An Analysis Business Ethics and Performance Management towards Sustainability Retail Traditional in Indonesia

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Abstract: Retail business is a business that has a high success opportunity in Indonesia. It is stated so as it is supported by the increasing customer needs and the shifting patterns of customer shopping behaviour. Since liberalization retail sector established in 1998 in Indonesia, the competition that occurs between modern retails does not only involve the local investors but also foreign investors. Therefore, the traditional retail business should be more sensitive in responding to competition and market changes if they want to keep exist in this competitive retail business. In order to give efforts to accelerate the existence of traditional retails, business ethics factors and managerial performance should be developed as the main strategy. A sample of this study is the traditional retailers who have been selected through judgment sampling method. A questionnaire is used to explore more on Primary data in order to identify and analyze the business ethics and management performance, including: procurement, capital, and marketing, toward the successful efforts in improving the welfare of the traditional family retail. The results of this research prove that business ethics has a positive and significant influence on management performance of traditional retail business. However, the influence of retail management performance against sustainability of traditional retail business highly depends on the marketing aspect as the most dominant influence. Understanding the human aspects of business ethics and managerial skills are important elements in achieving sustainability of traditional retail business as shown in the findings of this research.

Key words: business ethics; management performance; sustainability of traditional retail business
JEL code: M21

1. Introduction

Since the settlement of retail sector liberalization in 1998, the competition that occurs among modern retail in Indonesia has increased sharply (Kjeel, 2003). Traditional markets are the ones who receive the greatest impact of this competition. Some studies, on the impact of modern retail, were done in developing countries by Reardon and Berdeque (2002), Reador et al. (2003), Trail (2006) and Reardon and Hopkins (2006), found a negative impact on traditional retailers with the increasing number of modern retails.

The increasing number of luxurious and modern shopping centers in Surabaya and its surrounding areas, especially those built privately, causes anxiety and concerns among traditional merchants. The number of modern

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markets in Surabaya is bigger than traditional markets. At least 65% shopping centers in Surabaya are dominated by modern markets, either by factory outlets, supermarkets, mini markets, department stores and malls as published in Kompas Jatim daily newspaper (January 13, 2010).

The number of modern markets only 27% of the total Indonesian markets (more than 500,000 units) with a growth rate reached 31.4% per year. However, this type of markets fights over market value in spending money of a larger community than the traditional market of 98 billion U.S. dollars. Due to an uneven competition, many traditional retailers closed down their businesses (Bisnis Indonesia, 2010).

The effect of this closed down traditional retail can be seen through the number of people losing their jobs. *Image* as an employment provider which established by modern foreign retailers were not proven. The results of UK National Retail Planning Forum research mentioned that the presence of a new supermarket can cause the loss of 276 full-time jobs. *Image* as the access of local suppliers is also blamed by the conditions created by the major retailers themselves. A Research conducted by The University of Missouri found out that around 50%-75% of total net profits of the large modern retailers are not derived from sales of real products but from the costs imposed on the showrooms manufacturers and exhibitions (displays).

On the other hand, although traditional retailers do not offer comfortableness and is even known as wet markets, they are able to contribute 69.9% for national sales. Unfortunately, the contribution made each year has shown a decline in the number of sales in line with modern market. This happens because the growth rate of traditional retail reaches -8.01% per year while the traditional retail market share on average decreases 40%. The number of traditional markets from year to year also decreases. In 2010, the number of traditional markets reached 1,899,736. But in 2003, the traditional market fell by 154.147 units to 1,745,589 units. Nevertheless, the value of money spent by households in Indonesia to be spent on traditional markets reached 24.5 billion U.S. dollars per year. This amount of money is being contested by the traditional market of 1.7 million units. This market is also able to absorb 165 million consumers (Bisnis Indonesia, 2010).

Table 1   Labor Absorbed in the Retail Sector

Labor Absorbed in the Retail Sector 2005-2010						
Information	Amount (thousand)					
	2005	2006	2007	2008	2009	2010
Labor	13.245,8	13.574,9	13.975,8	14.550,0	14.955,7	15.539,2
% vol growth.	-	2.5	3.0	4.1	2.8	3.9

Source: Central Statistics Agency (BPS), an interview with Euro monitor International estimates.

The 220 million Indonesia populations can be a great and potential consumers and retail markets. Meanwhile, thousands of UMKM (Usaha Kecil dan Menengah) or SMEs (Small and Medium Enterprises) in this country also need access to the retail sector as a market to sell their products. In addition to these contributions, the retail sector in 2010 is also capable of absorbing 16% of the total workforce in Indonesia or around 16 million people. This absorption rate is likely to increase every year.

The existence of traditional retailers should be maintained, considering that there are some negative effects of dominant modern retail developments: (1) the presence of modern retail has blocked small local suppliers. The number of UMKM or SMEs that supplies modern retail is reaching 67% of the total number of suppliers, but the products supplied by UMKM or SMEs only is 10% of the total goods sold in a modern retail. This happens because the terms required by the modern retail UMKM or SMEs are too heavy to be fulfilled judging from its

weaknesses. (2) Another problem is the impact of modern retail toward local economy condition. In relation to the financial operational of the district area, most of it is a contribution from the activities of SMEs and traditional retailers with the amount contributed about 70% of total national sales in 2004. However, the less the number of SMEs and sale of traditional markets due to the closure of access or the incapability of competing with modern retail, the less contribution they make (Novery, 2006).

Thus, the existence of traditional retailers should be maintained. But the traditional retail business must be aware in responding to the unmet needs of customers (un met need) if they want to survive in this competitive retail business (Utami, 2007). Changes and developments of markets have demanded retailers to change the old paradigm of traditional retail management towards modern one. The most important in traditional retail paradigms is to run a retail business by applying distribution function. It means that sales actualization transaction as the main purpose needs to be changed with a more modern retail paradigm focusing on how retailers can meet the basic needs as well as additional requirements in its function as an intermediary (Utami, 2006).

A better understanding of modern retail management concept is crucial if small and medium retail business still want to survive. By running traditional retail, it is not possible to have a sustainable competitive profit when faced to numbers of modern retailers that are managed professionally or even as a result of the changing patterns of consumer spending. That is why, a better understanding of modern retail management concept is very important to be understood by traditional retailers, so does the aspect of good business ethics which inspired traditional retailers in business. Being aware of conducting retail business ethics should be interpreted as meaningful activities for yourself and your environment (ethics on consumers, competitors, suppliers, government/regulator) with a high motivation to improve the quality of personal life. Having only traditional retail management is not possible anymore to keep a sustainable competitive profit when we are faced to numbers of professionally manageable modern retailers and the changing patterns of consumer spending.

Formulation of the problem that can be presented in this study is: Does business ethics have relationship with sustainability of traditional retail business with management performance as mediator?

Based on the background of problems and formulation of the problem, the research objectives can be formulated as following: to know and analyze the relationship between business ethics towards sustainability of traditional retail business with management performance as mediator.

2. Traditional Retail Paradigm

Traditional Retail Paradigm emphasizes on the usage of the conventional and traditional approaches in retail management. Through the paradigm of conventional and traditional approaches, retail business is managed in such ways that more emphasis on "what can be prepared by employers, but less attention on how the needs and desires of consumers to be understood and even fulfilled" (Utami, 2010, p. 14). In Table 2 there are differences in the management paradigm of traditional and modern retail management paradigm.

Nowadays, it is expected that there will be shift of traditional retail paradigm into modern retail paradigm. Even though, small-scale retailers are often limited in terms of finance (funding) and the scope of its target market, but they have the ability to survive and develop into medium and even large-scale retailers.

Table 2   Paradigm Differences in Traditional and Modern Retail Management

Traditional Retail Paradigm	Modern Retail Paradigm
Less selecting Location	Site selection is considered
Does not account for potential buyers	Potential buyers continue to be predicted and evaluated
Types of merchandise are not directed	Types of merchandise focused and tailored to the target market
There is no brand selection	Strict selection of brand merchandise
Less attention to the supplier	Conduct rigorous selection of suppliers
Recording of sales is very simple	Sales are recorded and studied
Profit per product is evaluated	Profit per product is evaluated to determine the retail mix strategy
service the debt	Sales by cash/credit card
Less attention to the efficiency	Very concerned about the efficiency
Cash flow (cash flow) is not planned	Cash flow (cash flow) is planned
Finance mixed with the family finances	Separate financial clear with the family finances
Unplanned business developmen	Business development planned

Source: Utami, 2010, p. 16.

3. Retail Business Ethics

Doing business ethics that based on values only happens when there are changes of attitude in every businessman. This kind of attitude is determined by the mentality and mindset of each businessman. So seminar, workshop or training motivation is not easy to change one's mindset, because the mindset is the result of experience, beliefs, values that have been internalized and is believed by someone, which affects someone's behaviour and action. Being aware of business ethics should be started by conducting business as a meaningful activity for yourself and the environment (ethics on consumers, competitors, suppliers, government/regulator) with a high motivation to improve the quality of personal life.

Some ways to create business ethics: (1) awareness-raising process that includes the theme: judging from human life line in this world, it is only temporary. For that reason, how people make use of this life that only lasts one period. Therefore, we need to understand the orientation and business objectives such as society's welfare as the starting point of all. (2) the discussion of business ethics formation in order to see the process of characters building, mind set, emotion and behaviour patterns. An understanding of this process helps to change and modify characters building of each business. (3) In order to make effective changes of these processes, it is necessary to discuss the five human psychological needs that could be the basic motivation for behaviour changes. (4) The technique for creating this ethics can be started by identifying the problem and initiating changes effectively. (5) Practical techniques in solving conflicts. To be able to apply these techniques, business ethics need to be done continuously especially to those businessmen.

Recently, a multidimensional approach representing ethical/moral judgments (or moral construals) using three related dimensions has demonstrated significant relationships with future intentions across a wide variety of ethically charged settings (Robin et al., 1997). Three moral philosophical dimensions underlie marketing actors' ethical perceptions: (1) moral equity; (2) contractualism; and (3) relativism. Moral equity represents the inherent rightness/wrongness, or perceived justice of some action. Contractualism represents potential violations of implied or explicit rules or promises. Relativism represents perceptions that some action is acceptable by traditional or sociocultural standards.

4. Management Performance

4.1 Management Performance of Marketing

The problems that are mostly faced by traditional retailers in an effort to expand their business is the lack of

marketing knowledge caused by the limited information, which actually is reachable by the traditional retail market besides its limited ability to provide products or services related to the wishes and needs of the target market. Marketing problems that occur primarily on a small scale of traditional retail as stated in Anonymous research (2003) is caused by many factors, namely: (1) Many competitors (53.77%), (2) Low price of sales (27, 40%), (3) market saturation (6.51%), (4) inadequate information (4.45%).

4.2 Management Performance of Financial

Urata of Adiningsih (2000) mentioned that there are many things that affect traditional retailers in obtaining capital sources, such as: lack of unbalance fund availability that can be accessed by traditional retail, high transaction costs of a quite complicated procedure that consumes time while the amount of fund disbursed relatively small, less access to formal financial resources, both by the availability of bank and the adequate information, high interest credits investment and capital, many of traditional retailers are not bankable.

5. Sustainability of Traditional Retail Business

Generally speaking, retail is related to sales of goods and services to the last customers. To accomplish this, the traditional retail runs on purchasing, selling, promoting, pricing, bulk breaking, warehousing/storing, financing and underwriting risks (Bittel and Ramsey, 1985). If the traditional retails can run on these functions efficiently, then they will have a successful business.

To Measure whether business ethics success or not can be seen from the performance effectiveness and performance efficiency. Measured Performance is performance to be achieved by the business manager. In other words, business success can be measured by whether the purposes can be achieved or not, while every business has set variety of purposes. Therefore, the benchmarks used also vary but basically is the occurrence of an improvement on the goals set.
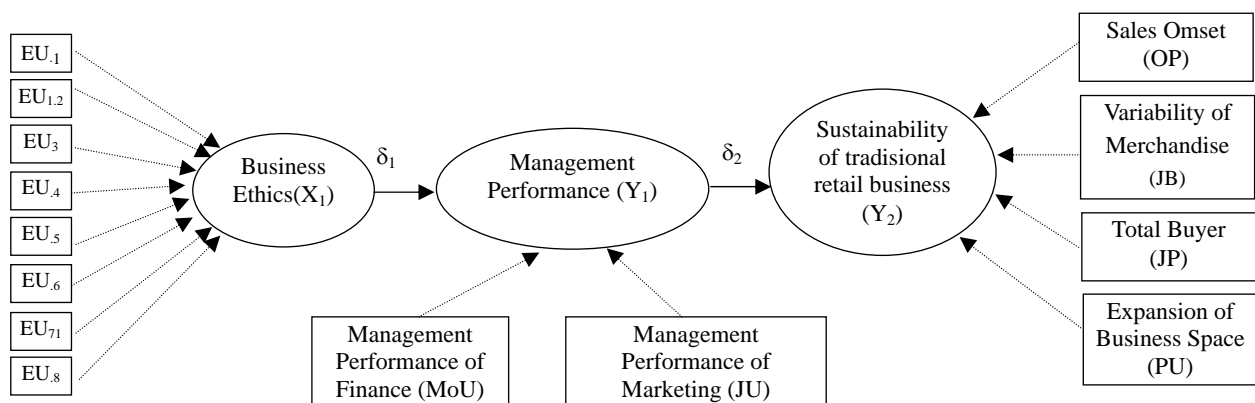
6. Theoritical Framework

Figure 1   Theoritical Framework of the Study

Based on the objective of this study is to know and analyze the relationship between business ethics towards sustainability of traditional retail business with management performance as mediator, the above theoritical framework was developed (Figure 1). The instrument used was adopted from Paulraj, Antoby (2011) earlier related study.

7. Methodology

7.1 Sample and Data Collection Method

The number of samples is 67 traditional retailers who have a business in the retail district and is located in Gresik (East Java). A structured group-administered questionnaire using 5-point Likert scale was used in assessing the retailers experiences and feedbacks. By considering the purpose of research, the sampling technique used was disproportionate stratified sampling judgments. The reason for using disproportionate method (non-proportional) is referring to the opinion Subiyanto (2000, p. 97) which states that non-proportional sample (disportional) also made possible by reasoning/excuse, that is not necessarily members of the population in each strata can represent the interests/objectives of research overall. This is because the information required in an investigation cannot always be found in all strata of society.

7.2 Instrumentation

The main instruments used in this study is a questionnaire that is a structured list of questions used to measure the perceptions of respondents and the facts relating to the respondents, and with a condition that has been known to respondents. Filling the questionnaire by the respondents was accompanied by a qualified researcher to help interpret questionnaire questions correctly.

8. Finding and Discussion

8.1 Validity and Reliability Analysis

8.1.1 Test of validity

To ensure that the data in this study is valid and reliable, it needs to be done validity test. Based on data lamdha coefficient (loading factor) (see Table 3) of the overall variable was all indicators $\alpha \leq$ t table or $p \leq 0.000$.

Table 3   Loading Factor Research Variable

Var. Indicator	Loading Factor	CR(t count)	p	Information
EU_1	0.501	3.903	0.000	Significant
$EU_{.2}$	0.181	3.046	0.002	Significant
$EU_{.3}$	0.252	6.041	0.000	Significant
EU_4	0.226	0.949	0.003	Significant
EU_5	0.544	3.562	0.000	Significant
EU_6	0.401	4.114	0.000	Significant
EU_7	0.209	4.440	0.000	Significant
EU_8	0.663	5.239	0.000	Significant
OP	0.709	*	0.000	Significant
KB	0.900	7.517	0.000	Significant
JP	0.900	8.359	0.000	Significant
PU	0.899	*	0.000	Significant
MoU	0.708	*	0.000	Significant
JU	0.210	*	0.000	Significant

8.1.2 Test of reliability

This test was conducted to determine the internal consistency of the indicators a construct that indicates the degree to which each indicator is to identify a construct or latent common factor, or in other words how specific

things to help each other to explain a common phenomenon. The approach used is to assess composite reliability and variance of the construct extracted of their respective constructs.

**Table 4   Test of Reliability Research Variables**

Indicator Variable	Estimation (loading)	Loading^2	Measurement Error 1- (Loading)^2
EU$_1$	0.501	0.251001	0.748999
EU$_{.2}$	0.181	0.032761	0.967239
EU$_{.3}$	0.252	0.063504	0.936496
EU$_4$	0.226	0.051076	0.948924
EU$_5$	0.544	0.295936	0.704064
EU$_6$	0.401	0.160801	0.839199
EU$_7$	0.209	0.043681	0.956319
EU$_8$	0.663	0.439569	0.560431
OP	0.709	0.502681	0.497319
KB	0.900	0.81	0.19
JP	0.900	0.81	0.19
PU	0.899	0.808201	0.191799
MoU	0.708	0.501264	0.498736
JU	0.210	0.0441	0.9559
Jumlah	7.303	4.814575	9.185425

$$Construct - reliability = \frac{(\sum Std\ Loading\ )^2}{(\sum Std\ Loading\ )^2 + \sum \in j} = \frac{(7,303)^2}{(7,303)^2 + (9,185425)} = \mathbf{0.853}$$

Based on the above defined formula-construct reliability of research variables is 0.853, while the limit value that is used to assess an acceptable level of reliability was 0.70. Thus all the research variables are reliable indicators of significant and can be used for further analysis.

8.2 Descriptive Statistics and Analysis

While Figure 2 below shows the path coefficients influence business ethics, management performance, and sustainability of traditional retail business.
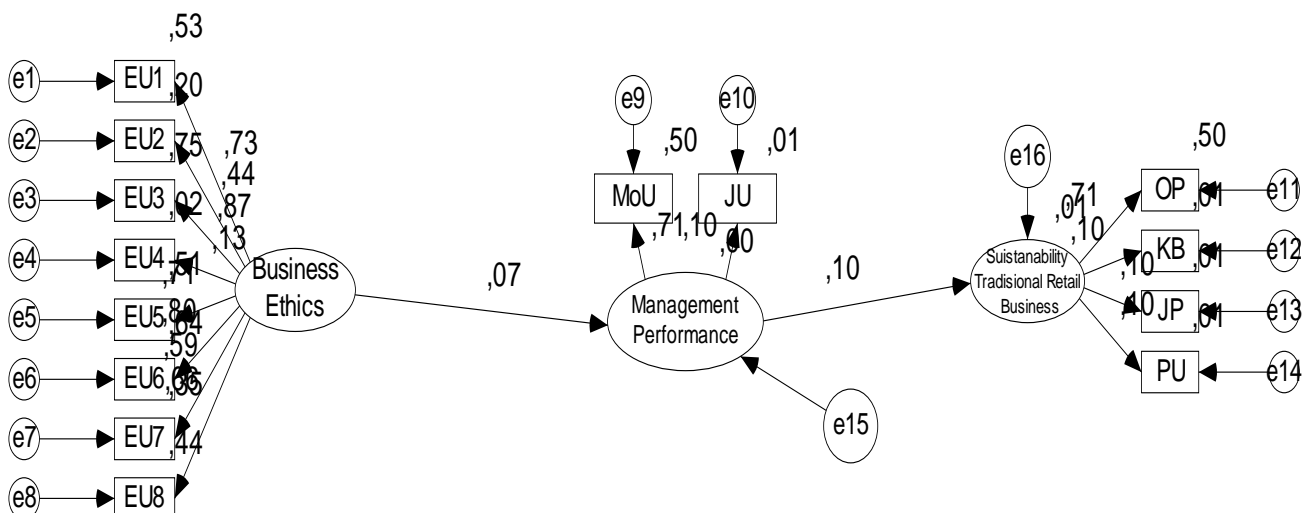
AN ANALYSIS BUSINESS ATHICS AND PERFORMANCE MANAGEMENT TOWARDS SUSTAINABILITY RETAIL TRADISIONAL IN INDONESIA
Figure 2   Research Model

To test the hypothesis will be presented following the path coefficient of relationship between variables used in the study. Path coefficients can be seen in Table 5 below:

Table 5 Path Coefficient, Cr and Probability Test Results of Significant Variables

Variable	Path Coefficient	Standard Estimation	Standard error	CR	Prob (p)	Information
Business Ethics→Management Performance	0.007	0.061	0.301	4.114	0.000	Signifikan
Management Performance→ Sustainability traditional retail business	0.010	0.0345	0.454	3.562	0.000	Signifikan

AMOS calculation results are presented in Table 5 show that business ethics has a relationship with, management performance. This is seen from the positive path coefficient with CR values of 4.114 obtained significant probability (p) equal to 0.000. This value is smaller than the significance level (α) is 0.05α. Thus, the research hypothesis which states that management performance has a relationship with sustainability of traditional retail business is accepted.

Table 4 shows that Management performance has a relationship with sustainability of traditional retail business. This is seen from the positive path coefficient with CR values of 3.562 obtained significant probability (p) equal to 0.000. This value is smaller than the significance level (α) is 0.05α. Thus, the research hypothesis which states that management performance has a relationship with sustainability of traditional retail business is accepted.

9. Conclusion and Future Recommendation

The first finding in this study is the business ethics awareness activities, just like the awareness of that ethical values in conducting business or business retailer should be aware to carry out activities of a significant or meaningful for themselves and the environment (ethics on consumers, competitors, suppliers, government/regulator) along with the motivation to improve the quality of personal life. Whereas business ethics have a significant and positive impact on performance management, in line with the research findings of Babin et al. (2004), which states that traditional retail business ethics is related to evoke in the retail-selling. This finding indicates that consumers respond to a similar retail business to business buyer upon perceiving the salespeople are acting opportunistically (Smith and Barclay, 1997). It means that business ethics on consumers, competitors, supplier, regulator/government will affect the achievement of the performance of the field in developing capital management and marketing or business network.

The second finding in this study is the performance management has positive and significant impact on the sustainability of traditional retail business. These finding is supported by the research of You, 2011 stating that the Performance Management is a key element in the achievement and sustainability of the business especially small businesses. Hansen et al. (1999) argued that firms should have personalization approach to create an effective performance management system. Thus, the performance of good management is an important factor in achieving sustainability of the traditional retail business. Whereas traditional retail business continuity can be done through the study of the average sales turnover, number and completeness of the goods, the number of buyers, the expansion of business space and average profit.

The third finding in this study is the performance management as mediator the relationship between business ethics towards sustainability of traditional retail business. This finding is supported by the research Liao (2006), argued that there are relationship between business ethics towards sustainability firm with performance

management as mediator. The general conclusion from this study is that business ethics approaches offer the most potential as a basis for improving business sustainability through Management performance.

The research findings can be used as a basis in conducting further research that related to deeper exploration of the culture or the human elements that can be variably antecedent of traditional retailers and business ethics research on the existence of traditional retail strategy in Indonesia.

Acknowledgement

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