



## A MODEL FOR FORMING BUSINESS RESILIENCE IN INDONESIA: A FAMILY BUSINESS PERSPECTIVE

**Muhammad Nur Alam Muhajir**

IAIN Palopo

[mnur\\_alam@iainpalopo.ac.id](mailto:mnur_alam@iainpalopo.ac.id)

**Andi Muh Almahdy**

IAIN Palopo

[almahdyaldi9@gmail.com](mailto:almahdyaldi9@gmail.com)

**Alda**

IAIN Palopo

[aldaadda815@gmail.com](mailto:aldaadda815@gmail.com)

**Syahrul Fitra**

IAIN Palopo

[syahrulfitra313@gmail.com](mailto:syahrulfitra313@gmail.com)

### Article Info

#### Article History

Received:

07 October 2024

Accepted:

16 December 2024

Published:

30 December 2024

### Abstract

*This research aims to identify a family business resilience model by considering anthropomorphism factors, innovation capabilities, and Islamic business ethics amidst slowing economic growth in Indonesia. The method used is quantitative using questionnaires and data analysis using Structural Equation Modeling Partial Least Square (SEM-PLS). Respondents consisted of 180 middle to upper family business owners in Indonesia. The research results show that anthropomorphism has a significant influence on family business resilience. However, these findings also show that the application of Islamic business ethics does not have a significant relationship in moderating the relationship between anthropomorphism and family business resilience. This research provides valuable insights into how the application of anthropomorphism and innovation capabilities can significantly increase the resilience of family businesses. The insignificance of Islamic business ethics on family business resilience indicates that the application of Islamic values in business practices has not been optimal. It suggests the need for better alignment with the context of modern business and the strengthening of the implementation of Sharia principles in company operations.*

**Keywords:** Family Business Resilience; Anthropomorphism; Innovation Capability; Islamic Business Ethics.

## **INTRODUCTION**

Family businesses play a vital role in the Indonesian economy with a significant contribution to job creation, economic growth and social stability (Anggadwita et al., 2019). Family Businesses have resilience and flexibility that enable them to survive and thrive amidst complex challenges and dynamics in the business environment. According to Kusuma (2023) more than 95% of businesses in Indonesia are owned by families, and family businesses contribute around 82% to Indonesia's GDP and 40% to market capitalization. These figures show that family business is one of the main aspects of the Indonesian economy. Factors that support family business resilience include a strong culture and embedded values (N et al., 2019), a flexible and agile organizational structure, and a long-term commitment to success, which encourages investment in business development and resources. Indonesia is experiencing slowing economic growth (Indayani & Hartono, 2020; Karina et al., 2021; Putri, 2020; Yuannisa et al., 2023). In 2024, first quarter growth will be 5.11%, but will experience a contraction of -0.83% in the same quarter. This trend is a continuation of the economic slowdown since the previous year, where economic growth in 2023 reached 5.05%, slightly lower than the previous year. The negative impact of this economic slowdown was felt by family businesses, which experienced decreased sales due to consumers delaying purchases (Athia et al., 2021; Kwa, 2021), decreased profits due to increased operational costs (Athia et al., 2021), difficulties in global supply chains (Dadi Kusumaningtyas & Purwantoro, 2023), as well as difficulties in obtaining loans or investments (Cahya et al., 2024). The economic slowdown also creates uncertainty, making it difficult for family businesses to plan and implement long-term strategies (Diftah et al., 2024).

In the context of a family business, the concept of anthropomorphism allows owners or leaders to view their business as a living entity with characteristics such as its own personality and goals. This view can increase commitment, motivation and creativity in facing economic challenges (Widya Paramita, 2022). On the other hand, from the perspective of Islamic business ethics, principles such as justice, transparency and social responsibility are important in building business sustainability (Djamil, 2023). Innovation capabilities are also crucial for increasing competitiveness and business resilience in a changing environment (Djamil, 2023). The integration of ethical values, agile innovation capabilities and anthropomorphic views can form a strong foundation for family businesses to develop sustainably and face market dynamics more adaptively and effectively.

This research is important amidst the changing dynamics of the Indonesian economy. Family businesses, which significantly contribute to economic growth and job creation, are faced with serious challenges due to the economic slowdown and market uncertainty. This research focuses on the concept of anthropomorphism, which allows business owners to respond to economic

challenges by viewing the business as a living entity that has its own personality, emotions and goals. By implementing a model for building business resilience, it is hoped that family businesses can be better prepared and able to face economic challenges, so that they can still contribute positively to the Indonesian economy. Factors such as strong Islamic business ethics and high innovation capabilities are also important considerations in strengthening the position of family businesses in facing complex market dynamics.

This study offers a significant novelty by integrating the concept of anthropomorphism with Islamic business ethics, innovation, and family business resilience in the Indonesian context. Unlike previous studies that generally examine anthropomorphism in organizational contexts (Ashforth et al., 2020; Martin, 2022; Widya Paramita, 2022), this research specifically investigates its impact on family business resilience using a more complex regression model and incorporating moderating variables. Another novelty lies in the integration of Islamic business ethics values and innovation capabilities as supporting factors for business resilience, as well as the use of the anthropomorphism perspective, which allows for a deeper understanding of how family business owners perceive and treat their businesses as living entities with personalities, emotions, and distinct objectives.

## **LITERATURE REVIEW**

### **Grand Theory: Agency Theory and social learning theory**

The grand theory underlying this research is agency theory. Agency theory explains the relationship between the owner (principal) and agent management. The owner has interests or goals to achieve, while agent management is assigned to achieve these goals. In business situations, agency conflicts can arise due to differences in interests between owners and management, such as in terms of profits and risks. Agency theory is used to understand the relationship between parties who make a contract, either implicitly or explicitly, with the hope that the agent will act as the principal desires (Jensen & Meckling, 1976).

By using agency theory as a theoretical framework, your research can illustrate how interactions between family members as agents and family as principal can influence the resilience of the family business. For example, through this analysis, you can explore the extent to which anthropomorphism influences the agent's identification with family interests, how innovation capabilities can increase the adaptability of the family business in facing challenges, and how the application of Islamic business ethics can strengthen trust and internal coherence within the family as principal. Thus, agency theory provides a comprehensive view in analyzing the complexity of the relationship between agents (family members) and principals (family) in the context of family business resilience, by considering aspects of anthropomorphism, innovation capabilities, and Islamic business ethics. And Albert Bandura's Social-Cognitive theory is a psychological

framework that combines elements of cognitive psychology, social learning theory, and behavioral theory. This theory was developed by Albert Bandura to explain how behavior is learned through the process of observation and social interaction, as well as how cognitive factors such as self-confidence influence individual behavior. Anthropomorphism in the context of business people refers to the tendency to consider their business as a living entity that has human characteristics or traits (Novia & Listiana, 2023). This can include the way a company interacts with customers, employees, or other stakeholders by treating the business entity as a “living” entity or having a personality. For example, assuming that the company has a “desire” to grow or a “feel” for success or failure. Thus, Bandura's theory discusses how the concept of anthropomorphism can be a powerful tool for motivating and directing, intelligent management requires a balance between emotional and logistical aspects in business decision making.

### **Business Resilience**

In facing economic difficulties, business resilience is a characteristic possessed by individuals or organizations, which is formed through various psychological and cognitive factors, as well as organizational and institutional factors which are the result of entrepreneurial behavior. (Saputra et al., 2020) . According to Maulana and Yuliani (2023) stated that business resilience in the business world will be permanent if it runs well, applies best practices to support resilience and helps businesses survive even in the face of challenges. For entrepreneurs, success in every aspect of running their business depends on their ability to run the business (Hidayat et al., 2021) .

The following are indicators of business resilience according to Utami et al. (2024) , Business resilience in the Indonesian economic context is greatly influenced by several key factors, such as operational performance and efficient and effective management. Operational performance refers to an organization's ability to achieve goals optimally, use resources efficiently, produce quality output, and meet customer expectations. On the other hand, management performance is assessed by the extent to which the organization succeeds in achieving its strategic goals, managing resources well, encouraging innovation, maintaining customer satisfaction, and ensuring sustainable business continuity. However, the challenges that need to be faced are operational and strategic risks. Operational risks include potential losses from human error, system failure, regulatory changes, or external events that may disrupt operations. Meanwhile, strategic risks include financial difficulties, changes in business competition, and the inability to predict and anticipate changes in the business environment that affect the company's strategy. To achieve strong business resilience, it is important for companies to effectively manage all these aspects, with a focus on increasing profitability as the main measure of success in facing complex economic dynamics.

According to previous research, the impact of Covid-19 has significantly affected family businesses, especially in terms of decreased sales and capital difficulties. The resilience of family businesses in facing this crisis depends greatly on the ability of family members to work together, strengthen and motivate each other, be responsible, maintain family values, and implement adaptive policies to support business continuity. These findings provide a better understanding of the adaptation strategies required for family companies in facing crisis challenges, as well as the importance of their preparation for possible future crises (Asnita, 2022; Calabrò et al., 2021). This emphasizes the importance of family businesses to build strong resilience to be able to face crises and ensure business continuity in the future.

### **Anthropomorphism**

Anthropomorphism is the tendency to see human characteristics in products or brands, ascribing them to human-like traits and characteristics. This concept has become a popular marketing strategy in recent years because it can attract consumer attention (Pramesti & Harsono, 2023). Meanwhile, according to (Issn, 2022) in his journal, it is stated that products can be positioned in such a way that consumers perceive them as similar to themselves, both in appearance and in their daily lives. This helps consumers to connect more emotionally with the product or brand, increasing consumer appeal and attachment to the product in the market.

According to Shavira (2020) anthropomorphism indicators include emotions, intentions, and motivation. Emotions refer to complex responses to internal or external stimuli, which can change a person's feelings, behavior, and physical reactions. Intention is a state of mind or goal that underlies a person's behavior or actions, including the desire, intention, or aim to achieve good in the future which influences individual decision making. Motivation is an internal drive that influences individuals to act or achieve goals, influenced by a combination of psychological, emotional and biological factors that encourage efforts to achieve something desired. These three indicators play an important role in the phenomenon of anthropomorphism, which associates human attributes with objects or other entities in order to understand or interact with them.

Widya Paramita's research (2022) shows that the phenomenon of anthropomorphism, where business owners consider their business like a living creature or child, can increase emotional closeness and entrepreneurial resilience. Anthropomorphism makes entrepreneurs evaluate their businesses more positively and perceive a better business reputation. However, this relationship only proves significant in the context of non-family or non-private businesses. It can be concluded that social marketing that uses an anthropomorphism approach, such as encouraging the idea that business is a "child" that must be fought for, can increase business resilience. This shows that

anthropomorphism has an important relevance in maintaining business resilience, especially in the context of non-family or non-private businesses.

H1: There is an influence of anthropomorphism on family business resilience

### **Innovation capabilities**

Innovation is important and unavoidable for every company, apart from that, innovation is an important part of company performance because it determines the direction of the company's development. Innovative ideas develop over time, apart from innovation in the production process, their spread to other companies, sectors and countries is also included in the definition of innovation. According to Nuhidayah and Ni'am (2022) innovation covers the entire process from forming new ideas, solving problems, to implementing the social and economic benefits of the innovation.

There are indicators of innovation capability according to Ranto (2015) there are two main indicators of innovation capability that can influence the formation of business resilience in Indonesia. First, product innovation capability, which refers to an individual's ability to provide suggestions and participate in the development of new products or improvements to existing products, with the aim of increasing customer satisfaction. Second, process innovation capability, which includes an individual's ability to develop manufacturing or service processes that are more innovative and effective than previously existing ones. These two indicators are a measure of a person's skills and expertise in the field of innovation, which overall contribute to the resilience of a business in facing challenges and competition in the market.

According to Lestari and Muttaqin (2023) The results of his research show that digital innovation has a significant influence on the business resilience of Garut Regency Champion MSMEs. Digital innovation is considered very high in influencing the resilience of MSME entrepreneurship in the region. In line with Li et al. (2020) It is hoped that the use of digital innovation, such as digital marketing, can help MSMEs overcome economic challenges and improve economic implementation in Garut Regency. Thus, digital innovation plays an important role in strengthening the resilience of MSME businesses to changes in the business environment, including in facing crises such as the Covid-19 pandemic and so on.

H2: There is an influence of innovation ability on family business resilience

### **The Moderating Role of Islamic Business Ethics**

Ethics comes from the Greek word *ethos* which means custom. In this context, ethics refers to a good lifestyle, both in relationships with oneself and with others (Katmas et al., 2022; Ratih et al., 2020). In an Islamic perspective, especially in Islamic economics, business and ethics should not be seen as opposing concepts. Business is not only a matter of the world, but is also considered



an integral part of investment for the afterlife. Implementation of Islamic Business Ethics refers to the application of rules or principles that not only prioritize profits but also ensure compliance with Islamic law (Abuznaid, 2009). In the context of modern business, the role of business ethics is very important to maintain quality and meet standards accepted by society (Aji Argo Putro & Dety Mulyanti, 2023). MSME players are expected to demonstrate professional contributions that reflect sharia business values, which ultimately have an impact on the quality of life and welfare of society (Romadona & Ulfi, 2021). Thus, it can be concluded that business ethics is the main key in improving business performance through guidance from Islamic law.

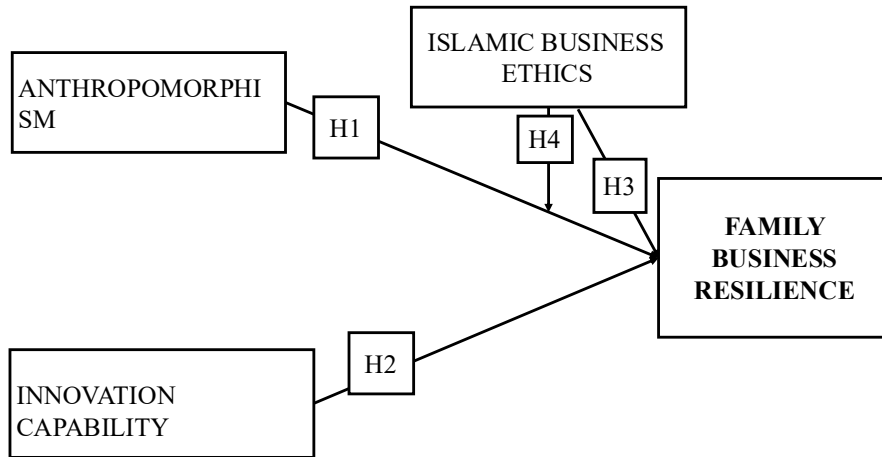
According to Luciana Septiani Subekti (2022) there are five indicators to measure sharia business ethics in an industry. First, the Principle of Honesty (Siddiq) where moral honesty is the basis of every effort to become a strong individual; Honesty is the main quality of moral rectitude. Second, the principle of trust, which means returning rights to their owners without taking or exceeding other people's rights. Third, the Principle of Free Will, recognizes the importance of freedom in Islamic business ethics but without disturbing or harming the public interest or other people. Fourth, the Principle of Responsibility, which includes responsibility to Allah SWT, oneself, as well as the environment and surrounding community; This responsibility plays an important role in the business world. And finally, the principle of Ihsan (virtue), which refers to doing good actions that are beneficial to others without being forced, as if doing worship as if seeing Allah and believing that Allah sees him.

Research by Katmas, Faizah, and Wulandari (2022) shows that Islamic business ethics has a direct positive impact on business performance. Setiawan, Setiadi, and Afrizaldi (2023) state that the application of sharia business ethics is significant in increasing consumer trust in sellers and can increase income. Research conducted (Di & Rojokoyo, 2023; Firdaus et al., 2022), the business resilience of an entity does not only depend on financial profits alone, but also on conformity with the principles of Islamic business ethics. This includes a commitment to honesty in all aspects of sales and service, consistent product quality, avoidance of all forms of profanity, and a friendly and generous attitude towards customers. In addition, building strong relationships with stakeholders, carrying out administration with high discipline, and implementing transparency in pricing policies are the keys to achieving sustainable and ethical business resilience. The results of this research show that the application of business ethics at Kopontren Qomaruddin generally works well in the context of conventional business, but from the perspective of Islamic business ethics, there are still problems related to the use of an interest system that contains elements of usury, which is contrary to Islamic principles. Thus, the implementation of Islamic business ethics at Kopontren Qomaruddin has not been fully realized (Safitri et al., 2023).

H3: There is an influence of Islamic business ethics on the resilience of family businesses

H4: Islamic Business Ethics Moderates the relationship between anthropomorphism and Business Resilience

Figure 1. Conceptual Model



## METHODOLOGY

This research uses quantitative methods by distributing questionnaires and analyzing data using Structural Equation Modeling Partial Least Square (SEM-PLS). SEM-PLS was chosen because it can handle data that is not normally distributed. The population studied was all family business owners in Indonesia. Based on the distribution of the questionnaire, it was obtained that the number of respondents was 180 middle to upper family business people participating in this research. The sample size was calculated based on the formula of Hair et al. (2023) where the number of indicators is 18 times 10. This research aims to explain the relationship between the variables being studied, by analyzing data using SmartPLS software to obtain and conclude research results.

## RESULT & DISCUSSION

Table 1. Demographic Profile

Profiles	Total	Percentage (%)
<b>Gender</b>		
Man	121	67%
Woman	59	33%
<b>Age</b>		
15-19 Years	16	9%
20-30 Years	84	46%



31-40 Years	60	33%
41-50 Years	20	11%
<b>Education</b>		
Elementary/Middle School	0	
SMA/SMK	119	66%
S1/S2/Doctoral	61	34%

Source: Primary data processing

Based on table 1.1, the majority of respondents in this study are small and medium family business owners. In terms of gender, the majority of respondents were male. The majority of respondents are of productive age (20-40 years), with the majority having a high school/vocational school educational background.

Table 2. Validity and Reliability Test

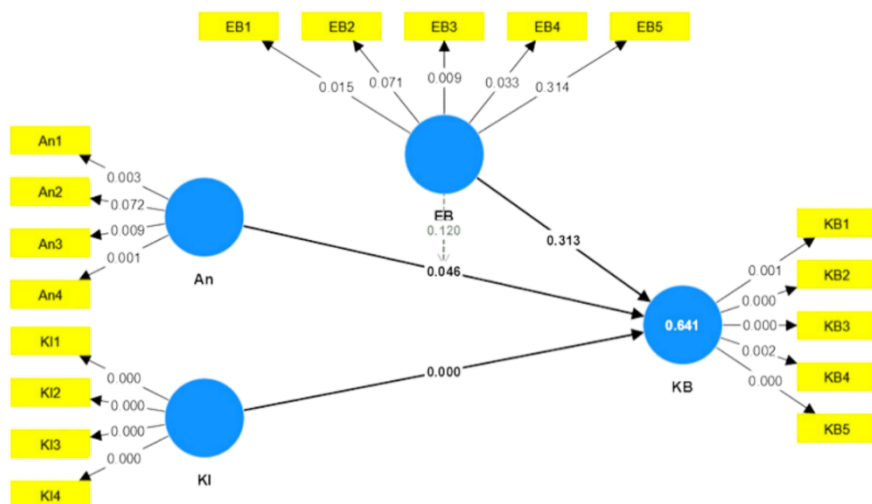
Construct	Items	Loadings	Composite Reliability	Ave
Business Resilience	Effective operating system	0.850	0.866	0.764
	Commitment to sustainability and social responsibility	0.898		
Anthropomorphism	Inanimate objects have their own goals and wills	0.942	0.914	0.841
	Inanimate objects can learn and develop over time	0.892		
Innovation Capability			0.840	0.725
	Fulfillment of customer expectations and satisfaction	0.873		

Construct	Items	Loadings	Composite Reliability	Ave
Islamic Business Ethics	Use of technology to reduce costs and processing time	0.829	0.891	0.804
	Allocation of sufficient resources for employee training and development	0.964		
	Rules, norms and cultural values	0.824		

Source: Primary data processing, Smart PLS 4

Based on table 1.2, validity and reliability tests were carried out twice to ensure valid and reliable results. In the first test, several constructs were removed because they did not meet the desired validity and reliability criteria. In the second test, based on the data in the table, the Average Variance Extracted (AVE) value of all construct items is more than 0.50, indicating that all of these items can be considered valid. Apart from that, the composite reliability value is more than 0.70, indicating that the construct can be considered reliable. This research emphasizes careful testing to ensure that the measuring instruments used are reliable and provide accurate results.

Figure 1.1 SEM-PLS Path Analysis Results



Source: Primary data processing, Smart PLS 4

Table 1.3 Hypothesis Testing

Variabels	STDEV	t-Statistics	P-Value	Hypothesis
An > KB	0.111	1,682	0.046	Accepted
KI > KB	0.067	10,052	0,000	Accepted
EB > KB	0.158	0.488	0.313	Rejected
EB x An > KB	0.096	1,175	0.120	Rejected

Source: Primary data processing, Smart PLS 4

### Discussion

The results of hypothesis testing show that anthropomorphism has a positive and significant effect on the resilience of family businesses. This research is not in line with research (Paramita et al., 2022) . Which states Anthropomorphism is proven to have a significant relationship in the context of non-family or non-personal business. When a business person views their business as a living entity like a human character, they develop a higher level of empathy and emotional involvement towards the business. They not only see the business as a profit-making entity, but also as a part of themselves or their family. This encourages them to be more committed to facing business challenges and make more careful decisions. Through an anthropomorphic approach, they develop a deep understanding of a business's strengths, weaknesses, and unique characteristics, and pay attention to aspects of its reputation, core company values, and relationships with stakeholders (including employees, customers, and suppliers) with the utmost detail and attention. Owners or managers who view the business as a living entity are more likely to make decisions based on long-term values and sustainability, rather than just focusing on short-term financial gain.

They consider the long-term impact of their decisions on the business, which helps in minimizing risks and creating long-term value. This approach also stimulates innovation and adaptation, as they are more open to new ideas and can adapt quickly to changes in the business environment. They use anthropomorphism to create narratives that motivate employees and inspire collaboration in creating innovative solutions to overcome business challenges. In family businesses, internal conflicts can often threaten business continuity. Viewing the business as a living entity can help better manage these conflicts, as owners or managers can take a more empathetic and solution-oriented approach to resolving conflicts in a way that takes into account the long-term interests of the 'life' of the business.

Innovation ability has a positive and significant effect on family business resilience. This is in line with research (Lestari & Muttaqin, 2023). Innovation capabilities provide major benefits to family businesses in clear and measurable ways. By innovating, family businesses can create new products and services that are attractive and relevant to the market, thereby increasing their competitiveness. Apart from that, innovation also helps in improving operational efficiency by introducing new, more efficient technology and work processes, which ultimately reduces costs and increases profitability. In addition, an innovation culture embedded in an organization can motivate employees to actively participate in the innovation process, provide new ideas, and create a more satisfying and productive work environment. This capability also enables family businesses to adapt quickly to market changes and dynamic economic conditions, thereby strengthening their resilience in facing future challenges. Thus, family businesses need to develop a culture that supports innovation, provide adequate resources for innovative activities, and protect their intellectual property rights.

The research results show that the application of Islamic Business Ethics does not significantly increase the resilience of family businesses. This is not in line with research (Setiawan et al., 2023). External factors such as market instability and regulatory changes often have a greater impact on the resilience of a family business than the application of Islamic ethical principles themselves. Additionally, variations in the way family businesses apply Islamic business ethics also influence the results. This suggests that although Islamic Business Ethics provides strong moral guidance, the real challenges of maintaining the resilience of family businesses require additional strategies that consider broader economic, social and institutional factors. Thus, an evaluation of the influence of Islamic Business Ethics on the resilience of family businesses highlights the importance of taking into account not only the ethical framework, but also external conditions and various internal approaches in its implementation.

Based on the findings of this research, in the context of Islamic business, Islamic business ethics does not influence the relationship between anthropomorphism and family business resilience. This is not in line with research (Setiawan et al., 2023). This suggests that the principles of Islamic business ethics, such as fairness, transparency, and compliance with sharia law, do not directly influence the impact of anthropomorphism on the ability of family businesses to survive in the long term. Anthropomorphism, which involves assigning human traits to business organizations or other entities, has been found to have a major influence on the ability of family businesses to survive in the long term through several mechanisms. Islamic business ethics and the concept of anthropomorphism have different focuses and approaches to business. Islamic business ethics emphasizes strict moral values such as justice, transparency, and compliance with

sharia law as the operational foundation. On the other hand, anthropomorphism involves the attribution of human traits to non-human entities such as business organizations, which can influence business behavior by emphasizing psychological and emotional aspects.

## **CONCLUSION**

Based on the results of this research entitled a model for the formation of family business resilience, anthropomorphism stands out as the main factor influencing family business resilience through several key mechanisms. First, the use of anthropomorphism in establishing a strong brand identity and strengthening emotional bonds with customers helps reduce the risk of losing the market in fierce competition. Second, anthropomorphism facilitates adaptive decision making by providing new perspectives through simulation and visualization, which supports the evaluation of complex and uncertain situations. Third, anthropomorphism also stimulates the development of adaptive and innovative organizational cultures, enhancing the ability of family businesses to adapt to market changes and maintain long-term resilience. Nevertheless, this research shows that the application of Islamic business ethics does not significantly moderate the relationship between anthropomorphism and family business resilience in the context studied. This shows that Islamic business ethics emphasizes strict moral values such as justice, transparency, and compliance with sharia law as an operational basis. On the other hand, anthropomorphism involves the attribution of human traits to non-human entities such as business organizations, which can influence business behavior by emphasizing psychological and emotional aspects.

## **Limitations and Recommendations**

This research has limitations that need to be noted. The use of a cluster sampling method based on the level of population density in South Sulawesi may limit the ability to generalize the results of this study to the entire family business population on Sulawesi Island, because the different characteristics of other regions may not be well represented in this sample. And, the use of questionnaires as a data collection tool has the potential to produce response bias from respondents, such as bias in self-assessment or difficulty in fully understanding the questions asked. Although the data was analyzed using the Structural Equation Modeling Partial Least Square (SEM-PLS) method, which can handle data that is not normally distributed, this method has limitations in interpreting the results obtained.

To overcome these limitations, it is recommended to continue research with a more holistic and inclusive approach. For example, involving a larger and more representative sample from various regions in Indonesia to increase the generalisability of research results to the national family business population. Additionally, the use of diverse data collection methods such as in-depth interviews or case studies can provide a deeper understanding of the context and dynamics of

family businesses. Thus, these steps are expected to increase the external validity and relevance of research results in a broader context.

### Implications

The results of this research contribute to strategies to increase the resilience of family businesses by applying the concept of anthropomorphism and utilizing innovation capabilities. This research provides valuable insights into how the application of anthropomorphism and innovation capabilities can significantly increase the resilience of family businesses.

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