

The Impact of Core Values, Character and Entrepreneur Leadership in Successful of Minangkabau Leaders and Javanese Leaders

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Abstract

This study aims to find the relationship between core values, character and entrepreneur leadership to the successful leaders. It contributes to the business world, namely entrepreneur to prepare a leader business starts from an early age to be a successful entrepreneur. Based on this literature, entrepreneurs can evaluate the core values and character, because from the theory there is an impact on the successful entrepreneur. As much as 170 entrepreneurs with 85 Minangkabau and 85 Javanese became respondents in this study. To answer the research questions, this research used descriptive and statistical analysis with Multiple regression. This research found that there was a significant influence of core values, character and entrepreneur leadership in successful leaders. Theory contributions of this study are an approach to entrepreneur and leadership, and examine the influence of core values, character and entrepreneur leadership in successful leaders. For future study, research like this can be done on another ethnicity in Indonesia.

Keywords: core values, character, entrepreneur leadership, successful leaders, minangkabau, javanese

Abstrak

Penelitian ini bertujuan untuk menemukan hubungan antara nilai-nilai dasar, karakter dan kepemimpinan bisnis dalam kesuksesan seorang pemimpin bisnis. Hal ini memiliki kontribusi pada dunia bisnis, terutama untuk mempersiapkan diri mungkin para calon pemimpin bisnis sejak usia muda. Berdasarkan teori, pebisnis dapat dievaluasi dari nilai-nilai dasar dan karakter yang mereka miliki, karena dalam teori hal-hal tersebut berpengaruh terhadap kesuksesan seorang pebisnis. Sebanyak 170 orang pebisnis dengan jumlah 85 orang bersuku Minangkabau dan sebanyak 85 orang bersuku Jawa menjadi responden dalam penelitian ini. Untuk menjawab pertanyaan penelitian, penelitian ini menggunakan analisis deskriptif dan menggunakan analisis statistik regresi berganda. Penelitian ini menemukan bahwa ada pengaruh signifikan dari nilai-nilai dasar, karakter dan kepemimpinan bisnis terhadap kesuksesan pemimpin bisnis. Untuk penelitian di kemudian hari, dapat dilakukan penelitian mengenai hal ini dengan menggunakan suku-sukunya yang ada di Indonesia.

Kata kunci: nilai dasar, karakter, kepemimpinan bisnis, kesuksesan pemimpin, minangkabau, jawa.

INTRODUCTION

There are many perspectives which try to explain about the process of entrepreneurship namely: 1) The more traditional groups of researchers have focused on the personality characteristics of the individual, such as risk taking and innovativeness and work values, and 2) The second group of researchers has taken social cognitive approach, looking at the relationship between and individual and his or her environment (Kapp, 2003). The relationship between entrepreneur, personality characteristics, values and other dimensions will help why some entrepreneurs become and others do not. According to (Clarke, 2018) people become effective

leaders when they are rooted in who they are and what matters most to them. Being a good leader is not about imitating or modeling a historical figure. Instead, leadership must be rooted in who the leader is and what is important the most for him. When the leader truly knows himself and what he stands for, that is true it is much easier to know what to do in any situation and ultimately leads to doing the right thing and doing the best he can (Vilma, 2018).

Leaders are not born as such, they were raised in various environments. The environment will affect their personality. Core values for each ethnic in Indonesia have differences, particularly in how they deal with change. Minangkabau leaders and Javanese leaders has its own characteristics. As entrepreneurs they certainly want to give the best results for their business companies, through each decision, the way they think and how they achieve their corporate vision and mission. Core values and character is the basic formation of leaders that began at a young age. Various changes to make them more sensitive to changes, but the character and basic values that they believe they are still implanted. Indonesia has a diverse ethnic, every ethnic has own characteristic and also has a lot of successful entrepreneurs. The different characteristics of ethnicity Indonesia become interest for researcher to know the way to success for different ethnics in Indonesia, namely entrepreneur. Francois (1991) findings, Indonesian business community, ethnic proportions among private entrepreneurs are as follows: 30% Chinese, 29% Javanese, 5% Minangkabau, 3% Bugis, 3% Sundanese and 3% Batak. Eastern Indonesia's ethnic groups are definitely left behind. In this study took the Javanese and Minangkabau leadership because apart from the Chinese, Javanese and Minangkabau entrepreneurs did their best relative to their size. Minangkabau entrepreneurs and Javanese entrepreneurs are scattered in almost all parts of Indonesia and outside Indonesia. Everywhere we can find Minangkabau and Javanese businessmen. Minangkabau is one of the Indonesian ethnic groups which is well-known as a source of national entrepreneurship, in a broader view, Indonesian people as argued by Hofstede and Hofstede (2005) can be said to be collectivist, high power distance, low uncertainty avoidance, and feminine. However, a closer look at the concept of uncertainty avoidance among ethnic groups in Indonesia may offer a different perspective. Minangkabau culture is considered to be more open and adaptive to change (Navis, 1984).

Based on Heryanto (2011), the Minangkabau are minority ethnic. It is consisted of only 3% of Indonesia population. The Minangkabau have sense of accomplishment. They begin as informal traders until become success businessman. The Minangkabau are Moslems, where Islam and the Adat (traditions) of Minangkabau are practised together. Minangkabau traditions are based on the Islamic teachings of “adatbasandisarak, syarakbasandikitabullah” The traditions goal is happiness that is to be reached based on the principle of “from all, by all and for all” (Nasroen, 1971; Koentjaraningrat, 1975). Some factors have forced the Minangkabau to leave the agriculture sector. One of the most important factors is that the sector gives small revenue. Besides that, the Minangkabau education level has improved (Koentjaraningrat, 1975). Naim, as cited in Rizal (2000) identifies factors that urge the Minangkabau to leave their region and agriculture. The factors are ecological pressure, geographic pressure, demographic pressure, economic pressure, the motivation of education, and attractive cities. The economic pressures have become the primary reason why the Minangkabau leave their region.

As cited in Games (2012) Minangkabau is seen as a culture of entrepreneurs, perhaps because of their migration tradition. Effendi (1999), however, has argued that Minangkabau entrepreneurship developed for economic and pragmatic reasons. Migration is an important tradition in Minangkabau culture (Kato, 2007) and voluntary migration (*merantau*) has been encouraged for several reasons, including the matrilineal system. Typically, men in West

Sumatra, the centre of Minangkabau culture and origin, are encouraged to leave West Sumatra and even to go abroad because in Minangkabau culture it is women who will inherit ancestral properties in order to give them a sense of security. Indeed, Indonesia seemed to be an ideal country in which to examine the issues of interest as there are at least 300 ethnic groups in the country, although the Javanese are the largest group, making up between 40% and 50% of the population. Consequently, all other ethnic groups, including the Minangkabau, can be considered to be minority groups (Suryadinata 1999).

Javanese is well known for their penchant about the life of gotongroyong. It can be seen from several slogans, such as: "*saiyegsaekoprayagotongroyong*" and "*hapanjanghapunjunghapasir-wukirlohjinawi, tatatentremkertaharja*". The slogans teach the life of gotongroyong and help each other as community or family. Javanese felt themselves was not an alliance of individuals, but a unity the form of "one for all and all for one" (Herusatoto, 2008). Java ethnic group, which is the largest ethnic group in Indonesia, has been widely regarded as high uncertainty avoidance. A study by Mangundjaya (2006) discovers that Java people tend to have high uncertainty avoidance in the workplace, while their culture emphasizes the importance of being humble, tolerant, and patient. They also have many rituals which can be seen as the way to cope with uncertainty (Hofstede, 2005). The recent economic crisis (1998) in Indonesia had forced many people out of work in Java. Some of these people are roaming the outer islands to find jobs or opportunities in self-employment activities. The difficult economic situations resulted the javanese tried to work outside of java island, therefore nowadays we can see many entrepreneurs come from javanese circulate in almost all regions of Indonesia.

Based on the background that has been explained before, the objectives of this study are: (a) To examine the relationship between core values and successful of minangkabau and javanese leaders, (b) To examine the relationship between character and successful of minangkabau and javanese leaders. (c) To examine the relationship between entrepreneur leadership and successful of minangkabau and javanese leaders

Values are principles or standards we believe are important or worthwhile. They form the underlying priorities that guide our decisions and behavior. Values we consistently rank higher than others are what we call "core values." Klatt (2009). As cited in Games D (2012), values can be defined as "a belief pertaining to desirable end states or modes of conduct that transcends specific situations; guides selection or evaluation of behavior, people, and events; and is ordered by the importance relative to other values to form system of value priorities" (Schwartz, 1996). Further, they motivate people to act in particular ways (Lee, Soutar & Louviere 2008).

Character is based on the core values of the leader. Character influences his/her vision, goals, self-concept, strategies, work ethic, attitude, perception, code of ethics, behavior, and the search for excellence. Character is defined as a disposition or trait, a way of thinking, being guided by a set of rules or principles, and a behavior or action (Bass:2002).

According to **Schumpeter (1999)** entrepreneur is an innovator and leader. But he is neither a risk-bearer, nor a manager or capitalist. The innovator is the engine of economic growth. He leads the economy away from its (otherwise static) equilibrium position and forces it to a higher equilibrium position. Innovations are endogenous developments in a dynamic economic system. Entrepreneurs are willing to innovate, due to the possession of some scarce motivating forces. Entrepreneurial activity and the accruing profits are not lasting. Entrepreneurship is a temporary condition for any person, unless he keeps on innovating. According to (Hodgetts and Kuratko, 2007) defines entrepreneur leadership, who seems to suggest that leadership is a type of

entrepreneurship or at least that today's leaders need to be entrepreneurial in order to be effective.

Entrepreneurial success has been defined in different ways. Dafna (2008) associate entrepreneurial success by relating the success with continued trading, and entrepreneurial failure is linked to unrewarding or ceased trading. Characteristics such as being creative and having good interpersonal, mental and technical skills contribute to an entrepreneur's success (Hodgetts and Kuratko, 2007). Another important factor contributing to successful entrepreneurs is knowledge that is gained from various sources such as training or personal experience through formal or informal education .

Research Framework

Based on the background, problem formulation, and theoretical studies, the research framework is as follows

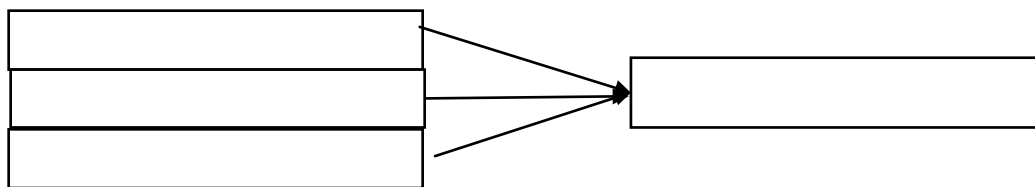


Figure 1. Research Framework

Research Hypotheses

According to research framework, these hypotheses that can be supposed based on literature and their conceptual model that have been proposed in figure 1: Leadership excellence cannot be evaluated without an assessment of the leader's character, Character is based on the core values of the leader. Character influences his/her vision, goals, self-concept, strategies, work ethic, attitude, perception, code of ethics, behavior, and the search for excellence (Shankar, 2003). Thus, researcher proposes that:

H₁: The core value is positively related with character

Leaders with character are therefore essential building blocks to effective and socially responsible organizations and ethically sound management practices. Aronson (2001) show how ethical behaviour in leaders accounts for corporate wellbeing. A lot of studies have examined characteristics of successful entrepreneurs. A number of characteristics are considered in almost each of these studies. These are the need for Achievement, internal Locus of Control and Risk-Taking Propensity. In some studies, other characteristics are examined as well. These are the need for Autonomy, the need for Power, Tolerance of Ambiguity, need for Affiliation and Endurance. On average, successful entrepreneurs score higher on these characteristics than those who do not have a (successful) business of their own. Hence, researcher proposes that:

H₂: The character is positively related with successful leaders

Previous studies have identified entrepreneurial factors that contribute to the success of entrepreneurs. For example that a successful entrepreneur must possess outstanding qualities, especially in decision making, while McClelland (1961) suggests that an entrepreneur should feel a need for achievement. Successful entrepreneurs have a unique value compared with others. He outlines the characteristics values such as self-confidence, taskoriented, risk-taking,

administrative charisma, innovation, creative and visionary are the value-added elements in successful entrepreneurs.

H₃: The entrepreneur leadership is positively related with successful leader

METHOD

The research design is descriptive method that describes and interpret the objects in accordance with what it is. Referred as the non-experimental studies did not control and manipulation of study variables. The study used the descriptive method, allowing to test the relationship between variables or associations, and finding comparative relationships between variables. The respondents are the entrepreneurs from Minangkabau entrepreneurs and Javanese entrepreneurs. The sampling technique used is purposive sampling. In other words, the sample unit is contacted adjusted with certain criteria are implemented by destination research. In this research the population is leader entrepreneur in Bandung. with these criteria: (1) Minangkabau ethnics and javanese ethnics, (2) Owner of business (leaders of their business), (3) Scale of business (SME) Small medium enterprise and (4) willing to be a research object. With a total population 1.649 merchants. In this study, 170 questionnaires distributed and obtained responses from 85 Minangkabau entrepreneurs and 85 Javanese entrepreneurs. Total 170 Minangkabau and Javanese entrepreneurs participates in this questionnaire. Data collection method is an integral part of research design. Data can be collected in a variety of ways, in different setting-field or lab-and from different sources. Data collection in this study used field research. Field research was conducted using questionnaires that have been used in previous studies in various types of organizations or company and personality. A questionnaire is a preformulated written set of question to which respondents record their answer, usually within rather closely define alternatives. Multiple linear regression is a regression analysis that describes the relationship between the dependent variable with the factors that affect more than one independent variable.

Operationalization Variables

Here is the operationalization of each variable of the study: A. Core Values (Schwartz, 1992), the components: 1. Self enhancement (power, achievement) 2. Openness (stimulation, self direction, hedonism) 3. Self-Transcendence: (universalism, benevolence) 4. Conservation (tradition, conformity, security) B. Character (Schermerhorn, 2004), the components: 1. Internal Locus of Control: (own destiny, self-directing, autonomy) 2. High energy level (Persistent, hardworking, willing to exert extraordinary efforts to succeed). 3. High need for achievement (Accomplish challenging goals, performance feedback) 4. Tolerance for ambiguity (Risk takers, tolerates situations with his degrees of uncertainty) 5. Self-confident (feel competent, believe in themselves, and are willing to make decisions) 6. Passion and action oriented (act ahead of problems, self reliant and not waste valueable time) 7. Self reliance and desire for independence (want to be their own boss, not work for others) 8. Flexibility (admit problems and errors, change a course of action when plans are not working. C. Entrepreneur Leadership (Bangun, 2012) , the components : 1. Risk Taker 2. Hard worker 3. Integrity 4. Humble 5. Optimistic 6. Have goals 7. Customer focus 8. Creative and innovative 9. Balanced life 10. People focus 11. Seeks opportunity 12. Adaptive 13. Lead by example 14. Work is a part of spritual process. D. Successful Leaders (Focus group Discussion), the components: 1. Business growth 2. Increase quality of life.

RESULT AND DISCUSSION

Analysis of Respondent Characteristics

Analysis of respondent characteristics will be executed to generate the conception about features or tendencies related to respondent characteristics discussed in this research. The result of respondent characteristics from 170 data of characteristics sample can be seen on table 1 below:

Table 2. Analysis of Characteristic Respondent

| No | Respondent Characteristics Variable | Minangkabau Percentage (%) | Jawa Percentage (%) |
|----|--------------------------------------|----------------------------|---------------------|
| 1 | Age | | |
| | <20 years | 2.4 | 2.4 |
| | 20-30 years | 69.4 | 49.4 |
| | 30-40 years | 11.8 | 23.5 |
| | >40 years | 16.5 | 24.7 |
| 2 | Age of business | | |
| | <1 tahun | 20 | 11.8 |
| | 1-2 tahun | 29.4 | 14.1 |
| | 2-5 tahun | 22.4 | 29.4 |
| | 5-10 tahun | 17.6 | 20.0 |
| | >10 tahun | 10.6 | 24.7 |
| 3 | Average income per month (Rp) | | |
| | <1 million | 12.9 | 24.7 |
| | 1-3 million | 28.2 | 36.5 |
| | 3-5 million | 21.2 | 12.9 |
| | 5-10 million | 16.5 | 12.9 |
| | >10 million | 20.0 | 12.9 |
| 4 | Type of business | | |
| | Food/culinary | 21.2 | 34.1 |
| | Fashion | 22.4 | 14.1 |
| | Fotocopy | 8.2 | 1.2 |
| | Advertising | 3.5 | 0 |
| | Travel agency | 7.1 | 0 |
| | Household goods and ingredients | 29.4 | 43.5 |
| | Services | 8.2 | 7.1 |

Source: Data Analysis

Classical Assumption

Normality Test

Normality test in this research using one sample Kolmogorov-Smirnov test with a significance level of 0.05. If the probability Asymp. Sig. (2-tailed) residual regression model above 0.05, we can conclude that the normality assumptions are met. In table 3 can be seen that Asymp. Sig. (2-tailed) value is 0.669 (>0.05) means that the assumption of normality are met.

Table 3 Normality Test (One-Sample Kolmogorov-Smirnov Test)

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 170 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 3,18714801 |
| Most Extreme Differences | Absolute | ,056 |
| | Positive | ,036 |
| | Negative | -,056 |
| Kolmogorov-Smirnov Z | | ,725 |
| Asymp. Sig. (2-tailed) | | ,669 |

Source: Data Analysis

Multicollinearity Test

The method can be used to test the multicollinearity can be seen from the correlation matrix of independent variables. The analysis in Table 4 shows that the VIF values of all independent variables are under 10 and the value of tolerance is above 0.10, so it can be concluded that there was no multicollinearity.

Table 4. Multicollinearity Test

| Model | | Collinearity Statistics | |
|-------|----|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | CV | ,474 | 2,110 |
| | CH | ,441 | 2,267 |
| | EL | ,502 | 1,992 |

Source: Data Analysis

Autocorrelation Test

Autocorrelation was tested using the Durbin-Watson. In general, by using the Durbin Watson numbers as a benchmark (Algifari, 1997). Regression result from table 5 shows the D-W value still within the limit (1.550 – 2.460), so that it can be concluded there is no autocorrelation in this study.

Table 5. Autocorrelation Test

| | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|-------|----------|-------------------|----------------------------|---------------|
| 1 | ,546a | ,298 | ,285 | 3,21582 | 1,951 |

Source: Data Analysis

Heteroscedasticity Test

Heteroscedasticity test aims to test whether the regression model occurred residual inequality variancedari one observation to other observations. One of the most widely used method to detect this phenomenon is by looking at the graph plots the predicted value of the independent variable residualnya. If there are certain patterns that show symptoms heteroscedasticity.

Based on the chart heterokodastisitas testing shows that the existing data do not form a pattern, and thus concluded that it does not contain heteroscedasticity.

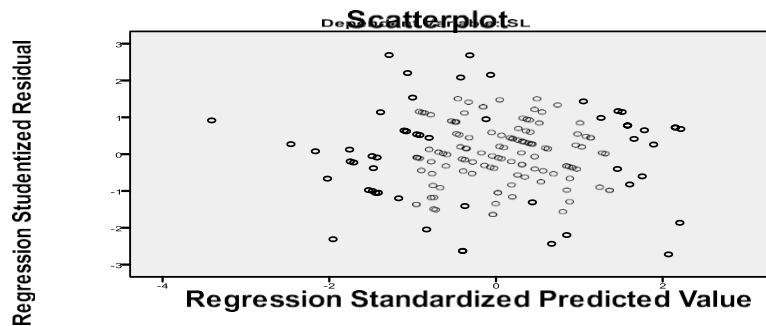


Figure 2

Table 6. Validity test

| | | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Cronbach's Alpha if Item Deleted | Ket |
|------------------------------------|-----|-------------------------------|-----------------------------------|---|--|-------|
| | Q1 | 75,22941 | 46,557 | ,440 | ,865 | Valid |
| | Q2 | 75,19412 | 46,725 | ,454 | ,865 | Valid |
| | Q3 | 74,64706 | 47,863 | ,412 | ,866 | Valid |
| | Q4 | 74,75882 | 47,462 | ,480 | ,864 | Valid |
| | Q5 | 74,71176 | 47,212 | ,483 | ,863 | Valid |
| | Q6 | 74,50588 | 48,204 | ,429 | ,865 | Valid |
| | Q7 | 75,27647 | 46,367 | ,351 | ,872 | Valid |
| | Q8 | 75,00588 | 46,254 | ,488 | ,863 | Valid |
| | Q9 | 75,20588 | 45,431 | ,455 | ,866 | Valid |
| | Q11 | 74,72353 | 47,420 | ,549 | ,862 | Valid |
| | Q12 | 74,74118 | 46,276 | ,606 | ,859 | Valid |
| | Q13 | 74,66471 | 46,757 | ,577 | ,860 | Valid |
| | Q14 | 74,65882 | 46,995 | ,601 | ,860 | Valid |
| | Q15 | 74,60588 | 46,643 | ,472 | ,864 | Valid |
| Core Value | Q16 | 74,65294 | 46,926 | ,499 | ,863 | Valid |
| | Q17 | 74,58824 | 47,735 | ,482 | ,864 | Valid |
| | Q18 | 74,68824 | 47,518 | ,499 | ,863 | Valid |
| | Q19 | 74,84706 | 46,462 | ,502 | ,863 | Valid |
| | Q20 | 74,65882 | 47,907 | ,489 | ,864 | Valid |
| | Q21 | 61,06471 | 33,244 | ,443 | ,835 | Valid |
| | Q22 | 61,13529 | 33,135 | ,490 | ,833 | Valid |
| | Q23 | 60,87059 | 33,948 | ,369 | ,838 | Valid |
| | Q24 | 60,82353 | 33,436 | ,432 | ,835 | Valid |
| Character | Q25 | 61,48824 | 30,902 | ,459 | ,836 | Valid |
| | Q26 | 61,58235 | 30,884 | ,627 | ,824 | Valid |
| | Q27 | 61,70588 | 32,351 | ,438 | ,835 | Valid |
| | Q28 | 61,67647 | 32,504 | ,412 | ,837 | Valid |
| | Q29 | 61,37647 | 32,686 | ,441 | ,835 | Valid |
| | Q30 | 61,44118 | 32,508 | ,506 | ,831 | Valid |
| | Q31 | 61,20000 | 32,682 | ,470 | ,833 | Valid |
| | Q32 | 61,08235 | 33,461 | ,425 | ,836 | Valid |
| | Q33 | 61,08235 | 32,100 | ,519 | ,830 | Valid |
| | Q34 | 61,07059 | 31,190 | ,547 | ,828 | Valid |
| | Q35 | 61,34706 | 33,163 | ,310 | ,843 | Valid |
| | Q36 | 61,25882 | 32,666 | ,525 | ,831 | Valid |
| | Q37 | 106,03529 | 82,886 | ,324 | ,905 | Valid |
| | Q38 | 105,85294 | 82,777 | ,407 | ,903 | Valid |
| | Q39 | 105,79412 | 82,946 | ,339 | ,905 | Valid |
| | Q40 | 105,80588 | 83,850 | ,395 | ,903 | Valid |
| | Q41 | 105,69412 | 83,066 | ,521 | ,901 | Valid |
| | Q42 | 105,69412 | 82,782 | ,496 | ,901 | Valid |
| | Q45 | 105,84706 | 80,166 | ,567 | ,899 | Valid |
| | Q46 | 105,89412 | 82,580 | ,448 | ,902 | Valid |
| | Q47 | 105,88824 | 82,810 | ,401 | ,903 | Valid |
| | Q48 | 105,63529 | 82,032 | ,490 | ,901 | Valid |
| | Q49 | 105,37059 | 84,388 | ,349 | ,904 | Valid |
| | Q50 | 105,45294 | 83,326 | ,427 | ,902 | Valid |
| | Q51 | 105,89412 | 78,841 | ,532 | ,901 | Valid |
| | Q52 | 105,93529 | 79,197 | ,522 | ,901 | Valid |
| Entrepreneur Leadership | Q53 | 105,36471 | 84,884 | ,324 | ,904 | Valid |
| | Q54 | 105,80588 | 80,808 | ,614 | ,899 | Valid |

| | | | | | | |
|----------------------------------|-----|-----------|--------|------|------|-------|
| | Q55 | 105,64118 | 81,403 | ,687 | ,898 | Valid |
| | Q56 | 105,84706 | 80,722 | ,626 | ,898 | Valid |
| | Q57 | 105,91176 | 80,164 | ,691 | ,897 | Valid |
| | Q58 | 105,90588 | 81,754 | ,463 | ,902 | Valid |
| | Q59 | 105,83529 | 81,345 | ,591 | ,899 | Valid |
| | Q60 | 105,87647 | 80,996 | ,550 | ,900 | Valid |
| | Q61 | 105,42353 | 82,814 | ,550 | ,900 | Valid |
| | Q62 | 105,43529 | 82,508 | ,557 | ,900 | Valid |
| | Q63 | 105,78235 | 82,763 | ,579 | ,900 | Valid |
| | Q64 | 105,78824 | 82,215 | ,615 | ,899 | Valid |
| | Q65 | 18,51765 | 11,671 | ,437 | ,723 | Valid |
| | Q66 | 19,33529 | 9,715 | ,459 | ,723 | Valid |
| Successful Leadership | Q67 | 18,29412 | 11,061 | ,575 | ,694 | Valid |
| | Q68 | 18,50588 | 9,589 | ,379 | ,765 | Valid |
| | Q69 | 18,24706 | 10,755 | ,636 | ,679 | Valid |
| | Q70 | 18,39412 | 10,548 | ,624 | ,678 | Valid |

Source: Data Analysis

Reliability test

Table 10. Reliability test for Core Values

| Variable | Cronbach's Alpha | Ket |
|---|------------------|-----------|
| Core Value (X ₁) | 0,870 | Reliable. |
| Character (X ₂) | 0,842 | Reliable. |
| Entrepreneur Leadership (X ₃) | 0,904 | Reliable. |
| Successful Leaders (Y) | 0,746 | Reliable. |

Source: Data Analysis

Based on the results of the reliability test, it shows that all Cronbach's Alpha values for each variable are ≥ 0.700 , it is concluded that the data used in each variable in this study is reliable.

Multiple Linear Regression Analysis

Table 14. The Core Value, Character and Entrepreneur Leadership with Successful Leaders

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -3,918 | 3,207 | | -1,222 | ,224 |
| | CV | ,241 | ,034 | ,477 | 11,477 | ,000 |
| | CH | ,240 | ,045 | ,383 | 5,367 | ,000 |
| | EL | ,196 | ,026 | ,505 | 7,576 | ,000 |

Source: Data Analysis

From the table 14 can be explained as following regression equation:

$$SL = -3.918 + 0.241CV + 0.240 CH + 0.196EL$$

a = -3.918 is a constant value, if the value of variable character, core values and entrepreneur leadership is 0 (nul) the successful leaders (Y) is equal to -3.918. Number 0,241 in Core Values shows that core values positive effect on the successful leaders. In other words, if the core values increased 1 unit then the successful leaders will increase by 0,241. Character shown that 0,240 beta coefficient with 0.000 sig, that means character has a positive effect on the

successful leaders. In other words, if the character increased 1 unit then the successful leaders will increase by 0,240. Number 0,196 in entrepreneur leadership shows that entrepreneur leadership positive effect on the successful leaders. In other words, if the entrepreneur leadership increased 1 unit then the successful leaders will increase by 0.196

DISCUSSION

There are many studies that explained the relationship between core values, character and entrepreneur leadership. But still a bit of research to associated with sample ethnicity, in this study researchers tried to determine the relationship of these variables using the sample of ethnic Minangkabau and Javanese. In this study it can be seen that the variable core values have a positive relationship to the successful of minangkabau leaders and javanese leaders, as well as variable character and entrepreneur leadership to the successful of the business leaders of the Minangkabau and Javanese. Previous research explained the relationship among values, character, and leadership. Gillespie and Mann (2004) investigated leadership practices and how they affect trust in the leader. They found values have a significant role in the development of trust; sharing common values was among the three variables that accounted for 67 percent of the team members' total trust in the project leader. Character is popularly conceptualized as a group of constant and unchanging traits. Values and character attributes are at the center of who we are and therefore affect all aspects of our lives, including leadership capacity. Many people who write about leadership indicate values and character are central to creating a positive influence. In this research different views regarding leadership based on core values character, and entrepreneur leadership to successful leaders minangkabau and javanese.

First, the results show that core values have positive influence with character, this founding support by Shankar (2003) "Leadership excellence cannot be evaluated without an assessment of the leader's character, character is based on the core values of the leader. Character influences his/her vision, goals, self-concept, strategies, work ethic, attitude, perception, code of ethics, behavior, and the search for excellence. In this study, researcher adoption core values model suggested by Schwartz (1992). The two-dimensional model developed by Schwartz (1992) is constructed to show the relationship between the values within each domain. Value domains that are openness to change (stimulation, self-direction and hedonisme), self transcendence (universalism, benevolence), self enhancement (power, achievement) and conservation (tradition, conformity, security). In this study, researcher found just only item hedonisme has not valid to use in this research, and the result show that values by shwartz support hypothesis in this study.

Second, character shows that has a positive influence with entrepreneur leadership and successful leaders. A lot of studies have examined characteristics of successful entrepreneurs A number of characteristics are considered in almost each of these studies. These are the need for Achievement, internal Locus of Control and Risk-Taking Propensity. In some studies, other characteristics are examined as well. These are the need for Autonomy, the need for Power, Tolerance of Ambiguity, need for Affiliation and Endurance. On average, successful entrepreneurs score higher on these characteristics than those who do not have a (successful) business of their own. In this study, researcher adoption Schermerhorn (2004) theory to defined characteristic of minangkabau leaders and javanese leaders, some of those characteristics using in this research are internal locus of control, high energy level, high need for achievement, tolerance for ambiguity, self-confidence, passion and action oriented, self reliance and desire for independence, flexibility. All of this characteristic in this model has valid and support hypothesis

in this study.

Third, entrepreneur leadership in this study adoption theory by Bangun (2012). The key success for entrepreneur leadership in this theory are, risk taker, hard worker, integrity, humble, optimistic, have goals, customer focus, creative and innovative, balanced life, people focus, seeks opportunity, adaptive, lead by example and work is a part of spiritual process. In this study, only item humble is not valid to measure entrepreneur leadership of minangkabau and javanese. Characteristic entrepreneur leadership by Bangun support hypothesis in this research, where entrepreneur leadership positive influence successful leaders minangkabau and javanese.

This research also supports prior study, Hogan and Kaiser (2005) reviewed a study by Peterson and Seligman (2004) regarding the characteristics people look for in their leaders. The top four characteristics in order of importance were integrity, decisiveness, competence, and vision. People tend to accept leadership from people with these attributes, and each of these involves values and character. This research supports the importance of values and character in leadership. Summarize all the findings, this research is expected to contribute suggestions for the entrepreneurs, especially entrepreneurs from minangkabau and javanese ethnic, mainly in successful leaders. Therefore, this study in more detail looking for the factors which became strong predictors for core value, character and entrepreneur leadership. So, these things will get more attention for the young entrepreneur to prepare themselves to become success from an early age. Why it is becoming very important, because the study found a correlation between those things towards successful leaders.

CONCLUSION

The purpose of this study is to identify relationship between core values, character, entrepreneur leadership in successful of Minangkabau leaders and Javanese leaders. To accomplish this task, quantitative research approaches have been used. A survey, using a closed questionnaire, was entrepreneur with minangkabau and javanese ethnic as the primary instrument to collect data. This was supplemented with an focus group discussion process as a preliminary research to defined successful leaders. Based on the results of the study, answers to the research questions are discussed below. Based on the results that the researcher has found, the conclusions that can be got from this study are: core values, character and entrepreneur leadership have positive influence on successful leaders of Minangkabau leaders and Javanese Leaders. Theory contributions of this study are an approach to entrepreneur and leadership, and examine the influence of core values, character and entrepreneur leadership in successful leaders.

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