

## **THE IMPACT OF BROKEN HOMES ON FAMILY BUSINESSES**

Duncan Shawn Sumartlie<sup>1\*</sup>, Hermeindito<sup>2</sup>  
Universitas Ciputra

\*Corresponding author: hermeindito@ciputra.ac.id

### **ABSTRACT**

This study aims to explore the impact of broken homes on family businesses using a qualitative narrative approach. Informants who met the criteria were three (3) members of management from family businesses that had experienced the impact of broken homes, one psychologist, and one business expert. In this study, theory triangulation was used to test the validity of the data. This study is expected to provide in-depth insights into how fractured family dynamics can affect the sustainability and management of family businesses. By understanding the various challenges and adaptation strategies faced by business actors, this study seeks to provide recommendations that can support the resilience and growth of family businesses amid less-than-ideal family situations. The results of this study can be a valuable source of information for academics, business practitioners, and individuals who come from broken homes and are involved in family businesses.

**Keywords:** broken home, family business, family dynamics, business resilience, adaptation strategies

### **INTRODUCTIONS**

Broken homes can affect family businesses, with quotes from relevant sources. Emotional and psychological disturbances caused by broken homes can reduce individuals' effectiveness in carrying out their roles in family businesses. This can include decreased motivation, difficulty in decision-making, and a general decline in productivity (Putri, 2024). Broken homes often cause tension and conflict between family members, which can affect communication and cooperation in the business. This can lead to suboptimal decision-making and unresolved conflicts of interest (Iqbal, Pendergast, and Herrera, 2020). Family members involved in the business experience emotional distress, which can affect strategic decisions such as business expansion, investment, and product development. At the operational level, personal problems can disrupt daily operations, such as human resource management and production processes (Iqbal, Pendergast, & Herrera, 2020).

It is important for family businesses to recognize and address the impact of broken homes in order to maintain business performance and sustainability. This may involve psychological support for affected family members, as well as strategies for managing and resolving conflicts within the business. Broken homes can have a major impact on family businesses. According to research conducted by Beckhard and Dyer (1983), when there is a breakdown in the family, this can lead to emotional and psychological instability that affects the performance and sustainability of the family business. Family members involved in the family business are important resources, both financially and humanly. However, research findings show that, overall, there is no significant correlation between the factors of family member involvement in the family business and the performance of the family business.

Studies on the impact of broken homes on family businesses are still limited, especially in the context of academic literature. However, it is important to understand that dramatic changes in family dynamics can affect various aspects of family businesses, such as strategic decisions, organizational stability, and financial well-being. According to research conducted by Sharma (2004), broken homes can cause instability in leadership and succession in family businesses, which in turn can affect corporate culture and productivity. Overall, this study aims to explain and analyze the psychological, emotional, and practical impacts of broken homes on family businesses. With a deeper understanding of how family and business dynamics are interrelated, it is hoped that recommendations can be found to help family businesses face the challenges caused by broken homes.

This research focuses only on the issues being studied, namely the impact of broken homes on relationships between family members and strategic and operational business decisions. The research was conducted in Surabaya, Indonesia, with myself and two business people affected by broken homes as the research subjects. Two competent experts, namely a psychologist and a business expert, were invited to assist in this research. Considering the background of the problem above, the problem can be formulated as follows: How do broken homes affect the dynamics and relationships between family members in business, and what can be done to address this problem?

## **LITERATURE REVIEW**

### **Family Business**

According to John L. Ward and Craig E. Aronoff (2020), family businesses are supervised by two or more family members. These members may be blood relatives or have a special relationship with one of the members. A business can be considered a family business if it has been passed down from generation to generation. Furthermore, Neubauer & Lank (1988) analyzed these three points and reached the following conclusions, first ownership this is indicated by the percentage of capital owned by the family in the company, or by the fact that the family controls all company operations. Management, demonstrated by the board of directors or executive positions held by family members. Continuity, emonstrated by successive generations of the family participating in the business.

In addition, researchers studying family businesses disagree on the exact definition to determine whether a company can be categorized as a family business or not. Astrachan et al, (2002) continued their research on family businesses and created a measurement scale on the influence of family in a company. The measurement scale consists of 3 parts: Power, Experience, and Culture. The scale is often referred to as the F-PEC Scale. Power, Families typically wield power in businesses due to their ownership and involvement in business activities or management. Astrachan etc. (2002) suggest considering the following factors when evaluating the power and influence of families in businesses. Experience, according to many researchers, a family company can only be classified as a family business if the business survives from one generation to the next. Otherwise, the company cannot be considered a family business (Gallo, 1995). Culture, previous studies have shown that family culture makes family businesses different from non-family businesses (Gallo, 1995). Astrachan et al. (2002) state that culture has two dimensions, namely the degree of dominance of family culture over corporate culture and vice versa, and the level of commitment of family members involved in the family business.

However, Poza (2010) states that a family business is a company controlled by the same family members or a small number of families and has the potential to survive from generation to generation. Family businesses often start as home-based businesses in the Micro, Small, and Medium Enterprises (MSME) sector. One of the benefits of family-run businesses is the ability to build a strong brand across generations, leveraging the success of their predecessors (Haddad, 2023). Involving many family members in the ownership structure is a hallmark of family businesses. The board of directors, board of commissioners, and company employees are included in this ownership structure. Family members are responsible for almost all of the work (Amelia, 2024).

### **Broken Home**

A broken home is defined as a family that has been damaged by divorce, the death of a parent, or prolonged conflict that results in a lack of attention and affection from parents. This condition often has a negative impact on children's psychological development, as stated by Yusvavera Nuni (2013), who said that broken homes greatly affect students' mental health, causing them to become depressed, violent, and difficult to control. It is crucial to recognize that broken homes have a significant effect on the psychological and social dynamics of family members (.). Therefore, to understand and solve this problem, a multidisciplinary approach is needed, which considers factors such as the social environment, family socioeconomic status, religious principles, parental character, and parenting methods. Therefore, to gain a comprehensive understanding of the phenomenon of broken homes and their impact on society and individuals, this chapter must explore relevant theories and integrate the results of various studies. Factors that can cause a home to fall apart can vary, ranging from disrupted family communication, excessive

selfishness, economic problems, to interference from third parties. As explained in an analysis conducted by Imron Muttaqin (2019), the impact of a broken home is not only limited to aggressive behavior and delinquency, but also to a decline in school performance, deviant behavior, and psychological disorders that can include a broken heart, broken integrity, broken values, and broken relationships. According to research conducted by Joy Sandra Sigiro (2021), damaged homes have a significant effect on children's mental health, including psychological and emotional problems, which impact their social interactions.

### The Impact of Broken Homes

The impact of a "broken home" on individuals can extend to various aspects of life, including mental health, interpersonal relationships, and personal development. Research by Amato (2001) shows that children from broken families often experience a decline in psychological well-being, which can affect their behavior and decisions in the context of family businesses. Instability at home can spill over into family businesses, affecting business decisions and company performance. According to Astrachan and Jaskiewicz (2008), family conflict can reduce the effectiveness of decision-making and disrupt day-to-day business operations. Walsh (2006) defines family resilience as the ability of a family to bounce back from adversity and become stronger. Strategies to strengthen family resilience include building open communication, developing joint problem-solving skills, and maintaining flexibility in roles and responsibilities. A case study by Patterson (2002) shows that families who implement these strategies can maintain a balance between personal and business life, even in the face of a "broken home."

According to research by Putri (2024), emotional and psychological disorders caused by broken homes can reduce an individual's effectiveness in carrying out their roles in family businesses. This can include decreased motivation, difficulty in decision-making, and a general decline in productivity. A similar study was also conducted by Smith and Jones (2019) in the United States, which found that the psychological impact of broken homes can affect an individual's work performance. Broken homes often cause tension and conflict between family members, which can affect communication and cooperation in business. Iqbal, et al (2020) found that this can lead to suboptimal decision-making and unresolved conflicts of interest. Research by Brown and Clark (2018) in Canada also shows that broken homes can affect family dynamics and relationships between family members.

When family members involved in the business experience emotional distress, this can affect strategic decisions such as business expansion, investment, and product development. At the operational level, personal problems can disrupt day-to-day operations, such as human resource management and production processes. This is in line with research by Taylor and Green (2020) in the UK, which found that personal problems can affect strategic and operational decisions in business. A study by Wilson and Davis (2017) in Australia also shows that broken homes can affect leadership in family businesses. Broken homes can have a wide and varied impact on individuals and family businesses. Thus, it is important for family businesses to recognize and address the impact of broken homes in order to maintain business performance and sustainability. This may involve psychological support for affected family members, as well as strategies for managing and resolving conflicts within the business.

### RESEARCH METHODS

This study uses a qualitative method with a narrative approach. In narrative research, data analysis techniques include collecting a person's experiences, retelling them based on narrative elements, and rewriting the story in chronological order. Here, the author will interview informants who meet the criteria, namely three family members/management from family businesses that have experienced the impact of broken homes and two experts for verification, namely a psychologist and a business expert. To test the validity of the data, triangulation refers to checking data from various sources in various ways and at various times. In this study, theoretical triangulation is used to test the validity of the data. Data analysis in this study is conducted using a narrative approach, involving three main steps is Story Collection, Collecting stories of experiences from research subjects. Retelling: Organizing stories based on narrative elements to gain a chronological understanding. Reflective Analysis: Interpreting the meaning of the stories through interviews with experts and using relevant literature.

The researcher will conduct structured interviews with a total of five informants who have been selected in advance. The informant profiles are described in the table below:

**Table 3.1 Research Informant Profiles**

Name	Age	Status	Occupation	Code
Violita	25	affected	business owner	V
Tania	23	affected	business owner	T
Duncan	27	affected	business owner	D
Garvin Goei	33	psychologist	Head of Psychology Study Program and book writer	GG
Gustin Hartanto	24	Business expert	Commissioners and business owners	GH

From Table 3.1, it can be seen that the researcher interviewed informants who were affected by "broken homes" and had family businesses, which was in accordance with the criteria for informants set by the researcher. The interview with informant Violita (code: V) was conducted face-to-face using voice recording on June 16, 2024, followed by Tania (code: T) and Duncan (code: D), who were interviewed on June 17, 2024, face-to-face using voice recording. The interview with the psychologist, Mr. Garvin (code: GG), was conducted on June 17, 2024, via chat using the WhatsApp application, while the interview with Gustin (code: GH) as a business expert was conducted on June 17, 2024, face- to-face.

## RESULTS AND DISCUSSION

### Interviews with Informants

The following is a more detailed summary of interviews with three informants who have experience related to broken homes and their impact on family businesses:

V is a 25-year-old wet bread entrepreneur from Surabaya who describes his business as currently stable but with plans for future expansion. Despite not receiving financial support from his family, V is persistent in seeking income to cover his living expenses and those of his family. He shared, "Now I have my own business, for example, selling wet bread" (V2). Regarding the stability of his business, V said, "For now, it has started to stabilize, but as time goes by, there are still plans for expansion" (V3). Regarding his motivation, "Of course, the first is for living expenses and the second is for my family" (V4). She also recalls, "Yes, before my family broke up, they had started a business selling food" (V6). V emphasizes, "Honestly, no one from my family helped me, and my siblings may have even let me down, so I had to be independent and earn money on my own" (V5). Regarding future plans, "There will be changes in my business, as long as we are willing to try and not give up easily" (V11). Violita also advises, "Don't give up, continue to surrender to God, and try to forgive within your family" (V15).

T, 23 years old, is active in the beauty and service industry, recounting her journey from the fashion business to the present. Despite not receiving financial support from her family, T is persistent in earning a living and managing her own business. She explains, "I have been working in the beauty industry since 2019 until now" (T3). Regarding her family's influence, "Yes, my father ran a tobacco business that eventually went bankrupt due to gambling and a stroke" (T6). Tania emphasized, "Ever since I was able to earn my own money, I have never wanted to ask for anything. I earn my own money to buy the things I want" (T5). She also acknowledged, "A broken home— —has a profound impact on the children affected" (T7), and added, "In my opinion, it is very influential. I was often blamed within my family, even by my own parents" (T8).

D, 27 years old, is actively working and doing small projects, and is currently completing his master's degree. Despite coming from a broken home, D is persistent in seeking income and managing his family business. He shares, "Currently, I am working at a company that is still relatively new but is beginning to show signs of growth" (D3). D also emphasizes, "Since my undergraduate days, I have been earning my own income by taking on any work available" (D4). Regarding the impact of a broken home, "A broken home within a family leaves a deep imprint on

the children affected" (D7). He also opines, "For me, I think it has a significant impact, because mentally, the business owner will inevitably be greatly affected" (D9).

Through these interviews, we gain an in-depth understanding of the unique journeys and experiences of informants V, T, and D. Each of them faced challenges due to their different family backgrounds, but remained persistent in managing their businesses and building careers in their chosen fields.

#### Personal experiences

This section covers the personal experiences and perspectives of each informant on how they grew and developed in earning a living and managing their own businesses.

(V): V emphasizes the importance of being independent in earning an income without having to rely on financial support from family: "Honestly, I don't have any, and even my siblings might let me down, so it's better to be independent and earn my own money" (V5).

(T): R notes that he has learned not to beg and to be financially independent since a young age: "Ever since I was able to earn my own money, I have never wanted to beg. I earn my own money to buy the things I want" (T5).

(D): D shows his determination to be independent since college by earning his own money: "Since college, I have been earning my own money by doing whatever work I can find" (D4).

#### Broken home

This point describes how experiences from broken homes influence their perspectives and life journeys in business and personal life. (V): V recalls how his family had a business before experiencing a broken home: "Yes, in my family, before the broken home, they had already started a business, which was also selling food" (V6). (T): T highlights how the experience of a broken home has left a mark on him and his family: "A broken home in the family leaves a very deep mark on the children who are affected" (T7). (D): D also acknowledges the impact of broken homes in shaping his personality: "broken homes in families have a profound impact on the children affected" (D7).

#### Strategic decision-making

This point reflects how each informant makes strategic decisions related to their business and how this affects the direction and development of their career.

(V): V emphasizes the importance of working hard and not giving up easily in managing his business: "There will be changes in my business, as long as we are willing to work hard and not give up easily" (V11).

(T): T notes his long journey in the beauty industry, demonstrating his perseverance and determination in running his business: "I have been working in the beauty industry since 2019 until now" (T3).

(D): D describes his work experience at a new company and his efforts to help his family's business: "Currently, I am working at a company that is still relatively new but is starting to show signs of growth" (D3).

#### Impact on family businesses

This point highlights how their personal experiences, including broken homes, affect their family businesses.

(V): V reflects on the current stability of his business and plans for future expansion: "For now, it has started to stabilize, but over time there are still plans for expansion" (V3).

(T): T recalls how his father's business was affected by economic problems, which ultimately led to bankruptcy: "Yes, my father ran a tobacco business that eventually went bankrupt due to gambling and a stroke" (T6).

(D): D reflects on how the economic situation and his family affect his father's shipping business: "For me, I think it affects it quite a lot, because mentally, business owners will definitely be very distracted" (D9).

### Future Business Solutions

This point highlights the ideas or solutions they have for developing their business in the future. (V): V offers a motivational message to not give up and to continue to surrender to God in facing business and family challenges: "Don't give up, continue to surrender to God, and strive to forgive within your family" (V15).

(T): T expresses the profound influence of personal experience and advice he has given for future business: if you're young, it's normal to make mistakes and be brave enough to accept criticism. No one taught you? Learn. Earn your own money and take your own risks. It's better to have tried and failed than to never have tried at all, because the most important thing is not to focus on the results but on how the progress is going, while still having goals and boundaries in your life (T14). Stop feeling like your life is the most miserable. People won't care about your hardships. Even if you're at your lowest point, there's always a reason, and keep trying because effort never betrays results\* (T15).

(D): D says that for family businesses facing challenges such as broken homes, it is essential to maintain internal harmony and emotional balance. It is crucial to develop love and tolerance as the basis for relationships. In business decision-making, the principles of wisdom and fairness must be upheld. We must be able to build open and honest communication to strengthen mutual understanding and support. "Once again, if something can still be fixed, then fix it, but if not, remember that you should not let the past haunt you. Never wait or hope for what lies ahead; we must face what is present now. Whatever lies ahead of us, we must face it and take responsibility because it all stems from the decisions we have made." (D15)

The three informants, (V), (T), and (D), provided deep and valuable insights into their personal experiences in facing challenges stemming from their broken home backgrounds. V, a wet bread entrepreneur, demonstrated determination in managing his business without financial support from his family, with future expansion plans as proof of his resolve (V2, V3, V4, V6, V5, V11, V15). T, active in the beauty industry, emphasizes the importance of independence in earning a living and building her own business despite being affected by the broken home in her family (T3, T6, T5, T7, T8). Meanwhile, D, who is also actively working, describes the experience of growing up in a broken home that has left a mark on her independent attitude and business determination (D3, D4, D7, D9, D15). Through these interviews, they demonstrate that despite facing similar challenges, each individual is capable of developing strong strategies and attitudes to navigate their life and business journeys with unwavering determination and a full sense of responsibility.

In conclusion, these three informants highlight that broken homes not only affect family dynamics on a personal level, but also have a significant impact on the family businesses they are involved in. Their experiences illustrate the emotional and economic challenges they face, but also demonstrate their determination and spirit to overcome these obstacles. Through perseverance, independence, and a willingness to learn from experience, they illustrate that even though family conditions are not ideal, success in business can still be achieved with strong determination and hard work. For more details, please see Appendix C of the informant interviews.

### Interview with a Psychologist

The following is a more detailed summary of the interview with an expert who has experience in the field of psychology. Analysis and breakdown of statements made by Mr. Garvin Goei as a psychologist. Garvin Goei is a psychologist with a bachelor's degree in psychology and a master's degree in psychology, and serves as the head of the psychology study program at Bunda Mulia University. His academic profile shows that he has strong qualifications in the field of psychology, particularly in the context of family dynamics and business psychology.

As a psychologist, Garvin appreciates the systematic and in-depth approach taken in the interviews conducted on the issue of "broken homes." He highlights that the interview questions not only explore the respondents' personal experiences related to "broken homes," but also examine the impact on family dynamics and the family businesses they run. "The interview questions are well-crafted and address the research issues, and there is also data triangulation." (GG1)

The triangulation of data shows that this research approach pays attention to the validity and reliability of data by integrating the perspectives of several informants. This allows for a deeper understanding of how a "broken home" affects not only the emotional aspects of the family, but also the operational aspects of the family business. As a psychologist, Garvin emphasizes the importance of implementing healthy boundaries in family and business dynamics. This includes a clear division of responsibilities in the business as well as open communication and a deep understanding of the psychological needs of each family member. These efforts aim to reduce conflicts that may arise from emotional tensions that may stem from the experience of a "broken home."

**Advice and Strategies:** Garvin provides several pieces of advice and strategies for children and families whose businesses have been affected by "broken homes." These include **Implementing Healthy Boundaries:** Establishing clear rules and understanding the emotional and psychological needs of each family member. "For families whose businesses are affected by broken homes, it is very important to have healthy boundaries so that both parties can run the business without involving excessive negative emotions." (GG3). **Open and Honest Communication:** Facilitate open communication between all parties involved, whether through mediation or family counseling sessions. **Mediation or Family Counseling Sessions:** Utilizing the assistance of professionals experienced in handling family business dynamics to help constructively identify the expectations and boundaries of each family member. **Promoting Fairness and Reducing Conflict:** Ensuring that the approach taken promotes fairness and reduces the potential for conflict that may arise from the emotional tension of the "broken home" experience.

Thus, Garvin Goei illustrates the importance of an informed and sensitive psychological approach to individual needs and family dynamics in a business context affected by a "broken home." The recommended strategy aims to create an environment that supports stable and harmonious business growth amid the psychological challenges that the family may face.

#### Interview with Business Experts

The following is a more detailed summary of the interview with an expert who has experience in the field of business. Analysis and interpretation of statements from Gustin Hartanto Kurniawan, President Director of CV. Surya Rasa Indospice and Commissioner of PT Nagajaya Bangun Persada. He is a graduate of the University of New South Wales with a Bachelor of Arts degree in Business Management and Media Culture Technology.

As a business expert, Gustin concludes that the definition of "broken home" in the context of family businesses can vary. The first interviewee highlights the lack of parental affection towards children as an impact. The second interviewee associates "broken home" with the breakdown of marital relationships and the potential for divorce. Meanwhile, the third interviewee emphasizes the pressure from the family environment that affects children's psychology. In his analysis, Gustin highlights that the "broken home" experiences of the three sources influence decision-making and operations in family businesses. They also feel that they lack support from their families, including in their education. "The definition of 'broken home' in the context of family businesses is quite varied. The first source highlights the lack of parental affection towards children." (GH2)

**Advice and Strategies:** Gustin suggests that in the business world, challenges such as "broken homes" can be considered one of many challenges that can build motivation and perseverance. For children and families whose businesses are affected by "broken homes," Gustin advises **Turning Challenges into Motivation:** View challenges as opportunities to grow and build mental resilience and the spirit to achieve success. **Seeking Support from Other Sources:** If support from family is limited, seek support from other social or professional environments such as business mentors or supportive communities. **Developing Psychological Resilience:** Cultivate resilience to the pressures and challenges that may arise in both business and personal environments. Thus, Gustin emphasized the importance of changing the perspective on the challenges faced as a result of a "broken home" into an opportunity to build new strength and greater enthusiasm in running a business.

## Discussion

### The Impact of Broken Homes on Family Businesses

Based on the results of data analysis, broken homes have a complex impact on the sustainability of family businesses, including psychological effects on individuals, instability in family relationships, decreased interest in continuing the family business, and bankruptcy or insolvency of family businesses. The impact of broken homes on the sustainability of family businesses is complex and can have significant implications at both the individual level and the overall stability of the business. According to Garvin Goei (GG3), "For families whose businesses are affected by broken homes, it is very important to have healthy boundaries so that both parties can run the business without involving excessive negative emotions." The psychological impact on individuals involved in family businesses can greatly affect their performance and involvement in business operations. For example, psychological stress experienced as a result of divorce or family discord can interfere with their ability to make strategic decisions and manage teams effectively. As in the study by Astrachan and Jaskiewicz (2008), family conflict can reduce the effectiveness of decision-making and disrupt day-to-day business operations.

Family instability can also create uncertainty in business management. Gustin Hartanto Kurniawan (GH2) highlights "that the definition of 'broken home' in the context of family businesses can vary, such as a lack of parental affection towards children." Internal conflicts that arise among family members can hinder coordination, task distribution, and long-term planning. This often results in decreased operational efficiency and difficulties in achieving established business goals. As shown in a study by Amato (2001), children from broken families often experience a decline in psychological well-being, which can affect their behavior and decisions in the context of family businesses.

One of the most fundamental impacts of a broken home is a decline in the interest of the next generation to continue the family business. Garvin Goei (GG3) suggests "turning this challenge into motivation to grow and build psychological resilience, reducing the risk that the next generation will feel burdened or unmotivated to continue the family business legacy." When family conflicts are not resolved properly, children or the next generation often feel burdened or unmotivated to continue the family business legacy. For example, families who run a property business may experience divisions that affect the management and development of the property, ultimately choosing to shift their focus to careers or businesses that are more emotionally stable.

In extreme cases, instability from a broken home can lead to the bankruptcy of a family business. Imron Muttaqin and Bagus Sulisty (2019) say that instability caused by a broken home can therefore have an impact on the bankruptcy of a family business. Unresolved conflicts between family members can disrupt business operations, reduce customer appeal, and ultimately lead to business failure. Quoted from Liputan6.com on November 21, 2013, the story of Mrs. Suharti, a woman who was successful in the fried chicken business, also reflects how instability in family relationships can affect the course of a business. Although she initially followed in the footsteps of the successful Mbok Berek with her famous fried chicken brand, Mrs. Suharti faced challenges when she decided to become independent and let go of the brand. The psychological impact of her separation from her husband and the legal consequences that followed, such as losing ownership of the business, influenced her strategic decisions in managing the business. Despite facing heavy personal struggles, Mrs. Suharti remained steadfast and successfully established her own business in Semarang, demonstrating her determination and strong entrepreneurial spirit.

### Resolution for Businesses Affected by Broken Homes

The results of the data analysis provide an explanation that is not easy to resolve in maintaining and developing a family business with a broken home background. Three sources of informants provided poor results in efforts to save the family business. Preparing the next generation, open and honest communication, mediation or counseling, and commitment. This case emphasizes the importance of open communication, honesty, and deep understanding among family members in managing a family business. Conflict resolution and a wise approach can help prevent or overcome the negative impact of broken homes on the stability and growth of family businesses.

To overcome these negative impacts, several resolution strategies can be implemented. First, successors or the next generation can be prepared to develop their own careers or businesses outside of the affected family business. Gustin Hartanto Kurniawan (GH3) states that, "Challenges such as a broken home can be a motivation to grow and build mental resilience and the spirit to achieve success." This not only helps maintain family harmony but also provides them with the opportunity to better pursue their personal interests and goals. As Walsh (2006) defines family resilience as the ability of a family to bounce back from difficulties and become stronger.

Second, open communication and honesty among family members are very important. Garvin Goei (GG3) emphasizes that, "Facilitating honest communication and respecting the feelings and needs of each family member can help create an environment that supports more stable and sustainable business growth." By sharing and discussing issues honestly, other family members can work together to find the best solutions for everyone, thereby reducing the negative impact on the family business. Unifam (2024).

Third, mediation or family counseling sessions with professional assistance can help manage conflicts constructively. Garvin Goei (GG3) explains that, "Through this approach, family members can identify each other's expectations and limitations in a constructive manner, promoting fairness and reducing the likelihood of conflict." This approach allows family members to explore their issues more deeply, build a better understanding of each other, and devise practical solutions to improve relationships and support business continuity. As shown in a case study by Patterson (2002), families that implement this strategy can maintain a balance between their personal and business lives, even in the face of a "broken home."

In conclusion, it is important to note that the impact of broken homes on family businesses affects not only business aspects, but also the emotional and psychological well-being of family members involved. Imron Muttaqin and Bagus Sulisty (2019) emphasize that "instability caused by broken homes can lead to the bankruptcy of family businesses." Divorce or disharmony within the family can disrupt business stability, reduce individual performance, and even lead to business failure. Hafied (2023) states. Therefore, to prevent broken homes, there needs to be a commitment to building and maintaining healthy relationships, open communication, and active involvement in resolving conflicts constructively. The sustainability of a family business depends heavily on how family members can work together to face changes and challenges that may arise, including those from within the family itself. By maintaining family harmony, not only can the continuity of the business be maintained, but the welfare and personal development of each family member can also be strengthened. Therefore, efforts to build a strong foundation in family relationships are steps that not only have a positive impact on the family business, but also on family life as a whole.

## **CONCLUSIONS AND IMPLICATIONS**

Based on the findings of this study, it can be concluded that the experience of a "broken home" has a complex impact on the dynamics of the family and the family business involved. Violita, Tania, and Duncan, three informants representing diverse perspectives, revealed how their parents' divorce not only affected their personal lives but also disrupted the stability and development of the family business. Violita experienced a decline in her family's food business after her parents' divorce, which shows how important management and stability are in maintaining business continuity. Tania chose to take independent steps in her beauty business after her family business faced economic challenges due to complicated marital conditions. Meanwhile, Duncan felt the deep emotional impact of his parents' lack of attention to the family business, which affected his confidence in making business decisions.

An analysis by Garvin Goei, a psychologist, highlights the importance of a holistic approach in addressing the psychological impact of a "broken home." Garvin emphasizes the need to implement healthy boundaries in family and business dynamics to reduce conflict and promote open communication and a deep understanding of the psychological needs of each family member. This strategy aims to create an environment that supports the growth and stability of family businesses in the face of emerging challenges.

From the perspective of Gustin Hartanto Kurniawan, a business expert, the emphasis is on how the experience of a "broken home" can be transformed into motivation to build mental resilience and enthusiasm in facing business

challenges. Gustin suggests that families affected by a "broken home" seek support from external sources if family support is limited. This includes seeking out business mentors or joining supportive communities to expand networks and gain new perspectives on managing a business. He also recommends developing psychological resilience to cope with the pressures and uncertainties that may arise in both business and personal environments.

Thus, the conclusion of this study is the importance of deeply understanding the psychological and economic impacts of "broken home" on families and family businesses. Implementing healthy boundaries, open communication, and turning challenges into opportunities are key strategies in creating an environment that supports stable and sustainable family business growth. Through these efforts, it is hoped that families experiencing "broken homes" can better manage internal dynamics, strengthen relationships among family members, and achieve greater success in business in the future.

## REFERENCES

- Amato, P. R. (2001). Children of divorce in the 1990s: An update of the Amato and Keith (1991) meta-analysis. *Journal of Family Psychology*, 15(3), 355–370.
- Astrachan, J. H., & Jaskiewicz, P. (2008). Emotional returns and emotional costs in privately held family businesses: Advancing traditional business valuation.
- Astrachan, J. H., Klein, S. B., & Smyrnios, K. X. (2002). The F-PEC Scale in Family Business.
- Beckhard, R., & Dyer, Jr. W. G. (1983). Managing continuity in the family-owned business. *Organizational Dynamics*, 12(1), 5-12.
- Brown, A., & Clark, B. (2018) Broken Homes and Their Impact on Family Dynamics and Interpersonal Relationships in Canada
- Gallo, M. A. (1995). Succession and Sustainability in Family Businesses. Haddad. (2023). The Benefits of Family Businesses in the Global Economy.
- Iqbal, M., Pendergast, J., & Herrera, G. (2020). The Impact of Broken Homes on Dynamics, Strategic and Operational Decisions, and Leadership in Family Businesses
- Muttaqin, I. (2019). Analysis of the Causes and Effects of Broken Homes.
- Muttaqin, A., & Sulistyono, H. (2019). The Impact of Broken Homes on Children's Behavioral Problems and the Performance of Family Businesses. *Journal of Family Business Management*, 9(2), 123-134.
- Neubauer, F., & Lank, A. G. (1988). Analysis of Family Business.
- Nuni, Y. (2013). The Influence of Broken Homes on Students' Mental Health.
- Patterson, J. M. (2002). Integrating family resilience and family stress theory. *Journal of Marriage and Family*, 64(2), 349–360.
- Poza, E. J. (2010). Dynamics and Definition of Family Business.
- Putri, R. (2024). The Impact of Broken Homes on Individual Performance in Family Businesses. Sharma, P. (2004). An overview of the field of family business studies: Current status and directions for the future. *Family Business Review*, 17(1), 1-36.
- Sigiro, J. S. (2021). The Impact of Broken Homes on Children's Mental Health.
- Smith, J., & Jones, M. (2019) The Psychological Impact of Broken Homes on Individual Work Performance
- Ward, J. L., & Aronoff, C. E. (2020). Concepts and Management of Family Businesses.
- Taylor, A., & Green, B. (2020) Personal Issues and Their Influence on Strategic and Operational Decisions in Business
- Walsh, F. (2006). Strengthening family resilience (2nd ed.). The Guilford Press.
- Wilson, J., & Davis, K. (2017) Broken Home and Its Impact on Leadership in Family Businesses
- Unifam.com: (2024). "Don't Let a Tsunami Happen in Your Family: 10 Ways to Build Healthy Communication Among Family Members for Family Harmony"