

# MINANGKABAU CULTURE AND ITS IMPLEMENTATION AT PADANG RESTAURANT MANAGEMENT IN YOGYAKARTA INDONESIA

**Henny Welsa**

Magister Management of Sarjana Taman Wiyata  
University, Yogyakarta, Indonesia  
henny\_welsa@yahoo.com

**Lathifah**

Magister Management of Sarjana Taman Wiyata  
University, Yogyakarta, Indonesia  
lalakuspri@yahoo.com

**Abstract:** The research was intended to identify the cultural factors that influenced entrepreneurship, business skills, and performance of Padang restaurant business in Yogyakarta Special Region. It is expected that the research will directly encourage entrepreneurship in Indonesia and provide a solution to the employment and unemployment rates in Indonesia and particularly in Yogyakarta. The research objects were Padang restaurants who already have a business license. The reason for choosing Yogyakarta as the setting was because Yogyakarta represents a student city and a tourist destination. Its population consists of diverse ethnic groups and 60% of the regional revenue comes from tourism where one of the tourism facilities is restaurant. Padang Restaurant has been developing rapidly in Yogyakarta area. The number of respondents were 50 Padang restaurant owners. The research instrument was a questionnaire and the data were analyzed by employing analyzed deskriptive. The research result shows that Minangkabau culture and Yogyakarta culture significantly affects the entrepreneurship, business capabilities, and business performance; whereas entrepreneurship does not significantly affect the capability of business to performance.

**Keywords:** Minangkabau culture, Yogyakarta culture, entrepreneurship, business competence, business performance

## I. INTRODUCTION

Basically the purpose of this research is to studying the effect of cultural factors towards entrepreneurship, business abilities and performance Padang Restaurant Business in Yogyakarta Special Region. This is expected to directly encourage entrepreneurship in Indonesia and be a solution to the absorption of labor and unemployment in Indonesia and in particular in DIY. The reason why this research discusses about Padang restaurant business is to assist the government in overcoming unemployment. Padang restaurant performance can be known by testing and analyzing the factors that affect the Padang Restaurant. The expectation of this research is founding the changing steps for a better condition.

Yogyakarta Special Region was selected as research area because Yogyakarta is a city of students and tourism whose population consist of diverse tribes. Yogyakarta Local Revenue 60% comes from Tourism where one of tourism facilities is Restaurant. The growth of Padang Restaurant is quite fast in Yogyakarta Special Region. [20] in his research explains that entrepreneur is an asset or development capital that must be maintained and expanded in society, especially educated society. So that in turn able to support the acceleration of development of the country, on the one hand and reduce the burden of the state on the other.

Entrepreneur is an activity of human resource development which is motivated by socio-cultural condition as found in Minangkabau society, especially in Padang Restaurant business. Geographical and sociological conditions are sustained by Minangkabau culture, among others, to foster the values and behavior of wanderers as the characteristics and behavior of migration and in the economic aspect bring up entrepreneurship that grows in the institution of Padang Restaurant. Cultural studies provide a signal that the existence of the institution was supported by the strength of Minangkabau cultural values that

successfully provide a foundation value for the growth of work ethic in the management of the restaurant.

Based on the description above, it can be concluded that if compared with some previous research, this research: using 5 (five) indicator of Minangkabau culture which in dissertation from [27] revealed that only use 3 indicator to measure cultural variable and eight indicator of soul Entrepreneurship to measure entrepreneurial variables, ten indicators of business ability to measure business ability variable and four business performance indicators to measure business performance variables Padang Restaurant.

The purpose of this research is to find out whether Yogyakarta culture influences the entrepreneurial spirit of Minangkabau society and its influence also on entrepreneurship, especially at business ability and business performance of Padang Restaurant in Yogyakarta.

## II. METHODS

As has been shown in the roadmap or research flow that this research consists of several stages. Stages of the research can be briefly seen in the table below (Table 1). Here is an elaboration of operational definitions, indicators:

### **Definitions & Indicators**

Minangkabau culture is a life concept prepared by the ancestors of the Minang people for their offspring, which aims to achieve a happy and prosperous world life and the hereafter. Minangkabau culture is measured based on indicators developed by [6] states that cultural indicators of minangkabau consist of education and religion as well as family values. Meanwhile, according to [27] cultural indicators of minangkabau consist of religion, education in the family, and wander.

Entrepreneurship is a grouping of variables that describe the traits or characteristics of an individual that is reflected in the management and development of his own company while creating jobs for others. In the

study [27] explains that entrepreneurship is measured by eight indicators: (1) vision, (2) planning, (3) motivation, (4) innovation, (5) opportunities, (6) confidence, (7) risk, and (8) adaptation. Business Ability in determining the policy of production, marketing and finance from before going to production process until after goods used or used by consumer.

Business capacity indicators are: (1) raw materials, (2) labor, (3) technology, (4) product quality

(5) price, (6) product variation, (7) market range, (8) ease of buying, and (9) availability of capital [5]. The business performance which is the identification of business success from Padang restaurant in DIY is measured by three indicators, namely: (1) number of labor, (2) productivity, and (3) sales growth. This is consistent with [27] study.

**Table 1**  
**Research Consists of Several Stages**

Research	• The impact of Yogyakarta culture on Minang culture in its implications on, business capability; and business performance
Research Variables	<ul style="list-style-type: none"> <li>• Dependent variables : business ability (Y1) and business performances (Y2)</li> <li>• Independent variables : Minangkabau Culture (X1 )</li> <li>• Intervening variables : Yogyakarta Culture (X2)</li> </ul>
Methods of research	<ul style="list-style-type: none"> <li>• Methods of data collection : questionnaire</li> <li>• Population : Padang Restaurant in Yogyakarta Special Region</li> <li>• Samples : 50 Padang Restaurant in Yogyakarta Special Region</li> <li>• Sample Method : proportional stratified random sampling,</li> <li>• Test instrument : test validity and reliability</li> <li>• Data analysis : descriptiveAnalysis</li> </ul>
Place of study	• Special Region of Yogyakarta

### III. RESULTS AND DISCUSSION

#### Padang Restaurant

Padang Restaurant which is used as the main object in this research is a private business institution engaged in selling services and food products typical of Minangkabau region. The name of Rumah Makan Padang is still used in medium-sized and medium-sized restaurants, whose origin is lapis. Padang restaurant has its own characteristics in the arrangement of the room, although adapted to the condition of the room, but has the same pattern. Room arranged into three parts that have special functions.

Consists of the back as a production center, the center as a market center and on the front of the room

there is a cashier there as well as a Trench where peddle dishes ready to serve. Trench in large restaurants are usually placed in the middle somewhat laterally facing rows of chairs and tables of guests. For middle and small restaurant the trench is in front with the cashier. This situation is one of the characteristics in the spatial arrangement of Padang Restaurant.

#### Description of Research Variables

This research used descriptive analysis with the help of statistical program SPSS ver. 13 to describe the research variable:

**Table 2**  
**Description Analysis of Minangkabau Cultural Variables**

No.	Indicator	Score	Average
<b>A</b>	<b>Religious Indicator</b>		
1	The type of food suitable is kosher	231	4.62
2	Considering employee recruitment still sees the religious factor adopted	196	3.9
3	The restaurant is held inter-worker recitation	194	3.9
4	Each year the restaurant issuing Zakat to employees	192	3.8
5	Every year the restaurant issuing Qurban for employees	153	3.1
6	Restaurant owners conduct recitation using profit sharing	163	3.3
	<b>TOTAL</b>	<b>1129</b>	<b>22.62</b>
<b>B</b>	<b>Foreign Indicator</b>		
1	Restaurant owner go to Yogyakarta to start business	193	3.9
2	The restaurants owners go to other city to make money for better economic life	209	4.2
3	Restaurant owners bring families from their homes to help run the restaurant	153	3.1
4	Overseas successful restaurant owner help to build the homeland	163	3.26
	<b>TOTAL</b>	<b>718</b>	<b>14.46</b>
<b>C</b>	<b>Incicator of Education in the family</b>		
1	Restaurant owners get entrepreneurial education from their family	189	3.8
	<b>TOTAL</b>	<b>189</b>	<b>3.8</b>
<b>D</b>	<b>Incicator Jobs</b>		
1	Making sure that job as an entrepreneur is the main goal	207	4.1
2	Making sure that as an entrepreneur can guarantee the future	195	3.9
	<b>TOTAL</b>	<b>402</b>	<b>8</b>
<b>E</b>	<b>Indikator Community</b>		
1	Had Confidential that entrepreneur is able to help overcome unemployment	209	4.2
2	Entrepreneurship is a prid	197	3.9
	<b>TOTAL</b>	<b>406</b>	<b>8.1</b>

### Religion

The indicator of religion issue is on the problem. The type of food is halal food is guaranteed halal 4.62 this is in accordance with Minangkabau Cultural philosophy based Minangkabau Culture philosophy. That is Indigenous encrypted Syarak, *Syarak bersandikan Kitabullah* is based on the rules of religion Islam. So the muslim people who is traveling abroad will always look for the restaurant because it is sure to believe his halal even without a halal certificate from MUI.

### Wander

The owners of Padang Restaurant went abroad for a better family economic life as seen from the percentage of respondents who gave the answer strongly agreed the purpose of migrating to Yogyakarta is to live better than stay in the village with the average value of 4.2. From this data shows the culture wander its purpose to build the hometown has begun to shift.

### Entrepreneurial education in the family

Entrepreneurship education is available in the family, as seen from the percentage of respondents who gave very useful answers. Entrepreneurship education in the family with the number of 50 respondents or 100%.

In free interviews with some experienced respondents in their family, because they are used to living and thinking with a tenacious pattern, save saving or painstaking, patiently waiting for a better opportunity, never ever Despair and make failure as a lesson in fostering experience. This is in accordance with the results of research [12] which states specifically citizenship.

### Work

Respondents' answer to the highest employment indicator is to say entrepreneurship is their primary goal so they no need to be an employee. The Research of [24] stated that the socio-demographic factors are the work of parents as entrepreneurs and students, entrepreneurship experience, attitudes including autonomy/authority, economic challenge, self realization, security & workload, and contextual factors ie academic support and social support proved to have a significant and positive impact on entrepreneurial intentions.

### Society

Respondents believe that being an entrepreneur can help the government in alleviating poverty and this is seen from the average score of 4.2.

**Table 3**  
Description Analysis of Yogyakarta Culture Variables

No.	Indicator	Score	Average
<b>A Language Indicator</b>			
1	Using the Javanese language as the medium of instruction	175	3.5
2	Using the Javanese language in integrating with employees from Java	192	3.84
<b>TOTAL</b>		367	7.34
<b>B Knowledge Indicator</b>			
1	Restaurant owner has sales planning next year	197	3.9
2	Plans are prepared after evaluation of the problem	202	4
<b>TOTAL</b>		399	7.9
<b>C Motivation Indicator</b>			
1	The restaurant owner has a strong personal drive to move forward	224	4.5
2	Learning from experience both whether from failure or success	216	4.3
<b>TOTAL</b>		440	8.8
<b>D Innovation Indicator</b>			
1	Restaurant owners have many ideas that can be developed	201	4
2	The restaurant owner is brave enough applying new ideas	196	3.9
<b>TOTAL</b>		397	7.9
<b>E Opportunity Indicator</b>			
1	Finding business opportunities that can be developed	202	4
2	If there is an attractive business opportunity then work diligently	196	3.9
<b>TOTAL</b>		398	7.9
<b>F Confidence Indicator</b>			
1	Restaurant owners always improve their ability	221	4.4
2	Apply specific tips to compete and succeed in trying	208	4.2
<b>TOTAL</b>		429	8.6
<b>G Risk Indicator</b>			
1	Restaurant owners often try new / better ways of working	184	3.7
2	Restaurant owners often try new ways of selling	168	3.4
3	Dare to take risks against decisions taken	192	3.8
<b>TOTAL</b>		544	10.9
<b>H Adaptation Indicator</b>			
1	Requests / had desires obtained formal education in Yogyakarta	203	4.1
2	Apply the knowledge that can manage the RMP	188	3,76
3	Get training - Management Training	178	3,56
4	Improving ability by attending training	184	3,68
<b>TOTAL</b>		687	13,74
<b>I Organization Indicator</b>			
1	Follow the social organization in yogyakarta	186	3,72
2	Impact when following social organization in managing RMP	166	3,32
3	Adjust to the taste of Yogyakarta	187	3,74
<b>TOTAL</b>		539	10,78

### Language

Restaurant owners use the Javanese language as the medium of instruction in daily life from a high average value of 3.5. The results show that the Javanese language has been used as a language of instruction daily life in addition to their mother tongue, the language Minang, especially when communicating with their children who were born in Yogyakarta as well as when interacting with employees who are from Java and this is seen from the average which is 3.84 high.

### Knowledge

Restaurant owners generally get education in Yogyakarta. From the descriptive results it is seen that the restaurant owners apply the knowledge gained in managing the restaurant and always improve the ability to follow the training and this can be seen from the descriptive results of the average-3.76.

### Organization

Every business owners have different requests or buyer desires that always served according to their wishes it is seen from the highest average value of 3.74. The owner maintain an old family heritage prescription and make adjustments. From the results of interviews can be concluded that the respondents are easy to adapt to the environment but the identity will never disappear, as the following saying: *dima bumi dipijak, di sinan langik dijunjung di ma nagari diunyi, disinan adat dipakai* (where the earth is rested, there the sky is upheld where the land is inhabited, there is customary use) [6].

The saying goes that minang culture values can be implemented anywhere, as long as good at adjusting to the society being pursued. Telling people to be able to adjust to the community where he is and it is done with the respondent always follow the social organization environment.

**Table 4**  
**Description Analysis of Business Capability Variables**

No.	Indicator	Score	Average
<b>A Raw Material Indicator</b>			
1	Restaurant owners easily obtain the raw materials that needed during production	201	4
2	Restaurant owners are easy to supply raw materials on time when needed	202	4
3	Owners had a good relationships with suppliers so its easy to obtain raw materials	203	4.1
<b>TOTAL</b>		606	12.1
<b>B Labor Indicator</b>			
1	The owner of the restaurant is easy to obtain labor	162	3.2
2	Restaurant owners encourage employees to continue improving their skills	194	3.9
3	Wage system and working atmosphere are made to encourage employees to work as well as possible	190	3.8
<b>TOTAL</b>		546	10.9
<b>C Production Technology Indicator</b>			
1	Technological developments affect my business development	182	3.6
2	The equipment in the business used the latest one	172	3.4
<b>TOTAL</b>		354	7
<b>D Product Quality Indicator</b>			
1	The Products has produced in accordance with the wishes of consumers and have a good competitiveness	201	4
2	Restaurant owners follow environmental changes such as market tastes	189	3.8
<b>TOTAL</b>		390	7.8
<b>E Indikator Harga</b>			
1	The price is quite reasonable compared to other padang restaurants	196	3.9
2	Evaluate alternative prices	178	3.6
<b>TOTAL</b>		374	7.5
<b>F Product Variation Indicator</b>			
1	Restaurant owners often offer a new type of prod	154	3.1
2	Especial types and taste so that no one can imitate	185	3.7
<b>TOTAL</b>		339	6.8
<b>G Market Range Indicator</b>			
1	The main buyers of the products is students	162	3.2
2	Market coverage is around the surrounding area	185	3.7
<b>TOTAL</b>		347	6.9
<b>H Buy Easy Indicator</b>			
1	Delivery Order Availability	189	3.4
2	Accessible Location	206	4.1
<b>TOTAL</b>		395	7.5
<b>I Capital Availability Indicator</b>			
1	Financial factor is the main obstacle to developing the business	188	3.8
2	Capital assistance has been obtained from banks	152	3
<b>TOTAL</b>		340	6.8

### Ability to Provide Raw Materials

The owner are able to obtain the raw materials needed in production, they also have a good relationship with the supplier so that no difficulty in

getting the raw material as it is seen from the same average value on all questions on raw materials that is 4.

### Labor

From the respondent's answer shows that the owner of the Restaurant is quite easy in obtaining employees and always encourage employees to continue to improve their skills and work with the atmosphere of kinship so that employees can work as well as possible as it seen the highest average grade of fault 3.9.

### Forms of Production Technology Used

Technological developments affect the development of business it is seen from the average value of 3.6. From the respondent's answer shows that the owner of Restaurant Padang has followed the development of technology as a means of production and technology is enough to influence the development of technology to facilitate the production process.

### Product quality

Products produced in accordance with the wishes of consumers and have a good competitiveness it is seen from the highest average value of 4. From the respondent's answer shows that the owner of the Restaurant Padang always maintain the quality of the product and always adjust to the tastes of consumers such as food taste is not too Spicy and salty.

### Price

Price is quite competitive compared to other padang restaurant it is the highest value is 3.9. From the respondent's answer shows that the price is relatively competitive because the main target market of this business is the students and students financially limited so it is enough to affect the business continuity. Price changes will be evaluated in case of rising prices of raw materials.

### Product Variations

Especial types and taste of dishes so that no one can imitate it looks as the highest value of 3.7. From the respondent's answer shows that the owner of Rumah Makan Padang always offer new types of food with a distinctive taste in order to compete with other Padang Restaurant.

### Market Reach

The main buyers of the products are students as it looks the highest value of 3.7. The market reaches the area around the restaurant. From the respondent's answer indicates that the Padang Restaurant customers is students, especially students from Sumatra who live around the restaurant. Therefore usually Padang Restaurant always takes location approaching campus.

### Ease of Buying

The location is easily affordable it looks the average highest value that is equal to 4.1. From the respondents' answers indicate that they agree the service innovation is inter service although not well done only for student around the location of restaurants or office employees who have become loyal customer of the Restaurant. The owners are looking for a location that is easily reachable by the market, because the potential market is students so the most of the restaurant owners are always looking for location around the campus.

### Capital Availability

The financial factor / cost is the main obstacle to develop the business it looks from highest average that is equal to 3.8 From the respondent's answer indicates that the owner of Restaurant Padang replied that the capital is a major obstacle in developing their business and one alternative to solve it is by borrowing capital through services banking.

### Total Manpower

The number of workers is in accordance with the needs, abilities and expertise of each it looks the same average value of 4.

### Labor Productivity

In general, respondents were satisfied with the performance of employees it looks average value of 3.8.

### Sales Growth

The sales growth of the last three years is relatively increasing as seen from the average value of 3.8.

**Table 5**  
**Decription Analysis of Business Performance Variables**

No.	Indicator	Score	Average
<b>A Number of Relative Workers Indicator</b>			
1	The number of workers is in accordance with the needs	207	4.1
2	Dividing assignments to employees according to their abilities	203	4.1
<b>TOTAL</b>		410	8.2
<b>B Labor Productivity Indicator</b>			
1	Generally satisfied with employee ability	188	3.8
<b>TOTAL</b>		188	3.8
<b>C Sales Growth Indicator</b>			
1	The last three years of the sales growth has increased relatively	182	3.6
2	The last three years the net income of restaurant per year relative increased	190	3.8
<b>TOTAL</b>		372	7.4

#### IV. CONCLUSIONS AND SUGGESTIONS

Globally from the results of this study can be drawn conclusion Yogyakarta culture has an impact to the management of Padang restaurant in Yogyakarta. In each variable in this study can be described as follows:

##### 1. Minangkabau Culture variable

The highest value is the food in halal production and restaurant owners believe with entrepreneurship that help alleviate poverty in Indonesia.

##### 2. Yogyakarta Cultural variables

Restaurant owners are always in interacting with employees using bahasa yogyakarta and adaptation of taste of cuisine with taste of yogyakarta for example not too salty and spicy.

##### 3. Business Ability Variables

Here restaurant owners do not have difficulty in obtaining raw materials to produce cuisine. The ability of business here in terms of ability (Capabilities) refers to the skills (skill) of the company in coordinating resources and put it to use productively.

##### 4. Business Performance Variables

Owners of the restaurant easily getting the labor in accordance with needs and abilities that they expected.

This study yields the following important findings:

1. Supporting the opinion of Eka (2013) that saying potential entrepreneurial personality, entrepreneurial knowledge and family environment have a positive and significant impact on entrepreneurial interest.
2. Supports Dalimunthe (2002) research that entrepreneurship has a significant effect on business ability and business success.
3. There is a difference from previous research results from Welsa (2009), especially on non-significant foreigners.
4. The findings of this study are empirically important for the development of entrepreneurial theory and practice in Indonesia.

#### REFERENCE

- [1] Adam, J. D. 2005. Migrant and Local Entrepreneurial Networks Development. *Jurnal Manajemen & Kewirausahaan* 6(2): 93-104.
- [2] Alfianto, E. A. 2012. Kewirusahaan Sebuah Kajian Pengabdian Kepada Masyarakat. *Journal Heritage* 1(2): 33-42).
- [3] Andiningtyas R. S. I dan R. L. Nugroho. 2014. Pengaruh Orientasi Kewirausahaan terhadap Kinerja Perusahaan Kecil. *Jurnal Manajemen Indonesia* 14 (1): 1-19.
- [4] Aprilianty, E. 2013. Pengaruh Kepribadian Wirausaha, Pengetahuan Kewirausahaan, dan Lingkungan terhadap Minat Berwirausaha Siswa SMK. *Jurnal Pendidikan Vokasi* 2(3): 311-324.
- [5] Dalimunthe, R. F. 2002. *Pengaruh Karakteristik Individu, Kewirausahaan, Gaya Kepemimpinan Terhadap Kemampuan Usaha serta Keberhasilan Usaha Industri Kecil Tenun dan Bordir di Sumatera utara, Sumatera Barat dan Riau*. Dissertation. Surabaya: Airlangga University.
- [6] Darwis, R. 2004. *Transformasi Nilai-nilai Tradisi Kekeluargaan Masyarakat Minangkabau dalam Pendidikan Kewiraswastaan*. Bandung: Pustaka Aulia Press.
- [7] Fauzan. 2011. Pengaruh Religiusitas terhadap Etika Berbisnis (Studi pada RM. Padang di Kota Malang). *Jurnal Manajemen dan Kewirausahaan* 15(1): 53-64.
- [8] Fithri, P. and A. F. Sari. 2012. Analisis Kompetensi Kewirausahaan Industri Kecil Suku Cadang di Kota Padang. *Jurnal Optimasi Sistem Industri* 11(2): 279-292.
- [9] Hadiyati, E. 2011. Kreativitas dan Inovasi Berpengaruh Terhadap Kewirausahaan Usaha Kecil. *Jurnal Manajemen dan Kewirausahaan* 13(1): 8-16.
- [10] Koentjaraningrat. 1990. *Pengantar Ilmu Antropologi*. Jakarta: PT Rineka Cipta.
- [11] Kumalaningrum, M. P. 2012. Lingkungan Bisnis, Orientasi Kewirausahaan, Orientasi Pasar dan Kinerja Usaha Mikro, Kecil dan Menengah. *JRMB* 7(1): 45-59.
- [12] Lestari, R. B. dan T. Wijaya. 2012. Pengaruh Pendidikan Kewirausahaan terhadap Minat Berwirausaha Mahasiswa STIE MDP, STMIK MDP, DAN STIE MUSI. *Forum Bisnis dan Kewirausahaan Jurnal Ilmiah STIE MDP* 1(2): 112-119.
- [13] Lukas, S. 2004. Peran Orang Tionghoa dalam Perdagangan dan Hidup Perekonomian dalam Masyarakat (Studi Kepustakaan dan Studi Kasus tentang Interaksi Etnik Tionghoa dan Pribumi di Bidang Perekonomian di Surabaya). *Jurnal Manajemen & Kewirausahaan* 5(2): 193-206.
- [14] Naim, M. 1979. *Merantau, Pola Migrasi Suku Minangkabau*. Yogyakarta: Gajah Mada University Press.
- [15] Nurseto, T. 2004. Strategi Menumbuhkan Wirausaha Kecil Menengah yang Tangguh. *Jurnal Ekonomi & Pendidikan* 1(1): 96-105.
- [16] Purhantara, W. 2013. Analisis Kepemilikan Jiwa Kewirausahaan: Evaluasi Outcome Pendidikan Menengah di Jawa. *Jurnal Economia* 9(2): 175-190.
- [17] Purnama, C. 2011. Motivasi dan Kemampuan Usaha dalam Meningkatkan Keberhasilan Usaha Industri Kecil (Studi pada Industri Kecil Sepatu di Jawa Timur). *Jurnal Manajemen dan Kewirausahaan* 12(2): 177-184.
- [18] Rante, Y. 2010. Pengaruh Budaya Etnis dan Perilaku Kewirausahaan Terhadap Kinerja Usaha Mikro Kecil Agribisnis di Provinsi Papua. *Jurnal Manajemen dan Kewirausahaan* 12(2): 133-141.
- [19] Reswanda. 2011. *Pengaruh Orientasi Kewirausahaan terhadap Pembelajaran Organisasi, Keunggulan Daya Saing Berkelanjutan dan Kinerja Usaha pada UMKM Kerajinan Kulit Berorientasi Ekspor di Sidoarjo*. Dissertation. Surabaya: Airlangga University.
- [20] Sabri. 2013. Kewirausahaan (Entrepreneurship): Modal Manusia dalam Membangun Perekonomian. *Jurnal Ekonomika Universitas Almuslim Bireuen Aceh* 4(7): 26-32.
- [21] Setiawan, H. 2013. Pengaruh Orientasi Pasar, Budaya Organisasi dan Orientasi Kewirausahaan terhadap Kinerja Usaha (Studi pada Usaha Kecil Pengolahan di Kota Palembang). *Jurnal Manajemen dan Bisnis Sriwijaya* 11(3): 181-194.
- [22] Setyawati, H. A. 2013. Pengaruh Orientasi Kewirausahaan dan Orientasi Pasar terhadap Kinerja Perusahaan Melalui Keunggulan Bersaing dan Persepsi Ketidakpastian Lingkungan Sebagai Prediksi Variabel Moderasi (Survey pada UMKM Perdagangan di

- Kabupaten Kebumen). *Journal STIE Putra Bangsa* 12(2): 20-31.
- [23] Suci, R. P. 2009. Peningkatan Kinerja Melalui Kewirausahaan, Kemampuan Manajemen, Strategi Bisnis (Studi Kasus pada Industri Menengah Bordir di Jawa Timur). *Jurnal Manajemen dan Kewirausahaan* 11(1): 46-58.
- [24] Suharti, L. dan H. Sirine. 2011. Faktor-faktor yang Berpengaruh terhadap Niat Kewirausahaan (Entrepreneurial Intention) (Studi terhadap Mahasiswa Universitas Kristen Satya Wacana Salatiga). *Jurnal Manajemen dan Kewirausahaan* 13(2): 124-134.
- [25] Sulawesi Selatan. *Jurnal Ilmiah Bisnis & Kewirausahaan* 4(4): 1-6.
- [26] Sultan. 2015. Pengaruh Kompetensi Wirausaha terhadap Strategi, Kinerja Bisnis dan Daya Saing Usaha Kecil. *Jurnal Manajemen dan Kewirausahaan* 12(2): 185-193.
- [27] Welsa, H. 2009. Pengaruh Kewirausahaan terhadap Kemampuan Usaha serta Kinerja Usaha Rumah Makan Padang di Yogyakarta. *Jurnal Ekonomi dan Keuangan EKUITAS* 13(3): 371-387.
- [28] Wijaya, T. 2008. Kajian Model Empiris Perilaku Berwirausaha UKM DIY dan Jawa Tengah. *Jurnal Manajemen dan Kewirausahaan* 19(2): 93-104.