

THE DIFFERENTIATION ANALYSIS OF ENTREPRENEURIAL

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THE DIFFERENTIATION ANALYSIS OF ENTREPRENEURIAL CHARACTERISTICS BASED ON GENDER AND COMPENSATION IN PRUDENTIAL AGENT INSURANCE BANDUNG

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Abstract

Entrepreneurship is increasing nowadays, but entrepreneurship is almost related to people who have business. In broad terms, entrepreneurship also refers to people who work in an organization. It is called intrapreneurship. Intrapreneurship is act of behaving and thinking like an entrepreneur, while working within organization.

Entrepreneurship has a wide topic, in this research, researchers are focusing on entrepreneursip's characteristics, moreover on achievement motivation. Achievement motivation can be influenced by gender and expected compensations. This research aims to analyze the difference of achievement motivation based on gender and compensation. The results are expected to give some informations and insights to practitioners and civitas academica about differences of achievement motivation based on gender and compensation.

Researchers are using questionnaire survey method for gathering 123 Prudential Insurance agents. The results show that there are influences of achievement motivation towards compensations, whereas Power motivation and affiliation motivation have no influence toward compensations. Related to gender difference analysis, the results show that there are differences between male and female regarding to achievement motivation power motivation and affiliation motivation

Keywords: *compensation, entrepreneurship's characteristics, achievement motivation, power motivation and affiliation motivation, gender.*

INTRODUCTION

Entrepreneurship is almost associated to someone people who have business. In broad terms, entrepreneurship is not just limited to a business owner. Furthermore, according to Suryana (2006), an entrepreneur is someone who has characteristics: self-confidence, achievement motivation, result oriented, risk taker, leadership, future-oriented, creative and innovative. A variety ²³ of characters can also be owned by another person who doesn't have business. Entrepreneurship is a human process, which is related to creativity and innovation in understanding the opportunities, organizing resources, so those opportunities can be generated into a long term business. Entrepreneurship characteristics is also attached to every person who works in a company, and the term is called entrepreneurship. Entrepreneurship is



entrepreneurship inside of the organization, furthermore an entrepreneur is ²⁶ person who focus on innovation and creativity and transform a dream or idea become profitable activity in the company (Budiharjo, 2011 <http://teorionline.net/intrapreneurship/> accessed 15 November 2013).

This study focused on the characteristics of entrepreneurship. One of the entrepreneur characteristics is achievement motivation. The theory of achievement motivation is taken from McClelland in Robbins and Judge (2008). The theory focuses on three needs: achievement, power and relationships. Achievement needs (need for achievement): the drive to exceed, achieve standards, and strive for success. Power needs ²⁴ (need for power): the need to make other people behave in such a way that they will not be have otherwise. Relationship needs (need for affiliation): the desire to establish an inter personal relationship. David McClelland in Sutarno (1999) says that an entrepreneur has a high-need for achievement and high-need for power, as well as the moderate-need of the relationship.

Fulfillment of achievement motivation is now becoming important for not only men, but also women. Robbins and Judge (2008) stated ²⁵ that one of the determinants of a person's character is hereditary factor that refers to an individual's genetic factor such as height, face shape, gender, temperament, muscle composition and reflexes. It means that gender determines a person's character and determines how people behave and act in the relation to entrepreneurship. According to Bernasek and Jianakoplos (1998), women may be more risk-averse towards gambles and that they seem to behave more risk averse than men. Hinz, et al (1997) stated that women are considered more conservative. Schubert, et al (1999) also found that women avoid uncertainty.

² According to Sadli (1995) gender is all about the social attributes of men and women. Man is associated to masculinism traits such as hard, strong, rational and manly. While the woman is associated to femininism traits such as delicate, weak, polite, sensitive, and timid. It shows that women described as a person who does not want to get out of comfort zone, satisfied with what she got, risk averse, and then lack of efforts to have achievement motivation. But now, there are many women who have achievements, even exceeding men can do.

Achievement motivation can be influenced by the desired compensation. Researchers used theory of goal setting and locus of control (Robbins and Judge, 2008). In the theory of goal setting, a person who has a high target of achieving, will be highly motivated as well. It means, when someone driven by high compensation, he or she will drive him/herself to have high motivation. In the theory of locus of control, people believe in internal control that they can control their life, or external control that their decisions and life are controlled by environmental factors which they cannot influence. Related to this research, internal control (achievement motivation) drives a person to get high compensation.

Relationship between the characteristics of entrepreneurship, gender and compensation is very interesting because authors used Prudential's agents as research subjects. Prudential's agents is not an employee of the insurance company. They are independent and freely to run its agency activities. This is consistent with the theory about the characteristics of entrepreneur because achievement of each individual



(commissions, position, etc.) is surely determined by the individual themselves. Authors used Prudential insurance agents because most of insurance agents are being dominated by Prudential. Out of 340,000 insurance agents, 180,000 insurance agents are Prudential's.

REVIEW OF LITERATURE

Entrepreneurship Characteristics

Entrepreneurship characteristic could be attached on employees who work in a firm, and it's called entrepreneurship. Intrapreneurship is a act of behaving and thinking like an entrepreneur, while working within organization. They act independently, proactive, and provide a new concept to firm. Kasali (2010) stated that entrepreneurship and intrapreneurship has the same characteristics: independent, access to corporate resources, recognition, action oriented, delegating well, fast response, knowing the business, negotiation skill, confident, optimistic, moderate risks, risks-calculated, have a breakthrough thinking and do not fear.

McClelland in (Robbins dan Judge, 2008) discuss entrepreneurship characteristics based on intrinsic motivation. It is focused on three types of motivational needs: need for achievement, need for power, and need for affiliation. Need for achievement: seeks achievement, attainment of realistic but challenging goals, and advancement in the job. Need for power: authority motivated and driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. Need for affiliation: need for friendly relationships and is motivated towards interaction with other people. David McClelland in Sutarno (1999) noted that an entrepreneur has high N-Ach, high N-pow, and moderate N-Aff. Entrepreneurship characteristic can be described as below:

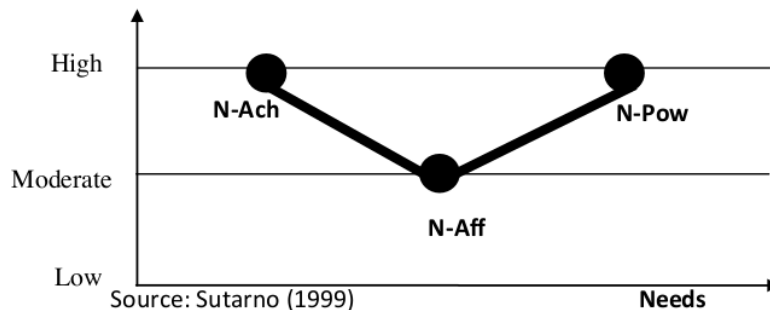


Figure 1

Entrepreneurs' Motivation Characteristics

Figure 1 shows that has high N-Ach, high N-pow, and moderate N-Aff. David McClelland in Sutarno (1999) stated that moderate N-Aff caused by professionalism related to build an effective since strong needs often lead to avoidance of unpopular decisions, permitting exceptions to rules, and showing favoritism to friends. This often leads to subordinates feeling confused about rules, playing to the manager's likes, and becoming anxious about what might happen next (inequity), or in other words, in order to avoid relationship conflict. Sirec and Mocnik (2010) stated that need to



achievement is the one of the psychological motivation factors for success, then they stated that early research found that the need to achieve was the principal determinant of entrepreneurial behavioral orientation. The need to achieve reflects individuals' orientation, willingness, and drive for satisfaction or a sense of accomplishment. About need to affiliate, it is related to non-psychological motivation factors for success. It is called human capital, and measured by social capital dimensions. Nahapiet and Ghoshal (1998) in Sirec and Mocnik (2010), have divided social capital into the three dimensions: (1) Structural capital – refers to the structure of the overall network of relations, (2) Relational capital – refers to the quality of an actor's personal relations and (3) the degree to which an individual shares a common code and systems of meaning within a community. In addition about entrepreneurial characteristic, Zhao et al. (2010) stated self-directed learning is accounted for as the process by which entrepreneurs acquire new knowledge, including skills and specific competences, from experience or by observing others, and assimilate and organize with entrepreneurial learning in memory to make them retrievable for the determinants of entrepreneurial Performance.

Gender

Fakih in Kuntari and Kusuma (2001) stated that gender is grammatically classification of nouns and the grammatical classification of nouns and other words associated with it, which generally relate to the two sexes. Meanwhile, according to Sadli (1995) gender is all about the social attributes of men and women. The man is described as having masculine traits such as, strong, rational and manly. While the woman is described as having feminine characteristics such as delicate, weak, polite, and timid. These differences are found in families, community leaders, religious institutions, educational institutions, the workplace.

Unger in Basow (1992) in Wathani (2009) stated that in new psychology, gender stereotypes and roles are learned. Men and women are expected to display different behaviours, especially in four major behavioral areas: personality development and temperament, communication patterns, prosocial behaviours (those that facilitate interpersonal relationships) and power-related behaviors. Gender is social construction.

The relationship about gender difference and entrepreneurship has been stated by several explanation and research results. Swinney et al. (2006) assume that lower performance in women-owned firms can be explained by women's greater preferences for avoiding risk, although empirical findings on this issue differ. Females are less willing to risk personal assets and are more conservative in selecting growth strategies (Coleman, 2007). Furdas and Kohn (2010) stated that female entrepreneurs put a higher emphasis on autonomy, self-actualization and adaptability, but they are less profit-driven. Case studies corroborate the notion that female entrepreneurs act more cautiously and more deliberately, but also more anxiously and uncertain than their male counterparts (Tchouvakhina, 2004 in Furdas and Kohn, 2010)

Compensation

Handoko (1992) in Sutrisno (2009), compensation is something given or



received by employees as rewards of their job. Compensation can be given in any forms, such as money, material things, facilities, and career opportunities (Singodimedjo, 2000). Direct compensations such as salary, benefits, and incentives. Salary is form of compensation that would be given periodically to employees. Benefit is form of compensation that provided by the company to its employees, because the employees have participated well in achieving corporate goals. Incentive compensation is granted to certain employees, because of the success of his achievement.

Empirical Study

This research refers to the previous study, and this research conducted a few modifications such as combining gender and compensation variable.

Table 1
Previous Study

Year of Research	Author	Research Title	Research Results
(...) Not listed	Jacqueline N. and Leonard H. Chusmir	Factors Determining Type A Behavior Among Employed Women and Men. <i>Type A Behavior:</i> Individual's perception of work pressure, the urge to compete and the drive to do the job quickly	Degree of N-Pow, N-Ach and commitment Influence of N-Pow, N-Ach, N-Aff, and commitment on Type A woman behavior has a higher influence than man.
1987	Christina E. Shalley, Greg R. Oldham dan Joseph F. Porac	Effects of Goal Difficulty, Goal-Setting Method, and Expected External Evaluation on Intrinsic Motivation.	Goal settings influence intrinsic motivation.
2003	Sonia M. Goltz	Career Expectations vs. Experiences: The Case of Academic Women.	Men get support (job information) and rewards based on performance than women. It proves the existence of gender discrimination, which causes women do not have a high desire to do a job.
2004	Wilson, Deborah Marlino dan Jill Kickul	Our Entrepreneurial Future: Examining the Diverse Attitudes and Motivations of Teens Across Gender and Ethnic Identity.	Man have higher interest in having career as an entrepreneur than woman.
2009	Frank Q. Fu, Keith A. Richards, and Eli Jones	The Motivation Hub: Effects of Goal Setting and Self-Efficacy on Effort and New Product Sales.	1. Specific goal affects salesman's effort. 2. Goals are set independently by sales, mediating relation between goals and effort on sales.
2010	Kobiah M. and Sikaieh	Towards a search for the meaning of entrepreneurship	The entrepreneur is to be a significant personality type, have significant motives and incentives.



2011	Jean Lee and Feng Weib	<p>16</p> <p>The mediating effect of psychological empowerment on the relationship between participative goal setting and team outcomes – a study in China</p> <p><i>Psychological empowerment: framework of employee perceptions regarding competencies to do their job, freedom to do the job, beneficial feelings, and they believe that they have an impact on the effectiveness of the company.</i></p>	<p>There is mediation effect of psychological empowerment towards relation between participative goal setting dan team outcomes</p>
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There are some factors which influence entrepreneurs' motivation on behaving. McClelland in Robbins and Judge (2008) noted about motivation theory: need for achievement, need for power, and need for affiliation. Authors focused on differentiation of entrepreneurs' characteristic (motivation) based on gender and compensation. Jianakoplos and Bernasek (1998) classified woman is more risk-averse than man. It also reinforced the opinion Hinz, et al (1997) that women are seen as more conservative. Schubert, et al (1999) found that women avoid uncertainty.

Sadli (1995) stated gender is all about the social at tributes of men and women. The man is described as having masculine traits such as hard, strong, rational and manly. While women are described as having feminine characteristics such as delicate, weak, polite, and timid. That shows that women described as a person who does not want to get out of comfort zone, being satisfied with current condition, risk averse. It described the absence.

Naully (2003) stated that man who have masculine nature, assertiveness, aggressive and want to demonstrate the achievements. While woman have a feminine nature does not have an attitude like man. Furthermore, the Bem Sex Role Inventory (BSRI) as personality classification in Wathani (2009) by SandraL. Bem, male characteristics (masculine) consists of: self-confidence, free-spirited, fond of exercise, passionate, analytical thinking, able to lead, willing to take risks, make decisions easily, independent, dominate, masculine, individual, aggressive, acting as a leader, competitive, and ambitious. While woman's characteristic (feminism) consist of: relented, cheerful, shy, loving, warm, loyal, womanly, sympathetic to others, sensitive, understanding, kind-hearted, impressionable, innocent, do not use harsh words, children lovers, and gentle.

The influence of compensation towards achievement motivation is explained by the theory of goal setting by Robbins and Judge (2008). The theory explains that specific and difficult with feedback will produce higher performance. In the late 1960s, Edwin Locke proposed that intentions to achieve a goal is a major cause of work motivation (Robbins and Judge, 2008). It means, the purpose of telling an employee what to do with how much effort should be spent. It strongly supports the value of the goal. We can say that the specific purpose will improve performance; difficult goals when accepted, results higher performance than easy goals; feedback results higher performance than no feedback.

Robbins and Judge (2008) explains that the specific goals showed higher results than general purpose "do your best". Focus of the goal itself seems to act as an internal stimuli, or commonly known as internal locus of control. They also add why



individuals are more motivated by goals that are difficult. First, difficult goals lead us to the existing tasks and away from the distractions of irrelevant. The challenging goals get our attention and ultimately tend helps us to focus. Second, difficult goals insists us to work harder to achieve it. Third, difficult goals insists individual to try to achieve. Fourth, difficult goals makes us formulate strategies that help us do the job or task more effective. Individuals will work better when they get feedback on how good their progress, between what has been and what they want they want, it means that feedback guides behavior. But not all feedbacks are not as strong as that. Internal feedback is a stronger motivator than external feedback. Goal setting theory explains that an individual committed to the goal, which means, an individual decides not to ignore these goals. Based on behavior, this means that an individual (a) believes he can achieve those goals, and (b) want to achieve.

Based on some of the above explanation, the authors formulate the research hypothesis as follows:

H1: There are differences of entrepreneurial characteristics based on gender

H2: There are differences of entrepreneurial characteristics based on compensation

RESEARCH METHOD

This research used predictive research. The sampling method in this study used purposive sampling. The criteria is Prudential Insurance agents who are located in Bandung. The number of respondents in this study were 123 respondents.

Variables were used in this study are: Entrepreneurial characteristics, that influenced by gender and compensation. In this research, entrepreneurs' characteristics are limited to the dimensions of Achievement Motivation (Achievement Motivation, Power Motivation, Motivation Affiliation). Each dimension is measured by 5 point Liker scale: (1) Never, (2) Rarely, (3) sometimes, (4) Often, (5) Always.

Gender, variables that affect entrepreneurs' characteristic, each dimension is measured by nominal scale with two scale points (categories): (1) Man, (2) Woman. Compensation, variables that affect entrepreneurs' characteristic. This variable was measured by ordinal Scale. Ordinal scale is the scale of order classification (Hartono, 2004). Classification and order in this variable: (1) Less than Rp 2,000,000,-, (2) Rp 2,000,000 - Rp 3,999,999,-, (3) Rp 4,000,000 – Rp 5,999,999,-, (4) 6,000,000-Rp 8.000.000,-, (5) More than Rp 8,000,000,-.

Researchers tested the validity and reliability to test the research instruments. Validity testing was done by the Confirmatory Factor Analysis. Validity criteria were used: Factor loading ≥ 0.4 , KMO > 0.6 with $s_{ii} \leq 0.05$ Anti - image correlation ≥ 0.5 , no data is empty, ambiguous and distorted. If the instrument validity study meets all the above criteria, the instrument is valid. Valid question items are MB1, MB2, MB3, MB4, MB5, MB6, MB7, MK1, MK2, MK6, MA1, MA2, MA3, MA4, MA5, MA7. While the question items are invalid MK3, MK4, MK5, MK7, MA6. Reliability was measured using Cronbach 's Alpha. Instrument is reliable when meets the value of Cronbach 's Alpha > 0.6 . Range reliability according: Cronbach 's Alpha < 0.6 = poor level of reliability, Cronbach 's Alpha $> 0.6 - 0.8$ = acceptable level of reliability. In this study all the



instruments meet acceptable levels of reliability because Cronbach's Alpha value of > 0.6, i.e. for MB = 0.885, MK = 0.710, RI = 0.878.

Testing the effect of compensation to the characteristics of entrepreneurs using simple linear regression. Testing the effect of gender on the entrepreneurs' characteristics variables, used subgroup analysis with Chow test coefficient equality test.

RESEARCH RESULTS

Respondents characteristics shown in the table below:

Table 2
Respondents Characteristics

No	Demographic Factors	Index	Frequency	Percentage
1	Level of Education	High School Graduates	24	19.50%
		University Graduates	99	80.50%
2	Gender	Male	81	65.90%
		Female	42	34.10%
3	Income	Below Rp 1.000.000,-	12	9.80%
		Rp 1.000.000,- s/d Rp 3.000.000,-	13	10.60%
		Rp 3.000.000,- s/d Rp 5.000.000,-	17	13.80%
		Rp 5.000.000,- and above	81	65.90%
4	Expenditure	Below Rp 500.000,-	0	0.00%
		Rp 500.000,- s/d Rp 1.000.000,-	4	3.30%
		Rp 1.000.000,- s/d Rp 2.000.000,-	14	11.40%
		Rp 2.000.000,- and above	105	85.40%
5	Saving	Below Rp 500.000,-	10	8.10%
		Rp 500.000,- s/d Rp 1.000.000,-	16	13.00%
		Rp 1.000.000,- s/d Rp 2.000.000,-	31	25.20%
		Rp 2.000.000,- and above	66	53.70%
6	Employment	Professionals	4	3.30%
		Trader	12	9.80%
		Other types of work	93	75.60%

Source: Processed Data (2013)



The number of respondents by income or commission per month are expected , all respondents answered " More than Rp 8,000,000 , - " as many as 123 people , or 100 %. The number of respondents by type of employment of respondents other than Prudential agent. The number of respondents by demographic segmentation that age. There is 1 person or 0.8 % of respondents with age 20 years, 2 people or 1.6 % of respondents age 21 years, 3 people or 2.4 % of respondents age 22 years, 3 people or 2.4 % of respondents with age 23 years, 9 people or 7.3 % of respondents age 24 years, 3 people or 2.4 % of respondents age 25 years, 6 people or 4.9 % of respondents by age 26 years, 2 people or 1.6 % of respondents by age 27, 1 or 0.8 % of respondents age 28 years, 4 people or 3.3 % of respondents age 29 years, 14 people or 11.4 % of respondents age 30 years, 10 people or 8.1 % of respondents by age 31 years, 12 people or 9.8 % of respondents age 32 years, 5 people or 4.1 % of respondents age 33 years, 8 people or 6.5 % of respondents age 34 years, 6 people or 4, 9 % of respondents aged 35 years, 1 or 0.8 % of respondents age 36 years, 6 people or 4.9 % of respondents age 37 years, 3 people or 2.4 % of respondents age 38 years, 2 or 1.6 % of respondents age 39 years, 2 people or 1.6 % of respondents by age 40, 1 or 0.8 % of respondents age 42 years, 4 people or 3.3 % of respondents age 43 years, 1 person or 0.8 % of respondents age 44 years , 5 people or 4.1 % of respondents age 45 years, 2 people or 1.6 % of respondents age 46 years, 1 or 0.8 % of respondents age 48 years, 2 people or 1.6 % of respondents age 51 years, 2 people or 1.6 % of respondents age 52 years, 2 people or 1.6 % of respondents 54 years of age. Number of respondents by a Prudential agent. A total of 37 people or 30.1 % of respondents had become an agent of Prudential 1 year, 31 people or 25.2 % of the respondents have 2 years as a Prudential agent, 16 people or 13 % of respondents have 3 years of being an agent of Prudential, 15 people or 12.2 % of respondents had 4 years as a Prudential agent, 13 people or 10.6 % of the respondents had 5 years of being an agent of Prudential, 7 people or 5.7 % of respondents had 6 years as a Prudential agent, 1 or 0.8 % of respondents had 7 years be an agent of Prudential, 2 people or 1.6 % of respondents had 8 years as a Prudential agent, and 1 or 0.8 % of respondents had 10 years as an agent with Prudential. Average score of achievement motivation is 23.54, power motivation is 22.15, and affiliation motivation is 22.90. Average score of those three motivations, included to high category, which the standard of low motivation $0 \leq X < 14$, moderate $14 \leq X < 21$, high $21 \leq X < 28$.

The test results on the effect of income entrepreneurs' characteristics can be explained as follows: There is the influence of income on Achievement Motivation based on analysis p value = $0.072 < \alpha = 0.1$. There was no effect of income on Power Motivation based on analysis p value = $0.142 > \alpha = 0.1$. Researchers have an opinion because there is no formal career path in the work as agent of Prudential, reaching some power becomes unimportant thing. This is likely to result in the absence of the influence of income on Power Motivation. There was no effect of income on Motivation Affiliates based on analysis p value = $0.674 > \alpha = 0.1$. Researchers have an opinion therefore trigger a huge factor for an agent to get a customer , the affiliate motivation of an agent based on the motivational tendency to get customers is not a pure motivation to affiliate with customers. With regard to gender differences in the effect of income on the characteristics of entrepreneurs, this study shows the result,



among others. There are differences in the effect of income on achievement motivation between men and women (p value = $0.000 < \alpha = 0.05$). There are differences in the effect of income on the motivation of power between men and women (p value = $0.000 < \alpha = 0.05$). There are differences in the effect of income on affiliation motivation between men and women (p value = $0.000 < \alpha = 0.05$).

CONCLUSIONS

This research aims to know and analyze the entrepreneurship's characteristics differences based on gender and compensation. The result stated that there is influence of compensation towards entrepreneur characteristic (achievement motivation) while the influence of income toward motivation for power and affiliation motivation was not significant. It means that there are differences in the characteristics of the entrepreneur (achievement motivation) based on income, while for power motivation and affiliation motivation were no differences based on income. In terms of power motivation, researchers have an opinion because there is no formal career path in the work of a Prudential agent motivation to gain power not be a very important thing. This is likely to result in the absence of the influence of income on Power Motivation. In terms of affiliation motivation, researchers have an opinion therefore trigger factor for an agent to get a customer, the affiliate motivation contained within an agent based on the motivational tendency to get customers is not a pure motivation to affiliate with customers or others. Regarding to gender, the results showed that there were differences in the effect of income on the basis of gender characteristics of entrepreneurs, both for achievement motivation, power motivation, and affiliation motivation.

Based on the results, specifically regarding to income variable, this research has limitations because of the measured variables is not expected compensation but it is real income that has been achieved at this time. The reason to use real income variable, because reviewer suggested to use ordinal scale in cluster category. It causes respondents choose the highest category which is more than Rp 8.000.000,-/months, and statistically causing expected compensation to be achieved not have a good variation, and consequently these variables could not be tested variable influence on the characteristics of entrepreneurs. Researchers suggest future studies should use open-ended questions with ratio scale. Second limitations is related the sample size were measured only about 123 respondents. This is due to limitations of time, cost and space. The results of the study might be different if there are more respondents with a wider range of areas. That is going to be generalize able, and not only limited to explain the phenomenon that occurs around Prudential agents in Bandung.

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THE DIFFERENTIATION ANALYSIS OF ENTREPRENEURIAL

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