

Editors

Badri Munir Sukoco
Rahmat Heru Setianto
Nidya Ayu Arina
Ade Gafar Abdullah
Asep Bayu Nandiyanto
Ratih Hurriyati

**Increasing
Management
Relevance
and
Competitiveness**



PROCEEDINGS OF THE 2ND GLOBAL CONFERENCE ON BUSINESS, MANAGEMENT AND ENTREPRENEURSHIP (GC-BME 2017), AUGUST 9, 2017, UNIVERSITAS AIRLANGGA, SURABAYA, INDONESIA

Increasing Management Relevance and Competitiveness

Editors

Badri Munir Sukoco, Rahmat Heru Setianto & Nidya Ayu Arina
Universitas Airlangga, Indonesia

Ade Gafar Abdullah, Asep Bayu Nandiyanto & Ratih Hurriyati
Universitas Pendidikan, Indonesia



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Preface

International Conferences provide an excellent opportunity to bring together academics from different countries and backgrounds for the purpose of presenting their research results, critically discussing methodology and findings and improving the quality of research and the impact of the research on society and science. Furthermore, conferences enable the scientific community to create new networks, to foster relationships and extend their visibility.

The 2nd Global Conference on Business Management and Entrepreneurship (GCBME) 2017 is an annual conference co-hosted by Department of Management, Faculty of Economics & Business, Universitas Airlangga and Business Management Education Program, Faculty of Business and Economics Education, Universitas Pendidikan Indonesia. The theme of GCBME 2017 is increasing management relevance and competitiveness.

The theme inspired by the concern of Sumantra Ghoshal that bad management theories are destroying good management practices. Before that, the dichotomy between rigor and relevance is always becoming a hot topic in the management field. This conference aims to answer the following question: How might we accomplish a reconciliation of rigor (academic) and relevance (practitioner) standards to offer organizational competitiveness?

I expect this conference raises two important things in the discussion room and proceedings (based on Corley and Gioia, 2011): First, theories used in this conference should be problem driven—that is addressing a problem of direct, indirect, or long-linked relevance to practice, rather than narrowly addressing the (theoretical) “problem.” Second, the fact that we are a profession (academia) studying another profession (management), therefore it needs balancing between theoretical contribution managerial implications. By doing that, I believe that our research and discussion in this conference could offer something useful for practitioners (thus increase its competitiveness) while at the same time contribute to the development of our management field.

I am looking forward to seeing you in GCBME in the near future.

With warmest regards,
Prof. Badri Munir Sukoco, PhD
GC-BME 2017 Conference Chair

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When and how does the business become green? Green knowledge consequence for management and organization

Susminingsih

IAIN Pekalongan, Pekalongan, Indonesia

K. Chandra Kirana & Sri Hermuningsih

University of Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

ABSTRACT: Purpose—This study aims to combine the literature on green business and sustainability of batik business into management and organization framework. This research seeks to build and to elaborate the relationship of anthropological business problem, green knowledge, green management and green organization. Design/methodology/approach—The research focuses on Indonesian entrepreneur who have the experience of information of batik business and their green knowledge. This study undertakes an anthropological study by means of observation, interview and documentation method. The informant is chosen by purposive sampling technique. Findings—The paper finds that the extant literature in the field of business and management heavily concerned green knowledge practices within Small and Medium-sized Enterprises (SMEs). Originality/value—The paper is benefit to academics and managers to consider green knowledge when they meet environment challenge. Since sustainability is important to all SMEs, to enhance understanding of when and how to cope with green management and green organization as green knowledge consequence is necessary. Paper Type: Research paper.

Keywords: business, green knowledge consequence, green management and green organization

1 INTRODUCTION

The enterprise's sustainability depends heavily on the capability of the enterprise's manager in adapting with the environmental changes tend to be uncertain (Lee, 2009). The business environment become a big issue which continues to cling to enterprises management, both on large scale enterprises and small and medium scale enterprises. This business challenge could mean change for both the organization and management (Georg & Fussel 2000; Harris and Crane, 2002).

The adaptation process towards a business challenge for an enterprise organization is a learning process (Millard, 2011). Innovations on every sector are finally carried out, whether on process innovation, product innovation, management innovation, organization innovation, marketing innovation, and so on. Every innovation aims to maximize profit and reduce expense. Efficiency becomes output innovation (Millard, 2011). The efficiency on human and natural including environmental preservation into a market icon to date.

2 ORGANIZATIONAL LEARNING

The discussions about organizational learning (OL) have kept developing during the last few years, especially concerning dealing with business challenges (Hooper, et al. 2000; Hansen, et al. 2005; Rome & Wijen, 2005). Cognition or aspects of understanding for the first time indicate a contact for entrepreneurs who face challenges. This makes behavior aspect to be a response form towards a business issue. Sometimes, both aren't sequentially happen, and even contrary. There are times when business response occurs reflexively and there are times when it is a continuation of learning outcomes (Fiol and Lyles, 1985).

3 GREEN KNOWLEDGE

Knowledge is very important especially when human have to make a decision that involves many factors: mental, cultural, theoretical models which are all come from the human experiences that are generally involved in an organization. Resource efficiency become a central issue since the industrial

world is confronted with the depletion of various resources and also the emergence of a number of problems resulting from the industrial environment itself. Resources consists of capital/financial, labor, technology, as well as the business environment change challenge such as market orientation, consumer satisfaction, business competition techniques, environment pollution. The combination of these various condition become a requirement for a businessman when making a business orientation change. A number of indicators for knowledge about management get appreciated and drive businesses toward sustainability (Millard, 2011). Various methods to efficient business have achieved a lot such as replacing materials with the environment friendly ones, in line with green movements, as well as replacing techniques with faster ones and ones with a lower pollutant level.

4 METHOD

The location of this research is Pekalongan City, Central Java. The research subjects are Batik SMEs taken one from each in Java. This study is a qualitative study using phenomenon approach and case studies in Pekalongan City. The method used is descriptive, meaning that researchers provide overview systematically, factually and accurately on the facts and the characteristics of certain populations. The case study method is also used in this study in order to analyze in detail the current situation and interaction environment of organizational such as Batik SMEs.

The analytical tool used as a source of analysis in this study is phenomenon approach. The phenomenon approach used as a basis for determining some of the functions that are supposed to encourage the performance of Batik SME in Pekalongan City, Central Java, which uses natural dyes produced from leaves, roots, and certain shaved wood phenomena encountered. This research is classified as empiric-rational-inductive research.

The primary data are obtained from the field while the secondary data are obtained from journal and official reports about the number of SMEs.

5 RESULT

The information obtained showed that the batik industry was also experiencing various business turbulences. Much research has been conducted done and verified that Green human resources, which states that one's leadership in managing enterprises and organization's members are vital in making a number of enterprise innovations (Chen, 2011). With regards to the price, motif,

expensive material, market orientation, competition, etc, basically, those conditions became a common dilemma, because the sustainability of the batik industry has been counterproductive with the waste it generates. The more dynamic the batik business is, the more chronic the waste it generates. The poor environment coupled with water contamination on both color and odor, makes the society, government, and businessmen conduct experiments to switch to natural dyes. The environment pollution level because of batik waste is quiet unsettling because of the used chemical dye chemical contents. Among the natural dyes used are: **Turmeric** (*curcuma domestica val*), the part used are its rhizomes and root tubers which can produce yellow dye. **Secang plant** (*Caesalpinia Sapapan Lin*), the part used is its tree bark to produce red dye. **Tingi** (*Cerriops Condolleana*); **jambal** (*Pelthopherum pterocarpum*); **tegeran** (*Cudrania Javanensis*), the part used are its tree bark and wood to produce *soga* dye on batik. **Shallot** (*Allium Ascalonicium L*), the part used is its outer skin to produce brownish orange dye. **Mimosa** (*Mimosa Pudica*), the part used are its flowers and leaves to produce greenish yellow dye. **Coconut** (*Cocos Nucifera*), the part used is its coconut husk to produce brownish beige dye. **Andong** (*Cardyline Faticosa Backer*), the part used are its leaves to produce green dye. **Noni** (*Morinda Citrifolia*), the part used is its rood to produce red dye. **Mango** (*Mangitera Indica Lina*), the part used is its tree bark to produce green dye. **Indigo** (*Indigofera Tinctoria*), the part used are its leaves and tree branches to produce blue dye. **Teak** (*Tectona Grandis L*), the part used are its young leaves to produce brownish red dye. **Tea** (*Camelia Sinensis*), the part used are its old leaves to produce brown dye. **Avocado** (*Persea*), the part used are its leaves to produce brownish green dye.

The batik consumer's orientation has shifted to natural dye batik. It is understood that the go green movement in both local and overseas consumer has affected the batik consumer's interest. Since nature conservation came to the world's attention, in batik industry the switch from synthetic dye to natural dye is the solution. Five main principal of environment friendly dye concept are: **Rethink**, where businessmen rethink when are going to keep using non environmental friendly materials. This includes resource conservation such as fabric, wax, and other materials as the fuel to melt the wax. **Reduce**, which reduces the water containment after the use of natural dye. Besides to reducing the pollution, the amount of synthetic dye consumption can be reduced when batik businessmen use leaves/roots/fruit peels which are often discarded. **Recovery**, which is polluted environment recovery. Today, the attention towards the existence

of Waste water Treatment Plant (WWTP), is not the responsibility of the Pekalongan City government alone, but also the home industries, or also known as individual WWTP. From the waste treatment plant before released to a river, the waste is first processed to eliminate pollutant levels. Reuse, which is achieved by innovating residues. Some of batik businessmen have already applied by turning cement paper, wood, coconut shell, and jeans fabric into batik media. Recycle, by recycling wax residues to be reused.

On the technical side, the batik business in Pekalongan is also innovative. Previously, batik is processed by two main technique, which were written and stamped, or combined. Both techniques require a great deal of time, so that the market demand often cannot be supplied in a short period of time. On the marketing side, efforts are made both through various national scale exhibition events such as *Pekan Batik Nasional (PBN)* and an international scale exhibition, which is the International Pekalongan Batik Week. Since Pekalongan City is inaugurated as The World City of Batik and Creative City World by UNESCO, the interest from both society and businessmen towards batik has increased. The Pekalongan City local government in cooperation with the central government has developed the batik business through series of programs that are applied by an institution which called the *Dewan Kerajinan Nasional Daerah (Dekranasda)* or Regional National Crafts Council together with the ministry of industry and trade.

6 DISCUSSION

Innovation is often interpreted as something done by the company to add value, both directly for the business and indirectly for the consumer, with a dual purpose, which is to make the consumer satisfied and loyal, and also to maintain the existence of the business (Kamaruddeen, et al. 2009; Gibbon et al, 1994; Lyons et al., 2007; Dembowski, 2013). From the Green Knowledge typology, the belief that comes from the Giver of Belief makes human sure about the happenings, including in business, and forms a positive mindset. The term green refers to a situation that is secure, pleasant, peaceful, co-operative, tolerant, mutual respect, and the need for each other (coexistence). These values are often became the basis of a green innovation, in order to both response the environment and as a proof of the business' proactive attitude to maximize its profit and efficiency (Wong, 2012; Johnstone et al., 2010, Porter and van der Linde, 1995). For a businessman, efficiency became the next green innovation orientation. Doing the right thing, became a principle of every business needed

to fulfill the organization and consumer's needs. The urge to survive and provide the consumer's needs become the main motivator, while in the same time they have to be wary of the demands for environmental safety. Often, environmental damage; pollution, health, social-cultural level are related with industry. The environment safety standard such as energy saving become a reference of a production process and urges the production process to adapt by applying process development and innovation (Chiou et al. 2011; Eggers, et al., 2013). Individual greening occurs because a person experiences environmental awareness. Green organizations also play a role in the operation of green knowledge.

Human self-awareness, as a part of other human communities, supports mutual respect, esprit de corps, mutual care, and the need for relationships with each other.

7 CONCLUSION

Industry is often placed face-to-face with environment, includes relation and consumer. Although the industry as an organization would be a relation and a consumer for the environment. The term green is the businessman's way to accommodate the knowledge is in the form of both parties co-operative relationship or interplay. The batik industry is inversely proportional with the environment condition. The presence of pollution that is not keep occurring, encourages the government and businessmen to innovate to minimize the negative impact, while in the same time increasing the resource efficiency. The innovating attitude in the green knowledge theory is a result of organizational learning process, both as a proactive response and action. The green knowledge principle that based on peaceful situation, tolerant, partnership, and care, stimulates the businessmen to have a change in both management and organizational relationship in their work team.

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**NAGOYA
JAPAN**

Conference Program

March 29-31, 2017

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Annual Conference on Engineering and Information Technology

APLSBE

Asia-Pacific Conference on Life Science and Biological Engineering

ISFAS

International Symposium on Fundamental and Applied Sciences

ICBASS

International Conference on Business and Social Science

ISEPST

International Symposium on Education, Psychology and Society

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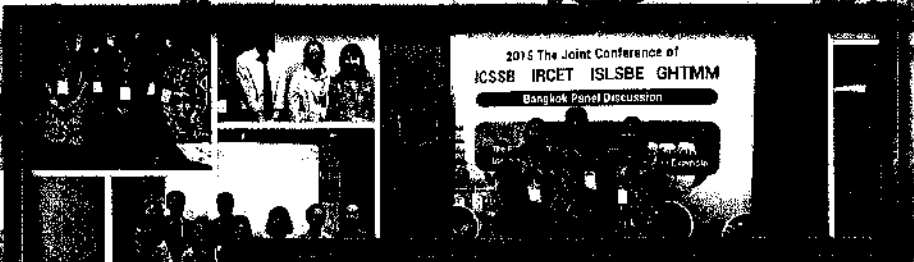
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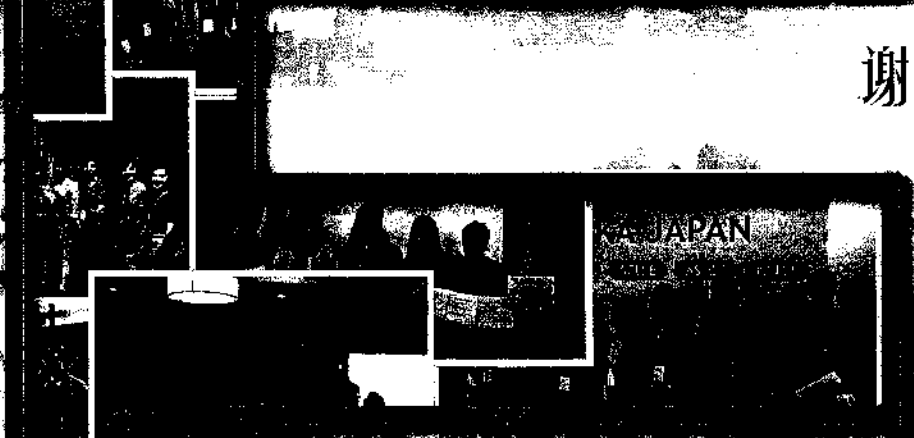
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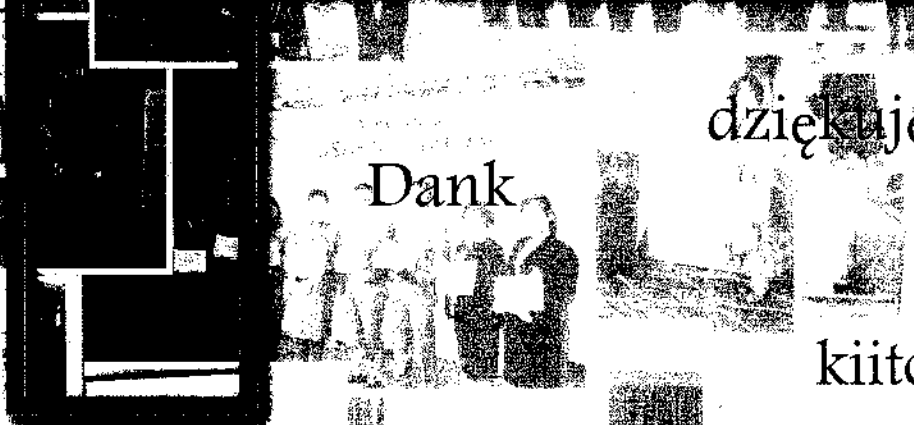


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OSAKA
JAPAN

August 14–16, 2017

Venue: Osaka International Convention Center

Important Dates:

Abstract/Paper Submission Deadline	May 1, 2017
Notification of Acceptance/ Rejection	May 19, 2017
Due Date for Final Paper and Registration	June 12, 2017



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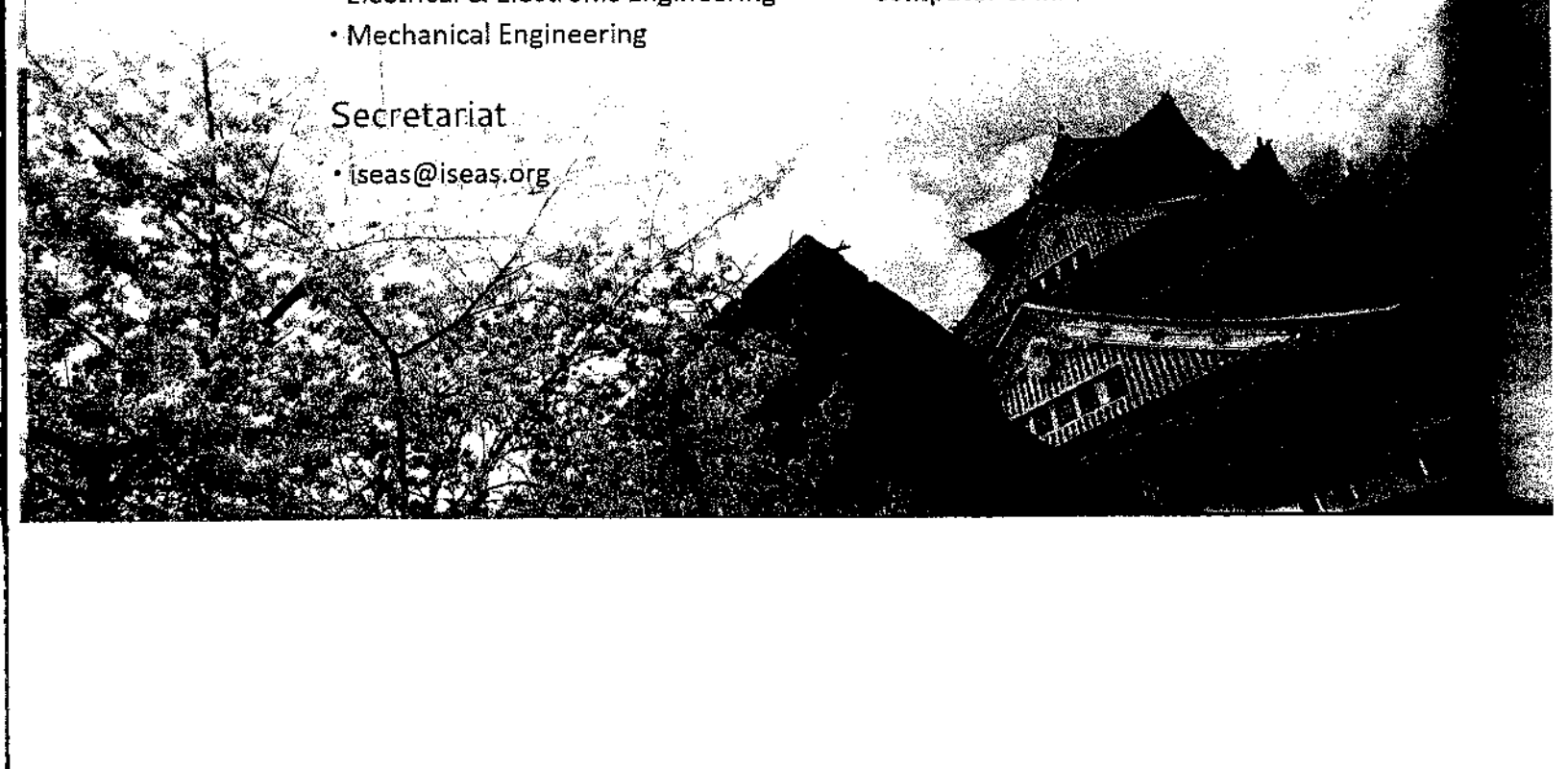
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International Symposium on Fundamental and
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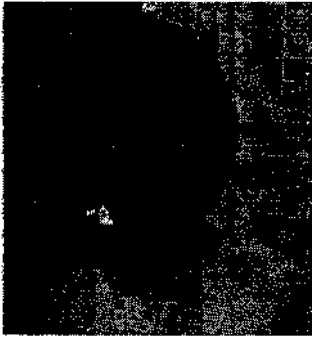
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Welcome Message



Local Host

Michiko Miyamoto

Professor

Akita Prefectural University, Japan

Dear Conference Delegates,

I would like to extend a very warm welcome to all of you to joint conferences in Nagoya, Japan, organized by the Higher Education Forum (HEF).

Nagoya is located at the center of Honshu (the main island of Japan) and has a long history dating back 1900 years, when Atsuta Jingu (one of Japan's most important Shinto shrines) has a close relationship with the legendary people who appear in Kojiki (the oldest history book of Japan), was established. Nagoya is the birthplace of three notable feudal lords, Oda Nobunaga, Toyotomi Hideyoshi and Tokugawa Ieyasu, and developed as the castle town of the Owari, one of the three branches of the ruling Tokugawa family during the Edo Period (1603 - 1867). Nagoya plays an important role in Japan's industrial society. The Toyota Motor Corporation, a global automotive industry leader, maintains its headquarters just outside of Nagoya. Today, Nagoya continues to draw attention and keeps on developing as a Japanese international city.

Nagoya has many famous attractions to entice the keen traveler, including Nagoya Castle (one of Japan's Three Famous Castles), Atsuta Jingu, and Osu Kannon Temple (a popular Buddhist temple in the heart of the city).

Nagoya is home to arguably some of Japan's best food as well. It has always been a popular destination for people in the know with some of the country's best and most interesting culinary delights, such as Miso Katsu (Deep fried pork cutlet topped with a thick miso sauce), Tebasaki (Deep fried spicy chicken wings), Miso Nikomi Udon (an udon that's stewed in a miso based broth with hacho-miso), Ankake Spaghetti (spaghetti topped with a spicy and sticky sauce), Tenmusu (A rice ball containing shrimp tempura).

Enjoy this opportunity to both share your research and experience Nagoya!

Michiko Miyamoto

Local host

Professor, Akita Prefectural University

General Information for Participants

■ Registration

The registration desk will be situated on the 2F of Building 2 at the Nagoya Congress Center during the following time:

08:30-16:00 Thursday, March 30, 2017

08:30-14:00 Friday, March 31, 2017

Lunch Venue: Cafeteria Cascade on B1F of Building 3

■ Organizer



Higher Education Forum (HEF)

Tel: + 886 2 2740 1498 | www.prohef.org



■ A Polite Request to All Participants

Participants are requested to arrive in a timely fashion for all addresses, whether to their own, or to those of other presenters. Presenters are reminded that the time slots should be divided fairly and equally between the number of presentations, and that they should not overrun. The session chair is asked to assume this timekeeping role and to summarize key issues in each topic.



Sandals or Slippers



Tank Top



Shorts

■ Preparation for Oral Presentations

All presentation rooms are equipped with a screen, an LCD projector, and a laptop computer installed with Microsoft PowerPoint. You will be able to insert your USB flash drive into the computer and double check your file in PowerPoint. We recommend you to bring two copies of the file in case that one fails. You may also connect your own laptop to the provided projector; however please ensure you have the requisite connector.

Preparation for Poster Presentation

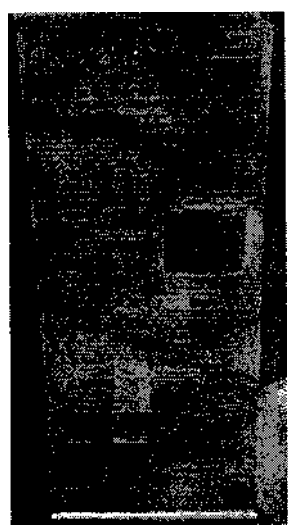
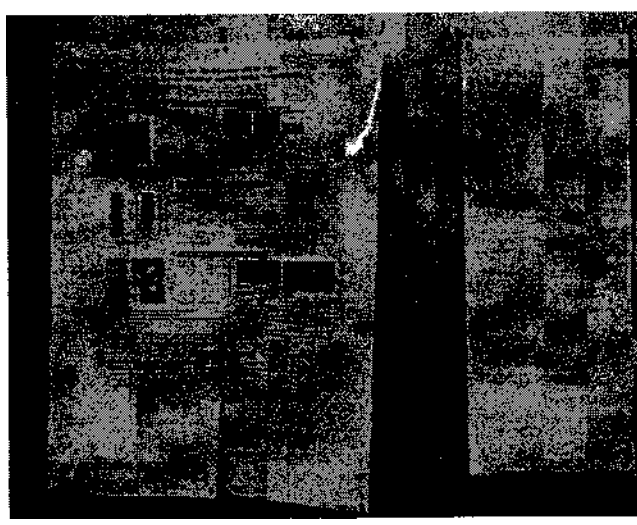


Materials Provided by the Conference Organizer:

1. X-frame display & base fabric canvases (60cm×160cm)
2. Adhesive tapes or binder clips

Materials Prepared by the Presenters:

1. Home-made Poster(s)
2. Material: not limited, can be posted on the canvases
3. Recommended poster size: 60cm*160cm



	
<p>A 60cm*160cm poster illustrates the research findings.</p>	<ol style="list-style-type: none"> 1. Wider than 60cm (left) 2. Copy of PowerPoint slides in A4 papers (right)
	

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Conference Venue Information

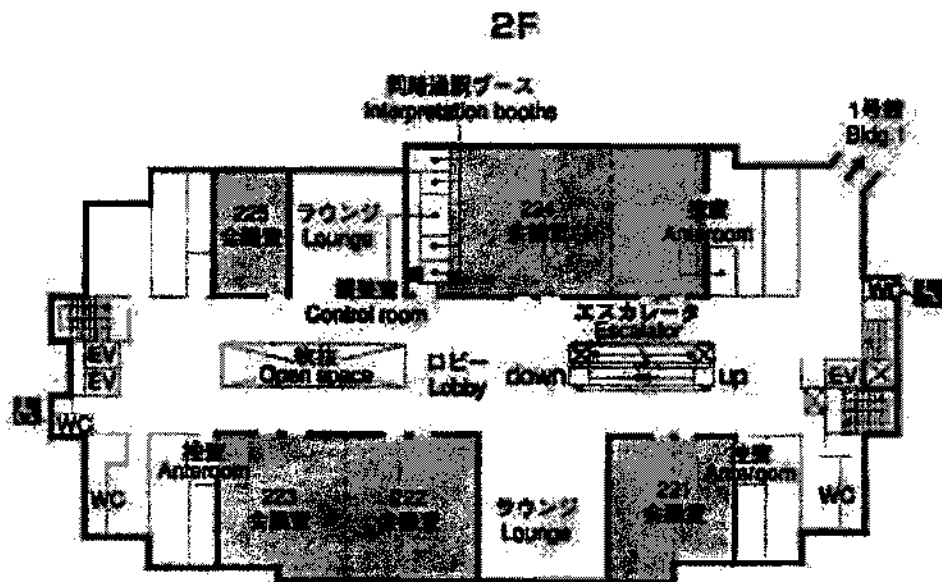
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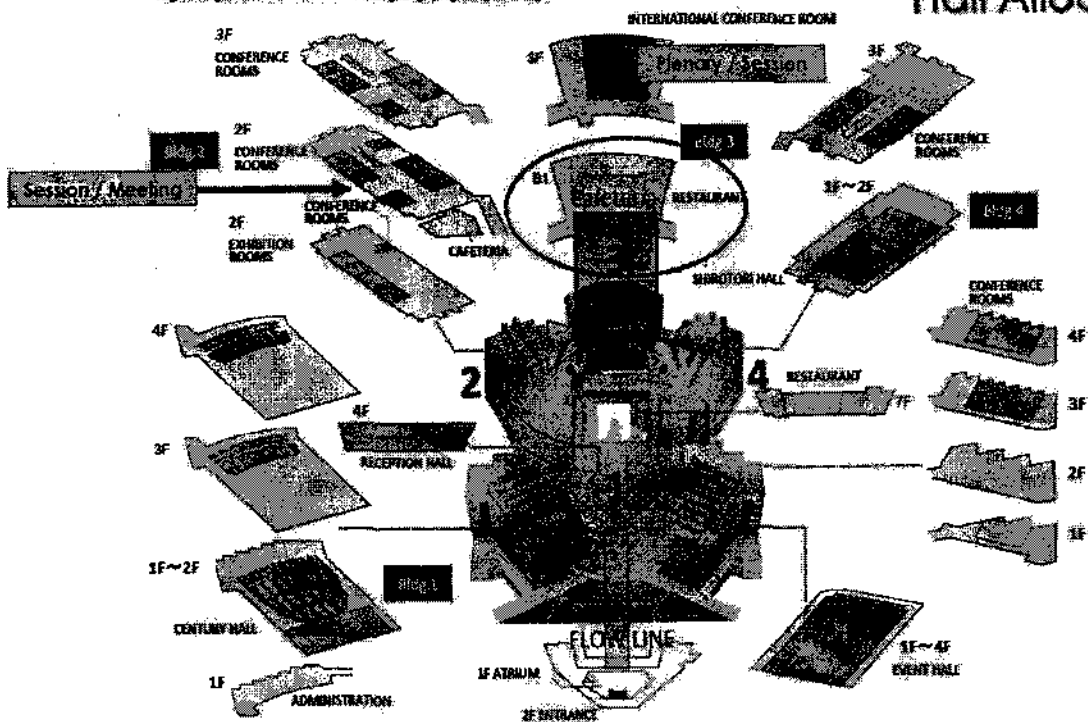
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Floor Map (2nd floor, Building 2)



Hall Allocation



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Conference Schedule

Internal Meeting (HEF Staff Only)

Time	Schedule	Venue
08:30-16:00	Registration	Foyer area
09:00-10:30	Biological Engineering & Biomedical Engineering & Chemical Engineering	Room 221
	Politics & Law	Room 222
	Communication & Society	Room 223
10:30-10:50	Tea Break	Foyer area
10:50-11:50	Keynote Speech Dr. Donald L. Amoroso Auburn University Montgomery Topic: <i>Innovation in ASEAN 2025</i>	Room 221
	Education (1) & Culture	Room 222
	Marketing & Management (1)	Room 223
	11:50-13:00	Lunch Time
13:00-14:30	Mechanical Engineering and Technology (1)	Room 221
	Education (2) & Culture	Room 222
	Marketing & Management (2)	Room 223
14:30-14:50	Tea Break	Foyer area
14:50-16:20	Civil Engineering & Materials Science and Engineering	Room 221
	Education (3)	Room 222
	Business (1) & Economics (1)	Room 223

Time	Information
	Poster Session (1)
09:30-10:30	Computer Engineering and Technology / Electrical Engineering and Technology / Information Engineering and Technology
	Poster Session (2)
11:00-12:00	Education & Culture / Communication & Society / Marketing & Management
	Poster Session (3)
13:30-14:30	Materials Science and Engineering / Biological Engineering / Biomedical Engineering / Chemical Engineering
	Poster Session (4)
15:00-16:00	Mechanical Engineering and Technology

Time	Schedule	Venue
08:30-14:00	Registration	Foyer area
	Computer Engineering and Technology & Information Engineering and Technology	Room 221
09:00-10:30	Environmental Engineering & Geology / Earth and Environmental Sciences	Room 222
	Banking & Finance & Business (2) & Economics (2)	Room 223
10:30-10:50	Tea Break	Foyer area
	Mechanical Engineering and Technology (2)	Room 221
10:50-11:50	Fundamental Sciences & Nanotechnology	Room 222
	Agricultural Engineering and Technologies	Room 223
11:50-13:00	Lunch Time	Cafeteria Cascade (B1, Bldg. 3)
	Electrical Engineering and Technology	Room 221
13:00-14:30	Life Sciences	Room 222

Time	Information
09:30-10:30	Poster Session (5) Life Sciences (1) / Nanotechnology
11:00-12:00	Poster Session (6) Life Sciences (2) / Agricultural Engineering and Technologies / Environmental Engineering / Geology, Earth and Environmental Sciences

Keynote Speech

Room 221, 2nd Floor

10:50-11:50, Thursday, March 30, 2017

Topic: Innovation in ASEAN 2025

Dr. Donald L. Amoroso

Lowder-Weil Endowed Chair and Professor of Information Systems

Auburn University Montgomery

President and CEO of Axcell LLC



Abstract:

With the entrance of the Association of Southeast Asian Nations, there has been a strong initiative for innovation. The size of ASEAN is projected to have a combined GDP of \$3.5 trillion by 2020 and projected to rank as the 5th largest economy in the world. With over 125 million consumers and a projected populations in 2020 of 800 million people, there is much potential for innovation, impact, and social change. ASEAN Impact Challenge is a regional challenge designed for impact-driven innovators within the ASEAN region. The initiative is open to innovations with the potential and capacity to develop and scale, while providing long-term solutions and impact on pressing community, social and environmental issues around the theme of Innovations for Urban Impact. We will discuss the ASEAN ecosystem and the opportunities for innovation over the next ten years.

Brief Introduction of Dr. Donald L. Amoroso

Dr. Amoroso is the Lowder-Weil Endowed Chair and Professor of Innovation and Strategy at Auburn University Montgomery, Alabama, United States. He is Visiting Professor and Research Fellow at Asian Institute of Management in Manila, Philippines and Palawan State University, Philippines. He has been Visiting Professor at Tsukuba University, Japan, Addis Ababa University, Ethiopia, and Australian Defence Force Academy, Canberra Australia. His industry experience includes working in General Electric Capital as Assistant Vice President and Director of Enterprise Solutions, with Solista/GartnerGroup as a consulting partner, and with Northrup-Grumman in finance. He worked with the Center for the Commercialization of

Advanced Technologies (CCAT) in Washington D.C. and San Diego where he led over 24 innovation projects and assisted in the start up of 14 new companies. Dr. Amoroso received his MBA and Ph.D. from the University of Georgia in 1984 and 1986, respectively.

In research, Dr. Amoroso is conducting a five-year project studying consumer intention to adopt mobile wallet applications in different ASEAN ecosystems in Southeast Asian countries, Japan, China, and Korea. Dr. Amoroso is working with colleagues at twelve Japanese, fifteen Chinese, and six Philippine universities to understand innovation processes in organizations, in addition to consumer adoption. Dr. Amoroso has been on the editorial board of key journals and has written five books, published in 121 refereed academic journals and over 70 conferences in the past 30 years.

In consulting, Dr. Amoroso is Founder and CEO of Axcell LLC Consulting Group, with over 25 years of consulting, mentoring, seminars, and facilitation in the spaces of leadership, innovation and strategy. Organizations that want to break the competitive boundary in their industry consult with Dr. Amoroso, especially in the area of big data and analytics, innovation and design thinking, and strategic planning with Blue Ocean Strategy. He coaches and mentors over 65 executives and has been working with organizations to establish portfolio management offices (PMO) and has mentored 207 aspiring CIOs in multiple countries.

Banking & Finance & Business (2) & Economics (2)

Friday, March 31, 2017

09:00-10:30

Room 223

Session Chair: Chih-Yung Lin

ICBASS-8755

The Influence of Risk Culture on Firms' Returns in Times of Crisis

Chih-Yung Lin | *Yuan Ze University*

Dien Giau Bui | *National Taiwan University Yuan Ze University*

ICBASS-8703

Stock Feature Extraction from Trend Lines Generated by Hough Transform Method

Parisut Jitpakde | *Omicron Laboratory*

Niran Pravithana | *Omicron Laboratory*

Bunyarit Uyyanonvara | *SIIT, Thammasart University*

ICBASS-8688

IP Practice of Creative Professionals Living and Working in a 'Foreign' Country

Fangyan Tang | *University of Nottingham Ningbo China*

Sue Cobb | *University of Nottingham (UK)*

Xu Sun | *University of Nottingham Ningbo China*

Effie Law | *University of Leicester*

Rob Edlin-White | *University of Leicester*

Qingfeng Wang | *University of Nottingham Ningbo China*

Xiaosong Zhou | *University of Nottingham Ningbo China*

ICBASS-8695

Do the Ritual Dimension of Consumer Behavior and Religion Play Their Role in Innovation of Family Firm?

Susminingsih | *University Islam Pekalongan*

K. Chandra Kirana | *Sarjanawiyata Tamansiswa University*

Sri Hermuningsih | *Sarjanawiyata Tamansiswa University*

Imam Kanafi | *University Islam Pekalongan*

Do The Ritual Dimension Of Consumer Behavior And Religion Play Their Role In Innovation Of Family Firm?

Susminingsih

Faculty of Islamics Economic, IAIN Pekalongan
(susminingsih75@yahoo.com)

K. Chandra Kirana

Faculty of Economics, Sarjanawiyata Tamansiswa University, Yogyakarta
(chandrakna@gmail.com)

Sri Hermuningsih

hermun_feust@yahoo.co.id
Faculty of Economics, Sarjanawiyata Tamansiswa University, Yogyakarta

Imam Kanafi

Faculty of Islamic Thought, IAIN Pekalongan
(Imamkanafi165@kemenag.go.id)

Abstract

The primary purpose of this paper is to explore the role of ritual dimension of consumer behavior and religion in innovation in family firm organization. There is no doubt that the economic life of Pekalongan city based on batik creative industry has become a tradition in the life of the people, passed down from generation to generation. Thus Pekalongan is widely known in Indonesia as the Batik City. The presence of various economic infrastructures such as batik market, batik villages and batik galleries all over the city, confirms that the economic life of the city is based on the art, craft and culture of batik. The batik exports were mainly to Malaysia, UEA and Thailand. In 2009, batik cultural heritage was officially recognized by UNESCO through the decision of the 4th Meeting of the intergovernmental Committee for Safeguarding the Intangible Cultural Heritage in Abu Dhabi UAE on 2nd October 2009.

This paper built with a number of interesting facts. First, batik becomes an important industry in order to creating jobs and revenue for society. Second, most of the batik industry is family business. Third, ritual dimensions of consumer behavior affect the batik trading. Fourth, the sustainability of family firm organization of batik depends on innovation of batik product itself. This article makes three main contributions. First, we apply the ritual dimension of consumer behavior and its influence in level of batik trading. Second, batik sales depend on consumer tastes. Third, by investigating consumer behavior, and religion affected on it, this study draws the need of innovation in family firm organization. This paper consider that value drive man to innovate their production by creating "new" objects. Then, the understanding of subjective and intangible value, namely religious and culture become an important to consideration in order to learn the relationship between consumer and innovation behavior.

We will shed light on ritual dimension of consumer behavior (RDCB), religion (Re) and their interrelationship to look closely in family firm innovation (FFI). There are

more than 800 batik industries in Pekalongan City, Central Java. The descriptive analyze were used in this study. This paper assumed that consumption behavior affected by the value. When they make the decision to consumption, also based on value. Generally, they determine the value of product by the quality, uniqueness, and utility. Sometimes, the values depend on a quality of object, but sometimes depend on uniqueness, on its utility or any combination between them.

This research found that in batik industry, *homo moralis* or *homo socialis* is going on the basis of the relationship between the worker and employer. The work climate that constructed at their place affects the enthusiasm to create new motif, new design because the worker feel happy and unstressed. Human resource should be innovation in every time as well as possible. The interaction between values and performance of organization similar with the new institutional theory which emphasized the importance of cultural factors in understanding the business as organization and innovation, especially intangible innovation.

The batik industry as cultural values form of the source of the behavior that's cultural rites of passages, especially in performances experience festivals such as Pekalongan batik carnival or international batik week, also in the marine charity event, marriage, death ceremony, and so on. More, this study try to understand the batik industry as a business negotiation which based on group learning that cover the family firm and consumer.

The results show that consumer behavior means ritual experience and religion associated with the innovation of batik industry as a material and cultural heritage. The value, religion and culture have an important role into the family firm. The relation helps to learn about of the modifying of batik production. The interaction between values and performance of organization similar with the new institutional theory which emphasized the importance of cultural factors in understanding the business as organization and innovation, especially intangible innovation.

Keyword: ritual, consumer behavior, religion, innovation, family firm.

A. Background

Batik industry in Pekalongan City has become a tradition in the life of the people, passed down from generation to generation. The presence of various economic infrastructures such as batik market, batik villages and batik galleries all over the city, confirms that the economic life of the city is based on the art, craft and culture of batik. This paper consider that value drive man to innovate their production by creating "new" objects. The understanding of subjective and intangible value, namely religious and culture become an important to consideration in order to learn the relationship between consumer and innovation behavior.

This article makes three main contributions. First, we apply the ritual dimension of consumer behavior and its influence in level of batik trading. Second, batik sales depend on consumer tastes. Third, by investigating consumer behavior, and religion affect on it, this study draws the need of innovation in family firm organization. Our study has the opportunity to inform the wider on family firm research. Ritual behavior often involves the extensive exchange of goods and services, which are often consumed at dramatic, ceremonial or even solemn occasions. The resulting literature sparked intense interest in consumer research that highlighted the cultural and social complexities of consumptions (Joy and Li, 2012, p. 142).

Table 1.
The Amount of Effortand Labor Unit Batik Business
Pekalongan City Until 2013

No	Sub-district	2011		2012		2013	
		Business Units	Labor	Business Units	Labor	Business Units	Labor
1.	West Pekalongan	262	4.261	264	4.335	346	5033
2.	South Pekalongan	188	2.074	188	2.074	263	2575
3.	East Pekalongan	110	2.536	111	2.510	114	2483
4	North Pekalongan	71	1.073	71	1.073	80	1030
Total Amount		632	9.944	634	9.992	803	11.121

Source: Industrial Offices, Cooperatives and SMEs of Pekalongan City.

From the table 1, the batik amount always to develop and bigger in every year. Batik industry as a company always seek a good product as a mainly factor to give a satisfaction for the consumer. There are many options that can be chose to get a high competition. Innovation of batik motif, clothing, coloring, marketing and others should be need as fast as possible. The consumer behavior has a relationship with producer innovation. More innovative, there is more profitable. It seems reasonable to assume that innovation in the economic subsystem, especially at the organizational level, is driven by the desire to make profits (Johannessen, 2013, p. 1211).

Religion's contribution to society is a formalized structure in which humans help one another connect with God and, in so doing, explore and respond to the divine within themselves and others. Moreover, the concepts of economic institution and economy activity are merely useful abstractions for describing human interactions (Davies, 2004, p. 38 & 39). Taken together, religion has been a significant force in the lives of many individuals, its role in consumer choice can be characterized as unclear or "fuzzy" (Delener, 1994, p. 36).

Consumption itself, as a process whereby agents engage in appropriation and appreciation, whether for utilitarian, expressive or contemplative purposes, of goods, services, performances, information or ambience, whether purchased or not, over the agent has some degree of discretion (Warde, 2005, p. 137)

Many literatures have placed a lot of attention to the issue of consumption, religion and innovation. Previous research has stressed that consumers with a high degree of cognitive religious commitment viewed sales personal friendliness, shopping efficiency and product quality as being of greater importance in selecting a retail store than did those low in cognitive religious commitment. Muslim consumers, their findings suggest that there is no difference in consumer shopping behavior between devout and casually religious Muslim consumers, except for the trendy shopper type (Mokhlis, 2009, p. 78). Published research about human ritual experience comes primarily and traditionally (Rook, 1985, p. 251). The consumer decision and being a user connected to how much innovation to be done.

The consumer determine the value of product by the quality, uniqueness, and utility. Sometimes, the value depend on a quality of object, but sometime depend on uniqueness or on its utility or any combination between them. The behavioral economics has also been successfully combined with the analysis of behavior in general as well as with applied behavior analysis in human contexts Foxall (2013, p. 231).

B. Methods

This research used a qualitative research method. The primary data was collected with semi-constructed interviews batik producer, consumer and local

government through the observation and documentation. We also used relevant international academic journal of consumer behavior, religion and innovation in family firm. The thematic analysis was used to identify the construction of contribution the ritual of consumer behavior and religion in innovation. The primary and secondary data were triangulated through combining the literature review, industry reports and the key issues about relation between religion and consumer behavior.

C. Results

Ritual dimension of consumer behavior

Indeed, the ritualization of the consumptive experience may better explain some purchase behavior than attitudinal variables such as identification or motivation. Below, we discuss three dimensions in family firm influence that we chose to examine. First, ritual dimension of consumer behavior, second religion and its influence on behavior consumption and third, innovation in batik family firm. Ritual is body language that functions like a natural symbol, facilitating interpersonal interactions (Rook, 1985, p. 252). Rituals often make life better (Vohn, 2013, p. 1719). It's first necessary to identify the sources of behavior and meaning, there are human biology, individual aims and emotions, group learning, cultural values and cosmological belief.

Table 2.
A Typology of Ritual Experience

No.	Primary Behavior Source	Ritual Type	Examples
1.	Cosmology	Religious Magic Aesthetic	Baptism, meditation, mass "Healing", gambling Performing arts
2.	Cultural Values	Rites of Passage Cultural	Graduation, marriage Festivals, Valentine's Day etc.
3.	Group Learning	Civic Small Group Family	Memorial Day Parade, elections, trials Pancake day, Fraternity initiation, business negotiations, office luncheons Mealtime, bedtime, birthday and holiday celebrations
4.	Individual aims and	Personal	Grooming, household rituals

	emotions		
5.	Biology	Animal	Greeting, mating

Source: Rook, 1985, p. 254

The batik industry as cultural values form of the source of the behavior that's cultural rites of passages, especially in performances experience festivals such as Pekalongan batik carnival or international batik week, also in the marine charity event, marriage, death ceremony, and so on. More, this study try to understand the batik industry as a business negotiation which based on group learning that cover the family firm and consumer.

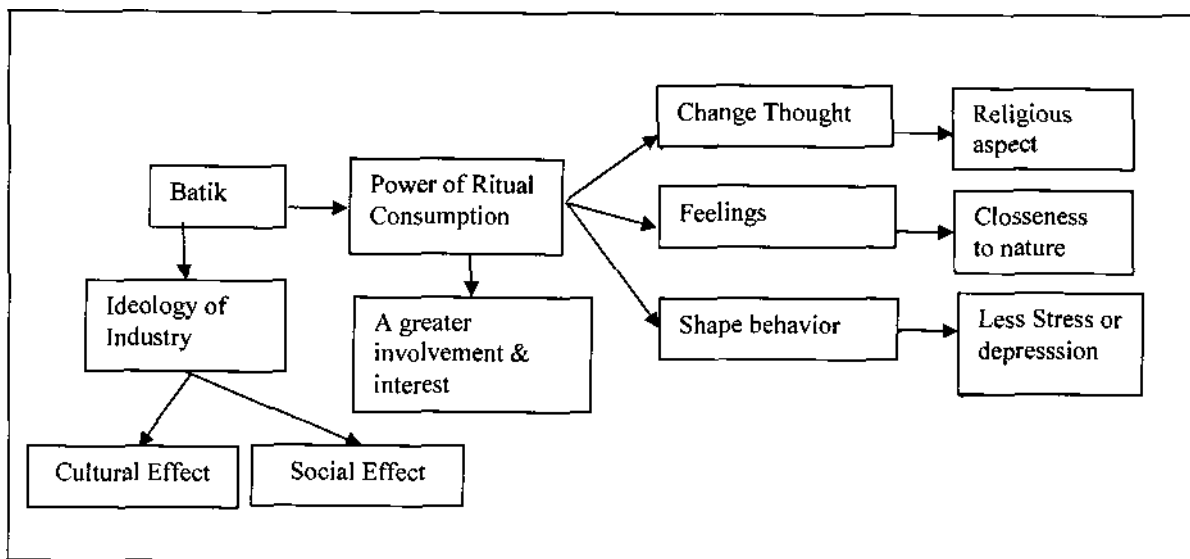


Figure 1.
Theoretical Framework

Rituals mark life event, big and small. Rituals play a particularly prominent role in ancient and modern occasions for consumption. Rituals can enhance consumption (Vohn et, al (2013, p. 1714-1715). Moreover, ritual are an important part of society, and are a frequent topic of investigation among sociologists and anthropologists (Neale et.al., 2008, p. 1).

Religion and Its Influence in Behavior Consumption

Religion is one of the more frequently mentioned determinants of the moral values that underpin ethical standards (Emerson & McKinney, 2010, p. 2). Religion, being an aspect of culture, has considerable influence on people's values, habits and attitudes, and it greatly influences lifestyle, which in turn affects consumer decision behavior (Delener, 1994, p. 36). Religion represents a potentially significant element in many, if not all, the problem-solving and decision making phases (Delener, 1994, p. 39), include in consumption decision. Beliefs, norms and value systems can influence the members of the community to behave and act in a particular way considered acceptable by the other members in the group (Rashid and Ibrahim, 2008, p. 908).

Differences in religious affiliations tend to influence the way people live, the choices they make, what they eat and whom they associate with. It would seem that obtaining an in-depth understanding of the dominant religion and its effect on consumer behavior would be essential to an intimate understanding of consumer choice in a particular context. Religious belief is a significant factor in influencing consumption behavior because of the rules and taboos it inspires. Furthermore, religiosity represents an inherent human value which tends to be stable over a fairly long period of time, and finally many elements of religiosity are observable, and therefore of pragmatic value to marketer. Religion recognizes the divinity of the human being in an economy when it advocates free competition, protection of property rights and encourages people to share and behave well toward one another (Davies, 2004, p. 37).

The Impact of Religious on Innovation in batik family firm.

The family can be both a help and a hindrance to the firm, and that the various dimensions of family influence impact the effectiveness of family firm innovativeness in terms of firm performance (Kellermans et.al, 2010, p. 1 &2). The study of innovative behavior in family firm is essential since the firms are governed by a set of unique set of norms, cultures and processes. Understanding how family influences can help or hinder a family firm's ability to exploit its innovativeness is important, since innovation helps to renew companies, enhance their competitive

advantage, spur growth, create new employment opportunities and generate wealth (Hayton & Kelley, 2006, p. 407). Innovation is the establishment of new concepts, procedures and/or technologies in an organization (Krauss, et.al. 2011, p. 3; Johannessen, 2013, p. 1195).

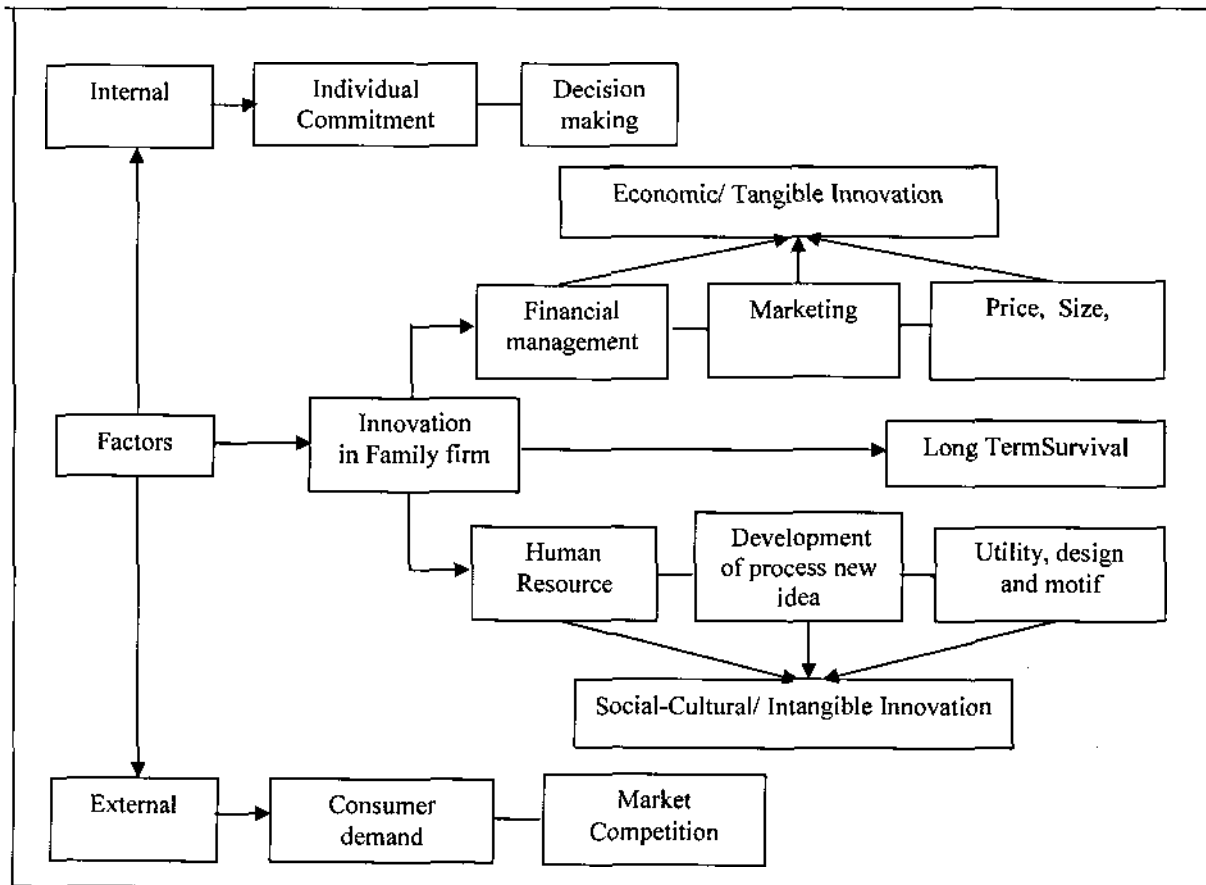


Figure 2.
Innovation in Family Firm

Figure 2 shows that innovation in the family business is a dependent variable that is influenced by two types of factors: internal and external independent variables. Individual commitment, decision making of single individual, financial performance and business experiences all include in internal factors. While consumer demand and market competition could be external factors, and have a great influence to push the role of innovation in family firm. The two factors simultaneously influence the behavior of innovation, for all dimensions: financial management, strategy, price,

packaging, promotion, human resource, development of process, utility, size, models and motif of batik. The willingness to adapt the economic change by innovation helps the batik entrepreneur to reach out the long term orientation.

Organizational innovations are related to new ways of managing organizations, as well as new business models. Historical examples of organizational innovations that have had great political value in the area of trade and business are the introduction of joint stock companies and cooperative movement. The cultural innovation are related to norms, values, habits, expectations and new ways of thinking; new ways of thinking relate to ideology (Johannessen, 2013, p. 1196 and 1198).

The work climate that constructed at their place affects the enthusiasm to create new motif, new design because the worker feel happy and unstressed. The interaction between values and performance of organization similar with the new institutional theory which emphasized the importance of cultural factors in understanding the business as organization and innovation.

The firm's activities are determined not only by its physical resources, but also by the firm's ability to use those resources. The resources of each firm may be deployed according to the routines of its employees, that is, according to the of heuristics that the firm has built up over time as efficient ways of undertaking common activities (Robertson and Yu, 2001, p. 185).

The values come from their belief, its religion beside their culture that they have since live before. Religion is concerned with man's relations with God, and with man's belief in the supernatural. It has great impact on nearly every human society because of the commonly shared belief that discovery of truth comes through revelation by supernatural power. In its organized form, religion also impacts business organizations (Chusmir & Koberg, 1988, p. 251). If a company has composite information about manifestation patterns for faith and work integration, it may bring many potential business benefits, including increased diversity and inclusion; avoidance of religious harassment or discrimination claims, respect for people of different faith traditions or worldviews, and possibly a positive impact on ethics programs, employee engagement, recruiting and retention (Miller & Timothy,

2010, p. 55). In Islamic view, the fatalism and non-fatalism or adoption to innovate or to change are the same meaning in case of the kind of value related to adopt the innovation. This result can be learn in Figure 3.

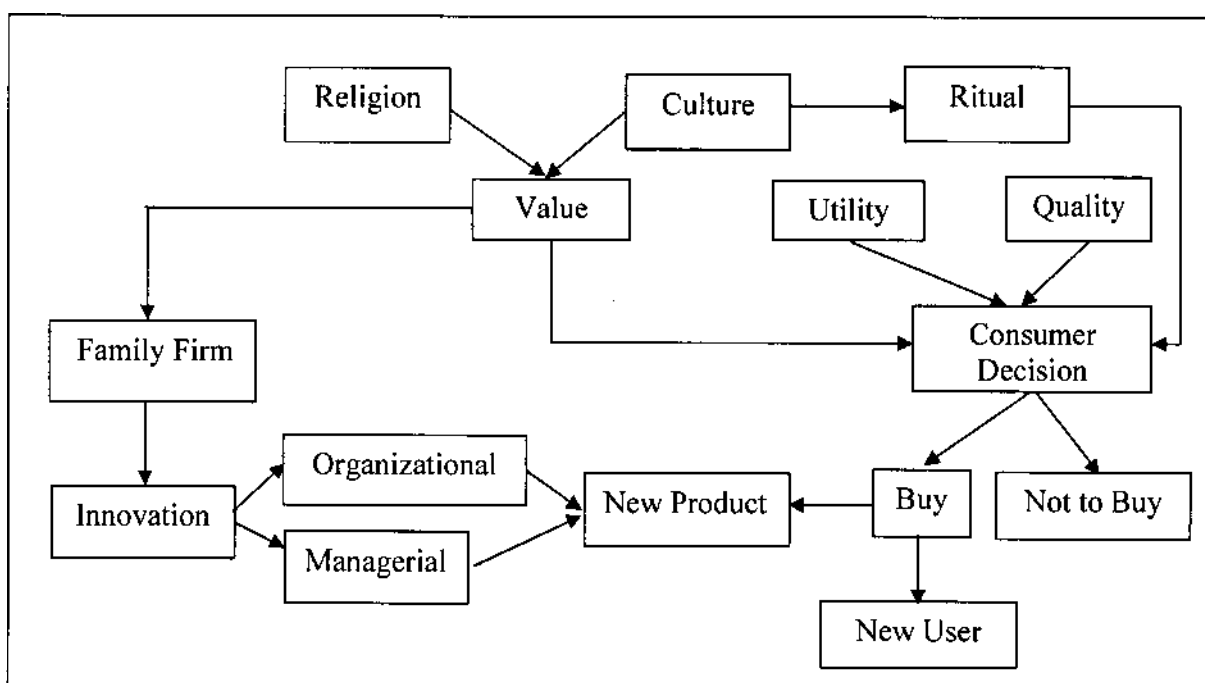


Figure 3.
Conclusion of Relationship
Between Religion, Consumer and Innovation

D. Conclusion

In batik industry, there is a strong connection in relation between producer values such fatalism and nonfatalism with consumer decision to consumption that also based on value. The relation helps us to learn about of the modifying of batik production. The motif, color, design, marketing strategy, management human resource, and many sides that need more to innovation. This paper analysis showed that the value understanding can help to explain consumers' innovation adoption. This paper found that innovation also applied in batik SMEs, include motif, design, material, strategy marketing and developing industry. This innovation required the individual's think; organizational and managerial innovation as well as economic (tangible) and social-cultural (intangible) innovation.

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**Departemen Manajemen
Fakultas Ekonomi dan Bisnis
Universitas Sumatera Utara
Medan
November 2014**

FORUM MANAJEMEN INDONESIA 6 ENTREPRENEURIAL MANAGEMENT

**Departemen Manajemen
Fakultas Ekonomi dan Bisnis
Universitas Sumatera Utara
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November 2014**

REVIEWER FMI 6 MEDAN

Prof. Dr. Syahnur Said

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Prof. Dr. Prihatin Lumbanraja, M.Si.

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Prof. Dr. Paham Ginting, Msi

Dr. Muslich Lufti, MBA

Dr. Ratih Hurriyati

Dr. D. Agus Harjito, M.Si.

Rudy Aryanto, SE, MM.

Dr. Ramadania, SE, M.Si

Dr. Fatchur Rohman, S.E., M.Si.

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Dr.

DAFTAR NAMA PENGURUS FMI

Pengurus Pusat FMI

1.	Prof. Dr. Syahnur Said	Penaschat	syahnur_said@yahoo.com
2.	Prof. Dr. Sucherly	Penasehat	sch@dmb.fe.unpad.ac.id
3.	Dr. T. Hani Handoko, MBA.	Penaschat	
4.	Sri Gunawan, DBA.	Ketua Umum	sgunawan22@gmail.com
5.	Prof. Dr. Erni Tisnawati Sule, SE. MSi.	Ketua - 1 - Pendidikan	erniesule@gmail.com
6.	Prof. Dr. Budi Eko Soetjipto	Ketua - 2 - Penelitian	soetjiptobe@yahoo.com
7.	Idris Gautama, SE. SKom. MM. MBA.	Ketua - 3 - Pemberdayaan	idrisgs@gmail.com
8.	Dra. Nuri Herachwati, MSi. MSc.	Sekretaris - 1	herachwati@yahoo.com
9.	Johay Rusdiyanto, SE. MM.	Sekretaris - 2	jrusdiyanto@yahoo.com
10.	Melizza Silvi, SE. MSi.	Bendahara - 1	meliza@perbanas.ac.id
11.	Dr. Riko Hendrawan	Bendahara - 2	riko_hendrawan@yahoo.com
12.	Rudy Aryanto, SE. MM.	Koord Informasi	raryanto@binus.edu

Ketua Korwil FMI

Dr. Ratih Hurriyati	Ketua - Korwil FMI Jawa Barat	r_hurriyati@yahoo.com
Dr. D. Agus Harjito, M.Si.	Ketua - Korwil FMI Jogjakarta	harjitok@yahoo.com
Rudy Aryanto, SE. MM.	Ketua - Korwil FMI Jakarta	raryanto@binus.edu
Dr. Ramadania, SE, M.Si	Ketua - Korwil FMI Kalimantan	dhania75@gmail.com
Dr. Fatchur Rohman, S.E., M.Si.	Ketua - Korwil FMI Jawa Timur	fatchuur@yahoo.co.id

KATA SAMBUTAN REKTOR

AssalamualaikumWr.Wbr

Forum Manajemen Indonesia ke 6 (FMI 6) dengan kegiatan seminar dan *call for paper* yang diselenggarakan oleh Departemen Manajemen Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara di Medan ini, sangat saya apresiasi karena mempunyai tujuan untuk meningkatkan pengetahuan dan wawasan khususnya pada bidang *entrepreneurial management* yang dapat digunakan untuk menghadapipersaingan akibat dampak globalisasi terutama dengan adanya Masyarakat Ekonomi ASEAN.

Untuk memenangkan persaingan ini diperlukan implikasi bagi sebuah perusahaan seperti konsep-konsep manajemen, ketrampilan, pola pikir dengan fleksibilitas yang tinggi, inovasi dan responsif serta pengetahuan kewirausahaan di berbagai lapisan manajemen. Kreatifitas dan inovasi dikembangkan untuk dapat mengembangkan produk baru, yang unik dan mempunyai nilai tambah (*value added*) bagi perusahaan ataupun organisasi.

Selain tu, transformasi bisnis yang semakin cepat dan terus menerus berkembang membutuhkan manajemen yang dinamis meliputi keseluruhan aspek manajemen bagi perusahaan ataupun organisasi. Aspek tersebut diantaranya meliputi bidang manajemen pemasaran, manajemen sumber daya manusia, manajemen keuangan dan kewirausahaan.

Saya berharap dengan adanya kegiatan ini dapat memberikan perubahan dan paradigma khususnya bagi para akademisi, praktisi, pengusaha, mahasiswa dan masyarakat luas sehingga dapat menciptakan visi, misi maupun strategi dalam menghadapi perubahan lingkungan bisnis di masa yang akan datang.

Terima kasih terhadap para peserta yang telah hadir dan mengikuti acara FMI 6 yang diselenggarakan di Medan ini. Semoga para peserta mempunyai kesan yang baik terhadap acara ini.

Wassalam,
Rektor Universitas Sumatera Utara

Prof. Dr. Dr. Syahril Pasaribu, DTM&H, M.Sc. (CTM), Sp.A(K)

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KATA SAMBUTAN DEKAN

Assalamualaikum Wr, Wb

Forum Manajemen Indonesia berinisiatif secara berkala bertemu dan berdiskusi demi saling menyamakan visi dalam rangka pengembangan ilmu manajemen melalui Forum Manajemen Indonesia (FMI). Kegiatan Forum Manajemen Indonesia ke 6 pada tahun ini diselenggarakan oleh Departemen Manajemen Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara di Medan dengan acara seminar nasional dan *call for paper* yang bertemakan *entrepreneurial management*.

Entrepreneurial management sebagai praktek tentang kreativitas dengan memanfaatkan efisiensi dan efektivitas dalam mengelola sebuah organisasi. Manajer terlibat secara langsung di dalam dinamika yang sangat kompleks antara ilmu manajemen dengan strategi bisnis. Istilah *entrepreneurial management* telah diperluas mencakup konsep kewirausahaan sebagai pola pikir sebagai inisiatif kewirausahaan dalam bentuk kewirausahaan sosial, kewirausahaan politik atau kewirausahaan pengetahuan.

Saya berharap dengan berlangsungnya acara ini dapat memberikan kontribusi yang positif dalam perkembangan konsep dan praktek *entrepreneurial management* khususnya bagi pelaku bisnis Indonesia. Akhir kata, terima kasih kepada para peserta telah hadir dan mensukseskan acara Forum Manajemen Indonesia di Medan ini.

Wassalam,

Dekan Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara

KATA SAMBUTAN

Assalamualaikum wr, wb

Forum Manajemen Indonesia ke 6 yang dilaksanakan di Medan ini merupakan kegiatan yang diikuti peserta yang berasal dari akademisi Fakultas Ekonomi seluruh Indonesia. Adapun tema dalam kegiatan ini adalah *entrepreneurial management*. Tujuan dari tema ini adalah sebagai kontribusi dalam pengembangan *entrepreneurial management* yang menggabungkan seluruh konsep manajemen dan kewirausahaan dalam pengembangan dan peningkatan jumlah pelaku bisnis, peningkatan kualitas pelayanan dan produk yang dihasilkan serta strategi pemasaran dalam menghadapi persaingan global yang semakin ketat khususnya dalam menghadapi MEA (Masyarakat Ekonomi Asean) tahun 2015.

Persaingan bisnis merupakan sesuatu yang tidak mungkin dihindari dalam kegiatan manajemen baik yang melibatkan pelaku UMKM dan pelaku bisnis skala besar. Untuk itu diperlukan konsep-konsep manajemen yang dapat menjawab tantangan dari pelaku bisnis domestik maupun Internasional. Konsep-konsep ini harus merupakan konsep yang lahir dari penelitian yang baru dan berkualitas dari para akademisi yang dapat diterapkan kepada pelaku bisnis tersebut.

Kami dari panitia FMI 6 sangat mengharapkan kepada para peserta untuk dapat berperan aktif dalam memberikan ide-ide, konsep-konsep baru dan pengalaman untuk dapat secara bersama-sama memberikan kontribusi dalam mewujudkan transformasi, strategi dan inovasi bagi kemajuan ilmu manajemen di Indonesia.

Acara Seminar Nasional dan Call For Paper ini diikuti oleh berbagai Universitas yang ada di Indonesia dengan jumlah Paper 268 Paper. Yang terdiri dari:

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- Manajemen Operasi : 16 Paper
- Manajemen SDM : 51 Paper
- Manajemen Umum : 16 Paper
- Manajemen Pemasaran : 60 paper
- Manajemen Keuangan : 62 Paper

Wassalam,

Ketua Panitia,
Dr.Isfenti Sadalia,SE.,ME

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**SUKSESI BISNIS BATIK DI KOTA PEKALONGAN
(Studi Kualitatif Tiga Industri Batik Skala Kecil-Menengah)**

Susminingsih¹, Imam Kanafi²

STAIN Pekalongan

Imamkanafi165@kemenag.go.id¹, mamafahmi_62@yahoo.com²

Abstract

This paper pays attention to succession as a process in family business management sustainability. This paper is summarized from research on 2012-2013. Especially in small medium batik industry, succession becomes crucial step which is influence the growing of industry. In this paper, the sustainability of batik business family was portrayed and analyzed through the lens of succession process proposed by Gersick (1997). According the concept that, generational change must go hand in hand with diversification and growth. The research aims (1) to explore succession process by their experience, (2) to know how the background and motivation of batik entrepreneur to manage their industry. We used qualitative approach to study the three succession cases: The data collection working by observation, interview and documentation. The result show that succession occurred by two models: un planning and planning succession. Every model has such consequence toward resources that they have before, like social and material capital, and the knowledge of business management. Overall these findings provide the evidence that small medium batik business family applied the succession process in different models.

Keyword: bussiness succession, family business, small-medium batik industry.

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Susminingsih
STAIN Pekalongan
susminingsih62@gmail.com

Imam Kanafi
STAIN Pekalongan
imam.kanafi@iainpekalongan.ac.id

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I. Latar Belakang

Di Kota Pekalongan, usaha batik yang dijalankan oleh keluarga muslim umumnya memberikan estafet kepemimpinan secara turun-temurun. Oleh karenanya sering terjadi tumpang tindih antara bisnis, keluarga dan kepemilikan yang berimbas pada keberlangsungan usaha. Menjaga keberlanjutan industry batik ini harus dilakukan sebab sebagian besar usaha batik mampu menyerap tenaga kerja dalam jumlah banyak. Artinya ketika bisnis tidak bisa bertahan maka yang kehilangan penghidupan bukan hanya pemiliknya saja, melainkan semua pekerja akan mengalami hal yang sama. Jumlah usaha batik di Kota Pekalongan dapat dilihat pada tabel berikut:

Tabel 1.
Jumlah Pengusaha Batik dan Tekstil Di Kota Pekalongan
Tahun 2005-2012

No.	Kecamatan	Jumlah
1.	Pekalongan Barat	280
2.	Pekalongan Selatan	175
3.	Pekalongan Timur	275
4.	Pekalongan Utara	106
Jumlah		836

Sumber: Dinas Perindagkop & UMKM Kota Pekalongan diolah
dari BPM2T Kota Pekalongan Tahun 2013

Para pengusaha batik sebagian besar beragama Islam. Keberadaan mereka hingga sekarang mengindikasikan adanya sebuah keberlangsungan usaha yang telah dilalui dalam rentang waktu yang cukup lama serta adanya kontribusi pengelolaan yang bisa dipastikan telah berlangsung secara turun temurun, baik secara langsung maupun tidak langsung. Hal ini mendorong peneliti untuk melakukan penelitian terkait dengan pilihan dan perencanaan suksesi pengelolaan bisnis batik pada level individu/ personal, keluarga/ relasional dan level perusahaan/ organisasi.

Persoalan bisnis batik di Kota Pekalongan tidak hanya menyangkut masalah ekonomi, melainkan juga menyangkut masalah budaya, sosial dan agama. Pribadi pengusaha yang notabene muslim sangat tepat diteliti untuk menemukan pola kontribusi pengetahuan agama bagi sebuah organisasi usaha dari mulai level personal yaitu para *predecessor* dan *successor*, level relasional yaitu antara kedua belah pihak dengan para anggota keluarga serta level *organizational behavior* dengan melihat perilaku para *successor* dalam mengelola bisnis. Seringkali peneliti mendengar pendapat bahwa dalam bisnis keluarga generasi pertama adalah generasi perintis usaha, generasi kedua adalah generasi yang membesarkan bisnis keluarga dan generasi ketiga adalah generasi yang menghancurkan bisnis keluarga. Tentu pendapat semacam ini tidak serta merta benar adanya. Oleh sebab itu peneliti terdorong untuk meneliti apa yang sebenarnya terjadi dalam kelangsungan bisnis keluarga batik khususnya di Kota Pekalongan. Faktor sumber daya manusia, budaya, fluktuasi pasar, manajemen serta kemungkinan faktor lainnya bisa mempengaruhi arah suksesi hingga keberlangsungan bisnis

pun ikut terpengaruhi. Berhasil tidaknya proses suksesi ini akan mempengaruhi berhasil atau tidaknya manajemen bisnis keluarga. Dengan kata lain usaha batik juga ditentukan proses suksesi. Banyak perusahaan tidak membuat perencanaan masa depan. Mereka sulit menentukan strategi yang sukses, hal ini menyebabkan bisnis mereka berhenti berkembang, seperti yang dinyatakan Ward (1987)*many family firms do not plan for the future. They become fixated on a previously successful strategy, which ultimately causes their businesses to stop growing.* (Kellermans et.al, 2004: 211).

Di kalangan akademisi, Kesner & Sebra (1994) menyebutkan bahwa suksesi manajemen menjadi subyek penelitian sejak tahun 1960an. Pada konteks bisnis keluarga, perencanaan suksesi mengacu pada upaya mentransfer kontrol manajemen dari anggota keluarga yang satu kepada anggota keluarga yang lain secara sengaja (Sharma et.al, 2003: 1). Suksesi menempati posisi sentral yang mempengaruhi perusahaan (Handler, 1994: 133). Proses suksesi ini bisa melibatkan *successor* atau pengganti dari luar (eksternal) dan *successor* dari dalam (internal). Masing-masing memiliki konsekuensi bisnis tersendiri. Lee & Lim (2003) menyebutkan bahwa nepotisme adalah yang paling umum dilakukan, dengan memilih dari keturunan atau anggota keluarga daripada di luar keluarga (Checkly 2010: 23). Sayangnya, ketika peralihan tanggung jawab hanya dianggap sebagai sebuah teknis dan bukan sebuah proses, keputusan ini beresiko bagi pengembangan bisnis sebab ini menyangkut komitmen, kemauan kerja keras, akurasi dan *value* perusahaan. Karena itu suksesi sebenarnya bukan sebuah peristiwa tunggal, melainkan sebuah *ongoing process* di mana aksi dan keputusan pada periode satu mempengaruhi bagaimana proses suksesi terjadi (Checkly 2010: 18; Handler, 1994: 134). Bagi bisnis keluarga hal ini sangat penting sebab deskripsi bisnis sangat kompleks, dinamis serta kaya dengan sumber daya yang bersifat *intangible* (Suarez, et.al. 2001), seperti yang dikatakan Berger & Luckmann (1966) bahwa keluarga adalah institusi sosial yang sangat kuat. Keluarga merupakan kunci dari akumulasi modal yang memiliki bentuk spesifik yang berbeda dan transmisi antara generasi keluarga (Zellweger, et.al., 2011: 7; Palliam et.al. 2011: 26).

II. Kajian Pustaka

Gersick (1997) menggambarkan tentang kedudukan suksesi dalam bisnis keluarga sebagai "one reason succession is so challenging is that the generational change in the family often coincides with, or even triggers, important changes in the business" (Berkel, 2007: 21). Dari pernyataan tersebut bisa dipahami bahwa suksesi dalam bisnis keluarga merupakan peristiwa penting yang akan mengubah bisnis. Karena sangat penting seperti Gallo et.al. (2003) menyebutkan bahwa "...for the balanced development of a successful family firm, generational change must go hand in hand with diversification and growth" (Berkel, 2007: 21). Dari pernyataan terakhir suksesi merupakan komponen yang sangat penting bahwa demi sebuah keseimbangan pengembangan bisnis keluarga yang sukses, maka perubahan generasi harus berpindah dari generasi yang satu ke generasi yang lain dengan adanya perbedaan dan pertumbuhan bisnis.

Dalam rangka memahami suksesi pada bisnis keluarga, terlebih dulu harus dimengerti system bisnis keluarga dan para stakeholder atau pihak-pihak yang terkait dan membangun system tersebut. Bisnis keluarga memiliki fitur yang unik seperti komitmen, nilai-nilai yang disepakati bersama, budaya, kepercayaan, reputasi dan sebagainya. Hal-hal ini menjadi sumber-sumber strategis dan kapabilitas yang bakal terjadi dalam waktu jangka panjang (Suarez, et.al. 2001: 38).

III. Metode Penelitian

Penelitian ini bertipe kualitatif-deskriptif-eksploratif, di mana peneliti mengeksplorasi dan mendeskripsikan kepada pembaca tentang fenomena suksesi yang terjadi pada bisnis batik yang dikelola oleh keluarga di Kota Pekalongan. Pendekatan kualitatif sangat diperlukan agar diperoleh data yang komprehensif dan mendalam, terutama mengenai cara pengusaha memahami bisnis batik, bagaimana pengusaha menjalankan manajemen kepemimpinan usaha, budaya atau kultur yang membentuk pola suksesi, keyakinan atau prinsip moral, tatanan sosial, ekonomi-politik dan sebagainya.

Sumber data primer pada penelitian ini adalah 3 pengusaha batik yang beragama Islam. Usaha batik telah dijalankan kurang lebih 20 (dua puluh) tahun dengan alasan, kurun waktu tersebut memungkinkan bahwa proses suksesi pernah terjadi. Pemilihan pengusaha atau predecessor dilakukan dengan pendekatan *purposive sampling* untuk meyakinkan bahwa informan penelitian ini benar-benar memberikan informasi bagi penyusunan suksesi.

Adapun sumber data sekunder adalah referensi dan dokumentasi yang berisi teori tentang suksesi bisnis, bisnis keluarga, serta *planned behavior theory*.

Data dikumpulkan dengan menggunakan tehnik wawancara mendalam (*indeept interview*) kepada pengusaha batik sebagai *predecessor* terutama mengenai upaya mereka dalam membuat perencanaan suksesi, dokumentasi, yaitu tehnik pengambilan data dari berbagai sumber tertulis seperti data jumlah industri batik di Kota Pekalongan yang dikeluarkan Dinas Perindustrian dan Perdagangan Kota Pekalongan tahun 2012, serta buku dan jurnal yang membahas tema suksesi bisnis dan bisnis keluarga. Ketiga adalah observasi, tehnik ini digunakan untuk mengambil data-data tertentu berkenaan keberadaan usaha para informan. Data yang ada dianalisa dengan pola sirkular antar kasus yang ada yaitu kemampuan *predecessor* dalam membuat perencanaan suksesi serta anggota keluarga sebagai *successor*.

IV. Hasil

- a. Perusahaan Batik LARISA yang beralamat di Kampung Pesindon No. 6 Pekalongan (0285) 420685 dan dikelola oleh H. Eddywan (55 th) sejak tahun 1980 an sebagai generasi ke-4. H. Eddywan adalah alumni Fisipol UNDIP Semarang dengan jurusan Administrasi Niaga dan beristrikan Hj. Yuyun (38 th). Sebelum batik Larissa berdiri, terlebih H. Eddywan membantu usaha batik AHZED yang didirikan oleh orang tuanya yaitu H. Achmad Zaeni dan Hj. Amanah. Selain H. Eddywan, ada 2 (dua) orang anak lainnya yang mengembangkan bisnis batik yaitu, H. Freddy, pemilik usaha batik keluarga Freddy Batik dan Hj. Herlina, pemilik usaha AKSA Batik. H. Eddywan sendiri memiliki 2 (dua) orang anak perempuan yang sekarang mengelola usaha batik (generasi ke-5). Anak pertama yaitu Nanin yang mempelajari ilmu psikologi mengelola KAYANA BATIK di Glagahsari Yogyakarta. Anak keduanya, Larisa yang berlatar belakang tehnik arsitek UNDIP Semarang, juga sudah memiliki galeri batik sendiri yang diberi nama FAZIL BATIK.

Meski secara keturunan H. Eddywan dibesarkan di lingkungan keluarga pengusaha batik, akan tetapi H. Eddywan tidak pernah merasa dipaksa untuk ikut bergerak di bisnis batik. Hal ini terkait dengan pesan untuk menempuh kuliah sebagai modal berpikir sewaktu beliau masih muda. Baginya kuliah membentuk cara berpikir. Termasuk berpikir

bagaimana mengembangkan bisnis batik. Oleh karena itu semasa kuliah sekitar tahun 1980an kegiatan berdagang batik menjadi aktivitas tambahan, dengan memanfaatkan tempat kos dan teman-teman dari luar Jawa sebagai ajang pemasaran. Bagi H. Eddywan kedua faktor ini sangat menguntungkan, hingga sekali dalam seminggu bisa dipastikan pulang ke Kota Pekalongan untuk mengambil pesanan batik. Selain itu nama dan relasi orang tua menjadi modal tersendiri bagi bisnis batiknya. Pengalaman H. Eddywan tidak jauh berbeda dengan pengalaman berdagang batik bagi anak-anaknya. Kebiasaan melihat orang tua menangani usaha batik hingga keterlibatan berdagang menjadi modal pengetahuan usaha hingga masing-masing mendirikan usaha batik.

- b Perusahaan Batik B L. (BACHIR-LATIFAH) PUTRA yang dikelola Hj. Enny Apriadiningsih (48 th). Selain beralamat di Jl. KH. Mas Mansyur No. 87 Pekalongan (0285) 423474. Usaha batik ini juga memiliki beberapa showroom dan toko, yaitu pasar Grosir Setono Blok L. No 26 Pekalongan, pasar Tanah Abang Blok A Lt. B1 Los D No 33 Jakarta Pusat, Kampung Wisata Pesindon Gg. 1 No 9 Pekalongan dan IBC (International Batik Center) Jl. A. Yani Los E9 Wiradesa Pekalongan

Hj. Enny Apriadiningsih merupakan anak ke-3 dari 7 bersaudara, dan merupakan satu-satunya yang meneruskan usaha batik kedua orangtuanya, H. Bachir Ahmad dan Hj. Latifah Jahri. Sebelumnya usaha batik yang diberi nama batik B.L. (singkatan dari kedua nama orang tua) dikelola saudara tertuanya H. Kamaludin, akan tetapi berhubung lebih fokus pada usaha bisnis perumahan, selanjutnya usaha batik dilanjutkan oleh saudara yang lain yaitu H. Sutrisno Bachir. Usaha ini juga tidak berlanjut ketika H. Sutrisno Bachir memutuskan fokus di dunia politik.

Tongkat estafet kepemilikan usaha batik B.L. tidak langsung dilimpahkan kepada Hj. Enny. Awalnya, di samping galeri yang berada di Jl KH. Mas Mansyur ini, sebuah galeri kecil, bernama Tsania Batik. Bisa dikatakan modal Hj. Enny dalam berbisnis adalah keberanian, termasuk keberanian mengambil keputusan dan resiko. Alumnus fakultas Hukum Universitas Jayabaya ini memiliki tiga orang putra putri, pertama Adit yang menempuh kuliah di fakultas Ekonomi-Manajemen, Universitas Diponegoro Semarang,

kedua, Shela yang menempuh kuliah desain interior di Jakarta dan ketiga Zaka yang baru saja memasuki masa kuliah di fakultas Hukum di Universitas Pekalongan.

Pengalaman beliau melihat orang tuanya mengelola bisnis mendorong Hj. Eny berani mengambil keputusan melanjutkan usaha batik ketika saudara laki-lakinya yaitu H. Sutrisno Bachir dan H. Kamaludin lebih fokus di bidang lain. Sementara saudara yang lain tidak bersedia. Jadi bisa dikatakan bahwa pelimpahan pengelolaan (suksesi) disebabkan unsur keterpaksaan karena situasi yang tidak memberikan pilihan lain. Keberanian mengelola usaha yang dimiliki Hj. Eny tidak hanya di bidang batik yang resmi beliau pegang sejak tahun 1990an, tetapi ada bidang yang lain yaitu dekorasi, khususnya dekorasi hajatan perkawinan sejak tahun 2005. Hingga kini, kedua jenis usaha ini tetap dikelola secara bersamaan, dengan nama galeri Batik B.L. Putra and Tsania Decoration. Usaha batiknya telah merambah ke Bali, Jakarta, Medan dan Manado, sementara usaha dekorasinya juga telah merambah hingga Jawa Barat.

Saudara-saudara Hj. Eny pada akhirnya juga memiliki bisnis batik serupa. Antara mereka juga terjalin kerja sama. Bentuk kerja sama itu tidak hanya berupa jenis barang, tetapi persoalan *mbabar* atau pengerjaan batik itu sendiri. Usaha batiknya hingga kini terus berkembang juga berkat suaminya yaitu H. Sugeng yang menjadi anggota legislatif DPRD Kota Pekalongan selalu memberi dukungan dan semangat, terutama ketika Hj. Eny menghadapi persoalan dalam bisnis batiknya. Kepandaian berbisnis juga tampak pada ketiga anak-anak beliau terutama Adit, si sulung, yang menyelesaikan kuliah di fakultas Ekonomi UNDIP Semarang juga sering membawa dagangan batik ke kampusnya. Meski tidak di bidang bisnis batik, kedua anaknya yang lain yaitu Shela masih menyelesaikan kuliah desain interior dan Zaka yang baru menjalani kuliah di fakultas hukum juga memiliki bakat bisnis cuci motor, yang bertempat persis di sebelah utara galeri batik ibunya.

- c. Perusahaan Batik HUZA (Husein-Zakiah) yang dikelola oleh Husein Moh. Assegaf dan beralamat di Jl. Kenanga No. 7 (0285) 424863 Pekalongan. 2 showroom lainnya berada di Jl Hayam Wuruk No. 230 (0285) 433460 Pekalongan dan di Jl. Kaliurang KM 9,3 No 4 (0274) 881591 Yogyakarta.

Husein Moh. Assegaf atau biasa dipanggil habib mengawali bisnis batik sejak awal 1990an. Agak berbeda dengan pebisnis batik yang lain. Habib mengelola bisnis bukan karena diturunkan oleh orang tuanya, tetapi atas kemauan beliau sendiri. Kecermatan melihat pasar membantu beliau secara pelan-pelan mengembangkan usaha, terutama pada awalnya di sektor penjualan bukan produksi.

Anak sulungnya yaitu Atikah, berumur sekitar 24 tahun lulusan sekolah mode ESMOD ikut mengelola bisnis batik ini. Dari hobi membuat aneka mode, kain batik menjadi terlihat lebih elegan dan modis. Hingga sekarang, Habib selalu mempercayakan motif dan desain produk kepada Atikah yang beliau yakini memiliki insting bisnis kuat. Pengalaman selama dua puluh tahunan lebih banyak memberikan pelajaran bisnis kepada Habib, terutama agar tidak mudah tertipu atau menanggung rugi.

V. Pembahasan

Pengalaman ketiga informan dalam mengembangkan bisnis batik ternyata memiliki pola yang berbeda. Terkait dengan proses suksesi pun ketiganya memiliki ciri yang beragam. H. Eddywan, sebagai *successor* generasi keempat, saat ini telah memiliki *successor* yaitu Nanin dan Larisa yang telah membangun bisnis batik sendiri. Hj. Eny Apriadiningsih, sebagai *successor* generasi kedua dan telah melibatkan anak sulungnya Shela. Begitu juga Husein Moh. Assegaf hingga saat penelitian ini dilakukan sedang mempersiapkan *successor* yaitu Atikah yang sekarang juga sudah mengelola bisnis batik di Yogyakarta. Dari deskripsi data di lapangan, ada beberapa hal yang ikut mempengaruhi proses suksesi usaha batik keluarga yaitu:

Tersedianya *capital*, baik material maupun sosial.

Secara historis, bisnis batik keluarga yang telah dikembangkan oleh orang tuanya secara turun temurun telah memiliki sumber-sumber *capital* yang sangat kuat, secara material seperti modal uang, bahan baku, desain, alat-alat produksi, serta ketenagakerjaan. Jaringan relasi yang sangat luas membuat pelaku bisnis batik di Pekalongan sangat mengenal kedua orang tuanya. Nama baik dan kepercayaan terhadap orang tuanya sangat menguntungkan H. Eddywan baik di saat mencari bahan baku, tenaga kerja maupun pemasaran. Bagi Hj. Eny Apriadiningsih tidak jauh beda. Nama besar Bachir Latifah telah membuat bisnis keluarga ini

mem memiliki banyak sumber-sumber *capital* yang sayang untuk disia-siakan, baik modal finansial, modal sosial, modal pasar, alat-alat produksi serta ketenagakerjaan. Meski merasa terpaksa menerima estafet kepemimpinan, namun akhirnya Hj Eny bisa membesarkan usaha keluarga hingga saat ini.

Berbeda dengan Husein Assegaf, yang tidak dilahirkan dan dibesarkan di kalangan keluarga pebisnis batik, namun dorongan berdagang justru berkembang setelah melihat banyaknya potensi berbisnis batik Lingkungan masyarakat yang kebanyakan memiliki profesi *mbabar* batik di Pekalongan yang terkenal dengan biaya produksi yang murah menjadi aspek yang sangat menguntungkan bagi pengusaha pemula. Dengan relasi yang mudah dijangkau serta potensi Atikah yang menekuni dunia fashion yang sangat berkaitan dengan bisnis batik membuat beliau menjadi sangat yakin dengan keberhasilan bisnis batik. Tidak hanya itu jaringan sosial, organisasi hobi olahraga golf yang seringkali menjadi ajang berkumpulnya orang-orang kaya juga menjadi motivator untuk terus memperkenalkan usaha batiknya.

Pengetahuan tentang bisnis batik yang sangat memadai.

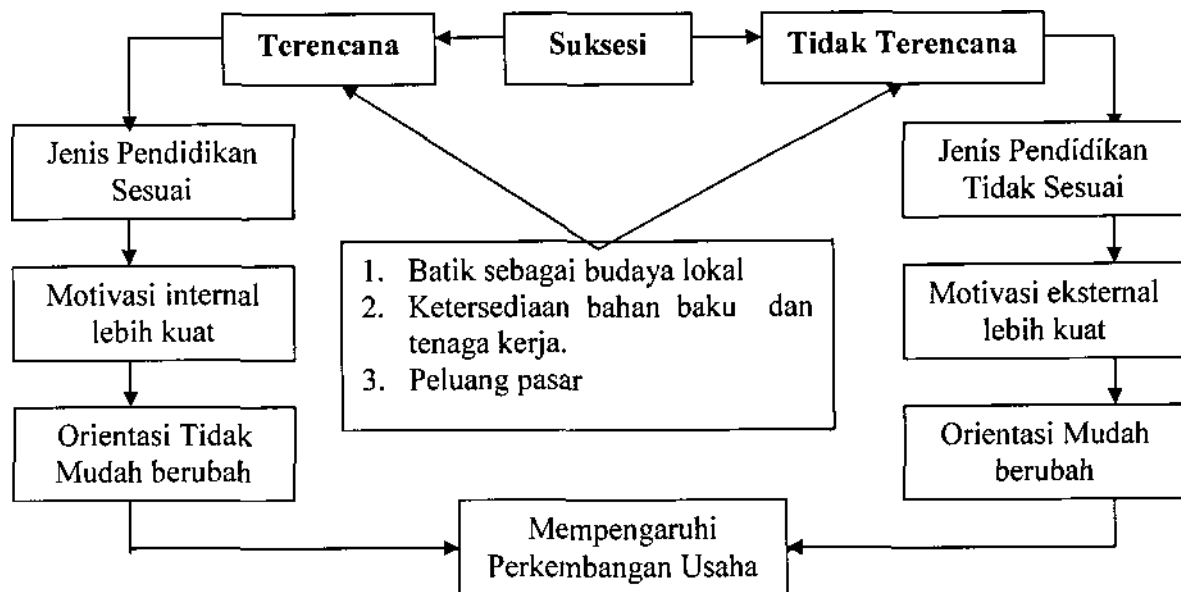
Pengalaman membantu mengelola bisnis batik sejak sekolah di bangku SMA hingga selesai kuliah membekali H. Eddywan dengan informasi seputar usaha batik secara maksimal. Pengalaman dari segi pemasaran, keuangan, produksi, ketenagakerjaan, hingga membuat desain sangat membantu dalam mengembangkan bisnis batik terutama ketika harus mengambil keputusan terkait dengan pengembangan bisnis, dengan demikian resiko kerugian bisa diminimalkan. Begitu pula keikutsertaan menangani bisnis sejak masih kuliah mulai dari membantu proses pengupahan (*poco'an*), pembelian kain mori dan bahan-bahan yang lain menjadi modal pengetahuan bagi Hj. Eny. Meski tidak belajar di bidang ekonomi atau manajemen, namun pengetahuan bisnisnya justru diperoleh dari pelajaran secara autodidak. Keberanian mengambil resiko menjadi ciri bagi seorang pengusaha. Bisa dipahami bahwa bagi Hj. Eny kepuasan tidak hanya terletak pada keberhasilan memperoleh untung yang banyak, tetapi kepuasan juga diperoleh ketika ia mampu menaklukkan bisnis.

Sebagai pendiri usaha, motivasi diri lebih dominan daripada pengetahuan usaha batik yang tidak secara turun temurun. Posisi Habib Husein sebagai *predecessor* sangat didukung oleh istrinya Zakiyyah dan anak sulungnya Atikah. Perencanaan suksesi telah dilakukan Habib

Husein, yaitu dengan mengirim Atikah untuk belajar membuat desain di Jakarta. Desain baju batik yang elegan membuat kain batik menjadi lebih berkelas. Kepandaian Atikah dalam merancang busana membuat Habib Husein semakin percaya diri bahwa Atikah akan mampu melanjutkan usaha yang telah ditekuninya sejak tahun 1990an ini. Hingga saat ini Atikah dipercaya mengelola showroom yang terletak di Jl. Kenanga, Jl. Hayam Wuruk maupun yang terletak di Kaliurang Yogyakarta.

Pada observasi kepada tiga usaha batik ditemukan bahwa para *owner* yang menjadi obyek penelitian ini merangkap sebagai *founder* atau *predecessor* melimpahkan kepemimpinan perusahaan dengan tidak selalu melakukan perencanaan suksesi mereka kepada *successor*.

Gambar 1.
Proses Suksesi Pada Bisnis Batik Pekalongan



VI. Kesimpulan

Dari aspek pembahasan, ada beberapa kesimpulan yang dapat peneliti sampaikan yaitu:

Pada observasi ketiga usaha batik ditemukan bahwa para *owner* yang menjadi obyek penelitian ini merangkap sebagai *founder* atau *predecessor* melimpahkan kepemimpinan perusahaan dengan tidak selalu melakukan perencanaan suksesi mereka kepada *successor*.

Pada perusahaan batik Larisa dan batik B.L., bisnis batik telah menjadi kultur atau budaya yang telah dilakukan turun temurun. Bisa dikatakan tidak ada perencanaan atau suksesi secara terencana. Peralihan pengelolaan bisnis batik terjadi secara kultural. Faktor kebiasaan melihat sejak kecil hingga dewasa dan ikut membantu menangani menunjukkan telah terjadi transfer pengetahuan secara tidak terencana (*unplanning process*). Meski demikian pengalaman dan pengetahuan tersebut tetap membantu pengelolaan bisnis pada generasi H. Eddywan dan Hj. Enny Apriadiningsih. Pengamatan sejak kecil hingga dewasa yang dilakukan H. Eddy terhadap kegiatan dan prinsip bekerja yang diterapkan orang tua juga mempengaruhi semangat atau spirit dalam berusaha.

Pada perusahaan batik Larisa, peralihan ke generasi berikutnya yaitu kepada Nanin dan Larisa juga terjadi secara kultural. Bidang keilmuan yang mereka tekuni juga tidak mencerminkan adanya proses perencanaan, terbukti dengan bidang ilmu yang Nanin tekuni adalah psikologi dan Larisa mempelajari dunia arsitek. Meski demikian faktor kultur nampaknya lebih kuat mempengaruhi motivasi kedua putri tersebut untuk menekuni dunia bisnis batik keluarganya.

Jika pada perusahaan batik B.L. Putra peralihan pengelolaan yang dialami Hj Eny terjadi secara kultur juga, tetapi proses perencanaan mulai terjadi ketika Adit, putra beliau yang pertama menekuni ilmu ekonomi manajemen dan Shela, putri kedua menekuni ilmu desain interior, dua bidang yang menjadi andalan perusahaan batik B.L. Putra yaitu bisnis batik dan dekorasi. Meski tidak menyatakan secara terang-terangan bahwa keduanya adalah penerus bisnis ini tapi dari kedua bidang yang menjadi tumpuan perusahaan ini bisa dipahami bahwa memang Hj. Eny sedang melakukan proses suksesi.

Begitu juga pada usaha batik Huza, Habib Husein selaku generasi pertama secara kolaboratif telah menempatkan Atikah, putri sulungnya bukan hanya sebagai anak tetapi sebagai relasi yang secara proporsional sangat mempengaruhi perkembangan bisnis batik keluarganya. Dengan diserahkannya urusan desain produk batik kepada Atikah menunjukkan bahwa secara sengaja Habib Husein telah membuat perencanaan suksesi secara terstruktur, mulai dari bidang ilmu yang ditekuni serta pelibatan Atikah dalam proses-proses pengambilan keputusan terkait dengan pengembangan usaha.

VII. Saran

Dari penelitian ini, ada beberapa saran yang peneliti ajukan:

Untuk kepentingan praktis, penelitian semacam ini perlu disosialisasikan dan menjadi rekomendasi bagi para pengusaha batik untuk memperbaiki proses suksesi secara terstruktur dan terencana agar usaha batik yang dikelola berkembang lebih cepat dan memiliki tata kelola yang lebih mapan, seperti halnya telah disebutkan pada kajian pustaka sebelumnya. Bagi para akademisi, penelitian empiris seperti pada usaha batik menginspirasi agar lembaga perguruan tinggi terus membangun koneksi dengan melakukan penelitian serupa hingga menghasilkan kontribusi keilmuan berdasarkan fakta-fakta di lapangan.

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