

# ORGANIC GROWTH IMPROVEMENT OF INDONESIAN LOGISTICS COMPANIES (A Conceptual Model: Contribution of Strategic Management, Transformational Leadership, and Knowledge Management to Corporate Entrepreneurship and its Impact on Organic Growth)

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## ABSTRACT

*Indonesian logistics companies needed performance improvement (particularly in organic growth) for increasing their competitiveness. Based on previous researches that in order to increase organic growth, it could be conducted through developing corporate entrepreneurship, namely the activities that enhance company's ability to innovate, take risk and seize market opportunities. The purpose of this paper tried to explore the relationships among variables, namely organic growth (OG), corporate entrepreneurship (CE), transformational leadership (TL), knowledge management (KM), and strategic management (SM). Therefore, this research used causal-explanatory study to explain relationships among the variables. The results of this research were concluded that TL, KM, and SM have contributions to corporate entrepreneurship and organic growth. The relationships could be constructed in a conceptual model that could be verified through further research.*

**Keywords:** organic growth, corporate entrepreneurship, transformational leadership, strategic management, knowledge management

## ABSTRAK

*Perusahaan-perusahaan jasa logistik Indonesia memerlukan peningkatan kinerja (khususnya pertumbuhan organik) untuk dapat meningkatkan daya saing mereka. Berdasarkan penelitian-penelitian sebelumnya bahwa untuk meningkatkan pertumbuhan organik dapat dilakukan melalui pengembangan corporate entrepreneurship, yaitu kegiatan-kegiatan yang meningkatkan kemampuan perusahaan untuk berinovasi, mengambil resiko, dan meraih peluang-peluang pasar. Tujuan penelitian ini adalah untuk menggali hubungan-hubungan diantara variabel-variabel pertumbuhan organik (OG), corporate entrepreneurship (CE), kepemimpinan transformasional (TL), manajemen pengetahuan (KM), dan manajemen stratejik (SM). Oleh sebab itu, penelitian ini menggunakan studi causal-explanatory untuk menjelaskan hubungan-hubungan diantara variabel-variabel tersebut. Adapun hasil penelitian ini adalah bahwa TL, KM, dan SM memiliki kontribusi terhadap corporate entrepreneurship dan organic growth. Hubungan-hubungan tersebut dapat dibangun menjadi suatu model konseptual yang dapat diverifikasi melalui penelitian lebih lanjut.*

**Kata kunci:** pertumbuhan organik, corporate entrepreneurship, kepemimpinan transformasional, manajemen stratejik, manajemen pengetahuan

## INTRODUCTION

As a result of global crisis, economic condition is predicted to remain a serious problem in 2013. Global economic growth is expected to be down about 3.3% in 2012, while pre-crisis (2008-2009) growth rate of 4-5%. Economic growth in developed countries, especially in the Eurozone such as Spain, Greece, Portugal and Ireland is predicted to remain low. In 2013, U.S. economic growth is predicted to remain in the range of 2%, while in the Eurozone is predicted to remain negative. Eurozone economic conditions not expected to recover within two or three years. Generally, Asia's economic growth is predicted has decreased in 2013, particularly China's economic growth is expected to fall to around 7.8% (Cahyadi, 2012).

The global and regional economic conditions had significant impact on the condition of the various businesses, especially in the export-import activities, as well as in logistics activities, such as (Rothengather, 2010): (1) Hundreds of orders in shipbuilding (vessels, tankers, etc.) have been cancelled. (2) Truck manufactures are still producing on low capacity, e.g. Daimler currently produces at 40% of total capacity. (3) Rail freight dropped considerably (e.g. Deutsche Bahn freight volumes decreased with 19% with peaks of 40%). (4) Truck traffic decrease (e.g. Deutsche Tol collect income dropped with 18%).

The global economic and logistics conditions have direct impact on Indonesia's economic conditions especially for export-import activities. Central Bureau of Statistics recorded as of October 2012, the export and import transactions in deficit U.S. \$ 1.54 billion, or about 14.7 trillion (Thertina, 2012). These conditions impact on decreasing the volume of logistics activities, especially for export-import activities about 30%. These conditions have direct impact on performance of logistics companies in Indonesia, such as Samudera Indonesia Group, Global Putra International Group, Iska Niaga Darma Group, and others that experienced a significant decline in growth and profitability.

According to Decree of Transportation Minister No. KM/10, 1988, freight forwarding or logistics services is an effort intended to represent interests of cargo owners, to take care of all the activities needed for implementation of delivery and receipt of cargoes by land, sea and air that can include activities of receiving, storing, sorting, packing, marking, measuring, weighing, completion of documents, issuance of transport documents, insurance claims, for cargoes delivery and billing settlement as well as other costs refer to delivery of the cargoes until the cargoes received by consignee. As for the logistics services industry or the Third Party Logistics is the party designated by cargo owners to provide transportation services and other services, including warehousing, document preparation, customs clearance, packing, labeling, etc. Third Party Logistics in general conduct business activities include supply chain management, delivery and customs clearance, distribution management, and import logistics and outbound distribution.

Market value of logistics services business in Indonesia in 2012 is estimated amount of USD 2.76 billion with an average growth of 12.1% per year. The industry is estimated growth *in compound annual growth rate (CAGR)* of 9.6% or about Rp 2,042 trillion in 2015. The attractive market conditions and business opportunities have not been harnessed yet by local players optimally. On the contrary, one by one the local players have been bankruptcy due to not able to compete with foreign logistics services companies. Based on data of Indonesian Logistics and Forwarder Association (ILFA), currently registered about 3,500 members, but only 50% of them are still active, while 50% of them are non active and getting problems. Besides, the number of companies that were ready to compete with foreign logistics services companies less than 20 companies. The problem is especially concerning human resource, networks, technology, and capital competencies. Moreover, liberalization of the industry will be effective in 2015 (at least in South East Asian Region), it will cause foreign players more easily enter Indonesian market and will become serious threat for local players.

In line with the business conditions and competition in the industry, it needs strategies to increase their competencies in product, markets, and organizations development, so that they can survive and grow their business. Therefore, in this context, entrepreneurship (corporate entrepreneurship) is a variable that is expected to be reliable in doing business development for companies in the industry. Nevertheless, this variable can not act alone in carrying out the process to improve the company's performance. The other variables such as strategic management, knowledge management, and leadership (transformational leadership), are important also in improving firm performance especially in growth (organic growth) performance. This research try to explore the relationships among the variables, so that providing a model that can be used for further research.

## **Literature Review**

### **Organic Growth**

Companies can grow in two ways, namely through inorganic growth (Degraff and Quinn, 2007) or acquisitive growth (Lockett *et al.*, 2009) and organic growth (Degraff and Quinn, 2007; Lockett *et al.*, 2009). Inorganic growth is growth that achieved through acquisition, namely buying another company or product, or hiring away a competitor's best people. This is called inorganic growth because it is quick and requires little immediate nurturing to produce value. Organic growth is a type of growth is fueled by innovation, which makes an organization better and new, to create organic growth, leaders need to understand how to build sustainable and resilient capabilities and culture, which in turn make innovation happen (Degraff and Quinn, 2007).

### **Corporate Entrepreneurship**

Corporate entrepreneurship is the process by which individuals inside organizations pursue opportunities independent of the resources they currently control; this involves doing new things and departing from the customary to pursue opportunities (Hisrich and Kearney, 2013). Corporate entrepreneurship constitute activities that enhance company's ability to innovate, take risk and seize market opportunities. It also refers to the development of new products or services, administrative systems and techniques, and the development of new business models and business ventures. Moreover, corporate entrepreneurship consists of the process where an individual or a group of individuals, within an established company, creates an innovation or a new organization and is involved in the process of wealth creation.

Two empirical phenomena as constituting the domain of corporate entrepreneurship, namely, corporate venturing and strategic entrepreneurship. (Morris, Kuratko, Covin, 2011). (1) Corporate venturing: approaches have as their commonality the adding of new businesses (or portions of new businesses via equity investments) to the corporation. This can be accomplished through three implementation modes: internal corporate venturing, cooperative corporate venturing, and external corporate venturing. (2) Strategic entrepreneurship approaches have as their commonality the exhibition of large-scale or otherwise highly consequential innovations that are adopted in the firm's pursuit of competitive advantage. These innovations may or may not result in new businesses for the corporation. With strategic entrepreneurship approaches, innovation can be in any of five areas: the firm's strategy, product offerings, served markets, internal organizations (i.e. structure, processes, and capabilities), or business model.

### **Strategic Management**

Strategic management is a process of analysis (Dess *et al.*, 2012; Jones and Hill, 2010; Barney and Hesterly, 2012; Parnell, 2013), decisions (Dess *et al.*, 2012; Hitt, Ireland, Hoskisson, 2011; Pearce and Robinson, 2012; Wheelen and Hunger, 2012; David, 2013), activities (Dess *et al.*, 2012; Hitt, Ireland, Hoskisson, 2011; Perace and Robinson, 2012; Wheelen and Hunger, 2012), art and science

(David, 2013), commitments (Hitt, Ireland, Hoskisson, 2011), that conducted by companies to achieve competitive advantage (Dess *et al.*, 2012; Jones and Hill, 2010; Rothaermel, 2013; Barney and Hesterly, 2012), strategic competitiveness and high profit (Hitt, Ireland, Hoskisson, 2011), company's long term objectives (Pearce and Robinson, 2012, David, 2013).

According to David (2013), strategic management process consists of three stages, namely strategy formulation, strategy implementation, and strategy evaluation. Strategy formulation includes developing a vision and mission, identifying an organization's external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing particular strategies to pursue. Strategy-formulation issues include deciding what new businesses to enter, what businesses to abandon, how to allocate resources, whether to expand operations or diversify, whether to enter international markets, whether to merge or form a joint venture, and how to avoid a hostile takeover.

### **Transformational leadership**

According to Ling *et al.* (2008), transformational leaders are drawn by the need to transform individuals, teams, and firms by going beyond the status quo and, in so doing, affect their firms' ability to innovate and adapt. Widely examined as a multifaceted meta-construct, transformational leadership consists of exhibition of four interdependent and mutually reinforcing attributes. These are (1) Charisma: creating and presenting an attractive vision of the future; (2) Inspirational motivation: energizing followers to go beyond self-interest (3) Intellectual stimulation: stimulating followers to challenge assumptions and view problems from new perspectives; and (4) Individualized consideration: focusing on follower development by providing support, encouragement, and coaching.

### **Knowledge Management**

Knowledge management is the effective learning processes associated with exploration, exploitation and sharing of human knowledge (tacit and explicit) that use appropriate technology and cultural environments to enhance an organization's intellectual capital and performance (Jashapara, 2011). According to Rasula and Stemberger (2012), knowledge management is a process that transforms individual knowledge into organizational knowledge. Knowledge management practices measured through information technology, organization and knowledge positively affect organizational performance. Knowledge management is a process that through creating, accumulating, organizing and utilizing knowledge helps achieve objectives and enhance organizational performance.

## **METHOD**

This research was a causal-explanatory research, namely a research tried to explain relationships among variables (Cooper and Schindler, 2014). The relationships among variables were based on previous researches and then a conceptual model was constructed based on the relationships. The conceptual model could be verified in future research through a verificative research (Arikunto, 2013).

## **RESULTS AND DISCUSSION**

### **Corporate Entrepreneurship – Performance (Organic Growth) Relationship**

There have been many studies that link corporate entrepreneurship to the company's growth and profitability (Shamsuddin, *et al.* 2012; Al-Swidi & Al-Hosam, 2012; Mokaya, 2012). Empirical evidence that corporate entrepreneurship improves performance by increasing company's

proactiveness and willingness to take risks by pioneering the development of new products, processes and services can be found in the literature. Corporate entrepreneurship is a strategic answer to the challenge of organic growth. It is an essential component of a well-balanced, long-term growth portfolio. The best corporate entrepreneurship programs are partners with a company's traditional innovation programs and new business development efforts, such as research and development, corporate venture capital, and acquisitions (Wolcott, 2010)

According to Shamsuddin, *et al.*, (2012), from the new economic activity perspective, organic firm growth is much more likely to satisfy the criteria for qualifying as entrepreneurship. Organic growth of firms should also be a fruitful area for cross-fertilization with strategic management research. A firm's degree of entrepreneurial strategic orientation was positively and significantly related to organic growth. Pro-activeness has a positive and significant impact on financial performance of the company, and resource availability, supportive organizational structure and rewards do moderate the relationship between pro-activeness and financial performance. In contrast, risk-taking does not have a direct effect on financial performance of the company. However, resource availability, supportive organizational structure and rewards are shown to moderate the relationship between risk-taking and financial performance. Meanwhile, for innovation and self-renewal, both are negatively related to financial performance.

In determining the effects of corporate entrepreneurship on firm performance, various measures of growth and profitability should be considered as its application is diverse and cuts across many organizational aspects. Further studies are recommended on the relationship between corporate entrepreneurship practice, intrapreneurial behavior of employees and firm performance (Mokaya, 2012). The impact of entrepreneurial orientation on the performance confirmed in line with the premises of the resource based view of the firm theory that looks at the organizational capabilities as a source of the competitive advantage (Al-Swidi & Al-Hosam, 2012).

### **Strategic Management - Corporate Entrepreneurship Relationship**

According to Murimbika and Urban (2013), there was a positive relationship between corporate entrepreneurship and strategic management. The different strategic management practices have on entrepreneurial orientation. A practical consideration is for managers to leverage the strategic management practices so that the firm's position on the conservative-entrepreneurial continuum is increased by its propensity to be innovative, proactive, and be willing to take risks when confronted by uncertainty.

### **Knowledge Management – Corporate Entrepreneurship Relationship**

There was a positive causal relationship between knowledge management (principles and practices) and innovation distinctive competences. The effect of knowledge management introduction on the accumulation of innovation distinctive competences is due to the utilization of practices, more than to the acceptance of a set of principles. There is a positive relationship between Schumpeterian distinctive competences and continuous distinctive competences is stronger than the other way around, which shows the positive relationship between both dimensions of innovation distinctive competences (Palacios, *et al.*, 2009). According to Oyefolahan & Dominic (2010), in today's economy has been the focus of both corporate entrepreneurship and knowledge management. The role of corporate entrepreneurship in supporting organization quest for sustainability of competitive advantage has been attributed to continuous generation and exploitation of new knowledge.

### **Transformational Leadership-Corporate Entrepreneurship Relationship**

Transformational CEOs are also believed to enhance this proclivity by being enthusiastic about innovation. Transformational CEOs influence top management team (TMTs') behavioural

integration, risk propensity, decentralization of responsibilities, and long-term compensation and that these TMT characteristics impact corporate entrepreneurship (Ling et al., 2008). Strategic leadership of an enterprise is crucial to develop and support corporate entrepreneurship. Strategic leadership which encourages autonomy and provides rewards for entrepreneurial behavior creates a supportive organizational structure to strengthen corporate entrepreneurship. Corporate entrepreneurship, generally, refers to the development of new business ideas and opportunities within large and established corporations (Hough, 2009).

### **Transformational Leadership – Organization Performance (Organic Growth) Relationship**

Transformational leadership as a process where, one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. For transformational leadership style, the follower feels trust, admiration, loyalty and respect towards the leader, and is motivated to do more than what was originally expected to do. The transformational leader motivates by making follower more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team and activating their higher-order needs. He encourages followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation. As a result, there is an increase in their level of performance, satisfaction, and commitment to the goals of their organization. (Obiwuru *et al.*, 2011)

There are four behaviours or components of transformational leadership to include charisma, inspirational motivation, intellectual stimulation, and individual consideration. Transactional leadership style was more appropriate in inducing performance in small scale enterprise than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured (Obiwuru *et al.*, 2011).

### **Strategic Management-Organization Performance (Organic Growth) Relationship**

According to Ilesanmi (2011), successful firm performance depends on effective implementation and rationalization of the basic strategic elements. Strategy implementation involves the actions of establishing policies and annual objectives and allocating resources so that a formulated strategy can be accomplished. The relationship between the strategic planning and performance is strong and positive. The overall benefits of strategic planning are increased profits and turnover, customer patronage, market leadership and strong brand identity.

### **Knowledge Management – Organization Performance (Organic Growth) Relationship**

The knowledge has become an asset of the organization and its effective utility as core competency will bring the desired results. In an economically uncertain global environment where only change is certain there is need for knowledge to be converted into core competency more than ever. The effective utilization of knowledge will not only create competitive advantage but maintains it as well, that would improve organizational performance (Bhatti *et al.*, 2011).

### **Transformational Leadership–Knowledge Management**

According to Ryan *et al.* (2012), leadership, strategic planning, and customer/market focus lead to effective knowledge management. While the implementation of technology helps governmental agencies in providing additional services to the public, the implementation of technology alone is insufficient. Governmental agencies are realizing that the combination of information technology and effective knowledge management practices are required to obtain superior results. According to Nguyen (2009) that both transformational and transactional leadership behaviours positively related to knowledge management practices.

## Transformational Leadership-Strategic Management Relationship

Strategic leadership positively contributes to effective strategic implementation (Jooste and Fourie, 2009). According to Lear (2012) that strategic leadership positively influenced strategic alignment, in turn, had a beneficial effect on organizational performance.

## CONCLUSION

There were direct and indirect relationships among corporate entrepreneurship (CE), transformational leadership (TL), strategic management (SM), knowledge management (KM), and organic growth (OG). Based on previous researches that TL, SM, and KM have contributions to CE and OG. The relationships among variables could be constructed as follows:

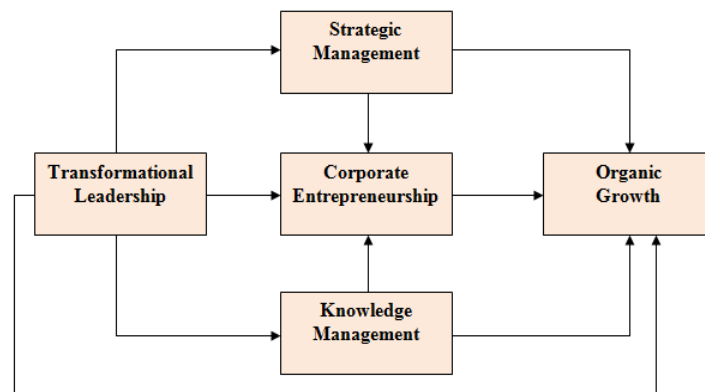


Fig.1 Conceptual Model

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