

**THE IMPACT OF FAMILY INVOLVEMENT IN OWNERSHIP  
AND MANAGEMENT TOWARDS COMPANY'S  
PERFORMANCE, COMPARISON BETWEEN PT. GUDANG  
GARAM TBK. AND PT. BENTOEL INTERNATIONAL**

**A THESIS**

Presented as Partial Fulfillment of the Requirements  
Obtain the *Sarjana Ekonomi* (S1) Degree in Management Program  
Faculty of Economics, Atma Jaya Yogyakarta University



Compiled By:  
**Niken Maharani**  
Student ID Number: 07 12 16846

**FACULTY OF ECONOMICS  
ATMA JAYA YOGYAKARTA UNIVERSITY  
YOGYAKARTA  
2011**

**Faculty of Economics  
Atma Jaya Yogyakarta University**

I hereby recommended that the thesis prepared under my supervision by

**Niken Maharani**

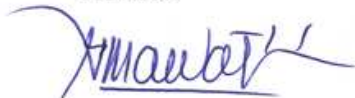
**Student ID Number: 07 12 16846**

Thesis entitled

**THE IMPACT OF FAMILY INVOLVEMENT IN OWNERSHIP AND  
MANAGEMENT TOWARDS COMPANY'S PERFORMANCE,  
COMPARISON BETWEEN PT. GUDANG GARAM TBK. AND PT.  
BENTOEL INTERNATIONAL**

Be accepted in partial fulfillment of the requirement  
For the degree of Sarjana Ekonomi (S1) in Management Program  
Faculty of Economics, Atma jaya Yogyakarta University

Advisor:



Prof. Dr. Sukmawati, MM.

Dated May 22<sup>nd</sup>, 2011

**This is to certify that the thesis entitled**

**THE IMPACT OF FAMILY INVOLVEMENT IN OWNERSHIP AND  
MANAGEMENT TOWARDS COMPANY'S PERFORMANCE,  
COMPARISON BETWEEN PT. GUDANG GARAM TBK. AND PT.  
BENTOEL INTERNATIONAL**

**Compiled by:**

**Niken Maharani**

**Student ID Number: 07 12 16846**

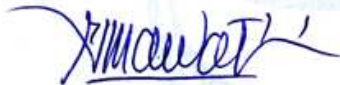
**Has been defended and accepted on June 3<sup>rd</sup>, 2011 towards fulfillment of the requirement**

**For the degree of Sarjana Ekonomi (S1) in Management Program**

**Faculty of Economics, Atma Jaya Yogyakarta University**

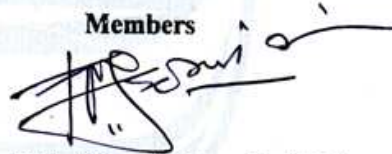
**Board of examiners**

**Chairman**



**Prof. Dr. Sukmawati, MM.**

**Members**



**Drs. Felix Wisnu Isdaryadi, MBA.**



**Th. Diah Widiastuti, SE., M.Si.**

**Yogyakarta, June 3<sup>rd</sup>, 2011**

**Dean of Faculty of Economics**



**Dr. Dorothea Wahyu Ariani, SE., MT.**

## **AUTHENTICITY ACKNOWLEDGEMENT**

I, the writer of this thesis, entitled

**THE IMPACT OF FAMILY INVOLVEMENT IN OWNERSHIP AND  
MANAGEMENT TOWARDS COMPANY'S PERFORMANCE,  
COMPARISON BETWEEN PT. GUDANG GARAM TBK. AND PT.  
BENTOEL INTERNATIONAL**

Hereby declare that I fully knowledge that my writings does not contain others' or part(s) of others' writing, except for those that have been cited and mentioned in the references.

Yogyakarta May 22<sup>nd</sup>, 2001



**Niken Maharani**

## **ACKNOWLEDGEMENT**

Praise to God for the blessing since the writer begin the study in Atma Jaya Yogyakarta University, and he finally finish his final assignment entitled **“THE IMPACT OF FAMILY INVOLVEMENT IN OWNERSHIP AND MANAGEMENT TOWARDS COMPANY’S PERFORMANCE, COMPARISON BETWEEN PT. GUDANG GARAM TBK. AND PT. BENTOEL INTERNATIONAL”**

The writer fully realized that this thesis still far from good, so the writer is widely open to get the feedback in order to make this thesis and the writer get better in the future.

The writer would like to give his best appreciation to people who had given their help, time, supervision, and support in making this thesis. By the humbleness, the writer would like to thanks to:

1. Mrs. Dr. Dorothea Wahyu Ariani, SE., MT. as the Dean of Economic Faculty, Atma jaya Yogyakarta University.
2. Mrs. Prof. Dr. Sukmawati, MM. as a Supervisor who has been patiently gave so much attention, help, and support until the writer finished her thesis.
3. The entire Lecturer in Faculty of Economics Atma Jaya Yogyakarta University that has been thought and shared their knowledge to the writer.

4. My family, Papa (Ignatius Sutadi Harmoko), Mama (Retno Kembaryani), my only sister (Dini Ayuningtyas), my nephew (Muhammad Ksatria Nugraha), brother in law (Hari Eka Nugraha), and my aunty (Retno Palupi). Thank you for all your love and support.
5. My special friend, Galih Selo Seto. Thanks for everything, yes, everything. You are my biggest motivation to finish this thesis. I love you.
6. My best friend Zona Nadia Martha and Danan Bagus Perdana, you always there for me guys, through the good times and bad times. Also for the other “members”, Evan and Rino. Thank you so much.
7. My old friends called Norakers (Shela, Nella, Miko, Sasha, Tito, Nadia, Shye, Ina, Desia, Ratri, Vina, and Nia). Thank you for your support, since we were in the Junior High School until now. It has been nine years guys, millions thank you for you all.
8. All friends at International Business Management Program, especially batch 2007 (Ichak, April, Disa, Prita, Moro, Ryo, Willy, Kiky, and all that the writer cannot mention one by one). Thanks for accompanying me from the beginning until now. Thank you guys!
9. My friends at Marching Band Atmajaya (Uncle Thomas, Priska, The Molens, Fajar and Mas Fajar, Adit, Onang, Mak Eru, Mas Budi, Mas Chris, Okta, Diva, Icha, Albert, Jaja, Adhe, and all of the members that the writer cannot mention one by one).
10. All friends at KKN Tematik Kewirausahaan Kebonagung, especially my “Paket Wisata 3” team Anton, Intan, and Deny.

11. My entire friends that the writer cannot mention you guys one by one, thanks for all togetherness and support visibly and invisibly.
12. And all of the party that has directly and indirectly been helped the writer in finishing the study in International Business Management Program Atma Jaya Yogyakarta University.

Wish all of goodness that the writer had accepted from all of the parties above can be the spirit to the writer to become a better personality.

Yogyakarta May 22<sup>nd</sup>, 2001

Niken Maharani

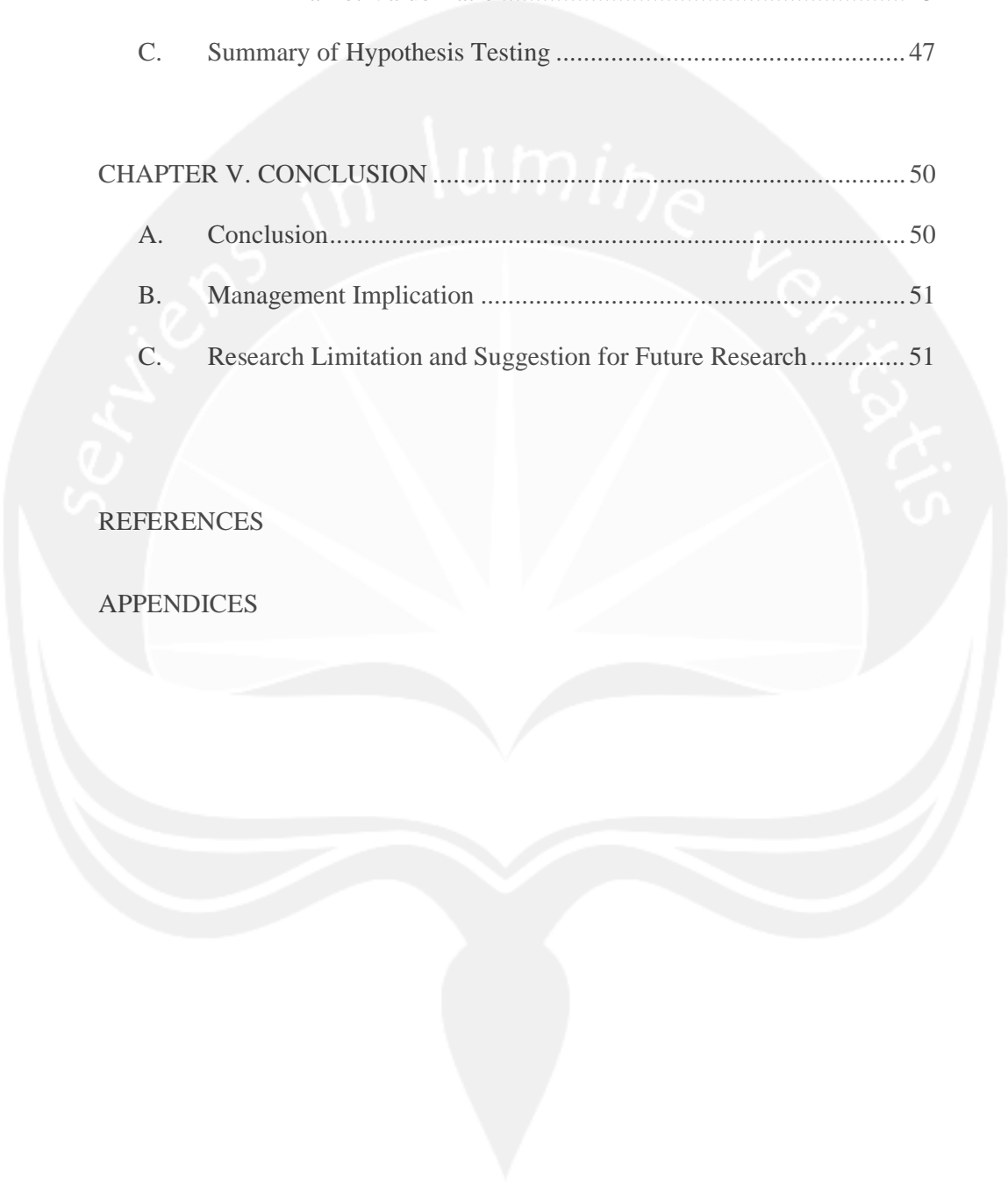
## TABLE OF CONTENT

TITLE PAGE .....	i
APPROVAL PAGE.....	ii
COMMTEE’S APPROVAL PAGE .....	iii
AUTHENCITY ACKNOWLEDGEMENT.....	iv
ACKNOWLEDGEMENT .....	v
TABLE OF CONTENTS .....	viii
LIST OF TABLES.....	xii
ABSTRACT .....	xiv
 CHAPTER I. INTRODUCTION .....	 1
A.     Research Background .....	1
1.     Problem Statement.....	4
2.     Limitation of Research .....	5
B.     Purpose and Benefit of Research.....	6
1.     Purpose of Research .....	6
2.     Benefit of Research .....	6
C.     Research Report Outline .....	7
 CHAPTERII. THEORETICAL BACKGROUND AND PREVIOUS RESEARCH .....	 9
A.     Theoretical Background .....	9



1.	Family Business .....	9
2.	Company's Performance by Financial Ratios.....	16
a.	Liquidity Ratio.....	16
b.	Financial Leverage Ratio .....	16
c.	Turnover Ratio.....	17
d.	Profitability Ratio .....	18
e.	Market Value Ratio.....	19
B.	Previous Research.....	20
C.	Hypothesis Development .....	21
CHAPTER III. RESEARCH METHODOLOGY .....		23
A.	Sample.....	23
1.	Sample and Sampling Method .....	23
B.	Research Data and Gathering Data.....	23
1.	Research Data.....	23
2.	Data Gathering .....	24
C.	Variable of Research.....	24
1.	Liquidity Ratio .....	25
2.	Financial Leverage Ratio .....	25
3.	Turnover Ratio .....	25
4.	Profitability Ratio .....	26
5.	Market Value Ratio .....	26
D.	Method of Analysis.....	27

1.	Statistic.....	28
2.	Data criteria for independent sample t-test .....	28
	a. Data.....	29
	b. Assumption.....	29
E.	Hypothesis Testing .....	30
CHAPTER IV. DATA ANALYSIS .....		31
A.	Data Analysis.....	31
B.	Comparison of the Financial Ratios between Family Firm and Non-Family Firm .....	38
1.	t-test difference between PT. Gudang Garam Tbk (GGRM) and PT. Bentoel Internasional (RMBA), Liquidity Ratio.....	38
2.	t-test difference between PT. Gudang Garam Tbk (GGRM) and PT. Bentoel Internasional (RMBA), Financial Leverage Ratio.....	40
3.	t-test difference between PT. Gudang Garam Tbk (GGRM) and PT. Bentoel Internasional (RMBA), Turnover Ratio .....	42
4.	t-test difference between PT. Gudang Garam Tbk (GGRM) and PT. Bentoel Internasional (RMBA), Profitability Ratio .....	43
5.	t-test difference between PT. Gudang Garam Tbk	

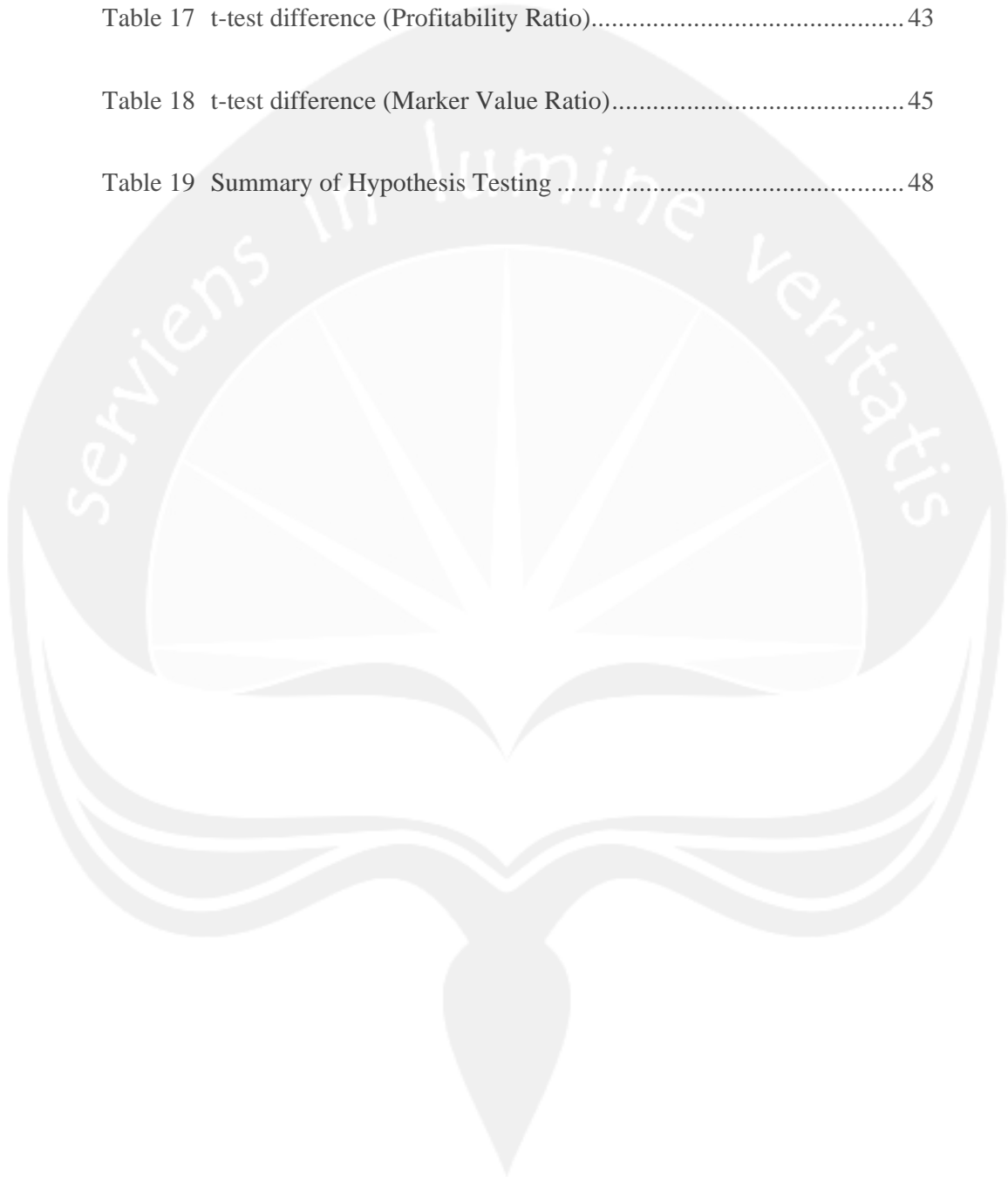


(GGRM) and PT. Bentoel Internasional (RMBA),	
Market Value Ratio .....	45
C. Summary of Hypothesis Testing .....	47
CHAPTER V. CONCLUSION .....	50
A. Conclusion.....	50
B. Management Implication .....	51
C. Research Limitation and Suggestion for Future Research.....	51
REFERENCES	
APPENDICES	

## LIST OF TABLES

Table 1	Previous Research.....	21
Table 2	Current Ratio 2004 – 2009 .....	31
Table 3	Debt to Equity Ratio 2004 – 2009 .....	32
Table 4	Leverage Ratio 2004 – 2009 .....	32
Table 5	Inventory Turnover Ratio 2004 – 2006.....	33
Table 6	Total Assets Turnover Ratio 2004 – 2009 .....	33
Table 7	Gross Profit Margin 2004 – 2009 .....	34
Table 8	Operating Profit Margin 2004 – 2009.....	34
Table 9	Net Profit Margin 2004 – 2009 .....	35
Table 10	Return on Investment 2004 – 2009.....	35
Table 11	Return on Equity 2004 – 2009.....	36
Table 12	Price Earnings Ratio 2004 – 2009 .....	36
Table 13	Price Book Value 2004 – 2009.....	37
Table 14	t-test difference (Liquidity Ratio).....	38
Table 15	t-test difference (Financial Leverage Ratio).....	40

Table 16 t-test difference (Turnover Ratio).....	41
Table 17 t-test difference (Profitability Ratio).....	43
Table 18 t-test difference (Marker Value Ratio).....	45
Table 19 Summary of Hypothesis Testing .....	48



**THE IMPACT OF FAMILY INVOLVEMENT IN OWNERSHIP AND  
MANAGEMENT TOWARDS COMPANY'S PERFORMANCE,  
COMPARISON BETWEEN PT. GUDANG GARAM TBK. AND PT.  
BENTOEL INTERNATIONAL**

**Compiled by:**

**Niken Maharani**

**Student ID Number: 07 12 16846**

**Supervisor**

**Prof. Dr. Sukmawati, MM.**

**Abstract**

This Research is to examine the impact of family involvement in management and ownership towards company's performance, whether there is a significant difference between family company (PT. Gudang Garam Tbk.) and non-family company (PT. Bentoel International) or not, measured by its financial ratios. Data used in this research is secondary data comes from Indonesian Capital Market Directory, which is financial ratios. The tools to analyze the significance between those two companies' performance is independent sample t-test. And the result of this research shows that there is no significant difference between the performances of family firm (PT. Gudang Garam Tbk.) and non-family firm (PT. Bentoel International).

**Keyword:** family company, financial ratio, independent sample t-test.