



Original Article

Intergenerational Transfer of Knowledge and Skills Among Rattan Entrepreneurs in Trangsan, Baki, Sukoharjo, Central Java

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Abstract:

This study discusses the process of knowledge transfer carried out by rattan entrepreneurs in Trangsan, Baki, and Sukoharjo Villages. This study uses a qualitative research method with a descriptive research design. The population of this study was rattan entrepreneurs in Trangsan Village, Sukoharjo Regency. The sampling method was carried out through purposive sampling with 8 informants as entrepreneurs because they were part of the founders of rattan businesses that were quite influential in the area. Data collection methods used in this study included interviews and observations. The results of this study are that the process of knowledge transfer of rattan entrepreneurs occurs between generations or from generation to generation. In the knowledge transfer activity, there are four stages, namely Initiation or the initial formation of knowledge, then Implementation, namely the delivery of knowledge from the producer to the successor. Then at the ramp-up level, the successors begin to use the knowledge they have acquired. Then the Integration stage is a form of satisfaction with the knowledge obtained by the successor of the business. In this study, the main obstacle found was that the provision of knowledge requires a long time and long experience due to various factors from the knowledge provider and the readiness of the recipient of the transfer in receiving the knowledge.

Keywords: Business, Knowledge Transfer, Rattan Entrepreneur.

Introduction

The success of the transfer of knowledge and skills to a family company is determined by the giver and recipient of the transfer. Transferring knowledge and skills encounters several factors that encourage and hinder its success. Small and large industrial companies are essential in improving Indonesia's economy through MSMEs (Micro et al.) through companies, one of which is engaged in the furniture/rattan furniture sector (Aljauhari et al., 2023). The national rattan processing industry has experienced



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rapid development, increasing from 20 to 300 companies. In continuing the rattan business, predecessors succeeded in passing on their business to the third generation because their predecessors had been involved since the prospective successor at an early age or in the form of involvement in daily activities in the company's operations (Andi & Nurohman, 2022). By providing the knowledge and skills they have, the economic conditions of entrepreneurs are now more stable because they have been able to overcome various obstacles that may occur.

In SukoHarjo, MSMEs will reach 400,000 business units in 2023; this shows growth from year to year. 350,000 MSMEs in Sukoharjo Regency are spread across 12 sub-districts with various businesses such as food, drinks, crafts, etc (Diskopumdag, 2023). The market for MSME players also varies, spread across various regions and abroad. One of the MSME categories that has the potential to be developed is rattan-based handicrafts/furniture. Rattan crafts are supported by the government Sukoharjo area, one of which is in Trangsan Village, Baki, Sukoharjo. Furniture crafts in Trangsan are in the form of clusters of various entrepreneurs from small to large units. Until now, the rattan industry center in Trangsan Baki village, Sukoharjo, continues to operate as a rattan tourism village and is the largest rattan industry in Sukoharjo. In delivering knowledge transfer, factors support and also hinder the process of transferring skills and knowledge within the company. The challenges that can arise in changing a company's generations also vary from within the family to challenges from outside (Widodo & Putra, 2024). The next generation is expected to be able to provide strategies for running the company after the transfer of leadership takes place by preparing appropriate leadership management, such as company management knowledge, which includes Human Resources (HR), company operations, capital or finance, and marketing the company's products.

Research on knowledge transfer is described in several relevant studies. The first research discussed that providing knowledge between generations requires many aspects that must be prepared regarding educational background and experience, relationships within the family, and high and low levels of trust and shared values to advance the family business (Pranatasari, 2022). The second research explains the role of transfer in the development of the caramel milk industry, which can equalize the modern milk market in the region (Tachyan & Maskarto, 2018). The third research discusses how company successors gain knowledge from their predecessors and from outside the company; successors gain knowledge from several media sources such as the Internet, schools, and the surrounding environment (Kusuma, 2015). The fourth research showed that carrying out knowledge transfer in the batik business required quite a long time in terms of accepting successors (Fitriana & Irhandayaningsih, 2017).

The fifth research discusses how family businesses focus on transferring knowledge and successfully continuing it to the third generation. This transfer takes place in the daily lives of successors (Andi & Nurohman, 2022). In the sixth study, knowledge transfer within the company went through a fairly lengthy process, which took the form of seminars and verbal transfer of knowledge and experience working outside the company. This affects the length of time and the success of knowledge transfer within the family company (Remiasa & Wijaya, 2014). The seventh research paper discusses the planning carried out by the company for its subsidiaries, which will continue the business. The elements that influence the transfer process are the predecessor's awareness, the existence of initiation, the orientation of the predecessor, and the expectations of the predecessor of his successor (Kusuma, 2015). The eighth research discusses valuable knowledge obtained non-verbally or from social interactions and relationships. The challenge often faced is

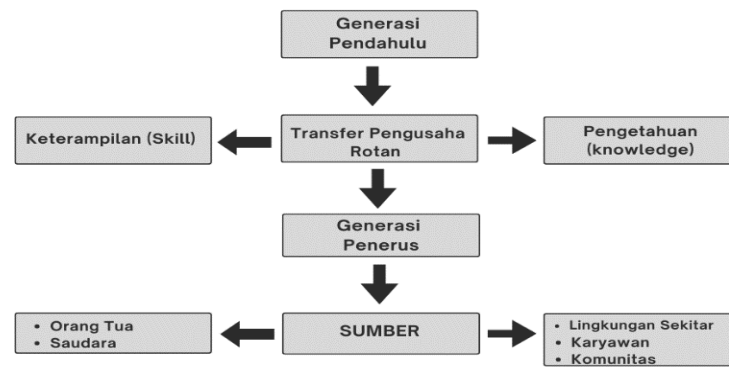
identifying where the competencies are and how to maintain these capabilities to be implemented in multinational companies (Hetharie & Rieuwpassa, 2022). The urgency of research regarding knowledge transfer: This objective is to discover what systems or methods occur in transferring knowledge and skills between generations, especially among rattan entrepreneurs in Sukoharjo. Of the several previous studies found, no one has discussed how knowledge and skills are passed on to rattan entrepreneurs in the production and sales of their rattan business. Therefore, researchers are interested in researching this topic with various similarities and differences so that it can be used as a reference and reinforcement for research that has already been carried out.

Methods

The author uses qualitative research methodology or data preparation using words, narratives, and images. In writing a study, the author determines appropriate data collection techniques. In this research, data collection was used in structured interviews. Two parties carry out structured interviews, during which researchers must create relationships and work together well so that informants are willing to provide valid or accurate information (Sugiyono, 2018). The interview technique used is a structured interview, in which the researcher first prepares several questions for the informant to ask. The structured interview is carried out directly at the research location so that the conversation is more directed and focused on the research topic when conducting the interview. The population of this study was rattan entrepreneurs in Trangsan Village, Sukoharjo Regency. The purposive sampling method was used to assist researchers in determining informants. The informants in this study were 8 rattan businesses in Trangsan Village. They were chosen because they were part of the founders of rattan businesses in the area so they were considered to have good knowledge according to the research theme. The data analysis technique uses descriptive analytical methods, namely describing the data collected in words and images. The data collected from interviews, field notes, documents, and so on is then described to clarify the research. Data analysis, according to Moelong in (Siyoto & Ali Sodik, 2015, p. 98) is the process of organizing data and sorting it into manageable units. According to Moelong, the stages of data analysis are Data Reduction, or making a core summary; Data Presentation, namely presenting the data in narrative form that suits the research problem; and data verification, namely providing conclusions from the data obtained during the research process.

Results

In realizing the successful transfer of knowledge between generations of entrepreneurs in Trangsan, Baki, and Sukoharjo villages, rattan entrepreneurs provide knowledge and skills to the next generation by involving the next generation in their rattan business activities. Transfer of knowledge and skills is an essential part of business operations. Knowledge in a business, especially a family business, must be passed on to the next generation through knowledge transfer to get the same results as their predecessors. The knowledge transfer process is critical so that knowledge continues to develop and the company built by the family can continue to run according to its planned goals. Increasing business sales requires sufficient skills and knowledge to be passed on to the next generation.



Source: Author's data processing results (2024)

Figure 1. Transfer of Knowledge about Rattan Business in Trangsan Village, Sukoharjo Regency

The transfer of knowledge carried out by entrepreneurs can be seen from the previous generations, who transferred knowledge and skills to the next generation in the rattan business. Rattan entrepreneurs have many ways to provide knowledge and skills in running their rattan business. In delivering their transfer process, there are various sources from which knowledge is obtained. The source of this knowledge comes from internal parties or parties who provide knowledge from within, such as parents and siblings. It is an internal source because parents and siblings are the closest sources that the next generation can meet every day in the rattan business activities they run. Apart from that, there are external sources or sources of knowledge from outside. In this case, rattan entrepreneurs in Trangsan get it from the surrounding environment, whereas in Trangsan village, Sukoharjo, most residents are rattan craftsmen and entrepreneurs. Rattan entrepreneurs also get sources of knowledge from the communities or associations they join, where rattan entrepreneurs are members of a cluster formed by BAPPERIDA (Regional et al. Agency) Sukoharjo, which is used as the center for the rattan craftsman industry in Trangsan village.

In the cluster, rattan artisans and entrepreneurs collaborate to advance Trangsan, already known as a rattan tourism village. A family company always needs capital to run its business. The capital required is in the form of capital to run a business and capital to continue the business. When previous generations transfer their knowledge and skills, the capital they need is money, self-confidence, relationships, and consistency to provide knowledge to the next generation. Relationship capital has a vital role in future business sustainability, including relationships between families and outside family members. As is done by several rattan entrepreneurs in the village of Trangsan, Sukoharjo, capital in the form of faith from parents is also the central provision given to the next generation so that they can continue their business. Rattan entrepreneurs in Trangsan also need social capital, which includes neighbors, the rattan community, relatives, and trusted people to ensure the success of their business. Apart from that, entrepreneurs see potential in the next generation, such as their interests, abilities, and mentality to face the ups and downs. The downturn that will occur in their business in the future.

The knowledge transfer process that occurs in family-owned rattan companies uses various methods, including verbal and non-verbal knowledge. The knowledge they provide or receive varies from oral knowledge, which includes information about product marketing, managing and continuing a family business, and developing existing export markets even further. The verbal knowledge provided also supports

what they choose. Parents or the next generation tend to direct but not force their children to follow the same path. Non-verbal knowledge, also known as skills, was also given by the previous generation in the form of skills in making rattan directly and also from small rattan-making techniques, which were accessible to those who were difficult. Non-oral knowledge is also formed when entrepreneurs collaborate with other companies, where this knowledge cannot be explained but also needs to be put into practice. Some entrepreneurs in Trangsan also create non-verbal knowledge through the next generation's involvement in everything related to their business.

The non-verbal knowledge or skills provided are used to make rattan from small finished goods to heavy goods. Rattan-making innovation is also a form of non-verbal knowledge that is imparted. In making rattan that keeps up with the times, innovation is needed to keep up with developments in the rattan sales market. The next generation will obtain innovation from the practices carried out in everyday life so that they will find the skills to make changes to the rattan products they make. The innovations will lead to skills in controlling the rattan sales market, where the more contemporary the goods are, the more interested people will be in buying them. In addition, several entrepreneurs in Trangsan also teach employee management skills, such as forms of communication with employees and the division of work that will be carried out by their employees.

The next generation obtains knowledge about the rattan business through many internal parties, such as parents, siblings, and the environment around the company in the Trangsan area. Parents play an essential role in imparting knowledge because the next generation's interests indirectly depend on parental direction. Several rattan entrepreneurs in Trangsan run their businesses and are motivated to continue the business because of the results obtained by their parents and because it is a business that has been around for generations or between generations. Some rattan entrepreneurs also receive knowledge taught by people entrusted with running their family's rattan business for many years, or what are usually called trusted people. Previous generations provide encouragement and motivation to their children, who will be the next generation of their business. The surrounding environment also determines the success of knowledge transfer because, in this environment, the successors grow and develop.

Knowledge is also obtained from external parties or outside the family, as is the case with rattan entrepreneurs. They gain knowledge in various ways, such as joining rattan entrepreneur communities, where they update activities, provide information and input, and then also offer opportunities for rattan markets or exhibitions, which will come. Several rattan entrepreneurs said they received various solutions and input from people who are more experienced in the rattan business. Then, the knowledge also comes from their experience of attending training, where in this training, they learn about several problems that are often faced by entrepreneurs, such as financial problems and administration, and also learn about making rattan from the raw goods stage until it becomes ready-to-sell rattan goods. External knowledge is also obtained from social media, where on social media, the next generation can access knowledge about rattan sales through digital marketing; then, with social media, the next generation can more easily market their rattan products. These various knowledge and skills are explained in the following table.

Table 1. Types of Knowledge and Skills Acquired

Knowledge	Skills
Continuing the rattan business	Making rattan
Rattan materials	Innovating (current) products
Get export markets	Managing employees
Sales administration	Finishing Products
Knowledge of assets	Enter international exhibitions
Marketing information	Manage production and office.
Collaboration with other companies	Techniques for making webbing
Expanding European export markets	Adds to the appeal of the rattan showroom/place
Financial management (profit and loss)	Requested or Rare Product Design
Marketing via digital marketing	Managing digital marketing (website)
Become a member of a community or cooperative (organization)	Production (Frame, Building, Sanding, Weaving, Finishing, Decor)

Source: Results of processed research data (2024)

In carrying out company regeneration, there are several ways or gaps in how entrepreneurs from both the founding generation and the next generation gain knowledge. Based on research data, entrepreneurs gain knowledge about the rattan business from their predecessors, namely their parents or grandparents. It is mainly the environment around them that shapes their desire or interest in becoming rattan entrepreneurs. The transfer of knowledge between generations does not only grow from the family. However, it can be obtained by the next generation from various things, for example, social media, the community, and the environment around them in the Trangsan, Baki, and Sukoharjo areas, who predominantly work as rattan entrepreneurs.

The transfer of knowledge between generations of rattan entrepreneurs occurs because their predecessor generations will pass on their business to the next generation. The transfer of knowledge begins with parents passing on knowledge to their children so that the next generation can continue their family business. The next generation gets knowledge from various parties, from parents to those outside the family, in various ways. Most rattan business successors are motivated to continue their business because they are familiar with their environment and are ultimately interested in entering the business to continue. The environment around them is their dominant relatives and neighbors who also have rattan businesses that have been running for decades, so the desire and interest of the next generation is formed to continue what is already their little. The next generation is prepared to be the successor to the business that their predecessors ran. In their journey, they will encounter various obstacles that will hinder the progress of their business. As stated by rattan entrepreneurs in Trangsan, the obstacles they often encounter are regarding financial turnover and also low sales

seasons; where when there is a low season, demand for rattan production for sale either domestically or for export abroad will decrease, and this causes their finances to become unstable. Another obstacle that is often faced in running a business is poor communication with employees, which often results in misunderstandings. Then, several of the succeeding generations also said that the obstacles they faced were related to administrative and financial management, which they faced with increasingly tricky export market conditions for selling rattan.

The solution to facing obstacles that hinder them is for some of them to take part in training that teaches business management from the most accessible parts to the most challenging parts. That is where they said that the training and community helped them transfer their company. In the training, it was also said that many people were more experienced in their fields and would help each other by providing input on the rattan business. Especially in the Trangsan area, clusters have been used for entrepreneurs, making it easier for entrepreneurs to discuss and run the same business side by side. Apart from that, to face the problem of the lack of buyers for their rattan products, exhibitions, and social media are solutions the next generation can use to market their products to competition in this digital era efficiently. In a family company, it is hoped that their descendants will continue the business or intergenerationally. In a family business, several important things must be considered, such as human resources and knowledge, because the business will achieve its goals if it matches what is planned and what the business owner will implement. Transfer knowledge and skills are the main things entrepreneurs need to continue running their businesses. In this case, knowledge transfer makes it easier to pass on what entrepreneurs have to the next generation of their business or what the family company means. The knowledge given and obtained takes various forms, from oral knowledge to practical knowledge of direct involvement in the business. The previous generation directly sees the next generation's involvement to find out how much interest they have in the business they will continue in the future (Purbowati, 2018).

The process of providing knowledge will run well if the person giving the knowledge explains and provides the knowledge clearly, and also, the person receiving the knowledge can receive knowledge from the person providing the knowledge or previous generations. Knowledge transfer is essential, especially in family companies, so the business can continue and not stop with just one individual. Intergenerational knowledge plays a vital role as the leading resource for the successful continuation of the family business (Munir, 2022). By transferring knowledge, the previous generation can regenerate the family business, and the next generation can continue the family business with all its innovations for the progress of the family business. The transfer of knowledge between generations of entrepreneurs in the village of Trangsan, Baki, Sukoharjo can be seen from the large number of rattan entrepreneurs who have young successors or the businesses they own are run by their young children aged 22 to 40. This indicates that the majority of rattan entrepreneurs in Trangsan, Sukoharjo, have passed on the knowledge and skills they have to the next generation. The involvement of the next generation in the rattan business, which is predominantly given to their young children, of course, requires involvement from the previous generation or parents in running it because in the running of the rattan business in Baki, some of the next generation are still studying so they have not yet fully taken over their parents' company. The method used by predecessors in transferring their business was showing and involving their children in running a rattan business, then starting to provide verbal knowledge about

how to make rattan crafts and providing opportunities for children or the next generation to practice this work (Kusuma, 2015a).

The initial process of transferring knowledge and skills occurs through habits formed from the daily environment. The successor begins the stage of receiving knowledge transfer by observing the daily activities of the knowledge giver. Based on several informants from rattan entrepreneurs in Trangsan, Baki, and Sukoharjo said that their interest in continuing the rattan business began with them seeing their family's daily activities, which ultimately made them familiar with their business environment. In this initial process, successors tend to observe and begin to assist in business activities. This process is the initial stage in mastering knowledge through practice by its predecessors. After seeing and starting to help the business run, the stage is carrying out practices according to the next generation's abilities. The previous generation began to provide space for the next generation to carry out and manage their business, but still with the involvement of the previous generation behind him (Kusuma, 2015). Not only that, but Successors also gain knowledge from outside the company, such as the local community and various information from social media, to develop their rattan business. This has an impact on the ability to understand previously learned knowledge and skills, the next generation is better prepared to face various things that happen, whether it is something that will make the business progress or even harm the business.

The role of knowledge transfer in running the rattan entrepreneur's business is to make it easier for future generations to gain knowledge from previous generations in various ways and with various factors that influence it. As obtained from research data, most entrepreneurs will indeed pass on their knowledge to their children as the next generation, whether by their interests or not, because in a family business, they inevitably grow up in an environment related to the rattan business. In the process of providing knowledge and skills transfer to entrepreneurs, it can be seen from how they involve their children in the daily activities of their rattan company. Rattan entrepreneurs will allow their children to explore their interests in this work to discover what makes them interested in the rattan business. Involving the younger generation in rattan sales will undoubtedly be very helpful both in terms of marketing and also the creativity of the products they make.

In the process of implementing knowledge transfer, some stages can be taken to achieve success by imparting knowledge from entrepreneurs to the next generation. Apart from that, some factors support and hinder the successful transfer of knowledge from entrepreneurs. Some of these things will be discussed using Gabriel Szulanski's Knowledge Transfer theory, where knowledge is transferred. Huan is quite complex and requires a long process that can make something become a habit for its continuation. Knowledge transfer is seen as a long process and not just a one-time action where, in the process, entrepreneurs create routines that will form within their environment (Szulanski, 1996). In carrying out a process of transferring or imparting knowledge, things will of course occur that make the transfer go well or not. Many problems arise from both the transferee, the recipient or the process of implementing the knowledge transfer. Problems will be quickly resolved by the parties directly involved, in the case of rattan entrepreneurs who are rattan business owners, the predecessor generation, the younger generation, or the next generation. This is because the previous generation has had more mature experience so they can be wiser in solving problems that may occur.

The transfer process has four stages, which can be described as initial implementation efforts and subsequent follow-up, as well as efforts to resolve problems

in the knowledge transfer process. Discussion of the four stages, according to Szulanski, namely Initiation or Initiation, is defined as an opportunity for them to start making transfers. The initiation process begins when entrepreneurs think their business is a family business, which their family members best continue because of various considerations. In this stage, it depends on how difficult it is to find opportunities to transfer and decide whether to pass it on to potential future generations or not. As happened with several rattan entrepreneurs in Trangsan who had the idea of giving or passing on their rattan business to their children because some of them were getting older and felt they were not optimal in running their business and also because they felt they were not modern enough to keep up with current developments there is.

The second stage in knowledge transfer is Implementation, the next initiation stage. Implementation begins with a decision to process existing knowledge. After deciding to transfer his knowledge, the focus shifted to the readiness of existing resources, namely predecessors of rattan entrepreneurs and successors of rattan entrepreneurs. The continuity of the implementation phase depends on the problems faced. In this case, entrepreneurs in Trangsan prepare what they have decided by involving the next generation in the daily running of their businesses. This indirectly makes the implementation process work because the previous generation will know how ready their children are to continue the rattan business.

The third stage, Ramp-Up, begins when the next generation uses the knowledge provided by the previous generation. In the Ramp-Up process, knowledge recipients implement what they gain in daily activities to meet their business expectations (Jokhu, 2023). At this stage, the business successor will solve the problems that occur because he has mastered the business's skills. In rattan entrepreneurs, this happens when the teenage generation has managed the business and is in charge of the consequences. The results are how to process raw rattan into rattan suitable for sale in various regions. The obstacles faced are in terms of workers or employees, consumer satisfaction, and how to expand their sales market. In this case, the successors have started to rack their brains to resolve the various existing obstacles with supervision from the previous generation.

The final stage is integration. This stage begins when the next generation starts to apply all the knowledge and skills they have acquired and get results that are by the knowledge they have obtained, like the young rattan entrepreneurs in Trangsan who have mastered the knowledge and skills provided by starting from processing rattan raw materials into ready-to-sell rattan furniture. They apply various processes, starting from joining a production team or warehouse that manages the sorting of raw materials, then being able to finish rattan products and market rattan products to export markets such as Australia, Spain, Vietnam, France, and several other countries. Rattan entrepreneurs can also double their work, from managing the production department with employees to entering the office to take care of the administration of rattan sales both locally and internationally. From there, the next generation can apply the knowledge and skills their predecessors gave to overcome all forms of ups and downs in their business. The experience and knowledge possessed enables entrepreneurs to undertake various solution-oriented efforts to overcome fluctuations in their business so that the business can run smoothly.

Conclusion

Based on the research results, it can be concluded that rattan entrepreneurs transfer knowledge to the next generation through various sources, both internal and

external. Internal sources are obtained from people closest to them, such as their parents and siblings, and external sources come from the environment around the villages of Trangsan, Baki, and SukoHarjo, the majority of whom work as rattan craftsmen. Then, they also get it from communities, both environmental communities such as clusters and cooperatives and the international community. Four stages form the transfer of knowledge carried out by rattan entrepreneurs. There is an initiation level; the predecessor carries out the knowledge transfer process because the successor needs knowledge about the rattan business so that successors can continue the business. The knowledge provided includes understanding verbal and non-verbal guidance, namely regarding knowledge of managing a business, finding a sales market, and skills in how to make crafts from rattan. At the implementation level, knowledge transferred by predecessors to successors is carried out through direct communication. This is because, according to the predecessor, the transfer of knowledge will be more effective through direct communication.

At the ramp-up level, successors use the knowledge they have gained from their predecessors by running the business that their predecessors have built. Namely, men face obstacles to their business and need to figure out how to solve them. At the integration level, the successor is ready to run the rattan business. From the four levels above, it can be concluded that the process of transferring knowledge carried out by predecessors to the next generation runs according to these levels. It is just that there are a few obstacles in the knowledge transfer process. The method used by predecessors in transferring knowledge is transferring knowledge orally, providing examples, and providing opportunities for successors to practice and carry out trials.

Suggestion

The author's suggestion for business development is to provide innovation and creativity in rattan products made primarily by the next generation, most of whom come from teenagers who understand trends on social media. The previous generation needs to understand better the importance of imparting knowledge and skills on the business they own to the next generation. For the next generation to maximize the use of social media in developing their business, the next generation must also adapt to current developments so that their rattan sales do not decline due to a lack of enthusiasts. Marketing through digital marketing must continue to be pursued because it has pretty large profits, and of course, the rattan products made will be more accessible for people to see via websites or social media.

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