

ENTREPRENEUR DEVELOPMENT PROCESS FROM NATIONAL ENVIRONMENT (CONSTRUCTIONIST STUDY OF AN ENTREPRENEUR AT PT. MASPION COMPANY, SIDOARJO)

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***Abstract:** Mind-set of entrepreneurs is about becoming a successful personal. Entrepreneur is a life choice. However, this life choice can become a personal successful when an entrepreneur has a supportive attitude and behavior. Entrepreneur development process of studied respondent in national environment is influenced by internal and external environment. Entrepreneur spirit development in national environment involves several parties as employees, partners, suppliers, distributors and government (shareholders and stakeholders). Process to create an entrepreneur spirit in national environment can be done in several phases. Entrepreneur spirit who built from national environment are: experience, think long term, have a calculation and planning, always listen to advice, smart, courage, try to become market leader, willing to sacrifice for better future, a true marketer and to the point.*

***Keywords:** entrepreneur, the national environment, shareholders and stakeholders*

1. INTRODUCTION

Mind-set of entrepreneurs is about becoming a successful personal. Entrepreneur is a life choice. However, this life choice can become a personal successful when an entrepreneur has a supportive attitude and behavior. Attitudes and behavior of an entrepreneur orients towards progress and positive thoughts. Alma (2011: 52) states that traits that should be owned by an entrepreneur are confident attitude, task and results oriented, risk taker, leadership, originality, and strive for a future orientation. An entrepreneur has different driving factors when compared with drivers of entrepreneur spirit formation in family environment. Baum and Locke (2004) describes the factors to create entrepreneurship spirit in national scope are passion, expertise in new human resources, tenancy, good communication, self efficacy, goal, conducive

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environment, and previous business. Singh, Simpson, & Mordi (2011), explains that factors to shape the entrepreneur spirit is quality, it includes risk taking, creativity, challenge and competition; personal (self esteem, self confidence, self achievement, recognition, and legacy); income and career (higher income, a career change, the character development of justice); marketing (financial, labor, service providers, market, network, and rules); and environment.

2. LITERATURE REVIEW

2.1. Concept of Entrepreneur

2.1.1. Definition of Entrepreneur

The entrepreneurship term has evolved since the 11th century. A long history of entrepreneurship meaning has been carried out, ranging from the 11th Century at that time, the meaning merely as *entrepren dre*. In 13th century, entrepreneurship means adventurer or undertaker, which means adventurous and brave. Entrepreneurship continues to grow; in 17th century entrepreneurship means as improving economics, it was developed by Say and Cantillon. In 18th century, Say continues the exploration to define entrepreneurship as an activity to bring and unite the factors of production to be processed into production that has a value (Priyanto, 2009).

According to Jean-Baptiste Say (1810, cited in Harefa and Siadari, 2007: 12-13), entrepreneur is a production coordinator with managerial capacity, in this case the entrepreneur can create an abstract idea into a good or service that can be enjoyed by others. According to Schumpeter (1910, in Harefa and Siadari, 2007: 13), entrepreneur is a creative innovator. Innovator are different from the views of others because when others want to become workers, entrepreneur wants to open a business to make money and want to show the best side and always wanted to work.

2.1.2. Characteristics and Nature of Entrepreneur

In essence, entrepreneur mindset should start by thinking about desires to become a successful personal. This is similar to statement of Soegoto (2009: 4) that naturally entrepreneurs are people who have the ability to see and assess business opportunities, collecting resources to take appropriate action, taking advantage has a characteristic, nature, character and willingness to realize innovative ideas into real world creatively in order to be successful/increase revenue.

Alma (2008: 53) identifies the traits that need to be owned by an entrepreneur in order to succeed as follows:

1. Confidence

The main properties of confidence is started from a steady personal, not easily swayed by opinions and advice of others but use most of these suggestions as inputs.

2. Results and task oriented
Entrepreneur's nature does not put prestige in first priority but rather focused on accomplishments to be achieved.
3. Taking a risk
Risk-taking traits have important effect in world of entrepreneurship that is full of risks and challenges. The important thing to note is how an entrepreneur taking a risk with full consideration.
4. Leadership
An entrepreneur must have leadership spirit. A good leader must hear comments and suggestions from subordinates for advancement of company's performance.
5. Originality
Entrepreneur should not only trail others people, but has own opinion, an original idea and be able to realize the idea.
6. Future oriented
An entrepreneur must has perspective, has a vision for future. Business is not established for a while but forever. To prepare a vision ahead, entrepreneurs need good planning and careful strategy.
7. Creativity and 'innovation
Creativity is the ability to develop new ideas and find new ways to see the opportunities or problems that will be encountered. Innovation is the ability to use creative solutions to fill the opportunity to bring benefits in people's lives.

2.1.3. Characteristics of Entrepreneur

Historically entrepreneur context is developed from two major concepts. The first the concept is put forward by Kuratko and Hodgets (2001) cited by Manurutng (2008: 1) that "The Entrepreneur is one who undertakes to organize, manage and assume the risk of a business ". This concept suggests that entrepreneur is a person action to build an organization, managing business risk occurred.

The second concept is stated by Zimmerer and Scarborough (2005) in by Manurutng (2008: 2) that "An entrepreneur is one who creates a new business in face of risk and uncertainty for purpose of to achieve a profit and growth by identifying significant opportunities and assembling the necessary resources to capitalize them". The concept has a meaning that someone in world of entrepreneurship should have expertise in dealing with risks in future and continue to strive to grow and maximize its resources in order to earn a profit for business being operated.

Referring to two concepts mentioned above, it can be concluded that basically entrepreneur has 4 (four) characteristics (Manurung, 2008: 2):

- a) Running a business with the possibility to make a profit.
- b) Daring to bear and accept the business risk in future.
- c) Businesses that are occupied will have a chance to grow.
- d) Company will make innovation and business capitalization.

Another opinion related to an entrepreneur characteristic is expressed by Baringer and Ireland (2008: 8-12), which stated four major below as entrepreneurs characteristics.

1. Eagerness to business
Entrepreneur conviction makes the business become successful. The stronger the desire they have to succeed, the greater opportunities of success.
2. Focus on product and customer
This characteristic emphasizes that entrepreneurs can be successful when oriented in two important components in business among other products and customers. Products offered are the best product. Because it concerns the integrity of entrepreneur itself when the products produced good quality then automatically customers feel served well. Customer confidence rose and then will continue to use the product.
3. Tenacity even in failure
Failure is commonplace for entrepreneur, but this is a measure of entrepreneur to continue to survive and remain resilient. Failure is a learning of created attitude to continue to rise up and try relentlessly.
4. Skill in execution
Successful businesses cannot be separated from the entrepreneur expertise in implementing various plans when businesses start running. Skill in execution relates to integration the execution of an idea into a real business model, build a solid team, build partnerships, managing finances, leading and motivating employees, and other managerial activities.

Based on some of above opinion, Kuratko and Hodgets (2001) reflect 10 entrepreneurs characteristics below.

1. Entrepreneur is a doer not a thinker.
2. Entrepreneurs are born not made or created.
3. Entrepreneur always becomes inventor/creator of something.
4. Entrepreneurs are academics and not able to adjust in society.
5. Entrepreneur must meet the "profile".
6. Entrepreneur need is money.
7. Entrepreneur need is luck.
8. Ignorance is bliss for entrepreneur.

9. Entrepreneur wants success, but experience show the failure rate is quite high.
10. Entrepreneur is a person who dares to take risks.

According to Hendro and Widhianto (2006: 54), the difference between entrepreneur with ordinary people or others is an entrepreneur has the following characteristics:

1. Clever to manage fears
A smart and good entrepreneur clever to manages fear to arouse the courage and confidence in face a risk (Risk Manager, not Risk Taker).
2. Having different eyes "view" from the others
"Eye view" is the way one looks at things (problems, difficulties, changes, self, environment, trends and events) to bring their creativity to create ideas, ideas, concepts and dreams, and then tries to increase the value (added value). A person who has a strong entrepreneur spirit has different view pattern from other people.
3. True marketer or excellent seller
Skill will facilitate to build a business, accelerate of business growth, and reduce dependence on large capital.
4. Challenges the mainstream and like new challenges
Smart and good entrepreneurs tend to not like to follow the stream, or a person trapped in a monotonous life. Smart and good entrepreneur cannot always be silent, thought and thought. Smart and good entrepreneur is a "creative and smart worker".
5. High determination
The difference between true entrepreneurs with mediocrity entrepreneur is durability, firm, and determination. Courage makes them different in looking at a failure. Failure is the perception of people who feel stuck and do not know what to do and tend to not want to try to find a way out/solution. Failure is not the end of trip. Actually, these people will not fail, but:
 - a. Losing the next step.
 - b. That it is not the way to do or take, try to step back and look from the other side (from above, as an audience, or from the side) so that it will find another way to turn better.
 - c. Preparations to anticipate the risks are not comparable to what happened (not "proactive").
 - d. Failure is an obstacle. Each individual was given a signal that it is not a good way for him.
 - e. Individuals running out the "breath", in sense of confusion or lack of capital.

6. Do not accept what is in front of him and is always looking for best (perfectionist)

A smart and a good entrepreneur are expected to deliver what better for customer. A perfectionist is like a double-edged knife. The first is he affects to strive towards excellence and provide the best, and second, would be bad for him when unable to bear arms perfection of himself and his mind so fatal, such as frustration and despair because of idealism that buried the dreams.

2.1.4. Function, Role and Process Entrepreneur

According to Suryana (2005), function and role of entrepreneur can be seen from two approaches of micro and macro. On a micro perspective, entrepreneur has two roles, namely as the inventor (innovator) and planners (planner). As an inventor, entrepreneur creates and discovers something new, such as product, technology, method, organization ideas and so on. As a planner, entrepreneur has a role to design ideas, and opportunities for success, creating the organization, new company and others. While at macro level, entrepreneur role is to create prosperity, equitable distribution of wealth and employment opportunities to serve as the engine of economic growth.

Entrepreneur process consists of several stages. The process for developing a new business occurs in entrepreneur process. It involves more than just solving problems in a management position. An entrepreneur must find, evaluate, and develop an opportunity to overcome the forces that hinder the creation of something new. This process has four distinct phases (Hisrich & Peters, 2008).

1. Identification and evaluation of opportunities

Most opportunities do not arise suddenly, but rather as the result of entrepreneur's sharpness to look at possibility. In some cases they establishment of a mechanism which can identify potential opportunities. Identification and evaluation of these opportunities is done in several stages, namely:

 - a. Assessment of opportunities
 - b. Creation and opportunities distance
 - c. The value of real opportunities and unknown
 - d. The risks and returns of opportunities
 - e. Opportunities for personal skills and personal goals
 - f. The competitive environment
2. Development of a business plan

A good business plan should be developed to exploit the opportunities identified. This step takes most consuming time in business process. Business plan developments are:

 - a. Description of business

- b. Description of industry
 - c. Technology plan
 - d. Marketing plan
 - e. Financial plan
 - f. Production plan
 - g. Organizational plan
 - h. Operation plan
3. Determination of required resources
- An entrepreneur should determine the resources needed to take advantage of opportunities. This process begins with assessment of resources that are currently owned by entrepreneurs. Each critical resource that must be distinguished from resources that only serves to help. Attention should be given to not underestimate the number and diversity of resources needed. Entrepreneurs should also assess the worst risks in associated with inadequate or inappropriate resource. Determinations of resources are:
- a. Required resources
 - b. Existing resources
 - c. Identification of resource gaps with suppliers
 - d. The development of access to resources needed.
4. Management of company result
- Implementation of business plan relates to operational issues. This includes implementation of management style and structure as well as the determination of key variables of success. A control system must be established, so that each area of the problem can be quickly identified and resolved. Many entrepreneurs have difficulties to manage and grow a new business. Managements of firms are:
- a. Development of management style
 - b. The key variable for success
 - c. Identification of problems and potential problems
 - d. Implementation of control system
 - e. Development of growth strategy

2.2. Concept of National Company

2.2.1. Definition of National Company

National company term that has been familiar in society today is defined as a business entity incorporated under the laws of Indonesia Republic (Suherman, 2010: 28).

National company has at least 51% of capital of a country, which is owned by state or national private.

Consistent with experts opinion above, the notion of a national company under the Act No. 6 year 1968 about Domestic Investment, Article 3, paragraph 1 is also defined as a company that at least 51% of domestic capital invested in them, owned by state and/or national private sector, while the information in paragraph 3 confirms the business referred in article 3 paragraph 1 above is limited liability company, then at least the percentage shares in paragraph 1 must be in name.

This law also give information related to obligations that must be met by nationwide companies as stated in article 21 that "a change of ownership capital of national companies, which results in a reduction of percentage of capital referred to in article 3 paragraph 1 belonged state and/or national personal, must be reported to agency that give the business license. If it is not reported within 3 months period, the company's business license can be revoked.

2.2.2. Factors to Shape Entrepreneur Spirit in National Company

According to Singh, Simpson, & Mordi (2011), there are several factors to foster the entrepreneur spirit in a person on larger businesses scale, such as the national level. These factors are:

- a. Age and sex
- b. Original quality, it includes risk-taking, creative, challenge and competition.
- c. Personal and social, it includes self esteem, self confidence, self achievement, recognition and legacy.
- d. Income and career, it includes higher income, a career change, do not have a job, building the justice character, not an employee.
- e. Marketing, it includes finance, labor, service providers, market, network and rules
- f. Environment, including a supportive environment and uncertainty.

Meanwhile, according to Javadian and Singh (2012), the entrepreneur spirit of individuals within larger company indicated by internal and external factors. Internal factors consist of self-efficacy and risk taking. Self-efficacy is the confidence in ability to coordinate and decisions making for to achieve the highest production output. The external factors are gender and cultural stereotypes and traditions in social sphere.

2.2.3. Factors Affecting the Success of National Entrepreneurship

The main objective of every business is to get positive results both in terms of income and business growth. Indeed, entrepreneur develops a business with different type and pathways. The businesses development that born from creative and innovative

establishment is not equal, it depends on their respective businesses. Different environmental factors will affect the formation of different spirit. In other words, there is no single path to create and developing entrepreneurship in order to achieve success. The businesses will thrive achieve national scale with different conditions and environmental effect. Measure of success achieved also differ depend on their respective businesses (Suharyadi et al., 2007).

Suharta (2010) classifies the factors affecting business success on a national scale.

1. Factor of company's physical facilities

Physical facilities will determine the viability of company because there are differences for business in strategic place and remote place. Determination of physical facilities is always associated with costs and income. The revenue makes company can thrive and sustainable. For national business scale, physical factors that need to be considered for businesses are: the company's location (location of sources of raw materials, labor, markets, transport facilities, and power plants); types and models of buildings; the layout of production facilities; and work environment.

2. Human Factors (Labor)

Labor is an important factor in business development. Although the current human labor has been largely replaced by machines or mechanical, but the presence of human labor is still needed, especially in terms of marketing and so on. Therefore, in effort to develops a national scale business, it workforce with knowledge, skills, and positive mental attitude towards business development activity.

3. Factors Capital

Capital became an important factor in terms of capital turnover of companies venture to buy goods that belong to company's fixed assets in order to maintain the balance. One barriers faced by company to expand to a national scale is the lack of capital. To overcome these limitations, the methods used are: use capital as efficient as possible by prioritizing the needs of most priority and tried to obtain additional working capital from other sources accurately (credit bank or investor).

4. Capability Factor of Business Actors

It is the business ability to plan, organize, mobilize, coordinate, and oversee overall business factors available and necessary. These factors include:

- a. Have a high moral, include: devotion to God Almighty; inner freedom; virtue; love to fellow human beings; law loyalty; and justice.
- b. Having a mental attitude of self-employed, namely: strong desire; strong belief (self-knowledge, self-confidence, and understanding the goals and needs); honesty responsibility (high morale and discipline); physical endurance and mental (spiritual physical health, patience, and

persistence); perseverance and tenacity in working; and constructive and creative thinking.

- c. Sensitivity to environment
The environment sensitivity abilities are: an introduction to meaning of environment; gratitude for what has been obtained; a great desire to explore and utilize the economic resources of local environment; and versatility to appreciate and utilize time effectively.
- d. Having entrepreneur skills, it includes creative thinking; skills in decision-making; leadership, managerial; and social.
- e. Environmental factors
Companies environmental are categorized into two, namely the general and specific environment. General environment is the company environment with indirect affect to company development in achieving the goals, it consist of political, economic, social, cultural, educational, technology, and law. Special environment is corporate environment that directly affect on company development in achieving its objectives, it consist environment of (a) customer, (b) provider, (c) competitors, (d) technologies, and (e) socio-politic.

Ability to make the right decisions in businesses is necessary because in every decision, entrepreneur will always deal with uncertainty environment. Generally, entrepreneur reaction toward uncertainty, complex, dynamic, competitive atmosphere, and limitations are confusion and anxiety. This requires sensitivity and extensive knowledge to anticipate what will happen in connection with business activities.

3.1. Research Framework

Entrepreneur is a production coordinator with managerial skills. An entrepreneur must be able to create an abstract idea into a good or service that can be enjoyed by others (Jean-Baptiste Say, in Harefa and Siadari, 2007: 12-13). Nature of entrepreneurs are a results- and task-oriented, risk-taking, leadership, originality, future-oriented, creativity and innovation and confident (Alma, 2008: 53). Entrepreneur has advantages to choose the business areas, including the interests and talents, business profits can be enjoyed alone, to get satisfaction, no ruling, does not need the approval of other party in decisions making, as well as having the opportunity to help others (Suparyanto, 2006). During the process, entrepreneur undergo several stages as identification and evaluation of opportunities; development of business plans to include technology planning, marketing, finance, production, organization, and operations; determination of required resources; as well as the company management (Hisrich & Peters, 2008).

Individual intention to become an entrepreneur can be extracted from the basics of each individual. Suharti and Siren (2011) show that an individual intention to become an entrepreneur is begun with attitude. Elements of attitudes are projected in TPB

(Theory of Planned Behavior) (Basu and Virick, 2008; Carr and Sequiera, 2006; Kautonen, 2011; Leroy et. Al., 2009; Nishimura and Tristan, 2011). Theory of Planned Behavior is based on assumption that humans are rational and systematical information usage is possible for him. People think the implications of their actions before they decide to do or not do certain behaviors (Ajzen, 2005). Theory of Planned Behavior is composed of autonomy/authority, economic challenge, self realization, perceived confidence, security and workload; avoid responsibility, and social career. These elements significantly affect a person's interest in entrepreneurship. Some of indicators included in this TPB is a small portion to create aspects of entrepreneurship.

According Nishanta (2009), determining factors of entrepreneur spirit within self scope is affected by several aspects, as internal, external and contextual. Internally, affecting factors of entrepreneur spirit within family is consists of two aspects, namely the demographic and personality traits. Entrepreneur demography spirit is affected by several factors as gender, age, status, experience, and work of parents. Meanwhile, in aspect of personality traits, indicators to affects the intention of entrepreneurship is autonomy/authority, economic challenge, self realization, perceived confidence, security and workload, avoid responsibility, social career, leaderships, internal focus of control, need for achievement, and values and personal goals. External factors involved are social support, academic support, training/development, and physical environment.

Each individual grow and develop in a family environment. Formation of potential and individual mindset come from family environment, including the formation of entrepreneur intentions. According to Aldrich & Cliff (2003) factors affecting the entrepreneur spirit development within family consists of three dimensions, namely the transition, resources and norms, attitudes, and values. In dimensions of transition, contributing factor is marriage, divorce, birth, death, work, and loss of jobs. In aspect of resource, contributing factors are financial resources, human, physical, and information. Meanwhile, in aspect of norms, attitudes, and values are factors that play an important role to affect the entrepreneur spirit to respect family, interaction and attitude towards work. Family-scale entrepreneurship characteristics are independently owned business, sometimes it is not a legal entity; operations do not show a striking advantage; businesses owned and managed by one person; businesses have no employees; capital savings collected from personal owners; and area is local market and not too far from the business center (Wibowo, 2007).

4. RESEARCH METHODS

4.1. Research Approach

This research uses qualitative approach with historical constructionist method. Qualitative research is used to obtain in-depth data and actual data to ensure the value behind the data. Therefore, qualitative study does not emphasize on generalizations, but more emphasis on meaning (According to Husserl in Mudjiyanto and Kenda, 2010).

Constructionist is a necessary and essential knowledge about something that exists. This method is like as a constructivist approach in qualitative methods. In this study, the construction method is used to express various aspects, such as the characteristics of entrepreneur, activities undertaken in entrepreneurship, the characteristics of family-scale entrepreneurship, national, and global to know the process of entrepreneur spirit development.

4.2. Data Analysis

Data analysis techniques below refer to recommendation of Raco and Tanod (2012: 120-123) in Giorgi (1999).

1. Familiarization
Familiarization is reading the whole expression meaning conveyed by subject to get a general sense of information. Researchers are expected to read the information obtained repeatedly to capture the new meaning about the overall information.
2. Meaning unit
Meaning unit means to read again a whole data to select or discriminate the unit of meaning from the entrepreneurship perspective.
3. Transcription Data
The last process is to read back the unit of meaning while checking whether the whole unit of meaning really have relevance to entrepreneurship topic.

4.3. Validity Data Testing

Sugiyono (2005: 119) explains that in qualitative research, data or findings is valid if there is no difference between the reported researchers with what actually condition on object under study. Data validity is tested by triangulation techniques. Researchers use several data sources as interviews (historical respondent), documentation (historical documents of respondent), and observation (the respondent and its environment). This was done to test the validity of research regarding the establishment of entrepreneurs on respondent.

5. RESULTS AND DISCUSSION

5.1. Development Process of Global Scale Business

5.1.1. Identification and Evaluation of Business Opportunities

Within respondent dictionary, business world is real and full of change. Respondent states that business world is not always same as in schools that $1 + 1 = 2$. Business venture does not have standard formulation. Similarly, success is no default formulation. However, if you know the elements, the percentage of success will greater.

Among the successful elements is to learn from those that have been successful, as in quote below.

“If we want to be a doctor, we must also learn from the real doctor, not a person outside the doctor, although he ever studied medicine. From success people we get a various subjects. We will know the basic elements for success such as learning and working diligently “(The results of interview, the respondent, July 12, 2013).

The interview can be interpreted that respondent seeks to learn from successful people who really understand that they work in field and have proven success. The theme and information obtained from this meaning are studious, conscientious, and learn from successful people who understand the field.

It can be described that respondent want to quickly grow then learn from other successful people to get various subjects. Additionally, the respondent will know the basic elements for success such as study and work diligently. Willingness to learn from successful people in field will gives opportunity to the national market by learning to people who have been successful in their fields.

In addition, capital requirements and the accumulation is an important thing to be done by respondent.

“Without the capital, there is no way to run a business. This capital must be accumulated, because with small capital only can enter small businesses” (The results of interview, the respondent, July 12th 2013).

Based on interview excerpts, it can be interpreted that respondent need capital to run the business. To achieve a large company it is also required substantial capital. The theme and information obtained from this meaning is the capital, the ability to accumulate capital, and wants to have a big firm.

Thus it can be illustrated that in order to achieve a large company, the capital required is also large. Without capital people cannot run a business. This capital must be accumulated, because with small capital only can enter small business. Capital is required to run the company. Capital strength becomes process to find an opportunity to enter the national market.

5.1.2. Internal and External Business Environment

National business development process indicated that respondent is oldest son who participated since the beginning of pioneering business. The respondent directly was appointed as president, while his father becomes chairman. Other siblings become managing director. In subsequent trips, his young as hard worker is very useful when have to make decisions as the supreme leader of company. He received direct orders from his father, such as cleaning floors, administrative staff, finance staff, and even sales and others.

He has same share, but based on agreed upon, the shares held by respondent 5% higher compared to her sisters for each Group company Maspion. With such a division of authority, decision-making process can become fast. For example, if there was a proposal to develop a business in India, then respondent can speak to Prakasa. If both agree, the plan was executed. If not, then the differences is discussed in company meeting that was held at beginning of each week.

Before his father died in 2003, every firm meeting held he is always present. Whole family discuss important matters concerning the development of Maspion. The most important role of respondent in business development Maspion is structuring its management system in 1980s.

In an interview, the respondent mentions that:

“If there is a family company that cannot thrive or even go bankrupt, it is because the company is divided for children and grandchildren, so shrinking. I then thought, suppose there are five children, not the whole company divided equally into five children. A small part that is shared, the parent company kept intact “(The results of interview, the respondent, July 9, 2013).

The interview can be interpreted that respondent believes the company could not develop into a national-scale enterprise or even go bankrupt because the company is shared to posterity, thus shrinking. Therefore, parent company must remain intact. This is done to prop up the controller as well as the continuity of subsidiary. The theme and information obtained from this meaning is a priority to think about the continuity of company, the division of assets should not be handed to their grandchildren all equally, holding company must remain intact to control subsidiary.

Family company cannot develop into a national-scale enterprise because corporate assets are divided to children and grandchildren, so shrinking. A small can be shared, but the parent company must remain intact. Development of internal and external business environment on a national scale need right division of company. To anticipate the existence of an internal conflict within family company, respondent did not give an equal power in the companies but holding company is used as supervision. The most important is the existence of Constitution and Bylaws (AD/ART) and it must be obeyed.

5.1.3. Development of Business Plans and Efforts to Leverage the Business Opportunities

Besides perseverance and learn from successful people, the efforts is made in exploiting the business opportunities to enter the national market with good management skills. The respondent is a figure who has the management ability. Management capabilities described as finesse shot.

“Someone must be active. Business opportunities are birds that must be pursued. Well, to hunt opportunity, timing is also important. Because, if not appropriate, for example, too long in take aim makes the birds fly and chance was gone. The

courage is needed to shoot at right time “(The results of interview, the respondent, July 5, 2013).

The interview can be interpreted that respondent is a figure that actively hunt opportunities and had a great calculation and courage to control the chance and opportunities. The theme derived from the information and meaning is the person must active, had calculations in target market, timeliness, able to look at opportunities that come, and have the courage.

The interview with Assistant Director of Property and Public Relations Group Maspion, Sugiyanto states that:

“He is to the point person. The important one he knew the mean and understood. Even when staff asked to draw up points in speech, or even lead the meeting, he only read at a glance, and after that he will explains that essentially identical to the design. Respondent’s a memory is very strong “(The results of interview, the Assistant Director of Property and Public Relations Group Maspion, Sugiyanto, July 3, 2013).

The interview can be interpreted that respondent is a person that to the point, firm attitude in action and have strong intelligence and memory. The theme and information obtained from this meaning is the respondent is to the point, had intelligence, and had a strong memory. Therefore, respondent takes advantage of opportunities to enter the national market by acting decisively and deft in every job.

5.1.4. Barriers in Business Development Process

After accumulating capital and business can be developed on a national scale, the barriers is not availability of capital, but the unstable economic and political situation. This is consistent with results of interviews.

“If in economic and political situation remains stable, we can continue to evolve and accommodate the workforce up to 50,000 people. Entrepreneurs cannot realize all dreams in this. The reason, many people are good at business plan and expand, but not all of them are able to control a large workforce “(results of interviews, the respondent, July 12, 2013).

The interview can be interpreted that respondent seeks to continue to expand and accommodate workforce of up to 50,000 people. But not all successful entrepreneurs can to develop a business plan to control a large workforce in unstable economic and political situation. The theme and meaning derived from this information are requirement of a large workforce and effective business plan.

It can be described that if the economic and political situation remains stable, the respondent seeks to continue to expand and accommodate the workforce. Many people are good at business plan and expand, but not all of them are able to control a large workforce. It need good ability to control larger labor in unstable economic and political situation.

5.1.5. Efforts to Overcome Barriers in Development Process

In overcoming barriers during the development process of family businesses, respondent work hard to accumulate capital and continually learn from successful people. Prudence attempts are often made to overcome barriers in process of developing a national scale business.

“Indeed, we have to go ahead in business, but with caution. Carefully like a sail boat. It should be calculated sea waves how high. Before sailing, watch the waves hard at sea. With precautionary principle in business, we are conditioned to consider the possibility of what will happen in future by looking at facts. Combined with our experience and experience of other entrepreneurs, we can analyze before deciding the steps that we will take “(The results of interview, respondent, July 12, 2013).

The interview can be interpreted that respondent efforts to overcome barriers are prudential and conduct calculation plus the experience and learn from successful people. The theme and information obtained from this meaning is to become prudence, has mature calculations, experience, learn from successful people, and trying to go ahead.

The interview can be interpreted that respondent try to go ahead, but with caution. Prudence is done by analyzing the steps to be taken. In addition, the procurement in all areas is a priority in efforts to overcome barriers in development of national scale businesses.

5.1.6. Parties Involved in Family Business Development Process

Parties involved in development process of national business scale are employees and partners. To maintain good relations with parties involved in development process, the respondent prioritizes human welfare. This is reflected in results of interviews.

“You see three leaves in Maspion logo. That’s three basic principles we have. The first leaf shows that development of human resources is the number one. Second leaf show that we grow with partners, ie suppliers, distributors, and government. So, these are not only shareholders, but stakeholders. The third leaf shows the effort to create a better future “(The results of interview, the respondent, July 9, 2013).

The interview can be interpreted that respondent has working principles involved in business development, namely human resources, partners, creating a better future. The theme derived from the information and meaning are principled, human resource development, partnership, and create a better tomorrow.

These results show that parties involved in development process of national business partners are suppliers, distributors, and government. In addition, respondent also has foreign involvement both as shareholders and stakeholders to grow with company. The company is comprised of five business areas below.

1. Consumer products that very familiar with housewife to produces Teflon pans, plastic thermos, refrigerator, gas stove, water pumps, fans, and others. The Business entities involved are PT Maspion, PT Trisula Pack Indah, PT Royal Chemical, PT Maspion Flatware, and PT Indofibre Mattres Indonesia.
2. Construction and industrial materials with seven subsidiaries as PT Maspion, PT Maspion Kencana, PT Indal Steel Pipe, PT Alumindo Light Metal Industry, PT Aneka Kabel Cipta Guna, PT Indal Aluminium.
3. Property, build and manage property assets such as Maspion Mall, Wisma Maspion, Wisma Moneter, Pondok Maspion, CIMAC, PT Bintang Osowilangun, PT Maspion Industrial Estate, PT Alumindo Industrial Estate, and PT Altap Prima Industrial Estate. One proud asset of Alim Markus is Maspion Industrial Zone with area of 300 hectares; 100 hectares are used by Group Maspion. It is located only 10 kilometers from Tanjung Perak Port, Surabaya. Alim Markus still keeps his ideas for these areas.
4. Establishment of office buildings and Maspion Business Plaza as high as 18 floors in Jalan Gunung Sahari, Central Jakarta.
5. Financial services business under flag of Maspion Bank's business, Maspion Securities and Maspion Money Changer.

It can be concluded entrepreneur spirit and business development of respondent are: experienced to work from small to develop company, respect the competitors, originality, slightly relying on luck factor, understanding and control of all areas, does not discriminate against subsidiaries, long-term thinking, do not like to complain, be grateful, has great determination, tough, the ability to accumulate capital, always listen to advice, the division of assets the family may not be equal, people should active, have the calculation and careful planning, have the courage, to the point, intelligent, has a good memory, hold to philosophy (advice), seeking an advanced market leader, the ability to control labor (HR), willingness to sacrifice for better future, competitors becomes motivation, prudence, trying to go ahead, saving, always alert and vigilant, and to learn from experience, as well as establish cooperation partnerships.

5.2. Model of Entrepreneur Process Development at National Scale

Development process of entrepreneur respondent in national environment is influenced by internal and external environment. The family has split the shares of company after his father died by dividing the company's stock unevenly (the highest of 5% for parent company). This is done for safety and able to maintain company's position. In addition, the expansion of company's business is done with other relatives.

Below is schema the model of entrepreneur development process in national environment.

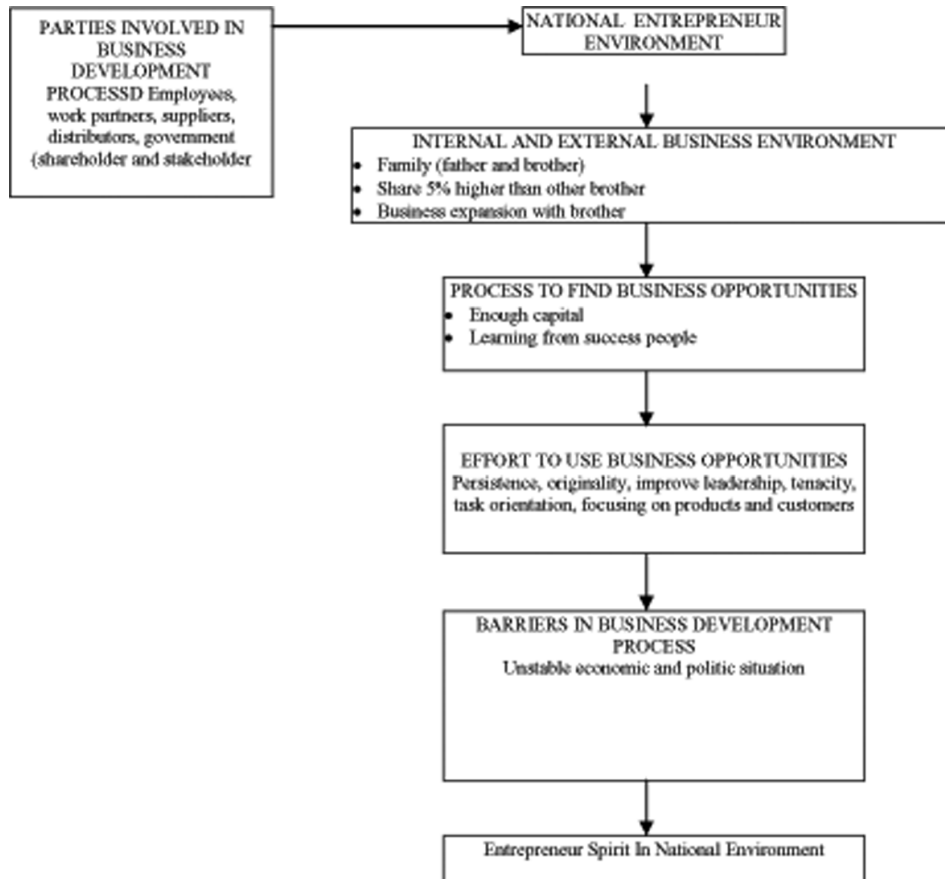


Figure 1: Model of entrepreneur development process in national environment.

The above model illustrates that entrepreneur spirit development in global environment involve several parties as employees, partners, suppliers, distributors, government (shareholders and stakeholders). Development entrepreneurship spirit in global environment are consist of several phases below.

- a) Analysis of internal and external business environment to includes several aspects such as 5% higher share than other family to support the firms development, respondent compiles AD/ART of companies and then expand the company's business by cooperating with other relatives.
- b) Process to find a business opportunity that includes several factors, namely the existence of sufficient capital and learn from previous success people.
- c) Efforts to take advantage of business opportunities by increasing persistence, keeping the originality, improve leadership patterns, keeping the tenacity, courage to take risk, focusing on products and customers.

- d) Identifying the barriers in process of enterprise development. The greatest barriers at that time are unstable political and economic situation.
- e) Overcome barriers in business development process by intelligence to manage fear, to become real marketer or excellent seller with high confidence.

Based on above scheme, proposition on development process of entrepreneur spirit in national environment can be stated below.

6. PROPOSITIONS

Entrepreneurs spirit who built in national environment are: experience, long term thinking, have a calculation and planning, always listen to advice, smart, courage, try to become market leader, willing to sacrifice for better future, a real marketer, and to the point.

7. CONCLUSIONS AND SUGGESTIONS

7.1. Conclusion

Entrepreneur spirit establishment in national environment is based on an expansion plan or expansion of company's business with relatives. In these efforts, the respondent constantly learn to parties who are proficient in entrepreneurship field. Business development encounters various barriers as unstable economic and political. Efforts to overcome the barriers in business development process are the policy to close or open a company that is not considered competitive. These make entrepreneur spirit of respondent to become: better experience, long term thinking, have a calculation and planning, always listen to advice, smart, courage, try to become market leader, willing to sacrifice for better future, a real marketer, and to the point. (perfectionist).

7.2. Suggestions

Further research should increase the diversity of research subjects. Larger quantity is needed to generalize conclusions about the process of entrepreneur formation at family environment, national, and global. Not only addition of subject quantity, extension of study sites should be done in order to provide a more accurate conclusions.

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