

Job Allocation of Rajawali Mas Family Members Based on Miner's Entrepreneurial Personalities and Myer-Briggs Type Indicator (MBTI)

Ivance Irawan

(irawanivance@gmail.com)

Universitas Ciputra Surabaya, School of Business and Management, Indonesia

ABSTRACT

This research is conducted to allocate Rajawali Mas family members into a fit job position based on Miner's Entrepreneurial Personalities and Myers-Briggs Type Indicator (MBTI). This research uses a quantitative descriptive research design. There are three participants chosen in this study, including the first generation of Rajawali Mas, the second generation of Rajawali Mas who join the business, and an expert in human resource management and family business. The questionnaire and interview are used to collect the data. The result of the study found that each family member who joined the Rajawali Mas business has different characteristics of entrepreneurship. Based on the Miner's Test, Rajawali Mas family members possessed different types of entrepreneur route, such as the Personal Achiever, the Real Manager and the Expert Idea Generator, including a complex entrepreneur which is possessed by the CEO. Based on the MBTI, Rajawali Mas family member personality ranged to ISTJ, ESTJ, ESTP and ISFJ personality.

Keywords: Family Business, Job Allocation, Miner's Entrepreneurial Personalities, Myers-Briggs Type Indicator (MBTI)

PRELIMINARY

Entrepreneurship has become the main point of the world economy which has been proven to be able to attract many transnational companies to grow and develop, shifting from economic systems of well planned to recruit many experts and managed with good leadership as well, to the economic system of entrepreneurs. This situation also has an impact on small and medium-sized companies that currently have an important role in the world economy, not only in developed countries, but also in developing countries in all parts of the world.

Family businesses are dominating in listed firms' ownership, especially in Indonesia, consisted of approximately 51% of listed companies and contributed at least 25% GDP (Damayanti et al., 2018). As family businesses were formed as small medium enterprise (SMEs), family businesses are usually born without planned structure, which is built as time passes, and in some cases, decision making was based on empirical knowledge (Hernandez and Enriquez, 2017). Therefore, disruptions are commonly found that may be caused by changes in family circumstances, including wrong job placement that may cause conflict in personal career goals and desire, incapability, and lack of interest in engaging with the family and the family business (Worrell et al., 2015).

Rajawali Mas is a family business that was established in Surabaya in the 1990. With more than 25 years of experience in plastic recycling, Rajawali Mas has served a lot of companies and individuals domestically in completing most of the needs in plastic-based products. In both short-term and long-term recycling company, Rajawali Mas takes pride in giving its customers the freedom to choose from the wide variety of high-quality products, ranging from plastic mills, pellets, and several types of buckets as end products. Rajawali Mas is committed to give customers the highest standard of professional products with customized flexibilities to suit the needs of customers. Rajawali Mas is owned by the first generation of the family. Then, the second generation joins the company as an operational manager and accounting. There are four members of Rajawali Mas family members who joined the company. The first generation is the CEO (father) and the Manager (mother), and the second generation, becomes the Accountant (1st daughter) and the Operational Manager (3rd daughter). All members of the family are very active in the company. Although each members have their own job, each member is also used to do some works other than their work-related position to help other family members when the others are too busy doing their job, including to crosschecked Rajawali Mas production report that caused an overlapping in the next production.

According to Miner (1996), entrepreneur is categorized into several personalities, including the personal-achiever, the real-manager, or super salesperson, or even become a great expert on generating ideas to the family companies. Based on Miner's typology, the personal achiever constitutes with personality, which have a tremendous energy for the company. This kind of entrepreneur is also known as a true entrepreneur who is able to dedicate himself/herself in doing business longer than others, including the desire to get feedback from others related to his/her performance. The real-manager, or what is called as the man of control, usually have good ability in managing the company, so he/she is very appropriate to be the company leader. Their personality is very competitive and is able to make good and right decisions, even though his/ her

style is sometimes very snobby. Miner further, explains that super-salesperson, as the spearhead of marketing activities, is a type of entrepreneur who tends to have high social skills. His ability is not only used to attract consumers, but also to help others around him in various ways. Other type of entrepreneur is the expert idea generator, who have a love for inventing new things or developing something that are considered better than the old ways used in the company's operations.

Since Katharine Cook Briggs and her daughter, Isabel Briggs Myers published their phenomenal questionnaire in 1943, there is such tremendous use of the questionnaire, known as MBTI or "Myers-Briggs Type Indicator". Researchers and practitioners use the questionnaire to predict the motivation of family members in a family business, which is also proven to be able to identify the reason behind individual performance of each family member. This questionnaire model is also able to describe the individual characteristic, such as the extrovert or the introvert identity of a person, the sensing or the intuition of a person, the thinking or the feeling of a person, and the judging or the perceiving of a person. Hence, the combination among the 8 personalities will deliver to other 16 type of personal characteristics, which depends on the character, and the nature of the person. As Blackford (2017) also noted that the personal characteristics captured by MBTI includes: the systematic, sympathetic, insightful, visionary, pragmatic, considerate, idealistic, logical, action-orientated, friendly, enthusiastic, innovative, decisive, helpful, appreciative, and enterprising person.

The ability to recognize each individual characteristic of family members will greatly help the family business to enhance each family member who join in the business specially to increase the company's internal strength in facing the future business challenges (Ljungquist, 2014). Thus, it drives the researcher to conduct research to allocate Rajawali Mas family members into a fit job position based on Miner's Entrepreneurial Personalities and Myers-Briggs Type Indicator (MBTI). This research is expected to provide a new perspective on the importance of understanding individual characteristics in the context of family business in order to place family members in appropriate positions. Therefore, Rajawali Mas family members can find out and solve problems in the business regarding to their job position from the result of the research.

Entrepreneur and Entrepreneurship

The origin of the word entrepreneur appears from the French state, which comes from the word *entrependre* or manager. The context of the meaning of the word was originally means the activity of someone who was working on a project. Then, the word entrepreneur shifted its meaning to the transfer of human resources to a small job into a diversion of resources in a larger work area and large production results. Entrepreneurs play a major role in reforming production patterns. Through technical developments, the use of modern technology able to produce more efficient ways, opening new gaps in the supply chain, and organizing a more effective industrial environment. In other words, entrepreneurs are individuals who are able to create new opportunities and exploit them to provide higher economic benefits (Bosman and Fernhaber, 2018).

Entrepreneurs are people who dare to invest in an uncertain business environment and have high determination to deal with these uncertainties. The uncertainty is an event

that is very difficult to predict: the size, the impact and the timing events of an economic event are unknown. To overcome this situation, entrepreneur use their business instincts to assess the condition. An entrepreneur will act by himself/ herself to overcome all economic problems he/she faces in any way. The ability to deal with various economic situations makes him/her train to behave and act in line with the various information he/she received about the market and the people, including making quick decisions and having high ability to adapt the changing quick and uncertain economic environment. In addition, entrepreneurs are also people who are consistent in exploring technical knowledge, strong personalities, high leadership values, and exceptional management abilities (Cadaru and Badulescu, 2015).

On the other hand, entrepreneurship is an economic entity that serves to spearhead various combinations of techniques and new business skills as part of an active economic environment. The result of entrepreneurship is represented by business profit. Its source is the implemented innovation representing a "new combination of manufacturing actors" that enables production sector to have lower production costs when compared to the preceding combination (Džbánková and Sirůček, 2016). The process of entrepreneurship goes through three stages, namely: a) the stage of identifying opportunities that are deemed feasible, while at the same time, also exploring the competitors in the business environment; (b) the stage of product/service launch or development as the first step to show its existence in the world of business; and (c) the stage of management, which is carried out after the entrepreneur launches or develops the product to the target market and manages it in such a way that the business can continue to grow consistently over time (Frese and Gielnik, 2014).

Miner's Types of Entrepreneur

Ljungquist (2014) following a framework by Miner (1996) presented groups of potential entrepreneurs into different typologies. Within the following typologies, the character and individual type of an entrepreneur are in the foreground. A person who belongs to one or more of the following typologies described by Miner has a high likelihood to be a future entrepreneur:

1. Personal Achiever

Personal achiever (high-energy inputter) has seven traits that do not have to be all present to assign a person into this group. To the extent possible, the personal achiever needs:

- a) To use various resources to achieve success, be consistent with what will be achieved, never give up completing a job, even though they have to sacrifice their personal time.
- b) To learn various things about their field business without any limitation or reducing the current business space to develop in the future. Therefore, getting more knowledge to develop the business also becomes a thing that can support high achievement
- c) To design a definite planning technique, where the Personal Achiever feels that thinking about the future is very important. However, a Personal Achiever must also be able to go further than the initial planning, so that the achievement received can be higher than the expected achievement. Therefore, establishing schedules and procedures for achieving goals must be ensured before action is taken

- d) To think and to act flexibly and freely, so that the business can develop well in accordance with the economic conditions that occur, even though business operations become unstructured. Thus, a personal achiever will be able to respond to all opportunities or problems and make it the main reasons to achieve the stated business goals
 - e) To always be able to solve various problems, where the Personal Achiever must be able to decide and take action as quickly as possible to overcome all problems that occur personally, without the need to pay attention to the level of authority, so that they can survive in any crisis situation.
2. Real Manager
The 'real manager' is presented in former literature and deals with establishing authority and systematization within an organization. An entrepreneur who falls into this category must at least be able to do two things:
 - a) Implements the practice of managing human resources at the company when the business experiences significant development. This, of course, requires a Real Manager to have sufficient management knowledge in order to manage a large number of employees so that each person is able to operate his/ her job and manage it in an adequate hierarchy.
 - b) Using power to make people outside the company want to purchase products or services offered by the company. However, it is not a kind of "soft sell" activity as carried out by super-salespersons who uses a sense of empathy, but via the "hard sell" practice that emphasize persuasive approach. This approach will be very beneficial, especially for small companies that have small opportunity to manage people outside the company internally.
 3. Expert Idea Generator
This type of personality describes entrepreneurs as an inventor in a wide-ranging concept, which also comprises innovators belonging to different sectors. The route of the expert-idea generator includes such characteristics:
 - a) Have a lot of knowledge to become an expert in the field of business.
 - b) Have a free spirit to express innovative ideas and apply his/ her ideas to improve individual performance in his/ her company.
 - c) Have high skills, or be able to access and to transfer these skills to the general managers
 4. The Empathic Super-Salesperson
The people belonging to this typology can also be described as entrepreneurs with extrovert personality. In essence, an empathetic Super Salesperson is someone who can sell anything, where he/she must:
 - a) Learn how to sell and must learn the details of the product or service being sold.
 - b) Stick to selling.
 - c) Provide backup actions to handle other aspects of the business.

Furthermore, Miner (1996) explains that when a person has several psychological characteristics of an entrepreneur, the person is more likely to be classified in several patterns than entrepreneurs who can only be classified into one pattern. These individuals are called complex entrepreneurs who have the ability to use various entrepreneurial skills according to the needs of the company. The ability of a complex

entrepreneur can also be distinguished based on the pattern of complexity he has. In other words, a person who has two types of entrepreneurial pattern complexity will benefit more than people who have only one type of entrepreneurial pattern.

The Myers Briggs Type Indicator (MBTI)

The MBTI is an instrument designed to explain the preferences personality of the research sample. This instrument can show how someone makes decisions and determines their judgment on the world. The MBTI has a dichotomy that comes in pairs, where groups of pairs are usually divided exclusively by type, such as: extraversion (E) and introversion (I), sensing (S) and intuition (N), thinking (T) and feeling (F), as well as Judging (J) and Perceiving (P). Based on this individual preference pattern, the MBTI then categorizes an individual on one of the 16 personality types (shown in Appendix B). Each pattern of personality that is referenced is a combination of four dichotomies (King and Mason, 2017):

1. Extraversion/Introversion The extraversion/introversion dichotomy categorizes individual preferences in how people decided to set a focus attention. An extrovert person prefers to focus on their external world, while an introvert person prefers to focus on their internal world.
2. Sensing/Intuition The sensing/intuition dichotomy categorizes individual preferences in how they absorb information. Individual in the sensing category absorb the information orderly, in step-by-step nature, rely on five senses, while those in the intuition category absorb the information holistically, by seeing it in a wider context.
3. Thinking-Feeling The thinking-feeling dichotomy categorizes individual based on how they make decision after receiving the information. Individuals with thinking dichotomy prefer to act as objective and rational as possible, while individuals with feeling dichotomy prefer to rely on their empathy and get involve in the situation.
4. Judging/Perceiving The judging/perceiving dichotomy categorizes individual based on how they deal with the world. Individual in the judging category prefer to take an action and carry the problem out, while individual in in the perceiving category prefer to process various existing information before taking action

Job Analysis and Allocation

Job analysis is a process in identifying and determining a job and its requirements in a detail fashion, as well as certain interests that are included in the work given (Nyasha et al., 2013). The model specifies five core characteristics or dimensions, which are:

1. Skill variety: the degree to which a job requires a variety of different activities so one can use several different skills and talents
2. Task identity: the degree to which the job requires completion of a whole and identifiable piece of work
3. Task significance: the degree to which the job has a substantial impact on the lives or work of other people
4. Autonomy: the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be carried out; and

5. Feedback: the degree to which carrying out the activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance

Edien (2015) further said that there are some steps in conducting job analysis and allocation, including:

1. Job description: general information that consist of outlines the job tasks, duties and responsibilities and serves as a guide for the recruitment and selection process to go forward.
2. Job specification: deals with the personal aspects of the job position, education or qualification background, skills, knowledge and ability and other characteristics associated with effective job performance.
3. Job evaluation: a systematic procedure to determine the overall assessment of the worth of job, including responsibilities, skill, knowledge, abilities and working conditions inherent in the job.
4. Performance appraisal: a process of evaluating the job performance of an employee during a given period. Usually, at the end of a calendar year, performance appraisals are carried out in form of performance evaluation reports.
5. Training and development: training is imparted to the employees to enhance skills for the current job and to prepare for the future job.

METHODS

This research uses a quantitative descriptive research design. According to Vargas-Hernández et al., (2017), research on firm resources strategy has introduced some descriptive and quantitative theories from industrial organization economics, including the studies on teamwork production. The conceptual and empirical research based on resource-based view can be explained in a descriptive approach as it provides background information for further research on strategic leadership and process research on decision theory. Expertise on human resources also considered a quantitative approach in industrial organization will enable the researcher to identify generic resources for the advancement in strategic management research. However, the researcher needed at least two sources of evidence in conducting descriptive quantitative approach on resource based-view technique: the interviews and direct surveys. Direct survey is conducted to cover events in real time and real context of the research, while interviews is targeted and focused on case study topic and to provide causal inferences.

Data was collected through self-reflection from one of the Rajawali Mas family members, and through interviews conducted to the family members that joined the company. The data was also collected through interview with two experts who have major interest and competence on human resource management and understanding on family business' human resource management. In order to obtain sufficient data, informants were asked to give honest answers that were valid and accountable for the research purposes.

Table 1: Informants' Profile

No	Name	Status or Position	Code
1	Indra Ganu Irawan	CEO (First Generation)	FGA
2	Goeniatuti Goenawan	Manager (First Generation)	FGB
3	Ivanli Irawan	Accountant (Second Generation)	SGA
4	Ivance Irawan	Operational Manager (Second Generation)	SGB
5	Carolina Novi Mustikiarini	Expert in Human Resource Management	XPA
6	Alfaza Wiguna	CEO of Wahyu Group	XPB

RESULTS AND DISCUSSION

Data collection method in Miners' Test score from each member of the Rajawali Mas family is mostly carried out during the interview process, except the Miner's Test scoring from the second generation-B informants (SGB), conducted by filling out an open questionnaire directly. The answers from the interviews with three informants: FGA, FGB and SGA related to Miners' Tests were tabulated on numbers to find out their personal traits' characteristics based on his or her own reflection.

Table 2: The Triangulation Process of Miner's Test

Idea	Interview Result	Coding
Miner's Test: Personal Achiever		
Need to achieve	Medium	FGA-017-M3
	High	FGB-012-N2
	Medium	SGA-011-O2
Desire for feedback	Medium	FGA-018-M3
	High	FGB-013-N2
	Medium	SGA-012-O2
Desire to plan and set goals	High	FGA-019-M3
	High	FGB-014-N2
	High	SGA-013-O2
Strong personal initiative	Medium	FGA-020-M3
	High	FGB-015-N2
	Not really	SGA-014-O2
Strong personal commitment to their organization	Medium	FGA-022-M3
	High	FGB-016-N3
	Medium	SGA-015-O2
Belief that one person can make a difference	High	FGA-023-M3
	High	FGB-017-N3
	Medium	SGA-016-O2

Idea	Interview Result	Coding
Belief that works should be guided by personal goals, not those of others	High	FGA-024-M3
	High	FGB-018-N3
	Medium	SGA-017-O3
Miner's Test: Real Manager		

Idea	Interview Result	Coding
Belief that works should be guided by personal goals, not those of others	High	FGA-024-M3
	High	FGB-018-N3
	Medium	SGA-017-O3
Desire to be a corporate leader	High	FGA-025-M3
	Medium	FGB-021-N3
	High	SGA-020-O3
Decisiveness	Medium	FGA-026-M3
	Not really	FGB-022-N3
	High	SGA-022-O3
Positive attitudes to authority	Medium	FGA-027-M3
	Medium	FGB-023-N3
	Medium	SGA-023-O3
Desire to compete	Medium	FGA-028-M3
	Medium	FGB-024-N3
	Medium	SGA-025-O3
Desire for power	Medium	FGA-029-M3
	Not really	FGB-025-N3
	High	SGA-025-O3
Desire to stand out from the crowd	High	FGA-030-M3
	Not really	FGB-026-N3
	High	SGA-026-O3
Miner's Test: Expert Idea Generator		
Desire to innovate	High	FGA-031-M3
	High	FGB-028-N3
	High	SGA-029-O3
Love of ideas	High	FGA-032-M3
	High	FGB-029-N3
	High	SGA-030-O3
Belief that new product development is crucial to carrying out company strategy	High	FGA-033-M3
	Not really	FGB-030-N3
	Not really	SGA-031-O3
Good intelligence	High	FGA-034-M4
	Not really	FGB-031-N3
	Not really	SGA-032-O3
Desire to avoid taking risks	High	FGA-035-M4
	Not really	FGB-032-N3
	Not really	SGA-033-O3
Miner's Test: Supersalesperson		
Capacity to understand and feel with others	High	FGA-037-M4
	High	FGB-034-N3
	Not really	SGA-035-O4
Desire to help others	High	FGA-039-M4
	High	FGB-035-N4
	High	SGA-036-O4

Idea	Interview Result	Coding
Belief that works should be guided by personal goals, not those of others	High	FGA-024-M3
	High	FGB-018-N3
	Medium	SGA-017-O3
Belief that social processes are very important	High	FGA-040-M4
	Not really	FGB-036-N4
	Not really	SGA-037-O4
Need to have strong positive relationship with others	High	FGA-041-M4
	Not really	FGB-037-N4
	Medium	SGA-038-O4
Belief that a sales force is crucial to carrying out company strategy	High	FGA-043-M4
	Not really	FGB-038-N4
	Medium	SGA-039-O4

The scoring system on Miner’s Test of each family member of Rajawali Mas is based on three-degree characteristic: “very much” is scored by 2, “sizeable” is scored by 1, and “less” is scored by 0 (Miner, 1996). Thus, the Miner’s Test scoring distribution will be presented as follow.

Table 3: Miner’s Test Scoring Distribution

Type of Personality	FGA	FGB	SGA	SGB
Personal Achiever				
Need to achieve	1	2	1	1
Desire to feedback	1	2	1	0
Desire to plan and set goals	2	2	2	1
Strong personal initiative	1	2	0	2
Strong personal commitment to their organization	1	2	1	0
Believe that one person can make a difference	2	2	1	0
Belief that works should be guided by personal goals, not those of others	2	2	1	0
Personal Achiever Score	10	14	7	4
Real Manager				
Desire to a corporate leader	2	1	2	0
Decisiveness	1	0	2	1
Positive attitudes to authority	1	1	1	1
Desire to compete	1	1	1	0
Desire for power	1	0	2	0
Desire to stand out from the crowd	1	0	2	1
Real Manager Score	7	3	10	3
The Expert Idea Generator				
Desire to innovate	2	2	2	2
Love of ideas	2	2	2	1
Believes that new product development is crucial to carry out company strategy	2	0	0	2
Good intelligence	2	0	0	2
Desire to avoid taking risk	2	0	0	2

Type of Personality	FGA	FGB	SGA	SGB
The Expert Idea Generator Score	10	4	4	9
The Empathic Super-Salesperson				
Capacity to understand and feel with another (to empathize)	2	2	0	2
Desire to help others	2	2	2	1
Belief that social processes are very important	2	0	0	1
Need to have strong positive relationship with others	2	0	1	0
Belief that a sales force is crucial to carrying out company strategy	2	0	1	0
The Empathic Super-Salesperson Score	10	4	4	4

Table 3 shows that FGB have the highest Personal Achiever score compared to the other informants, where all the Personal Achiever indicators possessed by FGB informants are in the “very much” score category (FGB- 012/018-N1/N2) as its owned by a total Personal Achiever score of $14 > 8$. FGA is also in the “very much” category with the score of $10 > 8$. The high Personal Achiever score possessed by FGA is mostly because psychological factors; FGA is a type of person who have high desires to plan and to set goals (FGA- 019-M3), who believe that one person can make a difference (FGA-023-M3), and who believe that work should be guided by personal goals, not those of others (FGA-024-M3). On the other hand, the Personal Achiever score from the second-generation informants shows that SGA (SGA-011/017-O2-O3) and SGB are not included in this category.

SGA have the highest Real Manager score of $10 > 4$, compared to the other informants. All indicators related to Real Manager possessed by SGA are mostly related to her very much score on the Real Manager personality type of her desire to a corporate leader (SGA-020-O3), her decisiveness (SGA-022-O3), her desire to gain power (SGA-025-O3) and her desire to stand out from the crowd (SGA-026-O3). FGA informant is also in the “very much” category of Real Manager with the total score of $7 > 4$. The score possessed by FGA is mostly related to his desire to a corporate leader (FGA-025-M3). On the other hand, the Real Manager score from FGB (FGB-021/026-N3) and SGB shows that they cannot not included in this category.

FGA have the highest Expert Idea Generator score compared to the other informants, where all the Expert Idea Generator indicators possessed by FGA are in the “very much” score category (FGA-031/035-M3/M4) as its owned by a total Expert Idea Generator score of $10 > 5$. SGB is also in the “very much” category with a score of $9 > 5$. The high Expert Idea Generator score possessed by SGB is mostly because psychological factors. FGB is a person who have desire to innovate, believes that new product development is crucial to carry out the company strategy, have a good intelligence, and have a desire to avoid taking risk. On the other hand, the Expert Idea Generator score from FGB (FGB-028/032-N3) and SGA (SGA-029/033-O3) shows that they are not included in this category.

FGA is the only Rajawali Mas family members who fit in the category of The Empathic Super-Salesperson, while other informants are not. The Empathic Super-Salesperson score of FGA is all in the “very much” category. It shows that he is a type of person who has the capacity to understand and feel with another—to empathize (FGA-037-M4), to help others (FGA-039-M4), to believe that social processes are very important (FGA-041-

M4), to have strong positive relationship with others (FGA-042-M4), and to belief that a sales force is crucial to carrying out company strategy (FGA-043-M3).

Table 4: The Complex Entrepreneurship Traits of Rajawali Mas Family Members

Informants	FGA	FGB	SGA	SGB
Personal Achiever	√	√	-	-
Real Manager	√	-	√	-
Expert Idea Generator	√	-	-	√
Super-Salesperson	√	-	-	-
Alternative Complex Entrepreneur Score	4	1	1	1

Table 4 shows that Mr. Indra Ganu Irawan as the first generation of Rajawali Mas, is proven to have the potential to follow more than one route, such Personal Achiever, Real Manager, Expert Idea Generator, and Super-Salesperson. This result shows that he is able to use each of the route patterns and to take immediate action in any circumstances, depending on the particular needs of Rajawali Mas business need. Other family members, Mrs. Goeniatuti Goenawan, as the first generation possesses, the Personal Achiever route. Ms. Ivanli Irawan, as the second generation possesses, the Real Manager route. While Ms. Ivance Irawan, as the second generation possesses, the Expert Idea Generator route.

Table 5: The MBTI Scoring Distribution

	FGA	FGB	SGA	SGB
Extraversion (E)	4	8	7	0
Introversion (I)	6	2	3	10
Sensing (S)	12	17	13	11
Intuition (N)	8	3	7	9
Thinking (T)	13	13	13	9
Feeling (F)	7	7	7	11
Judging (J)	11	13	9	13
Perceiving (P)	9	7	11	7
Personality Category	ISTJ	ESTJ	ESTP	ISFJ

As presented in Table 5, there are four different personality types found in each participant from Rajawali Mas. The Introversion-Sensing-Thinking-Judging (ISTJ) personality is preferences by Mr. Indra Ganu Irawan, as the first generation of Rajawali Mas. The Extraversion-Sensing-Thinking-Judging (ESTJ) personality is preferences by Mrs. Goeniatuti Goenawan, as the first generation. The Extraversion-Sensing-Thinking-Perceiving (ESTP) personality is preferences by Ms. Ivanli Irawan, as the second generation. While Ms. Ivance Irawan, as the second-generation preference the Introversion-Sensing-Feeling-Judging (ISFJ) personality.

This research offers the use of two personal identification tools to find out entrepreneurship characteristics of the family members who participated in Rajawali Mas business. These tools are the Miner's entrepreneurial personality route and the

Myers-Briggs Type Indicator (MBTI). The Miner's entrepreneurial personality's route can be used to explore the entrepreneurship potential of the family members in the Rajawali Mas business. On the other hand, the MBTI can be used to define the personal characteristics of each family member. The use of these two personality identification tools is expected to make it easier for Rajawali Mas to divide the position appropriately for each family member.

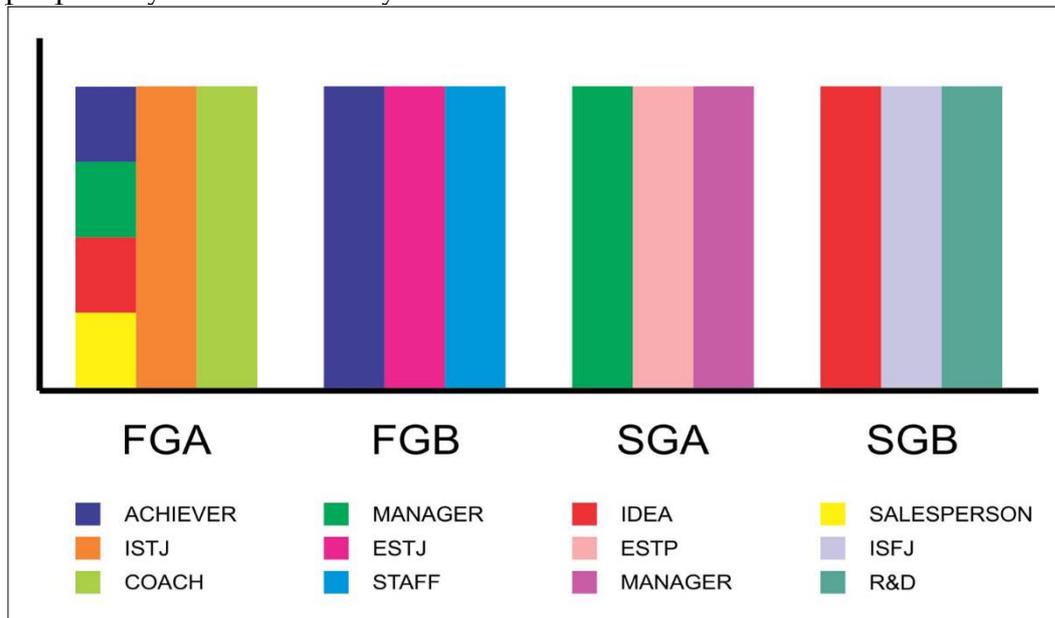


Figure 1: Job Allocations of Rajawali Mas Family Members

Figure 1 shows three types of charts that show the distribution of personal characteristics of each family member who participate in the Rajawali Mas business based on the results of Miner's entrepreneurial personality route, the Myers-Briggs Type Indicator (MBTI), and the job allocation for them based on the research results. The chart on the left shows the result of Miner's entrepreneurial personality route, the middle chart shows the result of Myers-Briggs Type Indicator (MBTI), and the right chart shows the most suitable job allocation for each family members.

Based on the result of the Miner's Test, Mr. Indra Ganu Irawan can be classified as a complex entrepreneur who is able to use all patterns, the Personal Achiever, Real Manager, Expert Idea Generator, and Super-Salesperson patterns in any circumstances, depending on the needs of Rajawali Mas. While based on MBTI test, Mr. Indra Ganu Irawan has a preference of the Introversion-Sensing- Thinking-Judging (ISTJ) personality. Therefore, the appropriate job allocation for Mr. Indra Ganu Irawan is to be a business coach (trainer) for other family members who join Rajawali Mas. Furthermore, the expert on Human Resource Academics also mentioned that the personal achiever-ISTJ personality should be allocated to trainer (coach) who prepared to train the other family members in the business, whether it is training a generation of predecessors, or the next generation to prepare for initiation (XPA-013-P5).

The Miner's Test classified Mrs. Goeniatuti Goenawan in the Personal Achiever route, while MBTI test define her preferences as the Extraversion-Sensing-Thinking-Judging (ESTJ). Therefore, the appropriate job allocation for Mrs. Goeniatuti Goenawan is to be a project manager, who is in charge of assisting all administration leaders as whole

(Sobirin *et al.*, (2014). The expert on Human Resource Academics also mentioned that a personal achiever with an ESTJ personality should have an authority to manage a project, lead the project, work outside the watch of the manager (XPA-015-P5).

The Miner's Test classified Ms. Ivanli Irawan in the Real Manager route, while MBTI test define her preferences as the The Extraversion-Sensing- Thinking-Perceiving (ESTP) personality. Therefore, the most appropriate job allocation for Ms. Ivanli Irawan is as Rajawali Mas' manager, as she is able to set goals and to plan the actions that must be done to achieve those goals (Triyono, 2016). The expert on family business also mentioned the real manager-ESTP personality should be allocated as manager, who can manage his subordinates, and when his subordinates succeed in one goal or achieve something, she can feel and/or get an impact of the award (XPB-011-Q3).

Finally, the Miner's Test classified Ms. Ivance Irawan in the Expert Idea Generator route and the Introversion-Sensing-Feeling-Judging (ISFJ) personality from the MBTI. Therefore, the appropriate job allocation for Ms. Ivance Irawan is to be Rajawali Mas' Research and Development Staff, who thinks about the concept of developing the company (XPA-018-P6) and awares about the production process of the company. In result, the Research and Development Staff will always know what to do to complete the job in an effective and efficient manner (XPB-013-Q4).

CONCLUSION

Entrepreneurship has become an economic entity that is a pioneer in various active economic situations through a combination of unique and new business techniques and skills. This innovation has encouraged an entrepreneur to generate high business profits through the implementation of a business system that allows the production team to produce lower-cost products compare to systems that has existed before (Džbánková and Sirůček, 2016). Therefore, entrepreneurs play a major role in reforming production patterns, through technical developments, the use of more modern technology to be able to produce in a more efficient way, opening new gaps in the supply chain, and organizing a more effective industrial environment. In other words, entrepreneurs are individuals who are able to create new opportunities and exploit them to provide higher economic benefits (Bosman dan Fernhaber, 2018).

Entrepreneurs are people who have the courage and determination to face an uncertain business environment. Uncertainty refers to the absence of a clear picture of the size, impact and timing of an economic event. An entrepreneur will act alone to overcome all economic problems he faces in any way. Therefore, entrepreneurs use their business instincts to overcome any uncertainty (Cadaru and Badulescu, 2015). Thus, Ljungquist (2014) following a framework by Miner (1996) classified groups of potential entrepreneurs into four different typologies: personal achiever, real manager, expert idea generator and the empathic super- salesperson. Within those typologies, the characteristics and the individual personality of an entrepreneur are in the foreground. A person who belongs to one or more of the following typologies described by Miner has a high likelihood to be a successful entrepreneur.

The personal achiever constitutes with personality, which have a tremendous energy for the company. This kind of entrepreneur also known as a true entrepreneur who is able to dedicate himself/ herself in keeping their business longer than other businesspeople, including the desire to get feedback from others related to their performances (Miner, 1996). The result of the study found that Mr. Indra Ganu Irawan

and Mrs. Goeniatuti Goenawan as the first generation of Rajawali Mas, possesses the Personal Achiever characteristic. In other words, both first generation are people who want to achieve something in high level, desire to have feedback for his performance, desire to plan and set goals, have a strong personal initiative, have strong personal commitment to the Rajawali Mas business, believe that one person can make a difference, and belief that work should be guided by personal goals, not those of others. The real-manager or sometimes called as the man of control, usually has good ability in managing the company. So, the person suits to be a company leader. This is because the personality of this type of entrepreneur is very competitive and able to make good and right decisions, even though his/ her style is sometimes very snobby (Miner, 1996). The result of the study finds out that Mr. Indra Ganu Irawan, as the first generation of Rajawali Mas, and Ms. Ivanli Irawan, as the second generation, possesses the Real Manager route. Mr. Indra Ganu Irawan is a type of person who has a high desire to lead a company. On the other hand, Ms. Ivanli Irawan is a type of person who wants to be a corporate leader, tend to make a good decision, making, has a desire to gain power and tend to stand out from the crowd.

The expert idea generators are those who have an interest in inventing new things or developing something that are considered better than the old ways used in the company's operations (Miner, 1996). The result of the study found that Mr. Indra Ganu Irawan, as the first generation of Rajawali Mas, and Ms. Ivance Irawan, as the second generation, possesses the expert idea generator characteristic. Both Mr. Indra Ganu Irawan and Ms. Ivance Irawan are the type of person who have desire to innovate, love to create ideas, believe that new product development is crucial to carry out company strategy, have a good intelligence, and have a desire to avoid taking risk.

The emphatic super-salesperson is those who become the man behind the company's marketing activities, who tends to have high social skills. The emphatic super-salesperson has the ability to attract consumers and to help others around him in various ways (Miner, 1996). The result of this study found that Mr. Indra Ganu Irawan is the only person who possesses the emphatic super-salesperson route in the business. Therefore, Mr. Indra Ganu Irawan is a type of person who has the capacity to understand and feel with another-to empathize (FGA-037-M4), desire to help others (FGA-039-M4), belief that social processes are very important (FGA-041-M4), need to have strong positive relationship with others (FGA-042-M4), and belief that a sales force is crucial to carrying out company strategy (FGA-043-M3).

According to Miner (1996), there is another type of route which reflects the ability of a person who has the ability to use various entrepreneurial skills according to the needs of the company; it is called a complex entrepreneur. The Miner's test in this study concluded that Mr. Indra Ganu Irawan also can be characterized as a complex entrepreneur, who have the potential to follow more than one route, including Personal Achiever, Real Manager, Expert Idea Generator, and Super-Salesperson. As a complex entrepreneur, Mr. Indra Ganu Irawan has the ability to use each of the route patterns in any circumstances, depending on the particular needs of Rajawali Mas business need. Other family members, Mrs. Goeniatuti Goenawan possesses the Personal Achiever route. Ms. Ivanli Irawan as the second generation possesses the Real

Manager route. While Ms. Ivance Irawan as the second generation possesses the Expert Idea Generator route.

The second analysing tool used in the study is the Myers Briggs Type Indicator (MBTI). This instrument can show how someone makes decisions and determines their judgment on the world (King and Mason, 2017). The result of the study found that Mr. Indra Ganu Irawan can be characterized as a man who prefer to focus on his internal world (introvert), able to absorb the information orderly or in step-by-step nature, and relies on his five senses (sensing), objective and rational (thinking), and always take action to carry the problem out (judging). Mrs. Goeniatuti Goenawan can be characterized as a woman who prefers to see the world from the outside (extravert), trust on her all five senses in order to manage information (sensing), being as rational and as objective as possible before deciding something (thinking) and take an action as soon as she receives information to solve the problem out (judging).

On the other hand, Ms. Ivanli Irawan as the second generation can be characterized as a lady who preferred to be seen by her external life and explore it (extravert), has a good ability to take information in order nature with all of her five senses (sensing), to think what is or will coming as rational as possible (thinking), and prefer to process various existing information before taking action (perceiving). Furthermore, as explained by King and Mason (2017), Ms. Ivance Irawan can be characterized on the introversion-sensing-feeling-judging (ESFJ) personality. Her personality can be characterized as a lady who prefer to focus on the internal world, relies on her all five sense to receive information, prefer to rely on her empathy and make herself involve into the situation, and prefer to take an action and carries the problem out.

In accordance to job allocation, the study found that the most appropriate job allocation for Mr. Indra Ganu Irawan is as business coach (trainer) for the rest of the family members who join Rajawali Mas business. As Grover and Furnham (2016) stated that business coach is a person who is responsible for organizing the organization in order to improve the performance of the employees, the teams and the organizations in various ways, not to mention shortening the learning curve in the company, the role of each individual, conducting succession planning and career planning for family members, improving job satisfaction, flexibility, interpersonal relationships, and leadership and management skills of family members who participate in business.

The appropriate job allocation for Mrs. Goeniatuti Goenawan is as Rajawali Mas' project manager, who is in charge of assisting the leaders in all aspects of administration as a whole (Sobirin et al., 2014). The appropriate job allocation for Ms. Ivanli Irawan is as Rajawali Mas' manager, as she can set goals and plan everything that must be done to achieve these goals (Triyono, 2016). While the appropriate job allocation for Ms. Ivance Irawan is as Rajawali Mas' Research and Development Staff, who thinks about the new options and methods of training and skills that can enhance the effectiveness and the efficiency of the company's employee, which in turn could be an added advantage of the respective organization (Karia et al., 2016).

The results of this study indicate a large effect from using Miner's Test and MBTI to identify entrepreneurial attitudes and behaviors of each family members in a family business. Therefore, other family businesses are suggested to apply Miner's Test and MBTI so that they can better understand the exact position of each family member in the company. Finally, it is important to note that the result of this study is specifically

tied to Rajawali Mas. Therefore, the result of the Miner's Test and The Myers-Briggs Type Indicator (MBTI) is not necessarily the same if it is done to other family companies, or companies who engaged in other industries.

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