

Entrepreneurial Behavior of Birdcage Craftsmen: An Evidence from Indonesia

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Abstract:

The emergence of birdcage craftsmen was encouraged by the problem of the family's financial needs and the increasing demand for handicrafts. Entrepreneurial behavior of craftsmen was oriented towards five aspects of business development. The business development aspects were namely innovation, proactive attitude, risk taking, networking, and results oriented. The present research used qualitative approach. Through real experience, researchers conducted interviews and discussions with four birdcage craftsmen. They were birdcage craftsmen and entrepreneurs in Turen sub-district, Malang district East Java Province of Indonesia. The results of the study showed that the entrepreneur behavior of the birdcage craftsmen had applied the five aspects studied.

Keywords: *Entrepreneurial Behavior, Birdcage Craftsman*

1. Background

Increasing concerns about unemployment, job creation, economic growth, and the competitiveness of the global economy, made policymakers respond by creating new businesses (Thurik & Wennekers, 2004). The entrepreneurial decision is influenced by several trigger factors. The decision does not only depend on their socio-economic environment but also the intrinsic characteristics of the individual, such as the psychological characteristics of the person. The entrepreneurs are still lack of understanding about translating entrepreneurial behavior. The lack of knowledge about Entrepreneurial behavior in an industry is the most important existence of negligence. Doing activities in entrepreneurship as best as possible will have an impact on the increasing and development of companies that have been implemented so far.

An entrepreneur is someone who is involved in identifying and developing new opportunities, methods, products, establishing a strategic vision for the organization or influencing top management to adopt existing opportunities and motivate others to carry out the business (Ireland et al., 2009; Lau, 2012). A determination of the fate and self-identity of an entrepreneur is not enough by just maintaining his entrepreneurial identity, but it also supported by knowledge, skills and experience related to entrepreneurial behavior. This will not be maximal without followed by how to practice competencies related to entrepreneurial behavior (Kirkley, 2016).

Entrepreneurial behavior is a risky business that requires business people or leaders to be active and it is directly involved in a condition called entrepreneurship (Sine, et al., 2005). Wenhong & Liuying (2010) explained that the entrepreneur involvement need to be carried out with the aim of developing a company's social environment, especially promotional activities that become the backbone of the company's progress. Knowledge of entrepreneurial behavior is more concentrated on large industries where have been different dynamics (Mezias & Kuperman, 2001). So that the involvement of entrepreneurs will result in persistence in the current problems or phenomena (Forbes & Kirsch, 2011). Blesa & Ripoless (2003) explained that the spirit of entrepreneurship should be understood as a proactive response to the market opportunities. Altinay (2008) stated that entrepreneurial behavior also exploits the cultural background of society. It aims to gain a company's competitive advantage.

Entrepreneurial behavior is the most important thing in entrepreneurship, but the activities also tend to have a large impact on subsequent developments in an industry (Gupta, et al., 2015). This entrepreneurial

behavior needs to be identified further in order to improve the quality of entrepreneurship that will be carried out by an entrepreneur. According to Lau et al. (2012), there are ten entrepreneurial qualities, namely: innovation, risk-taking, networking, integrity, opportunity, non-systembound orientation, orientation to change, flexibility, informality and results-based orientation.

1.1 Innovation

Geisler (1993) stated that professional entrepreneurs are more successful in their organizational activities if they show intrapreneurial behavior. In practice, a leader needs to practice their skills to be more creative and innovative. Sholhi & Koshkaki (2016) entrepreneurs have broad behavioral insights in the market related to what consumers need, so that they will expand their business by making product innovations and taking risks to innovations made. Man et al. (2002), to explained the ten fields of entrepreneurial competency relating to behavioral perspectives which one of them was innovative which proved to have an impact either directly or indirectly on the performance of SMEs. In innovation entrepreneurial behavior is very necessary, by innovating the product and seeing what the market wants, it will be able to develop one's business.

1.2 Risk Taking

Increasing of entrepreneurship is a global phenomenon. It has made more varied, including in places where the business environment is often very extreme challenging (Welter & Smallbone, 2011). Zeffane (2015) explained that business risk-taking is gender influential. However, risk-taking on the problems in the field must still be carried out by an entrepreneur, because this is the key to a successful business

1.3 Networking

Geisler (1993) revealed that there are three main tasks of entrepreneurship, namely forming a competitive scope of the company, creating organizational capabilities, setting goals and taking action. Burgelman (1983), conducted a study about R & D in large companies. The study investigated how large company created a new business with developing new technology that named as ICV. According to Gilinsky, et al. (2010), company leaders must be able to develop technical competencies and social networking skills to achieve small wins, by building an entrepreneurial team by combining their ability to achieve goals. Entrepreneurial behavior must do a social networking process

both with business partners and with consumers so that the products produced can be known by consumers.

1.4 Integrity

Integrity is done by involvement in all aspects of the organization, starting from the competence or ability of the entrepreneur or workforce to obtain, use and develop resources in developing their business (Mitchelmore & Rowley, 2009). Entrepreneurship competency consists of components rooted in a person's background (characteristics, personality, attitudes, social roles and self-image) as well as people who can be obtained at work or through training and education (skills, knowledge and experience) (Man & Lau, 2005; and Mitchelmore & Rowley, 2009).

1.5 Opportunity

Entrepreneurial behavior is a comprehensive term that has built all the structures of actions taken by members of a company that are related to discovery, evaluation, and exploitation of entrepreneurial opportunities (Shane & Venkataraman, 2000; Kuratko, et al., 2005) Entrepreneurial actions involve new businesses and their members by using new resources, interaction with new customers, involvement with new markets and with new combinations of existing resource portfolios, customer base, and serving on the market (Kuratko, et al., 2005). An entrepreneur must be able to take advantage of the opportunities that exist, so the company can compete with others.

1.6 Non- System bound Orientation

An entrepreneur can contribute to institutional changes in different ways, such as opinions from (Battilana, et al., 2009; Walter & Smallbone, 2011) arguing that in order to turn agents into institutional entrepreneurs, they need to be initiated from damage changes in the presence of an institutional framework and also actively participate in its implementation.

1.7 Change Orientation

The quality of Entrepreneurial behavior must be able to respond and deal with environmental changes proactively which involve taking initiatives by increasing innovation by submitting and selling ideas, products and even services. As well as implementing a reactive approach by responding to and initiating change, they must truly understand their needs and the strategic objectives of the units and the need to develop a market utilization plan that can be obtained from their efforts (Geisler, 1993). Wolff, et al. (2015), argues that elements of entrepreneurial

orientation such as proactivity, risk-taking, and innovative behavior are action oriented.

1.8 Flexibility

The role of the need for attention to the institutional environment in which entrepreneurship arises because of its influence on community attitudes toward entrepreneurship, the nature and level of business opportunities, and resources that can be mobilized to exploit them (Walter & Smallbone, 2011).

1.9 Informality

In examining that interaction between structure and agency in terms of context, special attention is given to the role of trust in explaining Entrepreneurial behavior, with institutional trust complementing formal institutional frameworks and personal beliefs acting as a substitute for deficiencies in the formal institutional framework (Walter & Smallbone, 2011).

1.10 Result Orientation

Wolff, et al. (2015), stated that the values that exist in a company when combined with appropriate behavior could lead to business growth. A strategy to implement work commitments is needed for achieving the desired results in accordance with the planned goals. For this reason, the need for attributes to support entrepreneurial behavior such as motivation, confidence, creativity, good level of locus of control, hard work, commitment, autonomy, and determination are important. So this will create skills in negotiation, persuasion, sales, submission, project management, time management, strategy and creative problem solving (Gib, 2002; Karp, 2006).

Small businesses are businesses started for various reasons, running by owners with various aspirations and abilities, having very different internal organizational characteristics, and located in various sectors and locations (Wijewardena et al., 2008; Blackburn, et al., 2013). Small businesses can be a good vehicle for competitive entrepreneurs who introduce new products, processing with industrial change and running and own business for survival (Wennekers & Thurik, 1999; Thurik & Wennekers, 2004). For this reason, the survival of small businesses depends on their struggle to carry out management competitiveness because their anticipation and reaction is a capacity to face environmental challenges (De Lema & Durendes, 2007). The new small business depends on not only workers, potential and social stability, but the power of competes and innovations are created (Wennekers & Thurik,

1999; Thurik & Wennekers, 2004) Where the shift from small businesses with the improvement from the social side maintains the economic costs of the entrepreneurial situation. Therefore, that with some of these problems raises a policy of the importance of someone's creativity in doing business or becoming an entrepreneur. The shifting of small businesses according to Thurik & Wennekers (2004), gives a certain impact including, a vehicle for entrepreneurship, a way to innovate, a dynamic industry and a generation of workers. So that with this impact, new entrepreneurs can use it by channelling their own creativity and innovating in small businesses so that they can create jobs from the existing unemployment problems.

When creating a craft, the craftsmen need to carry out a continuous process of change and innovation. This is part of a complex pattern of socio-technical design and improvement where technical development interacts with the organization and the development of workforce designed in accordance with the company's strategy (Sorge, et al. 1982). In order for the craftsmen to be able to compete with the same type of business in the market, it is necessary to support production technology in developing the products produced. This technology will help craftsmen to get more creative production results which are needed in the market. In Turen Subdistrict Malang Regency has a lot of small businesses including businesses in the field of food such as snacks, tofu, tempeh and even bird cage crafts. The craftsmen in the village of *Gedog* started a business because most were due to the financial needs of the community. Not only that, now the results of birdcage craft are needed by several groups, one of whom is ornamental bird lovers. Where many bird tournaments conducted in certain areas require the existence of birdcage craft products to support these activities. So that many consumers want a quality and good bird cage to place their pets when participating in the contest, so as to support in terms of appearance when in the contest. Because with a large number of consumer requests for handicraft products, it is a problem of lack of fulfilment of consumer needs for birdcage bird cage craft, so many people in the Desa *Gedog* decided to become bird cage craftsmen. Besides channelling a hobby, also from a guaranteed aspect of business sustainability. But what is still a problem, there are still many bird cage craftsmen who start businesses from joining in, so that the resulting products are less developed. In order for the products to be able to compete in the market and

attract customers, the craftsmen must make product innovations that are tailored to the wishes of the buyer, both from design, material or others.

Based on the above problems, the researcher was interested in conducting a study on "Entrepreneurial Behavior of Birdcage Craftsmen in Turen sub-district, Malang regency"

2. Methods

This research was conducted to explain the entrepreneur behavior of birdcage craftsmen in Turen sub district, Malang District, East Java Province, the Republic of Indonesia. The study included 5 aspects, namely innovation, proactivity, risk-taking attitude, networking and results in orientation. This research was conducted at two locations, namely birdcage owned by Mr Supriadi and Mr Joko, whose address was in *Gedog Wetan*. The source of the research was carried out by interview, observation, and documentation directly. Interviews were conducted to four Informants, including 2 craftsmen entrepreneurs and 2 employees of craftsmen. This qualitative research method used model interactive analysis (Miles & Huberman, 1984; Sugiono, 2010). The validity of the findings checked by conducting source triangulation.

3. Results and Discussion

3.1 Results

Based on the results of studies the Informants' identities were obtained as follows:

No	Informants	Name
1	Informant 1	Mr. Supriadi (Birdcage craftsman)
2	Informant 2	Mr. Joko Wahono (Birdcage craftsman)
3	Informant 3	Mr. Andik (Employee from Mr. Supriadi)
4	Informant 4	Mr. Suwadi (Employee from Mr. Joko Wahono)

(Sources: Observation Results and Interviews, 2018)

Becoming a successful entrepreneur needs to be balanced with the ability of innovation, proactivity, ability in networking, the attitude in risk-taking and results in orientation. This will be explained by researchers regarding entrepreneurial behavior of birdcage craftsmen.

On the aspect of craft innovation that has been carried out by both craftsmen so far, namely (Informant 1) "Innovating in the form of product design several times starting from the

Harbot design, the crescent moon has survived the BNR design. Not only that innovation is also done from raw materials that will be processed using badutan wood (rain wood) which has a smooth and polished design and texture. This is supported by (Informant 3) which states the same thing.

It is different with (Informant 2) "innovating in the form of design products from design, harbours, lakes, the crescent moon to BNR and according to customer desires". This is also confirmed by (Informant 4) which states the same thing

In the proactive aspect of running this birdcage business, entrepreneurs do not do it themselves but are assisted by several employees to process the products to be produced.

(Informant 1) "started a business with the help of capital from a friend who is a colleague. Where he is a collector and who markets products, as well as being a liaison with customers "

(Informant 1) "the process of making bird cages by buying raw materials, namely wood, after that it is processed from sawmills, cutting according to size, sandpaper until the design process uses existing machines"

(Informant 2) "started a business with personal capital for the purchase of machinery, but after the effort went along with colleagues who were collectors of handicrafts produced, as well as finishing products."

(All informants) "the process of making bird cages by buying raw materials, namely wood, after that it is processed from sawmills, cutting according to size, sandpaper until the design process uses existing machines"

Every effort must go through a risk, this also applies to birdcage craftsmen. The main problem in the financial aspect is how to anticipate it by requesting a 50% payment at the time of booking (Informant 1) and continuing to run the business continuously every day (Informant 2).

The business cannot succeed if there are no colleagues and customers for the product produced. Likewise, this birdcage craftsman cooperates with colleague Bapak Heru who is his colleague and connects with customers who currently reach Bandung, Jakarta and Semarang (Informant 1). While (Informant 2) has also collaborated with colleague Pak Iwan who is also a collector who markets his products to customers in the cities of Bandung, Jakarta and Semarang.

The main purpose of starting a business is a goal that is oriented towards the results and the

achievement of the desired goals between (Informant 1) and (Informant 2) giving the same opinion that "Paying attention to and maintaining product quality in accordance with market desires". This was also disclosed by (Informant 3) and (Informant 4) that "the products of produced pay attention to the quality of goods".

3.2 Discussion

Entrepreneurial Behavior of Birdcage Craftsmen in Aspect of Innovation

Being a birdcage craftsman is not easy, they must be able to carry out entrepreneurial behavior. In order for businesses to develop well, an entrepreneur needs to innovate. This innovation can be a product or the way marketing is done. Sholhi & Koshkaki (2016) entrepreneurs have broad behavioral insights in the market related to what consumers need so that they will expand their business by making product innovations and taking risks to innovations made. In a study conducted by Man et al. (2002), also explained the ten fields of entrepreneurial competency relating to behavioral perspectives which one of them was innovative which proved to have an impact either directly or indirectly on the performance of SMEs. From the results of the research conducted, several innovations have been made by craftsmen. The preferred innovation here is innovation in the products produced.

Informant 1, has made product innovations in the form of craft product designs. This design changes according to the needs of customers or consumers. Where designs are made following consumer needs. Not only that, but product development is also from the raw materials used to make birdcage crafts in the place of Informant 1. Although customers often ask for the desired raw material for the products produced, this Informant 1 has its own uniqueness, which is wrong one raw material for birdcage craft made from badutan wood (ramin wood). When this material is designed and polished using sophisticated machines, it will look a design pattern, even though it does not finish. This is in accordance with the theory of Sholhi & Koshkaki (2016) that entrepreneurs have broad behavioral insights in the market related to what consumers need so that they will innovate.

Informant 2 have also made innovations, but the innovations carried out only come to product design, where product designs are made according to consumer needs. Ranging from herbot designs, crescent lakes to BNR designs.

But Informant 1 did not make other innovations except the product design that was done. So that not much innovation was carried out by Informant 2. Even so, Informant 2 tried to make the product in accordance with the wishes of consumers. This supports previous research from According to Geisler (1993), professional entrepreneurs are more successful in their organizational activities if they show intrapreneurial behavior by innovating.

Entrepreneurial Behavior of Birdcage Craftsmen in Aspect of Proactive

Birdcage craftsmen in implementing entrepreneurial behavior must be proactive. Proactively what is meant here is that business owners are involved in the product manufacturing process. What is meant here is not only directly involved in making products, but ideas, managerial initiatives are needed so businesses can run and be able to compete in the market.

Informant 1 started a business proactively, starting with cooperating with a friend named Mr Heru who is also a provider of capital assistance to start a business, market initial products and become a regular customer. Another proactive attitude is made by making products that are produced using sophisticated machines ranging from design planning, material purchasing, to processing using these sophisticated machines which are assisted by employees in their completion. This supports the research of Blesa & Ripoless (2003), the spirit of entrepreneurship must be understood as a proactive response to market opportunities.

Informant 2 started his own business, with a proactive attitude he bought the machines gradually. Proactively on Informant 2 describes with the help of several employees up to the design process, but finishing is done by regular customers who are collectors. But this Informant 2 also participated in the process of making birdcage craft products. This proves that the involvement of entrepreneurs or entrepreneurs will generate persistence on the problems or phenomena that have occurred at this time (Forbes & Kirsch, 2011).

Entrepreneurial Behavior of Birdcage Craftsmen from the Aspect of Risk Taking

A business will not be successful if there are no risks that passed and resolved. As with this type of craft business, birdcage craftsmen will not succeed if there is no process through. Entrepreneurial birdcage craftsmen also take account of risk-taking. Which in the presence of

the risks faced will make the business grow even better.

Informant 1 revealed that the business would not succeed if no risk of being passed. When starting a birdcage business, Informant 1 has gone through the risks that must be faced, one of which is payment for the product produced is not in accordance with the agreement or often hampered. To anticipate this, craftsmen have their own tricks so that product payments run smoothly. Not only to be able to compete with other products, but Informant 1 also maintains the quality of the product. This explanation from Informant 1 supports that in some business places there are often extreme challenges (Welter & Smalbone, 2011), resulting in the need for approaches and methodologies to incorporate the role of the social context if its nature varies and the development of entrepreneurship and entrepreneurial behavior characteristics must be understood. This is also supported by an explanation from Informant 3 who said that the risk is not only from the price, but in organizations such as damage to machinery must also be immediately addressed to speed up the process of product processing, so that it is not constrained and the results can be targeted.

Informant 2 also went through various risks when they became craftsmen. One of the risks is from the financial aspect where funds are often used by other needs, so it is overcome by the process of making uninterrupted products. To be able to compete in the market, Informant 2 pay attention to and maintain quality products. This supports the theory of Welter & Smalbone (2011) explained that business places often occur very extremely challenging risks resulting in the need for approaches and methodologies to incorporate the role of social contexts. This is also supported by the Informant's explanation, that to be able to feel in the market the quality of the product must be maintained.

Entrepreneurial Behavior of Birdcage Craftsmen from the Aspect of Networking

Entrepreneur behavior of birdcage craftsmen in developing their products to be known and enjoyed by the market needs the aspect of networking. These aspects are a way for consumers to know the products that have been produced.

Informant 1 when starting a business he has done networking by cooperating with a friend named Mr Heru, he is the main capital lender and is a collector of birdcage crafts. Through him, Informant 1's handicraft products

were marketed and he was also a colleague of Informant 1. That is where the craft finishing was made by Informant 1. So that from the beginning of the business, Informant 1 had already done social networking. This supports the explanation presented by Gilinsky, et al. (2010), company leaders must be able to develop technical competencies and social networking skills to achieve small wins, by building an entrepreneurial team by combining their ability to achieve goals. Informant 3 also explained that a colleague from Informant 1 was Mr Heru who was an intermediary to market products from Informant 1 so that until now Informant 1 had customers to outside the region, such as Bandung, Jakarta and Semarang.

Informant 2 also has networking, although it does not start at the beginning of the business. But after several years of effort being run, Informant 2 took Mr Iwan who is a permanent colleague and craft collector. It was at this place that finishing of handicraft products was carried out and as a liaison in marketing products from Informant 2. This was also explained by Informant 4 that colleague from Informant 2 was Pak Iwan and his customers now reached Jakarta, Bandung and Semarang. This explanation is in accordance with the theory of Gilinsky, et al. (2010).

Entrepreneurial Behavior of Bird Cage Craftsmen in Kecamatan Turen (Turen District) from the Aspect of Result Orientation

A business will have no meaning if there are no goals to be achieved. When a business is established, it is necessary to orient the results. Entrepreneurial behavior must also be oriented towards the desired results. This is needed so that the efforts that have been made can be as planned.

Informant 1 when starting a business is certainly results-oriented, there are desired goals. The intended results are the benefits and results that are in accordance with the target. To achieve this, Informant 1 tried to maintain good product quality, so that it would provide customer satisfaction. When a customer feels satisfied, it will have an impact on the customer's desire to buy the product on an ongoing basis. This was also conveyed by Informant 3, which when making craft must be in accordance with the wishes of Informant 1, that the quality of goods is number one. This explanation supports the theory of Wolff, et al. (2015), states that the values that exist in a company when combined with appropriate

behavior can lead to business growth, which is the main goal that is oriented to maximum results.

Informant 2 in running a business also has an orientation on the results to be achieved both in terms of benefits or targets for the products produced. Informant 2 chose the method by maintaining good product quality. So that with this good quality, customers will like products that have been made and do not move to other craftsmen. Informant 3 also explained that Informant 2 always maintained the quality of the product and made it according to the customer's wishes. This supports the theory of Wolff, et al. (2015).

4. Conclusion

The innovation that has been done by the birdcage craftsmen is from the design of the products and raw materials used. Where the product design has undergone a change starting with the design of the lake, the crescent moon and now the market's most desirable is the BNR model. From the raw material used, one of the craftsmen also uses basic ingredients of badutan wood (ramin wood). Where this wood has its own style, so that after polishing, the results are good and can be directly marketed, without finishing or painting first.

The proactive attitude of the birdcage craftsmen is by providing the tools and materials needed, after that in the process of using sophisticated machines to obtain the desired results. The manufacturing process is also through the supply of raw materials, namely wood, after which sawing, cutting, polishing and finishing are done to the design of the craft.

Attitude is facing the risk of this birdcage craftsman, especially when paying for products that are often hampered is by asking for 50% payment to be made at the time of booking. Not only that, obstacles such as a broken machine must also be repaired immediately so that the production process is not hampered. The work method is done every day, except Sundays. So this birdcage craft product is still run.

Networking carried out by craftsmen by cooperating with colleagues who are collectors and finishing or painting places for the products made. From this colleague, handicraft products are marketed. So that, the market know and interest to the product where customers reach the cities of Bandung, Jakarta and Semarang.

Orientation to the results of birdcage craftsmen by maintaining and maintaining the quality of the products produced. With good

product quality, customers will be interested. This impact on the income of the business being run.

5. Suggestion

Based on exposure to data, research findings, discussions and conclusions, we can recommend some suggestions. The craftsmen can find out aspects of entrepreneurial behavior in doing craft business. Aspects such as innovation, proactivity, attitude in risk-taking, social networking and results orientation should be implemented in accordance with the demands of the times. So that, the products that produced by the craftsmen in the future can compete with products from outside the market. Social networking is done not only between humans but also by using digital technology. So that, many peoples can know the product quickly.

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