Sustainability Entrepreneurship Supply Chain in Family Business

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***Abstract*-A Family business is a company whose majority shareholder is a family, and the position of manager (management) is controlled by family members and it is expected that the family descendants will follow in their footsteps later as managers. In this context, the application of the concept of sustainable supply chain management in the operation strategy of small business seems to be an important function. This supply chain also covers all three aspects of sustainable development: business, environmental, and social. The purpose of this article is to present the current state of the research in sustainable development in relation to managing the supply chain of family business, as well as the empirical findings in this area. This research supposed to analysis of the comparison of Entrepreneurial supply chain and sustainability of family business in China and Indonesia. This research done with Quantitative Method using SEM / Generalized Structured Component Analysis (GeSCA) program by visiting and interviewing with Family business China and Indonesia. The population in this study was a sample of 100 people. The sampling technique is random sampling. This research proves: 1). Leadership, Culture and Innovation have a significant effect on the Entrepreneurial supply chain in Indonesia and China; 2). Leadership and Innovation have a significant effect in Family Business Sustainability. 3). The Entrepreneurial supply chain, Culture and Innovation have a significant effect on the Sustainability of the Family Business, whereas the Leadership is not significant on the Sustainability of the Family Business in China; 4). Entrepreneurial supply chain does not mediate the influence of Leadership, Culture and Innovation on the Sustainability of Family Businesses in Indonesia; but Entrepreneurial supply chain mediates the influence of Leadership, Culture and Innovation on the Sustainability of Family Businesses in China.**

Keywords: Family business, Leadership, Innovation, Culture, Entrepreneurial supply chain, and Sustainability

1. Introduction

The concept of the balanced supply chain assumes that all links are involved in creating the added value, which is not only the value given to the participants in the chain; this value also contributes to the common wealth of present and future generations. Research results from World meters in 2017 indicate that the population in Indonesia is 263 million and ranks fourth among the most populous countries in the world after China, India and the United States. Thus, Indonesia has a large labor force and will develop even bigger. The Central Statistics Agency (BPS) noted that Indonesia's economic growth increased in the first quarter of 2017 compared to the first quarter of 2016 growth, which was from 4.92 percent to 5.01 percent [1-5].

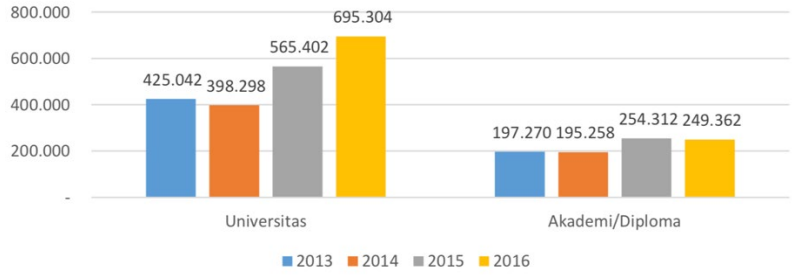

Figure 1. Labor Unemployment

Reported in the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia in 2017 said that Indonesia's entrepreneurial ratio is 3.1 percent and is still low when compared with other countries, for example Malaysia at 5 percent, Singapore 7 percent, China 10 percent, Japan 11 percent and the US 12 percent.

Figure 1 is data from the Central Statistics Agency (BPS) which shows, the number of college graduates working is 12.24 percent and there is an increase in undergraduate unemployment from 2013, which was 398,298 to 695,304 in 2016.

In the early 20th century, Entrepreneurship became a warm study because of its important role in economic development. According to Joseph Schumpeter said that if a country has many entrepreneurs, the country's economic growth will be high, so that it will give birth to high economic development. If a country wants to move forward, there must be a large number of entrepreneurs, because Entrepreneurship is an important behind the driving force in development.

One of the causes of failure in achieving economic growth and economic development of a country is because there is no entrepreneurship at the level of individuals, organizations and society. Previous researchers have said that entrepreneurship plays an important role in economic development, is a vital

component of productivity and growth, plays a role in increasing investment, new business creation, generating job training and home-base business, increasing employment growth, the creation of national identity & leadership and together with management capacity greatly determines business success.

Indonesian Chamber of Commerce and Industry Deputy General Chairperson Rosan Roeslani added, the percentage of new entrepreneurs in Indonesia was only 1.64% of the total population of around 250 million, far less than the international standard of 2%. When viewed from entrepreneurs who still focus on innovation in their production, the figure in Indonesia is even smaller, which is only 0.3%. China and Japan have a percentage of 10%.

The results of PwC's biennial global survey of family businesses: The Missing Middle: Bridging the strategy gap in family firms, said that the family business in Indonesia is optimistic about the future. As many as 88% of respondents target growth and 44% predict rapid and aggressive growth. The main challenges for the next five years for family businesses in Indonesia include innovation, recruiting and retaining competent staff, digital developments and new technologies and market instability in the countries where the business operates. The majority of family businesses in Indonesia are entrepreneurial, streamlined, and have a faster decision-making process. They also argue that family businesses need to work harder to recruit and maintain good HR. In terms of harmony between family and business, 6796 Indonesian family businesses claim that family and business are fully in line. 81% of family businesses in Indonesia have future generations working in companies, higher than the global average (69%). Family-based business in Indonesia occupies a leading position in the Southeast Asia region, especially in planning and preparation for leadership or leadership succession. Based on EIU's research (The Economist Intelligence Unit), as many as 78 percent of family businesses in Indonesia have prepared succession plans.

The entry of China since January 2010 in Asean Free Trade has troubled producers in Indonesia. China has a comparative advantage to Indonesia including: interest rates, electricity prices, labor productivity, port costs and labor costs. Systematic efforts are needed to strengthen the national economy by increasing the number of entrepreneurs by maintaining a successful succession of leadership in a large number of family businesses in Indonesia.

It is undeniable that there are still many who look at one eye on the results of the performance or the family business itself. The company's survival issues that are not lasting between generations, the absence of professionality and social responsibility are problems that are discussed from the existence of family businesses. Maintaining the survival of a family business is the biggest challenge in management work. The author's interest in the family business does not only come from participating in family companies but also from what the author has observed so far. It seems that the structure inherent in successful businesses is often in the "level of tension" with those who characterize harmonious families. This is the "conflict" which is the heart of the uniqueness of the family business.

The purpose of this study is to look at the differences in family business sustainability in China and Indonesia.

2. Theoretical Review

2.1 Family Business

A family company is a company owned, controlled, and run by members of a family or several. However, it does not mean that all workers in the company must be family members. Many family companies, especially small companies, employ other people to occupy lower positions, while high positions (top managers) are held by people in the family of the company.

According to [6] family companies are divided into two types, namely:

1. Family Owned Enterprise (FOE), which is a family-owned company, but managed by professionals from outside the family circle. The role of the family is only as an owner and does not involve themselves in operations in the field.
2. Family Business Enterprise (FBE), which is a company owned and managed by the founding family. The characteristic of this type of company is that key positions in the company are held by family members.

2.2 Entrepreneurship

According to [7] Characteristics of entrepreneurship as follows:

1.
kill at organizing, has the skills in organizing resources to create added value.
2.
alue of achievement over money, more appreciates achievement than money.
3.
esire for responsibility, has a sense of responsibility for the efforts he does.
4.
reference for moderate risk, preferring moderate risk, meaning always avoiding risks, both too low and too high.
5.
onfidence in their ability to success, have the confidence to gain success.
6.
esire for immediate feedback, always requires immediate feedback.
7.
igh level of energy, have enthusiasm and hard work to realize his desires for a better future.
8.
uture orientation, oriented and have perspective and insight far ahead.

2.3 Management

Entrepreneurial leadership according to [8] is a leadership style that is able to delegate, able to build employees behave responsibly, able to make and determine decisions, and work independently.

In [9] states that entrepreneurial leadership has 5 dimensions, namely

1. Orientation of strategies that are driven by perceptions of opportunity
2. Commitment to opportunities
3. Commitment of resources.
4. Control of resources

5. Realistic vision

2.4. Entrepreneurial Supply Chains and Strategic Collaboration

Traditional supply chains have a dominant champion controlling most of the strategic decisions associated with performance. Champions' power emanates from their control over the distribution of value [10]. In exchange for their share of the value they create, participants conform to champions' specifications of types of input to use, the quality standards of outputs, production processes and quantities, delivery locations and times, etc. Because of this uneven power distribution, opportunism [11] tends to be prevalent in traditional supply chains and anonymity becomes valuable [12]. Entrepreneurial supply chains are inter-firm relationships characterized by a mutual recognition of need for, and dependence on, a valuable asset that is inexhaustible in use but easily depreciated with misuse or abuse. Participants in entrepreneurial supply chains, therefore, recognize a shared responsibility in protecting and enhancing the value embedded in the enabling asset through social ties and networks; Firms with proactive and world-class supply management programs are differentiated by hybrid governance structures, where supply managers work closely with business stakeholders to scan the supply market, collect market intelligence, identify opportunities to integrate suppliers with internal requirements, deliver value-added initiatives to create value, and ensure on-going collaboration with key supplier partners

2.5. Innovation

The word innovation comes from the Latin word, "innovation" which means renewal and change. The verb "Innova" which means updating and changing. Innovation can be interpreted as "process" and or "outcome" development and utilization or mobilization of knowledge, skills (including technological skills) and experience to create or improve new products (goods and / or services), processes, and systems that provide value meaningful or significant (especially economic and social). Innovation consists of 4 types, namely:

1. Discovery (Invention) is the creation of a new product, service, or process that has never been done before. This concept tends to be called revolutionary.
2. Development (Extension) is the development of a product, service, or process that already exists. Concepts like this are different applications of existing ideas.
3. Duplication (Duplication) is imitation of a product, service, or process that already exists. However, duplication is not merely an imitation but adds a creative touch to improve the concept to be more able to win the competition.
4. Synthesis (Synthesis) is a combination of concepts and existing factors into new formulations. This process involves taking a number of ideas or products that have been found and formed so that they become products that can be applied in new ways.

Several previous studies related to entrepreneurship in family businesses and sustainability business can be identified. In [13] proved that Leadership influences the success of family companies. In [14] stated The leadership style influences the Entrepreneurial supply chain. Lei Cheng (2018) proved Corporate innovation and political connections have an influence on entrepreneurship. In [15] proved that Innovation affects the sustainability of the business. In [16] stated that Organizational culture has an influence on entrepreneurship in family businesses. In [6] stated that Culture influences entrepreneurship. The entrepreneurial environment affects business sustainability.

3. Research Methods

This research supposed to analysis of the comparison of Entrepreneurial supply chain and sustainability of family business in China and Indonesia. This research done with Quantitative Method using SEM / Generalized Structured Component Analysis (GeSCA) program by visiting and interviewing with Family business China and Indonesia. The population in this study was a sample of 100 people. The sampling technique is random sampling.

4. Analysis and Discussion

A. ANALYSIS

INSTRUMENT TEST

4.1 Validity and Reliability Test

Unidemensionality test of each construct is done by looking at the convergent validity of each construct indicator. Variable Characteristics of Respondents do not need to be tested for Validity and Reliability because it is ordinal scale. Testing is done by doing Discriminant Validity and Composite Reliability as follows:

- **Discriminant validity**

Discriminant validity, is a reflexive indicator measurement based on cross loading with its latent variables. Another method is by comparing the square root of average variance extracted (AVE) values of each construct, with correlations between other constructs in the model. In this connection, it is recommended that the measurement value be greater than 0.50. Furthermore, the results of the Discriminant validity test can be seen as visualized in Table 1 as follows:

Table 1. Discriminant validity test results

Group 1 (Indonesia)	
Variable	**Average variance extracted (AVE)**
Leadership (X1)	0,591
Culture (X2)	0,601
Innovation (X3)	0,785
Entrepreneurial supply chain (Y1)	0,618
Sustainability Of The Family Business (Y2)	0,591

Group 1 (Indonesia)	
Variable	**Average variance extracted (AVE)**
Group 2 (China)	
Variable	**Average variance extracted (AVE)**
Leadership (X1)	0,536
Culture (X2)	0,584
Innovation (X3)	0,599
Entrepreneurial supply chain (Y1)	0,545
Sustainability Of The Family Business (Y2)	0,634

Source: Source: Primary data processed, 2019

Table 1 above, shows the results of discriminant validity testing where all the values of Average variance extracted (AVE) are more than 0.50. Thus it can be concluded that this measurement meets Convergent Validity requirements based on the value of Average Variance Extracted (AVE).

- **Composite Reliability**

Composite reliability testing aims to test the validity of the instrument in a research model. Composite reliability test results can be seen as visualized Table 2 as follows:

Table 2. Composite Reliability Testing Results Reliability

Group 1 (Indonesia)		
Variable	**Composite Reliability**	**Explanation**
Leadership (X1)	0,691	Reliable
Culture (X2)	0,824	Reliable
Innovation (X3)	0,931	Reliable
Entrepreneurial supply chain (Y1)	0,854	Reliable
Sustainability Of The Family Business (Y2)	0761	Reliable
Group 2 (China)		
Leadership (X1)	0,770	Reliable
Culture (X2)	0,814	Reliable
Innovation (X3)	0,832	Reliable
Entrepreneurial supply chain (Y1)	0,829	Reliable
Sustainability Of The Family Business (Y2)	0,851	Reliable

Source: Source: Primary data processed, 2019

Based on Table 2 above, it can be explained the results of composite reliability testing that shows satisfactory values, where all latent variables have been reliable because all of the variable values have composite reliability values ≥ 0.60. In other words, the questionnaire used as an instrument in this study is reliable or consistent. Thus it can be concluded that, all indicators are indeed a measure of their respective constructs.

4.2 Model Test

This study uses a structural equation model of the GSCA approach. Before analyzing, testing or evaluation of an empirical model of research is first carried out. The results of testing the empirical model of this study can be seen in the visualization of Figure 2 for the Group 1 structural model and Figure .3 for the Group 2 structural model as follows:

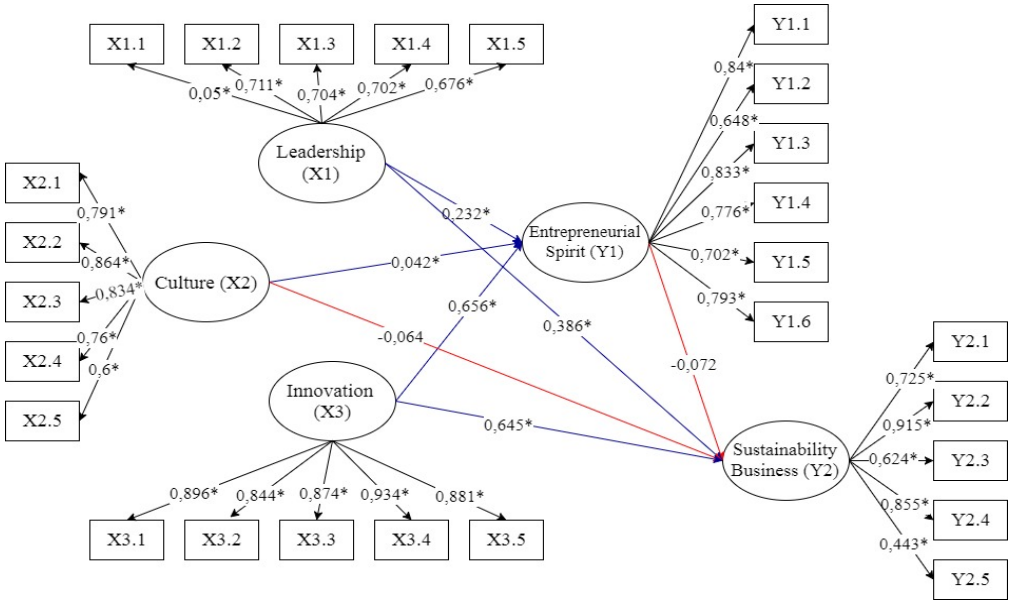

Figure 2. Results of Analysis with GeSCA in Group 1

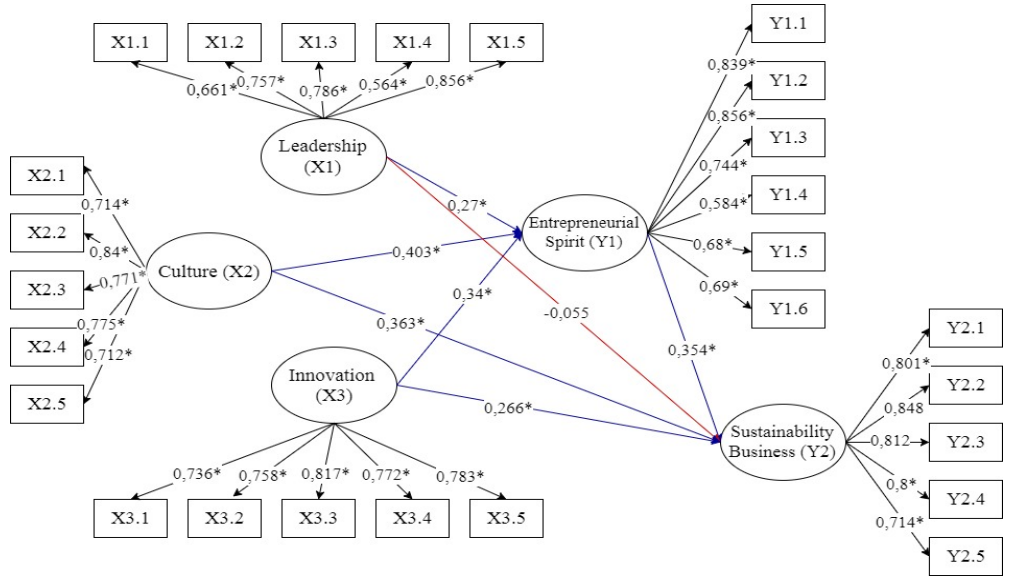

Figure 3. Results of Analysis with GeSCA in Group 2

4.3 Goodness of Fit Model

The theoretical model in the conceptual framework of the study is said to be fit if it is supported by empirical data. There are two indications to see whether the model used is good, namely structural model goodness of fit and overall model goodness of fit. To find out that the hypothetical model that is the goodness of fit overall model is supported by empirical data presented in Table 3

Table 3. Goodness Of Fit Overall Model Testing Results

Criteria	*Cut-of value*	Model Result	Explanation
SRMR	≤ 0,08	0,075	Good Model
GFI	≥ 0,90	0,981	Good Model

Source: Appendix 4 (2019).

Goodness of Fit Overall Model test results based on Table 3 shows that SRMR and GFI have met the cut-off value, then the GSCA model in this study is suitable and feasible to use, so that interpretation can be made for further discussion.

4.4 Variable Measurement Model

Conversion of path diagrams into measurement models for each variable (Leadership (X1), Culture (2), Innovation (X3), Entrepreneurial supply chain (Y1) and Sustainability Of The Family Business (Y2) can be identified through Table 4, Table 5, Table 6 Table 7 and Table 8.

Table 4. Leadership Variable Measurement Model (X1)

Indicator	Estimate	SE	CR
Group 1 (Indonesia)			
X1.1	0.050	0.009	5.57*
X1.2	0.711	0.080	8.87*
X1.3	0.704	0.085	8.28*
X1.4	0.702	0.076	9.22*
X1.5	0.676	0.027	24.96*
Group 2 (China)			

X1.1	0.661	0.176	3.76*
X1.2	0.757	0.054	14.08*
X1.3	0.786	0.062	12.69*
X1.4	0.564	0.094	6.01*
X1.5	0.856	0.025	34.34*

CR* = significant at .05 level
source: Primary data processed (2019)

The Leadership Variable measurement model also informs that the leader has a strategy that is supported by his subordinates to be aware of business opportunities (X1.2) has the highest loading value for group 1 and the leader indicator has a good commitment in channeling resources and monitoring them periodically (X1.5) has the largest loading for group 2. This means that the leader has a strategy that is made by his subordinates to be aware of business opportunities (X1.2) and the leader has a good commitment in channeling resources and monitoring them periodically (X1.5) is the most dominant indicator in measuring Leadership Variables.

Table 5. Culture Variable Measurement Model (X2)

Group 1 (Indonesia)			
Indicator	**Estimate**	**SE**	**CR**
X2.1	0.791	0.027	29.36*
X2.2	0.864	0.018	47.58*
X2.3	0.834	0.010	81.35*
X2.4	0.760	0.053	14.42*
X2.5	0.600	0.142	4.21*
Group 2 (China)			
X2.1	0.714	0.093	7.66*
X2.2	0.840	0.047	17.96*
X2.3	0.771	0.012	65.35*
X2.4	0.775	0.027	28.26*
X2.5	0.712	0.021	34.06*

CR* = significant at .05 level
source: Primary data processed (2019)

The Culture Variable measurement model also informs that Companies pay attention to the security of employees 'work (X2.2) has the highest loading value both group 1 and group 2. This means Companies pay attention to the security of employees' work (X2. 2) is the most dominant indicator in measuring Culture Variables.

Table 6. Innovation Variable Measurement Model (X3)

Group 1 (Indonesia)			
Indicator	**Estimate**	**SE**	**CR**
X3.1	0.896	0.026	34.28*
X3.2	0.844	0.021	39.44*
X3.3	0.874	0.008	108.55*
X3.4	0.934	0.021	43.73*
X3.5	0.881	0.010	92.48*
Group 2 (China)			
X3.1	0.736	0.066	11.13*
X3.2	0.758	0.023	33.08*
X3.3	0.817	0.039	20.87*
X3.4	0.772	0.021	35.98*
X3.5	0.783	0.087	8.99*

CR* = significant at .05 level
source: Primary data processed (2019)

The Variation Innovation measurement model also informs that The company has process innovation (X3.4) has the biggest factor loading value for group 1 and The company has a system innovation (X3.3) has the biggest loading factor for group 2. This means that company has a system innovation (X3.3) and The company has process innovation (X3.4) are the most dominant indicators in measuring the Innovation Variable.

Table 7. Entrepreneurial supply chain Variable Measurement Model (Y1)

Group 1 (Indonesia)			
Indicator	**Estimate**	**SE**	**CR**
Y1.1	0.840	0.029	28.84*
Y1.2	0.648	0.223	2.91*
Y1.3	0.833	0.025	33.38*
Y1.4	0.776	0.031	24.79*
Y1.5	0.702	0.004	189.78*
Y1.6	0.793	0.049	16.13*
Group 2 (China)			
Y1.1	0.839	0.025	33.14*
Y1.2	0.856	0.022	38.68*
Y1.3	0.744	0.035	21.12*
Y1.4	0.584	0.071	8.28*
Y1.5	0.680	0.028	23.9*
Y1.6	0.690	0.044	15.83*

CR* = significant at .05 level
source: Primary data processed (2019)

The Entrepreneurial supply chain Variable measurement model also informs that I have the responsibility for the job (Y1.1) has the highest factor loading value for group 1 and the indicator I have courage in taking risks (Y1.2) has the biggest loading factor for group 2. Hal this means I have responsibility for the job (Y1.1) and indicator I have courage in taking risks (Y1.2)

is the most dominant indicator in measuring Entrepreneurial supply chain Variables.

Table 8. Measurement Model for Sustainability of the Family Business Variable (Y2)

Group 1 (Indonesia)			
Indicator	**Estimate**	**SE**	**CR**
Y2.1	0.725	0.035	20.9*
Y2.2	0.915	0.016	55.84*
Y2.3	0.624	0.036	17.4*
Y2.4	0.855	0.014	62.09*
Y2.5	0.443	0.182	2.43*
Group 2 (China)			
Y2.1	0.801	0.068	11.77*
Y2.2	0.848	0.022	38.42*
Y2.3	0.812	0.017	48.61*
Y2.4	0.800	0.056	14.36*
Y2.5	0.714	0.060	11.94*

CR* = significant at .05 level
source: Primary data processed (2019)

The measurement model of the Sustainability of the Family Business Variable also informs that the company reduces waste during the production process (Y2.2) has the greatest factor loading value for group 1 and group 2. This means that the company reduces waste during the production process (Y2 .2) is the most dominant indicator in measuring the Sustainability of the Family Business Variable.

4.5. Hypothesis Testing Results (Structural Model Test Results)

In the structural model, nine hypotheses of relationship between variables are tested (direct effect). The results of testing the relationship between research variables in full are presented in Table 9 and Table 10:

Tabel 9. Hasil Pengujian Hipotesis Penelitian (Pengaruh Langsung)

Hypothesis	Direct Effect	Path coefficient	Standard Error	Critical Ratio	Explanation
Indonesia (Group 1)					
H1	Leadership->Entrepreneurial supply chain	0.232	0.001	160.94*	significant
H2	Culture->Entrepreneurial supply chain	0.042	0.009	4.85*	significant
H3	Innovation->Entrepreneurial supply chain	0.656	0.033	19.84*	significant
H4	Entrepreneurial supply chain ->Sustainability Of The Family Business	-0.072	0.265	0.28	Not significant
H5	Leadership->Sustainability Of The Family Business	0.386	0.141	2.75*	significant
H6	Culture->Sustainability Of The Family Business	-0.064	0.135	0.47	Not significant
H7	Innovation->Sustainability Of The Family Business	0.645	0.200	3.22*	significant
China (Group 2)					
H1	Leadership->Entrepreneurial supply chain	0.270	0.057	4.73*	significant
H2	Culture->Entrepreneurial supply chain	0.403	0.051	7.92*	significant
H3	Innovation->Entrepreneurial supply chain	0.340	0.097	3.5*	significant
H4	Entrepreneurial supply chain ->Sustainability Of The Family Business	0.354	0.075	4.73*	significant
H5	Leadership->Sustainability Of The Family Business	-0.055	0.079	0.7	Not significant
H6	Culture->Sustainability Of The Family Business	0.363	0.050	7.29*	significant
H7	Innovation->Sustainability Of The Family Business	0.266	0.027	9.96*	significant

CR* = significant at .05 level, source: Primary data processed (2019)

In addition to testing the direct effect, multivariate modeling is also known as an indirect effect. Indirect effect is the product of 2 (two) direct effects. An indirect effect is declared significant if the two direct influences that shape it are significant, if one or both of them are not significant then the effect is not necessarily insignificant. Here are the results of indirect effects.

Table 10. Research Hypothesis Testing Results (Indirect Effect)

Hypothesis	Relationship	Coeffisient	Explanation	Conclusion
Indonesia (Group 1)				
H8	Leadership-> Entrepreneurial supply chain -> Sustainibility Of The Family Business	-0,016	Leadership-> Entrepreneurial supply chain (Sig.), Entrepreneurial supply chain -> Sustainibility Of The Family Business (Non. Sig.)	not significant
H9	Culture-> Entrepreneurial supply chain -> Sustainibility Of The Family Business	-0,003	Culture-> Entrepreneurial supply chain (Non. Sig.), Entrepreneurial supply chain -> Sustainibility Of The Family Business (Non. Sig.)	not significant
H10	Innovation-> Entrepreneurial supply chain -> Sustainibility Of The Family Business	-0,047	Innovation-> Entrepreneurial supply chain (Sig.), Entrepreneurial supply chain -> Sustainibility Of The Family Business (Non. Sig.)	not significant
China (Group 2)				
H8	Leadership-> Entrepreneurial supply chain -> Sustainibility Of The Family Business	0,096	Leadership-> Entrepreneurial supply chain (Sig.), Entrepreneurial supply chain -> Sustainibility Of The Family Business (Sig.)	significant
H9	Culture-> Entrepreneurial supply chain -> Sustainibility Of The Family Business	0,143	Culturre-> Entrepreneurial supply chain (Sig.), Entrepreneurial supply chain -> Sustainibility Of The Family Business (Sig.)	significant
H10	Innovation-> Entrepreneurial supply chain -> Sustainibility Of The Family Business	0,120	Innovation-> Entrepreneurial supply chain (Sig.), Entrepreneurial supply chain -> Sustainibility Of The Family Business (Sig.)	significant

Source: Primary data processed, 2019

Table 9. The results of the analysis show that all relationships between variables on the direct effect show significant results, but there are some direct effects that are not significant. Based on Table 10, the results of testing the indirect effect of structural models and obtained insignificant results in Group 1 and significant results in Group 2. To provide a model description of the relationship between the latent variables of each path in this study clearly, then it looks as visualization Figure 2. for Group 1 (Indonesia) and Figure 3 for Group 2 (China).

5. Conclusion

1. Leadership has a significant effect on Entrepreneurial supply chain in Indonesia. The coefficient marked positive indicates that the higher the Leadership, the higher the Entrepreneurial supply chain will be in Indonesia.
2. Culture has a significant effect on Entrepreneurial supply chain in Indonesia. The coefficient marked positive indicates that the higher the Culture, the higher the Entrepreneurial supply chain will be in Indonesia.
3. Innovation has a significant effect on Entrepreneurial supply chain in Indonesia. The coefficient marked positive indicates that the higher the Innovation, the higher the Entrepreneurial supply chain will be in Indonesia.
4. Entrepreneurial supply chain has no significant effect on Sustainability of the Family Business in Indonesia.
5. Leadership has a significant effect on Sustainability of The Family Business in Indonesia. The coefficient marked positive indicates that the higher the Leadership, the higher the Sustainability of the Family Business in Indonesia
6. Culture has no significant effect on Sustainability of The Family Business in Indonesia.
7. Innovation has a significant effect on Sustainability of The Family Business in Indonesia. The coefficient marked positive indicates that the higher the Innovation, the higher the Sustainability of the Family Business in Indonesia.

8. Leadership has no significant effect on Sustainability of The Family Business through Entrepreneurial supply chain in Indonesia.
9. Culture has no significant effect on Sustainability of The Family Business through Entrepreneurial supply chain in Indonesia.
10. Innovation has no significant effect on Sustainability of The Family Business through Entrepreneurial supply chain in Indonesia.
11. Leadership has a significant effect on Entrepreneurial supply chain in China. The coefficient marked positive indicates that the higher the Leadership, the higher the Entrepreneurial supply chain will be in China.
12. Culture has a significant effect on Entrepreneurial supply chain in China. The coefficient marked positive indicates that the higher the Culture, the higher the Entrepreneurial supply chain in China.
13. Innovation has a significant effect on Entrepreneurial supply chain in China. The coefficient marked positive indicates that the higher the Innovation, the higher the Entrepreneurial supply chain will be in China.
14. Entrepreneurial supply chain has a significant effect on Sustainability of The Family Business in China. The coefficient marked positive indicates that the higher the Entrepreneurial supply chain, the higher the Sustainability of the Family Business in China.
15. Leadership has no significant effect on Sustainability of The Family Business in China.
16. Culture has a significant effect on Sustainability of The Family Business in China. The coefficient marked positive indicates that the higher the Culture, the higher the Sustainability of the Family Business in China.
17. Innovation has a significant effect on Sustainability of The Family Business in China. The coefficient marked positive indicates that the higher the Innovation, the higher the Sustainability of the Family Business in China.
18. Leadership has a significant effect on Sustainability of The Family Business through Entrepreneurial supply chain in China. The coefficient marked positive indicates that the higher the Leadership, the higher the Sustainability of the Family Business by increasing the path of Entrepreneurial supply chain in China. The Entrepreneurial supply chain variable is a perfect mediating variable in the relationship between Leadership and Sustainability of the Family Business.
19. Culture has a significant effect on Sustainability of The Family Business through Entrepreneurial supply chain in China. The coefficient marked positive indicates that the higher the Culture, the higher the Sustainability of the Family Business through enhancing the Entrepreneurial supply chain path in China. The Entrepreneurial supply chain variable is a partial mediating variable in the relationship between Culture and Sustainability of The Family Business.
20. Innovation has a significant effect on Sustainability of The Family Business through Entrepreneurial supply chain in China. The coefficient marked positive indicates that the higher the Innovation, the higher the Sustainability of the Family Business through the improvement of the Entrepreneurial supply chain path in China. The Entrepreneurial supply chain variable is a partial mediating variable in the relationship between Innovation and Sustainability of the Family Business.

Recommendation

From some of the description above, it can be submitted as an improvement material in the form of a number of suggestions for improvement including:

1. **Need planning.** In general, family company researchers agree that the performance of the family company is influenced by good succession planning. The planning is the process of identifying and developing new leaders who can replace the old leaders when they leave, retire or die. The planning increases the availability of experienced staff and competent who are ready to take on this role when available. Caught little, "replacement planning" for key roles at the heart of planning.
2. **Need successors.** In the transfer of family business will occur smoothly if the successor has been better prepared. These preparations include preparing for successors in a friendly manner (affable) and included in the succession planning process including the process of transfer of wealth and ownership rights as well as the things that have the potential to bring wealth (wealth-transfer).
3. **Element management**. The element is the aspect of the unpreparedness of the prospective successor if he loses the holder of a financial position suddenly because the prospective successor must study the company's finances as a whole, the succession preparation is still not structured and systematic and the company does not have a training program to develop the competency of the successor candidate.

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