



Empowered by Autonomy, Bound by Duty:

How Parental Autonomy Support and Normative
Commitment Influence Next-Generation Succession
Intentions in Family Firms

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Abstract

Title: Empowered by Autonomy, Bound by Duty: How Parental Autonomy Support and Normative Commitment Influence Next-Generation Succession Intentions in Family Firms

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The continuity and survival of family businesses depend on their ability to successfully carry out intergenerational succession, which requires the involvement of the next generation. Knowing that the low rates of succession intentions among these members are notorious, this study analyses how parental support for autonomy influences succession intention and assesses the mediating role of normative commitment, as well as the moderating effect of gender and birth order.

A quantitative approach was used to conduct an online survey distributed on the Católica University's LERNE platform. Hayes' macro-model 17 allowed for the empirical testing of the proposed hypotheses by simultaneously analysing a double moderated mediation.

The results suggest that parental support for autonomy significantly increases succession intention; however, normative commitment does not play a mediating role in this relationship. Nevertheless, normative commitment was found to be positively related to succession intention. Additionally, gender was shown to moderate the relationship between parental support for autonomy and succession intention, favouring male descendants, while birth order did not reveal a significant moderating effect on the relationship between normative commitment and succession intention. The practical implications highlight the importance of parents adopting parenting styles that promote autonomy and reinforce young people's connection to the business, strengthening the intention to succeed in the future. Methodological limitations highlight the importance of future longitudinal research.

Keywords: Normative Commitment, Parental Autonomy Support, Succession Intentions, Next Generation, Gender, Birth Order, Family Business

Resumo

Título: Fortalecidos pela Autonomia, vinculados pelo Dever: Como o apoio à Autonomia Parental e o Compromisso Normativo influenciam as Intenções de Sucessão da próxima geração em Empresas Familiares

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A continuidade e sobrevivência das empresas familiares dependem da capacidade de realizar a sucessão intergeracional de forma bem-sucedida, sendo para isso necessário envolver os membros da próxima geração. Sabendo que as baixas taxas de intenção de suceder por parte destes membros são notórias, este estudo analisa de que forma o apoio parental à autonomia influencia a intenção de sucessão e avalia o papel mediador do compromisso normativo, bem como o efeito moderador do género e da ordem de nascimento.

Foi realizado, por meio de uma abordagem quantitativa, um inquérito online distribuído na plataforma LERNE da Universidade Católica. O macro-modelo 17 do processo de Hayes permitiu testar empiricamente as hipóteses propostas ao analisar simultaneamente uma mediação dupla moderada.

Os resultados sugerem que o apoio parental à autonomia aumenta significativamente a intenção de sucessão; no entanto, o compromisso normativo não tem um papel mediador nesta relação. Ainda assim, o compromisso normativo revelou-se positivamente relacionado à intenção de sucessão. Adicionalmente, o género demonstrou moderar a relação entre apoio parental à autonomia e intenção de sucessão, favorecendo os descendentes do sexo masculino, enquanto a ordem de nascimento não revelou um efeito moderador significativo na relação entre o compromisso normativo e a intenção de sucessão. As implicações práticas destacam a importância dos pais adotarem estilos parentais que promovam a autonomia e reforcem a ligação dos jovens ao negócio, fortalecendo a intenção de sucessão futura. As limitações metodológicas evidenciam a importância de futuras investigações longitudinais.

Palavras-chave: Compromisso Normativo, Apoio à Autonomia Parental, Intenções de Sucessão, Próxima Geração, Género, Ordem de Nascimento, Empresa Familiar

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List of Abbreviations

<i>&</i>	<i>And</i>
<i>α</i>	<i>Cronbach's alpha</i>
<i>b</i>	<i>Unstandardized regression coefficient</i>
<i>N</i>	<i>Total number of cases</i>
<i>p</i>	<i>p-value</i>
<i>R²</i>	<i>Multiple correlation squared - measure of strength of association</i>
<i>SE</i>	<i>Standard error</i>
<i>PAS</i>	<i>Parental Autonomy Support</i>
<i>SDT</i>	<i>Self-Determination Theory</i>
<i>SFI</i>	<i>Substantial Family Influence</i>
<i>F-PEC</i>	<i>Family – Power, Experience and Culture</i>

1. Introduction

Family businesses are vital for the global business landscape as their economic impact is undeniable and should not be underestimated (Birdthistle & Hales, 2023). Given their significant historical importance, the survival and continuity of these firms are integrally dependent on a successful intergenerational transition (Nordqvist et al., 2013; Tjano & Janse van Rensburg, 2020). Therefore, succession is considered one of the greatest challenges family firms face (Freiling & Pöschl, 2023; Gagné et al., 2021; Shanine et al., 2023), making it a subject of substantial attention (Daspit et al., 2016; De Massis et al., 2012; Freiling & Pöschl, 2023).

Although the continuity of family firms relies heavily on a successful intergenerational transition, global research reveals a significant succession crisis caused by the low succession intentions of next-generation members (Sieger et al., 2016; Zellweger, 2017). The engagement of these family members is an important contributor to the continuity and success of such firms (Garcia et al., 2019). However, despite widespread acknowledgment of their importance, the factors influencing their engagement and involvement remain limited (Magrelli et al., 2022; De Massis et al., 2016). Family business research has primarily focused on incumbents and organizational processes, rather than on next-generation family members and the psychological and relational factors that shape their motivation and willingness to join the business (Daspit et al., 2016; Jaskiewicz & Dyer, 2017).

1.1. Relevance of the topic, Problem Statement, and Research Question

Researchers in the family business field have long aimed to understand how businesses are passed from one generation to the next, making succession a key topic of interest (Cruz et al., 2013; Gagné et al., 2021; Long & Chrisman, 2014). For the involved families, succession is a fundamental prerequisite for maintaining the intergenerational competitive advantage and ensuring their businesses' longevity (Bjuggren & Sund, 2001; Royer et al., 2008). Understanding it has become even more critical due to the low succession intention among next-generation family members (Zhu & Zhou, 2022), complicating efforts to preserve family business values, goals, and vision (Cabrera-Suárez & Martín-Santana, 2012; Cabrera-Suárez et al., 2001). However, grasping this process is challenging due to an unavoidable overlap between business and family aspects (Olson et al., 2003; Tagiuri & Davis, 1996).

In this context, the literature recognizes the important role of parents and their behaviors (McMullen & Warnick, 2015; Ntari & Deliwe, 2024; Suhartanto, 2023), considering that early family-domain parental behaviors are highly likely to influence the next-generation members' intentions and attitudes toward succession (Miller et al., 2003). Among these, parental support and control are particularly significant, as they can strengthen or weaken the next-generation members' intentions to succeed in the family business (Lyons et al., 2024; Schröder & Schmitt-Rodermund, 2013). Despite the growing attention to this topic, researchers still note that little is known about the mechanisms affecting successors' involvement, especially regarding the role of parents and their influence on successor commitment (Garcia et al., 2019; Lyons et al., 2024; Martin-Cruz et al., 2020; McMullen & Warnick, 2015; Zhu & Zhou, 2022).

While some studies have examined forms of parental support—such as emotional support, career modeling, explicit encouragement, and instrumental assistance—and demonstrated their impact on various types of successor commitment, and consequently on succession intentions (Garcia et al., 2019; Lyons et al., 2024; Suhartanto, 2024), parental support for autonomy remains largely unexplored. Furthermore, parental autonomy support has been shown to play a significant role in career-related outcomes, being associated with career development (Tang et al., 2013), career adaptability (Zhao et al., 2024), and indirectly with career well-being through the satisfaction of autonomy and competence needs (Pesch et al., 2016). Additionally, individual characteristics such as gender and birth order are also prominent in succession research, as they often relate to gender inequality and preferences for the firstborn child (Ahrens et al., 2015; Aldamiz-Echevarría et al., 2017; Schenkel et al., 2016). In this context, it is relevant to understand whether these factors lead to differences in the perception of support for autonomy or in the sense of obligation toward the family business, which in turn could influence next-generation members' intentions to succeed.

Thus, given the gaps identified in the literature and the need to better understand the mechanisms that influence the next-generation members' succession intentions, namely the role of parents, my dissertation aims to add relevance to the existing literature by seeking to answer the following research question:

RQ: Does perceived parental autonomy support influence next-generation members' succession intentions in family firms through normative commitment?

1.2. Overview of the dissertation's structure

This thesis is structured into five main chapters, following a traditional format of academic research. The first chapter introduces the topic, emphasizes its importance, and presents the problem statement along with the research questions. The second chapter provides a critical overview of the existing literature, synthesizing the main contributions regarding perceived parental autonomy support, normative commitment, and succession intention, as well as the influence of moderators like gender and birth order. This chapter also contextualizes Self-Determination Theory and formulates the hypotheses. The third chapter describes the methodology, data collection process, and explains the variables studied. The fourth chapter analyses the empirical results, including descriptive and reliability analyses and hypothesis testing. Finally, the last chapter summarizes the main conclusions, discusses the findings, presents implications and limitations of the study, and offers suggestions for future research.

2. Literature Review

2.1. Family Firms

Handler (1989) identified the persistent difficulty in establishing a clear and consensual definition of a family business as one of the significant challenges in the field. Although the empirical identification of family businesses may seem, at first glance, intuitive, even specialized academics recognize the complexity involved in precisely defining them (Shanker & Astrachan, 1996). Such ambiguity has significant implications for knowledge production, since conceptual clarity is the basis for systematic analysis and the development of robust theoretical frameworks (Díaz-Moriana et al., 2018). Nevertheless, Chua et al. (1999) note that there is a common understanding that businesses simultaneously owned and managed by a nuclear family fit this concept. However, when different configurations of ownership and involvement in management emerge, new perspectives arise among academics regarding the criteria to be adopted (Chua et al., 1999). The most frequently used criteria include the ownership of at least 50% of the business (Baltazar et al., 2023), a minimum of 25% voting rights (Andres, 2008), control over strategic decisions, active family involvement in management, and multiple generations' participation (Shanker & Astrachan, 1996). According to Díaz-Moriana et al. (2018), five main approaches have guided the definition of the concept: the three-circle model (Tagiuri & Davis, 1996; Gersick et al., 1999); the behavioral definition (Chua et al., 1999); the approach focused on the degree of family involvement (Astrachan & Shanker, 2003); the familiness perspective (Habbershon & Williams, 1999); and finally, the F-

PEC and SFI scales (Astrachan et al., 2002; Klein, 2000). Among these, the behavioral definition defines a Family Business as “a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families” (Chua et al., 1999, p. 25). By highlighting transgenerational intentionality as a central element, this definition provides a deeper and more dynamic analytical framework, surpassing the structural criteria traditionally employed in the literature.

In addition to a transgenerational orientation, family businesses are characterized by a singular ownership and governance structure, in which family owners simultaneously hold the authority, incentives, and rights to create value distinctly and uniquely (Aguilera et al., 2024). Such concentrated ownership configuration frequently leads to a more centralized management centred on the CEO (Carney, 2005; Feltham et al., 2005), with less formalization (Stewart & Hitt, 2012; Zhang & Ma, 2009) and less use of incentive compensation mechanisms (De Massis et al., 2016; Neckebrouck et al., 2018). Such a structure, combined with the possibility of transferring resources between generations, favours a long-term orientation and a risk-averse posture, reflecting a concern for preserving family wealth (Gómez-Mejía et al., 2007). This orientation is largely explained by the logic of socioemotional wealth, understood as the non-financial affective value families seek to protect and expand through control of the business (Berrone et al., 2010; Gómez-Mejía et al., 2011; Combs et al., 2023).

However, no single definition of a family business is universally recognized (Marques et al., 2022). The use of diverse criteria and frameworks yields findings that vary based on the chosen definition, leading to inconsistent outcomes and limited comparability across studies (Arregle et al., 2021; Calabrò et al., 2025). Nevertheless, it is widely accepted that family businesses play a significant role in the global economy (Bjuggren, 2015; Powell & Eddleston, 2017; Eugster, 2018), as they are recognized as the oldest form of organization (Dana & Ramadani, 2015; Ingram & Glód, 2018; Ramadani et al., 2020) and dominate the business landscape (Arregle et al., 2021). According to Asaf et al. (2023), based on an analysis of 600 publicly listed family-owned businesses and on a survey of another 600 primarily private businesses worldwide, family-owned businesses contribute over 70% of global GDP and approximately 60% of global employment, with average economic profits of \$77.5 million. Additionally, the EY and University of St. Gallen report (2025) reveals that the 500 largest family businesses

generate \$8.8 trillion in revenue, a figure that, if considered as an economic unit, would correspond to the third largest GDP in the world, behind only China and the United States, and employ more than 25 million people in 44 jurisdictions. Turning to sector representation, the retail sector is the most prominent, accounting for 20% of the companies in the index and 26% of total revenues (\$2.25 trillion), followed by the consumer products (19%), advanced manufacturing (15%), and mobility (9%) sectors.

Researchers in the field of family businesses have extensively compared family and non-family businesses. However, many of these studies rely on dichotomous variables that implicitly treat family businesses as uniform, ignoring their internal diversity, which may explain differences in their goals, governance structures, and resources (Chua et al., 2012). Such diversity, resulting from family involvement in management and ownership, adds complexities that some authors argue create bigger differences among family businesses than between family and non-family businesses (Bennedsen et al., 2010; Chrisman & Patel, 2012).

2.1.2. Next-Generation Members' Succession Intentions

Succession is a critical phase in the development and ongoing sustainability of a family business (Marques et al., 2022), defined as the set of “actions, events, and organizational mechanisms by which leadership at the top of the firm, and often ownership, are transferred” (Le Breton-Miller et al., 2004, p. 305) between family members (De Massis et al., 2008). This transition is widely recognized as the main challenge faced by family businesses (Ren et al., 2024), given its economic and strategic impact, as well as factors such as the family manager’s goals, next-generation readiness, family structure, and financial or legal considerations (Bau et al., 2013; Boyd et al., 2015; De Massis et al., 2008). As a result, most family businesses do not survive beyond the first generation (Daspit et al., 2016). Approximately 30% reach the second generation, then drop to 15% by the third, and only 11% survive to the fourth (Poza, 2014). The low rate of generational transition has been widely described as a succession crisis (Sieger et al., 2016; Zellweger, 2017), reflecting the difficulty of ensuring intergenerational continuity in the face of a shortage of successors willing or prepared to take over leadership (De Massis et al., 2014). Therefore, succession is one of the most frequently studied and important topics in family business literature (De Massis et al., 2012), given that the survival and sustainability of these organizations, as well as the success of the succession process, depend largely on the involvement and motivation of the next generation (Garcia et al., 2019; Sharma, 2004).

The importance of the next generation to the continuity of family businesses is reflected in their succession intentions, that is, their willingness to assume leadership responsibilities in their parents' company (Zellweger et al., 2011). However, despite the role attributed to this group, the literature shows a significant reduction in such intentions, which has contributed to aggravating the current succession crisis (Sieger et al., 2016; Zellweger, 2017) and threatening family continuity and legacy (Lyons et al., 2024; Cabrera-Suárez et al., 2001). Furthermore, empirical data also confirms this trend: the Global University Students' Spirit Survey (GUESSS) 2018 reveals that only 5.53% of the 30,835 students with a background in family businesses plan to take over the family business immediately after their studies, and only 6.23% expressed this intention five years later after completing their studies (Sieger et al., 2019).

A key factor in shaping such involvement in the family business is family relationships (García et al., 2019). Parents, as the first and most influential social figures (Zhu & Zhou, 2022), play a central role in this process, shaping children's personalities, attitudes, values, behaviors, and career choices (Carr & Sequeira, 2007; Lyons et al., 2024; Miller et al., 2003). This involvement begins to take shape early on, as growing up in a context where parents are both owners and managers creates a particular environment for the development of professional intentions (Zellweger et al., 2011). Constant exposure to the opportunities and challenges of the family business, supported by a transgenerational logic (Chua et al., 1999), influences the career aspirations of those raised in such contexts, as their professional aspirations often reflect the experiences accumulated while growing up in the family business environment (Schröder & Schmitt-Rodermund, 2013; Suhartanto, 2023; Zellweger et al., 2011). The way children interpret parental behaviors and attitudes is decisive, as perceptions of support and encouragement tend to reinforce involvement and identification with the family business, while perceptions of pressure or control can generate resistance or alienation (García et al., 2019; Lyons et al., 2024). Still, this process is not without its dilemmas, as potential successors often face the challenge of reconciling their personal aspirations with family expectations (Murphy & Lambrechts, 2015). For this reason, it is common for young people with a background in family businesses to simultaneously reveal self-determined motivations for joining the business and feelings of obligation towards the family (Schröder & Schmitt-Rodermund, 2013), thus guiding their professional choices more by a commitment to the continuity and well-being of the family business than by their own individual interests (Murphy & Lambrechts, 2015).

Therefore, the way parents express support, exert influence, and communicate their expectations has an impact on their children's predisposition to join the business and on how they perceive that choice as an act of autonomy or moral obligation (Dawson et al., 2015; Garcia et al., 2019; Lyons et al., 2024; Schröder & Schmitt-Rodermund, 2013; Zhu & Zhou, 2022). In this context, perceived parental autonomy support and normative commitment emerge as particularly relevant concepts for understanding the mechanisms underlying succession intentions, allowing us to analyse how perceptions of support and family duty contribute to the intergenerational continuity of family businesses (Zhu & Zhou, 2022; Meyer & Parfyonova, 2010).

2.2. Self-Determination Theory

Self-determination theory (SDT) (Ryan & Deci, 2000, 2017) is a human, multi-dimensional motivation theory rooted in a dialectical and organismic perspective (Ryan & Deci, 2017). It assumes that individuals are agentic beings (Slemp et al., 2021) with an innate and natural tendency to grow, integrate experiences, and develop a consistent sense of self (Ryan & Deci, 2002). These tendencies emerge once individuals satisfy three fundamental universal psychological needs (Ryan & Deci, 2020; Van den Broeck et al., 2010): autonomy (deCharms, 1968; Deci, 1975), defined as taking initiative and ownership in one's actions; competence (Harter, 1978; White, 1963), conceptualized as perceiving oneself as capable of mastering and succeeding in the tasks performed; and relatedness (Baumeister & Leary, 1995; Reis, 1994), theorized as feeling a sense of belonging and being emotionally connected to significant figures in one's life (Gagné, 2003; Ryan & Deci, 2020). Satisfying these needs brings numerous benefits, including optimal motivation, performance, and well-being (Niemic & Ryan, 2009; Ryan & Deci, 2017, 2019; Slemp et al., 2018; Vansteenkiste & Ryan, 2013). Conversely, the frustration of such basic needs contributes to less self-determined motivation forms, ill-being, and suboptimal functioning (Ryan & Deci, 2017, 2019; Vansteenkiste & Ryan, 2013; Vansteenkiste et al., 2020). However, that satisfaction does not occur autonomously; it requires the support of the environmental and social context (Mossman et al., 2024; Ryan & Deci, 2020).

Within SDT, the social context plays a central role in an individual's motivation as it can either influence the satisfaction or frustration of the three fundamental psychological needs (Ryan & Deci, 2017). Contextual conditions that promote the satisfaction of these needs enhance intrinsic motivation and increase self-determined behaviors; conversely, when the context

diminishes these needs, motivation becomes more controlled or may diminish (Gagné & Deci, 2005; Deci et al., 2017). Given the decisive role of interpersonal behavior in motivational processes, SDT research highlights the impact of significant figures such as parents, teachers, and supervisors who, through their relational style, can either nurture or hinder individuals' motivational development (Pelletier et al., 2001). However, it is unquestionable that parents are the most significant influence responsible for a child's autonomy development (Betzler, 2015; Ryan & Deci, 2017). Within the parent-child relationship, two distinct interpersonal styles are identified: a controlling parenting style, marked by pressure and ignoring children's perspectives, and an autonomy-supportive parenting style, which encourages choice, supports children's participation in decision-making, and expresses empathy (Lerner et al., 2022; Ryan & Deci, 2017).

2.3. Perceived Parental Autonomy Support & Family Business

Parental Autonomy Support (PAS) is characterized by an empathetic consideration of children's perspectives, the encouragement and support of children's freedom of choice, being understanding, and providing fair rewards (Cook, 1991; Vasquez et al., 2016; Yang et al., 2021). However, such a parenting style does not imply a lack of involvement or unrestrained permissiveness. On the contrary, it is compatible with close and secure relationships, wherein parents show care and affection without resorting to forms of control, allowing their children to develop a sense of self-determination in their choices and actions (Soenens & Vansteenkiste, 2005).

Psychological literature has robustly demonstrated the numerous benefits PAS brings to children's adaptive development. When parents provide autonomous support, their children present autonomous motivation (Grolnick et al., 2015), psychological growth (Ryan & Deci, 2017), and mental and physical health benefits (Hwang & Jung, 2022; Reed et al., 2016; Vasquez et al., 2016). According to SDT, such a positive impact stems from the PAS's capacity to influence and satisfy the fundamental psychological needs: autonomy, competence, and relatedness (Du et al., 2023; Hagger & Chatzisarantis, 2016). In turn, such satisfaction leads to increased intrinsic motivation (Wang, 2017), strengthening of the parent-child relationship, positive engagement in school (Ryan & Deci, 2017), and academic achievement (Vasquez et al., 2016). Empirically, need satisfaction through PAS is intensified when both parents adopt behaviors of autonomy support (Barbierik et al., 2022; Du et al., 2023) and is observed

consistently in different social contexts, both in Western individualist cultures and in collectivist cultures (Cordeiro et al., 2015; Inguglia et al., 2015; Marbell & Grolnick, 2013; Zhou et al., 2019).

Despite the consistency of these findings, research on PAS remains scarce in the context of family businesses, where parental influence is particularly relevant to intergenerational continuity. The literature shows that parental style and parental identification are associated with a greater predisposition of members of the next generation to join the family business (Ntari & Deliwe, 2024), while perceived parental care is likewise associated with higher succession intentions (Zhu & Zhou, 2022). It has also been theorized that higher levels of emotional and instrumental support from parents contribute to their children developing a greater motivation and intention to engage in the family business (García et al., 2019). Other studies reinforce that different forms of parental support, including instrumental assistance, verbal encouragement, emotional support, or career modelling, significantly affect the next-generation members' intentions to become involved in the succession process (Lyons et al., 2024; Suhartanto, 2023, 2024).

Fundamentally, individuals' perceptions of the support and autonomy provided by their parents have a decisive influence on their beliefs about competence, motivation, and intentions to continue in the family business (Garcia et al., 2012). When parents satisfy the needs of perceived autonomy, competence, and relatedness, they strengthen the integration and commitment of the new generation to the family business (McMullen & Warnick, 2015; Garcia et al., 2019). Thus, PAS emerges as a determining factor in the formation of succession intentions by promoting self-determination and identification with the family legacy.

Based on this evidence, the following hypothesis is formulated:

H1a: Perceived parental autonomy support is positively associated with the next-generation members' succession intentions.

In succession literature concerning family businesses, gender is described as the mechanism through which gender expectations, norms, and identities are shaped and developed within the family business (Hytti et al., 2017; McAdam et al., 2020). Research indicates that gender continues to have a significant influence (Schenkel et al., 2016), with male descendants often being preferred as successors (Ahrens et al., 2015; Constantinidis & Nelson, 2009).

Historically, this preference has led to daughters being overlooked for leadership and management roles (Wang, 2010), which in turn hampers their entry into the family business (Akhmedova et al., 2020). Family relationships, such as parent-child bonds, carry implicit gender beliefs that impact not only the succession process but also internal family dynamics, emphasizing gender's important role (Nelson & Constantinidis, 2017; Saputra et al., 2025). Moreover, research on parental emotional support reveals that gender significantly influences succession intentions (Lyons et al., 2024), with a notable negative impact on females, suggesting women are less inclined to become involved in the family business. Thus, sons view themselves as potential successors, which positively influences their attitude and intention to join the family business. In contrast, daughters often perceive their role as outside the business, resulting in negative attitudes or indifference toward joining (Aldamiz-Echevarría et al., 2017).

Since the literature clearly and consistently shows that sons are perceived by their parents and also by themselves as the successors to the family business, I predict that parents will give them greater support for autonomy, and, in turn, the perception of support for sons will be greater than for daughters, translating into a greater intention to join the family business.

Based on the evidence presented, the following hypothesis is formulated:

H1b: Gender moderates the relationship between perceived parental autonomy support and the next-generation members' succession intentions, such that the relationship is stronger for sons than for daughters.

2.4. Normative Commitment & Family Business

Commitment is widely recognized as a psychological force that stabilizes and guides individual behavior, functioning as a bond that restricts alternatives and sustains persistence in each course of action (Meyer & Herscovitch, 2001). Its general conceptualization has been especially developed within the organizational context, where it is recognized as a key factor for understanding employee behavior in organizations (Mowday et al., 1979).

Organizational commitment is a multidimensional concept (Khan et al., 2021) that characterizes the relationship between an organization and an employee (Wołowska, 2014). The concept reflects the strength of an individual's identification and involvement with the organization, as demonstrated by their acceptance of its values and goals, their willingness to put in effort, and their desire to maintain a positive employment relationship (Mowday et al., 1979). Such

perspective evolved and was consolidated by Meyer and Allen (1991) through a three-component model, which identifies three distinct but related psychological states: affective commitment, defined as “employee’s emotional attachment to, identification with, and involvement in the organization”; continuance commitment, linked to perceived exit costs, where individuals stay because “they need to do so”; and normative commitment, seen as “a feeling of obligation to continue employment”. These three forms reflect different psychological states: want, need, and ought, which can coexist simultaneously and collectively influence the individual's overall connection to the organization (Solinger et al., 2008).

Among these dimensions, and despite being considered the second strongest predictor of numerous outcome variables, normative commitment has received relatively little attention in the literature, compared to the other two dimensions (Veurink & Fischer, 2011). In psychological terms, this type of commitment corresponds to feelings of moral obligation, responsibility, loyalty, and inner duty, frequently associated with an external motivation of meeting others’ expectations (Brooks et al., 2021; Faloye, 2014). In the organizational context, it translates into a worker’s belief that they must remain in the organization, as it is the moral and legally correct thing to do, as a form of loyalty and duty, reinforcing its continuity in the organization (Muhammad et al., 2021; Rani et al., 2020; Sollano & Quines, 2022). However, in certain conditions, normative commitment can be manifested through an internally felt moral duty, a desire / “want to do” rather than a “have to”/ “ought to” do (Brooks et al., 2021; Jaros, 2017). According to Meyer and Parfyonova (2010), such duality occurs because normative commitment is two-dimensional: it can reflect an obligation experienced as a moral duty, consistent with the individual's values, or as a debt obligation, in response to external pressures or reciprocity. While the former is associated with forms of autonomous motivation and promotes persistence and sustained performance, the latter tends to reflect controlled regulation and lower levels of well-being.

Family businesses offer a unique context for analysing normative commitment, as the overlap of family and business tends to be confounded and intensifies the moral obligations of their members (Dawson et al., 2014). These members may feel compelled towards the managerial leadership of their family firm, as they feel responsible for ensuring its continuity (García et al., 2019). Such a feeling does not stem solely from an emotional connection to the family but from a sense of duty and loyalty to the organisation itself, reflecting the nature of normative commitment (Suhartanto, 2024). However, this bond can also translate into lower levels of

discretionary effort, as some members see their position as an acquired right that guarantees them security, rather than an opportunity to actively contribute to the development of the organization (Sharma, 2005).

Therefore, it is even more pertinent to analyse how normative commitment relates to succession intention. Empirical evidence suggests that both affective and normative commitment are indirectly associated with the willingness of the next generation to succeed in the family business (Lyons et al., 2024; Suhartanto, 2024). Additionally, normative commitment has been identified as a driver for members who feel an obligation to join the family business, which is not necessarily perceived as negative, since it can be accompanied by satisfaction for meeting family expectations and maintaining positive relationships within the family (Dawson et al., 2014). Similarly, the commitment of the next generation is often cited as a key factor in explaining their intention to take on continuity roles in business leadership (García et al., 2019) and their satisfaction with the succession process (Sharma & Irving, 2005).

Thus, although theory emphasizes that normative commitment can take different forms, sometimes as a moral duty, and sometimes as an indebted obligation (Meyer & Parfyonova, 2010), I predict that higher levels of normative commitment are associated with stronger succession intentions among next-generation family members.

Based on the evidence presented, the following hypothesis is formulated:

H2a: Normative commitment is positively associated with the next-generation members' succession intentions.

Although the literature on the role of birth order in organizational contexts is limited, Jaskiewicz et al. (2017) suggest that birth order may play an important role and influence the dynamics within family businesses. The authors also suggest that birth order appears to be relevant for both career choice and achievement, and therefore, in the context of family businesses, can help explain which potential successors will assume leadership roles. Additionally, Sharma and Irving (2005) point out that family norms related to birth order might be antecedents of normative commitment, thereby affecting expectations for members of the next generation. However, empirical evidence regarding birth order is not always consistent or linear. Recently, Lyons et al. (2024) demonstrated that birth order shapes how strongly affective commitment translates into next-generation members' intentions to succeed, suggesting that

such a relationship does not operate uniformly. Conversely, and contrary to their expectations, Gimenez-Jimenez et al. (2021) found that birth order did not play a moderating role in the relationship between exposure to the family business and affective commitment.

Therefore, the existing literature on the role of birth order is limited and yields inconsistent results. It is important and relevant to investigate how birth order influences the sense of obligation members of the next generation feel toward the business, which in turn affects their intention to succeed. It is plausible to assume that firstborn or only children, often socialized to ensure continuity, internalize the obligations associated with succession more deeply (Calabrò et al., 2018). Accordingly, the expectation of responsibility may translate into a stronger sense of duty and commitment to the family business, reflecting a normative pattern of obligation and loyalty (Meyer & Parfyonova, 2010).

Based on the evidence presented, the following hypothesis is formulated:

H2b: Birth order moderates the relationship between normative commitment and the next-generation members' succession intentions.

Recent studies have examined how different forms of parental support shape commitment among members of the next generation and how these influences affect their intentions to engage in and succeed in the family business (Garcia et al., 2019; Lyons et al., 2024; Suhartanto, 2024). By empirically testing some of the hypotheses theoretically proposed by Garcia et al. (2019), Suhartanto (2024) revealed that different forms of parental support—instrumental assistance, emotional support, career-related modeling, and verbal encouragement—significantly influenced normative commitment. However, contrary to expectations, career-related modeling and verbal encouragement were found to have a negative impact on normative commitment. These results indicate that the impact of parental support on normative commitment depends on the type of perceived support. Other studies, such as Lyons et al. (2024) and Basly and Saunier (2020), reinforced the importance of parental support by confirming the positive influence of emotional support on affective commitment and the significantly positive effect of family influence on family members' commitment, respectively.

Based on the evidence presented, the following hypothesis is formulated:

H2c: Perceived parental autonomy support is positively associated with normative commitment among next-generation family members.

Furthermore, the same studies that suggest a direct association between parental support and commitment also conceptualize commitment as a mediator between parental support and succession intentions. Lyons et al. (2024) empirically demonstrated that affective commitment mediates the relationship between parental emotional support and the succession intentions of next-generation family business members. Complementarily, Suhartanto (2024) revealed that both affective and normative commitment mediated the relationship between different forms of parental support and the intention to succeed in the family business. Despite the indirect effects of these forms of commitment varying, positively or negatively, depending on the type of parental support considered, this confirms the relevant role that commitment can play in this relationship. Basly and Saunier (2020) also corroborate this perspective by noting the role of commitment as a mediator in the relationship between family influence and the intention to continue the business.

Thus, given that when next-generation members perceive that their parents support them and care about their well-being and future, they feel compelled to reciprocate their parents' efforts, and one way to do so is by joining the family business and continuing the legacy (Dawson et al., 2015; Garcia et al., 2019; Sharma & Irving, 2005), I predict that parental support for autonomy perceived by members of the next generation will lead them to feel a moral obligation associated with normative commitment, which in turn will lead them to have a greater intention to succeed in the family business as a form of retribution.

Based on the evidence presented, the following hypothesis is formulated:

H3: Normative commitment mediates the relationship between perceived parental autonomy support and the next-generation members' succession intentions.

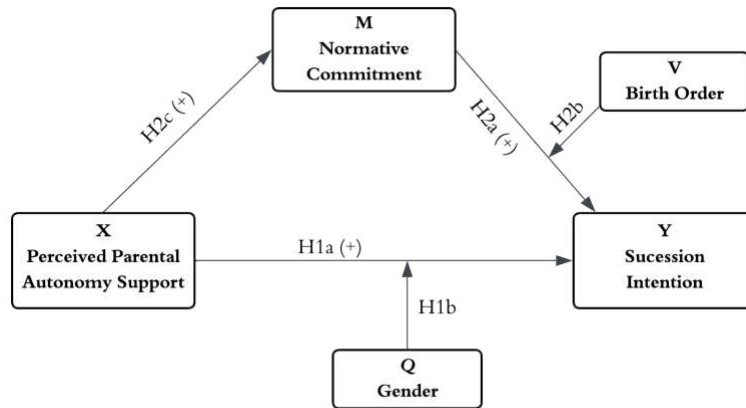


Figure 1 – Conceptual model with hypothesis

3. Methodology

3.1. Research Design

This study examines how perceived parental autonomy support affects the next-generation members’ succession intentions, considering normative commitment as a mediator, and gender and birth order as moderators. A positivist, quantitative approach was used to objectively measure relationships between variables using empirical data. The cross-sectional, correlational design collects data at a single point in time to identify associations without experimental manipulation.

Data collection is carried out through a structured online questionnaire developed on the Qualtrics platform (cf. Porter et al., 2019; Velykoivanenko et al., 2024), which is recognized for its reliability and consistency in empirical research. Sampling is criterion-based, allowing only students who have a family business to participate. This procedure ensures the sample’s relevance, as only individuals with a direct connection to family businesses have the appropriate contextual experience to evaluate the variables under analysis. The choice of this population follows the line of research on family business succession (Clinton et al., 2024; Lyons et al., 2024; Suhartanto, 2024; Zhu & Zhou, 2022) as it allows for a prospective analysis of career intentions before entering the labour market, avoiding the survivorship bias present in retrospective studies (Zellweger et al., 2011).

3.2. Participants

The questionnaire was distributed through the LERNE platform—Laboratory of Experimental Research in Economics and Management—at the Católica Lisbon School of Business and Economics from October 20 to 31. Approximately 107 bachelor's and master's students from Católica University participated.

The research center provides a controlled environment and the necessary resources for conducting behavioral studies, ensuring the privacy, confidentiality, and integrity of students' responses. Such a setting was intentionally chosen due to the importance of the next generation, particularly students, to this study, as they are about to enter the workforce, a critical time for shaping their career goals and potential involvement in the family business. Students were informed about the study's context and objectives, and participated anonymously and voluntarily.

3.3. Procedure

First, when students arrive at LERNE in Católica, they are assigned individual stations equipped with computers and headphones to ensure privacy and minimize distractions. They then read an introduction outlining the study's context and goals, as well as emphasizing voluntary and anonymous participation, along with the need for informed consent. Students can only access the questionnaire after giving their consent. A screening question then follows: *“Do you come from a family that owns a business?”* Only participants who answer yes may proceed, ensuring the sample includes individuals directly connected to a family business.

The survey begins with demographic questions, including gender, age, nationality, the family business generation they belong to, and birth order. For birth order, participants indicate whether they have siblings and, if so, whether they are the oldest, youngest, or middle child, enabling analysis of potential moderating effects. Respondents then complete three sections regarding each variable being analysed: normative commitment (mediating variable), perceived parental autonomy support (independent variable), and succession intention (dependent variable). For all items, participants were asked to indicate the extent to which they agree with the statements on a 7-point Likert scale, where “1 = Strongly disagree” and “7 = Strongly agree”. The survey concludes with a thank-you message.

3.4. Variable Measurement

3.4.1. Independent Variable

The independent variable in my study is perceived parental autonomy support, a scale variable that reflects individuals' perceptions of their parents' support in terms of autonomy, recognition of opinions, and encouragement to make their own decisions and choices. The variable was measured using the Perceived Parental Autonomy Support Scale (P-PASS; Mageau et al., 2015), retrieved from the article by Julien S. Bureau and Geneviève A. Mageau (2014). The scale includes 24 items assessing two dimensions: autonomy support and controlling parenting, which, despite being distinct, are negatively correlated. In this study, the full scale was used; however, the theoretical and analytical focus is solely on the autonomy support dimension, which encompasses 12 items. For instance, one of the items this scale included was: "My point of view was very important to my parents when they made important decisions concerning me".

3.4.2. Dependent Variable

The dependent variable of my study is succession intention, a scale variable representing the next-generation members' intention to assume a leadership role in the family's firm (Zellweger et al., 2011). The scale used in this study was adapted from Liñán and Chen (2009), developed originally to measure entrepreneurial intentions within Ajzen's Theory of Planned Behavior. The adaptation to the family business context was used in studies such as Suhartanto (2023, 2024) and Lyons et al. (2024). For instance, one of the items this scale included was: "I am ready to do anything to take over my family business". In all items, the term "my parents' business" was replaced with "my family business" to better align with the family business context.

3.4.3. Mediator

The only mediator in my study is the scale variable normative commitment, which reflects an internalised sense of duty and moral obligation to remain and contribute to a certain organization. In a family business context, it translates into the responsibility that a family member feels to contribute and give continuity to the family legacy and business. The scale used in this study was Dawson et al.'s (2015) scale, adapted from Allen and Meyer (1990) and Meyer et al. (1993) to reflect the family business context, widely applied in recent studies on succession and intergenerational compromise in family businesses (Lyons et al., 2024; Suhartanto, 2024). For instance, one of the items this scale included was: "I do not feel any

obligation to pursue a career with my family business”, which was reverse-coded to ensure it was aligned with the other items on the scale.

3.4.4. Moderators

Moderation, or statistical interaction, is critical in research because it helps us understand when, under which conditions, and for whom the independent variable affects the dependent variable. Moderating variables, therefore, enable us to gain a deeper and more comprehensive understanding of the relationship between variables (Hayes, 2022; Holbert & Park, 2020; Igartua & Hayes, 2021). In my study, two variables, gender and birth Order, will help explore this relationship further.

Participants were asked about their gender, choosing from four multiple-choice options with which they most identified: 'Male', 'Female', 'Non-binary/third gender', or 'Prefer not to say'. However, only males or females were considered for mediation purposes, as this was the study's focus, and the other two options received only 2 responses each. Regarding birth order, after confirming that they had siblings, each participant was asked about their position among their siblings: “I am the oldest”; “I am the youngest”; or “I am one of the middle children”. These variables were included as moderators since they represent individual characteristics that may influence how descendants perceive parental support and the decision to join the family business.

3.4.4. Control Variables

The control variables present in my study are age, nationality, the generation of the family business to which the students belong, and whether they had siblings or not. These socio-demographic variables were included in the study to reduce potential sources of error or noise in the data collection process and isolate the effects of the main variables (Bernerth & Aguinis, 2016; Carlson & Wu, 2012). After testing the correlations with the main variables (normative commitment, succession intention, parental autonomy support), none of these socio-demographic variables showed a significant relationship ($p > 0.05$). They were therefore excluded from the statistical model for parsimony (Mändli & Rönkkö, 2025).

Participants were then asked about their age and nationality, which they filled in manually in a blank field. Regarding the generation of the family business to which they belong, students answered the question “*Considering the founding generation as the first, which generation do*

you belong to?”, choosing from the four options: “Second”, “Third”, “Fourth”, “Fifth or more”, the one that best represents their situation. Additionally, participants were asked, “*Do you have any siblings?*” to determine the applicability of the birth order measure.

Table 1 shows Pearson's correlations between the main variables of the study and the control variables, highlighting the absence of statistically significant relationships between them.

		Correlations								
		Succession_Intention	Parental_Autonomy_Support	Normative_Commitment	Age	Birth Order	Gender	Nationality	Generation	Have siblings?
Succession_Intention	Pearson Correlation	1	.224*	.737***	.043	-.137	-.095	.173	-.141	.095
	Sig. (2-tailed)		.034	<.001	.686	.246	.387	.103	.185	.372
	N	90	90	90	90	74	86	90	90	90
Parental_Autonomy_Support	Pearson Correlation	.224*	1	.143	.203	.002	.015	.205	-.049	-.008
	Sig. (2-tailed)	.034		.180	.055	.985	.891	.052	.647	.939
	N	90	90	90	90	74	86	90	90	90
Normative_Commitment	Pearson Correlation	.737***	.143	1	.067	-.031	-.156	.046	-.061	.125
	Sig. (2-tailed)	<.001	.180		.528	.792	.151	.665	.568	.239
	N	90	90	90	90	74	86	90	90	90
Age	Pearson Correlation	.043	.203	.067	1	-.182	-.336**	.412***	-.060	.123
	Sig. (2-tailed)	.686	.055	.528		.120	.002	<.001	.571	.249
	N	90	90	90	90	74	86	90	90	90
Birth Order	Pearson Correlation	-.137	.002	-.031	-.182	1	.130	-.064	.047	. ^d
	Sig. (2-tailed)	.246	.985	.792	.120		.275	.586	.688	.
	N	74	74	74	74	74	73	74	74	74
Gender	Pearson Correlation	-.095	.015	-.156	-.336**	.130	1	-.023	-.222*	-.104
	Sig. (2-tailed)	.387	.891	.151	.002	.275		.832	.040	.339
	N	86	86	86	86	73	86	86	86	86
Nationality	Pearson Correlation	.173	.205	.046	.412***	-.064	-.023	1	-.008	-.098
	Sig. (2-tailed)	.103	.052	.665	<.001	.586	.832		.939	.360
	N	90	90	90	90	74	86	90	90	90
Generation	Pearson Correlation	-.141	-.049	-.061	-.060	.047	-.222*	-.008	1	.068
	Sig. (2-tailed)	.185	.647	.568	.571	.688	.040	.939		.522
	N	90	90	90	90	74	86	90	90	90
Have siblings?	Pearson Correlation	.095	-.008	.125	.123	. ^d	-.104	-.098	.068	1
	Sig. (2-tailed)	.372	.939	.239	.249	.	.339	.360	.522	
	N	90	90	90	90	74	86	90	90	90

*. Correlation is significant at the 0.05 level (2-tailed).

***. Correlation at 0.001(2-tailed)

** . Correlation is significant at the 0.01 level (2-tailed).

d. Cannot be computed because at least one of the variables is constant.

Table 1 - Correlations Matrix

4. Results

4.1. Descriptive Statistics

I collected 107 responses from students who come from families with a family business; however, I had to exclude about 17 responses, including test responses that were still included in the dataset and responses that were not completed. The final sample was then N=90 responses, with an effective response rate of 84.11%.

All 90 participants were aged between 18 and 29 years, with an average age of 21.98. In terms of gender, the majority of respondents were female, 54.4% (N=49), 41.1% were male (N=37), and 4.4% (N=4) responded as non-binary or preferred not to say. Most students were Portuguese (53.3%), followed by Germans (17.8%) and Italians (6.7%). When asked which generation of

the family business they belonged to, almost half of them answered that they belonged to the second generation (47.8%), and 32.2% were part of the third generation. Finally, about 82.2% of respondents have siblings, of whom 47.3% are older siblings, 40.5% are younger siblings, and only 12.2% are middle siblings.

4.2. Scale Reliability

The reliability of the three scales used in my study was assessed using Cronbach's alpha (1951), the most widely known and used metric (Hussey et al., 2025) to measure internal consistency among the various items that comprise each scale.

The independent variable PAS, measured using the P-PASS scale, was evaluated only in the dimension under study, which is autonomy support, comprising 12 items, with an $\alpha = 0.919$, indicating strong internal consistency among the items that comprise it. Regarding the mediator normative commitment, measured using Dawson et al.'s (2015) scale, presented a reliability coefficient of $\alpha = 0.756 (> 0.7)$, demonstrating good internal consistency and adequacy of the scale. Finally, the dependent variable succession intention, analyzed using the scale adapted from Liñán and Chen (2009), presented the highest internal consistency of the three scales, $\alpha = 0.971$, reflecting its excellent consistency.

4.3. Hypothesis Testing

4.3.1. Model Specification

In this study, in order to test the hypotheses formulated, a conditional processes analysis was performed using PROCESS 5.0 Macro for SPSS, created by Hayes. It analyses the influence of an independent variable on another dependent variable, via a mediating variable, as well as the effect of moderating variables on the same process (Igartua & Hayes, 2021). The model used was PROCESS model 17, which allows double moderate mediation to be tested simultaneously. This model examines the indirect effect of X on Y , mediated by a variable M , while assessing the impact of two distinct moderators on different segments of the process (See Figure 1).

In the context of my study, X represents perceived parental autonomy support, Y the succession intention, M the normative commitment, and the two moderators are represented by V (birth order), which moderates the indirect effect through the relationship between normative commitment and succession intention, and Q (gender), which moderates the direct effect

between the dependent and independent variables. All reported coefficients are unstandardized regression coefficients.

4.3.2. Model Results

First, I began by analyzing H1a, which examines the direct impact of PAS on the succession intention of the next generation, testing it through regression analysis. The findings showed a positive and statistically significant relationship between these variables, supporting H1a: ($b = 0.335$, $SE = 0.155$, $R^2 = 0.050$, $p = 0.034$). A one-unit increase in perceived PAS results in an average increase of 0.335 units in succession intention, assuming all other variables remain constant. The model's coefficient of determination indicates that about 5% of the variation in succession intention is explained solely by perceived parental autonomy support. Therefore, it can be concluded that higher levels of PAS are linked to a greater intention to join the family business.

Next, hypothesis H1b, which corresponds to the moderation effect of gender between the perceived PAS and succession intention relationship, was analyzed. The results reveal that the interaction term PAS x Gender was a significant predictor of the dependent variable succession intention: $b = -0.5679$, $SE = 0.2055$, $p = .0075$. The negative direction of the coefficient indicates that for females, higher levels of perceived parental autonomy support are associated with a less marked increase in succession intention compared to males. Thus, hypothesis H1b is supported.

H2a represents the effect of the mediator normative commitment (M) on the dependent variable succession intention (Y). The results indicate a positive and statistically significant association between these variables: $b = 2.0024$, $SE = 0.4023$, $p < .001$. Therefore, the results strongly support H2a, confirming that higher levels of normative commitment are strongly linked to greater succession intention among next-generation members in family businesses.

Moving on to the analysis of the hypothesis H2b, corresponding to the effect of the moderator birth order on the relationship between normative commitment (M) and succession intention (Y). Unlike the previous interactions, the results reveal that the interaction term normative commitment x birth order was not statistically significant ($p > 0.05$): $b = -0.0148$, $SE = 0.1396$,

$p = 0.9160$. We can therefore conclude that the results do not support H2b, suggesting that the influence of normative commitment on succession intention does not depend on birth order.

H2c focused on analyzing the effect of the independent variable, parental autonomy support (X), on the mediator normative commitment (M). The results showed a positive, however, borderline significant effect given that the p -value is slightly above the reference value ($p < 0.05$): $b = 0.2288$, $SE = 0.1189$, $p = 0.0584$. The analysis reveals that the higher the level of perceived parental autonomy support, the greater the sense of obligation and duty to give continuity to the family legacy and business. Thus, the effect is positive and in the expected direction but does not reach conventional levels of statistical significance ($p = 0.0584$). Therefore, H2c is not formally supported, although the pattern warrants cautious interpretation.

Finally, H3 analyses the mediating effect of normative commitment on the relationship between perceived parental autonomy support and succession intention. Specifically, the analysis probed the conditional indirect effect of PAS on succession intention through normative commitment. Contrary to expectations, the results showed that the indirect effect through normative commitment did not emerge as statistically significant in this sample, given that all the bootstrap confidence intervals included the value zero, regardless of the combinations of moderators (See Appendix 8.4). The absence of a mediating effect does not support H3 and may not have been detectable given the marginal association between PAS and normative commitment.

5. Discussion

5.1. Results Overview

My thesis aimed to expand the existing literature on family businesses by deepening the understanding of how parental behaviors influence the next-generation members' intentions to succeed or not in the family business, and under what conditions this influence is strongest. Specifically, this unique study examines the role of perceived parental autonomy support as a key determinant, how it affects both normative commitment and succession intentions toward the family business, while considering the moderating effects of gender and birth order. A quantitative approach was employed to test the six formulated hypotheses and empirically examine these relationships. The obtained results partially supported the proposed hypotheses, revealing both consistencies with existing literature and new insights. In fact, results highlight the importance of parental autonomy support in shaping next-generation members' succession

intentions and the moderator impact of gender on such a relationship, offering novel empirical evidence within the family business context.

As suggested by the first hypothesis, H1a, perceived parental autonomy support was significantly and positively related to the next-generation members' succession intention. The results suggest that the more parental autonomy support the next-generation members perceive, the more they intend to succeed in the family business. These findings are in line with previous research, which highlights the important and central role of parental support in motivating and influencing the involvement of next-generation members towards the family business. Gagné et al.'s (2021) results reinforce that successors' perception of parental autonomy support was one of the predictors of their intrinsic motivation to take over the leadership succession of the business. Complementarily, Zhu and Zhou's (2022) results support that perceived parental care increases succession intentions through general self-efficacy and perceived person-job fit, suggesting that positive parental behaviors strengthen the intention for intergenerational continuity. Furthermore, Zellweger (2017) noted that positive parental behaviors towards their children increase succession intentions. Together, these studies corroborate my results, highlighting Garcia et al.'s (2019) theory that higher levels of parental support enhance succession intentions, suggesting that parental support, in its many forms, is associated with the motivation and interest of next-generation members in succeeding and contributing to the continuity of the family business.

In line with the hypothesis H1b, results confirm that gender plays a significant moderating role in the relationship between perceived PAS and succession intention. The findings suggest that the effect of perceived parental support for autonomy on succession intentions varies depending on the successor's gender, being positive and significant among sons and slightly negative and not statistically significant among daughters. Existing literature also confirms that gender has a strong impact on family business succession due to gender expectations and norms. According to Xian et al. (2021), daughters have been excluded and faced significant barriers to assuming leadership roles in their family business, and even the eldest ones who are chosen did not receive the necessary support and guidance (Kubíček & Machek, 2019). Similarly, Aldamiz-Echevarría et al. (2017) showed that, although gender is not formally considered an obstacle, there are more male successors than females, since in older generations, daughters were only considered when there were no other options. Meanwhile, Saputra et al. (2025) emphasize that

gender exclusion results from a patriarchal culture and a lack of family support. Therefore, these findings suggest that the association between PAS and succession intention differs by gender.

Regarding the analysis of hypothesis H2a, the results show that normative commitment is a significant predictor of next-generation members' succession intentions, supporting the idea that the succession process is still influenced by a sense of moral duty and responsibility toward the family legacy. These results are consistent with existing literature that has demonstrated not only a positive but also a significant relationship between next-generation members' commitment and their succession intentions (Basly & Saunier, 2020; Dawson et al., 2014; Mahto et al., 2014; Rau-tamäki & Römer-Paakkanen, 2016; Sharma & Irving, 2005). As de Almeida Bizarria et al. (2022) study revealed, these family members are sometimes driven by a sense of obligation and guilt if they do not continue the family business, influencing their decision to succeed. The important role of normative commitment in the succession process stems not only from a desire to preserve the family legacy but also from emotional factors (Suhartanto, 2024). Additionally, Martin-Cruz et al. (2020) emphasized the significant role of normative commitment in transforming a potential interest of future successors into an actual intention to take on leadership in the business. Therefore, these findings suggest that as next-generation members internalize a sense of duty to uphold the family legacy, their intention to succeed increases.

H2b focused on the moderating role of birth order in the relationship between normative commitment and next-generation members' succession intentions. The results showed that such a moderating effect is not statistically significant. That is, the impact of normative commitment on the intention to take over the family business manifests itself similarly among individuals, whether they are older, younger, or middle siblings. As pointed out by recent research, birth order does not have a significant impact on next-generation members' succession intentions (Gimenez-Jimenez et al., 2021), concluding that birth order has been progressively eliminated to reduce the traditional primogeniture hierarchies in family businesses (Suchankova et al., 2023). Additionally, despite it being argued that parents have greater expectations for firstborns, these effects arise from the incumbent's perspective regarding the future successor, their choice, and the leadership role they will have in the company, not at the level of the successor and their intention to join the business. However, as Schenkel et al. (2016) pointed out, the fact that a child is the eldest does not in itself define or guarantee their place as the future leader of the business. These results contribute to the existing literature on the role of birth order in the

succession process and in family businesses by suggesting that its role does not alter the relationship between normative commitment and the intention to succeed, highlighting normative commitment as a significant and substantive predictor.

Hypothesis H2c suggested that perceived parental autonomy support positively influences the development of normative commitment among next-generation members. The findings showed a positive, though marginally significant, effect, indicating that when next-generation members perceive greater autonomy support from their parents, they develop a sense of duty and moral obligation toward their family business. This pattern aligns with existing empirical evidence on how different styles of parental support positively affect various types of commitment. Garcia et al. (2019) theorized that perceived emotional and instrumental support strengthen both affective and normative commitment to the family business, driven by reciprocity mechanisms such as the need to repay parents for their support and efforts by ensuring the continuity of the family legacy. Additionally, Lyons et al. (2024) and Suhartanto (2024) found that parental support forms like emotional support and instrumental assistance are significant predictors of next-generation members' commitment, emphasizing the importance of the psychological bond between parents and future successors. Therefore, although the results in this study are borderline significant, they align with existing research showing the significant role of parental support on next-generation members' normative commitment.

Finally, contrary to expectations, the results of this study did not support hypothesis H3. They showed that normative commitment did not emerge as a statistically significant mediator of the relationship between parental autonomy support and the next-generation's intentions to succeed in this study. The absence of a mediating effect may be linked to the modest sample size and the marginal association observed between parental autonomy support and normative commitment. These findings are unexpected, given that different forms of commitment have been shown to play a mediating role in family succession. For example, Lyons et al. (2024) demonstrated that affective commitment mediates the relationship between parental emotional support and succession intentions, as it shapes the emotional connection members have with the family business, ultimately increasing their intention to succeed. Similarly, Suhartanto (2024) found that both affective and normative commitments serve as mediators between parental support factors—such as parental career-related modeling and verbal encouragement—and succession intentions. From a theoretical standpoint, Garcia et al. (2019) also proposed that commitment could be one of the mediating factors through which parental

support influences the next-generation's succession intentions. Based on this evidence, despite normative commitment not being considered a mediator in my model, its importance and relevance in the context of succession and in shaping the next-generation members' intentions remain clear.

5.2. Theoretical Implications

My thesis contributes to the deepening of research on family firm succession by demonstrating the positive effect that parental support for autonomy has on next-generation members' succession intentions. By focusing on parental support for autonomy, which remained unexplored in such a context, my study complements recent literature that reinforces the importance of parental support in forming the intention to join or succeed in the family business (Garcia et al., 2019; Lyons et al., 2024; Suhartanto, 2024; Zhu & Zhou, 2023). Furthermore, my thesis supports the application of Self-Determination Theory (Deci & Ryan, 2017, 2020) in the context of family business succession by using this theory to explain the significantly important role of autonomy support for next-generation members. These study results thus offer additional evidence on the socio-emotional mechanisms that influence the intentions of next-generation members to join the family business.

This study also adds nuance to the role of normative commitment by showing that, although this variable is a relevant predictor of succession intentions, it does not mediate the relationship between PAS and succession intentions. The results thus diverge from the existing literature, which assumes a mediating role for normative commitment (Garcia et al., 2019; Lyons et al., 2024; Suhartanto, 2024), suggesting that the feeling of obligation and duty to the family business may not be the primary pathway in this model. Finally, by introducing variables such as gender and birth order as moderators into the model, this study demonstrates the importance of considering sociocultural factors to better understand the succession process (Overbeke et al., 2015; Lyons et al., 2024; Schenkel et al., 2016). The results thus contribute to the literature by demonstrating that gender, unlike birth order, is a relevant context to consider that influences how parental autonomy support impacts succession intention.

All these contributions reinforce and lead to new conclusions, as well as suggest boundary conditions to existing theoretical assumptions in the literature. They offer a fresh perspective on future generations, their drive to succeed in the family business, and the vital role parents play in this process.

5.3. Managerial Implications

In addition to its theoretical contributions, this study offers practical suggestions for family business leaders, especially those seeking to address the succession crisis and strengthen intergenerational continuity in their family enterprise. First, the findings confirm that parental autonomy support is key to fostering the next-generation's willingness to take on leadership roles in the family business. Therefore, parents may benefit from encouraging their children to pursue their own interests, make independent choices, take responsibility, and learn from the outcomes of their actions. This approach appears to increase their confidence, support, and sense of competence, preparing them to succeed in the family business later on. Next, by highlighting the strong influence that normative commitment has on succession intentions, this study suggests that a sense of duty to the family and its legacy is an important factor for the next generation. Consequently, it is recommended that incumbents and other family members involved in the business strengthen symbolic and emotional ties with the next generation through activities such as exposing them to the business, showing them around the company, sharing the history and traditions behind its founding, and clearly communicating their expectations for its continuity.

The results also indicate that gender moderates the relationship between PAS and succession intentions, with this connection being stronger among sons. This implies that daughters may need to perceive stronger support from their parents to develop the desire to take on leadership roles. Therefore, parents could consider explicitly supporting their daughters' autonomy, expressing confidence in their abilities, and treating them equally without bias. Small gestures like including them in business discussions and seeking their opinions may help legitimize female descendants as potential future leaders. Finally, the lack of a significant impact of birth order on the relationship between normative commitment and succession intentions reinforces that birth order should not influence the choice of a family business leader. Parents may consider avoiding decisions based solely on primogeniture and instead evaluating their children's merit, interest, and abilities to select the most suitable candidate for the future of the company. Collectively, these recommendations offer valuable insights and practical guidance for family business leaders aiming to promote a fair succession process, benefiting not only their business but also the future of the next generation.

5.4. Limitations and Future Research

As with all other studies, despite its contributions, this thesis also has some limitations that should be taken into account when interpreting the results, and that provide opportunities for future research. First, the use of a cross-sectional correlational design based on self-reported data constitutes a limitation, as it does not allow for making any inferences of causality between the studied variables and may introduce biases of perception, specifically in sensitive topics such as family business succession and parent-child relationships. Furthermore, parental autonomy support was analysed only from the perspective of the offspring, without including the perspective of the support that the parents themselves feel they give to their children.

Secondly, the participants in this study are undergraduate and master's students, and therefore most of them have not yet entered the labour market or worked in the family business. As such, their current succession intentions may, and most likely will, change by the time they actually decide whether they want to take on a leadership role in the business. Thus, future studies may benefit from longitudinal approaches that track the evolution of these next-generation members' perceptions, from the period when they are students to the moment they become involved in the business, regarding succession intentions, perceived parental autonomy support and normative commitment, and data triangulation with those of their parents, to analyse possible discrepancies and deepen the understanding of parental dynamics.

Thirdly, the sample in this study includes participants from different nationalities; however, all of them are students at the Católica University, with similar educational and socioeconomic backgrounds, which somewhat limits the generalization of the results to other, more diverse contexts and realities. Additionally, the fact that the sample has only $N = 90$ valid responses may limit or affect the role of variables as moderators. Future studies should aim to collect larger and more diverse samples of participants with different family businesses and economic backgrounds.

Another limitation of this study is that it examines only normative commitment, without considering affective and continuance commitment, which the literature has already shown to also influence the intention to succeed or join the family business (Gimenez-Jimenez et al., 2021; Lyons et al., 2024; Meyer & Allen, 1991; Suhartanto, 2024). Accordingly, although normative commitment did not have a mediating role in this study, this effect may depend on the type of commitment considered. Future research should, therefore, consider including

multiple dimensions of commitment to assess whether the mediating effect varies across affective, normative, and continuance commitment.

Finally, the conceptual model analysed only considered succession intentions as a dependent variable; however, parental support for autonomy may also impact the career paths of next-generation members outside the family business or toward becoming self-employed. Future work could expand the scope of behavioral outcomes studied, capturing a wider range of career options for next-generation members and moving beyond solely focusing on the intention or lack of intention to succeed.

6. Conclusion

Securing intergenerational succession and continuity remains a key challenge for family businesses, given the low levels of intention among next-generation members to take over (Sieger et al., 2016; Zellweger, 2017). Therefore, it is essential to understand the mechanisms that influence the succession intentions of the next generation. In this context, this study examined how parental support for autonomy affects succession intentions, incorporating the role of normative commitment and evaluating the moderating effects of gender and birth order. The findings showed that parental autonomy support has a significantly positive effect on succession intentions, indicating that parents who foster self-determination and autonomy tend to increase their children's desire to assume the leadership of the family business. Normative commitment also emerged as a strong predictor of succession intentions; however, contrary to expectations, it does not serve as a mediating factor, suggesting that other mechanisms may also be relevant and should be explored in future research. The results also showed that gender moderates this relationship, whereas birth order does not play a moderating role in this study. Overall, these results reinforce the importance of family relationships—especially parent-child bonds—in creating environments that balance responsibility and autonomy in decision-making, while supporting next-generation members to foster their interest and willingness to contribute to the family business's continuity. Nonetheless, it is important to acknowledge the limitations of this study, which also open opportunities for future research to further explore and expand on these relationships.

7. References

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8. Appendix

8.1. Research Survey

Q1: What is your gender?

- Male
- Female
- Non-binary / third gender
- Prefer not to say

Q2: Please indicate your age (in years):

Q3: What is your nationality?

Q4: Considering the founding generation as the first, which generation do you belong to?

- Second
- Third
- Fourth
- Fifth or more

Q5: Do you have any siblings?

- No
- Yes

If “*Do you have any siblings?*” = Yes

Q6: What is your position among your siblings?

- I am the oldest
- I am the youngest
- I am one of the middle children

Q7: For each of the following statements, indicate the extent to which you agree or disagree by selecting a number from 1 to 7, where 1 = Strongly disagree and 7 = Strongly agree.

	1 = Strongly disagree	2 = Disagree	3 = Somewhat disagree	4 = Neither agree nor disagree	5 = Somewhat agree	6 = Agree	7 = Strongly agree
I do not feel any obligation to pursue a career with my family business							
Even if it were to my advantage, I do not feel it would be right to leave my family business now							
My family business deserves my loyalty							
I would feel guilty if I did not pursue a career with my family business now							
I would pursue a career with my family business because I have a sense of obligation to my family							
I owe a great deal to my family business							

Q8: Please answer the following questions about your parents while you were growing up. If you did not have any contact with one of your parents (for example, your father), but another parent of the same sex lived with you (for example, your stepfather), please answer the questions about this other adult. If you did not have any contact with one of your parents, and no other adult of the same sex lived with you, please answer the questions about the parent who lived with you. Using the scale below, please indicate the extent to which you agree with each of the statements regarding your parents's behaviors, by selecting a number from 1 to 7, where 1 = Strongly disagree and 7 = Strongly agree. When I was growing up ...

	1 = Strongly disagree	2 = Disagree	3 = Somewhat disagree	4 = Neither agree nor disagree	5 = Somewha t agree	6 = Agree	7 = Strongly agree
My parents gave me many opportunities to make my own decisions about what I was doing.							
When my parents asked me to do something, they explained why they wanted me to do it.							
When I refused to do something, my parents threatened to take away certain privileges in order to make me do it.							

My point of view was very important to my parents when they made important decisions concerning me.

My parents refused to accept that I could want simply to have fun without trying to be the best.

When my parents wanted me to do something differently, they made me feel guilty.

My parents encouraged me to be myself.

Within certain limits, my parents allowed me the freedom to choose my own activities.

When I was not allowed to do something, I usually knew why.

I always had to do what my parents wanted me to do, if not, they would threaten to take away privileges.

My parents believed that, in order to succeed, I always had to be the best at what I did.

My parents made me feel guilty for anything and everything.

My parents were able to put themselves in my shoes and understand my feelings.

My parents hoped that I would make choices that corresponded to my interests and preferences regardless of what theirs were.

When my parents wanted me to do something, I had to obey or else I was punished.

My parents were open to my thoughts and feelings even when they were different from theirs.

In order for my parents to be proud of me, I had to be the best.

When my parents wanted me to act differently, they made me feel ashamed in order to make me change.

My parents made sure that I understood why they forbid certain things.

As soon as I didn't do exactly what my parents wanted, they threatened to punish me.

My parents used guilt to control me.

My parents insisted that I always be better than others.

When I asked why I had to do, or not do, something, my parents gave me good reasons.

My parents listened to my opinion and point of view when I disagreed with them.

Q9: For each of the following statements, indicate the extent to which you agree or disagree by selecting a number from 1 to 7, where 1 = Strongly disagree and 7 = Strongly agree.

	1 = Strongly disagree	2 = Disagree	3 = Somewhat disagree	4 = Neither agree nor disagree	5 = Somewhat agree	6 = Agree	7 = Strongly agree
I am ready to do anything to take over my family business							
My professional goal is to become a successor in my family business							
I will make every effort to become a successor in my family business							
I am determined to become a successor in my family business in the future							
I have very seriously thought of taking over my family business							
I have the strong intention to become a successor in my family business one day							

8.2. Descriptive Statistics

Statistics

	Nationality	Gender	Generation	Have siblings?	Birth Order
N Valid	90	90	90	90	74
Missing	0	0	0	0	16
Mean	2.5667	1.66	1.83	1.82	1.65
Std. Deviation	2.07743	.639	.997	.384	.691
Minimum	1.00	1	1	1	1
Maximum	7.00	4	4	2	3

Frequency Table

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Portuguese	48	53.3	53.3	53.3
	French	4	4.4	4.4	57.8
	German	16	17.8	17.8	75.6
	Italian	6	6.7	6.7	82.2
	Swedish	3	3.3	3.3	85.6
	Polish	3	3.3	3.3	88.9
	Other	10	11.1	11.1	100.0
	Total	90	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	41.1	41.1	41.1
	Female	49	54.4	54.4	95.6
	Non-binary / third gender	2	2.2	2.2	97.8
	Prefer not to say	2	2.2	2.2	100.0
	Total	90	100.0	100.0	

Generation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Second	43	47.8	47.8	47.8
	Third	29	32.2	32.2	80.0
	Fourth	8	8.9	8.9	88.9
	Fifth or more	10	11.1	11.1	100.0
	Total	90	100.0	100.0	

Have siblings?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	17.8	17.8	17.8
	Yes	74	82.2	82.2	100.0
	Total	90	100.0	100.0	

Birth Order

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am the oldest	35	38.9	47.3	47.3
	I am the youngest	30	33.3	40.5	87.8
	I am one of the middle children	9	10.0	12.2	100.0
	Total	74	82.2	100.0	
Missing System		16	17.8		
Total		90	100.0		

Age Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	90	18.00	29.00	21.9778	2.29791
Valid N (listwise)	90				

8.3. Scales Reliability

Autonomy Support:

Cronbach's Alpha	N of Items
.919	12

Normative Commitment:

Cronbach's Alpha	N of Items
.756	6

Succession Intention:

Cronbach's Alpha	N of Items
.971	6

8.4. Hypothesis Testing with Hayes' PROCESS Macro Model 17

***** PROCESS Procedure for SPSS Version 5.0 beta 2.1

Written by Andrew F. Hayes, Ph.D.
www.afhayes.com
Documentation available in Hayes (2022).
www.guilford.com/p/hayes3

Model: 17
Y: Successi
X: Autonomy
M: Normativ
W: Gender2
Z: BirthOrd

Sample
Size: 73

Variable descriptive statistics

	Successi	Autonomy	Normativ	Gender2	BirthOrd
Mean	3.1393	5.3676	3.3744	1.5479	1.6438
SD	1.6713	1.1778	1.2107	.5011	.6946
Min	1.0000	1.0000	1.0000	1.0000	1.0000
Max	7.0000	7.0000	6.8333	2.0000	3.0000

Variable intercorrelations (Pearson r)

	Successi	Autonomy	Normativ	Gender2	BirthOrd
Successi	1.0000	.2455	.7710	-.0896	-
.1581					
Autonomy	.2455	1.0000	.2226	-.0362	-
.0075					
Normativ	.7710	.2226	1.0000	-.1216	-
.0319					
Gender2	-.0896	-.0362	-.1216	1.0000	
.1295					
BirthOrd	-.1581	-.0075	-.0319	.1295	1.0000

OUTCOME VARIABLE:
Normativ

Model Summary

	R	R-sq	MSE	F	df1
df2	p				
	.2226	.0496	1.4129	3.7015	1.0000
71.0000	.0584				

Model

	coeff	se	t	p	
LLCI	ULCI				
constant	.0000	.1391	.0000	1.0000	-
.2774	.2774				
Autonomy	.2288	.1189	1.9239	.0584	-
.0083	.4660				

OUTCOME VARIABLE:

Successi

Model Summary

	R	R-sq	MSE	F	df1
df2	p				
	.8399	.7055	.9255	19.1634	8.0000
64.0000	.0000				

Model

	coeff	se	t	p	
LLCI	ULCI				
constant	2.9074	.3799	7.6528	.0000	
2.1485	3.6664				
Autonomy	.9762	.3473	2.8106	.0066	
.2823	1.6700				
Normativ	2.0024	.4023	4.9774	.0000	
1.1987	2.8061				
Gender2	.1155	.2334	.4948	.6224	-
.3507	.5817				
Int_1	-.5679	.2055	-2.7630	.0075	-
.9785	-.1573				
Int_2	-.5473	.2238	-2.4457	.0172	-
.9943	-.1002				
BirthOrd	-.3641	.1659	-2.1939	.0319	-
.6956	-.0325				
Int_3	-.1496	.1662	-.9002	.3714	-
.4816	.1824				
Int_4	-.0148	.1396	-.1059	.9160	-
.2937	.2642				

Product terms key:

Int_1	:	Autonomy x	Gender2
Int_2	:	Normativ x	Gender2
Int_3	:	Autonomy x	BirthOrd

Int_4 : Normativ x BirthOrd

Test(s) of X by M interaction:

	F	df1	df2	p
	.1767	1.0000	63.0000	.6756

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0351	7.6340	1.0000	64.0000	.0075
X*Z	.0037	.8104	1.0000	64.0000	.3714
BOTH(X)	.0446	4.8472	2.0000	64.0000	.0110
M*W	.0275	5.9813	1.0000	64.0000	.0172
M*Z	.0001	.0112	1.0000	64.0000	.9160
BOTH(M)	.0283	3.0723	2.0000	64.0000	.0532

Focal predict: Autonomy (X)
 Mod var: Gender2 (W)
 Mod var: BirthOrd (Z)

Conditional effects of the focal predictor at values of the moderator(s):

	Gender2	BirthOrd	Effect	se	t
p	LLCI	ULCI			
	1.0000	-.6438	.5046	.1586	3.1815
.0023	.1877	.8214			
	1.0000	.3562	.3550	.1971	1.8008
.0764	-.0388	.7487			
	1.0000	.3562	.3550	.1971	1.8008
.0764	-.0388	.7487			
	2.0000	-.6438	-.0633	.1574	-.4023
.6888	-.3779	.2512			
	2.0000	.3562	-.2130	.1608	-1.3242
.1901	-.5342	.1083			
	2.0000	.3562	-.2130	.1608	-1.3242
.1901	-.5342	.1083			

Focal predict: Normativ (M)
 Mod var: Gender2 (W)
 Mod var: BirthOrd (Z)

Conditional effects of the focal predictor at values of the moderator(s):

	Gender2	BirthOrd	Effect	se	t
p	LLCI	ULCI			
	1.0000	-.6438	1.4647	.2046	7.1598
.0000	1.0560	1.8734			
	1.0000	.3562	1.4499	.2054	7.0586
.0000	1.0396	1.8603			

1.0000	.3562	1.4499	.2054	7.0586
.0000	1.0396	1.8603		
2.0000	-.6438	.9174	.1503	6.1024
.0000	.6171	1.2178		
2.0000	.3562	.9026	.1241	7.2730
.0000	.6547	1.1506		
2.0000	.3562	.9026	.1241	7.2730
.0000	.6547	1.1506		

***** DIRECT AND INDIRECT EFFECTS OF X ON Y

Conditional direct effects of X on Y

	Gender2	BirthOrd	Effect	se	t
p	LLCI	ULCI			
1.0000	-.6438	.5046	.1586	3.1815	
.0023	.1877	.8214			
1.0000	.3562	.3550	.1971	1.8008	
.0764	-.0388	.7487			
1.0000	.3562	.3550	.1971	1.8008	
.0764	-.0388	.7487			
2.0000	-.6438	-.0633	.1574	-.4023	
.6888	-.3779	.2512			
2.0000	.3562	-.2130	.1608	-1.3242	
.1901	-.5342	.1083			
2.0000	.3562	-.2130	.1608	-1.3242	
.1901	-.5342	.1083			

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

Autonomy	->	Normativ	->	Successi
Gender2	BirthOrd	Effect	BootSE	BootLLCI
BootULCI				
1.0000	-.6438	.3351	.1896	-.0529
.6888				
1.0000	.3562	.3318	.1893	-.0519
.6879				
1.0000	.3562	.3318	.1893	-.0519
.6879				
2.0000	-.6438	.2099	.1268	-.0303
.4654				
2.0000	.3562	.2065	.1243	-.0291
.4583				
2.0000	.3562	.2065	.1243	-.0291
.4583				

Indices of partial moderated mediation:

Index	BootSE	BootLLCI	BootULCI
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Gender2 -.1252 .0829 -.2984 .0258
 BirthOrd -.0034 .0360 -.0854 .0687

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
 95.0000

Number of bootstrap samples for percentile bootstrap
 confidence intervals:
 5000

Z values in conditional tables are the 16th, 50th, and 84th
 percentiles.

----- END MATRIX -----

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	AutonomySupportMean ^b	.	Enter

- a. Dependent Variable: SuccessionIntentionMean
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224 ^a	.050	.039	1.70547

- a. Predictors: (Constant), AutonomySupportMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.521	1	13.521	4.649	.034 ^b
	Residual	255.959	88	2.909		
	Total	269.480	89			

- a. Dependent Variable: SuccessionIntentionMean
- b. Predictors: (Constant), AutonomySupportMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.308	.857		1.526	.130
AutonomySupportMean	.335	.155	.224	2.156	.034

a. Dependent Variable: SuccessionIntentionMean