] posited that unclear task divisions, overlapping job responsibilities, inappropriate planning, incompetent management, and misuse of power are among the disadvantages of a family business.

These issues could hamper family business SMEs' development further. Therefore, an appropriate measure in instilling the proper knowledge and attitude among the family business owners is essential to curb the issues aroused [2, 31, 45]. [45] reiterated that the lack of knowledge and skills among both the owners and the successors of the business could be remedied through training and development activities. Meanwhile, it is posited that educating and training the family business owner should be done by incorporating or embedding the family-orientation concept in the design of the training program [46].

Family-Orientation Concept for Training Design

In this paper, the definition of family-orientation training design is operationalized from the proposed framework of the family orientation concept by [41]. According to [41], the family-orientation concept can be described as an individual family member's perception, relation, and value built upon five key dimensions: tradition, stability, loyalty, trust, and interdependency. The concept offers a superior perspective of the family business as a unique social system. The interactions among family members could affect both the family and business landscape favourably or otherwise. It can be either be leveraged as competitive advantages for the family business or serves as an obstacle that jeopardize both institutions' (family and business) destiny [32, 38, 47].

According to [38], it is significant to incorporate the family-orientation concept in educating and developing family business SMEs. [38] highlighted that the family orientation concept and its dimensions need be incorporated together with other business functional areas such as marketing, finance, product, marketing, and operation. Such an approach could allow holistic learning among the owners of the family business. Moreover, it is also detailed out that each characteristic of the dimension of the family-orientation concept (tradition, stability, loyalty, trust, and interdependency) give a better understanding of how these elements affect the business both directly and indirectly [40, 41].

The Family-orientation concept involves each dimension of family values and its characteristic that defines the entire concept. Table 1 describes the five dimensions of the family-orientation concept: tradition, stability, loyalty, trust, and interdependency. These dimensions proposed by [40, 41] entails a detailed description of characteristics and features that make up each dimension. The elements also describe the relevance and importance of each dimension of the family-orientation concept. In this research, it is noteworthy to highlight that the five dimensions of the family-orientation concept are the core element in developing and constructing the measurement scales of the family-orientation training design construct.

Table 1: Dimension of Family Orientations

Dimension	Characteristics
Tradition	Role identification Rituals and routines Shared history Shared meaning Legacy
Stability	Homeostasis Predictable interaction patterns Rule-governed, boundaries Permanence, resistance to change Sanction of duty and obligation
Loyalty	Sense of duty and obligation Sense of commitment Priority on togetherness Sense of indebtedness
Trust	Safety, security Protection Fairness, reciprocity Trustworthiness

Interdependency

Reliance on one another
Cohesion
Closeness, emotional ties
Support of family members

Source: Lumpkin et al. (2008)

Tradition

Family tradition is considered a vital and fundamental element within the family system. It involves recognizing shared meaning, history, routines and rituals or formalities, roles identification, and legacy [39, 41, 48]. These values within the family serve to associate each member of the family favourably. The positive tradition tends to last through time and preserve family beliefs as well as unique family culture, ethnic and religious [40]. Routines within the family are rooted in the family tradition described as a repetitive and recognizable pattern of interdependent actions. According to [16], the family routine is essential to understanding the nature of family dynamics [16]. In contrast, family rituals suggest a strong affection and bring transgenerational impacts within families [47, 49, 50].

Tradition is also associated with role identification and expectation within the family. For instance, the active role of parents in earning a living and upbringing their child while the reverse role of children is to obey and respect their parents, which is also linked with the concept of legacy [39, 51]. Legacy is referred to as parental accountability and obligation in raising the children. The filial loyalty bounds the children to accommodate their lives somehow to their legacies [41] it could shape the family business approach towards innovation [39]. It is also indicated that through repetition of shared history and meanings among family members, the family success and struggles were highlighted to bring certain recognition in members of later generations [8, 52].

Stability

Studies by [41] stated that stability within the family involves the element of homeostasis (balance in a relationship), predictable interaction patterns, rule-governed and boundaries, permanence and resistance to change, and sanction of unacceptable behaviours. A balanced relationship among family members is critical to creating family harmony. However, individual misconducts could be a damaging scenario, such as prolonged conflicts and unfavourable changes in the family structure [47].

Family stability is practically preserved when there is a rule-governed and boundaries set within the family. Members of a family act to certain governed-rule and boundaries which prevent them from doing what is considered unacceptable behaviours [53]. However, lack of family and business boundaries could lead to internal issues of authority and responsibility that complicates the internal relationship within the family (family social capital), which could lead to various internal issues to the family businesses [54].

Sense of permanence is another feature sought in the family structure where it results in internal stability within the system [55]. It happens when interaction patterns are very much predicted, and those practices in daily life provide an organizing principle for members to follow conveniently, thus framing assumptions within the family [41]. The predicted interaction patterns also could improve a sense of belonging and kinship among members [55].

Loyalty

Loyalty is another vital element within the family that involves a sense of duty and obligation, commitment, priority on togetherness, and indebtedness among family members [41]. A high sense of commitment and responsibility indicates individual members' loyalty in the family that possesses a strong family orientation [43, 45, 51, 56].

A study by [56]) asserted that the undivided commitment given by the successor is a strong determinant for the success of the succession planning process in the family business. Besides, the family's ethical demands of indebtedness towards the younger generations (children and grandchildren), whereby filial loyalty among children is expected towards their parents. Such indebtedness demands among family members make the relationship substantial to be exploited for the benefits of the family business.

As a social group that differs from other social connections, family members are anticipated and expected to remain loyal [41]. This setting indicates a high sense of togetherness among members and portrays strong family orientation compared to those social institutions lacking in such orientation. From the business family context, loyalty is deemed substantial and demanded from both family and non-family members in completing job-related tasks in the business [41]. Both family and non-family members are expected to perform their tasks deliberately to achieve the organizational goals and objectives.

Trust

Trust is another crucial element in the family orientation dimension, and it involves safety and security, protection, fairness and reciprocity, and trustworthiness among members [41]. Indeed, trust is a focal point in the family business as its existence is well beyond the economic rationale and leverage for its competitive advantage [52]. Members' trust is demonstrated by willingness to fulfill others' expectations, share confidences, and work within systems of perceived fairness [41] and relationship that lies upon a shared trust, values cohesion, consensus, and unity at the utmost level [57].

Another characteristic in the trust dimension is a sense of security whereby member's act in fulfilling their roles and obligations, offers a sense of security among family members, and create a peaceful mind. From the perspective of succession planning, a trusted successor gives a sense of security to the owner/s and other members (family or non-family) in the family business [56]. [56] also highlighted that it is crucial for the successor to be a trusted person to inherit and move the business towards achieving business sustainability. In contrast, breaching trust is potentially detrimental to family cohesion [47].

Fairness is another element that describes trust in the family business. In the relational context, fairness is described as an investment and entitlements given by the family members [40, 58]. While in the family business milieu, it represents a collective view of engaging, explaining, synchronizing, flexible, and committed to practicing fairness throughout the business functions [59].

Interdependency

Interdependency is another value that has a significant role in the family business. According to [40], interdependency involves four essential characteristics: reliance on one another, cohesion, closeness and emotional ties, and support of family members. It is built upon emotional relations among members, which leads towards

closeness, eventually resulting in the idea of relying on and supporting one another [41, 48]. [48] posited that family interdependency is one factor that governs the members of family behaviour in the business. Thus, the family members in the business rationalize that the family performs in managing the business are embedded in the family ties. [48]

It is stressed that family members are interdependent on one another to fulfill their basic needs, both emotional and physical needs. While in the family business context, the concept of reciprocity in a relationship is also applicable with family members' willingness to have solid and close support on one another in business functional tasks [60-62], unlike other social structures like superior and subordinates for instance. Such interaction among family members could lead towards favourable performance for the family business.

The concept of interdependency among members in the family, which is described as family social capital, could be central to the potential development of organizational social capital (relationship with the external stakeholders), which is beneficial for favourable results to the business [63]). From the family system point of view, interdependency must be considered high for the family system to work. Any sign of resistance towards that calls for pressures to be exerted to force the situation back to such interdependency [41].

METHODOLOGY

In this paper, there were two stages involved in developing the measurement scales for family-orientation training design—first, the process of reviewing the relevant literature and items generation or development. Second, the process of the pre-testing procedure involved face validity assessment for the measurement scales. Finally, the third stage is the pilot study for verification before the measurement scales are ready for future research.

Stage 1: Literature Reviewing and Items Development

At this stage, this paper conducted a thorough revision on the relevant literature closely related to the subject interest, mainly on entrepreneurial training and family business. This process comprehensively conceptualizes the intended variable constructs based on sound theories [64, 65]). The literature was searched from academic databases such as Emerald, Google Scholar, Springer-Link Journals, and Academic Search Premier using keywords of "family business", "family-orientation", "family values" "training design", "entrepreneurial training" and "business training".

Also, at this stage construct is clearly defined, and its respective dimensions were identified, depicting the definition of the construct set earlier. Here, the measurement scales were derived from the extant empirical studies of the family business and family values which have been identified and contextually relevant from the literature (e.g., [40, 41, 46]).

Therefore, considering each dimension's characteristics in the family-orientation concept, the items for each dimension were generated. Table 2 shows the preliminary items that have been put up for face validity by the experts from the relevant field.

Stage 2: Pre-testing Procedure

A pre-testing procedure was conducted in this research before any actual data collection stage in the study. According to [66], pre-testing is an essential procedure in instrument development, and it is conducted to obtain feedback on the understanding, phrasing, and design of the questionnaire. In addition, there are few crucial motives for performing the pre-testing procedure, which is; (1) aiming to ensure the wording used are appropriate, (2) the sequence of the questions is correctly placed, (3) additional questions are needed or some questions to be eliminated as well, as the instructions are clear and adequate [27].

This paper conducted a face validity assessment to measure how the respondents assess the validity of all the items in measuring the intended construct [67]. This approach requires a group of experts in the relevant fields to give insight into each item that also offers an economical and quick validation method [68]. Experts from the Entrepreneurship Department, Universiti Utara Malaysia (UUM), conducted the face validity assessment in this research. Also, the insights from the practitioners or the government agencies who conducted the entrepreneurial training were also gathered to have a viewpoint from the practitioner's perspective.

The experts were chosen based on their background and expertise in micro and small businesses, including family businesses. Their feedback and thought were gathered in designing the measurement items for family-orientation training design. The experts were first informed of the objectives of this paper, the problem statement, the unit of analysis, and the targeted respondents for the measurement scales. This information is vital for the experts in conducting the assessment on the measurement items for the questionnaire.

Stage 3: Pilot Study

The third stage to complete the measurement scale development is conducting a pilot study. It was conducted to analyze and establish the validity and reliability of the instruments based on the response from small-scale respondents [67, 69]. [69] defined validity as the extent to which an instrument is measuring what it should measure. Reliability refers to the degree to which an instrument has zero error and consistency across various scale items.

A convenience sample of thirty-three SMEs who attended two separate entrepreneurial training conducted by a state government agency in the central region (18 respondents) and a federal government agency in the northern region (15 respondents) were selected. The selection was based upon the location and the availability of the training conducted for economic and time-saving purposes. Before the questionnaire distribution, the respondents were briefed and clarified on few main criteria in answering the questionnaire, particularly on the family business and entrepreneurial training section.

This paper is meant for the owners to present a proper perspective representing the business views. Thus, the business representative, either managers or staff, were not needed to respond to the questionnaire. Also, in getting the best possible response and avoiding any uncertainties or confusion among the training attendees, the measurement scales are prepared in a dual language; English and Bahasa Melayu. Earlier screening identified that all 33 respondents were business owners, and most of the respondents took around five minutes to complete the questionnaire.

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is used to test if the measures of the constructs used in a study are consistent with the studied nature or situation [70]). In this research, CFA is used to examine the internal consistency reliability of the items posted to develop the intended measurement. Internal consistency is vital to ensure all the measured items are 'at the same page', hence connecting between each item in a study [35]. CFA is a procedure to validate all latent variables in the model. The purpose of conducting CFA is to test the model fit, standard factor loadings, and standard errors.

According to [35], it is vital to determine the internal consistency before a test or study to be conducted to ensure the instrument's validity. Meanwhile, Sekaran and Bougie (2016) highlighted that Cronbach's alpha coefficient is the most common method used. It reflects the degree of consistency of the respondents' responses to all items. The internal reliability is achieved when the value of Cronbach's Alpha is above the threshold value of 0.70. This setup indicates that the items used for the construct measures were technically free from error.

Composite Reliability

This paper employed another assessment called Composite Reliability (CR) which is often associated with both items' consistency and stability. According to [50], CR is a remedy to the limitation of alpha coefficient, which is sensitive towards the number of items in the scale which subsequently undermines the intended assessment of internal consistency reliability. CR focuses on the upper bound value where the cut-off point (or outer loading of each measurement item) should be in the range of 0.60 to 0.70, which is deemed satisfactory. In contrast, values below 0.60 indicate the lack of internal consistency reliability between indicators or items in a study.

In addition, it is viable to note that the CR value should be lower than 0.95, which indicates a significant similarity among items and constructs. That would affect the study result in terms of instrument reliability and consistency. As such, this paper pursued the consistency of every item posted in the measurement scales using CR value as per [50] suggestion. While, the coefficient of Cronbach's Alpha was meant to see the overall internal consistency of the construct of family-orientation training design.

ANALYSIS AND RESULTS

In this paper, the results are divided into two different stages: the pre-testing procedure stage and the pilot study stage. The experts' review on the construct measurement scales are being reviewed and assessed in the pre-testing procedure stage, while Alpha's coefficient, composite reliability, and items' outer loading scores are all evaluated at the pilot study stage.

Pre-testing Procedure Results

The pre-testing procedure conducted at the second stage is notably a reduced number of measurement items from the earlier stage. There were 24 items developed at the initial stage before the pre-testing procedure was conducted. However, after every notable feedback from the experts are gathered and reviewed, the measurement items for family-orientation training design were reduced to only 13. These items covering five individual dimensions of family-orientation concept proposed by [41], namely; tradition, stability, loyalty, trust and interdependency.

Pilot Study Results

As for the pilot study, the assessment of CFA based on the Cronbach's Alpha coefficient result presented in Table 2, the internal consistency of the construct, namely, family-orientation training design is recorded at 0.884, and it is well above the threshold value of 0.70 (Sekaran & Bougie, 2016). Thus, it is considered sufficient.

While looking at the composite reliability assessment result recorded 0.932, and again, it is considered at a satisfactory level as it is below the 0.95 marks of significant similarities between items. As for individual items, as shown in Table 2, each item met the minimum requirement with most of the items recorded a score of more than 0.70 and only one item TD4 with (0.652), which is within the range of satisfactory level (0.60 – 0.70). In other words, all of the assessments below showed positive results and can proceed to be used in future studies for data collection.

Table 2: Results of Outer Loadings, Composite Reliability and Cronbach's Alpha

Construct	Code	Items	Outer Loadings	CR	Cronbach's Alpha
Family-Orientation Training Design	TD1	Training that I attended is helpful in identifying individual roles in my family business	0.725	0.932	0.884
	TD2	Training that I attended is helpful in appreciating the family legacy in my family business (i.e. family hierarchy, etc.)	0.728		
	TD3	Training that I attended is helpful in recognising family routines and formalities in my family business (i.e. weekly family gathering, etc.)	0.743		
	TD4	Training that I attended is helpful in promoting individual stability in my family business	0.652		
	TD5	Training that I attended is helpful in emphasising balance in a relationship in my family business	0.753		
	TD6	Training that I attended is helpful in promoting sense of commitment among family members in my family business	0.712		

TD7	Training that I attended is helpful in promoting sense of togetherness among family members in my family business	0.722	
TD8	Training that I attended is helpful in promoting the importance of fairness in a relationship in my family business	0.753	
TD9	Training that I attended is helpful in emphasising the importance of trustworthiness to create harmony in my family business	0.770	
TD10	Training that I attended is helpful in emphasising the importance of trust to provide sense of security in my family business	0.759	
TD11	Training that I attended is helpful in reiterating the needs to support one another in my family business	0.745	
TD12	Training that I attended is helpful in emphasising that family is a source of strength in my family business	0.769	
TD13	Overall, training that I attended is helpful in offering solid foundation in running my family business	0.742	

DISCUSSION AND CONCLUSION

From the previous discussion, this paper advances the theory of resource-based view (RBV) within the family business perspective. Specifically, for the family business, unique features within can be described as resources that the business can exploit and leverage to gain competitive advantage [13, 22, 36]. In this research, family-orientation concept dimensions, specifically, tradition, stability, loyalty, trust, and interdependency, are the family business's resources (business attributes). They should be utilized fully by the business to remain relevant and competitive in the market. Subsequently, this will lead towards achieving sustainability of the business and improve a worrying scenario of longevity among family businesses as per claim [2, 6, 7].

In addition, this research permits more understanding of the significance of family values towards achieving favourable results for the business. Family values or dimensions like tradition, stability, loyalty, trust and interdependency are one of the recipes for success in family business [7, 10, 41, 42, 60, 61]. At the same time, these values should be appropriately channeled to improve entrepreneurial knowledge and skills among the family business owners [46]. [46]posited that the design of the entrepreneurial training, which incorporated the family-orientation concept including tradition, stability, loyalty, trust, and interdependency, help influence the performance of the family business.

From the perspective of entrepreneurial training and its determinant factors, this research advances a solid theoretical foundation and rigorous examination of a construct's measurement scales, namely, family-orientation training design. Also, such a process of measurement development that went through a comprehensive literature

review and empirically validated construct measurement scales make this reliable and meaningful research possible. It involved three important processes of the i) literature reviewing and items development, ii) pre-testing procedure, and iii) pilot study.

Furthermore, few notable feedback gathered from the experts can be viewed as essential and noteworthy in the development of measurement scales. First, it is vital for the entrepreneurial training and its factor of family-orientation training design to be correctly contextualized. It means that the measurement scales or items should be posted in a manner that reflects on the respondents' capability that could influence the performance of the business [13]. Second, the usage of the wording should be emphasized to avoid any jargon and make it difficult for the targeted audiences to understand as per [27, 63, 71] suggestions. Last but not least, the presence of examples is undoubtedly helpful for the respondents to have a clearer picture of the intended meaning of the statement to avoid disinterest and lack of concentration completing the survey.

As for the suggestion for future research, based on the importance of family-related issues to be dealt with more effectively in education, training, and development programs, it is recommended for other researchers to embark on the development of other determinant factors that influence the performance of the family business. The development of measurement scales of contributing factors in training such as trainer attributes and trainee characteristics which focuses explicitly on the family business can be done. These findings will allow more empirical studies and evidence to be gathered within this field and enrich the existing family business literature knowledge.

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