



Study of Wickham's Entrepreneurial Dimensions Among Culinary Business Entrepreneurs in Jakarta

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ABSTRACT

Culinary business, as a sub-sector of the creative economy, plays a more prominent role than other creative economy sectors. Culinary business also proven has significant role to the Indonesia economic. Despite its potential, culinary business is also presenting high competition. Characteristics of entrepreneurs are one of several important factors for the growth and sustainability of business. The purpose of this research is to discover the foremost entrepreneurial dimensions of respondents that are important for culinary entrepreneurs to live and thrive. Respondents of this research are entrepreneurs in culinary industry in five regions of Jakarta. As the result showed, the prominent entrepreneurial dimension was personality with important characteristics or traits that affect success in culinary business were responsibility, confidence, integrity, and honesty.

INTRODUCTION

Indonesia's Micro Small Medium Enterprises (MSMEs) sector recorded around 66 million in 2023 accounted for nearly 99% of national businesses (Arisinta et al., 2024). According to data from the Ministry of Cooperative and SMEs, MSMEs absorb around 97% of workforce, generate 61% of Indonesia's GDP, and contribute to 60,4% of total investment. (Putri & Husna, 2024). Indonesia has a rich culinary possibility, especially in Jakarta.

The creative industry can be a pillar to boost economic growth. This sector give contribution to the GDP reached 7,38% (Bhaktiar et al., 2021). Culinary sector is one of creative economy sub-sector that has important role to the Indonesia economic. Culinary business gives around 30% to the total revenue from creative economy industry, so it can be said that culinary business has significant contribution (Hilmiyah et al., 2022). This business sector provides a substantial contribution compared to other creative economic industries. In 2021, the culinary sector was contributed 41% of GDP from the creative economy (Putra et al., 2022) and employed about 10 million workers (Antunès, 2023).

The culinary industry is resilient. It was significantly affected by the COVID-19 pandemic. Majority of MSMEs (72%) were affected by pandemic which most in Jakarta and probable 70% among these affected MSMEs were business in culinary sector (Herminda & Muksin, 2021). Tjia et al. showed that this sector only grew 1,58% during pandemic in 2020 and many culinary industries, especially in Jakarta, to close momentarily or even forever (2021). In this post pandemic era, the growing number of culinary MSMEs has intensified competition, requiring entrepreneurs who have culinary business to adopt innovative strategies to stay competitive (Rahman, 2023).

Given its market potential, competition is fierce. Success often requires innovative strategies beyond offering menus or ingredients. Many culinary businesses entrepreneurs lack formal culinary background. They are joining the business because of its huge market potential. Since the level of competition is very high, the number of turnovers in the culinary business is also high. This high turnover doesn't mean it affects only culinary business entrepreneurs that don't have culinary background, even for the ones who have culinary background won't be a guarantee. Only entrepreneurs with specific traits manage be able to survive and thrive.

If we highlight specific traits of entrepreneurs, previous studies from (Cahayani et al., 2016) identified that the most important entrepreneurial characteristics among creative economy entrepreneurs in Jakarta were confidence, independence, responsibility, perseverance, and optimism. It also said that the most prominent dimension was the personality dimension (Cahayani et al., 2016). Another study from (Cahayani & Gunawan, 2020) showed that during pandemic entrepreneurs that can be survived possessed at least four entrepreneurial characteristics i.e.: confidence, need for success, willingness to take risk, and high motivation.

Based on previous studies, research gap emerges that no study yet of the most prominent entrepreneurial characteristics for culinary business post pandemic era. Also, no study yet explores the most prominent entrepreneurial dimension for culinary business entrepreneurs. This article will examine the

entrepreneurial characteristics for entrepreneurs in culinary business to endure in the industry especially in post pandemic era. On this article we try to explore the prominent entrepreneurial dimension of Wickham (Wickham, 2006) among culinary entrepreneurs that determine their success in culinary business.

LITERATURE REVIEW

Entrepreneurship

People still have different opinion about the real meaning of entrepreneurship. Diandra said that entrepreneurship has been defined in numerous ways; there are some people who view it as a process of creating successful companies, while others describe it as the improvement of an entrepreneurial mindset and skill set (2020). Hisrich et al., said that entrepreneurship is “*process of creating something new and assuming the risks and the rewards*” (2022). Ratten said, “entrepreneurship” has different meaning, depending on the context (2017). For many people, entrepreneurship is often equated with innovation in the context of business ventures, but for some academicians, it is more accurately characterized as a mindset or a distinctive pattern of behaviour (Solomon & Mathias, 2020). Gancarczyk said that entrepreneurship is influenced by entrepreneur’s attitudes with their tendency to take risks and determination in implementing their business (2020).

Nishanthi said that entrepreneurship can be assumed as the ability to innovate, allocate resources through investment, and pursue growth by exploring new markets, developing novel products, and applying advanced techniques (2014). Nishanthi also said that entrepreneur is an individual who own business and take responsibility for the risks and the outcome (2014). Meanwhile, Dhaliwal said that entrepreneur is a person who has the initiative skill and motivation to start venture and always have high need for achievements (2016). The definitions of entrepreneurship and entrepreneur both indicate that entrepreneurial activity describes a creative process in which doers must have several certain characteristics.

During Covid-19 Pandemic era, the significance of entrepreneurship has become more relevant. Portuguez Castro & Gómez Zermeño (2021) identified that characteristics of the entrepreneurs and attitudes adopted toward the crisis as resilience factors. Innovativeness, creativity, persistence, resilience, and consistency represent key entrepreneurial traits that have enabled entrepreneurs to capitalize on the opportunities arising from the pandemic crisis (Akula & Singh, 2021).

Strategic entrepreneurship according to Ireland et al. (2003) is “a concept that emerges from the convergence of strategic management and entrepreneurship”. The convergence of entrepreneurship and strategic management is often framed around the ‘four I’s’. Those are: imagination, ideas, invention, and innovation (Schendel & Hitt, 2007). Strategic entrepreneurship is commonly described as the combination of entrepreneurial behaviour—characterized by the pursuit of opportunities to achieve objectives—and strategic behaviour—focused on gaining advantages—to formulate and execute entrepreneurial strategies aimed at wealth creation (Hitt et al., 2001).

Entrepreneurial Characteristics

John A. Hornaday did comprehensive research about entrepreneurs and found some entrepreneurial characteristics. He explained 42 characteristics that often appear in an entrepreneur (Kuratko, 2024). These are those 42 characteristics: “resourcefulness, confidence, perseverance, energy and diligence, ability to take calculate risks, optimism, need to achieve, versatility and knowledge of product, dynamism and leadership, technology, market, machinery, creativity, ability to influence others, capacity for enjoyment, ability to get along well with people, initiative, flexibility, intelligence, orientation to clear goals, maturity and balance, positive response to challenges, independence, responsiveness to suggestions and criticism, time competence and efficiency, ability to make decisions quickly, efficacy, responsibility, accuracy and thoroughness, foresight, cooperativeness, profit orientation, ability to learn from mistakes, sense of power, pleasant personality, commitment, egotism, courage, imagination, perceptiveness, toleration for ambiguity, aggressiveness, ability to trust workers, sensitivity to others, honesty and integrity” (Kuratko, 2024).

Philip Wickham (2006) outlines several entrepreneurial dimensions, those are: personal, managerial, and agent of change dimensions.

1. Personal Dimension

This dimension focuses on the individual characteristics, motivations, and traits that drive entrepreneurial behaviour. The personal dimension emphasizes the psychological and motivational of an entrepreneur. The key elements for this dimension are risk taking, self-confidence, need for achievement, creativity, innovation and locus of control.

2. Managerial Dimension

This dimension focuses on the skills and capabilities needed to manage a business effectively. The managerial dimension represents the entrepreneur’s ability to run and grow the venture ensuring its long-term sustainability through competent business practices. The key elements for this dimension are planning and decision making, leadership, controlling. resource management and problem solving.

3. Agent of Change Dimension

This dimension views the entrepreneur as a **transformational figure** who initiates and drives change in markets, industries, and organization. As an **agent of change**, the entrepreneur is not just building a business, but they are driving innovation and transformation, often reshaping the landscape around them. The key elements for this dimension are adoption and diffusion, disruption, and visionary.

METHODOLOGY

Respondents and Research Method

Respondents are the culinary entrepreneurs in Jakarta. This research used combination of quantitative and qualitative research, or mixed method. Moleong, as referenced by Nasution (2023), explains that qualitative research is an approach projected to identify the phenomena experienced by research subjects—such as their behaviours, perceptions, motivations, and actions—in a comprehensive manner. This understanding is conveyed through description using words and language in a particular natural setting, employing a variety of naturalistic methods. According to Barella et al. (2024), quantitative research is a methodological approach that relies on numerical or statistical data to examine hypotheses. They also note that mixed methods research integrates both qualitative and quantitative approaches, bringing together the advantages of each to generate more complete and well-rounded insights (2024).

The quantitative data were collected through questionnaires distributed to 150 respondents. The sampling process utilized non-probability sampling. Non-probability sampling uses individual judgement and chooses people from population conveniently (Ayhan, 2011). The non-probability sampling that used by researchers are purposive and convenience techniques, with purposive sampling applied to select respondents from culinary centres across five regions of Jakarta. Purposive sampling chooses participants based on specific criteria needed for the study (Nasution, 2023). Convenience sampling chooses informants or respondents from target population based on how easily they can be reached (Golzar et al., 2022). Researchers collected qualitative data to get more data by interviewing ten informants that were available and willing to be interviewed.

Variable Operationalization

Researchers used three entrepreneurial dimensions according to Wickham based on 42 Hornaday's entrepreneurial characteristics. Groupings of those 42 entrepreneurial characteristics into three dimensions as follows:

- **Personality Dimension**
Entrepreneurial characteristics in personality dimension are confidence, energy and diligence, determination and perseverance, resourcefulness, ability to influence others, ability to get along well with people, intelligence, independence, responsibility, accuracy and thoroughness, pleasant personality, courage, sensitivity to others, honesty and integrity, maturity; and balance.
- **Managerial Dimension**
Entrepreneurial characteristics in managerial dimension are ability to take calculated risk, dynamism and leadership, optimism, need to achieve, versatility; knowledge of product/market/technology, flexibility, orientation to clear goals, time competence and efficiency.
- **Agent of Change Characteristics**
Entrepreneurial characteristics in agents of change dimension are creativity, initiative, positive response to challenge, responsiveness to suggestions & criticism, foresight, ability to learn from mistakes, sense of power, egotism, imagination, perceptiveness, tolerance for ambiguity, aggressiveness, capacity for enjoyment.

Analysis Data Technique

In this research, quantitative data consists of 2 parts. First part, researchers analysed data using mean score technique for each entrepreneurial characteristic and dimension being tested. Second part, respondents answered the entrepreneurial characteristics that define their success in culinary business. Each respondent listed 5 characteristics. All response from respondents was totalled and classified from the highest to lowest. Qualitative data was analysed with content analysis. Content analysis is a “research method for the subjective interpretation of the content of text data” (Hsieh & Shannon, 2005). In a content analysis, researchers attempt to analyse deeply the qualitative answers gathered from the interview result.

RESULT AND DISCUSSION

Top three characteristics in personality dimension were: sensitivity to others, honesty and integrity, maturity and balance. Meanwhile, top three characteristics from managerial dimensions were needed to achieve, cooperativeness, and ability to trust workers. Then from agents of change dimension, top three characteristics were imagination, creativity, and foresight. In rank order, ten top entrepreneurial characteristics from those three dimensions were: sensitivity to others, honesty and integrity, maturity and balance, imagination, responsibility, accuracy and thoroughness, cooperativeness, creativity, independence, confidence. From these ten top entrepreneurial characteristics, seven characteristics were from personality dimension, two characteristics were from agent of change dimension and one characteristic from managerial dimension. From those data, the personality dimension leads the top ten of entrepreneurial characteristics. Top three characteristics were all personality dimensions. From overall means score of those three dimensions, overall means score of personality dimension had the highest mean score, that is 4,3. Overall mean score of managerial dimensions is 4,21 and agent of change dimension is 4,12.

Respondents also responded about the entrepreneurial characteristics that affect success in culinary industry. Those top ten of entrepreneurial characteristics that affect success were (in rank order) confidence, honesty; integrity, responsibility, creativity, optimism, ability to take calculated risk, sense of power, foresight, ability to get along well with people, ability to learn from mistakes. These were the classification of those top ten entrepreneurial characteristics: four characteristics from the personality dimension, four characteristics from agent of change dimension and two from characteristics from the managerial dimensions. The top three of those ten characteristics that also emerged as the highest rank among other characteristics, were confidence, honesty; integrity, and responsibility.

We can see several similarities if we compare the most important entrepreneurial characteristics among respondents with their response about the characteristics that shape their success in culinary business. There were four entrepreneurial characteristics that are important and counted to be the source to influence the success of culinary business, i.e.: honesty and integrity, confidence, responsibility, creativity.

For personality dimension, all of ten informants consider “confidence” as the most important personality trait. They said, you must have this trait if you want your business to continue and even grow, even though you face the tough challenges. One informant said, if he did not have this trait when he started business, then he could not make his dream come true. From the interview, researchers got information that the second most important personality trait is “energy and diligence”. An informant who is own a bakery business said that it's normal for her to take more than one day to finish her customer's order that needs complicated details. She said emphatically that order with complicated details could only be done with high energy and diligence. Meanwhile, a café owner said that high energy and diligence are needed to survive in high level of competition business world.

In managerial dimension, all those ten informants said, they “have ability to calculated risk” to make the right decision in the right time. One informant said that if he did not make the right decision in the right time, he would not take over a restaurant business that owned to his extended family. He did not afraid to take that decision because he had calculated the risk. Another informant said, after her coffee shop went bankrupt due to the pandemic, she decided to open a frozen food online, based on decision is not only taken quickly but must be precise, because of the risk that involved.

While for agent of change dimension, all of ten informants said “creativity” and “imagination” are the two most important things from agent of change characteristics. A catering owner said that he needs “creativity” to create arrangement of food buffet or to create new menu. According to those informants, creativity and imagination are inseparable. They said, creativity come from ideas or imaginations.

CONCLUSIONS AND RECOMMENDATIONS

Based on this research's findings and the discussions described earlier, it is evident that the personality dimension emerges as the most prominent among two others entrepreneurial dimensions examined. Meanwhile, the most important entrepreneurial characteristics were “sensitivity to other”, “honesty; integrity”, “maturity; balance”. Furthermore, when considering the entrepreneurial characteristics that play an important role in determining business achievement in the culinary industry, three prominent characteristics are: “confidence”, “honesty and integrity”, and “responsibility”. Notably, all these characteristics were grouped into the personality dimension. These findings highlight the importance of fostering specific entrepreneurial characteristics on personality dimensions in aspiring culinary entrepreneurs. While technical skills and business acumen are essential, however it is the personal dimension that significantly influences the sustainability and growth of a culinary business.

The implication of this research is that it could offer a picture about the needed and essential entrepreneurial dimension in culinary industry. So, anybody who wants to have culinary business should have and develop their

personal characteristics so they can maintain and achieve success in the culinary business.

This study has limitations since observing culinary entrepreneurs only at culinary center in 5 areas in Jakarta. Perhaps it does not represent the whole picture of culinary entrepreneurs in Jakarta. Using another sampling method, non-probability sampling like random sampling will result in a closer outcome to reality. To obtain further and wider information about the important entrepreneurial characteristics and dimension that affecting the successful in the culinary business, researcher also give advice to do comparative study for the culinary business in other regions in Indonesia. By having comparative data, we can understand whether the same or different prominent entrepreneurial characteristics and dimensions emerge.

FURTHER STUDY

This study still has limitations so further research on this topic is still needed "Study of Wickham's Entrepreneurial Dimensions Among Culinary Business Entrepreneurs in Jakarta".

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