

# Entrepreneurial characteristics and business performance related to homestay business in Bandung, Indonesia

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**Abstract:** *The success of the homestay program is depending on the level of understanding of the customer requirements and the internal entrepreneurial characteristics. Service provider must at least meet some level of standard in terms of entrepreneur in order to perform in the industry. Most of the homestay is provided as an alternative to tourist in fulfilling their needs and wants towards experiencing the visited destination area. The homestay is one of the best options that can be offered to tourist to get closer to the community and local culture. As such there should be a right study on selecting the right entrepreneurial characteristics in order to perform in the business. Data were collected from 100 respondents in Bandung. Respondent was chosen among the stakeholder of the homestay. Respondent must at least be operating the homestay at this moment and willing to participate in the data collection voluntarily. The results indicate that entrepreneurial characteristics. Is important and worth to be evaluate before deciding to venture into the industry. The results show that entrepreneurial characteristics is part of the factors towards the success of business performance in the homestay industry.*

**Keywords:** *Tourism operator, Entrepreneurial characteristics, Homestay*

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## I. INTRODUCTION

Homestay is one of the example of how local people in the tourism destination areas participated in the industry by providing a unique accommodation services that may help them to gain financial return as part of their effort to increase the socio economy level (Pratomo, Khrisnanto, & Sofian, 2018). In many countries, homestay has become popular as they offer a unique style of accommodation concept with is nearer to the culture and living style of local people. There are however several challenges in operating the homestay as it is not only related to the commitment and attitude of the business owner but also on how they managed the business in a correct manner in order to compete with other type of accommodation (Pikiran Rakyat, 2019).

Most of the complaints and problem raised with regards to the homestay services is their poor and weak management related to administration (Putranto, Wiyana, & Zulkarnain, 2018). Most of the business owner don't possess a basic management knowledge and thus they are not able to meet the customer expectations especially international tourist. Most of the business was set up based on community based influenced without understanding the actual tourism activities and industries (Kuntjara SW, Perbangsa, & Dewanti, 2018). Besides that, most of the homestay was setup without proper capital and investment. Business owner need to know that customer may have some level of expectation when they decided to stay in the homestay. Business providers must first get to know what are the characteristics of customer that choose to stay in homestay and why they prefer homestay rather than hotel or budget hotel (Pikiran Rakyat, 2019). Business organizations should meet the customer expectations in order to sustain in the business. Business owner must be creative and promote

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their unique advantage to attract more customer to come. Most of the time, business owner is too much depending on the governments or municipal assistance in order to survive. Such action lead to a poor and low performance mentality toward achieving success (Pratomo et al., 2018).

Understanding the customer needs is important as it can help the business owner to prepare themselves in meeting the demand. Reports stated that homestay performance is getting poor because of poor response from customers especially international tourist (Nugroho, Pramukanto, Negara, Purnomowati, & Wulandari, 2016). One of the key factors lead to that issues is poor communication in terms of promoting the services. The business owner is not exposed in creating the online or digital promotions tool as part of their communications medium. It is also recommended that business owner to tie a good networking with travelling agents and tourism industry players by collaborating or join effort to provide the services (Ningrum & Mustika, 2019).

Overall the entrepreneurship characteristics is very important towards meeting the business performance. Business owner should realize that the homestay business is one of the potential source to increase their household income and at the same times helps the country to boost the tourism industry (Kuntjara SW et al., 2018; Putranto et al., 2018).

## **II. LITERATURE REVIEW**

### **2.1 Business Performance**

Business performance is basically related to how well the business is running over a period of times and the success level of performance and business growth from time to time. Entrepreneur should always conduct a regular review on their performance and set goals on the next level that the business should explore or achieved. Entrepreneur at the same time need to review their business plan so that they can do improvements in order to go beyond the current status (B. Kadir & Shamsudin, 2019). New strategy could be necessary depending on the current competition and market demand. Among the things that recommended to review are the current core activities and business efficiency (Baharudin Kadir, Shamsudin, Nurul, & Mohd, 2020). It is also vital for the Entrepreneur to review their financial status in order to tracked their performance in monetary value. Besides that, it is also recommended that the Entrepreneur to study on their competitor action in order to compete in the market and maintains the market share (Alegre & Garau, 2010).

Past research indicates that there are poor management in the homestay business (Jamaludin, Othman, & Awang, 2012; Rasoolimanesh, Dahalan, & Jaafar, 2016). Business owner failed to focused on the business and not able to compete among the industry players. Competition among other category of services such as budget hotels and Airbnb creates another challenges that might lead to a poor performance for the homestay business (Jamal, Othman, & Muhammad, 2011). In order to survive business owner, need to relooked at their administration and management. Past research (Fauziah & Hamzah, 2012; "Homestays - Community programme or alternative accommodation? A re-evaluation of concept and execution," 2017) indicates that homestay owner failed to focused on their business due to lack of commitment and motivation. They do not have the motivation to strive for success and just let the business to run as per the demand driven by luck (Maryani, Ningrum, Nandi, Yani, & Rosita, 2018).

It was notable that business on homestay failed to provide a good facility that could be used as the elements for competition. Recent research also indicates that most of the business owner did not have knowledge in the tourism industry. The homestay business was done based on the ideas given without strong Entrepreneur characteristics that may push them towards business performance. Based on that, most of the business did not really invest in their business.

Report (World Travel & Tourism Council, 2017) recently highlighted that business owner is too much depends on the outside assistance such as tourism department and local municipal in order to boost their business performance. It is about

time when all the Entrepreneur to undergo special trainings on communications so that they could make correct marketing campaign for local and international market (Nugroho et al., 2016). There are many reports stated that community support towards the success of homestay business is very important as customer choose to select homestay because they wanted to experiences the culture and living of the local people in the specific areas (Purnomo, Wiradimadja, & Kurniawan, 2019). Failing to meet the needs will lead to poor performance in the long term of business (Antara & Sumarniasih, 2017).

Business performance however can be improved by reviewing the core activities. Entrepreneur need to know what exactly their core activities and how the core activities can be made known and attract more tourist to visit (Prasetyawati & Bahri, 2019). Entrepreneur than may need to review the effective of their business by matching their products against the customer needs. Entrepreneur may conduct a survey with the intentions to understand the actual customer needs and wants. As such customer engagement is important in order to get real feedback and suggestion towards business improvements (B. Kadir & Shamsudin, 2019). Entrepreneur must acknowledge every single complaint as that is a feedback towards improvements for better services. It is also recommended that Entrepreneur to review their costing in order to sustain in the business (Baharudin Kadir et al., 2020). Entrepreneur may need to review their overall business asset especially the premises used for business. Entrepreneur must review the advantages of the current location and what is the benefits that can be offered to tourist. During the audit, Entrepreneur may decide to do planning whether there are any new rooms required or any other facilities needed in order to served customer better (Kontogeorgopoulos, Churyen, & Duangsang, 2015).

Entrepreneur also need to review the facilities provided to customer. It should include the equipment's and furniture supplied in the homestay (Jamal et al., 2011). Entrepreneur need to investigate whether the facilities provided is meeting customer needs or may need to change based on their feedback. A good answer before making decision is by comparing the facilities provided by other competitor (Agyeiwaah, Akyeampong, & Amenumey, 2013). Homestay business owner today faced complicated customer where they required a technology facility to be ready for their routine and usage. Entrepreneur must make sure that at least they provide the free internet services in order to get attention and response from others. The internet should be at the current acceptable speed and bandwidth.

According to (Yusof, Muda, Salleh, Ibrahim, & Amin, 2016) , business owner should also invest in the people and skills. Entrepreneur need to ensure that they have a right skills members and good customer services in order to serve customer better. Good employee will provide a positive customer experiences through customer interactions. The interactions are very important as that is the communication opportunity for the employee to brief and get feedback from the customer (Pratomo et al., 2018) . It is also recommended that the Entrepreneur engaged professional team members to adjust their business according to the market trend and patterns.

Overall it can be concluded that business performance related to homestay need to go through another level of marketing strategy where they are losing their awareness campaign against the big hotel and other accommodation based service provider (Putranto et al., 2018). The fast development of technology with the open access towards information over internet have led the customer itself become particular and demanded. Homestay owner need to carefully find the niche portion of their business and make vigorous communication over favourite channel in order to gain advantage in the market. Entrepreneur doing homestay today may also face new competition among the same category but different focused in the segment. There are agro-tourism and Eco-tourism that currently getting more popular rather than just a plain accommodation provider (Setyaningsih et al., 2015; Siswanto & Moeljadi, 2015). The bundle packages that was established could be replicated in the future in order to enjoyed grater support from the market.

## **2.2 Entrepreneurial characteristics**

Entrepreneurial by definition are an action oriented based derived by a highly motivated individual who willing to take risk in order to achieve goal (Al-Shammari & Waleed, 2018). (Al-Shammari & Waleed, 2018) stated that in order to become Entrepreneurial there is a need for an individual to meet certain characteristics that may help the Entrepreneurial to more endurance and successful. Past research (Kebaili, Al-Subyae, & Al-Qahtani, 2017) indicates that not all individual who starts business will success. Most of the Entrepreneurial failed in the middle because they don't possess certain characteristics that can make them more ready to faced challenges (M. F. Shamsudin, Nurana, Aesya, & Nabi, 2018). There are many studies related to characteristics (Shah & Soomro, 2017) but the result lead to a various answer. The different could be due to different in industry and geographical areas (Van Gelderen et al., 2008). Past research also have identified specific characteristics that must have within the individual that interested to become Entrepreneur. Among the characteristics that will be measure in this study are self-confidence (Pruett, Shinnar, Toney, Llopis, & Fox, 2009), result oriented (M.F. Shamsudin, Razak, & Salem, 2018), risk taker (Serviere, 2010), leadership (S. Hassan, Shamsudin, & Mustapha, 2019), originality (Cooper, Woo, & Dunkelberg, 1988) and future oriented (M. F. Shamsudin, Razak, & Salem, 2018). Those characteristics have been adopted based on recent research conducted related to Entrepreneurial characteristics but in a different industry and countries.

Self-confidence is one of the characteristics that Entrepreneurial must have in order to success. The level of self-confidence must be very high so that the Entrepreneurial would not simple change their mind when there is a challenge or problems. Entrepreneurial must confidence that they actually have a good business idea and they know that there is a huge potential to success. High level of confidence allow the Entrepreneurial to develop their business growth without much challenges externally especially from the close friends. The level of confidence will also provide external party to put trust on the individual.

Entrepreneurial must show that there is also independence. Entrepreneurial should not rely on too many things as that may lead to failure. (Hamzah, Othman, & Hassan, 2016; Javalgi, Hall, & Cavusgil, 2014; Kadic-Magljalic, Micevski, Arslanagic-Kalajdzic, & Lee, 2017) stated that independence in the characteristic of Entrepreneurial is the ability of an individual to focused on his projects without too much depending on other party. (Aminuddin, Don, & Shamsudin, 2020) claimed that Entrepreneurial should not rely on third party as the Entrepreneurial must have a sense of purpose that can motivate them to achieve success. (Salem, Shawtari, Shamsudin, & Hussain, 2016) argued that sense of purpose is important as that may guide the Entrepreneurial to be on the right track in achieving their objectives. (Miao & Wang, 2016; O'Dwyer & Gilmore, 2018; Peterson & Crittenden, 2018) mentioned that Entrepreneurial should also have a high commitment in terms of focusing on their business.

Another important element that an Entrepreneurial should have is the ability to build relationship (M. Shamsudin et al., 2015; Mohd Farid Shamsudin & Razali, 2015). The relationship is more towards the ability of an Entrepreneurial to engaged with the relevant people. Good relationship is important as part of the key success factors for the business. (Zang, Liu, Zheng, & Chen, 2020) highlighted that Entrepreneurial must also have the positive attitude of continuous learning. Today, business compete fiercely and customer change rapidly. The change of customer buying pattern, taste and preferences proofed that continuous learning is important for the Entrepreneurial to success. It was also highlighted by (B. Kadir & Shamsudin, 2019) that Entrepreneurial should have high individuality. Entrepreneurial should not get influence by both internal and external parties. Entrepreneurial should be persistent to achieve target and objective. In order to success (Shah & Soomro, 2017; Soomro & Shah, 2015; Tognazzo, Gianecchini, & Gubitta, 2017), recommended that Entrepreneurial to be more optimism. That characteristics mat lead the Entrepreneurial to be more confidence.

Entrepreneurial must also have the needs for achievement (Lee, Che-Ha, & Syed Alwi, 2020). Entrepreneurial must be determined that they will work hard and will be rewarded. The motivation to achieve something in life would be good for the Entrepreneurial to achieve their goal (Johnson, Freeman, & Staudenmaier, 2015; Mas-Tur, Pinazo, Tur-Porcar, & Sánchez-Masferrer, 2015; Rashid, Ngah, Mohamed, & Mansor, 2015). Individual should also focused on making money. Early entry to market normally will gain more profit and market share. (Hasim, Shamsudin, Ali, & Shabi, 2018) suggested that Entrepreneurial to drive business so that the profit increase in order to be the leader in the market. Business owner should strive to increase market share, market growth and profitability. In order to gain high profit, (Affendy Abu Hassim, Asmat-Nizam, & Mohd Farid Shamsudin, 2016) suggested that the business owner to focused on profit oriented. There are bat least three ways can be done in order for the Entrepreneurial to aim for profit oriented (Shah & Soomro, 2017). (M. F. Shamsudin, Shabi, & Salem, 2018) argued that Entrepreneurial should focused on target return pricing. Meaning to say that the Entrepreneurial already have calculated how much margin that they can gain from the sales per unit. (Oliveira & Rua, 2018) target return pricing can helps Entrepreneurial to achieve high profit. At the same time (Soomro & Shah, 2015; Tognazzo et al., 2017; Van Gelderen et al., 2008) highlighted that target profit pricing is also important. The amount set for each price should consider the objective of the Entrepreneurial to earn high profit. (M. F. Shamsudin, Shabi, et al., 2018) concluded that profit making Entrepreneurial will strive the options in maximising the profit from the sales of products or services.

Entrepreneur must have a goal in managing the business (Razak & Shamsudin, 2019). The most important goal is to satisfied customer (Sallaudin Hassan & Shamsudin, 2019). Satisfied customer will bring advantages to the entrepreneur where they will have enjoyed increase in revenue and profit (Bin et al., 2016). Entrepreneur that have positive characteristics will have motivation to go for success level by exploring new things (Sandhu, Sidique, & Riaz, 2011; Teng, Ma, Pahlevansharif, & Turner, 2019; Verma et al., 2018). Entrepreneur will have long term oriented and willing to take risk in creating new products and tapping new market (Sallaudin Hassan & Shamsudin, 2019). Managing customer in the 21<sup>st</sup> century is getting tougher (Shahida, Mohamad, Shamsudin, Syaqinah, & Ariffin, 2018; Mohd Farid Shamsudin, Shabi, Dzelwan, & Abidin, 2018), thus entrepreneur need to have a strong customer services elements to handle them. Entrepreneur should have the spirit to give priority to customer as they are important towards creating market share and growth (Nasip, Amirul, Sondoh, & Tanakinjal, 2017; Otache, 2019; Othman, Hashim, & Wahid, 2012).

### III. METHODOLOGY

This study is measuring the entrepreneurial characteristics and business performance related to homestay business in Bandung. The scope of study's population is those entrepreneurs who have been started their operation of a homestay as a business. Data collection was used a random sampling basis. The purpose of using random process is to achieve a sample that is less bias. Only 115 respondents participated in the data collection process. However, out of 115 samples. Only 100 responses that can be used as a subject analysis. The balance of 15 either not valid due to missing data or does not meet the selection criteria. List of respondents obtained from the local tourism council and data were collected using a self-administered method. The questionnaire incorporated all the items needed to be measured for this research. There are five items under the entrepreneurial characteristics and four items under the business performance. All items used in this survey adopted from the literature and past studies. Minor changes made in the questions based on suggestion and recommendations from the subject matter expert. 3 subject matters appointed in which 2 from the academic and one from the industry. All items have been tested during the pilot test for validity and reliability. Data gathered were analyses using AMOS and SEM.

### IV. FINDINGS

Respondent for this research consisted of 65% male and 35% female with majority of them are self-employed. Most of the homestay operator is a local people who take the opportunity of the market demand for the business. Only 25% of the respondent experienced working with government. Majority age of the business owner or respondent is more than 40 years old. Only 8% of the respondent is below 39 years old. 62% of the respondent already owned a business more than 7 years while 12% was just started in a year. It was also interesting to know that 84% of the respondent only completed their secondary or high school level. Details of the frequency is as per the table 1.

Table 1: Respondent Profile

Descriptions	Frequency	Percentage
Gender		
Male	65	65.00%
Female	35	35.00%
	100	100.00%
Working experiences		
Government	25	25.00%
Private	31	31.00%
Self-employed	44	44.00%
	100	100.00%
Age		
<20 years	1	1.00%
20 - 29 years	2	2.00%
30 - 39 years	6	6.00%
40 - 49 years	58	58.00%
50 and above	33	33.00%
	100	100.00%
Years in business		
< 1 year	12	12.00%
1 - 4 years	36	36.00%
7 - 10 years	40	40.00%
>10 years	12	12.00%
	100	100.00%
Education level		
Secondary school	84	84.00%
Bachelor degree	15	15.00%
Master degree	1	1.00%
	100	100.00%

Table 2 indicates the overall details on the constructs used for the research. (AVE) average variance extracted for entrepreneurial characteristics and business performance is 0.87 and 0.83; (MSV) maximum shared variance for entrepreneurial characteristics and business performance is 0.74 and 0.71; (ASV) average shared variance for constructs is 0.55 and 0.53 and finally the (CR) composite reliability is 0.97 and 0.92. None of the results is below the acceptable value, thus all are accepted for the next analysis.

Table 2: Overall reliability of the constructs and factors loadings of indications

Items	Factor loading	<i>t-value</i>	MSV	ASV	AVE	CR
Entrepreneurial characteristics			0.74	0.55	0.87	0.97
EC 1	0.92	20.50				
EC 2	0.93	24.24				
EC 3	0.91	26.49				
EC 4	0.94	24.24				
EC 5	0.90	21.49				
Business Performance			0.71	0.53	0.83	0.92
BP 1	0.91	25.50				
BP 2	0.93	23.24				
BP 3	0.95	22.49				
BP 4	0.90	21.24				

Notes: Cho-square=117.21, df=41, p-value=0.0000, RMSEA=0.073, GFI=0.81, AGFI=0.86, SRMR=0.027, CFI=0.94, IFI=0.91

In this study, the discriminant validity was also assessed. According to Hair et al. (2010), the square root of the AVE value for each structure should be larger than the shared relationship coefficients to establish the discriminant validity of the factors in the model.

Table 3 confirmed the discriminant validity. These results also demonstrated that all measures were reliable (Bagozzi and Yi, 1988). Means, standard deviations and correlations of latent variables are presented in

Table 3. The results in Table 3 indicate that all correlations are significant.

	Mean	SD	Entrepreneurial characteristics	Business Performance
Entrepreneurial characteristics	4.28	0.74	(0.95)	
Business Performance	4.32	0.80	0.86	(0.96)

Notes: All correlations are significant at the 0.01 level (two-tailed test). SD: Standard Deviation. The numbers in the cells of diagonal line are squared root of AVE

Table 4 is the result of path estimates structural model. The results indicate that the standardized path coefficients is (0.24; 5.89). As such the hypothesis is supported. Entrepreneurial characteristics is reported to have a significant relationship towards business performance.

Table 4: Path estimates of structural models

Hypothesis		Standardized path coefficients	t-values	Result
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H1	Entrepreneurial characteristics → Business Performance	0.24	5.89	Supported
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## V. DISCUSSION

This study is about measuring the entrepreneurial characteristics towards business performance in homestay business. Recently there are too many option in terms of type of accommodation for tourist to select. Tourist can choose to stay in hostels, hotels, apartments, guest house, homestay or even Airbnb. The various option lead to fierce competition among the industry players. The competition is not limited to only horizontal lines but within the vertical lines. Homestay providers need to have a good entrepreneurial characteristic in order to compete and perform in the industry. Entrepreneurial characteristics is important to drive the business. The success of business depends very much on the entrepreneurial characteristics. Good entrepreneurial characteristics will ensure that the business will run smooth and the service offered is excellent. Each operator must at least follow the level of services as per stated in the ASEAN Homestay Standard (Budi Wahyuni & F.P., 2020; Kalpikawati, Pinaria, & Febrianto, 2020). There are some operators that conduct the services based on trends or influenced by other people. They have failed to past the screening on the entrepreneurial characteristics. The service can help to improve their household income and become success should it could be performed at par of the tourism standard.

entrepreneurial characteristics is the answered why most of the homestay nosiness is not performing after a while of operating. Tourism board and local municipal should first ensure the service provider must at least meet the minimum entrepreneurial characteristics in order to be supported and participate in the industry. Positive entrepreneurial characteristics will provide more opportunity to the entrepreneur top explore and compete vertically. This results is align with past research (Bizri, Hammoud, Stouhi, & Hammoud, 2019; De Carolis & Litzky, 2019; Idris & A. Momani, 2013; Mohamad, Lim, Yusof, & Soon, 2015; Turan & Kara, 2018) on entrepreneurial characteristics.

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