

Entrepreneurial Characteristics of Kebonagung Tourist Village Manager at Bantul, Yogyakarta

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Abstract. Entrepreneurial characteristics are character, style, behavior, or special signs inherent in managing his business to achieve the expected goals. This research aims to determine the entrepreneurial characteristics of the managers of the Kebonagung tourist village, Bantul, Yogyakarta, and several factors related to these entrepreneurial characteristics. The research was carried out using a survey method, primary data was obtained by interviews based on questionnaires. The respondents of this research were all 18 tourist village managers. The research results show that of the 13 indicators of entrepreneurial characteristics, there are 8 indicators in the very strong (excellent) category: initiative, self-confidence, interpersonal understanding, discipline, information seeking, cooperation, competence, and service orientation. Meanwhile, 5 other indicators: goal orientation, ability to influence, analytical ability, problem-solving ability, and ability to develop other people are classified as strong (good) indicators. Internal factors strongly correlated with entrepreneurial characteristics are age, education, and tourism experience. External factors that have a strong correlation are university assistance and tourist agent assistance.

1 Introduction

Characteristics a distinguishing trait, quality, or property (noun). As an adjective is revealing, distinguishing, or typical of an individual. Entrepreneurial has to do with the creation and development of economic ventures[1] Entrepreneurial characteristics are characteristics or forms of character or patterns of behavior or special signs that are inherent in entrepreneurs in managing their business to achieve the expected goals.[2] In this context, profit can be interpreted as the difference between income received from the sale of goods or services and production costs or other expenses. Business can be conducted in various forms, such as large companies, small businesses, or even individual entrepreneurs [3] Based on activities and uses, types of business can be grouped into 4: agricultural business, extractive business, service business, and industrial business (manufacturing) [4].

Tourism is included in the service business, meaning that tourism managers provide attractive services that tourists enjoy. One of the tourism businesses is a tourist village. In Yogyakarta, there were 224 Tourism Villages. Those managed by local communities

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(Pokdarwis) are 216 consisting of 66 in Gunungkidul, 35 in Kulon Progo, 41 in Sleman, 30 in Bantul, and 44 in Yogyakarta City[5].

A tourist village is an integrates attractions, accommodations, and supporting facilities that are presented in a community life structure integrated with applicable procedures and traditions [6]. In a tourist village, a group of people interact with each other to act together in empowering the community to build an object that has a selling power value and tourist attraction [7]. The potential in each tourist village can be identified based on the requirements of a tourist village, namely 1) uniqueness and authenticity, 2) location and accessibility, 3) customs, 4) facilities and infrastructure, 5) nature, 6) community participation, 7) order and cleanliness of tourist attractions [8] Attraction is a function that generates good expectations from consumers for tourism products or services offered to match the expectations of visitors (tourists)[9]. The actor who plays an important role in the development of a tourist village is the village community itself. The tourism community must be aware of their role in tourism management, in serving tourists and participating in tourism programs. The tourism community is often referred to as Pokdarwis [10].

Previous studies have carried out evaluations of tourist villages using the 4 A concept approach (Attraction, Accessibility, Ancillary, Amenities). The results of the study indicate that the services provided by tourism village managers are the focus of evaluation. No matter how great the attractions of a tourist village, it still requires good service to tourists[11]. The question of this research is whether management and services in a tourist village are influenced by the characteristics of the manager. Because tourist villages are a business, do tourist village managers have the appropriate entrepreneurial characteristics? This research aims to determine the characteristics of entrepreneurs managing the Kebonagung tourist village in Bantul Regency, Yogyakarta.

2 Research Method

2.1 Research Location & Respondents

This research was conducted in Kebonagung tourist village, Imogiri, Bantul, Yogyakarta. This is descriptive research with a case study approach. The population of this research are managers of the Kebonagung tourist village. All 18 managers of the Kebonagung tourist village were used as respondents (census method). Primary data was collected by interviewing respondents based on a list of questions (questionnaires). Secondary data was collected as a complement to the research results. The secondary data used are the names and positions in the organizational structure of the Kebonagung tourist village managers.

2.2 Analysis Method

The research was conducted by surveying 18 predetermined respondents. Measurement of entrepreneurial characteristics was carried out on 13 specified indicators of entrepreneurial characteristics. Each question item was measured using a 5-level Likert scale: Score 1: never done; Score 2: rarely done; Score 3: done quite often, score 4: done often; Score 5: always done. Look at Table 1.

After obtaining the score of each question item, the score is added. The total score obtained is used to determine the category of entrepreneurial characteristics. There are 5 categories of entrepreneurial characteristics, namely: very weak, weak, middle, strong, very strong (excellent). Look at Table 2.

Table 1. Distribution of Respondents based on score obtained for measuring indicators & items of Entrepreneurial Characteristics

No	Entrepreneurial Characteristics		Distribution of Respondents Based on score	Total Score	
	Indicators	Items		Min score	Max score
1	Goal orientation	Readiness to carry out duties as a manager	1 – 5	18	90
		Readiness to complete tasks as a manager	1 – 5	18	90
2	Ability to influence	Ability to convince others	1 – 5	18	90
		Projecting the impact of influence on people	1 – 5	18	90
3	Analytical ability	Ability to process data	1 – 5	18	90
		Ability to analyze a problem	1 – 5	18	90
4	Problem-solving ability	Ability to draw conclusions	1 – 5	18	90
		Ability to find solutions	1 – 5	18	90
5	Initiative	Willingness to attend and be involved in activities	1 – 5	18	90
		Ability to take initiative in providing ideas	1 – 5	18	90
6	Self-confidence	Optimistic in any case	1 – 5	18	90
		Courage in taking a risk	1 – 5	18	90
7	Interpersonal understanding	The ability to respect each other	1 – 5	18	90
		Be open to other people	1 – 5	18	90
8	Discipline	Discipline in any matter	1 – 5	18	90
		Responsible for carrying out duties	1 – 5	18	90
9	Information seeking	Be creative in digging up information	1 – 5	18	90
		Share Information with others	1 – 5	18	90
10	Cooperation	Ability to work together	1 – 5	18	90
		Active in groups	1 – 5	18	90
11	Competency	Have Special Skills	1 – 5	18	90
		Reliable	1 – 5	18	90
12	Service orientation	Behave politely	1 – 5	18	90
		Communicate well	1 – 5	18	90
13	Ability to develop other people	Helping develops the potential of others	1 – 5	18	90
		Support others in good things	1 – 5	18	90

To create categories per indicator of entrepreneurial characteristics based on the scores obtained, first determine the number of category classes. Based on the maximum and minimum score ranges, intervals per category class will be calculated. The calculation of intervals between category classes is:

$$Interval = \frac{\sum Max\ Score - \sum Min\ score}{\sum Class\ of\ categories} \tag{1}$$

The interval calculation in this study is determined as follows:

$$Interval = \frac{180-36}{5} = 28.8 \tag{2}$$

Table 2. Categories per indicator of entrepreneurial characteristics

No.	Observation score	Category
1.	36.0 – 64.8	very weak
2.	64.9 – 93.7	weak
3.	93.8 – 122.6	middle
4.	122.7 – 151.5	strong
5.	151.6 – 180.0	very strong (excellent)

Spearman rank correlation analysis is used to measure the correlation between entrepreneurial characteristics and internal factors: age, education level, experience, leadership style, and external factors: mentoring from universities and travel agents.

Correlation analysis in this research was carried out using SPSS (Statistical Package for the Social Sciences) software. The Spearman Rank correlation value is $-1 < rs < 1$.

If the rs value = 0, there is no correlation or relationship between the variables being correlated. The calculated Spearman Rank correlation coefficient (rs) value is interpreted using the Spearman Rank Correlation Interpretation Table [12]. This interpretation table is used because respondents were determined using the census or saturated sampling method. See Table 3.

Table 3. Guidelines for Interpreting Spearman Rank Correlation Coefficients

No.	rs positive	rs negative	Category
1.	$0.9 \leq rs < 1$	$-0.9 \leq rs < -1$	Very strong
2.	$0.7 \leq rs < 0.9$	$-0.7 \leq rs < -0.9$	Strong
3.	$0.5 \leq rs < 0.7$	$-0.5 \leq rs < -0.7$	Quite
4.	$0.3 \leq rs < 0.5$	$-0.3 \leq rs < -0.5$	Weak
5.	$0.0 \leq rs < 0.3$	$0.0 \leq rs < -0.3$	Very weak

3 Result and Discussion

3.1 Respondent Profile

The respondent's profile is the identity of the manager of the Kebonagung tourist village, Bantul Yogyakarta. These profiles are age, education level, experience managing tourist villages and preferred leadership style. The respondent's profile is an internal factor that will be correlated with entrepreneurial characteristics. All these profile variables are measured by percentage or rank for Spearman Rank analysis.

Table 4. Profile of Respondents (Kebonagung Tourism Village Manager)

Profile Variables	Frequency	Percent (%)	Rank
Age (years)			
23-34	4	22	1
34-45	4	22	2
45-56	6	33	3
56-67	3	17	4
67-78	1	6	5
Education Level			
Elementary school	2	11	1
High School	13	72	2
Diploma	1	6	3
Bachelor	2	11	4
Tourism Experience			
Insufficient Experience	3	17	1
Sufficient Experience	5	28	2
Good Experience	6	33	3
Very Good Experience	4	22	4

3.1.1 Age

Respondents' ages will be classified based on youngest to oldest. From Table 4 it can be seen that the youngest respondent is 23 years old and the oldest is 78 years old. Most are in the age range of 45 – 56 years. The majority were of productive age, and only 1 person was old (> 67 years). Those who are older are the leaders or pioneers of the establishment of the Kebonagung tourist village. Those who are young are the younger generation who are involved in management and are prepared to become the main managers of the Kebonagung tourist village in the future.

3.1.2 Education Level

The level of education referred to is the level of formal education or official school completed. Education level is divided into levels: elementary school, senior high school, diploma, and bachelor's degree. From Table 4 it can be seen that the majority of respondents were high school graduates. There were 3 respondents with diploma and bachelor's degrees. In general, the educational level of Kebonagung tourist village managers is considered sufficient as a basis for thinking skills in managing tourist villages.

3.1.3 Experience in Tourism

Experience regarding tourism villages is the extent of the respondent's knowledge and involvement in tourism village activities, especially as a management team. This experience can be gained in the Kebonagung tourist village and elsewhere. This experience is primarily related to understanding important aspects of the tourism industry, such as planning, marketing, operations, product development, partnerships, and interactions with local communities. Experience will be classified into the ranks of having no experience, lacking experience, sufficient experience, experienced, and very experienced. From Table 4 it can be seen that more than 70 % of respondents have good and excellent experience. There was not respondent who did not have experience with tourist villages.

3.1.4 Preferred Leadership Style

Leadership style is a pattern, way, or method of exercising power because of the task at hand. In this research, it is a tendency of leadership traits that are preferred or implemented when given responsibility. Leadership styles in this research are classified into 5 patterns, namely: authoritarian, democratic, transactional, transformational, and servicing leadership. From Table 4 it can be seen that the most preferred leadership style is democratic. Followed by servicing, transformational, transactional, and authoritarian leadership styles. The authoritarian leadership style is the least preferred.

Identifying tourism village managers has an important meaning in developing the resource potential of local communities. Tourism villages need to be supported by local community development. They will manage the money spent by tourists in the tourist village, in line with research[13]. The development of tourism will affect the economy of the surrounding environment which has large capital opportunities so a commitment from all parties is needed to be able to preserve the natural, social, economic and cultural communities [14].

3.2 Entrepreneurial Characteristics

3.2.1 Measurement of Entrepreneurial Characteristics Indicators

The characteristics of entrepreneurs who manage Kebonagung tourist villages are measured based on 13 indicators [15], each of which is measured with two question items. The mass of each question item is measured using a Likert score on a scale of 1 – 5. The scoring results of each question item are then multiplied by the number of respondents who answered that score. Then the total score is calculated so that the category of each indicator is known.

Table 5 presents 13 indicators of entrepreneurial characteristics of Kebonagung tourist village managers are classified in the strong and very strong categories. This is a good capital for managing a tourist village. There are 3 indicators with the highest scores, namely interpersonal understanding (score 171), service orientation (score 167), and self-confidence (score 165).

Table 5. Scoring Results of Entrepreneurial Characteristics Indicators and Categories

A	Entrepreneurial Characteristics		Distribution of respondents based on score					Total Score	Category
	No	Indicators	Items	1	2	3	4		
1	Goal Orientation	Readiness to carry out duties as a manager	0	0	2	12	4	142	Strong
		Readiness to complete tasks as a manager	0	0	4	8	6		
2	Ability to Influence	Ability to convince others	0	1	3	3	11	151	Strong
		Projecting the impact of influence on people	0	1	3	3	11		
3	Analytical Ability	Ability to process data	0	0	9	4	5	140	Strong
		Ability to analyze a problem	0	0	6	6	6		
4	Problem-Solving Ability	Ability to draw conclusions	0	0	2	12	4	148	Strong
		Ability to find solutions	0	0	4	8	6		
5	Initiative	Willingness to attend and be involved in activities	0	1	3	3	11	156	Very Strong
		Ability to take initiative in providing ideas	0	1	3	3	11		
6	Self-Confidence	Optimistic in any case	0	0	2	1	15	165	Very Strong
		Courage in taking a risk	0	0	3	4	11		
7	Interpersonal Understanding	The ability to respect each other	0	0	1	2	15	171	Very Strong
		Be open to other people	0	0	1	3	14		
8	Discipline	Discipline in any matter	0	0	3	4	11	163	Very Strong
		Responsible for carrying out duties	0	0	1	5	12		
9	Information Seeking	Be creative in digging up information	0	0	3	4	11	152	Very Strong
		Share Information with others	0	0	7	4	7		
10	Cooperation	Ability to work together	0	0	2	6	10	158	Very Strong
		Active in groups	0	1	1	7	9		
11	Competency	Have Special Skills	0	1	8	3	6	144	Strong
		Reliable	0	0	4	6	8		
12	Service Orientation	behave politely	0	0	1	5	12	167	Very Strong
		communicate well	0	0	0	6	12		
13	Ability to Develop Other People	Helping develops the potential of others	0	0	3	10	5	151	Strong
		Support others in good things	0	0	1	11	6		
Score Average							154.5	Very Strong	

This condition is very profitable for managing tourist villages as a service business. This character looks dominant when tourists come, they are very friendly welcome, and serve the tourists' needs, they are confident and understand the tourists' wants and needs. On the one hand, there are 3 characteristic indicators with the lowest scores, namely analytical ability (score 140), goal orientation (score 142), and competency (score 144). This needs to be noted because these three indicators of entrepreneurial characteristics influence the progress and development of tourist villages. Overall, from the average score of all indicators, it can be concluded that the entrepreneurial characteristics of Kebonagung tourist village managers are classified as very strong. However, for planning and developing tourist villages, several indicators, namely analytical ability, goal orientation, competency, problem-solving ability and ability to develop other people need to be improved. Village tourism is tourism that follows the concept of Community Based Tourism (CBT). Community Based Tourism is the right concept for the development of a joint tourism village involving and placing village communities. CBT encourages the authority to manage and develop its own area in improving the welfare of rural communities and ensuring the sustainability of village culture and natural resources [16] To overcome the problems that arise, proper management is needed [17].

3.3 Correlation between Entrepreneurial Characteristics and Factors

Correlation analysis in this research aims to determine the relationship between age, education level, experience in tourism, university mentoring, and tourism agency mentoring with indicators of entrepreneurial characteristics. These factors are internal factors and external factors which are thought to influence entrepreneurial characteristics, in line with previous research.[18]. Correlation analysis using Spearman Rank Correlation with SPSS software. The correlation coefficient (rs) will be compared with the interpretation table often used in research using the census method. The results of the correlation analysis are presented in Table 5.

The age factor is strongly correlated with the service orientation indicator and quite strongly correlated with the cooperation indicator. The positive correlation coefficient value means that the older the age, the stronger the entrepreneurial characteristics. It can be explained that usually, age will encourage the maturity of a person's way of thinking and acting. Another explanation is that there is a tendency for older Kebonagung tourist village managers to have a stronger entrepreneurial character. This is reinforced by field facts which show that older managers have strong character and dominate decision making. The majority of young managers are tasked with implementing or guiding tourist village attractions.

The experience factor in the tourism sector is positively and strongly correlated with service orientation and cooperation. With the indicators of goal orientation, ability to influence, initiative, self-confidence, interpersonal understanding, discipline, information seeking, and competency, the experience factor in tourism is quite strongly correlated. This can be explained by the fact that the more experience you have in the tourism sector, the stronger your entrepreneurial character will be. Therefore, tourist village managers must increase experience by conducting comparative studies to other tourist villages, taking part in tourist village training, and participating in tourist village exhibitions and promotion events.

Table 6. Spearman Rank Correlation Results between Entrepreneurial Characteristics Indicators and Factors

No.	Entrepreneurial Characteristics Indicators	Age	Educ. Level	Experc. Tourism	Univ. Assistance	Tourist Agent Assistance
1	Goal Orientation	0.371	-0.272	0.541**	0.653	0.394
2	Ability To Influence	0.439	-0.264	0.567**	0.476	0.263
3	Analytical Ability	0.323	-0.155	0.432	0.312	0.231
4	Problem-Solving Ability	0.387	-0.108	0.477	0.431	0.294
5	Initiative	0.404	-0.360	0.637**	0.588**	0.442
6	Self-Confidence	0.469	-0.348	0.635**	0.677**	0.444
7	Interpersonal Understanding	0.291	-0.295	0.546**	0.648**	0.279
8	Discipline	0.379	-0.221	0.629**	0.638**	0.436
9	Information Seeking	0.524	-0.361	0.650**	0.631**	0.464
10	Cooperation	0.548**	-0.430	0.738*	0.659**	0.433
11	Competency	0.449	0.000	0.539**	0.273	0.326
12	Service Orientation	0.723*	-0.479	0.840*	0.772*	0.703*
13	Ability To Develop Other People	0.332	-0.329	0.453	0.621*	0.246

*strong correlation; **quite strong correlation

The university mentoring factor is strongly and positively correlated with the indicators of service orientation and cooperation. The indicators of initiative, self-confidence, interpersonal understanding, discipline, information seeking, and competency are quite strongly correlated. This correlation shows that higher education assistance has a positive impact on improving the entrepreneurial characteristics of Kebonagung tourist village managers. In the future, cooperation with universities must be maintained.

The Tourist Agent assistance factor only correlates with the service orientation indicator, and the correlation with other indicators is weak and very weak. Assistance and collaboration with tourism agents are very important to improve entrepreneurial characteristics, especially the service orientation indicator. Understandably, travel agents will do their best to provide the best service. Collaboration with many different tourism agents will increase the experience and service orientation which varies according to tourists' needs.

The education level factor is weak and very weakly correlated with all indicators. The correlation coefficient has a negative sign, meaning that there is a tendency for tourist village managers with higher education to have weak entrepreneurial characteristics in managing tourist villages. This shows that in managing tourism villages, a high formal education does not guarantee high entrepreneurial characteristics. Moreover, the level of formal education pursued is not by the business sector being managed. Facts from the field show that the managers of the Kebonagung tourist village have a diploma or degree and are not majoring in tourism.

These correlation results are in line with research [19] which states that entrepreneurial characteristics are something that can be improved by learning. Even though formal education is low, characteristics can be improved through non-formal learning. Comparative studies to other tourist villages, internships, and training are ways that can be taken to gain experience to improve entrepreneurial characteristics.

Based on this research, efforts are needed to improve the entrepreneurial characteristics of Kebonagung tourist village managers. Apart from increasing the experience of young managers, the work environment must be created to be conducive. Strong characteristics and

appropriate modification of the work environment will guarantee the success of managing a tourist village [20].

4 Conclusions and Recommendations

The entrepreneurial characteristics of Kebonagung tourist village managers are generally classified as very strong. In detail, it can be explained that of the 13 indicators of entrepreneurial characteristics, there are 8 indicators in the very strong category, namely initiative, self-confidence, interpersonal understanding, discipline, information seeking, cooperation, competence, and service orientation. Meanwhile, 5 other indicators, namely goal orientation, ability to influence, analytical ability, problem-solving ability, and ability to develop other people are classified as strong (good) indicators. Internal factors strongly correlated with entrepreneurial characteristics are age and tourism experience. External factors that have a strong correlation are university assistance and tourist agent assistance.

Based on this research, efforts are needed to improve the entrepreneurial characteristics of Kebonagung tourist village managers. Apart from increasing the experience of young managers, the work environment must be created to be conducive. Strong characteristics and appropriate modification of the work environment will guarantee the success of managing a tourist village

Acknowledgments. LRI Muhammadiyah University of Yogyakarta for research funding and Manager of Kebonagung Tourism Village, Bantul, Yogyakarta

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