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Structure and Economic Development Pattern in Jayapura Through Other Cities and Towns in Papua

Suwandi

Abstract:
This research aims to: (1) determine the economic performance of Jayapura City or Cities and Towns in Papua viewed from economic growth aspect and the contribution of the local economy, (2) identify the potential sectors of economy in Jayapura City, (3) analyze the dominant sector in terms of the economy in Jayapura City. The data obtained from interviews staffs of Centre Bureau of Statistics (BPS) based on the Gross Domestic Product (GDP), and the related documents. The analytical tool used was Typology Analysis of Klassen, Location Quotient (LQ) and Shift Share. The results of this study: the construction sector is included in the prime sector qualification in which this is caused by the growth rate of the construction sector Jayapura City larger than the building sector at provincial level in Papua. The potential sector qualifications are: transportation and communication, agriculture, services, electricity, water and financial. The mining and quarrying sectors, trade and industry are the growing sector qualifications. The superior category are: agriculture, manufacturing, electricity and water supply, construction, trade, and transport and communications.

Keywords: Gross Domestic Product (GDP), Klassen Typology, Location Quotient (LQ)

The Influence of Psycho-Social Variables on Students Academic Performance in Some Selected Secondary Schools in Lagos Metropolis

Olusola Bamidele Okunlola, Dare Ojo Omonijo, Chidozie Emmanuel Mabia, Michael Chibuzor Anyaegbunam, Gabriel C. Ilogu and Omolola Abidemi Rotimi

Abstract:
This research was conducted to investigate the influence of psycho-social variables on students’ academic performance, using 150 respondents from five secondary schools in Lagos Metropolis. Questionnaires were used to obtained information from the respondents while Pearson Product Moment Correlation Statistics (PPMC) served as the major tool of data analysis. While the results found that Psycho-Social variables did not show a significant correlation on students’ academic performance. Also, the results revealed that there is no significant relationship between psycho social variables and academic performance but It exists between them. Lastly, the study indicated a significant correlation exists between students’ self-efficacy and their self-concept. Based on the findings, some recommendations were made.

Keyword: Influence, Psycho-social variables, self-efficacy, students' academic performance

The Impact of Succession on the Family Business Performance in Bali Province

Luh Kadek Budi Martini, Wayan Gede Supartha, Gusti Ayu Manuati Dewi and Gde Adnyana Sudibya

Abstract:
The main objective of this study was to determine the impact of succession on family business performance in Bali. This research is a descriptive study conducted at the family business in Bali, which has made a succession, at least, to the second
Data were analyzed qualitatively and quantitatively using a Likert scale. In order to determine the factors that influence the successor’s characteristics on the company’s performance, the analysis was conducted through multiple linear regression using SPSS. The results showed that the succession affects financial performance. The increasing performance is found from an increase of 63.33% in family business net income as well as an increase of 70.00% in family business total sales. The impact of the succession to the non-financial performance can also be seen from an increase of 88.33% in family business guarantees services, an increase of 76.66% in family business total production and an increase of 51.63% in family business market share. The successor’s experience in accepting the business transfer and the length of working period in the successor’s company give positive impact on the company’s financial performance. The experience in business and willingness to accept the transfer to take over leadership of the company also contribute positively on the non-financial performance.

Keywords: Family Business, Performance, Succession, Successor, Leadership

Capital As A Factor in Bank Risk Taking: Evidence from Nigerian Commercial Banks

Ogochukwu Okanya, Lawrence Azike and Ifeoma Nwakoby

Abstract:
Using empirical evidence from Nigerian commercial banks, this paper examines the role of capital as a possible factor in bank risk taking. Bank capital is believed to serve the crucial purpose of providing a cushioning “shock absorber” effect, and so the directive that Nigerian banks improve on their respective capital bases were in line with international best practices. It thus became necessary to determine whether banks were more likely to take on more or less risk with higher bank capital. The ratio of Risk Weighted Assets to Total Assets was used as proxy for risk taking while the ratio of Capital to Risk Weighted Assets was used to proxy for bank capital. Our findings show a negative but significant relationship between bank capital and risk taking, suggesting that the risk taking appetite of Nigerian banks has not grown with the regulatory increases in bank capital.

Keywords: Bank Capital, Risk Taking, Risk Weighted Assets

Assessing Factors that Affect Implementation of Social Welfare Services in Nigeria

Abah Emma O. Edeh Joseph N. and Nwakamma M. C.

Abstract:
Government provision of social welfare services is a logical consequence of its fulfillment of her social contract with the people. In Nigeria, beautiful programmes are designed to improve the social wellbeing of the people, however, its implementation has been fraught with a lot of challenges. This study was carried out to assess the factors that hinder implementation of social welfare services in Nigeria. Available statistics reveal that more than (100) one hundred million Nigerians live in abject poverty (Osibanjo, 2016). Unemployment rate increased by 8.2 percent in 2015. The latest World Economic Forum (2015), Human Capital Index ranking rated Nigeria 120 out of 124 countries studied. Nigeria ranks 136 out of 176 countries with a score of just 27 out of 100 on the 2014 Corruption Perception Index (Transparency International, 2015). Life expectancy is placed at 53 years and only 1.9 percent of the nation’s budget is expanded on health. The soaring number of the poor, unemployed, the sick, armed robbery, prostitution, drug addiction, militancy, terrorism, abduction among others appear to corroborate the above statistics. The study adopted content analytical technique and found that among the factors that affect implementation of social welfare service in Nigeria include wrong approaches to social welfare policy formulation and implementation, politicization of social welfare services; corruption, inadequate qualified social workers and lack of broad-based data bank for target beneficiaries. The paper recommended that government should involve target beneficiaries, in implementation of
social welfare programmes; politicization of social welfare services should be discouraged, social needs rather than political considerations should be the driven force of government’s social welfare service provision. Political leaders and other public officials should not only be interested in how much money their predecessors left before leaving the office, but should also be interested in inheriting accurate statistical data as a crucial instrument for efficient implementation of social welfare services among others.

**Keywords:** Social welfare, poverty, unemployment, corruption, human capital development

### Student Satisfaction On the Outcome of Efficiency Undergraduate Exam of the University of Jordan in Aqaba

*Heba Suliman Alrawashdeh and Ahmed Atallah Ali Alsaraireh*

**Abstract:**
This study aims to identify the determinants that affect the satisfaction of students from the university efficiency exam in Jordan University / Aqaba branch in terms of several parameters are student age, public high rate, public high branch, GPA, sex, and in terms of the nature of the specialty. There were statistically significant differences in favor of some determinants. The researchers recommend examining other determinants to see any larger factors affecting the satisfaction of students from the university and efficiency so as to develop students’ skills exam while studying to get to the level of academic best.

**Keywords:** satisfaction, determinants, student performance, University of Jordan / Aqaba

### Maritime Mortgage Rules in the Jordanian Law: A Comparative Study

*Jihad M. Al - Jarrah and Khalid R. Samam’ah*

**Abstract:**
This study deals with the maritime mortgage rules in accordance with the Jordanian and some comparative legislation. We find out that the Jordanian Maritime Trade Law provides for a part of the maritime mortgage rules in Articles (63-74), leaving the provision for the other part to the mortgage general rules in the Civil Law. We have shown in this study the nature of the ship subject of the mortgage and the conditions for bringing about the mortgage, as well as the private mortgage procedures, starting from identifying the competent authority of the mortgage down to how to bring it about and the situations of its termination. The study concluded that the application of the general rules of mortgage is inadequate on the ship mortgage due to the latter’s specificity. Here, we have recommended for the Jordanian legislator the need to develop complete legal rules special for the maritime mortgage like some comparative legislation.

**Keywords:**

### A Research About Director’s and Teacher’s Approach For Security Problems At Schools

*Cetin Ayhan Seyfullahogullari*

**Abstract:**
The function of schools is not only limited to provide the academical improvements of the students but also to perform functions related with all their developments. One of those functions is to provide a secure atmosphere for the students. In this paper, school security problem which has had more importance recently both inside and outside school is taken into account; the role and duties of school directors are defined and some suggestions based on the studies realized out of Turkey are proposed.

**Keywords:** School Security, Director, Teacher
Emotional Intelligence and Its Relation to Social and Psychological Adjustment Among the Students of the University of Jordan
Hussein Khazer Almajali, Asma Naiyf Salti Sarareh, Ahmad Mohammad – Laid Bendana and Hiam Jameel Kamal Katanani

Abstract:
This study aimed at investigating the level of Emotional Intelligence among the students of The University of Jordan, and its relation to Social and Psychological adjustment, to achieve the purpose of the study two scales were used, Emotional Intelligence and social and Psychological scale. The sample consisted of (500 students: 155 male and 345 females). The results indicated that the level of emotional intelligence was moderate, and there was a positive relationship between EI and social psychological adjustment, where emotional intelligence components explained (82%) of total variance in the social psychological adjustment. The results revealed that there were no significant differences in the level of EI due to gender, but there were significant differences in the level of social psychological adjustment due to gender, in favor of female students. The result showed that there were statistically significant differences in the level of both emotional intelligence and social psychological adjustments due to the study level.

Keywords:

Financing Women Entrepreneurs and Employment Generation – A Case Study of Microfinance Banks
Taiwo J.N., Agwu M. E., Adetiloye K.A. and Afolabi G.T.

Abstract:
Women are becoming increasingly important in the socio-economic development of both developed and developing economies. This is because they account for a significant percentage of the operators of Small and Medium Scale Enterprises (SMEs). Despite these success stories emanating from the developed economies, the Nigerian case have not been encouraging. The Nigerian women have for decades engaged in survivalist activities due to little or no encouragement from the government. This study examined the impact of financing women entrepreneurs and employment generation among these groups within the Nigerian state. The study reports that financing women entrepreneurs has incremental effects on employment generations and it also results in multiple employment generations through improvement in their business activities, thereby increasing the numbers of self-employed in the country. The study recommends governmental intervention through the enactment of adequate policies to encourage women entrepreneurs.

Keywords: Finance, Entrepreneurship, Employment, Women, Nigeria

The Second Sex: an Analytical Study of Simone De Beauvoir's Influence on Arab Feminism (With emphasis on the views of Durkheim)
Maysson Wael AL Otoom

Abstract:
The focus of this qualitative paper is on Simone De Beauvoir's work “The Second Sex” that was first published in Paris in 1949 and translated, in full, into English only in 2009. This distinctive translation formed a basis of the current study that indulges in a dialogue with De Beauvoir on the current concerns of the Arab woman. To achieve this, the dialogue was routed into two streams: The first one attempted to examine the mechanisms and strategies which De Beauvoir presented in her work as main resources to create the woman and to build her character in sociological,
anthropological, and historical construction. While in the second stream, the study tried to look into the demands of the Arab woman at one end and her sociological existence in reality at the other end as a means to measure the distance between de Beauvoir’s project and the Arab woman’s project.

With this respect, we can consider this paper on one part as an attempt to honor De Beauvoir, and on the other hand, as a platform to think about the achievements of Arab women and their main needs and demands especially under the serious and critical circumstances that Arab societies are going through.

**Keywords:** Sex, Gender, Social construction of the self, Nature, Culture, Private affairs, Public affairs

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The Impact of Succession on the Family Business Performance in Bali Province

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Abstract
The main objective of this study was to determine the impact of succession on family business performance in Bali. This research is a descriptive study conducted at the family business in Bali, which has made a succession, at least, to the second generation. Data were analyzed qualitatively and quantitatively using a Likert scale. In order to determine the factors that influence the successor’s characteristics on the company’s performance, the analysis was conducted through multiple linear regression using SPSS. The results showed that the succession affects financial performance. The increasing performance is found from an increase of 63.33% in family business net income as well as an increase of 70.00% in family business total sales. The impact of the succession to the non-financial performance can also be seen from an increase of 88.33% in family business guarantees services, an increase of 76.66% in family business total production and an increase of 51.63% in family business market share. The successor’s experience in accepting the business transfer and the length of working period in the successor’s company give positive impact on the company's financial performance. The experience in business and willingness to accept the transfer to take over leadership of the company also contribute positively on the non-financial performance.

Keywords: Family Business, Performance, Succession, Successor, Leadership

1. Introduction
Business family is a company whose majority shareholder is a family, and the position of manager and management is controlled by the family members and descendants of the family who are expected to follow the parents’ steps as managers (Rock, 1991). While Aronoff & Ward (1995) stated that a
company is called a family business if it consists of two or more family members who oversee the company's finance, while Donnelley (1988) suggests that an organization can be called as the family business if, at least, there was involvement of two generations in the family and can it affect company policy.

Several research indicate that family business performance is influenced by a good succession planning. As expressed by Miller and Isabelle (2005), a succession of good business is a valid indicator of the performance of the business. In the future leadership of the family business transfers will occur smoothly when a successor has been prepared better. These preparations include preparing a successor in an affable way and succession planning process covering the process of wealth transfer and ownership rights as well as the aspects that could potentially bring in wealth (wealth-transfer).

The majority of the company’s owners have been aware of the succession that is very important in company survival. It needs to be planned to ensure the continuity and success of the company in the future. However, only few business owners do succession planning at the company. A study of 178 companies found that only 34% companies that have a written plan regarding its succession (Bowman-Upton, 1988). While the research conducted by Fieldman (1989) in King County, As many as 57% of companies in Washington have no plan either to do succession of ownership or to take over leadership (Marpa, 2010).

In Indonesia, many family businesses failed in the leadership of the second generation, but many were successful even be greater once the companies managed by the second generation due to the process of succession, such as Djarum Group, the Group of Gunung Sewu, Group Dexa Medica and many other groups. Some family businesses have managed to survive for more than 100 years as the Hotel Savoy Homan established in 1888, Herb Iboe established in 1910, Sampoerna established in 1913 and Jamu Nyonya Meneer established in 1919 (Pambudi, 2007).

Since many family businesses could not survive on the second generation and adequate succession planning does not occur in most of the family business in Bali, there is an anxiety that the succession of leadership in the company is not going well. If family business in Bali that currently has a significant role in sustaining the economy of the people of Bali and provide jobs for the people fail in leadership succession, the economy of Bali will be affected.

Based on the phenomenon posed above, succession of leadership in the family business is the important factor in the sustainability of the company. Therefore, it is very interesting to study the effects of a succession of family business performance in Bali.

2. Research Methodology
This research is a descriptive study. The experiment was conducted in Bali. The research site is determined by purposive sampling in Denpasar with the consideration that numerous family business has experienced a process succession. The population in this study are all leaders/director of the family business of the textile industry, weaving and the like established in Denpasar which has undergone a succession until at least, the second generation. The number of samples is determined by simple random sampling of 60 respondents. Data collected by a technique based on a survey using questionnaire. Prior to the data collection, the test of accuracy and reliability of the questionnaire with validity and reliability has been undertaken.

3. Data Analysis
Company Performance
This study utilizes the approach of the Dempsey et al (1997) concerning family business performance which elaborates on the company’s performance in integrated performance measurement systems with a qualitative approach using a Likert scale. This study used 5 scale from 1 (strongly disagree), 2 (disagree), 3 (quite agree), 4 (agree), and 5 (strongly agree). The performance of company analyzed in
this study are (1) finance; an increase in net income and an increase in company sales, (2) non-financial: the provision of guarantees in service, an increase in the number of products, and an increasing number of market share

**Successor' characteristic factors that influence the Company Performance**

To determine successor’ characteristic factors that influence the company Performance, two multiple linear regression models are used through the following formulation:

\[
Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \\
Y_2 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon
\]

(Model 1) (Model 2)

Description: Y1 is the financial performance, the increase in net income, Y2 is the performance of non-financial that is the increase in the provision of guarantees in the service, X1 is the successor’s experience in receiving business transfers, X2 is the length of successor’s working period in the company before taking over leadership and X3 the successor’s willingness to take over leadership of the company, \( \beta_0 \) is intercept (constant), \( \epsilon \) error (disturbance term), \( \beta_1, \ldots, \beta_n \) is coefficient of company performance (Y) is the result of the changes (successor characteristic factor). SPSS is used in data processing, multikolenearity test and autocorrelation test were conducted to test the accuracy.

4. Results and Discussion

**Company Performance**

Performance measurement system can be defined as something that is formal, procedural and regular and based on information used by managers to maintain or change a pattern in company's activities. The family business performance in this study is analyzed based on the approach proposed by Dempsey et al. (1997). The company's performances analyzed are: financial performance – an increase in net income and an increase in sales of the company – and non-financial performance that includes the provision of guaranteed services, an increase in quantity of products, and an increase in market share. Table 1 displays the performance of a company that has experienced a succession.

**Table 1:** Performance of Family Business after Conducting Succession in Bali 2015

<table>
<thead>
<tr>
<th>No</th>
<th>Company performance</th>
<th>Frequency</th>
<th>Total</th>
<th>Total average score items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly disagree (score 1)</td>
<td>Disagree (score 2)</td>
<td>Quite agree (score 3)</td>
<td>agree (score 4)</td>
</tr>
<tr>
<td>1</td>
<td>There is an increase in revenue 9 (15.00)</td>
<td>13 (21.67)</td>
<td>17 (28.33)</td>
<td>9 (15.00)</td>
</tr>
<tr>
<td>2</td>
<td>There is an increase in sales 10 (16.67)</td>
<td>8 (13.33)</td>
<td>17 (28.33)</td>
<td>13 (21.67)</td>
</tr>
<tr>
<td>3</td>
<td>The award of service guarantee 2 (3.33)</td>
<td>5 (8.33)</td>
<td>0 (0.00)</td>
<td>24 (40.00)</td>
</tr>
<tr>
<td>4</td>
<td>The resulting increase in the number of production 6 (10.00)</td>
<td>8 (13.33)</td>
<td>20 (33.33)</td>
<td>17 (28.33)</td>
</tr>
<tr>
<td>5</td>
<td>An increasing number of market share 7 (11.67)</td>
<td>22 (36.67)</td>
<td>5 (8.33)</td>
<td>12 (20.00)</td>
</tr>
</tbody>
</table>

Source: Analysis of primary data

Remarks: Figures in parentheses indicate percentage

The average score is the sum of the item scores multiplied by frequency and then is divided by the number of respondents

Based on Table 1, it can be seen that the respondents’ comments on the statement "there is a significant increase in net income after the company's leadership succession.” As many as 15.00 % strongly disagree, 21.67 % disagree, 28.33 % quite agree, 15.00 % agree and 20.00 % strongly agree, or 63.33 % (quite agree, agree and strongly agree) family business gets an increasing net income after the succession. Based on the average score of 3.03, it is known that the family business quite agree that there an increasing net income after the succession. It means that the new leadership of the company has been able to pinpoint specific targets in each department to work based on their individual capacity so that the company's goal to increase net income can be achieved.
To the statement "there is an increase in sales after the company's leadership succession", it can be seen in Table 1 that 16.67 % of the respondents strongly disagree, 13.33 % disagree, 28.33 % quite agree, 21.00 % agree and 20.00 % strongly agree, or 70.00 % companies stated that there was an increase in sales after the companies had done the succession. Based on the average score of 3.15, it can be seen that the respondents quiet agree to the statement. This means that the new leadership of the company has been able to pinpoint specific targets, especially in the field of sales according to its capacity, so that the targeted increase in sales can be achieved.

Table 1 shows that, to the statement "there is an increase in the provision of guaranteed services after the company's leadership succession", 2.33 % of the respondents strongly disagree, 8.33% disagree, 0.00 % quite agree, 40.00 % agree and 48.33 % strongly agree, or 88.33 % companies stated that there was an increase in the provision of guaranteed services after the companies had done the succession. Based on the average score of 4.22, it can be seen that the respondents agree to the statement. This means that the new leadership of the company has been able to pinpoint specific targets in their fields according to its capacities. In this way all the work in each field can run optimally, so that the company's goal to improve the delivery of the guaranteed service can be achieved.

Based on Table 1 it can be seen that the respondents to the statement "there is an increasing amount of production that is produced after the company's leadership succession " is 10.00 % stated strongly disagree, disagree 13.33 %, 33.33 % stated quite agree, 28.33 % agree and 15.00 % stated strongly agree or 76.66 % ( quite agree plus agree and strongly agree ) family business agreed to have an increased number of production rose, after the succession. Based on the average score of 3.25 can be seen that the family business agreed amount resulting production rose, after the succession. This means that the new leadership of the company has been able to explain and coordinate the company's goals for each area of the company's goals, so that the company's target to increase the number of resulting production can be achieved.

Table 1 shows that the respondents to the statement "there is an increasing amount of market share after the company's leadership succession " is 11.67 % stated strongly disagree, disagree 36.67 %, 8.33% stated quite agree 20.00 % agreed and 23.33 % stated strongly agree. Or 51.63 % ( quite agree plus agree and strongly agree ) family business agreed to have the share of the market rose, after the succession. Based on the average score of 3.07 can be seen that the family business enough to agree to have the amount of market share rise, after the succession. Means the new leadership of the company has been able to communicate and coordinate the company's objectives to each field so that each field is able to work according to a specified target, and more specifically to the field of marketing, so that the company's goal to increase the amount of market share can be achieved.

**Figure 1:** Performance of the company after experiencing a succession
Figure 1 shows the company's performance after the succession of leadership in terms of financial performance and non-financial performance. In terms of financial performance the chart shows that 63.33 % of companies stated that there was an increase in their net income (Y1) while (Y2) shows that 70.00 % of companies stated that there was an increase in their sales. In terms of non-financial performance, it can be seen from the chart that 88.63 % of companies stated that there was an increase in the provision of guaranteed services (Y3) while (Y4) shows that 76.66 % companies stated that there was an increase in production and (Y5) shows that 51.63 % of companies stated that there was an increase in market share.

**Characteristics of the Successors that Influence Company’s Performance**

To identify the characteristics of the successors that influence company’s performance, the writer used two multiple regression models, which are model 1, the company's financial performance, that is an increase in the net income of company or Y1 as a dependent variable, and model 2, the company's non-financial performance, that is an increase in the provision of guaranteed services or Y2 as a dependent variable. For independent variables, there are X1, successor’s experience in receiving business transfer, X2, working period of the successor in the company before taking over leadership of the company, and X3, successor’s willingness to take over leadership of the company.

**Table 2:** The influence of the successor’s characteristics regression analysis results on the financial performance (an increase in net income) of family business in Bali

<table>
<thead>
<tr>
<th>Variable</th>
<th>Regression Coefficients</th>
<th>t-count</th>
<th>Significance</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 (successor’s experience)</td>
<td>0.771</td>
<td>8.222</td>
<td>0.000</td>
<td>significant</td>
</tr>
<tr>
<td>X2 (the working period of the successor)</td>
<td>0.231</td>
<td>2.757</td>
<td>0.008</td>
<td>significant</td>
</tr>
<tr>
<td>X3 (successor’s willingness)</td>
<td>0.110</td>
<td>0.129</td>
<td>0.898</td>
<td>non significant</td>
</tr>
<tr>
<td>Constants</td>
<td>-0.038</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R2</td>
<td>0.737</td>
<td>52.395</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: primary data analysis

In Table 2 the independent variables X1 can be identified. Successor’s experience in receiving business transfer significantly affects the confidence level by 1%, and has a positive influence on the company’s performance. This means the longer the successor’s experience in receiving business transfer the higher the performance of the company to increase its net income in the future. Successor’s experience shows the quality of the successor. This supports the theory proposed by King et al. (2001), which emphasizes more on successor’s leadership quality in a family company. Variable X2 is the successor’s working period in the company before taking over leadership of the company, which significant affects the confidence level by 5%, and has a positive influence on the financial performance of the company. This means that the longer the successor works in the company, the higher the performance of the company to increase its net income in the future.

Variable X3, the willingness of a successor to take over the leadership of the company, has no significant effects on the financial performance of the company. Value F-hit 52.395 means the independent variables have significant effects on the dependent variable showing the company’s ability to increase its net income. One of the indicators is the financial performance of company. Adjusted R Square(R2) of 0.737 means variations of the characteristics of the successor that contribute 73.70 % to the varied financial performance of the company.
Table 3: The regression analysis on the influence of the successor’s characteristic to the non-financial performance of family business in Bali (an improvement in service warranty provision)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Regression Coefficients</th>
<th>t-count</th>
<th>Significance</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 (successor’s experience)</td>
<td>0.298</td>
<td>2.505</td>
<td>0.015</td>
<td>significant</td>
</tr>
<tr>
<td>X2 (the working period of the successor)</td>
<td>0.175</td>
<td>1.641</td>
<td>0.106</td>
<td>non significant</td>
</tr>
<tr>
<td>X3 (successor’s willingness)</td>
<td>0.658</td>
<td>6.286</td>
<td>0.000</td>
<td>significant</td>
</tr>
<tr>
<td>Constants</td>
<td>0.217</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$R^2$</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F - count</td>
<td>44.491</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: primary data analysis

It can be seen in Table 3 the independent variable X1, which is the successor’s experience in receiving business transfer, significantly affects the confidence level by 10.00%, and has a positive effect on the non-financial performance of the company. This means the longer the successor’s experience in receiving business transfer the higher the non-financial performance of the company to increase the provision of guaranteed services in the future. Variable X2, which is the successor’s working period in the company before taking over leadership of the company, does not significantly affect the non-financial performance of the company.

X3, the willingness of a successor to take over leadership of the company has a significant effect on the confidence level by 1%, and has a positive influence on the non-financial’s company performance. This means that the higher the willingness successor to take over leadership of the company, the higher the performance of non-financial company performance to improve the provision of guaranteed for the future. This supports the theory of Lansberg & Astrachan (1994) that the family’s commitment to the company influence the successor’s ability to manage the business. FValue - hit 44.491 means that the independent variables significantly affects the dependent variable of the company’s ability to improve the non-financial performance namely providing service guarantees, one of the performance indicators for non-financial company performance. Adjusted R Square ($R^2$) of 0.704 means that variations in the characteristics of the successor will contribute 70.40% to the variation of the performance for non-financial company performance.

5. Conclusion
After conducting company's leadership succession, the conclusion can be presented in the following section based on the results and the discussion posed above:

1. The impact of the succession of financial performance is an increase of 63.33% in family business net income, an increase of 70.00% in family business sales, while the impact on the performance of non-financial succession is an increase of 88.33% in family business guarantees services, an increase of 76.66% family business production and an increase of 51.63% family business market share.

2. The successor’s experience in accepting the business transfer and the length of working period in the successor’s company give positive impact on the company's financial performance. The experience in business and willingness to accept the transfer to take over leadership of the company also contribute positively on the non-financial performance.

Reference


