

# Analysis of Entrepreneurial Behavior in the Tourism Sector During the Covid-19 Pandemic (Case Studies in Three Tourism Cities in Indonesia)

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## ABSTRACT

The emergence of Coronavirus Disease 2019 or Covid-19 has caused various turmoils in human life, including dealing a crushing blow to the tourism sector. Social restriction policies that make it difficult for people to travel have significantly impacted the decline in tourism activity. The existence of a travel ban has made the level of foreign and domestic tourists visit very drastic. This fact shows that tourism can return to work but with the emergence of new needs from tourists. Therefore, it is necessary to adopt new tourism businesses that involve all tourism stakeholders in Indonesia. In other words, business actors must adapt to changes in the tourism market, such as changes in the demands of tourism consumers, so that tourism business actors need to change their business behaviour from business behaviour before Covid-19. The study aims to analyze the entrepreneurial behaviour of the tourism sector during the Covid-19 pandemic. The research was conducted by studying the phenomenon and entrepreneurial behaviour of the tourism sector in three tourism cities in Indonesia, namely Solo, Labuan Bajo, and Bandung. The three cities represent three tourist attractions, namely culture (Solo), beaches and sea (Labuan Bajo) and mountains (Bandung).

**Keywords:** Covid-19, Entrepreneurial behavior, Government regulation, Tourism.

## 1. INTRODUCTION

The body text starts with a standard first-level The Republic of Indonesia (NKRI) is one of the many well-known countries as world tourism destinations. The wealth of arts, culinary, architecture, exotic natural charm, and ethnic and cultural diversity makes Indonesia a tourism destination that is very popular with many local and foreign tourists. In 2019, the Central Statistics Agency (BPS) stated that tourism visits to Indonesia reached 16.11 million visits. That proves how great the enthusiasm of tourists to visit tourist objects in Indonesia.

The high number of tourist visits to Indonesia has a positive impact on the country, particularly the national economy. In 2018 the tourism sector contributed to the country's foreign exchange of Rp. 229.5 trillion. Not only that, but the tourism sector also plays an essential role in the community's welfare. The tourism sector has played an essential role in opening up employment opportunities and the growth of the MSME sector in areas around tourism objects in Indonesia. The Ministry of Tourism and Creative Economics stated that the

tourism sector's employment reached 12.7 million people, equivalent to 10 per cent of the total working population of Indonesia. This data shows that Indonesian tourism is significant for Indonesia, especially as a pillar of the national economy.

In addition to contributing to the country's economy, on a micro basis, the tourism sector also encourages the emergence of business actors or entrepreneurs in the tourism sector in Indonesia. The existence of these tourism sector entrepreneurs is fundamental, especially in providing service products such as transportation, lodging, restaurants, to tour guides. The presence of these entrepreneurs in the tourism sector directly increases the comfort of tourists when visiting the area. In other words, in addition to seeking profit from the tourism sector, tourism sector entrepreneurs also play an essential role in optimizing tourism objects by providing services that can increase tourists' comfort.

However, at this time, the tourism sector and the tourism sector business actors must experience the harsh reality. The emergence of Coronavirus Disease 2019 or Covid-19 caused various turmoils amid human life,

including giving a crushing blow to the tourism sector. The social restrictions policy finally hit not a few economic actors during the pandemic. Among the many paralyzed economic sectors, tourism is one sector that is a concern for many parties.

Social restriction policies that make it difficult for people to travel have significantly impacted the decline in tourism activity. The existence of a travel ban has made the level of foreign and domestic tourists visiting very drastic. In 2020, the United Nations World Trading Organization (UNWTO) estimated that the number of tourists would decrease by between 850 million and 1.1 billion people due to the Covid-19 outbreak and result in losses of around US\$ 910 billion to US\$ 1.2 trillion. Even UNWTO also noted that in April 2020, there was a profound decline in the level of international travel. In that month, there was a 97% decrease in international travel with a loss range of around US\$195 billion. The Ministry of Tourism and Creative Economy survey stated that nationally the Covid-19 pandemic had resulted in 92% of the 5,242 tourism sector workers losing their jobs. The types of businesses in the tourism sector that are most affected are accommodation by 87.3%, transportation by 9.4%, restaurants by 2.4%, and other types of business by 0.97%.

The massive downturn in the tourism sector made the government realize that the economic sector was getting weaker and social restrictions could not be carried out continuously. The wheels of the economy must turn again because if social restrictions continue to be carried out, it will take a long time to restore the state of the national economy. In line with the new life guidelines issued by the World Health Organization (WHO) on May 29, 2009, countries are implementing a new normal that allows people to return to their activities by implementing strict health protocols. The tourism sector can also run again along with the easing of community activities for economic activities. However, with the emergence of positive cases of Covid-19 in Indonesia every day, tourism activities still cannot be carried out optimally as before. That happens because tourists are still afraid of being exposed to Covid-19, and the government is still strict with handling the spread of Covid-19, which tourists from one area may bring to another.

Based on the explanation above, it can be seen that the Covid19 pandemic has brought many changes to the tourism sector, including the success of business actors. Many business people experience demotivation, lose enthusiasm and even go bankrupt. It is essential to know and identify the driving factors and other factors that influence entrepreneurial behaviour because entrepreneurial behaviour is one of the keys to business success. Many factors influence a person's entrepreneurial behaviour. According to Delmar [1], individual and environmental factors influence

entrepreneurial behaviour. Individual factors are related to ability and motivation. The environment as an external factor also affects individual factors, such as the support of similar business groups, government regulations, such as the Enforcement of Restrictions on Community Activities (PPKM), and the implementation of the new normal.

In addition, with the implementation of the new standard and consideration of the ongoing spread of Covid-19, to be able to attract tourists, new conveniences are also needed. The new convenience is ensuring health, hygiene and safety from Covid-19 infection. That shows that tourism can return to work but with the emergence of new needs from tourists. Therefore, it is necessary to adopt new tourism businesses that involve all tourism stakeholders in Indonesia. In other words, business actors must adapt to changes in the tourism market, such as changes in the demands of tourism consumers, so that tourism business actors need to change their business behaviour from business behaviour before Covid-19.

Based on the background above, the author wants to conduct a study that aims to analyze the entrepreneurial behaviour of the tourism sector during the Covid-19 pandemic. The research was conducted by studying the phenomenon and entrepreneurial behaviour of the tourism sector in three tourism cities in Indonesia, namely Solo, Labuan Bajo, and Bandung. The three cities represent three tourist attractions, namely culture (Solo), beaches and sea (Labuan Bajo) and mountains (Bandung).

## **2. LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **2.1. Entrepreneur**

Entrepreneurship has been identified as a driver of economic growth and development which is consistent with the perception of entrepreneurs as change agents who identify needs and opportunities that have an impact on people's lives, or as those who use innovative technology to grow their businesses. Simply put, the meaning of entrepreneur is a person who dares to take risks to open a business in various opportunities. Having the courage to take risks means being mentally independent and daring to start a business without being overwhelmed by fear or anxiety even in uncertain conditions. Entrepreneurial activities can be carried out alone or in groups. An entrepreneur, in his mind, is always trying to find, take advantage of and create business opportunities that can provide benefits [2]. Mas'ud Machfoedz [3] states that an entrepreneur is an independent person pursuing achievement; he dares to take risks to start managing a business for profit. Therefore, he prefers to be a leader rather than a follower; an entrepreneur has a strong sense of self-

confidence and defends himself when facing challenges when starting a business venture. In dealing with various problems, an entrepreneur is always required to be creative.

On the other hand, Schumpeter [4] defines "entrepreneurship as the innovator who introduces something new into an economy". Where entrepreneurship as an innovator is a business activity that innovates and introduces something new to the economy. This includes new products, new methods for production processes or new sources of raw materials for new industrial structures and creating new organizations for various industries. In his thinking, Schumpeter emphasizes entrepreneurship as a process of entrepreneurs who innovate where the entrepreneur becomes an actor and translator of discoveries and new ideas into commercial products.

Attitudes and behaviour are strongly influenced by the nature and character possessed by a person. Good nature and character, oriented towards progress and optimistic are traits and traits needed by an entrepreneur so that the entrepreneur can progress or be successful. Geoffrey G. Meredith [5] suggests the characteristics and characteristics of entrepreneurs as show in Table 1.

## 2.2. Entrepreneurial Behavior

Entrepreneurial behaviour was defined for the first time as: "opportunistic, value driven, value adding, creative activity where ideas take the form of organizational birth, growth or transformation" [6]. Van Dam, Schipper, and Runhaar [7] define entrepreneurial behavior as "activity that involves spotting opportunities and marshalling the resources to take advantage of and act on these opportunities" (p. 966).

**Table 1.** Characteristics and Character of Entrepreneurs

No.	Characteristics	Character
1	Confidence	Confidence, independence, individualism, and optimism
2	Task and result oriented	Need for achievement, profit-oriented, perseverance and fortitude, determination to work hard, have a strong drive, energetic and initiative
3	Risk taking	Ability to take reasonable risks and likes challenges
4	Leadership	Behavior as a leader, getting along with others, responding to suggestions and criticism
5	Originality	Innovative and creative and flexible
6	Future Oriented	Foresight, perspective
7	Honest and diligent	Have the belief that life is the same as work

Research on entrepreneurship has evolved a new viewpoint that allows for the development of competences through education and experiences [8], [9] that goes beyond the analysis of stable features of entrepreneurs.

Entrepreneurial behaviour can occur and result in the foundation of a new company, or it can occur within an existing company and result in its expansion, transformation, or both. According to Baron's model, this behaviour is frequently the product of a long process influenced by a variety of factors. These factors fall mainly under three major categories: I) individual factors II) interpersonal factors and III) societal factors, where the individual factors include but are not exclusive to: person's attitudes, cognition and knowledge. Entrepreneurial Behaviour: Entrepreneurs are persons who take action, they engage in continuous efforts to transform their ideas into operating and profitable ventures. Accordingly, it is because entrepreneurs are aware of or they develop new products or services, they develop them through action and entrepreneurial behaviour into a new venture, hence entrepreneurial behaviour is the link between identifying the opportunity and venture creation.

Entrepreneurial behaviour is influenced by the entrepreneurs' skills, knowledge, experience, intelligence, learning, and intentions; as previously stated in this study, if intentions are properly carried out, they will lead to entrepreneurial behavior; additionally, motivations, abilities, and cognition are factors that influence entrepreneurial behavior [10].

## 2.3. Motivation

Motivation (motivation) comes from the Latin word, namely more, which means to move [11]. Motivation is defined as a readiness to devote a significant amount of effort to achieving organizational goals, which is conditioned by the ability of that effort to meet a personal need. While it is claimed that motivation is the outcome of a multitude of internal and external factors that allow an individual to have an attitude of enthusiasm and tenacity in carrying out specific tasks. David McClelland [12] explains that an entrepreneur conducts business activities driven by the need to achieve, relate to others and to gain power both financially and socially.

McClelland, a Behavioral Science theorist, was born in Mt. Vernon, New York, on May 20, 1917, obtained his Bachelor of Art (BA) from Wesleyan University in 1938 and obtained his Master of Art (MA) from the University of Missouri in 1939. While his Ph. D in experimental psychology from Yale University in 1941. McClelland divides motivation/needs into three parts, namely (McClelland, 1987):

- 1) Need for achievement is a strong need and desire for high achievement and success. Need for achievement is characterized by a strong sense of personal responsibility, a desire to take risks, a keen interest in seeing the results of their decisions, a fondness for and careful quantification of risk, an active interest in researching their surroundings, and a keen interest in concrete measurements of their actions.
- 2) The need for power is to make other people behave in a way where they would not be forced to behave or a form of expression of individuals to control and influence others.
- 3) Need for affiliation/need of affiliation is the desire to have friendly and intimate interpersonal relationships. Individuals reflect the desire to have close, cooperative and friendly relationships with other parties. Individuals who have a high need for affiliation succeed in jobs that require a high level of social interaction. The need for affiliation indicates the desire to make friends, make friends and the need to have closer relationships between issues.

**2.4. Internal and External Factors**

Entrepreneurial behaviour is influenced by factors internal and external of an entrepreneur. Internal factors are attributes attached to the nature, attitude, and personal or personal qualities shown in carrying out its business, including several indicators such as business scale, achievement motivation, perception of effort, and desire/intention try. External factors are factors causes of behaviour originating from the environment or situation [13].

Nurhayati [14] and Sumantri [15] conducted a study to determine the effect of characteristics (individual factors) and environmental (external) factors on entrepreneurial behaviour. Found several individuals and environmental factors that influence entrepreneurial behaviour, explained in the table 2. From the above logic we developed the following hypothesis:

**Table 2.** Individual Factors and External Factors

Factors	Education
Individual	Experience
	Training
	Family support
	Need for achievement
Environmental	Entrepreneurial motivation
	The role the community
	Government support for MSMEs
	Supporting business growth
	E-commerce Growth

- H<sub>1</sub>: Internal Factor has a significant impact on entrepreneurs behaviour.
- H<sub>2</sub>: External Factor has a significant impact on entrepreneurs behaviour
- H<sub>3</sub>: External Factors significantly impact entrepreneur's internal factor

**3. METHOD**

**3.1. Location**

This research was planned conducted in three tourism cities in Indonesia, namely Solo-Jogja, Labuan Bajo, and Bandung, to study the phenomenon and entrepreneurial behaviour of the tourism sector during the Covid-19 pandemic. The consideration of the place of this research is based on the fact that the three cities have different tourist attractions, where the city of Solo has a cultural tourist attraction. In contrast, in Labuan Bajo, the tourist attractions are beaches and the sea, while in Bandung, the tourist attraction is in the mountains area. In addition, the consideration is that many local and foreign tourists visit these three cities, so these cities have enough potential for economic development in Indonesia. However, on the realization, we could not research Labuan Bajo, and as a replacement to Labuan Bajo, we have collected some data from Kupang.

**3.2. Types and Sources of Data**

In this study, there are two types of data needed, namely primary data and secondary data. Primary data is directly obtained from the first source through in-depth interviews and observations related to the aspects studied. Primary data sources on this research are from questionnaires shared with entrepreneurs engaged in the tourism sector in 3 research cities, namely Solo-Jogja, Bandung and Labuan Bajo.

**3.3. Design**

The research method used in this research is the survey method, namely conducting direct observations in the field by interviewing respondents using questionnaires. The sampling method in this study uses purposive sampling because there is no factual data regarding population size and complete information about each population element. The criteria are the owner of the tourism business, who is the decision-maker in the tourism business. The number of samples used in this study were 81 entrepreneurs in the tourism sector spread across several cities

Primary data collection was carried out using a survey method through direct interviews using questionnaires.

**Table 3.** Manifest variable from each latent variable

Latent Variable	Manifest Variable	Symbol	Explanation
Internal Factor	Motivation	I1	Encouragement or desire of entrepreneur to achieve success
	Intention	I2	Intention to do the business
	Perception	I3	Entrepreneurs view of tourism business
	Optimism	I4	Mental attitude characterized by confidence in success and a positive future
External Factor	Counseling	E1	Government attention in terms of counseling and training
	Capital assistance	E2	Assistance from the government in the form of money or infrastructure
	Regulation	E3	Government policies relating to tourism industry
	Togetherness	E4	Mutual assistance between entrepreneurs
	Information access	E5	Easiness of access to price and market information (E-commerce)
Entrepreneur behavior	Opportunity responsive	EBS1	The ability to recognize opportunities
	Innovative	EBS2	The ability to create a new idea in a business
	Dare to take risk	EBS3	Courage takes business risks with careful calculation

Data analysis method analyzing internal and external factors that influence entrepreneurial behaviour, entrepreneurial behaviour uses a descriptive questionnaire.

The informants/research samples will be determined using the purposive sampling technique, while the sample determination will be using the snow bowling method. At the initial stage, several entrepreneurs will be sought who have businesses in the tourism sector. In this study, the number of samples/informants cannot be determined but will depend on the saturation/adequacy of the information obtained. The research data obtained were analyzed with Structural Equation Models (SEM) using Lisrel 9.1 software.

### 3.4. Research variables

There were two types of variables employed in this study: latent and manifest variables. The variables studied are latent variables (constructs), which are variables that cannot be directly observed but can be quantified using quantifiable indicators or manifest variables. The latent variables used are internal factors, external factors and entrepreneurial behavior, while the manifest variables of each latent variable can be seen in Table 3.

## 4. RESULTS AND DISCUSSION

### 4.1. Respondent Characteristics

Most of the entrepreneurs in the tourism sector who become respondents are in the productive age range, namely 35 per cent in the 25-40 year age range and 25 per cent in the 41-55 year age range. The composition of the entrepreneurial age shows that business in the field of tourism is still an attractive source of livelihood for workers of productive age in tourist destinations such as Solo-Jogja, Bandung, and even in the city of Kupang.

Most respondents were taken from Solo-Jogja (64%) and Bandung (28%). At the same time, the formal education level of the entrepreneur respondents is primarily high school and junior high school graduates, which respectively reach 44% and 27%. Of the many types of businesses in the tourism sector, the most in this study are culinary businesses (48%) and souvenirs (38%). On the other hand, the tour and travel business looked sluggish, with fewer respondents (13%). This is most likely due to the digitalization of marketing, a significant change in people's consumption patterns from conventional methods to digital platforms (Junusi, 2020).

In general, through these data, it can be concluded that the tourism sector is dominated by the culinary and souvenir businesses. When visitors visit a tourist destination, what they are looking for and the attraction of the destination is local specialties and souvenirs. Therefore, culinary and souvenirs are still the main attraction for entrepreneurs. The complete characteristics of respondents can be seen in the table 4.

### 4.2. Validity and Reliability Model Analysis

Based on the data processing procedure using SEM Lisrel 9.1, we tested the validity of the measurement model by checking the t-values ( $\geq 1,96$ ) and the standardized loading factors/SLF ( $\geq 0,50$ ) values. Also in order to see whether the indicator is reliable or not, we counted the value of composite reliability measure/CR ( $\geq 0,70$ ) and variance extracted measure/VE ( $\geq 0,50$ ). Based on test results of validity and reliability, observed variables that measure all the variables like internal factor, external factor and entrepreneurial behaviour have a good validity which can be seen from the t-values  $\geq 1.96$  and SLF  $\geq 0.5$ , and also have a good reliability of CR  $\geq 0.70$  and VE  $\geq 0.50$ . Hence, we can say that the reliability of all the variables on this model is good.

**Table 4.** Respondents Characteristics

	Amount	Percentage (%)
<b>Sex</b>		
Male	33	40.74%
Female	48	59.25%
<b>Age</b>		
>25 years old	13	16.04%
25-40 years old	29	35.80%
41-55 years old	21	25.92%
<55 Years old	18	22.22%
<b>Education</b>		
Elementary school	16	19.75%
Junior high school	22	27.16%
High school	36	44.44%
Bachelor degree	7	8.6%
<b>City</b>		
Solo-Jogja	52	64.19%
Bandung	23	28.39%
Others (Kupang)	6	7.40%
<b>Type of Business</b>		
Tour&travel	11	13.58%
Souvenir	31	38.27%
Culinary	39	48.14%

**4.3. Test Analysis of Structural Models**

The results showed that the p-value was close to 0.05, which was 0.040 on table 5. This number indicates no discrepancy between the sample covariance matrix and the estimated population covariance matrix, implying that the data utilized in this study are generally compatible with the research model. In addition, the value of goodness of fit index (GFI) of 0,96 is  $\geq 0,90$  indicating the model has a good fit. Overall, the model shows the suitability of Goodness of Fit.

**4.4. Analysis of Causal Relationships**

From the results of the SEM analysis in Figure 4.1, it is known that the minor loading factor forming entrepreneurial behaviour is dare to take the risk (EBS3), which is 0.47.

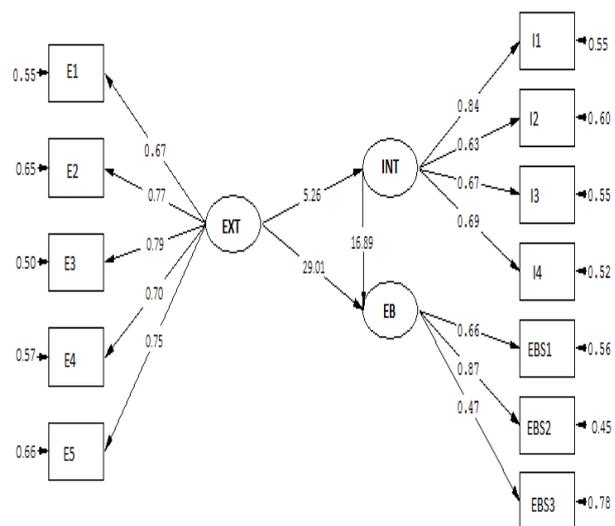
**Table 5.** Analysis of Overall Goodness of Fit of Structural Models

Goodness of Fit	Recommended Value	Value	Notes
Statistic Chi-Square	$\leq 0.05$	0.040	Good fit
P-value			
Goodness-of-fit Index (GFI)	$\geq 0.90$	0.96	Good fit
RMR	$\leq 0.08$	0.070	Good fit
RMSEA	$\leq 0.08$	0.056	Good fit
CFI	$\geq 0.90$	0.90	Good fit
AGFI	$\geq 0.90$	0.93	Good fit
NFI	$\geq 0.90$	0.96	Good fit

That is relevant to the reality that during the COVID-19 pandemic, most entrepreneurs are more careful in taking steps forward. The results of interviews with several tourism entrepreneurs in Jogja, for example, even though the pandemic conditions threaten, they have not dared to change their direction to other business fields. In addition, the highest loading factor forming external factors is government regulation and information access which is 0.79 and 0.75 respectively (E3&E5). Based on the reality on the ground, government regulations, especially the Implementation of Community Activity Restrictions (PPKM). PPKM impacts business activities, especially in the tourism sector, because people are limited in their space and activities so that no one goes out, especially for vacations. Furthermore in the era of increasingly fast digital technology, information delivery and access have become more accessible. That encourages entrepreneurs to be more optimistic and motivated to produce new works and ideas for their business development. Lastly, based on Figure 1, the highest manifest variable forming the entrepreneurial internal factor is motivation (0.84), namely the encouragement or desire of entrepreneurs to achieve success.

**4.5. The Influence of Internal and External Factors on Entrepreneurial Behaviour**

Based on the hypothesis result from figure 4.1, here is the analysis of each hypothesis tested in this model. Hypotheses 1: Internal Factor has a significant impact on entrepreneur behaviour (H1 – Accepted). This result shows that if there is an increase in the internal factors on a person in the tourism industry then it can push up the level of their entrepreneurial characteristics (t-values  $16.89 \geq 1,96$ ).



**Figure 1** T-Value of Structural Model Output

It means that the more people are motivated, optimistic, have better intentions to do business, and the better their perception of business in the tourism industry, the more likely their entrepreneur character appeal. As a result, improving internal factor capacity will boost entrepreneurial behavior.

Hypotheses 2: External Factor has a significant impact on entrepreneur behavior (H2 – Accepted). This result shows that if there more external factor on a person in the tourism industry then boost up the level of their entrepreneurial characteristics (t-values  $29.01 \geq 1.96$ ). It means that the environment can determine whether a person's specific entrepreneurial character arise in a particular situation (like during the pandemic). Hypotheses 3: External Factors significantly impact entrepreneur's internal factor (H3 – Accepted). That means external factors such as government regulations, support from other businesses, and even capital assistance can affect factors that exist within individuals, such as motivation, perception, level of optimism and intention or intention in starting a business.

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