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Muhammad Tamar, Hillman Wirawan, Elvita Bellani,

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The Buginese entrepreneurs; the influence of local values, motivation and entrepreneurial traits on business performance

The Buginese entrepreneurs

9 Muhammad Tamar
*Department of Psychology, Universitas Hasanuddin Fakultas Kedokteran,
Makassar, Indonesia*

31 Hillman Wirawan
*Department of Psychology, Universitas Hasanuddin Fakultas Kedokteran,
Makassar, Indonesia and Department of Psychology,
Universitas Negeri Makassar, Makassar, Indonesia, and*

Elvita Bellani
*Department of Psychology, Universitas Hasanuddin Fakultas Kedokteran,
Makassar, Indonesia*

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Abstract

Purpose – This study aims to investigate the role of Buginese cultural value system (BCVS), motivational values type (MVT) and entrepreneurial traits (ET) on business performance (BP). The study investigated the role of each variable in predicting BP among Buginese entrepreneurs. 59

Design/methodology/approach – The study was conducted in South Sulawesi, in small and medium scale enterprises with a focus on Buginese entrepreneurs. Random sampling technique was used along with some inclusion criteria. Based on those criteria, the questionnaires were administered to 300 participants with 70 per cent valid responses (180 males, 30 females). The study used well-constructed measure 5 (i.e. BCVS, MVT, ET and BP) by following a guideline of adapting and developing instruments. The data were analyzed using structural equation model technique to examine the proposed theoretical model. 39

Findings – The results showed that the hypothesized model fitted the empirical data. The MVT and ET-mediated the effect of BCVS on BP or BCVS indirectly influenced BP. In brief, this research successfully showed that local cultural value system (BCVS) had a significant effect on the performance of Buginese entrepreneurs through the mediating role of MTV and ET, which means that local cultural value functions as a predictor of the performance of Buginese entrepreneurs. 29

Originality/value – A number of previous studies have investigated the significant role of local culture in predicting business and entrepreneurship performance. This study focused on local values and considering some advanced theories in both entrepreneurship and psychology. As a result, this study provided a new perspective in understanding local culture as an antecedent to entrepreneurship performance.

Keywords Culture, Motivation, Entrepreneurial traits, Entrepreneur, Business performance

Paper type Research paper

Introduction

This research was conducted based on the need of developing entrepreneurship to spur economic growth and prosperity of Indonesia's multiethnic society. Some studies have been conducted to better understand entrepreneurship and its inter-relation with other variables



such as culture (Aoyama, 2009; Hayton and Cacciotti, 2013; Kreiser *et al.*, 2010; Reyes, 2011). In European culture, entrepreneurship is the part of economic growth and revolution in one nation or culture (George and Zahra, 2002) while indigenous culture and values facilitate significant influence to the entrepreneurship development (Capel, 2014; Uslay *et al.*, 2002).

Psychology as a field of science focuses on assessing the behavior of entrepreneurship. As a science, psychology has spawned theories about behavior characteristics that describe the profile of entrepreneurial traits (ET) (Klotz and Neubaum, 2016; Miller, 2015; Puumalainen *et al.*, 2015). Sukardi (1991) found a number of ET such as instrumental, motivation to gain better performance, risk taking, hard work, self confident, self-control, innovative, flexible and independent. These individual traits are formed through a long process and cannot be separated from the influence of cultural background in which individuals grow and develop (Aoyama, 2009).

Studies on cultural influences toward human behavior both individually and organizationally have been much commented on by the experts such as Rokeach (1973); Hofstede (1984) and Schwartz and Bilsky (1987, 1990). Advance studies have also explored the inter-relation among culture, personality and entrepreneurship (Hayton and Cacciotti, 2013; Lee and Peterson, 2000; Markus and Kitayama, 1991). This study focused on the exploration of cultural values on the exploration of Buginese cultural values toward the forming of entrepreneurship traits, so it is indigenous psychology (Sundararajan, 2014).

To explore values more exhaustively, this study considered the theory of motivational value type (MVT) by Schwartz (1994). The MVT by Schwartz is an interesting variable to be studied in relation to the ET. The theory has ten motivational values, those are *power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security*. These values underlie the behavior of entrepreneurs and business performance (BP).

In Indonesia's multiethnic society, there are tribes that have a tradition of entrepreneurship, such as ethnic of Minang, Bugis, Madura, Batak and the others with their distinct cultural values. It requires a systematic academic study so that the heredity of the entrepreneurship tradition can be developed in accordance with the demands of the business world today. This study discovers the values within a local cultures and uses scientific method to understand their effects on BP.

This research was conducted in Buginese society in which according to the history there are strong entrepreneurial culture and firm cultural value system. Later it becomes the antecedent of venture growth. Therefore, this particular culture is broadly well-known since the days of *proto*-Buginese, until the present time (Pelras, 1996). As found by numerous researchers, cultural background and values within communities foster many positive effects on entrepreneurial activities. Unfortunately, some cultural values need further scientific study and continuous investigation. Connecting indigenous culture, entrepreneurial activities and behavior is relatively new in the discipline of psychology. This study highlights aspects of indigenous approach in science; on the other side it also contributes to the theory of entrepreneurship.

This study aimed to examine the proposed theoretical model in which Buginese cultural values system (BCVS), motivational values and ET form certain mechanism to influence BP.

Literature review and hypotheses

Business performance

BP can be measured using financial performance or with modern perspective using a *balanced score card* (Kaplan and Norton, 1996). While measuring performance is inevitable, the antecedents of BP demand continuous investigation. The traditional view of the

business or firm performance suggested that business models, company age and business size were significant factors for small to mediums BP (Blackburn *et al.*, 2013). Many researchers have identified various antecedents of BP.

Current research in the field of entrepreneurship revealed that knowledge spillover, innovation activities, foreign ownership and proportion of competent workforce have been found to be the antecedents of successful BP (Ramadani *et al.*, 2017). On the other hand, cultural capital combined with perseverance, persistence and confidence in the business may serve as the explanatory variables of success among women entrepreneurs in certain countries (Ramadani *et al.*, 2013).

The relationship of entrepreneurial orientation and BP is more complex than it looks. The role of other variables, which may moderate the relationship is paramount. For instance, a study found three moderating variables in a meta-analysis, they were national culture (categorized into continents); business size; and technological intensity of the industry (Rauch *et al.*, 2009). These variables determine the magnitude of entrepreneurial orientation and BP.

Culture plays an important role in many parts of entrepreneurship and BP, such as influencing entrepreneurial intention (Solesvik *et al.*, 2014), behavior (Autio *et al.*, 2013) and values (Tamar *et al.*, 2017). An exhaustive portion of studies also suggested that ET contribute significant effect on the entrepreneurial success and BP (Espiritu-olmos and Sastre-castillo, 2015; Jufri and Wirawan, 2018; Khosa and Kalitanyi, 2015). For a small business owner, non-financial factors may also provide indicators for business success (Walker and Brown, 2004), this includes personal values, satisfaction and achievement. All these findings indicated a theoretical mechanism to predict BP among start-up, small and medium business owners.

Chinese cultural value systems

As mentioned earlier, a number of studies indicated that culture plays an important role in establishing entrepreneurship, entrepreneurial behaviors and firm performance. Anggadwita *et al.* (2017) recently found the indirect effect of socio-cultural environment on entrepreneurial activities in Bandung, Indonesia. In a similar vein, this study examines one particular cultural values to gain more evidence regarding the effect of culture-specific effect on BP. This draws that culture should be intensively studied across the globe to gain firm evidence regarding its effect on business and entrepreneurial behaviors.

Cultural values are abstract, while the observed value can be seen in social systems (Koentjaraningrat, 1985). Dana (1997) earlier called for researchers to test ethno cultural effect on entrepreneurship across different ethnic groups. In the previous study, Dana (1997) proposed that entrepreneurship is culturally desirable and culture potentially encourages people of culture to commit in entrepreneurial activities. Furthermore, culture-related values support business owners to initiate a business firm.

There are particular values potentially nurture BP, which later sustain the business growth. To illustrate, a previous study found the wasted time, leisure and self-reliance as predictors of entrepreneurial intention in an Arabian country (Tipu and Ryan, 2016). In addition, values across different culture may vary in terms of magnitude and effect to entrepreneurial variables. Valliere (2014), for example, compared different social values between Canadian and Bhutan. Although both cultures have noticeable differences, sustainable business growth still exists in both cultures. In brief, there are culture-specific value systems that push the emergence of entrepreneurship and nurture firm performance.

Considering the previous findings, this study initiated a systematic approach to one particular culture in South-East Asia. This culture is so-called *Bugis* (or Buginese) and the

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majority of Buginese people reside in Indonesia while some of them live in neighboring countries such as Malaysia, Brunei Darussalam and Singapore. Buginese community in a social system (Koentjaraningrat, 1985) arranged in a system of "Panngadereng" (the law), which consists of five aspects:

- (1) *Ade'* (custom);
- (2) *Bicara* (law);
- (3) *rapang* (decision-making);
- (4) *Wari'* (royal protocol system); and
- (5) *Sara'* (Islamic law).

This value system creates a vibrant support in establishing business and maintains BP during a crisis.

BCVS is based on *siri'* and *pesse*, which were used by Tamar (2000) as a starting point to assess the work ethic of Buginese society, associated with the core values of the Buginese culture that covers five values (Rahim, 1985), namely:

- (1) strength (*getteng*);
- (2) appropriateness (*sitinajang*);
- (3) honesty (*lempu*);
- (4) educated (*acca*); and
- (5) effort (*reso*).

A well-developed scale has been created using these five values and the validation study showed a valid and reliable scale (Tamar *et al.*, 2017).

The core values, work ethics and social system are interrelated and interdependent in forming entrepreneurial culture, which is described as follows Figure 1:

- *Siri'* and *pesse'* said to be the core culture of the Buginese, *siri'* is individual value associated with self-esteem, self respect and indignity. These core values guide people of Buginese to struggle, attain goals, protect their rights and dignity and ensure their prestige. *Pesse'* is the value of solidarity, the tie of kindness and brotherhood in society. This value creates a camaraderie in society and nurture mutual social interaction. In interpersonal relation, *Pesse'* represents care and emotional feeling toward others. Possessing both *Siri'* and *Pesse'* allows people of Buginese to fight for their achievement while still express their emotional feeling toward others.
- *Getteng*, means decisive, stand fast, resilient and resistant to temptation;

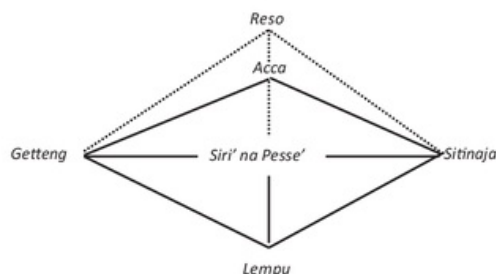


Figure 1.
BCVS configuration
in the establishment
of the working ethos

- *Sitinaja* means propriety in thought and action, it contained wisdom, prudent and fairness and justice;
- *Lempu* means being honest or compliance;
- *Acca* means smart, clever, scholarly and creative; and
- *Reso* means effort, ways and means and effort in achieving a goal.

In line with a previous finding, values within culture play significant role in forming entrepreneurial culture (Morris *et al.*, 2002). Cultural values and the system in implementing the values were found to be the cause of the emergence of ethnic entrepreneur across the world. Many ethnic groups, culture, nation or race-related group were found to have values to support entrepreneurship (Khosa and Kalitanyi, 2015; Lee and Peterson, 2000; Levie, 2007; Morris *et al.*, 2002; Valliere, 2014).

Entrepreneurial cultures are developed using positive values and internally act as personal resources. In this case, *Siri'* and *Pesse'* (the core values) and the five work values are a set of personal resources. The job demand-resource model explains that personal resources contribute significant effect on engagement (Bakker and Demerouti, 2008). Consequently, engagement in entrepreneurial behaviors and business development allows business owners to sustain their BP. Therefore, it indicates that BCVS indirectly influence BP.

The mediating effect of motivational value

With regard to entrepreneurship, attitudes and motivation of business owners are influenced by the culture around them. People in the same culture share the same attitudes and motivations. Their attitudes and motivation are developed throughout sharing values. In the end, cultural values influence the specific motivations of individuals (Beeka and Rimmington, 2011). It is clearly plausible that Buginese with its culture and value system determined people's motivational value. For instance, *Reso* may encourage people to attain a goal and struggle in hardship.

Value as a *transitional* goal is needed by an individual or a social group. It varies in terms of degree or the level of importance and it is also pivotal guidance in one's life or social group. Earlier, Schwartz (1992, 1994, 1996, 1999) postulated motivational values, this idea contains the following points:

- the value includes the interests of social groups;
- the value to motivate action, providing direction and emotional depth;
- the values serve as principles to assess and justify any action; and
- the value obtained through the socialization of the dominant groups and through a unique learning experience.

Schwartz (1994) interpreted values as an effort of self-adjustment in a social context, groups and individuals transform cognitively the needs inherent in him and express it into the specific language of values. Specifically, these values represent conscious goals, in response to the three universal needs (biological needs as an organism, social needs and the survival group) in which all individuals and societies must adapt. The response of these three universal needs, he found 56 specific values, which was then grouped into 10 group values, namely: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security.

Motivation is crucial in any part of business, starting from the employee's success to BP. In entrepreneurship, motivation connects entrepreneurial intentions with actual

entrepreneurial behaviors (Valliere, 2014). A meta-analysis of 17 studies examined the relationship between achievement motivation and entrepreneurship. The study discovered that entrepreneurs possessed a higher need for achievement than a company managers. This finding was more pronounced among founders of growth-oriented new ventures (Stewart and Roth, 2007). Motivation incrementally “push” people to attain goals and to engage in subsequent accomplishments. Departing from the cultural values, values within culture or host-community can be transformed into motivational values. Intrinsic and extrinsic motivation were two distinct constructs of motivation. The extrinsic motivation occurs when a person engage in an activity for external reward or punishment, whereas intrinsic motivation is driven by internal values or personal reasons (Ryan and Deci, 2000). Some researchers have found the role of motivation in entrepreneurial activities and behaviors (Delanoë-Gueguen and Liñán, 2018; Khosa and Kalitanyi, 2015). Cultural values influence individual values and further form shared-values among society. This, then, creates specific motivation toward entrepreneurial activities and motivate people to struggle in maintaining BP.

This leads to the first hypothesis (H1):

H1. BCVS indirectly influences BP via motivational values.

The mediating effect of entrepreneurial traits

The concept of ET has been investigated by a number of experts (Wincent and Westerberg, 2005). Likewise, various traits of entrepreneurial behavior have been suggested by some experts such as Timmons *et al.* (1987) Based on the previous studies, Sukardi (1991) then concluded nine basic traits of entrepreneurial behavior, namely: instrumental, motivation to gain better performance, outgoing flexibility, hard work, confidence, risk-taking, self-control, innovative and self-reliance. These traits have predicted business and personal growth within organization.

Some personality traits have positive effect on entrepreneurial intention or behaviors (e.g. need for achievement and kindness) while other traits contribute negative effect such as neuroticism (Espiritu-olmos and Sastre-castillo, 2015). In addition, Baum and Locke (2004) found that ET predicted subsequent venture growth. Some traits have positive effect on individual achievement to BP. ET then can be defined as personal traits, which directly or indirectly influence entrepreneurial intention, activities and performance.

Positive traits allow people to exert a better self-control in dealing with day-to-day challenges including in business. Therefore, possessing negative traits causes uncivil entrepreneurial behaviors (Klotz and Neubaum, 2016), which may negate BP. Culture values also influence the development of certain personality traits. For example, traditional games facilitate the internalization of cultural values among children in Indonesia (Jufri and Wirawan, 2018). Buginese culture contains many positive values, which also can influence personality traits such as *Reso* (means effort toward achievement).

Further, according to the conservation of resource theory (Hobfoll, 1989) people protect their resources by exerting self-control. Positive traits help to protect resources while negative ones drain them. Thus, people with high level in positive traits are more likely to show better (positive) performance. BCVS has positive values to nurture positive ET and eventually positive traits ensure entrepreneurial intention and BP. This leads to second hypothesis (H2):

H2. The next hypothesis is BCVS indirectly influences BP via ET.

Motivational values (e.g. *Reso*) develop and influence personality traits. This has been proposed by [Jufri and Wirawan \(2018\)](#) where they found that ET could fostered throughout early childhood education. This indicates that motivational values predict ET and consequently influence BP. BCVS, as proposed earlier, can predict motivational values, whereas motivational values predict ET and finally influence performance. This suggests the third hypothesis (*H3*):

H3. The effect of BCVS on BP is mediated by the relationship of motivational values and entrepreneurial traits.

Each variable, which has been described above, contributes significant role to the increase of BP. However, it requires further investigation to understand the theoretical mechanism. Therefore, after considering previous theories this study proposed the following theoretical model “the effect BCVS on BP is mediated by motivational values and entrepreneurial traits where motivational values also influence ET”.

Method

Participants and procedure

Participants were Buginese entrepreneurs who resided in South Sulawesi during the study period. The entrepreneurs ran a small and medium scale enterprise. In addition, the study focused on Buginese entrepreneurs who engaged in agribusiness. This study used random sampling technique with the following inclusion criteria:

- first, the participant must identified himself/herself as Buginese; and
- having a company engaged in the agribusiness sector with minimum 5 years operation, privately owned, run by at least one full-time employee and minimum annual profit of IDR 10m to IDR 2bn (US\$1 = IDR 13.000).

Based on those criteria, the questionnaires were administered to 300 participants. There were 230 (76.66 per cent) returned the questionnaires, but there were 20 participants returned the questionnaire with incomplete responses. As a result, this study only analyzed the data from the 210 (70 per cent) participants (180 males, 30 females). Only 24 participants who had a college degree and there were 17 participants did not complete elementary school while most participants (76.33 per cent) had a high school diploma. Among these participants 78 (37 per cent) of them had engaged in business for more than 11 years, 56 (27 per cent) had more than 6 years of business experience and 20 (10 per cent) had nearly 30 years of business experience.

Measures

This study administered four different measures. All measures were administered in one questionnaire booklet. The following points will explain more about each measure in the package:

- (1) BCVS, this instrument was constructed based on [Tamar's \(2000, 2004\)](#) previous research findings. [Tamar \(2000, 2004\)](#) developed seven core values, which affect the lives of the Buginese people, they are *Siri*, *Pesse*, *Sitinaja*, *Lempu*, *Acca*, *Getteng* and *Reso*. The instrument is a 44-item Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument had reliability coefficient of 0.75 (Cronbach's alpha). Confirmatory factor analysis (CFA) also yielded seven factors with root error mean square approximation (REMSA) smaller than 0.05 and GFI (Good Fit Index) 0.95.

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- (2) Motivational value was measured using MVT, the MVT was initially developed by Schwartz (1992) and originally known as Schwartz Value Survey (SVS). This instrument has been adapted to Bahasa Indonesia by Sarwono (2002). Then, this study re-examined the validity and reliability of the scale and found appropriate level reliability (Cronbach's alpha = 0.83). MVT consisted of 56 items with seven-point Likert scale ranging from 1 (opposed to my value) to 7 (supreme important). Factor analysis also yielded 10-factor solution with GFI 0.97.
- (3) The ETET was measured using ET inventory. This inventory was developed originally in Bahasa Indonesia for research (Sukardi, 1991) and transformed into a 20-item-type scale (Tamar, 2004). The scale has 106 items with response choices ranging from 1 (strongly disagree) to 6 (strongly agree). The scale had Cronbach's alpha of 0.90 and the results of CFA confirmed the nine factor solution (GFI = 0.98, RMSEA = 0.03).
- (4) BP (BP) was measured using three BP criteria:
- the growth of asset;
 - the growth of labor; and
 - the growth of profit in the past five years.

Participants were asked to indicate his/her BP using a self-report questionnaire. This questionnaire was developed using the three BP criteria. Although this study requested participants' company data, the researchers did not re-check the reported data in the company due to ethical reasons. However, researchers encouraged all participants to provide valid data by stating that the data would not contain any company names or identification and they would be analyzed as a group Table I.

Results and discussion

Results

The data were computed using structural equation modeling (SEM). The results suggested that the proposed model was fit with the empirical data. Thus, the predictive model of BCVS, MTV and ET suggested "a good-fit" in explaining BP of the Buginese entrepreneurs Table I.

Based on the analysis, the result yielded a fit model confirming that the data and the theoretical model showed a good fit ($p > 0.05$, RMSEA < 0.05 and GFI > 0.90). That is being said that the model was good-fit, confirming the influence of BCVS, MVT and ET on BP. In addition, this study also drew lines that explained the path coefficient for each correlation (Figure 2). The lines depict the role of one variable in influencing other variable(s). This figure also provided a brief explanation of direct and indirect effect of each variable on Buginese entrepreneurs' performance.

The results suggested BCVS indirectly influenced BP via MVT supporting *H1*. The effect of BCVS on MVT was significant (0.97, $p < 0.05$) and the effect of MVT on BP (0.10, $p < 0.05$). Similarly, BCVS indirectly influenced BP via ET (supporting *H2*). The effect of BCVS on ET was significant (0.41, $p < 0.05$) and the effect of ET on performance was also significant (0.97, $p < 0.05$). The results also showed that MVT significantly influenced ET (0.55, $p < 0.05$), which confirmed that the relationship between BCVS and BP was mediated by MVT and ET (confirming *H3*).

In brief, Figure 2 illustrates that the effect of BCVS on the BP is mediated by MVT and ET while BCVS directly and significantly affected the MVT and ET. ET as a critical entrepreneurial performance factor were also influenced by BCVS and MVT.

Variable	Factor	Loading	<i>t</i>	<i>R</i> ²	χ^2	RMSEA	GFI	The Buginese entrepreneurs
BCVS	1. <i>Siri</i>	0.89	11.54	0.78	16.17*	0.058	0.95	
	2. <i>Pesse</i>	0.93	12.58	0.87				
	3. <i>Sitinaja</i>	0.88	11.47	0.78				
	4. <i>Lempu</i>	0.93	12.48	0.86				
	5. <i>Acca</i>	0.93	12.49	0.86				
	6. <i>Getteng</i>	0.91	12.14	0.83				
	7. <i>Reso</i>	0.20	2.16	0.04				
MVT	1. Power	0.94		0.88	27.56*	0.050	0.97	
	2. Achievement	0.91	19.85	0.83				
	3. Hedonism	0.83	18.03	0.69				
	4. Stimulation	0.86	20.50	0.74				
	5. Self-direction	0.87	21.19	0.76				
	6. Universalism	-0.92	-25.32	0.85				
	7. Benevolence	-0.81	-17.40	0.65				
	8. Tradition	-0.93	-25.14	0.87				
	9. Conformity	0.90	23.59	0.82				
	10. Security	-0.85	-19.89	0.73				
ET	1. Instrumental	0.87		0.76	17.27*	0.033	0.98	
	2. Motivation	0.87	36.13	0.76				
	3. Outgoing flexibility	0.92	19.26	0.84				
	4. Hard work	0.85	30.03	0.72				
	5. Confidence	0.87	43.13	0.76				
	6. Risk taking	0.91	18.95	0.84				
	7. Self-control	0.91	17.83	0.82				
	8. Innovative	0.89	17.78	0.78				
	9. Self-reliance	0.72	12.41	0.52				
Effort achievement	1. Turnover growth	0.81		0.65	10.17*	0.001	0.99	
	2. Employment growth	0.61	7.67	0.37				
	3. Asset Growth	0.79	8.29	0.62				

Note: *N* = 210; **p* > 0.05; *t* = *t*-values (*t*-values greater than 1.96); *R*² = *R* square; RMSEA = root mean square error approximation; and GFI = Good Fit Index

Table I.
Results of CFA

Index	Value
χ^2	140.48
df	115
<i>p</i> -value	0.053
GFI	0.96
RMSEA	0.03
CFI	1

Table II
Summary of GFI

To provide in-depth understanding, this study also examined the effect of each facet or dimension of the predictors. First, this study discovered that all dimensions of BCVS were significantly contributed to MVT: *siri*' (0.95, *p* < 0.05), *pesse* (0.92, *p* < 0.05), *sitinaja* (0.93, *p* < 0.05), *lempu* (0.90, *p* < 0.05), *acca* (0.90, *p* < 0.05), *getteng* (0.88, *p* < 0.05) and *reso* (0.93, *p* < 0.05). The seven dimensions of BCVS had a significant influence on MVT and ET. This study also confirmed that values of *siri*', *pesse*, *sitinaja*,

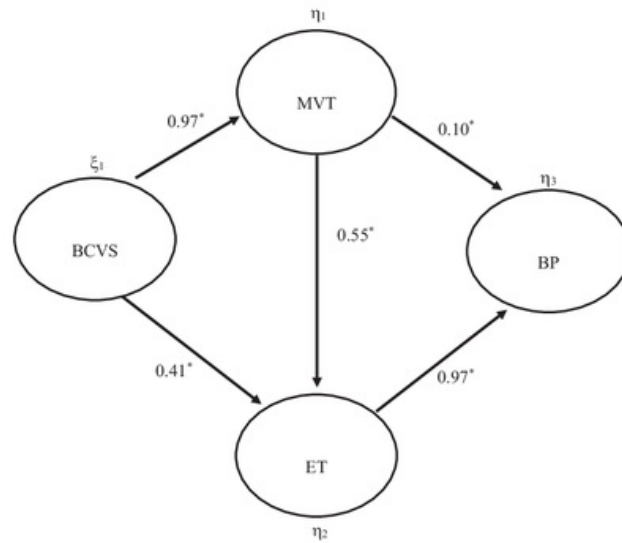


Figure 2. SEMs and the influence magnitude among variables

Notes: BCVS = Buginese culture value system; MVT= motivational value type; BP= business performance; ET = entrepreneurial trait; * $p < 0.05$

lempu, acca, getteng and *reso* influence the Buginese life by fostering the people's motivation and traits (Table III).

Second, most facets of the MVT had significant contribution on BP. The contribution of each facet of MVT can be seen in the following Table IV.

As seen, power (0.90, $p < 0.05$), achievement (0.90, $p < 0.05$), hedonism (0.68, $p < 0.05$), stimulation (0.89, $p < 0.05$), self-direction (0.90, $p < 0.05$) and conformity (0.92, $p < 0.05$) had a positive and significant effect on ET; while universalism (-0.85, $p < 0.05$), benevolence (-0.72, $p < 0.05$), tradition (-0.87, $p < 0.05$) and security (-0.88, $p < 0.05$) were significantly had negative effect on ET. This study found only conformity did not fit with the MVT by Schwartz. In the MVT theory, conformity was included in the type of higher-order dimension of conservation, and thus, theoretically contradict with the ET that had the type of higher order openness to change and type of higher order self-enhancement.

Third, this study found that each entrepreneurial trait had significant impact on Buginese BP. The results can be seen in the following Table V.

No.	BCVS	Loading factor
1	<i>Siri</i>	0.95
2	<i>Pesse</i>	0.92
3	<i>Sitinaja</i>	0.93
4	<i>Lempu</i>	0.90
5	<i>Acca</i>	0.91
6	<i>Getteng</i>	0.88
7	<i>Reso</i>	0.93

Table III. BCVS dimensions

The contribution of each trait of entrepreneurship shows that the character of instrumental (0.88, $p < 0.05$), motivation (0.88, $p < 0.05$), outgoing flexibility (0.96, $p < 0.05$), hard work (0.90, $p < 0.05$), confidence (0.85, $p < 0.05$), risk taking (0.87, $p < 0.05$), self-control (0.97, $p < 0.05$), innovative (0.80, $p < 0.05$) and self-reliance (0.94, $p < 0.05$) are directly and significantly influence the BP of Buginese entrepreneurs.

The Buginese entrepreneurs

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Discussion

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The main purpose of this study was to develop a theoretical model to explain the influence of local values on entrepreneurial performance. This study has confirmed that BCVS, motivational value and ET are predictors for the BP of Buginese entrepreneurs. The results showed that ET should be considered in predicting entrepreneur performance. ET is the result of interaction between the psychodynamic forces within oneself and their environment. In this case, virtues, which derived from environment or cultural values are constructed based on individual's interests. Individuals have power to nurture their personal enhancement and create their unique environment.

The BCVS consists of *siri'*, *pesse*, *sitinaja*, *lempu*, *Acca*, *getteng* and *reso*, which were constructed as a single construct significantly affected the MVT and ET. The local cultural value had a strategic position in the emergence of values and traits of individual. This is in line with Irmawati (2007), her study suggested that local cultural values influence motivation of the Toba Batak (a local tribe in Sumatra, Indonesia) traits and their behaviors.

To sum up, this study provided the following arguments:

No.	MTV	Loading factor
1	Power	0.90
2	Achievement	0.90
3	Hedonism	0.68
4	Stimulation	0.89
5	Self-direction	0.90
6	Universalism	-0.85
7	Benevolence	-0.72
8	Tradition	-0.87
9	Conformity	0.92
10	Security	-0.88

Table IV.
The contributions of each MTV dimension

No.	Traits of entrepreneurship's	Loading factor
1	Instrumental	0.88
2	Motivation to gain better performance	0.88
3	Outgoing flexibility	0.96
4	Hard work	1.00
5	Confidence	0.85
6	Risk taking	0.87
7	Self-control	0.97
8	Innovative	0.80
9	Self-reliance	0.94

Table V.
The contribution of each ET

- (1) BCVS consisting of *siri*, *pesse*, *sitinaja*, *lempu*, *Acca*, *getteng* and *Reso* directly affected MVT and ET. Thus, it suggests that the values of local culture (i.e. BCVS) have the greatest effect on the development of motivational value and entrepreneurial qualities of the Buginese entrepreneurs.
- (2) BCVS indirectly contributed to the performance of the Buginese entrepreneurs, the contribution was through the ET. In this respect, local cultural values (BCVS) serve as a determinant for the performance of the Buginese entrepreneurs.
- (3) The MVT (i.e. power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security) had a direct influence on ET. The influence of each value can be described as follows:
 - MVT power, achievement, hedonism, stimulation, self-direction and conformity had a positive effect on the traits of entrepreneurship; and
 - MVT universalism, benevolence, tradition and security negatively influenced the traits of entrepreneurship.

The effect of MVT on the participants' entrepreneurial performance seems in line with Schwartz's theory of entrepreneurship. The Buginese motivational values possesses higher-order openness to change and self-enhancement. Also, the Buginese people have higher-order openness to change (self-direction and stimulation) and higher-order of self-enhancement (power and achievement) and hedonism; everything has positive and meaningful effect. Moreover, on the higher order conservation (security, conformity and tradition) and the type of higher-order self-enhancement (universalism and benevolence) typically shows a negative and significant influence. In contrast, the conformity had a positive and significant influence. The existing values were associated with the chivalry, self-discipline and obedient to parents. The Buginese culture and some Eastern cultures posit their parents as the "gift" from God, where they believe that one's success depends on their obedience to parents.
- (4) ET consisting of instrumental, motivation to gain better performance, outgoing flexibility, hard work, confidence, risk-taking, self-control, innovative and independence affected directly the performance of Buginese entrepreneurs. Thus, the nine traits explain the Buginese entrepreneurs' performance, which means the stronger those traits, the greater opportunities to improve entrepreneurs' performance.

The BP that consists of growth in turnover, labor and assets can be used as a measure of the entrepreneurs' performance. In this case, Buginese entrepreneurs' performance highly depends on the strength of those three indicators. This study found the characteristics of Buginese entrepreneurs were greatly influenced by the local cultural values (BCVS) and MVT.

One of the main findings of this particular study is the development of the seven BCVS dimensions as a one construct, this construct has been empirically tested. These local values provide simultaneously a significant contribution to the motivational value and entrepreneurship's traits of Buginese entrepreneurs. As a contrast to previous research, which have focused on the values of *siri*' (Rahim,1985) about the core values of Buginese culture include: *sitinaja*, *lempu*, *Acca*, *getteng* and *reso*. Tamar (2000, 2004) made configuration of Buginese cultural values from various sources and formulate them as the seven values that form the value system of work ethic and entrepreneurial of Buginese society.

In perspective of R⁴²ach's (1973) value theory, the seven constructs of Buginese cultural values were divided into two groups, which are terminal value and instrumental value. Terminal value is the belief of purpose or end of the state that a person wants to achieve. The terminal value is divided based on its focus, namely, personal values and social values. Instrumental value is a belief about how to behave to achieve the desired end state. Instrumental value is divided over the moral value (violation of this will lead to feelings of guilt) and the competence value (violation of this will lead to feelings of shame because of the inability). This study proposed that the *siri'* and *pesse* for the Buginese were terminal values, while the other values such as *lempu*, *sitinaja*, *acca*, *getteng* and *reso* were instrumental values.

Sir' and *pesse'* are terminal values because for the Buginese people, *siri'* acts as the core of everything in their life, reflected in the daily expression of the Buginese. For example, Buginese postulate *Parakai siri' mu, nasaba siri' emmi rionroang rilino; narekko degaga siri', taniyani tau* [meaning: keep your *siri'* (honor, pride) because only by way of *siri'* we can live, if we lose *siri'*, we no longer a human] (Abdullah, 1985). For the Buginese people, they are willing to struggle badly in defending their *siri'*, because even if it causes life in maintaining and defending *siri'*, it is more praised and considered *mate rigollai-risantangi* (die with honor, such as food seasoned with sugar and coconut milk).

Values of *lempu*, *sitinaja*, *acca*, *getteng* and *reso* are instrumental value because to uphold *siri'*, Buginese need other values, which are moral values and competence values to encourage themselves. For instance, moral values teach the Buginese to keep themselves with *lempu'* (the name for the flower buds jackfruit) as in Buginese proverb is sung [...] *duami kuala sappo unganna panasae na belo kanukue* (two things that become a shield of myself, namely, *lempu'* and *pacci* (traditional decoration for nails)). The competence value teach Buginese to spur their self to succeed in life with hard work, expressed in the following proverb of Bugis [...] *resopa natinulu malomo naletei pammase Dewatae* (only hard work and patient will facilitate the God's grace).

Value of *siri'* and *pesse'* psychologically have a considerable influence on the formation of self-concept and the existence of self-realization. In addition, *siri'* and *pesse* serve as the source and estuary of Buginese behaviors. However, *siri'* and *pesse* cannot be separated from the others five major values, namely, *lempu*, *sitinaja*, *acca*, *getteng* and *reso*. The quality of behavior that has implications on the quality of Buginese society depends on how far the values are understood, interpreted and performed in a daily basis.

MVT with its dimensions (i.e. power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security) was significantly had a direct influence on ET. This is in line with Schwartz (1992) 33 the idea of some scholars in this area. They proposed that MVT of entrepreneurs have higher order openness to change and self-enhancement.

MVT Theory by 41 hwardt shows a consistent validity across various studies, the MVT can displayed both as the dependent variable and as an independent variable (Schwartz and Bilsky, 1987). The theory of MVT has a basic assumption stating that cultural context is universally accepted. The value(s) in every individual's life and the exertion of the values influences one's personal traits, motivation and even performance (e.g. business). The degree of the impact depends on how far the value is exerted and expressed in one's life. Herein lies the uniqueness of Schwartz's theory that the value becomes an individual's construction to face the reality of social life (e.g. dealing with business).

This study has confirmed that the BCVS allows individuals to explore challenges in life, this also fits the MVT theory by Schwartz. However, the value within the host culture should not be understood as a "password" to gain access but rather as a "continuous

program”, which always requires improvement to fulfil the demands of business growth. In terms of cultural values, Buginese culture as suggested by Pelras (1996) and Abdullah (1985), has prominent features and they allow the Buginese civilization to dynamically assimilate to the environment, provide a space for themselves to survive and to overcome the environmental challenges.

The values within the Buginese community stimulate competition similar to those in an individualist culture. However, the Buginese cultural values still reflect the values of collective society, consistent with most communities in eastern cultures. The results were in line with Rahman's (2005) findings, that philosophically Buginese views opposition and harmony as the dynamics of culture, so the conflict of values in the Buginese is not found. According to Pelras (1996), Buginese ethnic tribes are open for the experience but on the other side, the people still hold their tradition firmly.

ET (i.e. instrumental, motivation to gain better performance, outgoing flexibility, hard work, confidence, risk-taking, self-control, innovative and self-reliance) are directly and significantly affect the performance of Buginese entrepreneurs. This finding confirmed previous studies by Sukardi (1991) and Tamar (2000, 2004) where they discovered the positive effect of these ET on performance (business, managers and entrepreneurs performance). Among the traits, work hard is the most influential trait, then followed by self-control, outgoing flexibility, independence, motivation to gain better performance, instrumental, risk-taking, confidence and innovative. Thus, the nine ET can be considered as a predictor for the success of the Buginese entrepreneur or manager. These traits are similar to the idea of many popular personality traits as proposed by Sukardi (1991).

Putting the findings and the theories together, values within culture play a significant role in forming entrepreneurial culture (Morris *et al.*, 2002). Buginese people strive to secure their values because they also act as personal resources to face hardship in life, including in establishing a business. The job demand-resource model explains that personal resources contribute significant effect on engagement (Bakker and Demerouti, 2008). Possessing certain positive values to help an individual to struggle in maintaining BP. The seven Buginese values have a consistent indirect positive effect on BP either via motivation or ET.

Schwartz (1992, 1994, 1996, 1999) postulated that motivational values have a significant impact on performance. Undoubtedly, the impact of motivation on performance is essential for employees and business owners. On the other hand, cultural values influence the specific motivations of individuals (Beeka and Rimmington, 2011). Culture fosters motivational values, and eventually, influence BP. This is relevant with this study where BCVS predicted BP via motivational values.

Many positive ET have been part of Buginese people's life and they also pass the traits, for example, throughout traditional games (Jufri and Wirawan, 2018). A study found that these ET greatly impact BP (Baum and Locke, 2004). BCVS has unique positive values, the values positively impact personal traits then become a set of ET. In the end, positive ET help the Buginese to establish and sustain BP.

Conclusions

Cultural values play essential roles in many parts of human life, this includes establishing life system and shaping individual's behavior. BCVS also possesses a unique yet positive influence toward entrepreneurial activities, which later potential help to sustain BP. This study confirmed that indigenous culture plausibly favor country's economic growth by nurturing Motivation and ET. These two variables have strong impact on BP. In other words, the BCVS indirectly facilitate healthy and sustainable BP by nurturing motivation and fostering ET.

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Corresponding author

Hillman Wirawan can be contacted at: hillmancam07@gmail.com

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