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Sustainable Entrepreneurship: A Family Self-Employment Economic Development Model



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	Abstract
<p><b>Keywords:</b></p> <p>Economic Development Model; Family Self-Employment; Sustainable Entrepreneurship.</p> <p><b>Conflict of Interest Statement:</b></p> <p>The author(s) declared that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p><b>Copyright © 2025 Atestasi. All rights reserved.</b></p>	<p><b>Purpose:</b> This study aims to explore sustainable entrepreneurship as a transformative paradigm that integrates economic growth with environmental and social responsibility. Specifically, it investigates the role of family self-employment in promoting sustainable economic development at the community level.</p> <p><b>Research Design and Methodology:</b> This study employed a qualitative case study approach, collecting data through semi-structured interviews and focus group discussions with family business owners in Geluran Village, Sidoarjo Regency, Indonesia. The Resource-Based View (RBV) theory guided the study in analyzing how internal family resources support sustainability.</p> <p><b>Findings and Discussion:</b> The findings reveal that family self-employment strategically drives sustainable entrepreneurship by fostering resilience, long-term orientation, and ethical business practices. Family businesses are shown to implement sustainability models such as the Triple Bottom Line, circular economy principles, and collaborative networks. Despite their strengths, the heterogeneity of family businesses poses challenges for generalization, indicating the need for more context-specific studies.</p> <p><b>Implications:</b> This research provides practical and policy-level implications by highlighting the potential of family-run enterprises to achieve inclusive and sustainable development. It suggests that targeted support through financial access, capacity-building, and sustainability programs is essential to enhance the contribution of family businesses to long-term economic and social well-being.</p>

Introduction

Sustainable entrepreneurship (SE) is an evolving concept integrating sustainability principles into the entrepreneurial process. It is characterized by the dual objectives of generating economic value while addressing environmental and social challenges. This approach is increasingly recognized as vital for fostering innovation and creating sustainable business models that contribute to the well-being of society and the planet. (Jayaratne et al.,

2019; Sung & Park, 2018; Talić et al., 2020). Sustainable entrepreneurship aims to strike a balance between the "triple bottom line" of economic, social, and environmental objectives. Entrepreneurs in this field are tasked with identifying opportunities that yield profits while promoting ecological stewardship and social equity. This dual focus enables sustainable entrepreneurs to capitalize on market opportunities arising from environmental degradation and social issues, thereby transforming challenges into viable business ventures. (Belz & Binder, 2017; Mutlucan, 2022; Rosário et al., 2022). For instance, the development of green products and services directly responds to the growing demand for sustainability in consumer behavior, reflecting a shift in market dynamics toward more responsible consumption (Sung & Park, 2018; Talić et al., 2020)

The literature highlights that sustainable entrepreneurship is not merely a trend but a necessary evolution in the entrepreneurial landscape. It has gained traction across various sectors as awareness of environmental issues and social responsibilities has increased. Scholars argue that sustainable entrepreneurship embodies a synthesis of traditional and social entrepreneurship, where the latter emphasizes the creation of social value alongside economic benefits (P. Muñoz & Cohen, 2018b; Raudeliūnienė et al., 2014). This integration is crucial as it fosters innovation that can lead to sustainable economic growth, thereby improving living standards and addressing pressing global challenges such as climate change and resource depletion (Mangenda Tshiaba et al., 2021; Wang, 2022). Moreover, sustainable entrepreneurship is seen as a strategic response to the challenges posed by globalization and environmental degradation. Entrepreneurs are increasingly expected to adopt practices that mitigate adverse environmental impacts while enhancing their competitive edge through sustainable innovations (Katsikis & Kyrgidou, 2007; Schaltegger & Wagner, 2011). This shift necessitates a rethinking of business models and practices, where sustainability becomes a core component of strategic planning and operational execution (Belz & Binder, 2017; Raudeliūnienė et al., 2014). The role of education in promoting sustainable entrepreneurship is also emphasized, as it prepares future entrepreneurs to incorporate sustainability into their ventures from the outset (Parra, 2013; Ayob et al., 2023).

Entrepreneurship is pivotal in driving economic development at both community and family levels. It catalyzes job creation, innovation, and the overall enhancement of living standards. The significance of entrepreneurship in economic development can be observed through various dimensions, including its ability to foster local economies, empower communities, and facilitate sustainable growth. One of the primary ways entrepreneurship contributes to economic development is by generating employment opportunities. Small businesses and family-owned enterprises are often the backbone of local economies, providing employment opportunities crucial for community stability and growth. According to Rashidov, the development of small entrepreneurship is crucial for addressing socio-economic challenges within regions, as it fosters a competitive environment that attracts both local and foreign investments, ultimately leading to increased employment rates (Rashidov, 2024). Furthermore, Madzivhandila & Musara (2020) emphasize that entrepreneurship is crucial to economic development, particularly in marginalized communities, where it can help alleviate poverty and promote economic inclusion.

In addition to job creation, entrepreneurship fosters innovation, a vital component for economic sustainability. New ventures often introduce innovative products and services that meet the evolving needs of consumers, thereby stimulating economic activity. Pugh et al.

(2018) emphasize the role of educational institutions in cultivating entrepreneurial talent, which in turn enhances the entrepreneurial capital of a region, ultimately leading to increased innovation and economic resilience. This educational aspect is crucial as it prepares future entrepreneurs to navigate the complexities of the market and contribute effectively to their communities. Moreover, entrepreneurship enhances community engagement and social responsibility. Family businesses, in particular, often take on leadership roles within their communities, contributing financially and through technical assistance and community development initiatives. Fitzgerald et al. (2010) note that business owners in economically vulnerable areas are more likely to engage in socially responsible practices, thereby reinforcing their commitment to community welfare. This sense of responsibility can lead to a more cohesive community, where local businesses actively participate in addressing social issues, thereby further strengthening the area's economic fabric. The interconnectedness of entrepreneurship and community development is also evident in rural areas, where entrepreneurial activities can revitalize local economies. Dhewanto et al. (2020) argue that rural entrepreneurship is crucial for generating new economic activities, which can lead to enhanced welfare and innovation in these regions. Local entrepreneurs can collaborate to address common challenges by fostering a supportive environment and enhancing the overall economic landscape.

While the concept of sustainable entrepreneurship (SE) has been explored extensively in recent literature, much of the existing research has primarily focused on large-scale enterprises or individual entrepreneurs, leaving a notable gap in the empirical and theoretical understanding of family self-employment (FSE) as a viable and strategic model within the SE framework. Most studies emphasize the broader socio-environmental contributions of entrepreneurial activities (Mangenda Tshiaba et al., 2021; Wang, 2022) but often overlook how family-based enterprises, particularly in developing regions, integrate sustainability principles into their business practices. Although Rashidov (2024), Madzivhandila & Musara (2020), and Dhewanto et al., (2020) highlight the importance of small-scale and rural entrepreneurship in driving local economic growth, they do not provide sufficient insights into how such enterprises contribute to the triple-bottom-line—economic, social, and environmental sustainability—especially from a family-based operational structure. Sustainable entrepreneurship is often positioned at the intersection of traditional and social entrepreneurship, yet there is limited exploration of how FSE precisely fits into this synthesis. Furthermore, while studies by Banda & Ngoma (2023) and Lofstrom (2011) underscore the socio-economic value of self-employment, empirical investigations rarely isolate FSE as a distinct category worthy of focused study. Consequently, this research seeks to extend and refine existing theoretical models by examining how FSE contributes to sustainable development outcomes in a measurable and context-specific manner.

This research contributes to the field by conceptualizing family self-employment (FSE) as a strategic and underexplored model within the sustainable entrepreneurship (SE) paradigm. While prior studies have broadly examined the roles of entrepreneurship and self-employment in economic development, few have systematically investigated how FSE integrates sustainability principles across economic, social, and environmental dimensions. The novelty of this study lies in its focused examination of FSE as a vehicle for advancing the triple bottom line, particularly in regions where formal employment opportunities are scarce and informal economies dominate. By analyzing the embedded entrepreneurial values,

adaptive strategies, and social capital inherent in family-run enterprises, this research seeks to extend current theoretical models of SE and provide empirical evidence of FSE's contribution to sustainable development. Furthermore, the study highlights how FSE enhances economic resilience, fosters social inclusion, and promotes environmental responsibility through localized and community-centered approaches. Accordingly, the primary objective of this research is to investigate the role of family self-employment in promoting sustainable entrepreneurship and to assess its impact on inclusive and resilient economic development. The study aims to establish FSE as a credible and replicable model for achieving sustainability goals in diverse socio-economic contexts.

## Literature Review

### *Resource-Based View (RBV) theory*

The Resource-Based View (RBV) theory provides a compelling framework for understanding how internal resources influence competitive advantage, particularly in small-scale and family-owned enterprises (Barney, 1991). Unlike market-based views that emphasize external factors, the Resource-Based View (RBV) highlights the importance of unique internal capabilities—such as tangible assets, human capital, social capital, and organizational routines—that are valuable, rare, inimitable, and non-substitutable. As Fischer et al. (2020) argue, family firms undergoing digital transformation often succeed not because of their external positioning, but because of their ability to strategically deploy internal resources in response to environmental change. These internal capacities, particularly in family self-employment contexts, are deeply embedded in familial relationships, shared values, and trust-based structures, enabling resilience and adaptability in volatile market conditions. Lazarte-Aguirre (2024) extends this perspective by suggesting that the entrepreneurial intentions of family businesses are primarily driven by an inherent resource base that includes familial commitment, intergenerational knowledge, and embedded social networks. These resource bundles shape decision-making and influence the long-term orientation of sustainable entrepreneurial practices.

Beyond mere ownership of resources, RBV emphasizes how effectively these resources are leveraged to build strategic differentiation. Rodgers (2010) found that "families," or the unique bundle of firm-level characteristics related to family involvement, significantly enhance a firm's capacity to convert internal strengths into a sustainable advantage. This is especially pertinent in sustainable entrepreneurship, where innovation, community engagement, and environmental responsibility often stem from deeply held family values and long-term relationships with local stakeholders. According to Habbershon & Williams (1999), the strategic advantage of family firms lies in their ability to sustain consistent value creation through the effective alignment of family goals and firm capabilities. In regions with limited access to formal institutional support, such as Geluran Village in Indonesia, family-run enterprises rely on these embedded capabilities to sustain operations, create employment opportunities, and address community needs. Fang et al. (2012) further emphasize that professionalization in family firms, when aligned with RBV principles, strengthens internal governance and enhances the firm's ability to pursue sustainable growth. Thus, RBV is a powerful lens through which to understand how family self-employment supports sustainable entrepreneurship and contributes meaningfully to inclusive economic development.

### *Sustainable Entrepreneurship*

Sustainable entrepreneurship (SE) represents a form of entrepreneurial activity that integrates economic, social, and environmental dimensions into the core business strategy. It goes beyond profit maximization by embedding social responsibility and environmental consciousness into the entrepreneurial process—an approach that aligns with the widely recognized triple bottom-line framework. (Muñoz & Cohen, 2018). Rather than focusing solely on economic returns, SE emphasizes a balanced pursuit of "people, planet, and profit," responding to increasing societal demands for businesses to be ethically and ecologically responsible. This concept becomes especially pertinent when applied to family self-employment models, where familial values and community bonds have a significant influence on business operations. Research by Lazarte-Aguirre (2024) highlights that sustainable entrepreneurial intentions are often influenced by a sense of purpose and long-term community commitment, particularly in localized and family-owned enterprises. From this perspective, SE is a market-driven strategy and a socially grounded practice in which family enterprises act as economic agents and community stewards.

The application of sustainable entrepreneurship within family businesses demonstrates how these micro-enterprises adapt to local needs by utilizing culturally embedded knowledge and leveraging familial social capital. (Fischer et al., 2020). Such enterprises often incorporate environmental considerations—such as using sustainable materials or implementing energy-saving practices—not out of regulatory compliance, but as a reflection of deeply rooted values and a desire to contribute positively to the local ecosystem. (Hockerts, 2017). SE emerges as a critical tool for resilience and adaptation in regions with limited economic infrastructure, especially when conventional employment pathways are inaccessible. Rodgers (2010) highlights that small and family-owned enterprises are often more agile and responsive to environmental and social changes than larger corporations, making them effective agents of localized sustainable development. In the context of Geluran Village, for example, sustainable entrepreneurship is not a strategic alternative but a necessary response to socio-economic constraints. Integrating SE practices allows family businesses to anticipate future challenges while contributing to inclusive economic development.

### *Family Self-Employment*

Family self-employment refers to entrepreneurial activities managed and operated by family members as the primary economic unit. These types of businesses often emerge out of necessity but are sustained through trust-based relationships, long-term orientation, and firm value systems embedded in family dynamics. In the Indonesian context, self-employment is often a strategy for economic survival and social mobility, particularly in regions with limited access to formal employment opportunities. Asyahid & Satriawan (2024) emphasize that for many Indonesian families, self-employment represents an entrepreneurial venture and a buffer against economic insecurity, enabling families to remain self-reliant and adaptive in uncertain conditions. Moreover, the informal and flexible management style found in family businesses allows them to distribute tasks based on emotional proximity and generational ties, facilitating knowledge transfer and ensuring the continuity of the enterprise. (Pane & Christanti, 2023). Often considered weaknesses in formal business structures, these characteristics can become strategic advantages in a localized, community-driven economy.

The contribution of family self-employment to local economic sustainability is significant. According to the World Bank (2021), small family-run businesses in Indonesia play a crucial



role in job creation and income generation, particularly in rural and semi-urban areas. Self-employed households maintain relatively stable income streams, especially when multiple family members are involved. These enterprises' embeddedness within their communities' social fabric reinforces social cohesion and promotes inclusive growth. Furthermore, parents' employment status and career mobility have a significant influence on the likelihood of future generations continuing or initiating family-run businesses, illustrating a profound intergenerational impact. As Kotler would argue, these businesses are not merely economic agents but cultural and social institutions capable of shaping community values and resilience. In this way, family self-employment serves as a foundation for sustainable entrepreneurship, where profitability is aligned with long-term societal benefits. Thus, within the framework of this research, family self-employment serves as both a microeconomic force and a strategic entry point for fostering sustainable development and localized entrepreneurial innovation.

#### *Economic Development*

Economic development, primarily through a community-based lens, is defined not only by gross domestic product (GDP) growth but also by improvements in local well-being, access to decent work, and the equitable distribution of resources. This broader view prioritizes sustainable value creation that emerges from within communities themselves. Indicators of such development include increased household income, local economic participation, and the strengthening of entrepreneurial capacity across social groups. Nursini (2020) emphasizes that in the Indonesian context, micro and small enterprises (MSEs) are foundational to this development, particularly in marginalized and rural areas. These enterprises empower households economically and socially, serving as pathways out of poverty and into greater community resilience, as noted by Ermawati et al. (2024). Microfinance initiatives and grassroots entrepreneurship have proven critical in alleviating poverty and fostering local economic autonomy across various Indonesian provinces.

Entrepreneurship serves as a vehicle for product creation or job generation and as a transformative process that harnesses localized knowledge, networks, and innovation. This is particularly true in areas where formal employment opportunities are limited and economic activities are embedded in social and familial structures. Madzivhandila & Musara (2020) argue that small enterprises—especially family-managed ones—play a vital role in linking development goals with on-the-ground economic empowerment. These businesses often adopt long-term, socially grounded orientations that help reinforce the economic ecosystem from the bottom up. Entrepreneurial orientation has a significant influence on the performance of small firms, mainly when rooted in adaptive strategies and proactive community engagement. Muñoz & Cohen (2018) emphasize the significance of cultural and individual entrepreneurial characteristics in driving innovation within Micro and Small Enterprises (MSEs). These insights support the notion that economic development cannot be divorced from the individuals driving it, particularly families whose businesses embody local values, adaptability, and collective effort. Within the scope of this study, family self-employment is thus positioned not only as a microeconomic force but as a strategic foundation for building inclusive, participatory, and sustainable economic development from the ground up.

## Research Design and Methodology

### *Study Design*

This study adopted a qualitative research design, specifically utilizing a case study approach to examine the interplay between sustainable entrepreneurship and family self-employment within the broader framework of an economic development model. The case study design was chosen because it provides a rich and contextually grounded understanding of complex social phenomena. As Yin (2016) emphasized, case studies are particularly well-suited for exploring how contextual variables shape outcomes, making them ideal for investigating the nuanced dynamics of social, organizational, and community-based entrepreneurship. This approach enabled the researchers to capture detailed insights into the lived experiences and strategies of family-run enterprises operating in a specific local context.

### *Sample Population or Research Subjects*

The study focused on fifteen participants, all members of the Cemerlang Business Group, who were identified as independent family business owners residing in Geluran Village, Sidoarjo Regency, Indonesia. Geluran Village was selected as the research site due to its notable potential for entrepreneurship development, mainly through self-employment initiatives driven by family units. The participants were selected purposively based on their active engagement in family-run entrepreneurial activities and residence in the targeted region. This sampling strategy ensured that the research captured the experiences of individuals directly involved in the study's subject matter, whose insights could provide meaningful information to inform the research objectives.

### *Data Collection Techniques and Instrument Development*

To ensure a robust understanding of the phenomenon, data collection employed a triangulation strategy, a widely recognized approach in qualitative research for enhancing methodological rigor. (Abdalla et al., 2018). The primary data collection methods included semi-structured interviews and Focus Group Discussions (FGDs). The semi-structured interviews were conducted during the inception phase of the study. They were designed to explore participants' perceptions of sustainable entrepreneurship, family self-employment, and their broader implications for local economic development. Key themes included sustainability practices, government support, local economic impact, operational constraints, and expectations for the future. The interviews were carefully constructed to elicit in-depth responses and were instrumental in revealing how households anticipate and prepare for future challenges and opportunities in their entrepreneurial endeavors.

In addition to interviews, FGDs were conducted to deepen the investigation into how family business owners collectively perceive and respond to sustainability challenges. These discussions built upon insights from the interviews and utilized projective techniques to uncover group-level dynamics and anticipatory strategies related to sustainable entrepreneurship. This dual-method approach allowed for a comprehensive exploration of individual and collective perspectives within the target community.

### *Data Analysis Techniques*

Data analysis was conducted using a thematic analysis approach, guided by data and theoretical triangulation, to ensure the depth and credibility of the findings. As Renz et al.

(2018) emphasize, the concurrent use of multiple data sources and theoretical frameworks strengthens the validity of qualitative research. This study employed the Resource-Based View (RBV) theory as the primary analytical framework. RBV posits that a firm's competitive advantage stems from its unique resources and capabilities. This theory was particularly relevant in family self-employment, where familial assets—such as social capital, human capital, and financial resources—serve as foundational elements of entrepreneurial success. Zahoor et al. (2020) emphasize that the distinct configuration of these resources in family businesses significantly contributes to their competitive advantage. Applying RBV enabled the researchers to interpret how families mobilize their internal resources to build and sustain ventures within their communities.

## **Findings and Discussion**

### *Findings*

#### *Constraints and Challenges of Sustainable Entrepreneurship in Family Self-Employment*

Cultural and social norms have a significant influence on family self-employment, particularly in regions where traditional roles and expectations prevail. Ghouse et al. (2017) highlight that rural women entrepreneurs in Oman face barriers related to inter-clan and inter-tribal cultures, which can restrict their access to resources and support networks. These cultural constraints can limit family members' ability to engage in entrepreneurial activities, thereby stifling innovation and sustainability. Access to financial and non-financial resources is a significant challenge for family businesses seeking to pursue sustainable entrepreneurship. Many family-owned enterprises operate with limited capital, which can restrict their ability to invest in sustainable practices or technologies. Manessah et al. (2015) note that the lack of access to funding and support services can hinder the growth and sustainability of family businesses, particularly in developing economies. This challenge is compounded by the fact that family businesses often rely on personal savings or informal financing, which may not be sufficient for implementing sustainable initiatives.

The level of education and skills among family members can significantly impact the success of sustainable entrepreneurship. Nabi et al. (2016) argue that entrepreneurship education shapes entrepreneurial intentions and capabilities. However, many family businesses lack access to formal education and training programs focusing on sustainable practices. This education gap can lead to a lack of awareness about sustainable entrepreneurship and the skills needed to implement such practices effectively. The dynamics between different generations within family businesses can pose challenges to sustainable entrepreneurship. Woodfield et al. (2017) emphasize that knowledge-sharing and leadership attributes are essential for successful succession in family businesses. However, conflicts between generations regarding business direction and sustainability priorities can impede the adoption of sustainable practices. Younger generations may prioritize sustainability more than older generations, leading to tensions that can affect the business's overall performance.

Family businesses often operate in highly competitive markets, which can pressure them to prioritize short-term profits over long-term sustainability. Rohimi & Kartono (2024) discuss how traditional entrepreneurship focuses on immediate financial gains, potentially neglecting the long-term implications of business strategies. This focus on short-term results can deter family businesses from investing in sustainable practices, which may require upfront costs and a longer time horizon for returns. Many family businesses lack formal strategic planning



processes, hindering their effective implementation of sustainable practices. Jamil et al. (2024) suggest that adopting a strategic entrepreneurship perspective is essential for aligning business goals with sustainability objectives. Without a clear strategic framework, family businesses may struggle to integrate sustainability into their operations, leading to missed opportunities for growth and innovation. Sustainable entrepreneurship in family self-employment faces several constraints and challenges, including cultural norms, limited access to resources, inadequate education and skill development, complex generational dynamics, intense market competition, and a lack of strategic planning. Addressing these challenges is crucial for fostering sustainable practices within family businesses and ensuring long-term viability. By understanding these constraints, stakeholders can develop targeted interventions and support mechanisms that empower family entrepreneurs to embrace sustainability in their ventures.

Based on focus group discussions (FGDs) and interviews, several key constraints and challenges are faced by sustainable entrepreneurs and family businesses engaged in self-employment, as illustrated in Figure 1.



**Figure 1.** Constraints and Challenges of Sustainable Entrepreneurship in Family Self-Employment  
 Source: Research Data (2024)

#### *Financial Barriers*

Sustainable entrepreneurs often perceive more institutional barriers, particularly in terms of a lack of financial support, than their regular counterparts. (Hoogendoorn et al., 2017). Access to financial resources and services is a significant challenge, especially for women entrepreneurs in developing regions. (Khan, 2019). The lack of financial support is frequently cited as an obstacle to starting sustainable businesses. (Muñoz et al., 2020). Sustainable entrepreneurs in family businesses may face ongoing challenges:

- Balancing financial constraints with sustainability investments
- Navigating regulatory and administrative hurdles
- Overcoming informational constraints and knowledge gaps
- Managing complex family dynamics alongside sustainability goals

#### *Administrative and Regulatory Hurdles*

Sustainable entrepreneurs face more administrative barriers and complex procedures when establishing their businesses than traditional entrepreneurs. (Hoogendoorn et al., 2017).

Legal and regulatory barriers can pose significant challenges, particularly in developing countries. (Tunio, Jariko, et al., 2021).

#### *Informational Constraints*

There is often a perceived lack of adequate information and support for sustainable entrepreneurs when starting their ventures. (Hoogendoorn et al., 2017; Khan, 2019). Limited access to knowledge, markets, and networks further compounds these informational barriers. (Khan, 2019).

#### *Stakeholder Management*

Sustainable entrepreneurs face more complex stakeholder relations, leading to a greater fear of personal failure compared to traditional entrepreneurs. (Hoogendoorn et al., 2017). Balancing the needs of various stakeholders while pursuing sustainability goals adds complexity to the entrepreneurial process.

#### *Social and Cultural Factors*

Discriminatory gender norms and attitudes can create additional barriers, especially for women entrepreneurs. (Khan, 2019). Family issues and societal perceptions may also impact sustainable entrepreneurship efforts. (Tunio, Chaudhry, et al., 2021).

#### *Economic Climate*

Many aspiring sustainable entrepreneurs perceive an unfavorable economic climate as a significant obstacle. (Muñoz et al., 2020). Economic uncertainty can make it more challenging to pursue sustainability-oriented business models.

#### *Skills and Capacity*

Limited access to necessary skills and knowledge poses a barrier for sustainable entrepreneurs, particularly in developing regions. (Khan, 2019). The need for specialized expertise in sustainability practices adds to this challenge.

#### *Risk Perception*

While sustainable entrepreneurs do not necessarily differ from regular entrepreneurs in risk attitudes or perceived financial risks, they are more likely to fear personal failure. (Hoogendoorn et al., 2017). This heightened perception of personal risk can impact decision-making and growth strategies.

#### *Balancing Objectives*

Sustainable entrepreneurs face the unique challenge of simultaneously balancing economic, social, and environmental objectives. (Avelar et al., 2024). This triple-bottom-line approach adds complexity to business operations and strategy.

#### *Technological Adaptation*

Integrating digital technologies and innovation into sustainable business models presents opportunities and challenges for entrepreneurs, especially in small and medium-sized enterprises. (Avelar et al., 2024). These constraints often necessitate targeted support from governments, private capital providers, and other stakeholders to foster a more favorable

institutional climate for sustainable entrepreneurship. (Hoogendoorn et al., 2017). Developing specific support programs that cater to the unique needs of sustainable entrepreneurs, particularly those from family businesses, may help overcome these challenges.

### ***Expectations and Future of Sustainable Entrepreneurship in Family Self-Employment***

Sustainable entrepreneurship represents a paradigm shift in how businesses operate, emphasizing the integration of economic, social, and environmental objectives. This approach is particularly relevant in family self-employment, where the dynamics of family values, responsibilities, and community engagement play a crucial role. Sustainable entrepreneurship can be defined as the process of identifying, evaluating, and seizing opportunities that minimize negative environmental impacts while generating social benefits. (Kasimu et al., 2018). This definition highlights the importance of aligning entrepreneurial activities with broader societal goals, which is essential for family businesses that often prioritize legacy, community welfare, and profitability.

The future of sustainable entrepreneurship in family-owned businesses is promising, particularly as societal expectations shift toward more significant environmental and social responsibility. Research indicates that sustainable entrepreneurship is not merely a trend but a necessary evolution in business practices, driven by increasing awareness of environmental degradation and social inequities (Rosário et al., 2022). Family businesses often have a long-term vision and a vested interest in their communities and are well-positioned to lead this charge. They can leverage their unique attributes – such as strong interpersonal relationships and commitment to the community – to foster innovative solutions that address sustainability challenges (Woodfield et al., 2017). Moreover, the motivations for sustainable entrepreneurship within family businesses often stem from a desire to create a positive impact for future generations. This aligns with the concept of "consideration of future consequences," which posits that individuals who are mindful of the long-term effects of their actions are more likely to engage in sustainable practices. (Yasir et al., 2021). Family businesses can harness this intrinsic motivation to cultivate a culture of sustainability that permeates their operations and decision-making processes. This cultural shift is crucial, as it enhances the business's sustainability performance and contributes to the overall well-being of the family unit and the broader community.

Educational institutions also play a pivotal role in shaping the future of sustainable entrepreneurship. By integrating sustainability into entrepreneurship education, universities can equip aspiring entrepreneurs with the necessary skills and knowledge to navigate the complexities of sustainable business practices. (Verdugo & Villarroel, 2021). This educational foundation is crucial for cultivating a new generation of entrepreneurs who are dedicated to striking a balance between economic viability and social and environmental stewardship. As the literature suggests, entrepreneurship education focused on sustainability can significantly influence students' entrepreneurial intentions and behaviors, particularly in family contexts where values and traditions are passed down. (Paiva et al., 2019).

The expectations for sustainable entrepreneurship in family-owned businesses are rooted in the dual goals of economic success and societal benefit. As family businesses increasingly adopt sustainability practices, they contribute to the well-being of their communities and ensure their longevity and relevance in a rapidly changing economic landscape. Integrating sustainability into family business practices, supported by education and a strong

commitment to future generations, will be crucial in driving this transformative journey forward.

Based on the results of FGDs and interviews and the context of sustainable entrepreneurship in family self-employment, here are some key points about the expectations and future of this field as illustrated in Figure 1:



**Figure 2.** Expectations and Future of Sustainable Entrepreneurship in Family Self-Employment

*Source: Research Data (2024)*

#### *Growing Importance of Sustainability*

Sustainability is becoming increasingly essential for family businesses and entrepreneurs. There is a growing expectation for family firms to integrate environmental, social, and governance (ESG) criteria into their operations and strategies. (Tunio, Chaudhry, et al., 2021; (Häußler & Ulrich, 2024). This trend is likely to continue and intensify in the future.

#### *Strategic Approach to Sustainability*

Family businesses are expected to adopt more strategic approaches to sustainability:

- Integrating sustainability into core business strategies and operations
- Balancing economic, social, and environmental objectives simultaneously
- Adopting strategic entrepreneurship orientations to support long-term sustainability (Tunio, Chaudhry, et al., 2021).

Research suggests family businesses will focus on three main clusters of sustainability strategies. (Häußler & Ulrich, 2024):

1. Family values and succession planning
2. Stakeholder relations and communication
3. Risk-taking, innovation, and technology adoption

#### *Increased Stakeholder Engagement*

There will likely be greater emphasis on managing complex stakeholder relationships and improving communication around sustainability efforts. (Tunio, Chaudhry, et al., 2021;

Häußler & Ulrich, 2024). This includes both internal family stakeholders and external stakeholders.

#### *Innovation and Technology*

Sustainable family entrepreneurs are expected to:

- Embrace digital technologies and innovation (Tunio, Chaudhry, et al., 2021; Häußler & Ulrich, 2024)
- Pursue eco-innovation and circular economy practices
- Use technology to reshape entrepreneurial processes (Avelar et al., 2024)

#### *Education and Skill Development*

There will likely be an increased focus on:

- Entrepreneurship education programs tailored for sustainable family businesses (Ndofirepi, 2022)
- Developing specialized skills in sustainability practices and management (Hoogendoorn et al., 2017)

#### *New Opportunities*

The future may bring new opportunities in areas like:

- Addressing unmet social and environmental needs through entrepreneurship[4]
- Developing innovative sustainable business models (Avelar et al., 2024)
- Exploring niche markets aligned with sustainability trends

#### *Policy Support*

Expectations for targeted policy support to enhance the institutional climate for sustainable entrepreneurship in family businesses (Hoogendoorn et al., 2017).

## **Discussion**

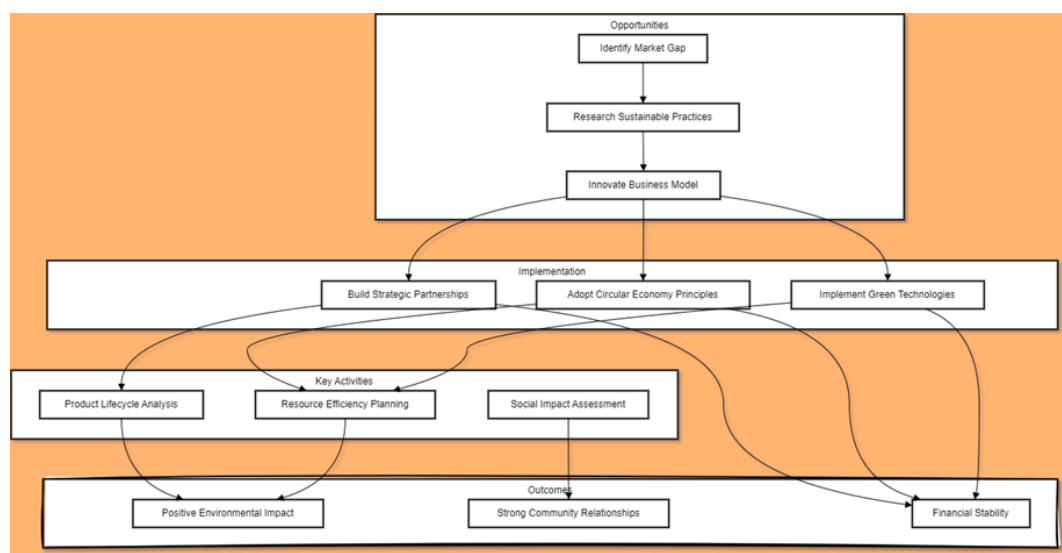
#### *Economic Development Model for Family Self-Employment*

The principles of sustainable entrepreneurship are increasingly shaping the economic development model for family self-employment. This model emphasizes the integration of economic viability with social responsibility and environmental stewardship, which is essential for fostering long-term growth and resilience in family businesses. Sustainable entrepreneurship is discovering and exploiting opportunities that create value while minimizing negative impacts on society and the environment. (Dutta, 2022). This approach is particularly relevant for family businesses, which often have deep-rooted connections to their communities and a vested interest in sustainable practices that can ensure their longevity across generations. (Eze et al., 2020). One of the key components of this economic development model is recognizing the role of family values and traditions in shaping entrepreneurial behavior. Family businesses that prioritize sustainability are often better positioned for transgenerational entrepreneurship as they align their business strategies with the values and expectations of future generations. (Eze et al., 2020). This alignment enhances their competitive advantage and fosters a sense of responsibility towards the community and the environment, leading to innovative solutions that address local challenges. (Aguilar-Luján, 2022). For instance, family businesses in sectors such as retail can adopt sustainable



supply chain management practices that balance economic goals with ecological considerations, thereby contributing to a more sustainable economy. (Pavićević et al., 2023).

The model highlights the significance of entrepreneurship education as a catalyst for promoting sustainable practices in family-owned businesses. Education plays a crucial role in equipping family members with the necessary skills and knowledge to navigate the complexities of sustainable entrepreneurship. (Harahap et al., 2023). By fostering an entrepreneurial mindset that values sustainability, family businesses can enhance their capacity for innovation and adaptability, both of which are crucial for thriving in today's dynamic economic landscape. (Bakator et al., 2022). This educational foundation can also facilitate the development of strategic partnerships and networks that support sustainable business practices, further enhancing their economic impact. (Belitski & Heron, 2017). The model emphasizes the importance of financial literacy as a key determinant of sustainable entrepreneurship among family businesses. Financial literacy empowers family members to make informed decisions about resource allocation, investment in sustainable technologies, and risk management in response to environmental and social challenges. (Bii et al., 2024). By enhancing their financial capabilities, family businesses can better position themselves to capitalize on emerging opportunities in the green economy, thereby contributing to sustainable economic development. (Warsiman et al., 2024). The economic development model for family self-employment rooted in sustainable entrepreneurship offers a comprehensive framework for fostering resilience and growth. By integrating family values, education, and financial literacy into their business practices, family businesses can create a sustainable competitive advantage that benefits their operations and contributes positively to their communities and the environment. This holistic approach is essential for ensuring the long-term viability of family businesses in an increasingly complex and interconnected world.



**Figure 3.** Economic Development Model for Family Self-Employment

*Source: Research Data (2024)*

Based on the search results and the context of economic development models for family self-employment, here are some key points to consider:

### *Simultaneous Equation Model*

Research has utilized a simultaneous equation model to analyze the relationship between self-employment and economic development indicators. (Lee & Winters, 2024):

- The model examines the interdependent relationships between population density, employment, per capita income, and self-employment.
- It uses a system of equations to capture the complex interactions between these factors.
- This approach allows for estimating the impacts of self-employment on regional economic development.

### *Key Economic Indicators*

The model focuses on three leading economic development indicators. (Lee & Winters, 2024):

- Changes in population density
- Employment growth
- Per capita income growth
- These factors are considered simultaneously to provide a comprehensive view of economic development.

### *Self-Employment as a Development Strategy*

Self-employment is increasingly recognized as a crucial economic development strategy, particularly in rural areas. (Dvouletý, 2023):

- It can help alleviate unemployment and poverty in regions facing economic challenges.
- Self-employment provides an alternative to outmigration from rural to urban areas.
- It may contribute to diversifying the local economic structure.

### *Regional Differences*

The impact of self-employment on economic development can vary significantly between metropolitan and non-metropolitan areas. (Dvouletý, 2023):

- In some cases, self-employment had no significant effect on poverty reduction in non-metro areas.
- However, it may have helped lessen declines in quality of life caused by higher unemployment and lower incomes.

### *Policy Implications*

The model suggests several policy implications for promoting family self-employment as a strategy for economic development. (Dvouletý, 2023):

- Improving access to capital through banks and other financial institutions
- Developing education and training programs targeted at entrepreneurs
- Creating policies that foster a supportive environment for self-employment

### *Strategic Entrepreneurship Perspective*

Recent research has emphasized the importance of adopting a strategic entrepreneurship perspective for family businesses. (Jamil et al., 2024):

- This approach combines opportunity-seeking and advantage-seeking behaviors.
- It can enhance competitiveness and wealth creation in family businesses.
- Strategic entrepreneurship is linked to the long-term sustainability of family firms.

### *Sustainability Clusters*

A study identified three main clusters of sustainability strategies for family businesses. (Häußler & Ulrich, 2024):

1. Family values and succession planning; Stakeholder relations and communication
2. Risk-taking, Inventions, and Technologies
3. Entrepreneurship and Intrapreneurship

These clusters highlight the unique aspects of family businesses that influence their approach to sustainable economic development.

## **Conclusion**

This study has explored the role of sustainable entrepreneurship as a strategic model in advancing inclusive and community-based economic development through the lens of family self-employment. By focusing on the intersection between sustainability, family-run enterprises, and local economic activity, the research highlights how family self-employment contributes to household economic resilience and broader social and environmental outcomes. Through qualitative insights and the application of the Resource-Based View (RBV) framework, this study highlights that the internal resources of family businesses—such as social capital, local knowledge, and value-driven operations—can be powerful drivers of sustainable entrepreneurship. The findings emphasize that these businesses serve as economic agents and community stewards, fostering long-term engagement, ethical practices, and adaptive capacity in response to socio-economic challenges.

The value of this study lies in its contribution to theoretical understanding and practical application. Theoretically, it offers a more nuanced perspective on sustainable entrepreneurship by situating it within the context of family self-employment and localized development. Practically, it offers important implications for policymakers and practitioners. The study suggests that supporting family-owned businesses through sustainability training, access to financial resources, and policy incentives can help scale sustainable practices in marginalized and rural economies. From a managerial perspective, family businesses can benefit from adopting structured sustainability models such as the Triple Bottom Line, implementing succession planning, strengthening community partnerships, and improving sustainability reporting mechanisms. The originality of this study stems from its integrated approach, which combines community development theory, Resource-Based View (RBV), and real-world family business practices to propose a sustainable and resilient economic ecosystem model.

However, this study is not without limitations. The focus on a specific local context may limit the generalizability of the findings to broader national or international settings. Additionally, the diversity of family business structures and varying socio-cultural factors make it difficult to establish a one-size-fits-all approach to sustainable entrepreneurship. Future research could expand on this study by examining the long-term sustainability of family self-employment across different economic conditions, exploring the influence of cultural and generational differences on the adoption of sustainable practices, and assessing the role of public policy in supporting sustainable practices within small family firms. Researchers are encouraged to adopt comparative, cross-regional, or longitudinal designs to gain a deeper understanding of the evolving dynamics of family entrepreneurship and

sustainability. Furthermore, policy scholars and practitioners should investigate the regulatory and institutional mechanisms that can effectively facilitate the growth and sustainability of family-based entrepreneurial ventures.

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