Role Of Attitude, Norma, Availability And Success Satisfaction In Furniture Companies In Sukoharjo District

Aris Tri Haryanto¹, Anggoro Panji Nugroho²

¹Affiliation (Program Studi Manajemen, STIE Adi Unggul Bhirawa, Surakarta, Indonesia)
²Affiliation (Program Studi Manajemen, STIE Adi Unggul Bhirawa, Surakarta, Indonesia)

1. Pendahuluan

The feeling of security is divided into two categories, namely the category of emotional attachment and the issue of appreciation. Emotional attachment includes the owner’s belief that family members will be honest and will not damage the system built by the company owner. Regarding the award, the owner will not feel too guilty if the company is still in a difficult condition the owner gives a smaller salary, or will not mind giving a higher award if the company’s condition improves, because they are family.

The results of the 2018 Indonesian economic census show that the contribution of family companies to Indonesia’s gross domestic product reaches 82.44% (Faustine, 2013), which proves that family businesses have a significant role in the national economy.

The process to ensure the survival of family businesses through management and leadership changes is a matter of succession (Shepherd & Zacharakis, 2010). For succession to succeed, the succession process must be planned well from the start, including by involving successors in business from the start, there are various trainings for successors, and creating attractive reward systems so that successors have a strong desire to replace the role of their predecessors (Goldberg, 2011; Venter, Boshoff & Maas, 2015).

One area that can explain the phenomenon of succession planning behavior in family businesses is the Ex. Surakarta Residency, an area consisting of one large city (Surakarta) and six Regencies (Boyolali, Sukoharjo, Karanganyar, Wonogiri, Sragen, and Klaten). Central Java Provincial Government classifies the region as the largest growth area with Surakarta City as the center of its activities (Sunardianto, Mulyanto, Sumardi & Untoro, 2012). The city of Surakarta is a city of culture where many family companies in the Batik industry have stood and become big until now. Besides that, the Surakarta and surrounding areas are industrial and commercial zones, so that in the area around Surakarta there are many companies that are mostly family-owned companies.

Research on the role of small and medium enterprises in Indonesia has been carried out, for example by Berry et al. (2011) and Brata (2014). Research on family companies involving companies in Indonesia has been examined by Muchtar (2011) regarding the description of the role of consultants in companies in Southeast Asia and Weiddenbaum’s research (2016) on
comparing the characteristics of Chinese companies in Southeast Asia (Salim Group and Lippo Group from Indonesia) with family company in the United States. As far as is observed, there has been no research on small and medium-sized family companies with specific regional settings in Indonesia. This condition is a gap, because small and medium scale businesses are the backbone of the economies of most Asian countries (Menkhoff & Kay, 2010), as well as the results of Lussier & Sonfield's (2016) research showing differences in managerial decision making between large companies and SMEs in family companies in the United States. The gap is a driving factor for conducting research on small and medium scale family companies in ex. The residency of Surakarta as part of the territory of Indonesia, given the role of family businesses in the Indonesian economy is very large (Faustine, 2013). There is also a focus of study in this study on small and medium scale family companies as stated by Goldberg (2011); Sheperd & Zacharakis (2010); Le Breton Miller et al. (2014); Levitt (2015) and Venter et al. (2015) is succession planning.

Previous research on succession planning in family businesses was divided into seven groups. The first group is research related to the basic problems of succession planning, for example various factors that affect the effectiveness of succession in family companies (Goldberg, 2011; Morris, William & Nel, 2016; Sharma, 2010), readiness to carry out succession (Feltham, Feltham & Barnett, 2011), the profile of succession planning for company owners (Lee, Jasper & Goebel, 2013), as well as the results of succession decision making at family companies (Westhead, 2013). The second group is research related to the role of the family in succession planning, for example the influence of the family on the succession process (Davis & Harveston, 2008), the role of mothers during family business succession (Janjuha-Jivraj, 2014), and challenges of girls in the succession of family businesses (Vera & Dean, 2015).

The third group is the relationship between family company succession and leadership, for example the relationship between the managerial leadership capabilities of the predecessor and successor and organizational performance (King, 2007), and the quality of successor leadership in family companies (Cater III, 2016). The fourth group is succession in various countries or groups of people, for example comparison of succession in Korean and American companies (Kuratko, Hornsby, & Montagno, 1993), United Kingdom (Brown & Coverly, 2009), South Asia (Janjuha-Jivraj & Woods, 2012a ), Kenya (Janjuha-Jivraj & Woods, 2012b), Finland (Malinen, 2011). The fifth group is research related to the characteristics and attributes of successors, for example about the key interpersonal relationships of successor family members to family companies (Handler, 2011), how to prepare for successor by family and non-family company CEOs (Fiegener, Brown, Prince, & File, 2016), important successor attributes in the family company (Chrisman, Chua & Sharma, 2008), the influence of demographic factors on the desire to become a successor (Stavrou, 2009), patterns of socialization of successors from the first generation to the second (Garcia-Alvarez, Lopez-Sintas, & Gonzalvo, 2012), and the quality of effective successors (Ibrahim, Soufani, & Poutziouris, 2014).

The sixth group is the consequences or results of succession activities, for example the antecedents of satisfaction with the succession process (Sharma Chrisman, & Chua, 2013b), factors that influence succession success (Venter, Boshoff, & Maas, 2013), and the influence of successor factors on the success of the succession process (Venter et al., 2015).

The most important objective of study in the field of family business today is to develop the theory of family companies (Sharma, 2014). Sharma et al. (2013a) states that until now there has been no theory regarding the succession planning of family firms, on the other hand Campbell (1990) stressed the importance of the application of theory in the research model. To overcome this gap, Sharma (2014) proposes a combination of organizational theory and the theory of family, to test the level of validity when the two theories are combined. Sharma et al. (2013a) have begun this step with some weaknesses, this study seeks to perfect the weaknesses of Sharma et al. (2013a) based on the suggestions given, namely expanding the operationalization of TPB with different measurements and models, as well as adding an element of outcome to the research model.

Ajzen (2011) states that TPB is a theory that explains human behavior in specific cases. This theory contains three main elements, namely consideration (consideration), will (intention) and behavior (behavior). Consideration consists of three dimensions, namely attitudes toward behavior (attitude toward behavior), social norms (social norms) and perceived behavioral control. These three dimensions affect the will, and the will influences behavior. Ajzen (2011) adds that perceptions of behavi-
ioral control can directly influence behavior.

The results of a study of previous research on the operationalization of TPB in specific cases obtained four findings. First is the TPB operationalization research group with a complete model of six studies, namely about bureaucratic change (Smith, 2010); transportation facility selection (Bamberg et al., 2013); driver compliance with speed limits (Elliott et al., 2013); willingness to make payments (Ajzen et al., 2014); maintenance of physical activity (Armitage, 2015); and shopping information search (Pavlou & Fygenson, 2016). Departing from the phenomena and results of previous studies, research will be conducted regarding satisfaction of succession. The title formulated in this research is "The Role of Attitude, Norms, Willingness to Continue and Satisfaction of Succession in Furniture Companies in Sukoharjo Regency".

2. Metode Penelitian

The study was conducted at a furniture company in Sukoharjo Regency. Data collection time is planned from the end of April to the end of July 2019 (2 months). The population of this research is furniture companies that have carried out succession. The technique used in data collection is snowball sampling. Since the total population is unknown, then the determination of the sample is that each industrial or trade center is taken by 10 companies. Based on observations, the number of industrial / trade centers in the Sukoharjo Regency, the researchers took a sample of 100 respondents. The analysis technique uses path analysis.

3. Analisis dan Pembahasan

Instrument Test Results

The results of the validity and reliability test show that all question items used in this study are valid and reliable.

<table>
<thead>
<tr>
<th>Correlation Coefficient Analysis Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
</tr>
<tr>
<td>Attitude → Willingness to Continue</td>
</tr>
<tr>
<td>Norms → Willingness to Continue</td>
</tr>
<tr>
<td>Attitude → Satisfaction of Succession</td>
</tr>
<tr>
<td>Norms → Satisfaction of Succession</td>
</tr>
<tr>
<td>Willingness to Continue → Satisfaction of Succession</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019

From the table above it can be seen that:

1. Relationship between attitude and willingness to continue entrepreneurs in furniture companies is very low with a correlation value of 0.100.
2. The relationship between norms and willingness to continue entrepreneurs in furniture companies is very low with a correlation value of 0.814.
3. Relationship between attitude and satisfaction of entrepreneur succession in furniture companies is very low, correlation value is 0.100.
4. The relationship between the norm and the succession of entrepreneurs’ success in furniture companies is very low with a correlation value of 0.100.
5. Relationship between willingness to continue with entrepreneurial succession satisfaction in furniture companies is very low with a correlation value of 0.100.

<table>
<thead>
<tr>
<th>Test Results t</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Equation</td>
</tr>
<tr>
<td>Variabel</td>
</tr>
<tr>
<td>Attitude</td>
</tr>
<tr>
<td>Norms</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019
Results of Direct and Indirect Effects

Discussion

1. Effect of Attitude Towards Succession Satisfaction through Continuing Willingness

The path analysis results show that the use of intervening variables willingness to continue in order to increase succession satisfaction of entrepreneurs in the furniture company Sukoharjo Regency, for the attitude variable is ineffective, because the indirect effect is smaller than the direct influence. This means, to increase the succession of entrepreneurs in the Sukoharjo furniture company it is better to directly influence the attitude towards satisfaction.

This result is in accordance with research conducted by Marchoux & Shope, 1997; Smith, 2010; Bamberg et al., 2013; Elliott et al., 2013; Mashburn, 2013; Armitage, 2015; and French et al., 2015 which states that attitude has a positive and significant effect on succession satisfaction, which states that attitude continues to have a significant effect on succession satisfaction. This can be done in a way:

a. Improve employee skills so that satisfaction continues better.

b. Increase the good relationship between employees and leaders.

c. Improve the ability to foster Conceptual skills by achieving company efficiency.

With a better attitude that will provide optimal succession satisfaction, entrepreneurs will have better confidence so that the succession of entrepreneurs in Sukoharjo Regency furniture companies will be maximally achieved.

2. Influence of Norms on Satisfaction of succession through willingness to continue.

The path analysis results show that the use of intervening variables willingness to continue in order to increase succession satisfaction, for norm variables is ineffective, because the indirect effect is smaller than the direct effect. This means, to increase the succession satisfaction of entrepreneurs in furniture companies Sukoharjo Regency should use the norm variable directly.

This result is in accordance with research conducted by Marchoux & Shope, 1997; Smith, 2010; Bamberg et al., 2013; Elliott et al., 2013; Mashburn, 2013; Armitage, 2015; and French et al., 2015 which states that norms have a significant effect on suc-
cession satisfaction. This can be done in a way:

a. Increasing awareness, thus making companies care about the environment.
b. Improve timeliness according to applicable rules.
c. Improve quality products.

With the existing norms of entrepreneurs who are increasingly increasing will provide optimal succession satisfaction, entrepreneurs will feel happy or happy so that the succession satisfaction in furniture companies in Sukoharjo Regency will be maximally achieved.

4. Kesimpulan

1. Attitude has a positive and significant effect on willingness to continue.
2. Norms have a negative and not significant effect on willingness to continue.
3. Attitude has a positive and significant effect on succession satisfaction.
4. Norms have a positive and significant effect on succession satisfaction.
5. Willingness to continue to have a positive and significant effect on satisfaction of succession.
6. The direct effect of attitude on succession satisfaction results in greater value than the indirect effect, so it is more effective through the direct path.
7. The direct effect of norms on succession satisfaction results in greater value than indirect effects, so it is more effective through the direct path.

Suggestions and Recommendations

1. Attitude is the most dominant variable in increasing succession satisfaction, therefore parties in the Sukoharjo Regency furniture company should pay more attention to factors that can improve attitudes. For example in a way:
   a. Improve employee skills so that satisfaction continues better.
   b. Increase the good relationship between employees and leaders.
   c. Improve the ability to foster Conceptual skills by achieving company efficiency.
2. For further researchers, it is necessary to conduct research by adding other variables that can increase satisfaction of entrepreneur succession, or replace other intervening variables so that the results are more optimal because the willingness variable is not effective in mediating.

References


