

ANALYSIS THE ROLE OF ENTREPRENEURIAL CHARACTERISTIC ON NETWORKING TOWARD SME'S IN MANADO**ANALISA PERAN DARI KARAKTERISTIK KEWIRAUSAHAAN DI DALAM NETWORKING UMKM DI MANADO**

by

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Abstract: The Role of Small and Medium Enterprises (SMEs) in the economy of Indonesia is very significant. It is obvious on Indonesian economy development, this sector carries big role to the economic growth and national GDP, creating job employment, also play a powerful role during the economic crisis. The role of SMEs in the last few decades is considered strategic, but its performance is not considered maximal in the face of competition and growth of production as a whole in a country. To analyze the Role of Entrepreneurial Characteristic on Networking toward SME's in Manado. This research is qualitative research methodology which is descriptive research. Qualitative research usually does use some form of quantification, but statistical forms of analysis are not seen as central. The population of this research is the owners of SME's in Manado. Based on the result and analysis, the conclusion given in this research is as follows are most of the respondents share with their closest friends to get feedback for their business most of the respondent uses those feedback as a way to improve their business in many aspects.

Keywords: *entrepreneurial characteristic, entrepreneurial networking*

Abstrak: Peran dari Usaha Kecil dan Menengah (UKM) dalam ekonomi Indonesia sangatlah signifikan, terlihat jelas dari bahwa UKM berpengaruh dalam sisi perkembangan ekonomi, skala Produk Domestik Bruto, membuka lapangan pekerjaan dan sebagai salah satu asset dikala krisis ekonomi terjadi. Peran dari UKM dalam dekade terakhir bisa dibidang strategik, tetapi performa dari UKM dalam sisi persaingan dan peningkatan produksi tidaklah maksimal terlebih dengan keadaan sekarang dimana negara kian berkembang. Untuk menganalisa karakteristik kewirausahaan di dalam sebuah networking UKM di Manado, penelitian ini menggunakan penelitian kualitatif dan berpusat ke penelitian deskriptif. Penelitian kualitatif tetap menggunakan penghitungan, namun analisa statistik tidak dijadikan bahan acuan utama dalam penelitian ini. Populasi dari penelitian ini adalah pemilik UKM di Manado. Berdasarkan hasil dan Analisa dari penelitian ini, bisa disimpulkan bahwa banyak pemilik usaha yang meminta teman terdekat dan rekan untuk memberikan tanggapan mengenai bisnis yang ada. Tanggapan inilah yang digunakan para pemilik usaha untuk meningkatkan usaha yang ada di berbagai aspek.

Kata Kunci: *karakteristik kewirausahaan, networking kewirausahaan*

INTRODUCTION

Research Background

The Role of Small and Medium Enterprises (SMEs) in the economy of Indonesia is very significant. It is obvious on Indonesian economy development, this sector carries big role to the economic growth and national GDP, creating job employment, also play a powerful role during the economic crisis. There is no doubt that the performance of SMEs is extremely important for the economic development of most less-developed countries (Levy, 1999). For this reason, governments in these countries have been supporting their SMEs extensively through many different programs. In 2017, ASEAN Economic Community is implemented. One of the basic readiness's of Indonesian government to face AEC was to strengthen the competitiveness of SMEs in Indonesia, because this sector will be one of the elements which determine the economic impact that will come out from the implementation of this program. In order for ASEAN to meet the challenges from ACFTA, individual ASEAN economies will need to speed up the domestic economic reforms and restructuring and developing the local enterprises (including skills and facilities upgrades) so as to enhance international competitiveness and economic growth.

The presence of SMEs, besides playing an important role in supporting the national economy, in rural area, play a big role in local economic performance. The creation and development of sustainable local businesses that generate jobs and create economic opportunities are vital for rural area in arising income and employment. In the case of SME development in rural areas, small firms are the fastest growing segment of business enterprises in most sectors of metro and non-metro areas and an important source of job growth through expansion. In rural areas as well, small businesses grow faster and survive better than do branch plants of larger corporations. The role of MSMEs in the last few decades is considered strategic, but its performance is not considered maximal in the face of competition and growth of production as a whole in a country. This can be attributed to various constraints and obstacles that must be faced, especially in access to finance, production technology, marketing, as well as skills and access to information.

As is known, the era of free trade immediately took place in the ASEAN region, but in entering the export market is not easy for the perpetrators of SMEs. The crucial role of SMEs in promoting economic growth. Thus, it is no doubt that SMEs play a very important role to the economy in particular and development in general. In developed countries, concern on SMEs is very high. This is due to the fact that SMEs has been considered as the backbone of the economy. However, SMEs are vulnerable to a variety of internal as well as external barriers. As a consequence, governments' attention to SMEs is mostly in the form of creating conducive environment, entrepreneurship development, access improvement to both domestics and international markets, providing financial facilities, the competitiveness improvement and providing information and supporting network.

Research Objective

The research objective is:

1. To analyze the role of entrepreneurial characteristic on networking toward SMEs in Manado

THEORETICAL REVIEW

Entrepreneurship

Entrepreneurship is a distinctive character that defines the entrepreneurs different from managers or employees. Entrepreneurs are known to search for and take innovative, proactive and risk-taking actions. Compared to entrepreneurs, managers or workers tend to avoid the risks involved with entrepreneurial actions. Entrepreneurship is a defining characteristic of entrepreneurs who continuously search and identify new business opportunities and create new values for growth (Brockhaus, 1980).

Also, it is generally recognized that entrepreneurship is one of the most important ways to build wealth in a capitalist society. In addition, entrepreneurship is a driving force for economic growth and social change. Depending on different objects of studies and theories, entrepreneurship has a multitude of meanings. Those who choose to start a business prefer to pursue challenging goals, work independently and seek challenging tasks that are hard but possible. Individuals who have high need for achievement tend to become entrepreneurs and looked for empirical evidence to support his argument. It is known that entrepreneurs tend to not always pursue high risks but may tolerate the risks if they are unavoidable in one's tasks. As an entrepreneur, it is important to minimize risk, but it is also important to acknowledge the risk in businesses and to share it with others while trying to seize opportunities under uncertainty.

Self-efficacy, the idea of having the conviction in one's ability to accomplish tasks, is proven to be connected to entrepreneurship by many empirical studies. Innovativeness refers to being able to carry out creative and original ideas and draw out due diligence processes such as producing new products, new processes, new development of suppliers and raw resources. Innovativeness is one of the key components of entrepreneurship that create values that businesses want while drawing out new changes or combinations through creative ideas and combinations. Proactiveness is the ability to make strategic decisions towards a progressive direction to control the market by identifying and exploiting market opportunities and recognizing changes in the market earlier than other competitors. This is a necessary property to create a competitive advantage and maintain initiative by discovering new opportunities through future demands and developing and launching new products and services at the market. An entrepreneur must have the technical and management knowledge to find new business opportunities while reading the changes in the market and society. Ultimately, an entrepreneur must have the creative entrepreneurship for business activities that have long-term vision and insight for decisions about the future market.

Entrepreneurial Characteristics

There are 3 main characteristics which are age, gender and industry. Female SME owners are not disadvantaged, relative to male SME owners, with regards to their networking activities. Women have a higher level of social capital; gender has an effect on SME networking and conclude that women owned firms have weaker networks than male owned firms. Males are significantly more engaged than females in attending business networking events. Social structure and domestic duties of women might result in female entrepreneurs having and using fewer networks than male entrepreneurs (Watson, 2011). Literature on the role of gender on the networking of SMEs is thus inconclusive. This study proves that gender positively impacts on networking by SMEs.

Age of SME owners has a significant impact on business networking. Older SME owners build a stronger and wider social capital compared to younger SME owners. The fact that older SME owners network more than younger SME owners; younger entrepreneurs actually network as much as older entrepreneurs (King et al, 2007). This is attributed to the "digital evolution" where information sharing is profound. Literature on the role of age of the SME owner on networking is thus inconclusive. It is proved that the age of the SME owner has a positive impact on networking.

The sector (industry) an SME operates in is positively related to networking. The level of networking increases when uncertainty, regulation and competition increase depending on the industry. Evaluation of the impact of industry type on the types of networks enterprises will engage in. The authors find that the type of industry has no effect on the networking of enterprises or the types of networks the enterprises will be involved in. This study also further proves that industry type positively impacts on networking by SMEs.

Entrepreneurial Networking

Entrepreneurial Networks, the field of entrepreneurship has seen a remarkable increase in studies focusing on networks and relations. Given that networks provide business owners with access to business

opportunities, markets, ideas, information, advice, and other resources (Taylor and Thorpe, 2004). To a certain extent, entrepreneurs are dependent on their networks of personal relationships when making decisions solving and problems. The development of social capital is one consequence of networking which essentially consists of the “resources individuals obtain from knowing others, being part of a network with them, or merely being known to them and having a good reputation”. The result is that networks are associated to the growth and survival of businesses. It could even be argued that it is through social relations, social interaction and networks that entrepreneurship is actually carried out.” Entrepreneurial Networks are the key to open and gaining access to other resources as they ease communication among people with network ties. It stated that network ties categorized as either weak or strong based on the frequency of contact, which was itself related with reciprocity.

Relationships with friends and family were classified as strong ties because of frequent contact and emotional closeness. In contrast, ties between business associates, consultants, and other such contacts were categorized as weak ties because of less frequent contact. The strength of weak ties was associated to diversity in sources of knowledge and advice in that “individuals with few weak ties will be deprived of information from distant parts of the social system and will be confined to the provincial news and views of their close friends”. The most favorable situation is one in which social contacts also occur to be experts because social contacts are easier to access and more likely to willingly communicate. In contrast, experts are more likely to have valuable information, but are more difficult to access. Informal socializing can be important to building social capital and ultimately business growth (Bowey & Easton, 2007). A business owner might need to an “exploration” strategy in order to discover and contact experts with whom he or she does not already have a relationship, whereas relying on already established contacts could be considered an “exploitation” strategy. Obviously, the exploitation strategy is likely to be less costly in terms of time, effort and other resources. Networks that include people who are not well-acquainted with each other usually provide a wider variety of resources, ideas, viewpoints, and information than less diverse networks composed mostly of family and friends who know each other. Founders with varied networks of contacts, especially contacts with people who are themselves well connected (for example, incubator managers), are in a better position to gain information to help them overcome business development problems, thus shaping their own survival and growth.

Banks and accountants were the primary source of advice, while small business managers more often used informal than formal sources. Support from strong ties was more important to start-ups’ success than weak ties. Similarly, smaller ventures have been found to use friends and family more, but banks less, than larger ventures do. When assembling raw materials/supplies, equipment, location/premises, and employees, business contacts were used most. Family and friends were also important for assembling local resources (location/premises and employees). Once these resources were obtained, business owners sought resources from banks. However, study examined resource access, rather than access to sources of advice, in which case banks would rationally be the primary sources. It is clear from the literature that a business owner’s network can influence the success of his or her business

Small Medium Enterprises

SMEs statistical definition usually varies per country. However, most of the time the consideration of SME criteria is based on the number of employees, value of assets or value of sales (Hallberg, 2000). Typically; there are three categories of SMEs: The first category is made up of small stall-holders that operate mostly in traditional markets. Most of these enterprises are still run by the founders/owners as their children are not really interested in continuing the business and prefer to work in other fields. The majority of such companies have limited access to capital, lack of succession plan and thus can only grow marginally. The second category of SMEs are those that are part of the supply chain or the ecosystem of the existing large corporations. These enterprises are more professional which means the quality of the goods and services deliver are quite good following the standard of the large corporates served, so that the continuity of the enterprise is more secure. Such companies also have

greater access to capital as they are able to pledge invoices or purchase orders as collateral for credit. The third category of SMEs are those that are independent and ready to move to the next level.

Small Enterprise: a productive economic activities that stand alone, which is conducted by an individual or business entity that is not a subsidiary or branch company is not owned, controlled, or be a part either directly or indirectly from a medium or large businesses that have a net worth > 50 million to 500 million rupiah, excluding land and buildings or annual sales of 300 million to 2.5 billion rupiah. **Medium-sized enterprises:** productive economic activities that stand alone, which is done by the individual or business entity that is not a subsidiary or branch company owned, controlled, or be a part either directly or indirectly with a small business or a large business with total net assets >500 million up to 10 billion, excluding land and buildings or annual sales >2.5 billion to 150 billion rupiah.

Previous Research

Turkina (2018) in the importance of networking to entrepreneurship: Montreal's artificial intelligence cluster and its born global firm element AI found that there is a linkage between networking and SME. "Each of these papers offers a substantial contribution to the literature on network embeddedness, entrepreneurship, and business development. The call for papers for this special issue received enormous attention, and there were many excellent submissions. It has, therefore, been decided to publish two special issues on networks, the second to appear in 2018."

Skokic (2015) in motivations and benefits of entrepreneurial network formation also finds that networking may affect small business as well. "Theoretically, this paper demonstrates that formation of strong entrepreneurial business ties may not be automatic, even if the right conditions for tie formation are in place. More broadly, this study contributes to a more complete picture of the relationship between socio-economic context and entrepreneurial processes."

Ruperto (2013) in networking: a critical success factor for entrepreneurship shows that networking has a role in business especially for SMEs. "Findings reveal that Puerto Rican entrepreneurs are not using their networks efficiently to overcome the inadequate institutional structure. Therefore, a better interconnected entrepreneurial ecosystem must be designed; while entrepreneurs must use more effectively their networks."

Conceptual Framework

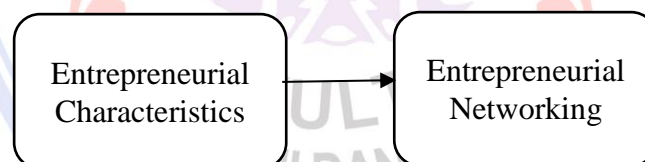


Figure 1. Conceptual Framework

Source: Data Processed, 2020

RESEARCH METHOD

Research Approach

This research is qualitative research methodology which is descriptive research. Qualitative research usually does use some form of quantification, but statistical forms of analysis are not seen as central. Qualitative research involves the studied use and collection of a variety of empirical materials - case study, personal experiences, introspective, life story, interview, observational, historical, interactional, and visual texts - that describe routine and problematic moments and meanings in individuals' lives. Accordingly, qualitative researches use a wide range of unrelated methods, hoping to always get a better settled on the subject matter at hand.

Population, Sample, and Sampling Technique

A population is a group of experimental data or persons. Population is generalization region consist of object/subject having certain quantity and characteristic that is fixed by researcher to studying and to gain conclusion. Because qualitative research is based on certain case in a certain social situation where the result is not being applied to the population, but is transferred to other place in similar social situation with the case being studied, therefore the term 'population' is not used in qualitative research, in qualitative research it is called 'social situation'. Social situation are consist of three elements such as place, actors, and activity. The social situation of this research is all elements that can be informant about the Entrepreneurial Characteristic and Networking. The population of this research is owners of SMEs in Manado.

Sample is the subset or subgroup of population. A sample is the selected people chosen for participation in a study. Sample in qualitative research is not called as respondent, but as sources, participant, informant, friend and teacher in research process. Sample in qualitative research also is not statistical sample but a theoretical and constructive sample because the purpose is to gain theory and the source data is the source of constructed phenomenon that was previously unclear before. The sample size of the research will be 7 respondents which are owners of SMEs that already run the business for a year.

Sampling techniques is the way to collect and grab the data from trusted people and in order to get a good result. In this research the researcher will use purposive sampling in order to conduct the interview. Sample method that can be used for this research is purposive sampling. Purposive sampling is a technique to collect sample of data source with some considerations like people who are considered understand the matter, can be trusted or people who has authority that will make it easier for the researcher to explore the certain object or social situation.

Data Collection Technique

Data collection technique plays an important role in impact evaluation by providing useful information to understand the process behind observed result. In this part data collection technique divided into primary and secondary data. Primary data is the data that collected first by the researcher in order to get the result of the interview and also all the information data researcher have of the research. In-depth interview is an unstructured one-to-one discussion session between a trained interviewer and a respondent. Secondary data is the data that already exist before and the next researcher try to research about the data again for the new research and have the specific purpose. Secondary data is the existing data which is collected by the previous researchers and use to support the current one.

Operational Definition of Research Variables

Table 1. Variable Definition

Variable	Indicators
Entrepreneurial Characteristics	-Locus of Control -Pragmatism -Visionary
Entrepreneurial Networking	-Links -Flows

Source: Author's Note, 2020

Instrument Testing

The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and a camera in order to conduct interviews. In instrument of research there are some step that have to apply in order to process the data that have to be researched. This is the step that will use in this

research which is the step of qualitative data analysis because this research using qualitative data analysis in order to get the best result through step by step.

Data Analysis Method

Data collection method plays an important role in impact evaluation by providing useful information to understand the process behind observed result. Data analysis is the process of systematically finding and arranging interview transcripts, field notes, and other materials that you accumulate to improve your own understanding of them and to allow you to present what you've discovered to others. Qualitative data analysis is a typical inductive when data is being collected, the next step is the data being developed to find patterns or models or into hypotheses. In this study, the data analysis process is done before entering a social situation, while the analysis process is done during data collection and after completing data collection in a specific time period. Conducting an analysis prior to entering social situations using secondary data to decide tentative restrictions on research. During the interview and the process of observation, analyzing the answers given by the informants. If the answers or descriptions described by informants remains unclear, it will continue to ask and find the answer and get the data are credible.

Data Collection

The process where the researcher found information or data from any kind of source such as books, internet website and gather deeper information from the informant.

Data Reduction

The phase involves selecting, simplifying and transforming the data to make it more manageable and understandable.

Data Display

Helps qualitative researches to organize information and view it in a way that enables them to identify linkages and develop explanations that relate their findings to existing theories.

Drawing and Verifying Conclusion

Drawing conclusion involves deciding what the identified themes and patterns and how they help to answer the research question. Verification involves checking and re-checking the data ensure the initial conclusions are realistic, supportable and validity.

Reliability and Validity

Reliability is the overall consistency of a measures and is a way of assessing the quality of the measurement procedure used to collect data. The reliability in qualitative data analysis includes category and inter-judge reliability Validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds accurately. there are two kinds of validity of the research namely internal and external validity.

RESULT AND DISCUSSION

Result

The Interview Results part will cover the answers encountered for each question. The answers will be ordered per respondent/informant and presented informant by informant from informant 1 to informant 7.

Informant 1

Informant 1 is 31 years old, she is owner of small restaurant and started business in 2016 with help of 2 close friends as co-owner of the business. She said that she taking class outside Manado to master cooking before runs her restaurant so that she pretty confident about herself. She does not cook directly in her restaurant because she already had some employee to work for her but she is the one that create all the standard of operation in the restaurant. In future, she planned to open another branch for her restaurant so that she can expand her market and get more customer. She often shares with other friends that runs business also and some of them are in the same industry as her. When she shares with other people, she often asks for feedback about her business so she can get more insights for her business development. She also only met her friends when she is going to hang out on her free time since she does not join a community or group for entrepreneur.

Informant 2

Informant 2 is 41 years old, he is owner of automotive shop and started his business in 2010 alone. He said that he grew from his experience from running the business alone for about ten years. He only controls his business in the terms of maintaining the work of his employee. He thinks that he already grateful and his shop already quite big so he will just keep the quality of the business on his standard. He had a links of people that runs the same business with him that he addresses them as his friends. He often shares about market with those people and knowing the trends of it so that he can keep up with it. He said that he often met those people in community groups of people who runs business in Manado and they schedule a meeting at least one meeting on each week.

Informant 3

Informant 3 is 30 years old and runs a restaurant since 2012, until now she had 7 employees. She said she already runs her business long enough to control all of the aspect within it, and she said that she fully trusts all of her employee. She controls whole management and her employee take part in the operational. In future she wants to expand the place so that she can contain more customers within. She said she does not socialize much but she had some regular friends that she spends time with, and she does not like to talk a lot of her business even to the closest friends since she wants to just spend free time with them. For a business partner, she often communicates them through text or call because she put much of her time for her restaurant and it makes her does not have that much free time outside works.

Informant 4

Informant 4 is 24 years old male and he owns clothing line since 2017. He controls all of his works by himself since most of his product that he sells are dropship items so that he only had to promote it by social media to get customers. He planned to save money so he can open another business. He often shares with some friends to promote his stuff at the same time and he often get feedback from his closest friends. By getting those feedback, he can have more insights for his business and for what product he needs to sells so that market can notice him more and choose him for buying products. He also shares with community of business people that have same business with him through direct meeting or just by communicating through the group chats.

Informant 5

Informant 5 is 33 years old male and he had grocery stores in the traditional market for quite a long time. Because it is a family business and he get used to it since he was a child, he thinks that he can control it pretty well up until now. He always there on his store because he handles all the selling whilst his wife helps him in terms of stock the inventory. He does not have what people consider like big future plan for his business for now, he just want to maintain what thing he have for now. He often shares about his business with his closes friends so that he can get honest opinion regarding his business and that he

can use it for his insights in business, but also he does not get much time to socialize so he only maintain contact with closest friends he could get.

Informant 6

Informant 6 is 26 years old female owns a Florist since 2014. Now she had 4 employees in her store. Since her business is started because her hobby's she feels that she knows every part of her business. Until now she still handled in operational process with her employee that helps her, in future she wants to expand her market so that she can reach new customers. She often joins the community groups of her industry since her industry is growing in the Manado for now. By that, she can know the trends and also insight of her business so that she can improve her business. Her community groups often open discussion through personal meeting twice a week.

Informant 7

Informant 7 is 25 years old Female and started her own online shop for about 2 years. She works only on her own. Because her product is easy to get and manage, she can fully control it and also know the capability of her sales every day. She wants to expand her variety of choices so that she can get more people to want her products and buy it through her shops. She only share about her business through her personal and closest friends since she believe that honesty is the main key, by that she get insights for her business and also direct feedback for it.

Table 2. Coding Categorizing

No.	Preliminary Codes	Interpretation
1.	All of the informants had run their business at least more than one year.	The informants have a entrepreneurial characteristic and had significant amount of time experiencing entrepreneurial networking
2.	Most of them start and runs their business without partner	The informants experience entrepreneurial networking by themselves in order to grow their business since beginning.
3.	All of the informants have a good control of their business and how they runs/operates it	The informants must have control of their business so that they can use it as a way to implement networking nicely
4.	Informants 1, 2, 3, and 5 handle their business in much bigger role compare to their employee in operational side	The informants maximize it by building a strong entrepreneurial networking outside their business
5.	Most of them thinking about developing their business to become bigger than now	The informants have quite strong entrepreneurial characteristic so that they thoughts about keep develops their business while their running it
6.	Most of them share with their close friends and community about their business so they can get information or insights regarding their business	The informants use entrepreneurial characteristic to help them open way toward a better networking ahead for developing their business

Source: Data Processed, 2020

Discussion

To be noted, all informants have been running their business past than one year and they can be considered experienced in their business field. The finding related to Entrepreneurial Networking in their own business, is that most of them uses various way of building network outside their business in order to build networking and uses it as way to searching insights for developing their business. A key

distinction is made between informal or personal relationships and formal relationships, such as joint ventures, licensing agreements, and supply-chain linkages with either suppliers or users in any kind that the sample will apply. The importance of informal or personal relationships, and the role of trust, has long been cited. Informality would appear to play an important role in allowing entrepreneurs to resolve the apparent paradox raised earlier in this chapter: that while on the one hand the entrepreneur personifies individualism and independence on the other “he is very dependent on ties of trust and cooperation”. Studies have also highlighted the different roles played by strong and weak ties within the entrepreneur’s network. Strong-ties, such as those with family and friends, are useful for providing knowledge, information, skills, finance, and emotional support (Jack 2005), whilst weak ties, such as those with business acquaintances, including customers and suppliers, can provide access to unique opportunities and resources by acting as “brokers” to other actors and networks. In their study of the use of “bootstrapping” techniques for obtaining resources (i.e. imaginative techniques for acquiring resources, such as speeding up invoicing, seeking advance payments, using a personal credit card, sharing or borrowing equipment and/or premises etc.). Strong ties were important for sharing resources, whilst weak ties were key for “bootstrapping” financial resources (Jones and Jayawarna, 2010).

Furthermore, the reliance of entrepreneurs on strong and weak ties varies during the different phases of the entrepreneurial process, with strong ties being more important during the start-up phase, and weak ties becoming more important as the small firm grows and matures. The personal or social networks of entrepreneurs can be seen to play a number of important roles: they generate social support for the actions of the entrepreneur; they help extend the strategic competence of the entrepreneur in response to opportunities and threats; and they supplement the often very limited resources of the entrepreneur allowing the resolution of acute operating problems. The fragility which accompanies small size can be offset by the supportive environment provided by resilient networks. Thus, the function or role of the social network can range from the more general (e.g. supporting firm development or competence building), to the more specific (e.g. supporting the development of particular instances of innovation).

CONCLUSION AND RECOMMENDATION

Conclusion

1. Most of the respondents share with their closest friends to get feedback for their business
2. Most of the respondent uses those feedback as a way to improve their business in many aspects

Recommendation

Based on the result and analysis, the recommendation given in this research is as follows: Entrepreneur should not just keep their circle small but instead will have to push themselves so that they can expand their circle. Entrepreneur should have some 5-year planning dated by now to the future so that they will know what they want to improve in term of their business.

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