

## The Corporate Entrepreneurship Implementation Analysis on the Small and Middle Level Business in Tana Toraja Regency

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**Abstract :** The purpose of the research is to determine how far the application of corporate entrepreneurship in SMEs in Tana Toraja District. The results showed that SMEs in Tana Toraja have applied the concept of corporate entrepreneurship adequately, but still weak on innovation, willingness to bear the risk is still low, but the proactive attitude has been better.

**Keywords -** Corporate entrepreneurship, innovation, Small Business

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### I. Introduction

Small and middle level business (UKM) in many developing countries like Indonesia, is usually connected and associated to domestic economic and social issues such as the increasing number of poverty, the large number of unemployment, the overlapping of income is caused by the unbalanced income distribution, the development process is not balanced between rural area and urban ones as well as the issue of urbanization. The existence of small and middle level business (UKM) is expected to be able to give more positive contribution that is significant toward the preventive effort of the issues stated earlier.

The level of small and middle level business (UKM) growth in Tana Toraja Regency in the last five years can be seen from the business units grown and progressed, the number of employment created, the investment value and the value of production which experienced unpleasant improvement and growth.

The implementation of corporate entrepreneur concept was very poor carried out and conducted by the executor of small and middle level business (UKM) in Tana Toraja Regency, by the reason that they want to maintain and preserve the originality and uniqueness of several local products available in Tana Toraja, so that the implementation of the advanced and sophisticated technology has not got serious concern from the small and middle level business (UKM) doers and executors, except for other products such as, passion fruit industry and coffee mill industry. One of the impacts and factors of the unimproved and untaken care of the proper small and middle level business (UKM) remains occurred is because of the decreasing number of tourists coming to Tana Toraja which is in fact plays major role as the supporting factor to grow and develop the small and middle level business (UKM). The decreasing number of tourists coming to Tana Toraja could as well lead to the decreasing number of sales volume which is directly affected to the decreasing amount of income of small and middle level business (UKM), since most of the tourist buy the products of small and middle level business (UKM) in Tana Toraja Regency. In the last five years, the government has carried out and conducted wide range of programs in order to support the existence of small and middle level business (UKM), however, the facts and reality shows different result that as a matter of fact, not all the programs run effectively. In the following table, the researcher pointed out and explained about the growth of small and middle level business (UKM) in Tana Toraja;

**Table 1.** The Growth of Small and Middle Level Business (UKM) In Tana Toraja Regency in 2010 – 2014

No	Small and middle level business Indicators	2010	2011	2012	2013	2014
1	The number of business unit	409	465	498	512	536
		-	(12.04%)	(6.62%)	(2.73%)	(4.48%)
2	Employment acquisition	1.227	1.395	1.494	1.536	1.805
		-	(12.04%)	(6.62%)	(2.73%)	(14.90%)
3	Investment Value	66.621.000	71.085.000	78.445.000	97.512.000	103.179.000
		-	(6.28%)	(9.38%)	(19.55%)	(5.49%)
4	Production Value (in Rupiah)	689.000	773.000	821.000	864.000	980.000
		-	(10.86%)	(5.84%)	(4.98%)	(11.84%)

Up to Year end of 2014, the number of small and middle level businesses (UKM) in Tana Toraja were around 536 unit, or 43,68 percent from the total number of business doers in Tana Toraja Regency. The small and middle level businesses (UKM) in Tana Toraja Regency give very positive contribution to the absorption of employment for around 1.805 people from the total number of employment around 126.148 people (The Department of Cooperation and micro, small and middle level businesses in Tana Toraja Regency, 2014). With the existence of the small and middle level business (UKM) sector, the unemployment occurred as a result of lack age in the availability of employment and the decreasing supply of well-trained jobseekers would be decreased. The small and middle level business (UKM) sectors have been tremendously proven as a pillar in supporting the stability of national economy. For the details, the information of the number of data spreading for the small and middle level business (UKM) in each district particularly in Tana Toraja Regency in the year 2014 can be seen in the following Table 2.

**Table 2.** The Preview of Data Dissemination for Small and Medium Level Business (UKM) In Each District in Tana Toraja Regency in 2014

No.	District	Business Form		
		Small	Medium	Total
1	Makale	256	49	305
2	North Makale	40	5	45
3	Makale South	6	1	7
4	Sangalla'	13	-	13
5	North Sangalla'	12	-	12
6	Sangalla' South	9	-	9
7	Mengkendek	41	6	47
8	Gandang Batu Sillanan	28	-	28
9	Rantetayo	18	2	20
10	Kurra	4	-	4
11	Rembon	12	-	12
12	Masanda	-	-	-
13	Bittuang	5	1	6
14	Saluputti	7	1	8
15	Malimbong Balepe'	8	-	8
16	Bonggakaradeng	7	-	7
17	Rano	-	-	-
18	Mappak	1	2	3
19	Simbuang	2	-	2
<b>Total</b>		<b>469</b>	<b>67</b>	<b>536</b>

Based on the explanation pointed out in the background above, the issue formulation that can be drawn is how to apply and implement the corporate entrepreneurship in the small and medium level business in Tana Toraja Regency. This research is aimed at analyzing how well the implementation of the corporate entrepreneurship could be realized in Tana Toraja Regency.

## II. Literature Review

### 1.1. Entrepreneurship Concept

Entrepreneurship constitutes a result or outcome of a discipline, creativity implementation systematic process and innovation in fulfilling the needs and opportunity in the marketplace [1]. In addition, entrepreneurship constitutes an ability to create something new and different [2].

Based on the definition stated above, it can be concluded that entrepreneurship constitutes an implementation of the creativity and innovation in order to solve the problems as well as an effort to face daily challenges and issues.

### 1.2. Corporate Entrepreneurship Concept

Corporate Entrepreneurship constitutes an attitude of entrepreneurship in the organization by the whole employees and superior in order to create the best business performance [3]. The spirit of entrepreneurship from the corporate entrepreneurship in the company is intended to familiarize every individual's and group's attitude and behavior in every organization or company in order to attempt and try to orient specifically in the making of the correct and healthy business process through the management of the business that will lead to the best performance and productivity.

Corporate entrepreneurship concept consists of three dimensions namely; Innovation, Proactive and brave to take risk:

### 1.2.1. Innovation

Innovation constitutes an ability to apply and implement the creativity in order to solve the problems and create opportunity (doing new things), innovation is as well the main function of the entrepreneurship process [2]. Innovation possesses specific characteristic function for the entrepreneurs. With innovation, the entrepreneurs could create either new production resources or managing the existing resources with the increase and improvement of the potential value in order to create something from nothing.

### 1.2.2. Proactive

Being proactive in entrepreneurship context is highly related to the perspective to look forward and tends to take the initiative to seize and harness the change and seek for the new opportunity as well as participating in conquering the marketplace [4]. The definition of the being proactive in terms of entrepreneurship can be meant as any deed or action taken in accordance with the theme on how to anticipate the coming similar cases and issues, needs, and opportunities that might occur in the future. Based on the definition stated above it can be concluded that the attitude of being proactive is very important and vital particularly in terms of corporate entrepreneurship since this can give broader perspective to look forward that is still related with the making of more innovative activities in order to seize the opportunity.

### 1.2.3. Brave to Take Risk

There are 2 alternatives or more that have to be chosen in our lives, they are the alternative that might lead or bring more risks and the alternative that remains conservative [5]. The options or choices to face and take risks are largely dependent upon:

- a. Attention and attraction on each alternative
- b. The readiness on being disadvantageous
- c. The possibility to be relatively successful or failed.

## III. Research Method

The data analysis used in this research is Descriptive Analysis, meaning that this method is used to discuss and describe the outcome or result of the of the data management on implementing the corporate entrepreneurship by the business doers of small and middle level business (UKM) in Tana Toraja Regency.

The descriptive analysis of the data of research outcome is used for enriching the discussion through the data of the respondents' response. By doing, this we can identify the responses of the respondents toward each variable indicator that is being researched. In order to ease the process of interpreting the variables being researched, categorization is done to response on the scores taken from the respondents. The median score is calculated and counted based on the result of the maximal middle score and minimum score using the following formula:

$$\text{Median} = \frac{\text{Maximum Score} + \text{Minimum Score}}{2}$$

Remarks:

Maximum Score = the number of respondents × the number of questions × 5

Minimum Score = the number of respondents × the number of questions × 1

### 1.3. Population

The population for this research was all the small and middle level business units available in Tana Toraja Regency, as seen in the following table 3;

**Table 3:** The Preview of Data Dissemination for Small and Medium Level Business (UKM) for each District in Tana Toraja Regency in 2014

No.	District	Business Form		
		Small	Middle	Total
1	Makale	256	49	305
2	North Makale	40	5	45
3	Makale South	6	1	7
4	Sangalla'	13	-	13
5	North Sangalla'	12	-	12
6	Sangalla' South	9	-	9
7	Mengkendek	41	6	47
8	Gandang Batu Sillanan	28	-	28
9	Rantetayo	18	2	20
10	Kurra	4	-	4
11	Rembon	12	-	12

12	Masanda	-	-	-
13	Bittuang	5	1	6
14	Saluputti	7	1	8
15	Malimbong Balepe'	8	-	8
16	Bonggakaradeng	7	-	7
17	Rano	-	-	-
18	Mappak	1	2	3
19	Simbuang	2	-	3
<b>Total</b>		<b>469</b>	<b>67</b>	<b>536</b>

Source: The Department of Cooperation of micro, Small and Middle Level Business of Tana Toraja Regency

#### 1.4. Sample

Sample constitutes a part of the quantity and characteristics possessed by the population. If the population is big, and the researcher could not learn and do all the things regarded to the research as a result of the time, effort and fund restriction, then the researcher could take the sample from the population. The sample taking technique that is used by the researcher was probability sampling which gives the same opportunity to each participant of the population to be chosen as the sample.

The number of sample is usually stated with similar statement as the size of sample. In order to take and acquire the representative sample quantity, the researcher determined the number of sample from the population which is developed by [6] for the error level i.e. 5%. The formula to calculate and count the size of the sample from population that has been known previously can be seen from the following formula:

$$S = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2 (N-1) + \lambda^2 \cdot P \cdot Q}$$

Remarks:

$\lambda^2$  with  $dk = 1$ , the error level can be 1%, 5%, or 10%

$P = Q = 0.5$ .  $D = 0.05$ .  $S =$  the number of sample

Based on the formula, calculation and counting can be done from the population according to the Table of sample number determination from certain population with the error level 1%, 5%, and 10%.

The population of small business (UK) was around 469, with the error level around 5% with the number of sample = 198. The population of middle level business (UM) was around 67 with the error level around 5% with the number of sample = 55. The detailed information of the sample can be shown from the following table 4:

**Table 4.** The number of Sample for small business and medium business

No	Districts	Business Units			
		Small		Middle	
		Pop.	Sample	Pop.	Sample
1	Makale	256	256/469x198=108	49	49/67x55=40
2	North Makale	40	40/469x198=17	5	5/67x55=4
3	Makale South	6	6/469x198=3	1	1/67x55=1
4	Sangalla'	13	13/469x198=5	-	-
5	North Sangalla'	12	12/469x198=5	-	-
6	Sangalla' South	9	9/469x198=4	-	-
7	Mengkendek	41	41/469x198=17	6	6/67x55=5
8	Gandang Batu	28	28/469x198=12	-	-
9	Rantetayo	18	18/469x198=7	2	2/67x55=2
10	Kurra	4	4/469x198=2	-	-
11	Rembon	12	12/469x198=5	-	-
12	Masanda	-	-	-	-
13	Bittuang	5	5/469x198=2	1	1/67x55=1
14	Saluputti	7	7/469x198=3	1	1/67x55=1
15	Malimbong	8	8/469x198=3	-	-
16	Bonggakaradeng	7	7/469x198=3	-	-
17	Rano	-	-	-	-
18	Mappak	1	1/469x198=1	2	2/67x55=1
19	Simbuang	2	2/469x198=1	-	-
<b>Total</b>		<b>469</b>	<b>198</b>	<b>67</b>	<b>55</b>

Source: The data after being processed.

The data result of descriptive analysis of the research can be used to deepen and enrich the discussion through some explanation and pinpoint over the respondents' responses toward each variable indicator researched. In order to ease us to interpret the variable being researched then the categorization is done toward each score of the respondents' responses.

#### IV. Research Method

##### 1.5. Implementing the Corporate Entrepreneurship for the Small and Medium Level Business (UKM) in Tana Toraja Regency

The small and middle level business (UKM) is advisable to possess the corporate entrepreneurship competence and ability especially for the three vital elements i.e. (1) proactive, (2) innovation and (3) courage to take risk which in general constitutes the fundamental motivation and characteristic in running the business in order to achieve the business goals correctly and properly.

The corporate entrepreneurship competence and ability in Tana Toraja Regency can be seen from the answers of the respondents toward statements available in the questionnaires that cover up 3 (three) dimensions. Corporate entrepreneurship can be used 3 (three) dimensions and thus, it is a mixture of all the elements and is operationalized into the 19 points of statement. The recapitulation of the respondents' response toward each point of the statement can be seen as follows:

##### 1.6. The innovating small and medium level business (UKM)

The innovation dimension is measured using 5 alternative answers regarding to the business i.e. creating new ideas that can be applied and used for all the committee of small and middle level business (UKM), effort and action taken to create or boost creativity (UKM) in order to seek and find the new opportunity, as well as introducing new products to the society.

Below, you can see the table of respondents score response toward the recapitulation on innovation as seen in the following table 5.

**Table 5** Recapitulation of the Score of the Respondents' Response on Innovation

Items of Statement		Score of Respondents Questions					Σ Score
		5	4	3	2	1	
By creating new ideas will lead to the making of new chances and opportunities	F	119	91	42	1	0	1087
	%	47.04	35.97	16.60	0.39	0.00	
Creativity will open up more opportunities	F	68	85	70	30	0	920
	%	26.87	35.59	26.63	11.85	0.00	
Introducing new products to the market will be more profiting	F	77	97	52	25	2	981
	%	30.44	38.34	20.55	9.88	0.79	
Products created and produced should always fit and meet the need of the marketplace.	F	87	81	50	35	0	979
	%	34.39	32.02	19.76	13.83	0.00	
Products created and produced possess more competitive edges comparing to the competitors	F	48	46	76	82	1	817
	%	18.97	18.18	30.04	32.41	0.40	
	<b>F</b>	<b>399</b>	<b>400</b>	<b>290</b>	<b>173</b>	<b>3</b>	<b>4784</b>
	<b>%</b>	<b>31.58</b>	<b>31.72</b>	<b>22.92</b>	<b>13.76</b>	<b>0.24</b>	
Total							

Based on Table 5, the recapitulation score of the respondents' responses on the innovation shows that the highest score is shown when the making of new ideas will breed and create new opportunity. That by creating new ideas more business doers in Tana Toraja Regency especially for the small and medium level business doers believes that they could open up mode new opportunities. On the other hand, the lowest score is shown from the category of products created and produced possess more competitive edges comparing to the competitors.

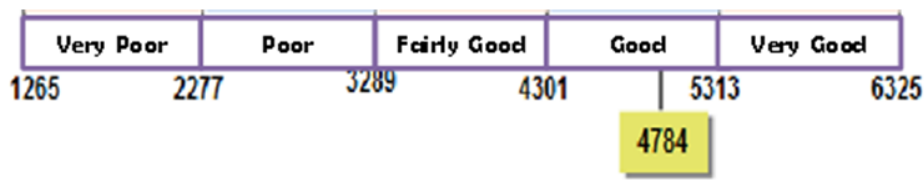
Innovation doesn't always mean that we should always create the innovative new products. Innovation doesn't always mean possess more expensive price for the expensive process. However, innovation could be meant and defined as running the business with new ways, for example, in terms of giving the service and serving the customers with more sympathy and smile or innovation can as well defined as creating entrepreneurship model which is good and responsible or accountable.

Making harmonious and balanced relationship with the customers is defined as creating innovative, creative small and medium level business doers that in the end will breed more excellent services to the customers. Besides innovation in products, small and medium level business (UKM) doers can also innovate in terms of giving excellent service to the customers. If the small and medium level business (UKM) doers are competitive and creative in giving the best and excellent service to the customers, then the impact of this is that customers will become more loyal and faithful to the business process carried out by small and medium level business (UKM) doers.

In order to determine the category level of the respondents' response score on innovation, then categorization is done toward the number of respondents' response score. For the sake of innovation, with the number of questions around 5 items and the number of respondents around 253 people, then the ranging score in each category can be determined as follows:

$$\begin{aligned} \text{Maximum Score} &= 253 \times 5 \times 5 \\ &= 6325 \\ \text{Minimum Score} &= 253 \times 5 \times 1 \\ &= 1265 \\ \text{Ranging score} &= 6325 - 1265 \\ &= 5060 \\ \text{The length of class} &= 5060 : 5 \\ &= 1012 \end{aligned}$$

The result of the respondents' answers toward the five items of questions that are available in table 5 can be categorized into several categories namely; Very Good, Good, Fairly Good, Poor and Very Poor. With the length of the class interval for each category around 1012, then the interval score for each category can be determined like picture 1 below i.e. The Continuum Line of The Innovation Categorization as shown in the following picture.



Based on the result of the categorization above, the number of respondents' response score on 5 items stated are **4784**, showing that the level of respondents' responses toward 5 items of questions addressed on innovation are fallen into good category. Even though it was fallen into good category, the competitive edge of the products comparing to the competitors' products still needs more serious attention.

The result of the categorization stated above implies that the innovation for the products particularly for the small and medium level business doers in Tana Toraja Regency is still weak and poor, resulting to the lack of quality on the produced or created products. The ability to compete in accordance with the poor innovation possessed will reduce the competence and ability of the small and medium level business doers to face and solve the problems. Innovation constitutes an ability that is possessed by the small and medium level business doers (UKM) in order to develop something that is not available yet in the marketplace. When the ability to innovate is not properly accurate and well-developed, then the products produced or created tend to be similar with other competitors that will reduce the competitive edge.

### 1.7. The proactive small and medium level business (UKM) doers

Being proactive deals with the ability to seek for and find the new opportunity, find the new ideas, create changes, being more aggressive from the competitors, as well as the ability to predict and response to the changes happened in the marketplace properly and accurately. Being proactive is measured using 5 items of statement dealing with the effort to seek for and seize the new opportunity, attempt to figure out new ideas as well as create changes.

In the following table, you can see the recapitulation of the respondents' responses score on how to being proactive.

**Table 6** Score Recapitulation of Respondents' Response on Being Proactive

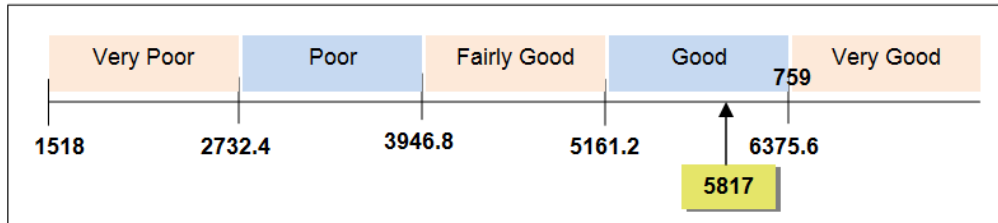
Items of Statement		Score of Respondents' Answers					Σ Score
		5	4	3	2	1	
Effort and attempt to seek for the new opportunity	F	42	110	61	40	0	913
	%	16.60	43.48	24.11	15.81	0.00	
Effort and attempt to seek for the new ideas	F	43	106	64	40	0	911
	%	16.99	41.90	25.30	15.81	0.00	
Effort and attempt to create changes	F	73	112	62	6	0	1011
	%	28.85	44.27	24.51	2.37	0.00	
More aggressive effort and attempt comparing to the competitors	F	57	87	74	33	2	923
	%	22.53	34.39	29.25	13.04	0.79	
Effort and attempt to pay attention to the changes happened in the marketplace	F	83	112	49	8	1	1031
	%	32.81	44.27	19.37	3.16	0.40	
Effort and attempt to predict the market	F	83	113	47	10	0	1028
	%	32.81	44.66	18.58	3.95	0.00	
	<b>F</b>	<b>381</b>	<b>640</b>	<b>357</b>	<b>137</b>	<b>3</b>	<b>5817</b>
<b>Total</b>	<b>%</b>	<b>25.10</b>	<b>42.16</b>	<b>23.52</b>	<b>9.26</b>	<b>0.20</b>	

Based on table 6 above, it is shown that the highest score in the section of being proactive is that the need to take action and effort to predict the changes that might happen in the marketplace, the effort and attempt to make or create changes, seeking for the new ideas and opportunity. Therefore, it can be said that the small and medium level business (UKM) doers in Tana Toraja Regency possess the attitude and behavior that can predict what might happen and occur in the marketplace, capable of finding new ideas and opportunity as well as able to anticipate every changes in the business environment. Based on the result of the categorization of the factor of being proactive, the number of score of respondents' responses on 5 items of statement were **5817**, showing that the level of respondents' responses toward 5 items of statement addressed on being proactive are fallen under good category.

Afterwards, in order to determine the category level of the respondents' response score on being proactive, then categorization is done toward the number of score by the respondents' responses. In proactive case, with the number of statements around 5 items and the number of respondents were 253 people, then the ranging score for each category can be determined as follows.

$$\begin{aligned}
 \text{Maximum Score} &= 253 \times 6 \times 5 \\
 &= 7590 \\
 \text{Minimum Score} &= 253 \times 6 \times 1 \\
 &= 1518 \\
 \text{Ranging score} &= 7590 - 1518 \\
 &= 6072 \\
 \text{The length of class} &= 6072 : 5 \\
 &= 1214.4
 \end{aligned}$$

The result of the respondents' answers toward the five items of questions that are available in table 6 can be categorized into several categories namely; Very Good, Good, Fairly Good, Poor and Very Poor. With the length of the class interval for each category around 1012, then the interval score for each category can be determined like picture 2 below i.e. The Continuum Line of The Proactive Categorization as shown in the following picture.



Based on the result of the categorization above, the number of respondents' response score on 5 items stated are **5817**, showing that the level of respondents' responses toward 5 items of questions addressed on innovation are fallen into good category. Despite included into good category, the competitive edge of the products comparing to the competitors' products still needs more serious attention in predicting the market.

The result of the categorization stated above implies that the attitude of being proactive for most of the small and medium level business doers in Tana Toraja Regency has been maximal enough to seek and find the new ideas and utilize those to create new opportunities. The effort and attempt from the department of Industry, Trading and Cooperation and Micro, Small and Medium Level Business (UMKM) of Tana Toraja Regency is becoming more proactive to make use of funding resource from the bank which distributes the fund and capital to Small and Medium Level Business (UKM).

**1.8. Courage to Take Risk**

Being brave to take risk is related primarily with the Small and Medium Level Business doers (UKM) to start and begin running the business harnessing any opportunity and seizing the chance as optimal and maximal as possible related largely with the potential and competence possessed, with readiness to accept and receive any consequence if the business ran and done will not go our way or go as expected. The bravery to take risk is not required in the initial step of starting up the business, but also to grow and develop the business. The attitude of the small and medium level business doers (UKM) in facing and taking risks can be classified into 3 (three) kinds of attitude, namely: the doers who like the high risk job, the doers who like to take medium level risk job, and the doers who possess the never quit attitude regardless of the risk and consequence of the job taken responsible for.

Bravery aspect in taking risk is measured using 8 (eight) items of statement concerning the commitment toward business management in harnessing the opportunity toward the existing resources, giving more attention to the high risk job as well as the long term goals and strategy of the business.

Score Recapitulation of the respondents' responses toward bravery aspect in taking risk can be seen in the following table 7.

**Table 7.** Score Recapitulation on Respondents' Responses toward the Bravery to take risk

Items of Statement		Respondents' Answer Score					Σ Score
		5	4	3	2	1	
Need to make and possess commitment in harnessing the existing opportunity	F	68	127	53	5	0	1017
	%	26.88	50.20	20.95	1.97	0.00	
Showing more attention to the high risk job	F	83	115	51	4	0	1036
	%	32.81	45.45	20.16	1.58	0.00	
Ready to face failure	F	100	113	38	2	0	1070
	%	39.52	44.66	15.02	0.79	0.00	
Ready to face more competitive competition	F	85	118	40	10	0	1037



Items of Statement		Respondents' Answer Score					Σ Score
		5	4	3	2	1	
	%	33.60	46.64	15.81	3.95	0.00	
Ready to face the rapid growing technology	F	69	151	30	3	0	1045
	%	27.27	59.68	11.86	1.19	0.00	
Ready to face global market	F	55	168	27	3	0	1034
	%	21.74	66.40	10.67	1.19	0.00	
Need to stay in the goal and strategy of the company	F	65	117	62	9	0	997
	%	25.69	46.25	24.51	3.56	0.00	
Need to stay in the long term goal and strategy of the company	F	78	108	67	0	0	1023
	%	30.83	42.69	26.48	0.00	0.00	
	<b>F</b>	<b>106</b>	<b>909</b>	<b>368</b>	<b>36</b>	<b>0</b>	<b>8259</b>
<b>Total</b>	<b>%</b>	<b>7.47</b>	<b>64.06</b>	<b>25.93</b>	<b>2.54</b>	<b>0.00</b>	

Based on table 7 it is shown that most of the respondents believe and confident to possess the commitment making use of the existing opportunity, showing more attention to the high risk job, ready to face the failure and ready to face more competitive competition, and only small percentage of the respondents feeling a little doubt and less confident. The highest score from the items of statement fallen under the category of being ready facing the failure that might happen specially for the small and medium level business in Tana Toraja Regency. This means that the commitment to always keep fighting and always be ready wherever we are should always be taken into account, even if a failure in achieving the goals.

The highest score in terms of being brave to take risk constitutes a readiness to face challenges and failure, then followed by the attitude of following and staying update with the technology them, being ready to face more competitive challenges, utilizing the new opportunity and chances and applying and implementing the strategy of the company.

Afterwards, in order to determine the level of category of the respondents' responses on bravery to take risk, categorization is done toward the respondents' responses score. Dealing with bravery aspect in taking risk, with the 8 items of statements and the number of respondents were 253 people, then the ranging score in each category can be determined as follows:

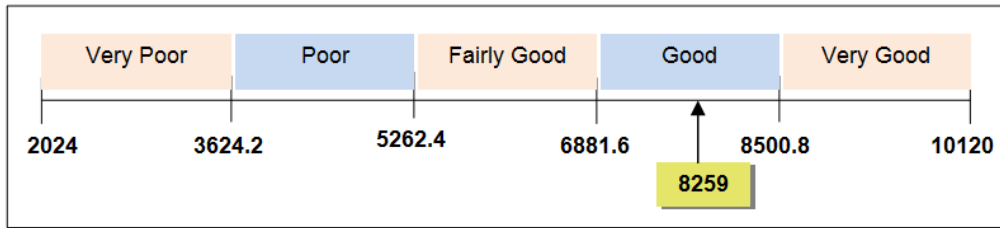
$$\begin{aligned} \text{Maximum score} &= 253 \times 8 \times 5 \\ &= 10120 \end{aligned}$$

$$\begin{aligned} \text{Minimum score} &= 253 \times 8 \times 1 \\ &= 2024 \end{aligned}$$

$$\begin{aligned} \text{Ranging score} &= 10120 - 2024 \\ &= 8096 \end{aligned}$$

$$\begin{aligned} \text{The length of class} &= 8096 : 5 \\ &= 1619.2 \end{aligned}$$

The result of the respondents' answer toward the 8 items of statement available in table 7 is classified into some categories such as Very Good, Good, Fairly Good, Poor and Very Poor. With the length of class interval for each category was around **1619.2** then, the interval score for each category can be seen in the picture 3 with the continuum line of bravery to take risk categorization is determined as follows:



Based on the result of the categorization above, the number of respondents' responses score toward 8 items of statement was **8259**, this shows that the level of respondents' responses toward 8 items of statement addressed on bravery to take risk can be categorized to be good. Despite its good classified criteria, they were not ready yet to use the company's strategy which will affect to their bravery to take risk.

The data above can indicate that most of the small and medium level business doers in Tana Toraja Regency have been brave enough to take risk, therefore, mental readiness is required in facing the external competition, global market and the advancement of technology. Generally, the small and medium level business doers (UKM) who are successful to run the business having the bravery to take high and medium level risk when they make decision which requires deliberate thinking and consideration. This means that failing in business or doing business is not something to worry about as it is the risk and consequence of doing it, therefore, we need to apply and implement the best short term and long term business strategy.

In order to identify how well the spirit of corporate entrepreneurship of the small and medium level business doers (UKM) in Tana Toraja Regency has been spread so far in general, then the writer did the categorization toward the accumulation on respondents' response score on three elements proposed by corporate entrepreneurship. The accumulation data of the respondents' answer for three elements on corporate entrepreneurship variable can be seen in the following table 8.

**Table 8.** Score Recapitulation on Respondents' Responses on Corporate Entrepreneurship Variable

Dimension	Respondents' Answer Score					Σ Score	
	5	4	3	2	1		
Innovation	F	399	400	290	173	3	4784
	%	31.58	31.72	22.92	13.76	0.24	
Proactive	F	381	640	357	137	3	5817
	%	25.10	42.16	23.52	9.26	0.20	
Brave to take risk	F	106	909	368	36	0	8259
	%	7.47	64.06	25.93	2.54	0.00	
Total	F	<b>886</b>	<b>1949</b>	<b>1015</b>	<b>346</b>	<b>6</b>	<b>18860</b>
	%	<b>21.09</b>	<b>46.38</b>	<b>24.16</b>	<b>8.23</b>	<b>0.14</b>	

Based on table 8, the highest score for the respondents' responses toward the corporate entrepreneurship is brave to take risk. This shows that the small and medium level business doers (UKM) in Tana Toraja Regency have been ready to take risk for business. This is very understandable since generally the small and medium level business doers (UKM) are Torajan people themselves who have got big motivation to survive and seek for better job i.e. for a better life especially in their own homeland.

Afterwards, in order to test and examine the descriptive hypothesis on the corporate entrepreneurship of the small and medium level business doers (UKM) in Tana Toraja Regency, the examination is done toward the median of the number of respondents' responses score. The median that is hypnotized is counted and calculated using the following formula:

$$\begin{aligned} \text{Maximum Score} &= 253 \times 19 \times 5 \\ &= 24035 \end{aligned}$$

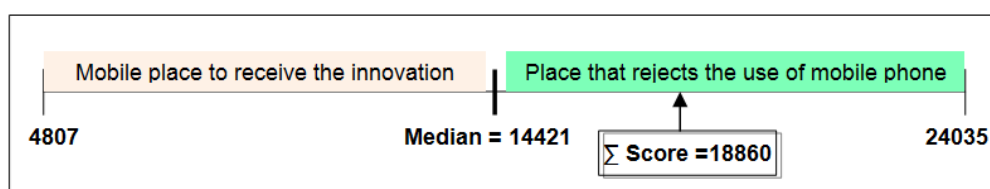
$$\begin{aligned} \text{Minimum score} &= 253 \times 19 \times 1 \\ &= 4807 \end{aligned}$$

$$\begin{aligned} \text{Median} &= (24035 + 4807) : 2 \\ &= 14421 \end{aligned}$$

Therefore, the descriptive hypothesis used to examine the corporate entrepreneurship in the small and medium level business doers (UKM) in Tana Toraja Regency is formulated in the following formula;

Ho. Median  $\leq$  14421 : meaning the small and medium level business doers (UKM) in Tana Toraja Regency have not applied and implemented the corporate entrepreneurship.

H1. Median  $>$  14421 : meaning the small and medium level business doers (UKM) in Tana Toraja Regency have applied and implemented the corporate entrepreneurship.



**Gambar 4** Garis an Ho

### 1.9. Corporate Entrepreneurship Variable

The number of respondents' responses score on 19 (nineteen) items of statement on the variable of corporate entrepreneurship was **18860** and is placed below the area Ho which shows that the small and medium level business doers (UKM) in Tana Toraja Regency have applied and implemented the corporate entrepreneurship, however, still not yet maximal in innovating, not yet brave to take risk, and not yet become proactive as well.

The data shown that most of the small and medium level business doers (UKM) in Tana Toraja Regency has not fully coped with the corporate entrepreneurship spirit in running the business and the entrepreneurship principles have not been well applied, which enable the doers to keep and stay strong and always be proactive facing the dynamics of the business, as well as growing and progressing consistently.

## V. Discussion

Based on the analysis result of the descriptive data particularly in terms of corporate entrepreneurship of the respondents' responses i.e. for the small and medium level business doers, it can be summarized and concluded that most of the small and medium level business doers (UKM) in Tana Toraja Regency believed that by creating new ideas will open up new opportunity. However, the ability to be creative for the small and medium level business doers (UKM) are still low and poor as a result of poor knowledge and skills, therefore, the ability to be creative and innovative still requires more training in a periodic basis.

The highest score for the respondents' response toward corporate entrepreneurship is the proactive part. This shows that the small and medium level business doers (UKM) in Tana Toraja Regency are always active in following the updates and growth as well as the dynamics of the business. This is understandable since generally the small and medium level business doers (UKM) are Torajan themselves who have got big motivation to survive and seek for a better job i.e. for a living especially in their own homeland.

The result of the research by [7] stated and argued that corporate entrepreneurship is related largely with the performance and productivity of the business. Based on the facts and reality as well as the research, the bigger the company is, the bigger the relationship with the productivity of the company itself.

This shows that the variable of corporate entrepreneurship is not suitable yet to be applied and implemented in the small company; this is shown from the result of the research where the effect and influence of the corporate entrepreneurship toward learning orientation and business performance is still low and poor.

## VI. Conclusion

Based on the result of the descriptive analysis, it can be concluded that the result of the descriptive analysis shows that the small and medium level business doers (UKM) in Tana Toraja Regency have already applied the concept of corporate entrepreneurship properly. Implementing the concept of corporate entrepreneurship has been done, however, it is still not yet maximal. The innovation skill remains poor. Therefore, poor quality product as well as poor readiness to take risk can occur as a result of having not been able to apply and implement the strategy of company to achieve the goals. However, the attitude of being proactive has been a little better inasmuch as giving more attention to the changes happened in the marketplace.

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