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Increasing Management Relevance and Competitiveness

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INCREASING MANAGEMENT RELEVANCE AND COMPETITIVENESS

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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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Organizing committees

Strategic management, entrepreneurship and contemporary issues

Increasing Management Relevance and Competitiveness – Sukoco et al. (Eds)

Governance of financial intangible success factors: An option in building business resilience and sustainability

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ABSTRACT: The aim of this research is to analyze the financial intangible success factors related to business resilience and sustainability. The research population consists of small and medium sized enterprises in the Probolinggo region, East Java, Indonesia. The sampling technique is proportional random sampling. The number of respondents is 100, which is the minimum requirement needed for the data analysis techniques of structural equation models. Primary data was collected by a questionnaire. Further, it will be analyzed by using a structural equation model technique. Based on the results of the data analysis, it is revealed that financial intangible success factors significantly influence business resilience. Also, financial intangible success factors significantly influence business sustainability. In addition, business resilience also affects business sustainability. This means that the governance of financial intangible assets are extremely important for developing small and medium sized enterprises. In other words, this will be an option for building business resilience as well as for sustainability.

Keywords: Financial Intangible Success Factors, Resilience, Sustainability

1 INTRODUCTION

Several researches have revealed that there is currently a significant shift in the utilization of corporate assets. Evidently, more and more intangible assets are being utilized in order to realize organization targets (Zigan & Zeglat, 2010). This is due to the huge benefits of intangible assets to organizational performance. Reynoso (2008) and Durst (2015) also confirm that the intangible assets, such as collaborations, skills, knowledge, innovation, patents and other intellectual property, leadership, image and reputation, and culture, are now the essence of competitive advantage.

Interestingly, according to Feindt, Jeffcoate, and Chappell (2002), the Financial Intangible Success Factors (FISFs) are important components in achieving the vision and mission of the corporation. Moreover, Wiley (2012) and Olavarrieta and Friedmann (1999) support this idea. There are four dimensions that are dictated by financial intangible assets, namely, knowledge, image, brand value, and other immaterial assets. Therefore, current finance managers should concern themselves with the financial intangible assets in order to improve competitiveness and profitability. In Short, the financial intangible success factors play a significant role in meeting the business organization goals. Therefore, the purpose of this research is to analyze the effect of the governance of the FISFs on the resilience and business sustainability of Small and Medium Enterprises (SMEs) in Probolinggo.

The classification of the key success factors of small enterprises is based on the governance of the utilization of tangible assets and intangible assets, and also according to financial and non-financial factors. Interestingly, the successes of the small enterprises are also built through the utilization of financial intangible assets. These assets consist of brand value, goodwill and the value of immaterial properties. Therefore, the study of the utilization of financial intangible assets becomes really important, due to the given assets that are owned by many small enterprises.

Subsequently, Li and Wang (2014) proposed a framework that includes the corporate success of the marketing concept, a good management approach and ethics organizations to meet the needs and desires of various public organizations. Furthermore, in the long term, it may ensure the satisfaction of the needs of the organization itself. Flamholtz and Aksehirli (2000) found that there is a significant relationship among the development of the six critical success factors, which are the market, products and services, resource management, operating systems, corporate culture, and the overall financial success of the organization.

Meanwhile, Lonnqvist (2004) stated that the factor of business success is determined by the tangible and intangible assets. Hence, this explains why the intangible success factor is classified into financial and non-financial. The financial intangible success factors include brand value, goodwill, and the value of immaterial properties. On the other hand, the non-financial factors consist of competencies, customer satisfaction, customer retention, innovation, motivation, and personnel satisfaction. It should be noted that the majority of SMEs did not have any tangible assets of great value. Therefore, these potential assets can be optimized to improve the business sustainability by optimizing the governance of financial intangible success factors.

Burnard and Bhamra (2014) stated that business resilience is the ability to adapt and respond to a variety of business interruptions for the purpose of maintaining the continuity of its operations, to be reliable and to enable the entity to continue growing and developing. Carmeli and Tishler (2014), supported by Chang and Hsieh, (2011), explained that true business resilience originated from its ability to understand correctly how to run a business based on the performance of the business.

Management should not only focus on the issues that cause organizations to work defensively, but must also use a proactive approach to face unexpected problems. In this way, the resilience of the business will be effective and efficient. Linnenluecke (2017) revealed that there are six elements of business resilience. They consist of integrated risk management, business continuity, regulatory compliance, security data protection, knowledge and skills, and market readiness.

According to Ciarelo et al. (2014), the disclosure of financial intangible assets has turned out to have had a major contribution to the achievement of profit and business continuity beyond the contribution of physical assets. In addition, Husnah (2013) stated that the reinforcement of financial intangible assets, which produces a larger company because of the company's earnings, is relatively higher. Therefore, the research hypotheses are (1) financial intangible success factors significantly influence the resilience of the business; (2) financial intangible success factors significantly influence sustainability; and (3) business resilience has a significant effect on sustainability.

2 METHOD

This research is an explanatory research with quantitative methods. Data collection was achieved by using a survey. The research population consists of small and medium sized enterprises in Probolinggo. The research variables consist of exogenous and endogenous variables. In this study, FISFs are exogenous variables. The endogenous variables are business resilience and sustainability. Based on the literary review, the research variables include the FISFs, business resilience, and sustainability. By definition, the FISFs are financial intangible factors that become the key reasons for the success of business continuity. The indicators that the FISFs cover are brand value, goodwill, and the value of immaterial properties. Meanwhile, business resilience is the ability not only to adapt and respond to interruptions to the business quickly in order to sustain its operations, but also to become a reliable partner that allows it to continue growing. Sustainability indicates a business continuity that is apparent from positive asset growth. The indicators of the research variables are as follows.

Table 1. Indicators of research variables.

Variables	Indicators	Notation
Financial Intangible Success Factors (FISFs) (Lonnqvist, 2004)	Brand value	X1
	Goodwill	X2
	Value of immaterial properties	X3
Business resilience (Linnenluecke, 2017)	Adaptability	X4
	Responsive	X5
	Collaborative	X6
	Market readiness	X7
	Survivability	X8
Business sustainability (Shapiro, 2013)	Market growth	X9
	Customer growth	X10
	Profit growth	X11
	Asset growth	X12

The research population consists of small and medium sized enterprises in Probolinggo. Based on the results of the survey, there are 385 SMEs in this region, of which 100 SMEs have been the respondents. The number of respondents is in accordance with the requirements of the structural equation model (Ferdinand, 2013). This research uses a valid and reliable questionnaire for collecting data. Further, the primary data was analyzed by a Structural Equation Model (SEM).

3 RESULTS

The small and medium sized enterprises in Probolinggo consist of the timber industry, non-metallic minerals, manufacture of metal goods, food and beverages, textiles, leather, and the ceramics industry. Based on the primary data analysis by the structural equation model, the path diagram is demonstrated in Figure 1.

As is seen in Figure 1, there is linkage between the financial intangible success factors, business resilience and sustainability. Based on this Figure, the

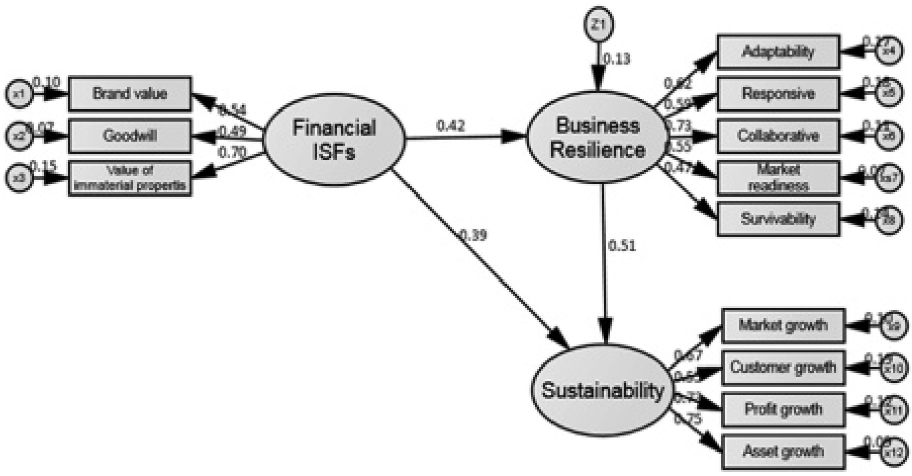

Figure 1. Linkage of FISFs, business resilience and sustainability.

financial intangible success factors affect business resilience, and also directly affect sustainability by a coefficient of 0.42 and 0.33. Then, business resilience affects sustainability by a coefficient of 0.51.

Subsequently, the test is done to determine whether the research variables can be utilized in order to confirm those variables that can be shared with other variables. The latent variables are assessed using analysis phases. The loading factors should be greater than or equal to 0.40. If the loading factor is lower than 0.40, it will be deemed that the dimensionless variables, together with other variables, will explain a latent variable. The loading factors for the variables in this confirmatory analysis are 0.54; 0.49; and 0.70. Thus, it can be concluded that these variables are jointly presenting undimensionality for latent variables.

Further, weight regression analysis was conducted to determine the strength of the dimensions that form its latent factor by utilizing the test of the regression weight generated by the model. Judging from this result, each indicator of each latent variable has already qualified, so it can be accepted. It has a value of loading factor (coefficient λ) or regression weight or standardized estimate significant to the value critical ratio (cr) of above or equal to 2.0. The results of this latent variable regression weight can be seen in Table 2. From these results, it can be seen that each of the indicators of each dimension has a value loading factor or standardized regression weight or significant estimate to the value of critical ratio > 2.0. In short, all of the indicators are eligible. Further, due to the probability values are less than 0.05. It can be concluded that the indicators forming latent variables have shown unidimensionality.

Table 2. Regression weights.

	Estimate	s.e	c.r.	p
Business resilience <--- Financial intangible success factors	0.42	0.14	3.00	0.009
Sustainability <--- Financial intangible success factors	0.39	0.10	2.60	0.004
Sustainability <--- Business resilience	0.51	0.11	4.63	0.000

Source: Primary Data, 2017.

4 DISCUSSION

Before discussing the research results, a research hypothesis test was done. The hypothesis testing was based on primary data analysis by using the structural equation model technique. The result is shown in Table 2. Hypothesis testing was done by analyzing the value of the critical ratio (cr) and the value of probability (p) on the results by regression weights, compared with the required statistical limits. The value must be greater than 2.00 for the critical ratio and below 0.05 for the probability. Table 2 describe the regression weights.

As shown in Table 2, the financial intangible success factors significantly affect the business resilience; the financial intangible success factors significantly affect the sustainability; and the business resilience significantly affects the sustainability. This is due to the fact that the critical ratio values are more than 2.00 and the p values are less than 0.05. This means that the financial intangible success factors and business resilience significantly affect business sustainability. These research findings support the findings of Zigan and Zeglat (2010) in their article on the intangible resources performance measurement systems of the hotel industry, in which the intangible asset has a positive role in building a business continuity. This also agrees with the ideas of Carmeli and Tishler (2004), in their article about relationships between organizational intangible elements and organizational performance. Furthermore, these findings reinforce the notion of Linnenluecke (2017), that intangible assets affect the development of the business. In addition, this also supports the opinion of Durst (2015). In brief, the research findings support the findings of several previous researches, that the governance of financial intangible assets can be an option in achieving business continuity.

5 CONCLUSION

Based on the discussion, it can be concluded that the financial intangible success factors significantly influence the business resilience and sustainability. Furthermore, the business resilience influences business sustainability. This means that when a business entity wants to build their resilience and sustainability, the manager should optimize the utilization of financial intangible assets such as brand value, goodwill and the value of immaterial properties. In this way, the small and medium sized industries will have better prospects.

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Building Employee Engagement Through Transformational Leadership, Psychological Empowerment and Affective Commitment

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