

Sundanese Entrepreneurial Leadership Model of Gen Z

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Abstract

Culture shapes individual's personal life by shaping his perspectives, habits and others. It also influences the ways in which individuals lead their organization and businesses with various leadership approaches to gain sympathy from their followers. This paper was to gain the Sundanese insights into leadership determinants in the entrepreneurial firms. Smart PLS was used to process data randomly collected from 126 entrepreneurial students in the West Java Private University. The results showed that the determinants of entrepreneurial leadership consisting of several Sundanese cultural attributes namely *Silih asih*, *silih asah*, and *silih asuh*. *Silih asah*, *silih asih*, and *silih asuh* are rooted from the Sundanese culture, being implemented in many aspects of Sundanese tradition. This paper highlights the role of culture in entrepreneurial leadership realms. Representing the eastern culture, Sundanese culture has authentic values that can be implemented world-wide in order to instil respect among the followers and sense of belonging to an organization.

Keywords

Entrepreneurial Leadership, Cultural Entrepreneur, Culture in Entrepreneurship, Sundanese Entrepreneurship

1. Introduction

Culture can shape the personal life of an individual through his perspective, habits and others. Culture influences the ways in which a person leads his organization and business. Certain entrepreneurs who live in certain places may have different leadership approaches to gain sympathy from their followers. Gaining sympathy from the followers is essential for leaders. The communication deemed appropriate must be applied according to the cultural belief and perception. An effective communication is the first condition to encourage people in entrepreneurial firms (Den Hartog et al., 1999; Diaz et al., 2017; Gupta et al., 2004).

Studies on entrepreneurial leaders in relation to cultural traits are quite rare, which must be explored in-depth, especially in many cultural differentiations. This study was to build a model of entrepreneurial leader in the context of Sundanese culture in the West Java Indonesia. To be successful, entrepreneurial leaders need to understand the culture where their businesses will be or are situated. Indeed, culture influences individual's perception.

West Java people are known as the Sundanese. They have a unique characteristic known as *someah*. *Someah* refers to kindness and humbleness. SILAS is their life philosophy that is maintained through generations. SILAS consists of

Silih Asih, Silih Asah, Silih Asuh. These values shape the Sundanese behavior and belief, including their perception about leadership (Heryana, 2014; Mulyani & Ratnapuri, 2018a, 2018b). In the Sundanese perspective, a qualified leader should exhibit specific characteristics that stem from three aspects of Sundanese Values.

The project employed a Sundanese cultural framework to develop a leadership model for the West Java's young entrepreneurs. The primary purpose of this paper was to assess entrepreneurial leadership attributes in light of the Sundanese ideals. The study contributes to entrepreneurial leadership research by providing a more thorough knowledge of entrepreneurial leadership via the lens of culture.

2. Literature Review

Entrepreneurship refers to two distinct concepts: entrepreneurialism and leadership. To be accurate, its dual nature must be reflected in its definition. A leader must organize a team in order to accomplish a shared aim through proactive entrepreneurial action, risk mitigation, personal accountability, and change management. Among other things, proactive entrepreneurial behavior entails risk management, innovation to capitalize on possibilities, personal accountability, and change management (Canestrino et al., 2020; Lounsbury et al., 2019; Quantz et al., 2017). Entrepreneurial leaders must be capable of clearly communicating their vision. Businesses have a goal in mind, and entrepreneurs must motivate others to do the same. They must have a compelling vision for inspiring their staff and customers to work toward a common goal. They must also think creatively and holistically in order to bridge the gap between their current condition and desired future state (Calza et al., 2020; Deborah et al., 2021; Fairlie, 2020; Harrison & Roomi, 2011; Megawan et al., 2021; Newman et al., 2018). Entrepreneurial leadership takes on a variety of forms, ranging from the nature of the duties to the organizational structure of the business. Entrepreneurial leaders frequently require a diverse set of personality-based qualities to be effective. Entrepreneurial leadership requires the ability to influence and guide the conduct of individuals within a group in order to accomplish organizational goals, which includes identifying and seizing entrepreneurial opportunities (Diaz et al., 2017; Estay et al., 2013; Obschonka et al., 2018; Renko et al., 2015).

Adaptive ability is a necessary characteristic of an entrepreneurial leader. Entrepreneurial leaders must have a thorough understanding of culture. They must act and lead organizations with indigenous wisdom in order to win the hearts of their followers. To earn trust, leaders must position themselves in accordance with the ideals of a particular culture. Indonesia, a nation that exemplifies Eastern culture, is home to a diverse range of ethnic groups and civilizations, including the Sundanese. Sundanese culture is characterized by abundance values and practices and a variety of life philosophies and principles that have been accepted and applied in the West Java. The Sundanese hold and uphold them to guide their personal and social lives. Sundanese culture can be defined as all that the Sundanese have expressed, manifested, and done that represents their values, beliefs, and life experiences. For example, language is the means by which these cultural beliefs are transmitted from generation to generation. As Jacob Soemardjo (2003) noted, the Sundanese exhibit their Sundanese principles through their everyday behavior (Mulyani & Ratnapuri, 2020). In terms of leadership, Sundanese culture is defined by a slew of Sundanese values blended into a leader's guiding principles. According to Sundanese culture, a leader's quality is mostly determined by the quality of his leadership.

The Sundanese are well-known for their politeness and kindness (Anshori, 2018; Darajat et al., 2020; Heryana, 2014; Isnendes et al., 2019; Nijman & Nekaris, 2014). This modest way of life endows the Sundanese with a heartfelt communication ability that is both courteous and compassionate. This type of communication is effective in social networks for building trust. They have an indigenous wisdom concept called SILAS that is ingrained in all part of their lives. SILAS is an acronym for *Silih asih, Silih asah, and Silih asuh*. *Silih Asih* refers to mutual affection, caring, and kindness. *Silih Asah* is the spirit of continuous learning and development, as well as the spirit of assisting others in their learning and development. *Silih asuh* refers to "family caringness and protection." Leaders equipped with SILAS, demonstrate affection in their attitudes and actions. They pay close attention to their subordinates and value them greatly and fully realize the value of education with constant upgrading of their expertise. Additionally, they have a strong desire to impart knowledge to subordinates. The primary objective is to benefit members, organization, and environment.

3. Methods

This study was conducted among entrepreneurial students in the West Java Private Business University. The data were collected through questionnaires, consisting of three leadership dimensions of the Sundanese. Smart PLS was utilized to process the data collected from 126 entrepreneurial students of the West Java Private University.

4. Data Collection

The questionnaire consisted of 17 indicators from the three dimensions of SILAS. 126 respondents from the Private Business University participated in the study. The constructs of the Sundanese Leadership in Entrepreneurial firms were designed as follows:

Dimension		Characteristic	Reflect in the following attitude
<i>Silih Asuh</i>	asuh 1	<i>Ahiman</i> (Firm)	<i>Panceg hate</i> - has a firm attitude, not easily change his/her mind or decision based on the mood
	asuh 2	<i>Guna</i> (wise)	Giving an order that is reasonable and clearly understood by the follower or employee
	asuh 3		Respecting other people even his/her subordinates. Never judge people based on their social status.
	asuh 4	<i>Ngala angen</i> (Sympatic)	Realizing and daring to admit that he needs other people and his subordinates
	asuh 5		Possessing attitudes and behaviors that draw subordinate sympathy
	asuh 6	<i>Pésok/ reueus</i> (charming/admirable/ able to sympathize)	Drawing sympathy from their subordinate
	asuh 7	Caring	Fully supporting their subordinates morally and materially
<i>Silih Asah</i>	Asah1	<i>Isitwa</i> (honest)	Open to share knowledge and experience with members of the association
	Asah2	<i>Mahiman</i> (broad-minded)	Has extensive knowledge and insight beyond his followers.
	Asah3	<i>Lagiman</i> (agile, skillfull)	Skilled and agile in acting and in doing work
	Asah4	<i>Prapti</i> (visionary, Intuitive)	Have instincts and sharpness of thinking that are right on target in making decisions.
	Asah5	<i>Prakamya</i> (tenacious, persistent)	Have high perseverance and tenacity and don't give up easily.
	Asah6	<i>Imeut</i> (conscientious)	Patiently guiding his subordinates to improve their abilities and knowledge
	Asah7	<i>Cangcingan</i> (handy, competent)	Managing subordinates well
	Asah8	Open minded	Willing to accept suggestions and be open to criticism when a mistake is made which deviates from the existing rules.
	Asah9	Carefully	Being thorough and not careless at work
	Asah10	Tidak serakah	Avoiding greediness, able to control themselves
	Asah11	<i>Cekatan</i> (ability to execute opportunity)	Exploiting opportunity
	Asih1	<i>Animan</i> (humane)	Possessing gentleness and never show rude attitude or abusive behavior

<i>Silih Asih</i>	Asih2	Rajeun (diligent)	Willing to work hard
	Asih3	Leukeun (keen)	Trying patiently to find ways to achieve organizational goals
	Asih4	Karawaléya (generous)	Sacrificing materially

5. Results and Discussion

5. 1. Outer model

Testing the validity of reflective indicators used the correlation between item and construct scores. Measurements with reflective indicators indicated a change in an indicator of a construct if other indicators in the same construct changed (or are removed from the model). Reflective indicators are suitable for measuring perception so that this study used reflective indicators; seven indicators for *Silih asuh*, eleven indicators for *Silih asah* and four indicators for *Silih Asih*. The indicators were built based on the previous studies on Sundanese leadership ((Mulyani & Ratnapuri, 2018a).The data were analyzed by using Smart PLS and the first data process showed several indicators were below the expected score ($< 0,7$). The data below the score were eliminated and the remaining data were processed. Table 1 shows the loading factor of each indicator in the research model. It showed that the loading factor scores were above the recommended value of 0.7. Hence, the indicators used in this study were valid or met convergent validity.

Table 1. Outer loading

	<i>Silih Asah</i>	<i>Silih Asih</i>	<i>Silih Asuh</i>
Asah10	0,733		
Asah4	0,729		
Asah6	0,776		
Asah7	0,763		
Asah8	0,822		
Asih1		0,780	
Asih2		0,790	
Asih3		0,814	
Asuh1			0,886
Asuh4			0,873

The reliability test was carried out by looking at the composite reliability value of the indicator block that measured the construct. The results of composite reliability show a satisfactory value if it is above 0.7. Table 2 shows the composite reliability value in the output.

Table 2. Composite Reliability

	Composite Reliability
<i>Silih Asah</i>	0,876
<i>Silih Asih</i>	0,837
<i>Silih Asuh</i>	0,872

The composite reliability values for all constructs were above 0.7, indicating that all constructs in the estimated model met the discriminant validity criteria.

Table 3. Cronbach's Alpha

Variable	Cronbach's Alpha
<i>Silih Asah</i>	0,823
<i>Silih Asih</i>	0,712
<i>Silih Asuh</i>	0,708

The Cronbach's values for all constructs were above 0.7, indicating that all variables and indicators in this study were deemed reliable.

5. 2. Inner model

After the estimated model met the Outer Model criteria, the next step was to test the structural model (Inner model). Table 4 shows the R-Square values in the construct.

Table 4. R Square

	R Square
<i>Silih Asah</i>	0,814
<i>Silih Asih</i>	0,654
<i>Silih Asuh</i>	0,508

The concepts of penance, compassion, and care in the Sundanese culture had a strong relationship with entrepreneurial leadership, as seen from the R Square score for each entrepreneurial leadership dimension. Figure 1 shows the research model.



Figure 1: Research Model

The results showed that the Sundanese dimensions (SILAS) were strongly related to entrepreneurial leadership. The results showed the perception of the young entrepreneurs about certain characteristics that were deemed appropriate to lead in entrepreneurial firms. The Sundanese entrepreneurial leaders should show the SILAS characteristics namely asih, asah, asuh in their daily behaviors.

The *silih asih* reflects that a leader should have *Animan* (humane), *rajeun* (diligent), *leukeun* (keen). These traits are reflected in the following attitudes:

1. Being gentle and never show rude attitude or abusive behavior
2. Willing to work hard
3. Showing patience in determining ways to achieve organizational goals

The *silih asah* reflects that a leader should have *Prapti* (visionary, Intuitive), *Imeut* (conscientious), *Cangcingan* (handy, competent), *Open minded . not greedy*. These traits are reflected in the following attitudes:

1. Possessing Instincts and sharpness of thinking that are right on target in making decisions
2. Guiding his subordinates patiently to improve their abilities and knowledge
3. Managing subordinates and members well
4. Willing to accept suggestions and be open to criticism upon making any mistake that deviate from the existing rules
5. Avoiding greediness and willing to control yourself

The *silih asuh* reflects that a leader should have *Ahiman* (Firm) and *Ngala angen* (Sympatic). These traits are reflected in the following attitudes.

1. Panceg hate- possessing a firm attitude, not easily change his/her mind or decision based on the mood
2. Patiently guiding his subordinates to improve their abilities and knowledge
3. Acknowledging and daring to admit that he needs other people and his subordinates

6. Conclusion

In conclusion, the perception of young entrepreneurs about the leaders' characteristics to lead entrepreneurial firm are gauged in this study. The Sundanese entrepreneurial leaders should be equipped with the SILAS characteristics that show *asih, asah, asuh* in their daily behaviors. They should have *Animan* (humane), *rajeun* (diligent), *leukeun* (keen) *Prapti* (visionary, Intuitive), *Imeut* (conscientious), *Cangcingan* (handy, competent), *Open minded . Not greedy*, *Ahiman* (Firm) and *Ngala angen* (Sympatic). This paper focuses on the role of culture in entrepreneurial leadership realms. Indeed, the Sundanese culture has authentic values that can be implemented world-wide in order to instill respect among the followers and sense of belonging to an organization.

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