

Case Study of the Entrepreneurial Orientation Role in the Sustainability of Family Business in Central Java

Nathania Emmanuel Puteri Subagyo¹, Susilo Toto Rahardjo²

^{1,2} Diponegoro University, Indonesia

nathaniaemmanuel@students.undip.ac.id

Abstract

This research explores the role of entrepreneurial orientation in maintaining the sustainability of family businesses in Central Java, Indonesia. Family businesses have a significant contribution to the Indonesian economy, so maintaining the sustainability of the family business is important. However, in increasingly competitive industrial conditions and a dynamic economic environment, vulnerable family businesses are unable to survive. Building from research related to the influence of entrepreneurial orientation in family business, this study provides an in-depth understanding of the role of entrepreneurial orientation in creating innovation and maintain the competitive position of a family business across generations, so that the sustainability of related family businesses can be maintained. This research was conducted by explorative case study methods with two generations and senior business employees at a family business in Central Java, Indonesia. Meanwhile, the results showed that family orientation plays a role in maintaining the sustainability of the family business through its contribution to improving performance and company expansion.

Keywords

entrepreneurial; sustainability; family business



I. Introduction

Family business is part of the backbone of a country's economy. More than 95% of businesses in Indonesia and 60% of open companies in Southeast Asia are family businesses (Price Waterhouse Cooper, 2014). With an economy dominated by family businesses, the significance of the family business to the national economy is quite high. So, the sustainability of the family business is important. So, it is not surprising that 80% of Indonesian family business owners see that passing on business ownership to the next generation is one of the significant future plans (Price Waterhouse Cooper, 2014).

In building and ensuring the sustainability of the family business, entrepreneurship plays a significant role, especially since entrepreneurship is able to produce innovations that can maintain and develop positions. competitive business (Makhdoom et al., 2019; Liu and Fang, 2016; Thomas Anning-Dorson, 2018; Liu and Fang, 2016). So, there is a need for transgenerational entrepreneurship that involves passing down the way of thinking and dimensions that make up an entrepreneur, or also referred to as entrepreneurial orientation, to the next generation (Basco et al., 2019; Zellweger et al., 2011). The entrepreneurial orientation equips the next generation in building business sustainability through innovations that can shape the company's competitive advantage from generation to generation.

The role of entrepreneurial orientation is also becoming more relevant within industries with the threat of newcomers and increasing competition between businesses. Referring to porter's five-strength analysis framework, as the threat of newcomers and competition between business increases, so does the allure of related industries (Michael

Porter, 1998). The increasing allure of the industry indicates an increasingly competitive terrain. In the midst of increasingly crowded competition, small-medium enterprises (SMEs) need to involve an entrepreneurial orientation that is able to produce innovation for the creation of sustainable competitive advantages (Shad & Ahmad, 2019; Benny Hutahayan, 2019; Tajuddin et al., 2020). Thus, this research is aimed at investigating the role of entrepreneurial orientation in the sustainability of family businesses in Central Java, Indonesia.

II. Review of Literature

2.1 Family Business

Family business is the most common form of business entity in the world and is growing stronger along with the development of technology and globalization. Some literature tries to define a family business and in general the definition used is divided into two perceptions. The first perception emphasizes the aspects of ownership, engagement, and control as the two things that define a family business (Miller et al., 2007; Sciascia and Mazolla, 2008; Lu et al., 2013). The second perception emphasizes the aspect of transgenerational vision as defining a business as a family business (Mahto et al., 2014; Chua et al., 1999; Donnelley, 1988). Centered on the objectives of research related to the sustainability of the family business, this research uses the definition of family from Thomas Zellweger (2017), where the family business is a business that is predominantly controlled by the family with a vision to maintain family control across generations.

2.2 Family Business

A family business tends to have close associations with entrepreneurship because after all, entrepreneurship is part of the strategy that builds a family business. Referring to Thomas Zellweger (2017), entrepreneurship is one of the approaches that determines the focus of family business strategy—which encourages family businesses to take on the role of innovators and leaders. It is this approach that drives the family business to efficiently deploy all its resources to its main business, focusing on growing, developing, and protecting his company as a business entity that is active in related industries. Entrepreneurship is also seen as an important strategy for family businesses because of its impact on business development, growth, and profitability (Vrontis et al., 2019). Thus, transgenerational entrepreneurship can contribute to the sustainability of family business life.

By seeing the importance of entrepreneurship and the transgenerational vision in the family business, it is important for a family business to not only pass on its ownership but also the entrepreneurial strategy. Bequeathing entrepreneurial strategies involves transgenerational entrepreneurship. Transgenerational entrepreneurship is the process of passing down the use, formation, and development of the following entrepreneurial way of thinking with family-influenced capabilities to generate a flow of entrepreneurial, financial, and social value from one generation to the next (Basco et al., 2019). That is, transgenerational entrepreneurship involves the process of instilling an entrepreneurial culture in a family, where this process needs to be led by parents of the next generation (Soleimanof et al., 2021).

Cara thinks entrepreneurs here become part of strategic resources that can be used to create or maintain a competitive advantage of the business. The entrepreneurial way of thinking itself refers to the values, behaviors, and beliefs that encourage family members to carry out entrepreneurial activities that result in value creation and excellence. competitive

(Zellweger et al., 2011). Thus, building from resource-based views, entrepreneurial thinking and capabilities is an invisible resource that is valuable and difficult to replicate because of the influence of a unique culture. from each family. This includes the dimensions that make up an entrepreneur, consisting of innovation, proactive, and risk-taking dimensions. So, part of transgenerational entrepreneurship is the inheritance of entrepreneurial orientation to the next generation.

2.3 Entrepreneurial Orientation

Entrepreneurship orientation is a strategy orientation at the corporate level that directs the company's strategy, strategic decisions, and approach to innovation of new market offerings, development of niche market segments, and widening of business activities (Mantok et al., 2018; Shah & Ahmad, 2019). According to Miller (1983), the entrepreneurial orientation has three dimensions, namely:

1. Innovation

Dimension innovation is a company's business that includes the design, manufacturing, and introduction of products or services, production methods, markets, exploitation of supply sources, new processes and business models (Schumpeter, 1983; Rondi et al., 2019). The dimension of innovation always takes on the element of novelty with the aim of renewing the company's competitive advantage. Thus, innovation is needed for the family business to renew its competitive advantage in dynamic competition situations (Anning-Dorson, 2018) that can be used to maintain its long-term performance (Rondi et al., 2019).

2. Proactive

A proactive company is a company that consistently continues to seek business opportunities, anticipate future market demands, and actively shape the external business environment primarily to survive changes in the industry or business environment (Pindado & Sanchez, 2017; Lumpkin et al., 2010). Similar to innovation, the proactive side enables family companies to continue to seek, find, and exploit business opportunities and competitive advantages that are able to maintain the company's position amid a wide variety of industry threats. Family companies that adopt the proactive side of entrepreneurship tend to try to dominate the market either through the development of new services or products or improved services to the target market ahead of competitors (Jalilvand et al., 2017).

3. Tendency to take risks

The risk-taking dimension is a collection of activities to maintain and promote entrepreneurial initiatives with uncertain results accompanied by high variance (Cirillo et al., 2019). Another literature describes the dimension of risk-taking as the availability of entrepreneurs to entrust a number of risky resources to an opportunity to achieve an objective (Pindado & Sanchez, 2017; Monteiro et al., 2017). In terms of innovation and proactive, both tend to be tied to the risk-taking side – where the risk-taking dimension supports investment in innovation and business opportunity taking with actual uncertain results (Monteiro et al., 2017).

2.4 Family Business Sustainability

The sustainability of the family business is centered on its transgenerational vision (Suthawan Chirapanda, 2019). It is closely related to the definition of the family business itself. A family business is only able to preserve its title as a family business if the business is in the ownership of family members of the owner or founder of the business and is able to maintain its success across generations. To maintain the sustainability of the family

business, the business must be able to survive and make profits from generation to generation, and preserve the community that defines the business as a family business.

A family business is a successful business when it can be passed on to the next generation with active contributions from later generations (Carlock & Ward, 2001). So, if the transgenerational vision of the family business is not answered, then automatically the sustainability of the business is threatened. Not only is business sustainability a measure of success for a family business, but also the sustainability success of a family business is determined by whether the business can be active, grow and develop across generations.

Against this, many previous literature and research have focused on succession as a family business sustainability strategy (Hidayati et al., 2020; Lee et al, 2003; Porfirio et al, 2020). However, for small and medium-sized companies that are still focused on business growth and development, succession has not been their main focus. Taking this context, the sustainability of the family business focuses on the continuation of the development and growth of the family business in the next generation with the conditions of the external environment. dynamic to strengthen the competitive position of business entities (Stenholm et al., 2015). Returning to the theory of transgenerational entrepreneurship built with resource-based views, the sustainability of the family business can be maintained when the business is able to make value continuously from one generation to the next, so that the competitive advantage of the business can always be updated.

2.5 Entrepreneurial Orientation and Sustainability of Family Business

Based on the entrepreneurial approach, the entrepreneurial orientation has a role to develop the family business in order to renew its competitive advantage and have a competitive position amid industry and market pressures. That is, the entrepreneurial orientation, with the dimensions that make it up, has a role in supporting the sustainability of the family business. Taking an entrepreneurial approach and the sustainability of the family business from economic and social aspects, researchers refer to previous research that showed the positive influence of orientation. entrepreneurship to the family business both in terms of the growth of the company and its performance (Moreno-Méndez & Casillas, 2021; Stenholm et al., 2015; Kraus et al., 2018). Family companies that adopt entrepreneurial ways of thinking and behavior tend to have faster growth rates (Moreno-Méndez & Casillas, 2021), able to compete in a competitive environment which is full of uncertainty and maintains its competitive advantage from generation to generation (Stenholm et al., 2015; Basco et al., 2019). Lee and Chu (2017) examined the influence of entrepreneurial orientation on corporate performance and found positive relationships especially when family ownership was combined with control and management. Active family. The positive influence of the entrepreneurial orientation on the performance of the company is also supported by several previous studies (Hernández-Perlines et al., 2017; Palmer et al., 2017; Lumpkin et al., 2010).

III. Research Method

3.1 Research Approach

This research approach is a qualitative approach. The purpose of this study is to provide an explanation of how a family of laying hens in Indonesia is in an industrial condition that has the threat of newcomers and competition between businesses. the increasing number of people is able to maintain the sustainability of its business through an entrepreneurial approach. John W. Creswell (2009) explains that qualitative approaches are aimed at exploratory studies. So, in accordance with the purpose of research, a qualitative

approach is used so that researchers can explore in detail strategies, management, processes, and behaviors born from an entrepreneurial orientation. in the first generation as well as the successor of the research object.

3.2 Research Subjects and Objects

The research was conducted in central Java, Indonesia, precisely on the Sun's CV as a research object. CV Matahari is a laying hen family business that has been established since 1995 and is in the process of involving the second generation to continue its business. The subject of this study or also referred to as a resource person who applies as a source of information is divided into 3, namely the owner and founder of CV Matahari, the second generation of CV Matahari is actively involved in the management of the company, and the employees of CV Matahari who have more or less worked in the company for 10 years.

3.3 Data Collection Techniques

Data is the foundation of a study consisting of a collection of information from the results of experience, observation, and experiments that have been organized (Robert Yin, 2011). In this study, to maintain data validation, researchers will collect data directly from the research object. Thus, the data collection method that will be used is structured interviews and documentation. The interview method is an interaction between two people, namely the interviewer and the resource person that occurs face to face (John W. Creswell, 2009). While documentation is a method of collecting data in qualitative studies that involves the collection and examination of research-related documents (Robert Yin, 2011).

3.4 Data Analysis Techniques

According to John W. Creswell (2009), data analysis involves the process of continuous data reflection, asking analytical questions, performing recorded activities during research, and developing analysis of research data. Researchers perform data analysis both when collecting data, organizing data, and recording reports. Referring to Miles et al. (2014), data analysis techniques in qualitative research are divided into 3, namely: data condensation, data presentation, and retrieval and verification of conclusions.

IV. Result and Discussion

4.1 The Role of Innovation in Family Business

Based on interviews with the first generation, second generation, and senior employees of CV Matahari, both generations of companies showed a tendency to facilitate, encourage, and innovate. Informants emphasized that both generations made various innovations regarding processes and products. This is shown from the creation and improvement of the biosecurity of farms, the maintenance of chickens, the formation of chicken seedlings, and the manufacture of chicken feed. There are different focus aspects in the innovation applied by the first generation and the second generation. In terms of innovation, the first generation was limited by the knowledge, resources, and technology of its era. Thus, the first generation tends to have a focus on innovation in better known aspects, such as working business methods or matters related to livestock operations. On the other hand, the second generation is exposed to technologies and knowledge that are known to be new and relevant to a rapidly growing market. Because of this, the second generation tends to have a lot of new ideas that involve adaptation and modification of technology now. Despite these differences, the first group of informants agreed that the

innovations created often played a role in improving the company's performance through improvements. productivity and efficiency of production. Through its contribution in improving performance, innovation brings the company to not only continue to survive but also remain competitive and relevant in the field. Dynamic industry.

The tendency to innovate in both generations is still considered not optimal. When reviewing the innovations made by CV Matahari is not an innovation that provides a big leap to the company's competitive position. Innovations that have often been done tend to be classified as small innovations. This is emphasized especially when talking about innovations related to the company's products. CV Matahari still has a lot of room to increase the tendency to innovate in terms of processing and launching new products. Both the first and second generations have new ideas for launching new products, but many have not been executed.

Based on the results of the discussion above, it can be concluded that the role of innovation both from the perception of employees and members of the CV Matahari family shows a significant contribution to productivity and the efficiency of the company. Improvements in productivity and efficiency are considered to improve the company's performance, so that the company can not only continue to survive, but also continue to grow and develop in dynamic industrial and market environment. This is in line with the results of research from Stenholm et al. (2015) and Lee and Chu (2017), where especially for a family business, innovative nature as part of the entrepreneurial orientation, produce innovations that result in improved company performance and bring the company to be able to continue to grow in a dynamic economic environment.

4.2 Proactive Role in Family Business

The first and second generation of CV MATAHARI is stated to show proactive nature in managing CV Matahari as a family business. Innovations carried out by CV Matahari developed the company, resulting in multiplication in productivity. This raises the need to expand the company's market. In response to this, both generations are actively pursuing and discovering new markets – ensuring that productivity gains do not end up being losses but can continue to be lost. contributes to sales and ultimately the performance of the company. More than widening the market from existing products, the second generation is pursuing and finding new business opportunities. The second generation is widening the product and market from just egg marketing to pullet marketing (juvenile laying hens).

Informants state that at some point, the second generation is more active in pursuing new markets. This is due to differences in the external environment of the business and the resources possessed by the second generation. The first generation is the founder of CV Matahari, so that the first generation of resources are more focused in building the foundation needed for the Sun CV can be operationally. stable. Meanwhile, the second generation is equipped with knowledge and capabilities that better support their proactive nature. In addition, the second generation is involved in the management of the company when the company is more stable, so it has the freedom to focus more on the development of the company. An increasingly competitive and dynamic business environment is also putting pressure on the second generation to be more proactive in pursuing new markets.

In terms of liveliness in anticipating changes in the market, both generations still stop at the planning stage. Companies often have not implemented plans to anticipate changes in the market. Initiatives to intensively expand new markets were demonstrated during the COVID-19 pandemic. In fact, liveliness in finding and pursuing new markets becomes very important for companies, especially because the laying hen industry does not

have many opportunities to create a market. alone. Thus, by reviewing the industrial climate and competition of CV Matahari, the proactive role becomes significant because it is the most efficient way of increasing competitiveness. Without being proactive, CV Matahari's business not only loses access to expand the market, but is also eroded by competitors. Thus, informants agree that the proactive nature of the company still needs to be improved.

Dari the results of the discussion above, it can be concluded that the proactive dimension plays a role in strengthening the competitive position of the family business. Especially when accompanied by the implementation of relevant strategies, the proactive dimension plays a role in expanding the market which also expands THE SUN CV business. The proactive dimension encourages a family business to be active in finding markets or business opportunities. So that this dimension plays a role in keeping the company's wheels to keep moving and aiming for development. This is especially shown in CV Matahari as a family business in an industry centered on primary products, where market expansion is one of the strategies to increase power. Efficient competitiveness. This conclusion is also in accordance with the results of research from Basco et al. (2019) and Vrontis (2019), where the proactive dimension specifically enables family businesses to maintain continuity. or its success by maintaining or strengthening its competitive position. In addition, along with the results of research that shows the role of proactive dimensions in expanding the market, the results of Stenholm et al. (2015) research show a positive relationship. between the proactive dimension and the growth of the family business.

4.3 The Role of Risk-Taking Tendencies in Family Business

The results of the interview showed that both the first generation and the second generation had low risk-taking rates. Both generations tend to be able to have a sufficient level of risk-taking in making decisions related to day-to-day business operations. However, when dealing with a risky decision whose nature has the possibility to provide drastic changes and high growth to the company, then both generations Have a very low level of risk-taking.

Just like the proactive dimension, the second generation has the advantage that they have facilitated more resources than the first generation, so they have a deeper freedom. Make a riskier decision. Meanwhile, because the first generation is the founder of the company, consideration when making risky decisions will be longer. The first generation, with its wealth of experience, has more knowledge when it comes to seeing the impact of big risks. Thus, the first generation tends to be more careful in making risky decisions.

The informant group consisting of the first and second generations of the Sun CV recognizes that the tendency to take risks is an important trait. The latter dimension of entrepreneurship has a lot to do with decision making. Without this dimension, the company cannot move. Lack of tendency to take risks in a big decision at the same time also drives the Sun's CV to miss the opportunity to develop and grow large and grow. Fast as a family business. Because it is closely related to decision making, the role of the nature of the tendency to take risks becomes important in the expansion of the market and the activation of initiatives that are able to increase company performance.

Based on the results of the discussion above, the dimension of risk-taking tendencies plays a role in improving performance and expanding the family business. Lack of risk-taking levels on CV MATAHARI related to initiatives, innovations, and decisions that can provide major changes or developments for the company resulting in the movement of the company tends to be slow. That is, the existence of the company remains but the growth is

not optimal. This is in line with the results of research from Alayo et al. (2019), where the dimension of risk-taking tendencies plays a role in encouraging family businesses to carry out initiatives aimed at expanding market and increase business growth.

V. Conclusion

The results of the discussion of the three dimensions of entrepreneurial orientation in CV Matahari show that entrepreneurial orientation plays a role in the sustainability of the family business. This is explained in 2 discoveries. First, entrepreneurial orientation plays a role in improving the company's performance. Especially in CV Matahari, entrepreneurship orientation plays a role in encouraging initiatives and innovations that increase productivity and efficiency so that the company's performance in fluctuating economic conditions can continue to increase. Second, entrepreneurial orientation plays a role in encouraging business expansion. The entrepreneurial orientation encourages the first and second generations to actively carry out initiatives or innovations that can expand the company's wings both through marketing areas and product line expansion. This causes the company to grow and be able to maintain its competitive position.

The role of entrepreneurial orientation in supporting the sustainability of the family business emphasizes the importance of passing on the entrepreneurial orientation to the next generation of a family business. The entrepreneurial orientation on Matahari's CV is also born from transgenerational entrepreneurship. Therefore, passing on the entrepreneurial orientation is considered important for both groups of informants to continue to be carried out to the next generation in order to help maintain the sustainability of the family business.

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