

# MULTIPLYING SUCCESS: THE INFLUENCE OF BEHAVIOR, INTRINSIC MOTIVATION, AND INNOVATION OF FEMALE HANDICRAFT ENTREPRENEURS

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**Abstract:** This research aims to analyze the influence of behavior, intrinsic motivation and innovation to multiply the success of the organization. The subjects in this research are female handicraft entrepreneurs in Bekasi. The approach used is a quantitative method with the variables are Examining the influence of behavior, intrinsic motivation and innovation to the success of female handicraft entrepreneur in Bekasi and The influence of Innovation mediated by organizational culture on the success of female handicraft entrepreneurs. The sample of this research was 100 of 150 respondents from the population of female recycled handicraft entrepreneurs. The data collected from secondary and primary data. The primary data were obtained by Interview, Forum Group Discussion, Questioner, and observation. The sampling technique using judgment sampling method and data analysis is processed by using Structural Equation Modeling (SEM) which is assisted by the application of Moment Structure Analysis (AMOS) version 22.0. The Results are the behavior of female handicraft entrepreneurs affects organizational culture, as well as intrinsic motivation, affect the organizational culture, and the ability to innovate mediated by the organizational culture affects the success of woman handicraft entrepreneurs, which means the ability to innovate as a dominant mediation variable.

**Keywords:** Behavior, intrinsic motivation, innovation, household income, culture and success of female entrepreneurs.



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Achieving success requires the courage to try and start a business, even from a small one. So far the world of entrepreneurship is considered as a world of male, even though there are a few female encouraged to be an entrepreneur. Success requires a lot of effort, as suggested by Sharma (2013), the effort requires the skills and necessary initiatives to take new

ideas for the market and make the right decisions for a profitable idea. According to Jackie (2013), the recent Global Entrepreneurship Monitor (GEM) found 126 million women starting or running businesses, and 98 million operating established (over three and a half years) businesses. These entrepreneurs across the spectrum of micro to high growth — from supporting life to creating wealth. Deputy Minister of Economic Affairs, 2013 (Kementerian Bidang Perekonomian, 2013) state that “female entrepreneur can reduce unemployment and poverty, a female entrepreneur has many advantages more than male ones”. Female is more resilient, more dili-

gent, more careful, and more patient. This research is strengthened by Shah and Saurabh (2015), found that “The development of opportunity for women is imperative, not only for reasons of equity but also because it makes economic sense and is good development practice”, which means women have the opportunity to develop themselves, not only for reasons of gender equality but also because it makes economic sense and contributes to the development. Womenable (2010), said that women are more likely to be found in the informal economy than men, this was confirmed by Lai, et al. (2010), states that “While there is still much that is not known about innovation and women’s entrepreneurship, there is an increasing amount of information about innovation and women “. Innovation is important for success in business venture”, here can be found more information about the innovation, womanhood and business success of a woman.

The Research presented by Alam, et al. (2011), found that the key determinants of success of women entrepreneurs are family support, social ties and internal motivations which have a positive and significant impact on the success of women entrepreneurs in small businesses. To achieve its objectives, it is necessary to have attitudes and behaviors that support the entrepreneur himself. Babalola (2009), found that women with high self-efficacy and internal locus of control have higher innovative entrepreneurial behavior than women with low ones. Focused and controlled behavior and intrinsic motivation have a strong enough role to multiply the success of a female business. Alam, et al. (2011), found that the mindset of successful entrepreneur women is formed out of desire. The desire is what they like and what they can. The impetus for motivated, entrepreneurial women comes from families (Franck, 2012). Entrepreneurs need innovation as well as the idea of the business but so need to take risks (Ahmad, 2013). Greater business achievement requires independence, intrinsic factors and job security (Ivan, et al., 2010). Women entrepreneurs realize that only innovation in their endeavors will persist and grow.

Richard (2007), argues that to illustrate the relevance of developing and strengthening handicraft

production as a way of promoting employment and development for the most marginalized especially the youngest and the poorest. Handicraft can promote a country, and marginalized people like women mostly do handicraft, and this is very relevant in district Bekasi, where once fertile agricultural areas have been replaced into industrial areas, so that indigenous or long-lived residents in Bekasi are marginalized, because they lost competence to apply in a company due to lack of education and work experience. The entrepreneurs cultivated by women are the ones who need the skills and creativity, as revealed by Almamari (2015). The Omani statistics for craft industries by gender showed that women dominate some areas of crafts, with a higher number of women than men in some craft centers, where women dominate craftsmanship compared to men.

Economic pressures can change a woman’s behavior to become an entrepreneur (Vossenber, 2013). Creative and innovative are the basis, tips, and resources to find opportunities for success (Baldacchino, 2009). From the results of previous research, the authors expect to be able to know the variables that influence in multiplying the success and dominant factors that can affect in multiplying the success of behavioral factors to think differently from not working to become an entrepreneur. Female entrepreneurs also maximize their motivation to create something new and act innovatively to create opportunities in facing life’s challenges.

## LITERATURE REVIEW

### Success

Meyer and Turner (2002), success is how to motivate people to their full potential. Success is everyone’s dream. To achieve success requires a positive and ready behavior when facing obstacles to achieve it. To achieve success requires hard work. There is no instant success. Success is the attainment of a worthy goal, step by step. Build a dream through “Goal Setting”. Through goal setting will gain tremendous benefits, can pursue the dreams (a dream list), as well as which areas need to be developed. For that to achieve success requires positive behavior and goals. Behavior and goals are

needed for when to start stepping, step by step. Goal setting achievement is not as fast as a mushroom that blooms only overnight. To be a large and fruitful tree takes time, it takes effort.

### **Behavior**

As written by Notoatmodjo (2012), on the theory of bloom, distinguish the behavior in 3 domains of behavior: cognitive, affective and psychomotor. Meyer and Kim (2000), variable human behavior such as choice of goals and self-efficacy influence work behavior. Behavior requires a process based on experience, circumstances, and situations that result in a change of attitude and action due to an impulse from itself and generate intrinsic motivation.

### **Intrinsic Motivation**

Motivation comes from the word “motive” which is defined as the effort that forces someone to do something. According to Sardiman (2009), the motive is the driving force from the inside to conduct activities to achieve goals. There are three functions of motivation:

- a. Encourage people to act, so as a mover or motor that releases energy.
- b. Determining the direction of action, that is towards the goal to be achieved
- c. Selecting the act of determining what actions should be done harmoniously to achieve the goal by setting aside goals that are not beneficial.

Someone who feels no impulse or inspiration to act is often to be said unmotivated, while as the contrary considered as motivated. As Cardona, et al. (2003), in his work paper, it has been found that these motives to identify the four different types of expected consequences, extrinsic, intrinsic, contributive, and relational. In this study focused on one’s behavior will stimulate the formation of intrinsic motivation and innovation of a woman to become an entrepreneur to multiply its success.

The mean by intrinsic motivation is the motives that become active or functioning does not need to be stimulated from the outside, because in each there is a drive to do something. According to Djamarah (2002), intrinsic motivation is the motives that be-

come active or functioning does not require stimulation from the outside because in each there is a drive to do something. Sutikno (2009), defines intrinsic motivation as the motivation that arises from inside of the individual himself without any coercion of encouragement of others, but by his own will. From some of these opinions, it can be concluded, and intrinsic motivation is the motivation that arises from inside of a person without the need for stimulation from outside. Such as proposed by Barbuto (2005), these sources of motivation include intrinsic process, instrumental, external and internal self-concept and goal internalization.

### **Innovation**

Innovative is an important attitude that should be owned by an entrepreneur. Larsen, et al. (2007), stated that one of the most important characters of the entrepreneur is his ability to innovate. Without innovation the company will not survive long, Rogers (2003), something innovative must be beneficial to the innovator or others. Innovation can happen because of accidental (invention) is the process of the emergence of a new case of a combination of old things that have been there, or innovation that occurs accidentally (discovery), the discovery of new things, whether it be tools or ideas. Discovery could be the invention when the community recognizes and can use the results of these innovations.

The key of an entrepreneur to becoming a successful entrepreneur is the power of a role in innovating. Of the many requirements, innovation is one of the absolute requirements and will be a supporting success for an entrepreneur or entrepreneur. Krauss and Sternberg (2014), “argued that innovation is the tool of entrepreneurship”. An entrepreneur becomes successful because it can create a brilliant new idea. Okpara (2007), “You cannot innovate without creativity. Innovation is the process that combines ideas and knowledge into new value “.”Knowledge is generated a new from connections that were not there before”. New ideas do not have to be completely new, but being able to develop existing ones with little innovation can be something new. In fact, according to research by Amar Bhide, 85% of entrepreneurs around the world build businesses

based on someone else's idea (Dyer and Gregersen, 2011). Innovation is necessary for a businessman, though not innovation at all. Innovation is a way for an entrepreneur to create a new product with a new method or with a new design better than old products that have or have not been marketed. In its development, an entrepreneur must be able to innovate if they feel their products on the market need to make fundamental changes.

### Organizational culture

Organizational culture is a characteristic that is highly upheld by the organization and serves as a model for different organizations. Or organizational culture is also defined as the values and norms of behavior accepted and understood by the members of the organization as a basis for the rules of behavior contained within the organization. Owoyemi's (2014), study shows that organizational culture is a double-edged sword that can cross management and employees, and therefore should be encouraged if it produces productivity and performance improvements.

### Multiple Success

Success is the achievement of an action within a specific time period or parameter. Success can also mean the completion of a task or achieve goals. Aldo (2009), highlights the important influence of company performance and environmental shocks on the design of a successful business portfolio restructuring strategy. His findings show that there is no single best strategy to restructure the portfolio. Conversely, there are many pathways to success in portfolio transformation, depending on competitive attitudes and a strong industrial environment.

### Handicraft

Handicraft is an artistic activity that emphasizes hand skill and function to process raw materials often found in the environment into objects that are not only valuable to use but also aesthetic value. Brushand Cooper (2012), first of all, one clarify craft entrepreneurship. The majority of craft entrepreneurs are women. Most of them have been edu-

cated in arts and crafts schools or colleges, where they are often, however, not given enough information about entrepreneurship.

### METHOD

Analytical methods used for testing and verification of hypotheses using quantitative analysis. Data variables as follows:

Variable X : Behavior of female handicraft entrepreneurs, the intrinsic motivation of women handicraft entrepreneurs, Innovation of women handicraft entrepreneurs

Variable Y : Multiply success

Mediator variables : Organizational culture

A valid measuring instrument will have a small error rate so that the resulting number can be trusted as an actual number or a number close to the actual state (Azwar, 2004). The method used to measure the validity of the instrument in this study is Correlation Product Moment, which is the measurement of validity is done by correlating the score of answers on each item of the question with a total score. Solimun (2002), states that the correlation coefficient number between the score of an indicator with the total of all indicators is higher than 0.3 ( $r_{d''} > 0.3$ ), then the instrument is considered valid. After testing the validity of the data, the next stage carried out data reliability test. The reliability test is an index indicating the extent to which a measuring instrument is reliable or reliable when a measuring device is used twice - to measure the same symptoms and the measured results are relatively consistent. The measure is reliable (Singarumbun and Effendi, 2011). Measurement of reliability in this study used Cronbach alpha method, measured by alpha Cronbach 0 to 1 scale, according to Triton (2005), Cronbach alpha value above 0.61 is stated reliable. Standardized loading is obtained from AMOS 24.0 output, by looking at the standardized regression weight value of each construct against the indicator (measurement item). Data collection techniques used are in-depth interview methods both structured and unstructured.

**RESULT**

The next analysis was a complete model of the Structural Equation Model (SEM) analysis, after analyzing the unidimensionality of latent variable forms

tested by confirmatory factor analysis. Analysis of data processing result at a full stage of SEM model is done by doing a conformity test and statistical test.

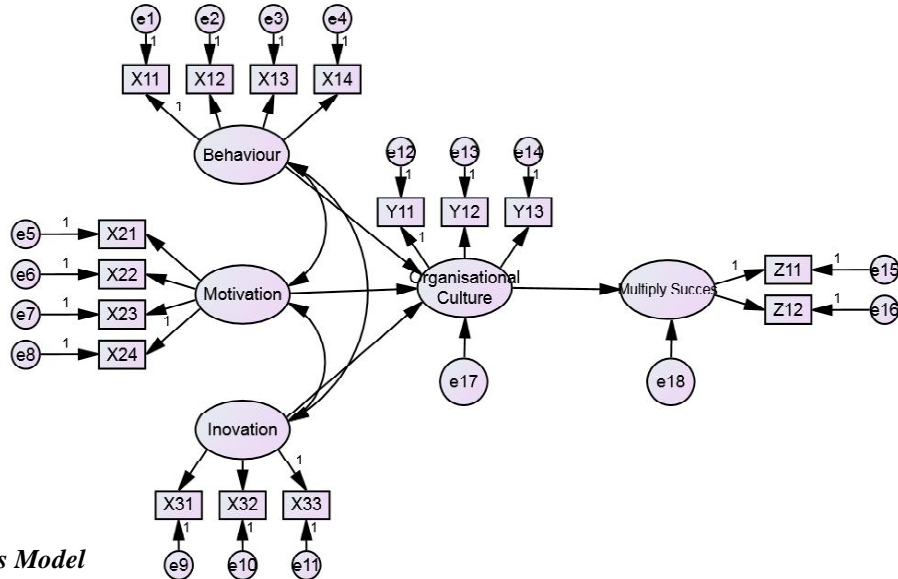


Figure 1 Hypothesis Model

The test of the model hypothesis shows that this model is in accordance with the data or fit on

the data used in the research is as shown in the following table:

Table 1 Assessment of normality (Group number 1)

Variable	min	max	Skew	c.r.	kurtosis	c.r.
y22	2.00	5.00	-1.17	-7.58	1.00	3.25
y21	3.00	5.00	.01	.04	-.18	-.58
y13	2.00	5.00	-.16	-1.06	-.74	-2.40
y12	1.00	5.00	-1.52	-9.86	2.51	8.11
y11	1.00	5.00	-1.43	-9.25	1.96	6.34
x31	1.00	5.00	-1.39	-8.98	.95	3.06
x32	1.00	5.00	-1.07	-6.91	.21	.68
x33	1.00	5.00	-.96	-6.20	.15	.48
x21	1.00	5.00	-1.77	-11.42	2.25	7.29
x22	1.00	5.00	-1.46	-9.47	.96	3.09
x23	1.00	5.00	-1.24	-8.04	.04	.12
x24	1.00	5.00	-1.58	-10.21	1.23	3.98
x11	1.00	5.00	-.76	-4.94	-1.02	-3.30
x12	1.00	5.00	-2.00	-12.96	3.36	10.86
x13	1.00	5.00	-1.39	-8.98	.54	1.76
x14	1.00	5.00	-1.50	-9.70	1.21	3.92
<b>Multivariate</b>					<b>262.68</b>	<b>86.70</b>

To test statistics on the relationship between variables that will be used as a basis to answer the research hypothesis that has been proposed. The statistical test of the results of the treatment with SEM is done by looking at the level of significance

of relationships between variables that are expressed through the value of Probability (p) and Critical Ratio (CR) of each relationship between variables. For the process of statistical testing is shown below:

**Table 2 Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Organizational culture ← Behavior	.91	.52	1.73	.08	par_12
Organizational culture ← Motivation	2.46	1.15	2.13	.03	par_13
Organizational culture ← Innovation	.90	.07	13.76	.05	par_14
Multiplying Success ← Organizational culture	.01	.04	1.38	.70	par_15

**Direct and Indirect Influence**

Based on the result of calculation of direct influence and indirect effect of female handicraft entrepreneur behavior toward female handicraft entrepreneur success, showing a comparison which leads to indirect influence has a higher influence than the direct one from innovation of handicraft entrepreneur’s success, where the influence of organizational culture to female handicraft entrepreneurs success directly obtained by 1.38 means the ability to innovate mediated by organizational culture on the success of female handicraft entrepreneurs. Based on the result of direct and indirect effect test it is explained that the indirect influence has a stronger influence, this indicates the ability of innovating which is mediated by organizational culture have an effect on the success of handicraft entrepreneur, This shows the existence of the ability to innovate as the mediation variable is strong enough. The behavior of female handicraft entrepreneurs to organizational culture is directly obtained by 1.73 as well as intrinsic motivation directly affects the organizational culture by 2.13.

trinsic motivation, affect the organizational culture and the ability to innovate mediated by the organizational culture affects the success of woman handicraft entrepreneurs, which means the ability to innovate as a powerful mediation variable. Indirect influence has a higher influence than the direct one from the innovation of handicraft entrepreneur’s success. The indirect influence has a stronger influence. This indicates the ability to innovate which is mediated by organizational culture have an effect on the success of handicraft entrepreneur.

**CONCLUSION AND RECOMMENDATIONS**

**Conclusion**

The behavior of female handicraft entrepreneurs affects organizational culture, as well as in-

**Recommendation**

The behavior of female handicraft entrepreneurs directly affects the organizational culture and intrinsic motivation directly affect the organizational culture. The local government of District Bekasi involvement to hold batik creativity contest, so can create new innovations of batik Bekasi. With the contest of creativity in batik Bekasi will attract consumer tastes, to wear batik Bekasi. The results of innovation remain on the special characteristics of batik Bekasi. The fabrics used are cotton fabrics with the best quality for batik, the best chemical dyes for batik, while natural dyes are obtained from the garden and the surrounding environment. Bekasi Government involvement to hold exhibitions batik Bekasi so that batik Bekasi known in Bekasi society. The innovation of batik Bekasi products for the devel-

opment of pre-existing products by adding the types of plants, fruits and other types of culture that exist in Bekasi as well as bright colors to be dynamic in accordance with Bekasi as an urban area.

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