

Conference Paper

Entrepreneurial Artist versus Scientist: Bridging Creativity and Scientific to Create High Entrepreneurial Orientation

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Abstract

The development of entrepreneurship theory states that entrepreneurship as a mindset. Some other literature has even linked strategy management with entrepreneurship into an inseparable construct. One of the equations contained that entrepreneurship related to produce wealth, while strategic management related to the create competitive advantage which ultimately plays an important role in wealth creation. With similarities, talking about entrepreneurial mindset certainly cannot be separated from the strategic mindset itself. Generally, strategic mindset here can be classify into two orientation, artist and scientist. Given that the mindset here is related to way of gathering information or way of thinking, the research here attempts to identify what kind pattern of thinking that can create high entrepreneurial orientation. Research here is more focus about entrepreneurs at the individual level, not in the context of companies or organizations. The final output in this paper is to build proposition and conceptual model about entrepreneurial artist and scientist to be testing in further research.

Keywords: entrepreneurial orientation, artist, scientist, way of gathering information

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Received: 16 September 2019

Accepted: 28 September 2019

Published: 31 October 2019

Publishing services provided by
Knowledge E

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Selection and Peer-review under the responsibility of the ICEMA Conference Committee.

1. Introduction

The theoretical development of entrepreneurship has become an interesting topic. Environmental dynamism is getting higher in the current of situations, which velocity, uncertainly, complexity, and ambiguity condition. This current situation requiring companies to implement more entrepreneurial strategies to identify and maximize opportunities to compete, strengthen positions, not be outdone by competitors, or even to just survival [14, 18, 23]. With this conditions, the emergence of entrepreneurial orientation is expected to act as pioneers of change or just to adapt from the changes that occur.

The recent development state an entrepreneurship as a mindset [19]. In this case, entrepreneur is not represent profession or working status, but it's all about the mindset. Discussing about entrepreneurial mindset, the definition of mindset here is closely

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related with a way of thinking at individual level, especially for managing information is received. This mindset can be define as a way of strategic thinking to identify business opportunities in the midst of uncertainty [10, 24].

Several studies have discussed about the relationship between entrepreneurship and strategic management [15, 19]. One of the essence contained in discussing the relationship between entrepreneurship and strategic management is that entrepreneurship is related to wealth creation activities, while strategy management is related to the creation of competitive advantage which ultimately also plays an important role for wealth creation. Both are illustrated as two sides of a coin in one piece that cannot be separated [2, 5, 6, 11, 20, 22, 28]. Therefore, in discussing entrepreneurial mindset certainly cannot be separated from the perspective of strategic management. With the existence of a relationship like this, the research here attempts to identify the “entrepreneurial mindset” at individual level that can be create high entrepreneurial orientation. Theoretical review will be carried out by refers to strategic management theory and personality theory about how a personality orientation in managing information in their mind.

Theoretical review here will be done with a study from several literature about entrepreneurial orientation and strategic mindset. Refers to definition about “mindset” here, that defined as someone’s pattern of thinking in managing information, so study will be continued on how “way of gathering information” at individual level that will reflect an entrepreneurial mindset.

1.1. Entrepreneurial Orientation

Some researchers define entrepreneurial orientation in different language. But in generally, it can be grouped into three categories. First, some researchers define entrepreneurial orientation as a creating something new (innovativeness). With emphasize on innovativeness, entrepreneurial orientation can be interpreted as a process carried out to create new business in the company, innovate, revitalization, and/ or organization renewal [8, 9, 30, 31].

Some researchers in second group more emphasis entrepreneurial orientation as opportunity seeking activities. In this case, entrepreneurial orientation is defined as a process of pursuing opportunities with the available resources, applying an entrepreneurial spirit to do new things in the organization [1, 12]. While other studies in trird group interpreting entrepreneur orientation as a creative behavior. In this case, creative behavior that aims to do something new that has never been thought before [13].

From some definitions above, it can be concluded that entrepreneurial orientation cannot be separated from a creative behavior, innovativeness or capability to produce something new, and opportunity-seeking or pursuit of opportunities.

1.2. Strategic Mindset: Artist Versus Scientist

According to his literature, De Wit & Meyer [7] mentions the concept of strategic mindset here with the term strategic thinking, which is how one thinks strategically. Furthermore, they classify strategic thinking processes here into two orientations, namely creative or logical. While Parnell & Lester (2003), they use the strategic mindset concept here with the term strategic approach. They divide it into two different approaches too, namely the artist and the scientist.

1.2.1. Strategic Scientist's Mindset

From the scientist's mindset, the more dominant approach used is the logical one, with rational reasons as the main reference [7]. They tend to minimize or totally reject the role of imagination and creativity in the strategic analysis, because they assume that changes in the business environment can be analyzed and predicted [25]. In a practical application, scientists like to collect, analyze, and interpret historical data. They run data until they find a pattern, trends, or cycles. With this pattern, they use it to predict about what will happen in the future. The data used here can be primary data, secondary data, internal data, or external data as outlined in the form of an analysis of internal and external conditions [27].

Without the support of objective data, what is produced will be felt inaccurate to be converted into a policy that is formal, less understandable and trusted by others. Conversely, by using logical reasoning and systematically, they assume and hope that other people will more easily understand their intentions. Results in form of conclusions, recommendations, or decisions that will be implemented can only be produced after conducting research on data and information that has been processed through deductive thinking. With this approach, analytical thinking with causal relationships is very crucial. So individuals must be trained to be highly skilled analytical thinkers in digesting a number of data objectively [26].

1.2.2. Strategic Artist's Mindset

From the artist's mindset, the more dominant approach used is the aspect of creativity, so it often relies on broader thinking (generative reasoning) as the basis [7]. They try to get out of the existing frame of mind to explore new possibilities. In contrast to those who are logically oriented, strategic artist more emphasis to think inductively, think opposite, or start from what is in their end in mind.

With this way of thinking, they are more able to find 'out of the box' solution. Contradiction with the logical approach that required objective and systematic data calculations, people who more oriented towards creativity rely more on personal judgment. For example, they often go directly to the field and feel directly about the problems, rely more on opinions from several officers in the field. People who adhere to this mindset assume that changes that occur in the environment cannot be predicted or predicted accurately [25]. Forecasting by historical trend or cycle that results from the data analysis process and its conclusions is considered less relevant in the future, so that what is required is thorough creativity and intuition [27].

1.3. Way of Gathering Information

Way of gathering information is one component of personality that reflects how people tend to process data, information, or perceptions that they receive [3, 16, 21]. The tendency here is natural and reflect their way of thinking. This way of thinking here reflect to how they interpreting or managing all information, whether it is information that is supported by quantitative data and/or arguments from other people. In the Myers-Briggs Type Indicator (MBTI) concept, the way of gathering information here divided into two orientations, namely sensitive or intuitive [3, 17].

People with sensitive characteristics are described as individuals who are practical and prefer things that are patterned (routines) and systematic steps [29]. With this systematic tendency, they prefer to do things in a gradual manner, step by step, enjoying routines. So they are good in technical planning and detail. In carrying out their daily activity, they prefer to see a real fact through concrete data, or from previous experience guidelines, and focus on what is happening in the present. With this character, they make improvements to current problems using proven methods in the previous period because they are considered best practices, something that has been proven successful [4, 16].

Conversely, people with intuitive characteristics rely more on unconscious processes and view the situation with a holistic picture [29]. In other language, they often focus on the relationship between facts, rather than focusing on the facts themselves. They are very good to looking for new possibilities and different ways in problem solving. With this mindset, they are more focused on “interpreting experience” or how current conditions will affect the future [16, 32]. In their daily activities, they will impress “head in the cloud”, abstract, unique, imaginative, and future oriented. So they are good at drafting long-term concepts and visions, and for produce new ideas or new projects.

1.4. Proposition & Conceptual Model

Based on several literature above, it can be found several conceptual relationships that are interrelated with each other. The detailed discussion of conceptual relations will be elaborated further to draw some conceptual propositions below.

People with intuitive character tend to see a holistic picture by relying on their imagination and unique ways, conceptual thinkers and seeing possibilities that can occur in the future [29, 32]. With these characteristics, individuals with an intuitive orientation will have a tendency to become a strategic artist. They try to get out of the usual frame of mind to explore new possibilities by using systematic lateral thinking based on imagination, creativity, and looking in broader perspective [7, 25]. With the pattern of relations like this, it can be synthesized to be proposition as follows:

• **Proposition 1: People with high intuitive mindset in the way of gathering information have a tendency to become a strategic artist**

Individuals with sensitive character prefer to patterned things, routine activity, and systematic steps with the supported by concrete data and common proven methods [4, 27]. These characteristics are in line with strategic scientists who rely on logical way of thinking, with rational reason that supported by objective data [7, 25]. With the pattern of relationships here, it can be synthesized to be proposition as follows:

• **Proposition 2: People with high sensitive mindset in the way of gathering information have a tendency to become a strategic scientist**

Entrepreneurship can't be separated from strategic perspective, which is strategic direction will be guide entrepreneurial orientation process that required [2, 5, 6, 20, 22, 28]. Other studies reveal that entrepreneurial orientation can be reflected on creative behavior [13, 23]. This statement are in line with the characteristics of the strategic artist

who stated that creativity is the main factors that underlie the strategic formulation. With the pattern of relations here, it can be synthesized to be two propositions as follows:

- **Proposition 3a: People with intuitive mindset and strategic artist (entrepreneurial artist) have a most significant and positive effect to entrepreneurial orientation**
- **Proposition 3b: People with sensitive mindset and strategic scientist (entrepreneurial scientist) have a less significant effect to entrepreneurial orientation if compare with entrepreneurial art- ist effect to entrepreneurial orientation**

Based on the overall proposition and conceptual relationship above, it can be visualized an conceptual model as follows:

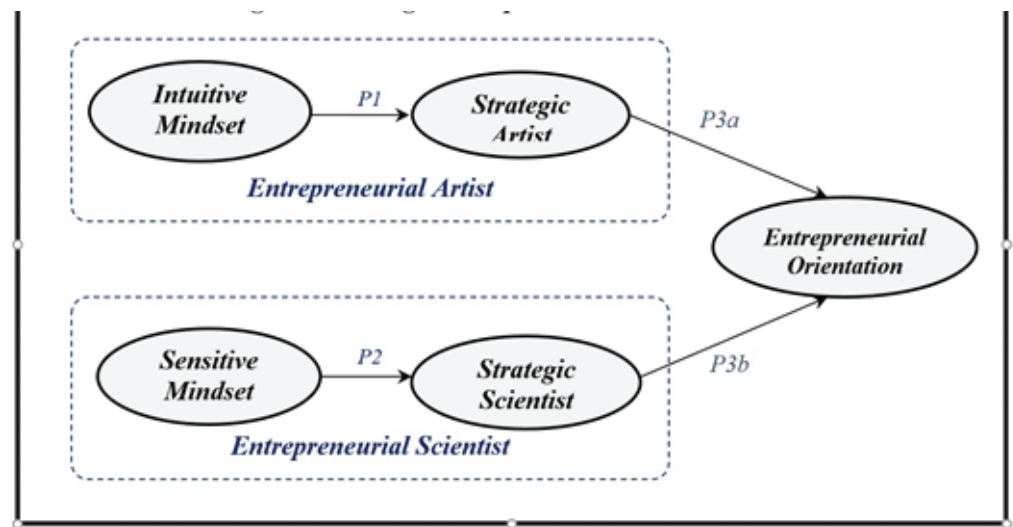


Figure 1: Strategic Entrepreneurial Mindset.

2. Conclusion and Discussion

According to conceptual model and proposition above, further research can be implemented for proposition’s testing. With statistical testing, it will be able to know whether it is true that the people with dominant intuitive mindset in the way in gathering information have a tendency to become a strategic artist, and is this true that the people with dominant sensitive mindset in the way in gathering information have a tendency to become a strategic scientist. With the statistical data testing, it will be known that the eople with intuitive mindset and strategic artist (read: entrepreneurial artist) have a most significant and positive effect to entrepreneurial orientation, and is this true that people with sensitive mindset and strategic scientist (read: entrepreneurial scientist) have a

less significant effect to entrepreneurial orientation if compare with entrepreneurial artist effect to entrepreneurial orientation.

Acknowledgement

The authors would like to thank their colleague for their contribution and support to the research.

They are also thankful to all the reviewers who gave their valuable inputs to the manuscript and helped in completing the paper.

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