

THE CHARACTERISTICS OF MIGRANT ENTREPRENEURS IN SOUTH JAKARTA

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ABSTRACT

The migrant entrepreneur plays a crucial role in economic development of the city. However, scant attention has been given to the study of the characteristics of migrant entrepreneurs in the context of urban areas in Asia, especially in Indonesia. Therefore, this paper identifies the main characteristics of migrant entrepreneurs in South Jakarta. The research itself involves sixty-eight first-generation migrant entrepreneurs as respondents of the survey. The characteristics of migrant entrepreneurs are analysed using descriptive statistics method of frequency distribution analysis. The analysis has been conducted based on background characteristics, cultural characteristics, business-related goals, business strategy, and performance. The analysis has revealed that the existence of migrant entrepreneurs in Jakarta has a positive impact not only on the development of the city but also on the development of their own homeland.

KEYWORDS: *migrant entrepreneur, characteristics, South Jakarta.*

JEL CODES: J61, M10, M13

DOI:

Introduction

As the capital of Indonesia, Jakarta has become attractive for many people throughout the country. Jakarta is the most populated city in Indonesia, and, in 2010, it was recorded 9,607,787 inhabitants in this 661.52 km per square metropolitan area (Badan Pusat Statistik, 2017). The main factor which contributes to the rising population in Jakarta is internal migration whereas people from another part of the country move to settle in this area for various reasons (Wajdi, van Wissen, Mulder, 2015). The internal migration process has been existing for a long time and the main drive of this population movement is economic factors (Côté, 2014). The internal migration has shaped Jakarta as a unique multi-ethnic city as depicted in Figure 1.

Figure 1 exhibits an interesting phenomenon of the diverse ethnic composition in Jakarta as a result of internal migration. The majority of the ethnic group in Jakarta, in fact, make not the native Betawinese but the Javanese migrants instead. Besides, the existence of Sundanese, Chinese Indonesian, Minangkabau, and Batak as another major ethnic group in this city also has proved that the scale of internal migration in Jakarta is already immense. Most of the migrants who come to Jakarta are working for someone else as employees or labour (Vidyattama, 2016). However, some of them choose to become an entrepreneur (Tambunan, 2012).

The migrant entrepreneurs play a crucial role in economic development of the city (Baycan, Sahin, Nijkamp, 2012). They make a direct contribution to the city in the form of tax payment besides the indirect contribution of their business activity (opening of employment opportunities, developing a new area in the city or periphery for industries or housing, providing needs for the city population, etc.). Thus, their success in business gives great benefit to the city. Successful migrant entrepreneurs possess certain distinctive cha-

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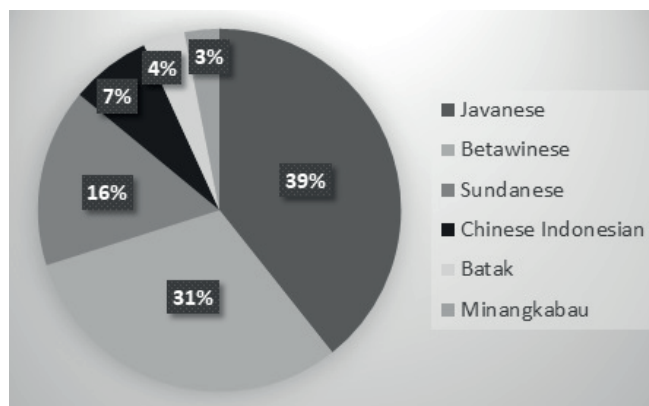


Fig. 1. The percentage of population in Jakarta according to the major ethnic group (2010)

Source: the author's calculation based on data from the Indonesian Central Bureau of Statistics.

racteristics. These characteristics could be deeply examined to reveal how they achieve their success based on their personal and business background. Besides, examination of their financial performance would provide great insights for identification of what they have achieved from their business activity. Hence, conducting a study on the migrant entrepreneur's characteristics could be beneficial both for researchers and business professionals as a benchmark to formulate an effective business strategy. However, the problem is that scant attention has been given to the study of the characteristics of migrant entrepreneurs in the context of urban areas in Asia, especially in Indonesia. Most of the previously conducted studies were focused on the sociological and demographical aspect of the Indonesian migrant instead of business management aspect (Anwar, Chan, 2016; Elmhirst, 2012; Hugo, 2002). Therefore, the purpose of this paper is to explain the characteristics of the migrant entrepreneur in Jakarta, the capital of Indonesia, from a business management perspective. The exploratory study of this paper would be beneficial to unravel the full potential of migrant entrepreneurs in the context of economic development of the urban region in Indonesia.

The object of this paper is the first-generation migrant entrepreneurs who have been settled in South Jakarta and successfully established their business. South Jakarta has been selected as the research location because its municipality is known for the vibrant commercial activity in Jakarta. The main task of this paper is to analyse the characteristics of the migrant entrepreneur in South Jakarta using a modified research framework from M. Sahin, P. Nijkamp, and M. Rietdijk (2009) having distinguished the following research objectives:

- To investigate the characteristics of migrant entrepreneurs in Jakarta.
- To conduct a study based on the background, culture, business-related goals, business strategies, and business performance of the migrant entrepreneur.

In the paper the survey research method is used which presents new data from a questionnaire survey of the 68 first-generation migrant entrepreneurs in South Jakarta. The data is presented using the descriptive statistics method aiming to provide the basic management information of the migrants' business and financial performance. The paper includes a review of the relevant literature, as the theoretical foundation of the research, research methodology, findings, and conclusions of the research.

1. Literature review

L. J. Filion (2011) defines an entrepreneur as an actor who innovates by identifying opportunities and makes moderately risky decisions which lead to actions that require the efficient use of resources, and contri-

butes to added value. The success of a business is mostly determined by the entrepreneur himself (Sahin et al., 2009), especially at the initial stage of founding of their business (Kessler, Frank, 2009). These first-generation entrepreneurs are known for their assertiveness, self-restraint, and innovativeness (Fraboni, Saltstone, 1990) and their capability is tested when they start their business as migrant entrepreneurs (Baycan et al., 2012).

Migrant entrepreneurs differ from native entrepreneurs because they have not originated from the area where they start their business. These differences comprise background characteristics, cultural values, business-related goals, business strategies, and business performance (Chaganti, Greene, 2002). M. Sahin, P. Nijkamp, and M. Rietdijk (2009) have conducted similar research focusing on cultural diversity and urban innovativeness of migrant entrepreneurs. Their framework is well-established and could help describe the characteristics of a migrant entrepreneur explaining background characteristics, cultural values, business-related goals, business strategies, and business performance. However, the context of their study was intended for analysing foreign migrants who ran their businesses in Netherland. Thus, a modification is needed to conduct the research in the context of the migrant entrepreneur analysis in Indonesia.

Migrant entrepreneurs in Jakarta are not coming from other countries but they are the ones originated from other provinces in Indonesia. Even though they are coming from the same country, the cultural background of each ethnicity is totally different. Thus, the differences would also affect their entrepreneurial characteristics. There has been a common practice which was mostly followed by Indonesian migrant entrepreneurs called *merantau* (Gupta, Levenburg, 2010). *Merantau* is a practice in which ones should leave their homeland to seek new business opportunities elsewhere. It has been found out that ethnic Javanese, Sundanese, and Minang are the ethnics majority who conducted this practice that has been proven by large population concentration of the aforementioned ethnic group in urban areas (Badan Pusat Statistik, 2017).

In order to cope with the cultural diversity of migrant entrepreneurs in Jakarta, a careful modification of the research framework by M. Sahin *et al.* (2009) has been performed to conform with the research context. The background characteristic of the migrants could be identified by their demographic attributes such as gender, age, and education (Brockhaus, 1982). The cultural value could be traced from their ethnicities (Zhou, 2004), whereas business-related goals, strategies, and performance could be measured applying various measurement methods which consider the cultural factor of Asian people (Nam, Herbert, 1999).

2. Methodology

The research is quantitative in nature as it employs the survey research method. A questionnaire, including closed-ended and open-ended questions, was handed out to the relevant respondents which met the research criteria. The questionnaire comprises five different sections which represent the research study. The research study comprises the background, cultural values, business-related goals, business strategies, and business performance of a migrant entrepreneur which is in line with R. Chaganti and P. G. Greene's (2002) and M. Sahin's, et al. (2009) research framework. The characteristics of migrant entrepreneurs is analysed using the descriptive statistics method of frequency distribution analysis. The analysis was conducted according to each section of the study as is depicted in Table 1.

The research instruments, which are presented in Table 1, use close-ended questions. The personal background questions covered age, gender, and education level, while the business background questions covered business type, number of employees, and a type of ownership. The question on culture requires respondents to mention their ethnicity; if their ethnicity is not represented in the survey response list they need to state it in 'other' section. For business-related goals and business strategy there are used a dichotomous question with the responses of 'yes' and 'no' seeking to identify goals or objectives, vision and mission, and succession planning. Finally, the performance question measures business performance from a financial perspective using the firm net income in 2016 as the main parameter.

The research sample focuses on the migrant entrepreneurs' business in South Jakarta and covers all industries owned by migrant entrepreneurs. South Jakarta was selected as the research area it is a vital commercial region in Jakarta. The questionnaire questions were translated from the original language (English) to the Indone-

Table 1. Research sections and indicators of the migrant entrepreneur characteristics

Sections	Characteristics
Background	Personal: Age, gender, and education (Brockhaus, 1982; Sahin et al., 2009)
	Business: Business type, number of employees, and type of ownership (Nam and Herbert, 1999; Sahin et al., 2009)
Culture	Ethnicity (Sahin et al., 2009; Zhou, 2004)
Business-related goals	Possession of goals or objectives in business (Nam and Herbert, 1999)
Business strategy	Possession of vision and mission in business and succession planning (Nam and Herbert, 1999)
Performance	Business net income (Nam and Herbert, 1999)

Source: the author's evaluation based on the conducted research.

sian language with the help of a language expert to avoid misinterpretation. After conducting a translation, the questionnaire was tested on the Indonesian respondent. It appeared that after one test attempt, the respondent already clearly understood the meaning of the questions and provided correct answers. The respondent had to be a first-generation migrant entrepreneur who owned business that had been operating for at least three years, so that the performance could be measured. Respondents were selected based on the data of one Indonesian business association and the study itself employs non-probability sampling by using the purposive sampling method. The questionnaires were created using google forms, an online survey builder, and, in November 2017, distributed digitally via email to three hundred companies. Finally, there have been received sixty-eight completed valid questionnaires. The data could be considered as representative as the response rate is consistent with other entrepreneurship surveys in Indonesia (Gunawan, 2014; Rachmania, Rachmaniar, Setyaningsih, 2012).

3. Findings

Jakarta is often called the 'melting pot' of Indonesia in which people from all over the country blend into one society. The metaphor is somewhat true and relevant to the research findings. The sample exhibits various cultural, personal, and business characteristics of the migrant entrepreneur in South Jakarta.

3.1. Personal and business background

The description of age structure of migrant entrepreneurs is depicted in Figure 2. It is observed that most of the sample respondents' age is between 30 to 39 years old (41%) and 40 to 49 years old (25%). It could be concluded that the age structure of a migrant entrepreneur is relatively young. Besides, from the empirical perspective, both age groups could be considered as productive age groups which commonly was found as the main characteristics of the migrant entrepreneur (Sahin et al., 2009).

According to the sample, migrant entrepreneurs in South Jakarta are mostly male entrepreneurs (78%). The domination of male migrant entrepreneurs may represent the Indonesian culture which discourages women to work far away from their homeland.

Figure 4 exhibits interesting findings demonstrating that the majority of migrant entrepreneurs hold a bachelor degree (59%), then follows the ones with a master degree (15%). Thus, most of the migrant entrepreneurs in the sample are very well educated possessing professional capacity in their field of work. The professional capacity they possess will help them to develop their business into a professional firm which uses common business management practices. Therefore, it is believed that most of the educated respondents are working as employees in their own professional field before they become entrepreneurs.

Based on the aforementioned analysis, it could be concluded that the personal background of migrant entrepreneurs in South Jakarta could be described as young, male-dominated, and educated. The sample repre-

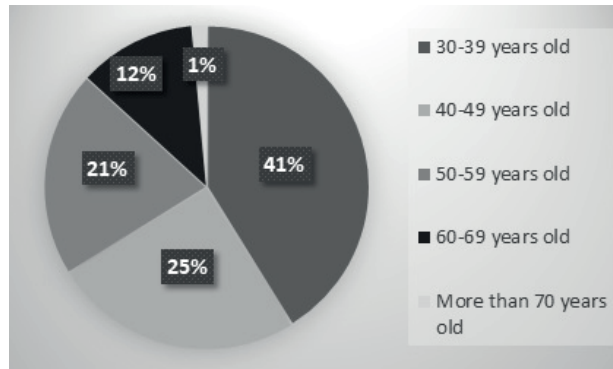


Fig. 2. The age structure of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

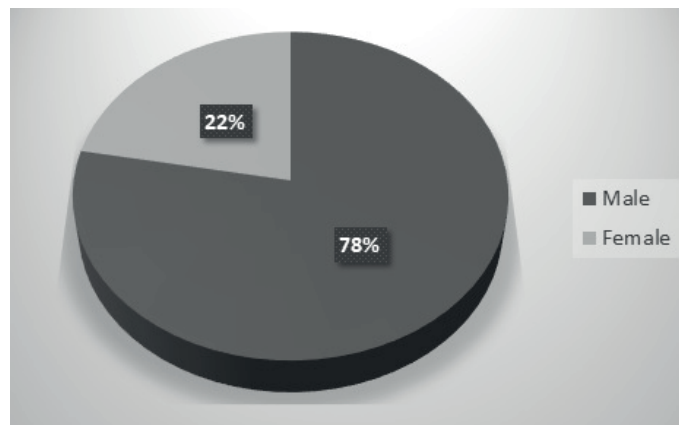


Fig. 3. The gender of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

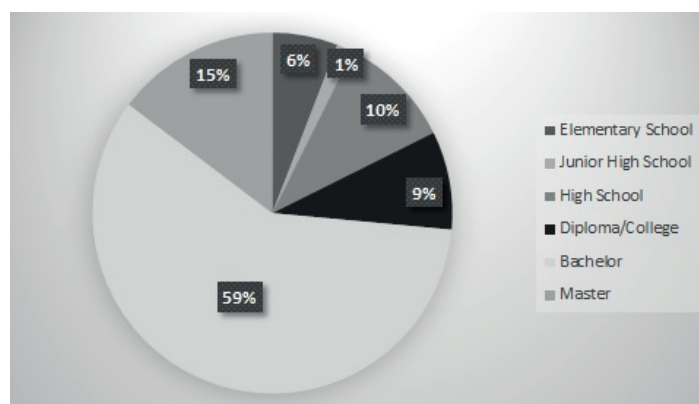


Fig. 4. The education level of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

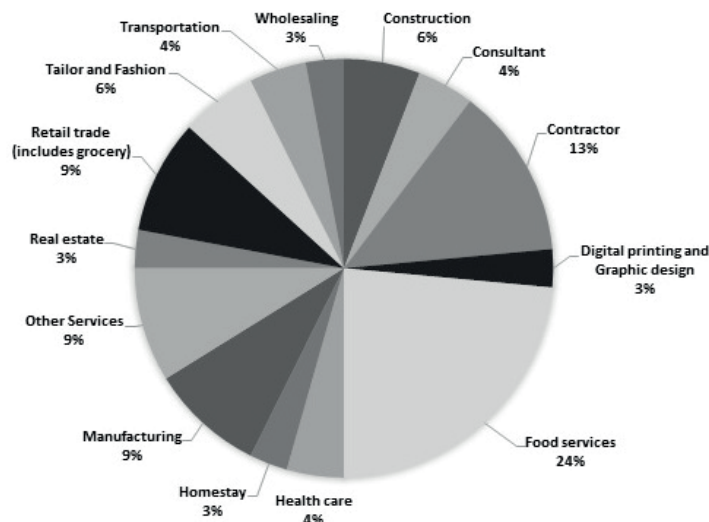


Fig. 5. The business type of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

sents a trend of well-educated young people who choose to start their own business rather than build their career in the professional world, even though they are more than capable to do it. It could be assumed that at first, these young entrepreneurs are working in larger professional enterprises in Jakarta as employees, however, then they opt for the entrepreneurial path by leaving their previous occupation and start their own business.

The business background of the migrant entrepreneur in South Jakarta also provides great insights. It is found that the business types of the migrant entrepreneur which is represented in the sample are more varied as depicted in Figure 5.

Most of the respondents are engaged in food service business (24%), then follows contractor business (13%). As proves the results of the study sample, food service business currently is becoming the new entrepreneurial trend in Jakarta in which are engaged migrant entrepreneurs. Besides the business type, there is the interesting finding in term of the employees that are hired by migrant entrepreneurs. The majority of respondents (43%), in fact, hire just 1 to 5 employees in their business which is depicted in Figure 6. This situation mainly happens as a result of firm efficiency, because respondents are still at the early stage of their business and are reluctant to invest more in employees.

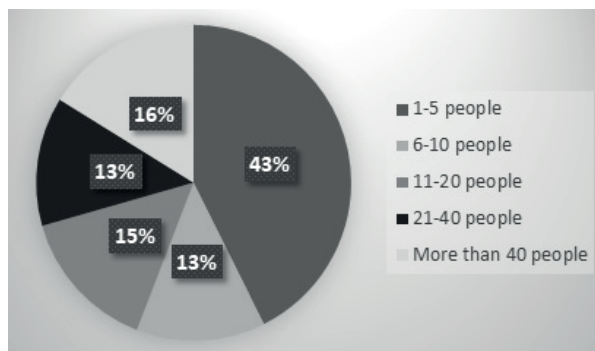


Fig. 6. Employees hired by migrant entrepreneur according to the sample

Source: the author's calculation based on the conducted research in November 2017.

As observed in Figure 7, the type of ownership of their business reveals the fact that most of migrant entrepreneurs (72%) opt for their own business as the sole proprietor, while the other 26% build their business based on partnership. It could be treated as an expression of independence, i.e., to be solely in charge and in control of the business that they have created with their own hands.

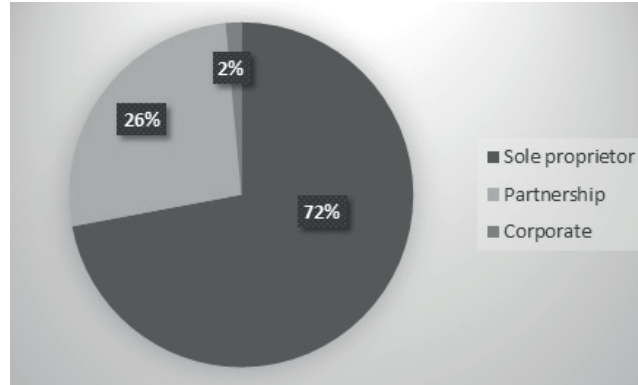


Fig. 7. The business ownership type of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

3.2. Culture

In the study, the cultural characteristic is represented by the ethnic groups of migrant entrepreneurs. Indonesia is a multi-ethnic country which comprises 1,300 ethnic groups (Badan Pusat Statistik, 2011), and almost all major Indonesian ethnic groups can be found in Jakarta. Figure 8 indicates that migrant entrepreneurs mostly comprise such ethnic groups as Javanese migrants (57%), Sundanese migrants (21%), and the Chinese ones (10%).

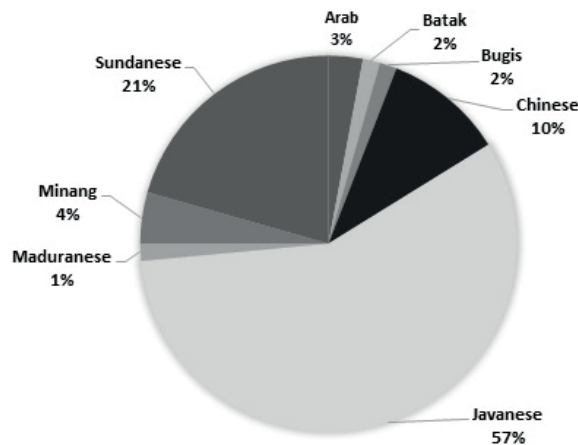


Fig. 8. The ethnic groups of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

According to the statistical data, the Javanese and Sundanese are the largest ethnic groups in Indonesia. In 2010, it was recorded that the number of the Javanese in Indonesia ethnic groups reached the amount of 95,217,022 people, while the Sundanese ethnic group counted 36,701,670 people, who were mostly con-

centrated in urban areas (Badan Pusat Statistik, 2011). Both ethnic groups are known for their resilience and diligence when they make a living outside their homeland. Both the Javanese and Sundanese ethnic groups are known for their *merantau* practice. *Merantau* is a practice in which one should leave their homeland to seek new business opportunities elsewhere (Gupta, Levenburg, 2010). People practicing *merantau* can contribute to economic development in the region where they operate their business and also to the economic development of their own homeland. Most of the people who conduct this practice are used to send the money for their family to their homeland as remittance. The remittance indirectly contributes to the economic development of their homeland in the form of investment or consumption (De Haas, 2010). On the other hand, the Chinese Indonesians also made a remarkable presence in the study. Even though the Chinese Indonesians comprise only 1.2% of the Indonesian population, they have prominent success in establishing a strong business which lasts through generation (Rademakers, 1998). Therefore, it could be concluded that the cultural characteristic of migrant entrepreneurs in Jakarta is mostly affected by the embedded culture of each ethnicity.

3.3. Business-related goals

A professional business entity requires clear goals to be achieved as its targets. Interestingly, the majority of migrant entrepreneurs (91%) already have their clear business goals (see Figure 9). This could be an indication that migrant entrepreneurs are conducting their business professionally in the same manner as common professional business practice.

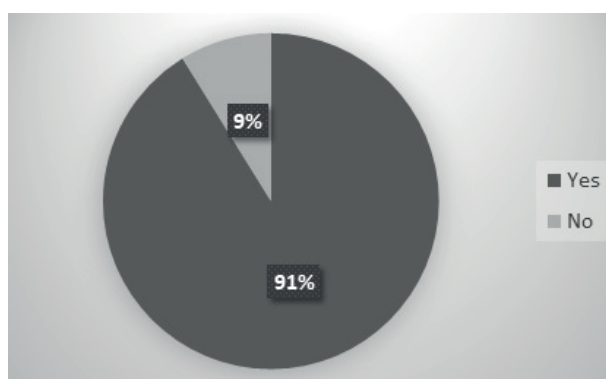


Fig. 9. Responses of migrant entrepreneurs about their business goals

Source: the author's calculation based on the conducted research in November 2017.

3.4. Business strategy

In addition to business-related goals, business strategy is another essential element of professional business practice. There are two indicators for identifying business strategy in this study. The first ones are written vision and mission. Both vision and mission are essential in terms that they represent a long-run strategy of a firm. Figure 10 exhibits the possession of written vision and mission of the business owned by migrant entrepreneurs. In fact, although the majority of businesses have written vision and mission (60%), the percentage is not as high as of business-related goals. This can indicate that migrant entrepreneurs are aware of their short-term goals, but they are not really sure about their long-term strategy.

The second indicator of business strategy is succession planning strategy. Succession is a process of passing business leadership to the next generation successor. This long-term strategic decision should not be decided in a short period of time and need careful considerations. The succession process is essential as it is related to the business ability to survive. However, Figure 11 demonstrates that the majority of migrant entrepreneurs (56%) still do not have a clear succession plan. This is probably determined by the fact that most of migrant entrepreneurs are still relatively young, therefore they have not planned to create a succession plan. Nevertheless, they need to start planning their succession plan in the future.

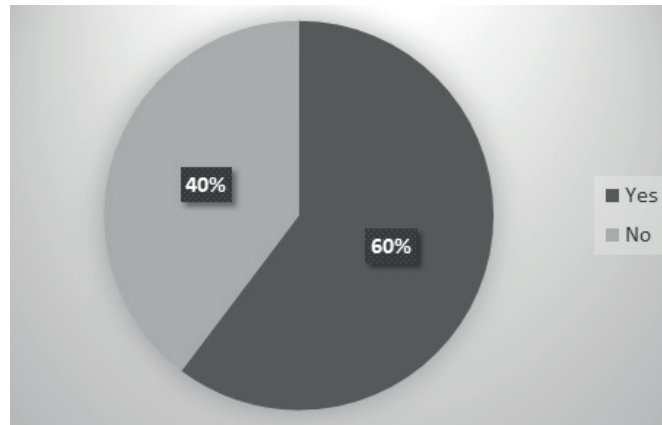


Fig. 10. Responses of migrant entrepreneurs on their possession of written vision and mission

Source: the author's calculation based on the conducted research in November 2017.

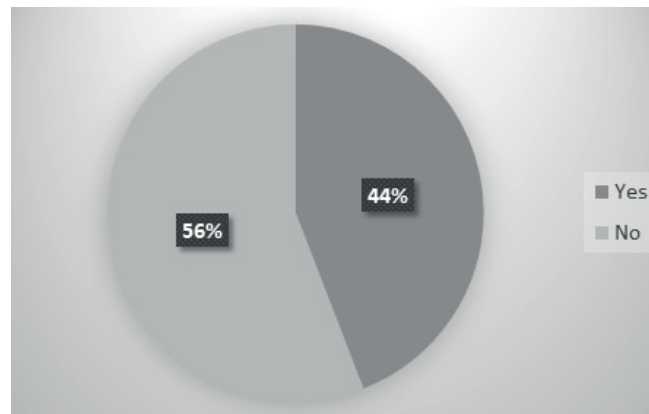


Fig. 11. Responses of migrant entrepreneurs on their possession of succession plan

Source: the author's calculation based on the conducted research in November 2017.

3.5. Performance

The business performance of migrant entrepreneurs in this study is represented by the net income of the firm in 2016. As Figure 12 reveals, the net income of migrant entrepreneurs' business is mostly below IDR 100,000,000 (38%). However, the net income proportions ranging from IDR 100,000,000 to less than IDR 500,000,000, and IDR 1,000,000,000 to less than IDR 20,000,000,000 are also significant (24% and 21% respectively). Therefore, even though most of the sample's net income is below IDR 100,000,000, the performance of migrant entrepreneurs could be considered as moderately good, since the percentage ranges of the higher net income are high. This finding provides a great insight on the performance of migrant entrepreneurs' firms. Even though their business is still relatively 'young', they have managed to make well financial performance and potentially leverage their income to the higher level so that they continue managing their business professionally.

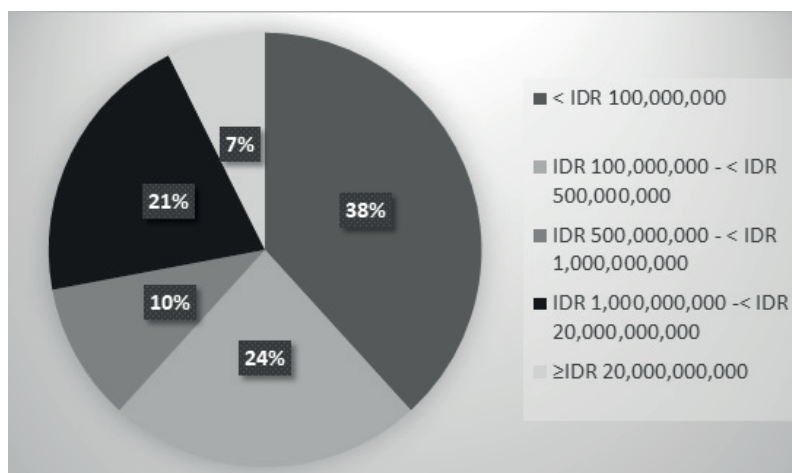


Fig. 12. The net income range of migrant entrepreneurs according to the sample

Source: the author's calculation based on the conducted research in November 2017.

Conclusions

The migrant entrepreneur's characteristics in South Jakarta are indeed unique and possessing great potential for the city development. The first characteristic of migrant entrepreneurs is their personal background. These people could be described as young, male-dominated, and well-educated entrepreneurs who possess professional capacity in managing their own business based on their previous education and working experience. The second characteristic is their business background. The study reveals that most of migrant entrepreneurs are engaged in food service business. They choose to manage from 1 to 5 people, which is determined by firm efficiency, because their business is still at the young stage. Besides, most of the business run by migrant entrepreneurs is solely owned all by themselves, which could be treated as an expression of independence to be solely in charge and control of own business.

The third important characteristic of the migrant entrepreneur is culture. The study reveals that the cultural characteristic of migrant entrepreneurs in South Jakarta is mostly affected by the embedded culture of each ethnicity. For instance, according to the research sample, the embedded culture of the most Javanese and Sundanese migrants is related to *merantau* practice. This practice greatly contributes to economic development of the region where they operate their business, as well as to the economic development of their homeland. The third largest ethnic group in South Jakarta is the Chinese Indonesians, and even though their number is smaller than Javanese and Sundanese, they have successfully established strong businesses which last through generations.

One more characteristic is related to the possession of business strategy which comprises business-related goals and business strategy. The characteristic of their short-term strategy (business-related goals) differs from their long-term strategy (business strategy). Migrant entrepreneurs are mostly aware of their short-term goals, but they are not really sure about their long-term business strategy. There is a significant number of respondents who do not have vision, mission, and appropriate succession planning. This could be a warning to them, because business that lacks long-term strategic planning may lose its direction.

Performance of business is the last characteristic of migrant entrepreneurs which is measured by net income. Even though they lack long-term strategic planning and their business is still at the 'young' stage, the current performance of their business is still moderately good. It is likely that their business will develop and promote positive growth in the near future.

In conclusion, the existence of migrant entrepreneurs in South Jakarta brings positive aspects not only to the development of the city but also to the development of their homeland. Their business absorbs manpower and provides tax income for the city, as well as the remittance indirectly contributes to the economic development of their homeland in the form of investment or consumption.

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MIGRANTŲ VERSLININKŲ PIETŲ DŽAKARTOJE CHARAKTERISTIKOS

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Santrauka

Migrantai verslininkai sudaro gana ryškia dalį miesto ekonomikoje. Šiame straipsnyje atliktas tyrimas ir analizuojamos migrantų verslininkų Indonezijoje, Pietų Džakartoje, charakteristikos. Tyrime dalyvavo pirmos kartos migrantai verslininkai. Atliekant tyrimą naudotas klausimynas, kuriame pateikti tiek uždarieji, tiek ir atvirieji klausimai. Analizuotos penkios dalys: asmeniniai demografiniai duomenys, kultūrinės charakteristikos, verslo tikslai ir strategijos bei verslo plėtra.

Migrantai kilę iš Sundano, Kinijos ar atvykę iš kitų Indonezijos regionų į sostinę. Migrantų verslo strategijų vertinimas: verslininkai migrantai dažniausia žino savo trumpalaikius tikslus, bet nėra visiškai tikri dėl ilgalaikės verslo strategijos. Apibendrinant demografines charakteristikas, šiuos žmones galima apibūdinti kaip jaunos, dominuoja gerai išsilavinę verslininkai vyrai, gebantys valdyti savo verslą, nes turi atitinkamą išsilavinimą ir darbo patirties.

Atlikus tyrimą nustatyta, kad migrantai verslininkai teigiamai veikia ne tik miesto, bet ir savo gimtinių, ekonominę vystymąsi. Jų verslas didina darbo vietas, todėl surenkama daugiau mokesčių miestui, o pinigų pervedimas giminėms prisideda prie jų tėvynės ekonominio vystymosi.

PAGRINDINIAI ŽODŽIAI: *migrantas verslininkas, charakteristikos, Pietų Džakarta.*

JEL KLASIFIKACIJA: J61, M10, M13

Received: 2017.11.20

Revised: 2018.01.16

Accepted: 2018.01.23