CHALLENGES AND OPPORTUNITIES OF THE LEADING EDGE IN WORLD CLASS SUPPLY CHAIN MANAGEMENT

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Bali, March 16th, 2013

Department Of Management
Faculty of Business and Economics
Universitas Surabaya
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Proceeding

The 10th UBAYA International Annual Symposium on Management

CHALLENGES AND OPPORTUNITIES OF THE LEADING EDGE IN WORLD CLASS SUPPLY CHAIN MANAGEMENT

Editors:
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Prita Ayu, MM

Reviewers:
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Dudy Anandya, Dr (Universitas Surabaya)
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Ning Gao, Ph.D. (Manchester Business School)
Wahyu Soedarmono, Ph.D. (Research Analyst, The World Bank, Jakarta)
Yuanto Kusnadi, Ph.D. (City of Hongkong University)

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FOREWORD

This proceeding is a compilation of papers submitted for The 10th International Annual Symposium on Management (Insyama) conducted by the Department of Management, Faculty of Business and Economics, Universitas Surabaya. This year’s theme of the symposium is Challenges and Opportunities of the Leading Edge in World Class Supply Chain Management.

In this opportunity, we would like to share our grateful to the institutions (National and abroad) who send their lecturer or researcher to our symposium. This symposium is to provide a sharing forum for researcher, academics, and practitioners engaged in basic and applied research in Supply Chain Management. This theme represents an emerging and highly challenging and opportunities area of research and practice. One of the most significant paradigm shifts of modern business management is that individual business no longer compete as solely autonomous entities, but rather as supply chains. Business management has entered the era of internetwork competition. In this emerging competitive environment, the ultimate success of the single business will depend on management’s ability to integrate the company’s intricate network of business relationships. The supply chain is not a chain of businesses with one-to-one, business-to-business relationships, but a network of multiple business and relationships. SCM deals with total business process excellence and represents a new way of managing the business and relationships with other members of the supply chain. Successful supply chain Management requires cross-functional integration must play a critical role. The challenge is to determine how to successfully accomplish this integration.

This symposium aims to bring together different points of view from academics, business practitioners, government agencies, and international institutions with the ultimate goal to share and disseminate various ideas and practices in Supply Chain Management.

Finally, we hope that this compilation of papers, ranging from a conceptual work to an empirical research, can enrich our perspective in supply chain management and its application in creating higher level of competitiveness.

Bali, March 16th, 2013

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MOTIVATIONAL FACTORS, ENTREPRENEURSHIP, ETHNICITY, AND PARENTAL BACKGROUND: EVIDENCE FROM THE BLOK M SQUARE ELECTRONIC CENTER, JAKARTA, INDONESIA

Agung Wahyu Handaru  
Faculty of Economics, State University of Jakarta  
email: agung_1178@yahoo.com

Widy Parimita  
Faculty of Economics, State University of Jakarta  
email: widya_parimita@yahoo.com

Inna Hadza Sabila  
Faculty of Economics, State University of Jakarta  
email: innahadza@gmail.com

Abstract  
Indonesia as a big country has multi-ethnics and vast culture diversity. Among such condition, Chinese ethnic in Indonesia is widely known for their tenacity and high entrepreneurial spirit, as many business people/entrepreneurs in Indonesia are Chinese. Therefore, eighty four entrepreneurs (electronic store owners) at Blok M Square were surveyed on their motivational factors, ethnicity, and parental background. Comparison were made on the basis of Vrooms’ Valence-Expectancy Theory, and it linked to the parental background influences and ethnicity. Result shows that: 1) Chinese entrepreneurship motivation is different with locals, 2) entrepreneurship motivation between Chinese and locals is different related with their self-employed parental background, 3) entrepreneurship motivation between Chinese and locals is different related with their non self-employed parental background, 4) locals’ entrepreneurship motivation whom their parents are also an entrepreneur is different with the other locals whom their parents are not an entrepreneur, 5) Chinese’s entrepreneurship motivation whom their parents are also an entrepreneur is alike with the other Chinese whom their parents are not an entrepreneur.

Keywords: Entrepreneurship Motivation, Parental Background, Ethnicity
Motivational Factors, Entrepreneurship, Ethnicity, and Parental Background: Evidence from the Blok M Square Electronic Center, Jakarta, Indonesia

ABSTRACT

Indonesia as a big country has multi-ethnics and vast culture diversity. Among such condition, Chinese ethnic in Indonesia is widely known for their tenacity and high entrepreneurial spirit, as many business people/entrepreneurs in Indonesia are Chinese. Therefore, eighty four entrepreneurs (electronic store owners) at Blok M Square were surveyed on their motivational factors, ethnicity, and parental background. Comparison were made on the basis of Vrooms’ Valence-Expectancy Theory, and it linked to the parental background influences and ethnicity. Result shows that: 1) Chinese entrepreneurship motivation is different with locals, 2) entrepreneurship motivation between Chinese and locals is different related with their self-employed parental background, 3) entrepreneurship motivation between Chinese and locals is different related with their non self-employed parental background, 4) locals’ entrepreneurship motivation whom their parents are also an entrepreneur is different with the other locals whom their parents are not an entrepreneur, 5) Chinese’s entrepreneurship motivation whom their parents are also an entrepreneur is alike with the other chinese whom their parents are not an entrepreneur.

Keywords: Entrepreneurship Motivation, Parental Background, Ethnicity

RESEARCH BACKGROUND

Recently the existence of traditional markets begins to declined or even replaced by the modern retail business. Retail or commonly referred as retail merchants (retailers) are fast-growing business especially in Jakarta, which has very vast consumer segmentation and huge population, and it includes all activities involved in selling goods or services directly to final consumers.

Related with the consumption of domestic product, the market share of electronic product always increases approximately 20 to 30 percent, especially on
the special moments such as Chinese New Year, Idul Fitri, and Christmas. Since the size of consumers of electronic product are so big in Jakarta, the role of retailers are very essential to reach them. This condition fostered the development of the retail industry in Jakarta, especially the growth of several product centers.

The growth of retail business in Jakarta has a strong relationship with some key players which are entrepreneurs from various background and vast diversity. One factor that can obviously seen is that most entrepreneurs in retail industry are Chinese, and they also have a strong position in electronic retail industry. They become a great player in the business, and well known as a strong, high-spirited, tenacious, risk taker kind of business person (Musianto, 2003; Zhuravskaya and Djankov, 2005). The ancestors of Chinese ethnic in Indonesia migrated thousands of years ago from China (http://en.wikipedia.org/wiki/Han_Chinese). The history of the Chinese ethnic showed that some of the ancient kingdoms in Indonesia have a good relationship with the ruling dynasties in China for trading some goods with local traders.

Chinese people have a good reputation in trading. Findings from many researchers agreed that there are traits or characteristics which are rooted in Chinese people that make them a successful entrepreneur. As described by Kahn (1974) that there are some traits that Chinese traders have which are hard work, harmony, respect for parents, coordination, cooperation, and unselfish. Furthermore, also described by Ch'ng (in Musianto, 1995), the Chinese work ethic is based on discipline, family devotion, great tolerance of the exercise, and a strong pragmatism. Another finding showed that Chinese entrepreneurs believe in values of reliable and trustworthy, the power of relationships and networks, parsimony creativity and inventive, the emergence of business and work ethics (Ch’ng in Musianto, 1995).

Another factor contributes to the entrepreneurship motivation is parental background. It can shapes a person's tendency to decide whether he/she will become an entrepreneur or not. Self-employed parents can be a push factor for their children to follow their parents, and become an entrepreneur.
Findings of Duchesnau et al., (in Sukmana 2003:18 and 2008:4) showed that successful entrepreneurs are those who were raised by parents who are also entrepreneurs, because they have extensive experience in the business. Furthermore, finding from Staw (in Sukmana, 2008:4) showed that there is strong evidence that entrepreneurs usually have parents who work independently or entrepreneur based person.

Independence and flexibility that are shown by self-employed parents become inherent for their children since childhood. The nature of independence and flexibility encourage them to establish their own business. These finding confirms that there is a connection between self-employed parents with the growth of their children’s entrepreneurial motivation. To find out more about Chinese and locals’ entrepreneurship motivation, this study will be using the Victor Vroom theory about valency-expectancy.

This study will focus to revealed whether there are differences in entrepreneurship motivation among electronic store owner at Blok M Square especially when it viewed from ethnic and parental background dimension. Thus, it can provide feedback and information needed to determining policies and human development plan of electronic industry in Jakarta especially at Blok M Square.

LITERATURE REVIEW

Motivation

Although individual motivation has been extensively studied by many scholars (Mitchell, 2001; Pieterman and Shaver, 1993; Sanchez and Sahuquillo, 2011; Sethi and Saxena; Shanea, Collins, and Lock, 2003), misunderstandings and excessive simplification often occured especially in empirical studies. As explained by Wexley&Yu (in As'ad, 1987), motivation is giving arousal patterns, which can also be interpreted to be the motive or circumstances.
In explaining the motivation, some experts suggested to view it from various angles. The motivation of a person initiated by the needs that drive him to behave or act voluntarily. In this matter, some experts have different viewpoints regarding the classification and level of needs of each person.

Several theories can be referred to explain about individual motivation such as work of Abraham Maslow, Herzberg, Alderfer, McClelland, and Victor Vroom. However, this study will focus on the expectancy theory introduced by Victor Vroom as a basic reference in measuring entrepreneurship motivation through assessing one's expectancy and valence. Beside that, this study will also link ethnicity and parental background to find out the consistency of expectancy and valence of retail store owner at Blok M Square.

**Expectancy**

Expectancy refers to one's perception of his/her ability (probability) to achieve the goal. Generally, the higher the expectations, the better of chance for gain high motivation. When individuals do not believe that they can achieve the goals, they will not be motivated to try. One of the important factors is the perception of performance and reward (outcome).

Expectancy is defined as a temporary belief concerning the probability that a particular act will be followed by a particular outcome (Vroom, 1964: 17). Expectation can be explained in terms of their power, and optimum effort is shown if the act will be followed by the optimum results, and minimum effort will occurred if the act will produces minimum outcome (Arnold & Feldman, 1986).

**Valence**

Valence is the value of the results or appeal to individuals. If the results obtained from high effort and good performance is not rewarded then the motivation will be low. If the result has a high value then the motivation will be higher. Expectancy theory does not attempt to define the specific type of need or awards, but only to say that the theory is there and may be different for every individual. An entrepreneur wants his business to have a high valence, for example its reputation and well-known, has branches everywhere, and
significantly increase revenue. Consequently, entrepreneurs will be motivated to work hard in order to achieve the goal.

**Ethnicity**

Ethnicity often becomes a significant affair to explain the differences in some positions in many particular groups, and it distinguishes motivation that occurred between them (Macionis, 1998:214). Related with this research, finding shows that Chinese entrepreneurs are dominating the trading sector in Indonesia. A review of Fujitsu Research in Tokyo stated that from the list of companies in Indonesia, approximately 73% owned by Chinese ethnic (aspirasikaltim: 2004). In other word, Indonesia's economy is very dependent on the Chinese ethnic entrepreneurs. The main factor why Chinese entrepreneurs is very good at business is that they have excellent entrepreneurial attitude and responsiveness to utilize opportunities (Supriatma, 1996: 71).

**Parental Background**

Related to the parental background, it is often mentioned that parents have a strong role for the creation of an entrepreneurial spirit to their children. Staw (in Sukmana, 2008:4) stated that successful entrepreneurs are those who were raised by parents who are also entrepreneurs, because they have extensive experience in the business.

**Research Framework**

One's motivation to act in order to achieve certain goals can be described similarly through the reason why a person wants to become an entrepreneur. According to Koontz (in Djati, 1996:26) explained that motivation is a reaction that begins with the existence of a requirement that created a desire to achieve the goal, so it can be concluded that individuals who successfully achieve its objectives usually met their needs. Thus, we can understand that the needs are the main factors why people take certain actions.
Someone will have a high motivation, if he has a good hope of his work. Vroom (in Handoko, 2002: 25), states that people tend to be motivated if they know that increased effort will lead to increased reward. In more practical terms, expectancy theory explained that someone will be motivated to carry out a high level of effort when they believed that he/she can deliver a good performance (Robbins, 2003:229). Since the human ego always wants a fine results, the driving force that motivates one's work embodied the spirit of hope that will be earned in the future (Hasibuan 2001:165). If an expectation can become a reality, one would increase work performance, on the contrary, if expectations are not met, a person will be lazy.

Valence is a result of certain behavior which has a certain value or dignity (power or value of motivation) for particular individual. If the result obtained from high effort or good performance is not decently rewarded then the motivation will decreasing. Expectancy theory does not attempt to define the specific type of requirement or awards, but it explained that the theory is may be different for every individual.

Entrepreneurship motivation and its relationship with Chinese ethnic, gender, and parental background has widely discussed around the globe, and one study which was clearly confirmed to this model was examination of Yang and Jiatao. Their study explained that there are differences of entrepreneurial motivation among students viewed from their parental background in China. To simplify the research framework, all variabels and dimensions can be seen as shown below

### Compare Means of Two Populations

<table>
<thead>
<tr>
<th>Variabel tested:</th>
<th>Variabel tested:</th>
<th>Variabel tested:</th>
<th>Variabel tested:</th>
<th>Variabel tested:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3. Parental Background: - Entrepreneur</td>
<td>3 Parental Background: - Entrepreneur</td>
<td>3 Parental Background</td>
<td>3 Parental Background</td>
</tr>
<tr>
<td></td>
<td>- Non Entrepreneur</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Entrepreneur
- Non Entrepreneur

Entrepreneur
Non Entrepreneur
Hypothesis

Hypothesis 1: Entrepreneurship motivation between Chinese and local store owner are identical

Hypothesis 2: Entrepreneurship motivation between Chinese store owner from self-employed parent and local store owner from self-employed parent are identical

Hypothesis 3: Entrepreneurship motivation between Chinese store owner from non self-employed parent and local store owner from non self-employed parent are identical

Hypothesis 4: Entrepreneurship motivation between Chinese store owner from self-employed parent and Chinese store owner from non self-employed parent are identical

Hypothesis 5: Entrepreneurship motivation between local store owner from self-employed parent and local store owner from non self-employed parent are identical

RESEARCH METHODS

This study conducted in Blok M Square, a large shopping center in South Jakarta. Research object in this study are electronic store owners located on the 3rd and 3A floor of the mall. Data collected using a questionnaire, using seven point interval scale. Interval scale can be declared in a five-point scale (or seven points, or some other numbers) which can be summed across items (Sekaran, 2002:191)
The population and respondents used in this study were all owners who have an electronic store in Blok M Square. Self-employed parental background refers to whether if one of parents has all kind of business.

Total population of this study is 107 people, consist of:
1. Chinese = 67 people
2. Local = 40 people
3. Self-employed parental background = 71 people
4. Non self-employed parental background = 36 people

Number of sample based on the Slovin method consist of 84 people. Proportional stratified random sampling method also applied to separate number of samples among dimensions and the result shown as follows:

1. Ethnic  
   a. Chinese = 53 people  
   b. Locals = 31 people
2. Parental Background  
   a. Self-employed = 56 people  
   b. Non Self-employed = 28 people
3. Parental Background – Ethnic  
   1. Chinese = 53 people  
      a. Chinese – Self-employed = 39 people  
      b. Chinese - Non Self-employed = 14 people  
   2. Local = 31 people  
      a. Local – Self-employed = 17 people  
      b. Local - Non Self-employed = 14 people

This study will use the compare means of two population for independent sample method to test the hypothesis, also known as the t test (t-test) or z test (z-test). If the population is assumed to have a normal distribution, the statistic test can be written as follows:
RESULT AND DISCUSSION

Some important findings revealed that most store owners have run the business for more than 10 years (45%), between 1 to 5 years is 36%, and the rest is below one year (19%). This indicates that most store owners have a strong tenacity and fortitude to face the competition. Viewed from funding/capital budget, most of owners use their own fund/money to start up the business by 79%, the second funding was from bank loan (12%), and joint funding with friends (9%). Another finding shows that this business can create employment opportunity since most stores can employ 3 employees (39%), 2 employees (34%), 5 employees (14%), and rest is one employee (13%).

The differences in entrepreneurship motivation between Chinese and local store owner can clearly observed from the comparison of average score between them as shown below:

<table>
<thead>
<tr>
<th>Table 1 : Descriptive Analysis (Average Score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Average Score of Respondents Answer Based on Ethnic</td>
</tr>
<tr>
<td>Variabel</td>
</tr>
<tr>
<td>Entrepreneurship Motivation</td>
</tr>
</tbody>
</table>
Entrepreneurship Motivation

Total Average Score of Local Answer Based on Parental Background

In general, the average score of Chinese entrepreneurship motivation is bigger than local, this finding conforms to many researchers, and also fit to the common perception that Chinese people are good at business. Second, when entrepreneurship motivation linked to parental background, the motivation tends to change. Both Chinese and local are influenced by their parental background, but still the Chinese outscores local in terms of entrepreneurship motivation.

**Hypotheses Testing Results**

1. Table 1 explains the values of the means comparison between Chinese and local’s entrepreneurship motivation. Since the score of equality of variance is 0.034, which is < 0.05, it means that the equal variances not assumed. Therefore, we have to use 0.018 as significance 2-tailed to determine Ho rejection. Since the value < 0.05, then Ho rejected. It means that there is a difference in entrepreneurship motivation between Chinese and local store owner at Blok M Square.

---

<table>
<thead>
<tr>
<th>Variabel</th>
<th>Self employed</th>
<th>Non- Self employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurship Motivation</td>
<td>40.21</td>
<td>39.77</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variabel</th>
<th>Self employed</th>
<th>Non- Self employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurship Motivation</td>
<td>37.21</td>
<td>33.41</td>
</tr>
</tbody>
</table>

**Table 1.**

<table>
<thead>
<tr>
<th></th>
<th>Levene’s Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
</tr>
</tbody>
</table>

10
2. Table 2 explains the values of the means comparation between Chinese and local with both self-employment parental background included. Since the score of equality of variance is 0.713, which is > 0.05, it means that the equal variances assumed. Therefore, we have to use 0.020 as significance 2-tailed to determine Ho rejection. Since the value < 0.05, then Ho rejected. It means that there is a difference in entrepreneurship motivation between Chinese and local store owner at Blok M Square (from both self-employed parental background).

<table>
<thead>
<tr>
<th>Motivasi</th>
<th>Equal variances assumed</th>
<th>4.656</th>
<th>0.034</th>
<th>2.637</th>
<th>82</th>
<th>0.010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>2.445</td>
<td>49.715</td>
<td>0.018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2.
**t-test of Entrepreneurship Motivation Between Chinese and Local (both self-employed parental background included)**

<table>
<thead>
<tr>
<th>Motivasi</th>
<th>Levene’s Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>Motivasi</td>
<td>Equal variances assumed</td>
<td>0.137</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>2.402</td>
</tr>
</tbody>
</table>

3. Table 3 explains the values of the means comparation between Chinese and local with both non self-employment parental background included. Since the score of equality of variance is 0.033, which is < 0.05, it means that the equal variances not assumed. Therefore, we have to use 0.019 as significance 2-tailed to determine Ho rejection. Since the value < 0.05, then Ho rejected. It means that there is a difference in entrepreneurship motivation between Chinese and local store owner at Blok M Square (from both non self-employed parental background).

<table>
<thead>
<tr>
<th>Motivasi</th>
<th>Levene’s Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>Motivasi</td>
<td>Equal variances assumed</td>
<td>0.137</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>2.402</td>
</tr>
</tbody>
</table>
4. Table 4 explains the values of the means comparison among Chinese store owners linked with their parental background. Since the score of equality of variance is 0.550, which is > 0.05, it means that the equal variances assumed. Therefore, we have to use 0.135 as significance 2-tailed to determine Ho rejection. Since the value > 0.05, then Ho accepted. It means that there is no difference in entrepreneurship motivation among Chinese store owners when it linked to their parental background.

Table 4.
 t-test of Entrepreneurship Motivation Among Chinese Store Owner (Self employed and Non Self Employed Parental Background Included)

<table>
<thead>
<tr>
<th>Levene’s Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>Motivasi</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
</tbody>
</table>

5. Table 5 explains the values of the means comparison among local store owners linked with their parental background. Since the score of equality of variance is 0.605, which is > 0.05, it means that the equal variances assumed. Therefore, we have to use 0.015 as significance 2-tailed to determine Ho rejection. Since the value < 0.05, then Ho rejected. It means that there is a difference in entrepreneurship motivation among local store owners when it linked to their parental background.

Table 5.
 t-test of Entrepreneurship Motivation Among Local Store Owner (Self employed and Non Self Employed Parental Background Included)

<table>
<thead>
<tr>
<th>Levene’s Test for Equality of Variances</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Summarized results of hypotheses testing are as follows:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Decision</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: Entrepreneurship motivation between Chinese and local store owner</td>
<td>Ho: rejected</td>
<td>0.018</td>
</tr>
<tr>
<td>are identical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H2: Entrepreneurship motivation between Chinese store owner from self-</td>
<td>Ho: rejected</td>
<td>0.020</td>
</tr>
<tr>
<td>employed parent and local store owner from self-employed parent are</td>
<td></td>
<td></td>
</tr>
<tr>
<td>identical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H3: Entrepreneurship motivation between Chinese store owner from non</td>
<td>Ho: rejected</td>
<td>0.019</td>
</tr>
<tr>
<td>self-employed parent and local store owner from non self-employed parent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>are identical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H4: Entrepreneurship motivation between Chinese store owner from self-</td>
<td>Ho: accepted</td>
<td>0.135</td>
</tr>
<tr>
<td>employed parent and Chinese store owner from non self-employed parent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>are identical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H5: Entrepreneurship motivation between local store owner from self-</td>
<td>Ho: rejected</td>
<td>0.015</td>
</tr>
<tr>
<td>employed parent and local store owner from non self-employed parent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>are identical</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Result shows that ethnicity does shape the entrepreneurship motivation, and it confirms to Macionis (1998:214). Chinese ethnic also play an important role in business since 73% of industry is administered by Chinese (aspirasikaltim, 2004). Another factor fostered the entrepreneurship motivation is parental background related with some values which are transferred to their children, this finding inline with Kunio (1990:76-77), Benedicta (2003:18), and Sukmana (2008:4). Children from self-employed parents tend to become an entrepreneur since they have a role model and viewed as a successful figure, and therefore it fostered them to copy their parents (Wadhwa, aggarwal, Holly, and Salkever, 2009; Yang and Li, 2008; Zhuravskaya and Djankov, 2005). Self-employed parents also demonstrating a flexible and independent working process, which can
motivated their children to start-up a new business (Sukmana, 2008). This result also confirm with Cotleur (2003) which shows that children from self-employed parents tend to have more willingness to start a new business.

CONCLUSIONS

Ethnicity once again contributes to the differences in entrepreneurship motivation between Chinese and local. Chinese ethnic tends to have more spirit and tenacity to start a business rather than local. This occurrence can be viewed from many angles like historical studies, virtues, norms, and also leadership which are taught by parents to their children. In many aspects, Chinese is outscores local in terms of entrepreneurship motivation, and it confirms to the real fact that Chinese successfully administered most business in Indonesia. With a strong individual values and vast networking, local businessman can learn a lot from Chinese entrepreneurs, and should build a strong networking with them to survive in competition. The local government assistance is needed to cultivate the spirit of entrepreneurship through some policies such as soft loan, simple paperwork, and development of another business centers since this business is profitable, reduces the unemployment rate, and contributes to national economy. Future research should observe another business centers to get a better understanding about entrepreneurship motivation. This can be done by adding the area of research to another region to get more business centers. Another suggestion to further research is to observe the influence of macro-economy and situational factors to entrepreneurial motivation in Indonesia.

REFERENCES


