

# Studi Pengaruh Corporate Parenting Role dan Family Influence terhadap Orientasi Kewirausahaan dan inisiatif Strategik serta Kinerja di unit Bisnis pada Family Business Groups di Indonesia = The Effect of Corporate Parenting Role and Family Influence on Business Unit Entrepreneurial Orientation and Strategic Initiatives in Family Business Groups in Indonesia

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## Abstrak

Studi tentang praktik manajemen stratejik dan pengaruhnya terhadap kewirausahaan pada perusahaan keluarga terus berkembang akhir-akhir ini. Namun demikian, masih sedikit studi yang mengkaji hubungan tersebut pada family business groups, yang memiliki kareakteristik unik yaitu adanya corporate center yang mengelola strategi korporasi dalam sebuah kelompok usaha, dan adanya manajemen keluarga yang berpengaruh terhadap proses pengambilan keputusan stratejik termasuk tentang kewirausahaan dan inovasi baik di level korporat maupun di level unit bisnis. Tujuan studi ini adalah untuk mengkaji dan menganalisis pengaruh dari penerapan corporate parenting role oleh corporate center dalam bentuk pendekatan kinerja di unit bisnis yaitu melalui pengaruh terhadap tingkat EO dan inisiatif strategis. Pendekatan strategic planning yang dijalankan oleh corporate center berpengaruh positif terhadap tingkat EO dan inisiatif strategis di unit bisnis. Sementara pendekatan strategic control berpengaruh positif terhadap tingkat EO tetapi tidak berpengaruh terhadap inisiatif strategis di unit bisnis. Sedangkan penerapan pendekatan financial control berpengaruh negative terhadap tingkat EO dan tidak berpengaruh terhadap inisiatif strategis di unit bisnis. Selain itu, family influence berpengaruh positif terhadap tingkat EO dan inisiatif strategis di unit bisnis. Pada level unit bisnis, ditemukan bahwa, tingkat EO tidak berhubungan langsung dengan kinerja, tetapi pengaruhnya akan positif terhadap kinerja apabila EO sudah diwujudkan dalam bentuk inisiatif strategis. ....The number of studies on strategic management practices and their influence on entrepreneurship in family business has been on the rise lately. And yet, there have been few studies that investigate their relationships on large family business groups, having unique characteristics, i.e., the presence of a corporate center that handles corporate strategy in a business groups, and the presence of family management that affects strategic decision making processes including the ones on entrepreneurship and innovation both at the corporate level and at the business unit level. This study aims to examine and analyze the influence of corporate parenting role implementation by the corporate center in the form of strategic planning, strategic control and financial control, and family influence factors on business unit entrepreneurial orientation (EO) and business unit strategic initiatives, which in turns, affects the business unit performance. The study uses Structural Equation Model (SEM) involving 106 respondents of CEO and senior management officers in business units run by 16 corporate centers of family business groups in Indonesia. The study result shows that the presence of corporate centers and family influence affect business unit performances through the influences on the EO levels and strategic initiatives. Corporate centers that run strategic planning approach have positive influence on the EO level and strategic initiatives in business units. Meanwhile, strategic control approach has positive influence on the EO levels but not on strategic initiatives in business units. On the other hand, financial control approach has negative influence on the EO levels but not on strategic

initiatives in business units. Moreover, family influence has positive influence on the EO level and strategic initiatives in business units. At the business unit level, it is found that EO level does not have a direct relationship with the performance, but its influence will be positive on the performance whenever EO has been implemented in the form of strategic initiatives.