The Effects of Multiple Directorship, Tenure, and Age of Board of Directors on Corporate Value
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ABSTRACT
The purpose of this study was to analyze the effects of multiple directorships, tenure, and age of board of directors on corporate value. Multiple directorships, tenure, and age were used as independent variables, and corporate value became the dependent variable. Two variables were used as control, which was company growth and leverage. This study used secondary data obtained from Annual Reports between 2011 and 2017. The samples involved 266 companies listed on the Indonesia Stock Exchange (IDX), and the results showed that multiple directorship had negative and significant effect on corporate value. Basically, the tenure, age of directors and company growth did not have significant effect on corporate value as opposed to its leverage. 

Keywords: multiple directorship, tenure, age of board of directors, corporate value.

1. INTRODUCTION
Corporate value is a reflection of the company’s assets which affect its investors' perceptions, which can be improved by implementing corporate governance practices. According to Nazir and Afza (2018), companies which practice good corporate governance outdo their competitors. The board of directors should strive to monitor and control the company's management (Chareonwongsak, 2017) to perform outstandingly and be attractive to investors.

Multiple directorships refer to a situation in which the board of directors serve on two or more companies at the same time. According to Cashman, Gillan, and Jun (2012), multiple directorships positively influence company’s performance. For organizations with little experience in public market, multiple directorships have various benefits (Field, Lowry, and Mkrtchyan, 2013). Tenure is the length of service for someone holding a position in the organization. A company with a board of directors having different tenures bond differently (Kagzi and Guha, 2018). Directors with less than average tenures should be replaced since such a situation decreases financial performance (Cooper, 2017).

Age is the number of years of the member of board of directors. It indicates the maturity level of a person in acting and thinking. The age difference is another essential characteristic of an effective board of directors (Ibrahim and Hanefah, 2016). Members of the board who are older or near retirement influence income management, and are often interested in the company's performance flow and less concerned about the future, always aiming at maximizing wealth or retirement only (Alqatamin, Aribi, and Arun, 2016).

2. LITERATURE REVIEW
Agency theory is the relationship or contract between principals and agents who act on their behalf (Jensen and Meckling, 1976). The shareholder is the principal in this case and employs another person, which is an agent to provide services and delegate authority on decision making.

2.1 Multiple Directorships
This refers to a situation whereas an individual is a board member in more than one company at the same time, of which such condition affects the entity’s performance. According to the research conducted by Cashman, Gillan, and Jun (2012), multiple directorships negatively influence company performance and impact its corporate value. In contrast, Field, Lowry, and Mkrtchyan's research (2013) suggested that multi-directional partnership has positive effect on corporate value.

H1: Multiple directorships have positive effect on corporate value.

2.2 Tenure
Tenure is the time-length of service of someone holding a position in the company. Kagzi and Guha (2018) stated that the tenure of the board of directors has positive effect on company’s performance in India. Besides, a study conducted by Hamzah and Zulkafli (2014) found that the tenure of the board of directors did not influence dividend policy. Rao and Tilt (2016) examined
the tenure of the board of directors among 150 companies listed in Australia and concluded that it influences CSR.

H2: Tenure of the board of directors has positive effect on corporate value.

2.3 Age

Age is a period calculated in the year from the time an individual is born. The age difference increases corporate value. According to Kagzi and Guha’s (2018), the age of the board of directors has positive effect on company’s performance, which then affects corporate value. However, Aribidan Arun (2017) stated that age of the board of directors did not contribute to the increase in company’s value.

H3: Age of the board of directors has positive effect on corporate value

3. RESEARCH METHODS

Corporate value was used as the dependent variable in this study, and it is measured by using Tobin's Q approach. The independent variables included multiple directorships, tenure, and age of board of directors. Multiple directorships of board of directors were measured by comparing the number of board members serving in other companies. Tenure of the board of directors was determined by calculating the average serving time as a member of the board of directors. Age was measured by calculating the average number of years of the board members. This study also used two control variables, which were company growth and leverage.

Multiple Linear Regression Analysis
The regression model based on data panels in this study was formulated as follows:

\[ CPV_{it} = \alpha + \beta_1 MDS_{it} + \beta_2 TDD_{it} + \beta_3 ADD_{it} + \beta_4 CPG_{it} + \beta_5 CPL_{it} + \epsilon \]  

(1)

Description:
CPV = Corporate Value (Y)
MDS = Multiple Directorships (X1)
TDD = Tenure of Board of Directors (X2)
ADD = Age of Board of Directors (X3)
CPG = Company Growth (Control variable)
CPL = Company Leverage (Control variable)

4. RESULT AND DISCUSSION

The purpose of this study was to obtain empirical evidence on the influence of multiple directorships, tenure, and age of board of directors on corporate value among the companies listed on the Indonesia Stock Exchange (IDX). Descriptive statistics were used to provide data in form of the minimum, maximum, median, mean, and standard deviation.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>t-Statistic</th>
<th>Prob</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>0.843</td>
<td>0.101</td>
<td>8.319</td>
<td>0.000</td>
</tr>
<tr>
<td>MDS</td>
<td>-0.003</td>
<td>0.001</td>
<td>-2.540</td>
<td>0.011</td>
</tr>
<tr>
<td>TDD</td>
<td>-0.012</td>
<td>0.013</td>
<td>-0.952</td>
<td>0.340</td>
</tr>
<tr>
<td>ADD</td>
<td>0.000</td>
<td>0.001</td>
<td>0.304</td>
<td>0.760</td>
</tr>
<tr>
<td>CPG</td>
<td>0.000</td>
<td>0.001</td>
<td>0.522</td>
<td>0.601</td>
</tr>
<tr>
<td>CPL</td>
<td>0.080</td>
<td>0.022</td>
<td>3.542</td>
<td>0.000</td>
</tr>
<tr>
<td>R-Squared</td>
<td>0.731</td>
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</table>
The result of the first hypothesis test showed that multiple directorships had a regression coefficient of -0.003 and t-statistic of -0.304 with a probability value of 0.760, which is higher than 0.05 (or 0.760 > 0.05). For this reason, multiple directorships did not have significant effect on corporate value. In contrast, company leverage has positive and significant effect on corporate value. Therefore, the tenure and age of board of directors, as well as company growth, did not have significant effect on corporate value. In contrast, company leverage has positive and significant effect on corporate value.

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