

The Description of Innovative Work Behavior in Entrepreneurs

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ABSTRACT

Innovative Work Behavior (IWB) in entrepreneurs is individual work behavior that aims to achieve intentional initiation and recognition. The purpose of this study was to determine the description of Innovative Work Behavior (IWB) in entrepreneurs. The hypothesis proposed in this study is that there are high idea exploration, idea generation, idea championing, and idea implementation of the Innovative Work Behavior (IWB) dimensions in entrepreneurs. The subjects in this study were 100 entrepreneurs who worked in all types of business fields. The sampling technique used in this research is purposive sampling. The research method used is descriptive quantitative research. The scale used is the innovative work behavior measurement scale. The results showed that the mean value of the idea exploration dimension was 8.15, the idea generation dimension was 20.94, the idea championing dimension was 16.28, and the idea implementation dimension was 16.3. From innovative work behavior, entrepreneurs are included in the high category.

Keywords: Innovative work behavior, entrepreneurs, idea

1. INTRODUCTION

Initially, the COVID-19 virus was declared on January 30, 2020 by the World Health Organization (WHO) from Wuhan, China. Then, on March 11, 2020 WHO determined that the COVID-19 virus (SARS CoV-2) was a global pandemic. The status of this pandemic was determined because of the very fast and widespread spread of the virus throughout the country. The Ministry of Trade said that the COVID-19 had an impact on supply chain disruptions, raw materials and production scarcity. This condition caused many large and well-known companies to close many outlets and many other large companies declared bankruptcy. Another fact shows that many companies decide to lay off or terminate their employees. The result of this phenomenon is increasing unemployment and fewer job opportunities (finance.detik.com, 2020 accessed December 08, 2020).

The Central Statistics Agency (BPS) in its data stated that the number of unemployed increased by 2.67% per August 2020 as a result of the COVID-19 pandemic. So that unemployment in Indonesia currently amounts to 128.45 million people. The jobs that require the most labor are the agricultural sector by 29.76%, trade by 19.23%, processing by 13.61% and food and beverage accommodation by 6.65% (Tribunnews.com, 2020 accessed December 08, 2020). This is supported by data from the Ministry of Manpower which states that a total of 3.5 million workers have been laid off or laid off. Even though the number of unemployed before the pandemic had dropped as of

February 2020, nationally unemployment had dropped from 7,050,000 to 6,800,000 (finance.detik.com, 2020 accessed on December 08, 2020).

For this reason, every individual needs to have innovative work behavior in order to instill an innovative attitude in themselves. Farr and Ford in Jong and Hartog (2010) define innovative work behavior as individual behavior that aims to achieve intentional initiation and introduction (in work roles, groups or organizations) to reach the stage of introduction to procedures and introduction of new ideas, processes, products and useful. This idea exploration is done by finding various opportunities or problems that may arise. The sources of opportunities and problems that arise include success, failure, unexpected events, the gap between expectations and reality, and demographic changes. Idea generation relates to new products or services in improving work processes and relates to the unification of ideas that have not been realized into a new idea that will be realized as a whole.

Idea championing relates to the efforts made in seeking support and establishing relationships with full confidence that the proposed innovation will succeed. Idea implementation relates to ideas that are implemented in routine work behaviors. This idea implementation will later be tested whether the new idea is able to be realized properly or not, if there is no need for modification to make the idea more applicable.

Innovative work behavior is one of the factors that must be owned by every individual, both those who will become entrepreneurs and for employees/employees. The

entrepreneurial spirit is followed by planning, organizing and running a business until it is successful. Individual entrepreneurial spirit can be described through vision, planning, motivation, innovation, opportunity, confidence, risk and adaptation (Sulistiawan, et al, 2017). Fitrio et al (2019) stated that an entrepreneur has characters that make him persistent in running a business, including the desire to excel, work hard, be quality-oriented, responsible, optimistic and confident.

Based on the explanation above, the researcher is interested in conducting a research entitled "Description of Innovative Work Behavior in Entrepreneurs". This title was chosen due to the large number of unemployed during the pandemic, so innovative steps were needed to survive and even be able to open their own jobs. The entrepreneurs referred to in this study are 3.1% of the 225 million population in Indonesia. The selection of entrepreneurs as samples in this study is because currently it is not known how their innovative work behavior is.

IWB is closely related to Entrepreneurship which is the ability to create something new and different such as a process in the creation to produce more value from a product or service by devoting time, energy, thought, money, physical costs, risks and so on in the hope of getting a profit, satisfaction and personal freedom (Suryana & Kartib, 2010). The entrepreneurial spirit is shown and developed through various innovations, ideas and a clear vision through the ability to face opportunities and the courage to take risks. Individual entrepreneurial spirit can be described through vision, planning, motivation, innovation, opportunity, confidence, risk and adaptation (Noersasonko, 2015).

According to Jong & Hartog (2010) there are four dimensions of Innovative Work Behavior (IWB) including, idea exploration, idea generation, idea championing, and idea implementation.

This idea exploration is done by finding various opportunities or problems that may arise. The sources of opportunities and problems that arise include success, failure, unexpected events, the gap between expectations and reality, and demographic changes. In this exploration of ideas there is an innovative effort to try to find alternative ways to improve products, services and processes.

Idea generation relates to new products or services in improving work processes which will later find solutions to problems that will be identified. Idea generation is also related to the unification of ideas that have not been realized into a new idea that will be realized as a whole.

Idea championing is also known as fighting for ideas or ideas. This relates to the efforts made in seeking support and establishing relationships with full confidence that the proposed innovation will succeed. This idea relates to a persistent and tenacious effort in finding someone who can help in realizing his innovative idea.

Idea implementation relates to ideas that are implemented in routine work behaviors. The implementation of this idea will later be tested whether the new idea is able to be realized properly or not, if there is no need for modification to make the idea more applicable.

Innovative work behavior is defined as a person's stage in identifying problems and realizing new ideas, by introducing and seeking support for ideas to realize ideas as expected (Kania, et al, 2018)

Leong and Rasli (2014) also show that there is a lack of differences in innovative work behavior and work role performance based on gender and education. However, the analysis reveals that employees, who are employed in cross-functional capacities and deal with market or customer-related environments, tend to exhibit high job role performance tendencies compared to divisions that are strictly related to research and development.

Amir (2015) mentions that supporting, perfecting, and gathering entrepreneurial opportunities is more related to the idea generation phase of innovative behavior. While other behaviors, identifying, obtaining and disseminating the resources needed to pursue entrepreneurial opportunities are more related to the implementation phase of the idea of innovative behavior.

The results of Amalya's research (2019) explain that the factors that produce innovative behavior include perceptions, environment, concepts, emotions, and motivation. Furthermore, the components of innovative behavior that affect student behavior are opportunities, opportunities, and other supportive activities.

Nurjaman (2019) shows that job characteristics strengthen the relationship between proactive and innovative behavior in companies. The strategy of using job design with job characteristics can trigger innovation behavior in people who already have their own initiative and this strategy will be successful in companies that have high initiative.

The purpose of this study is to find out and analyze the description of innovative work behavior in entrepreneurs that refers to four dimensions, namely, idea exploration, idea generation, idea championing, and idea implementation. The hypothesis proposed in this study is that there are high idea exploration, idea generation, idea championing, and idea implementation from the dimensions of innovative work behavior in entrepreneurs. This is based on research conducted by Kania., et al, (2018) which states that IWB is a multi-stage process in which an individual recognizes a problem and then generates new ideas and solutions, works to build and also promotes support. ideas, then generate ideas that are suitable for the benefit of the organization or its members.

2. METHOD

The collection of samples using non-probability sampling with purposive sampling technique. Purposive sampling technique is a sampling technique with consideration of certain characteristics (Sugiyono, 2016). Based on the formula for calculating the number of samples, the number of samples who became respondents in this study were 100 people (rounded up). Azwar (2015) states that the data collection technique is defined as the method used to collect data in the form of abstract data but can be shown

its use. The data collection technique used in this study was a questionnaire.

The measurement scale that will be used in this study is using a Likert scale. The Likert scale according to Azwar (2016) is a scale that can be used to measure attitudes, opinions and perceptions of a person or group of people about a symptom or educational phenomenon. Statements are answered using a Likert scale with a score range of 1 to 5 which are categorized as "very inappropriate", "not appropriate", "less appropriate", "appropriate", and "very appropriate".

Testing the validity of the Innovative Work Behavior Scale that has been adapted consists of 17 items that measure the four dimensions of innovative work behavior using construct validity with the total item correlation method. Azwar (2012) states that each item is said to be valid if it has a value above or equal to 0.3. Based on the results of the validity test using the corrected item total correlation, it shows a range of validity values from 0.341 to 0.778. Initially, out of 17 items, there were two items that were discarded because they had a validity value below 0.3, namely the 2nd item and the 4th item in the idea exploration dimension with a validity value of 0.283 and 0.240. So it can be concluded that there are 15 items in the IWB which are declared valid.

Innovative Work Behavior scale reliability testing using internal consistency with alpha cronbach technique. Based on the results of the reliability test, Azwar (2012) who said that the value of a reliable and trusted reliability was to have a value of more than or equal to 0.7. As for the reliability values per dimension that are reliable, namely idea exploration of 0.756, idea generation of 0.748, idea championing of 0.864, and idea implementation of 0.855.

The data analysis technique used in this research is descriptive statistics, namely the data presented in the form of tables, graphs, frequencies, percentages, and diagrams. The selection of this type of descriptive statistics is the statistics used to analyze by describing or describing the data that has been collected. The analysis was carried out using statistical software. The collected data will be presented in tabular form.

3. RESULTS

The subjects in this study amounted to 100 entrepreneurs who became research participants.

Demographic data of research participants include gender, age, education, type of business and length of business. Based on the results of gender demographic data that there are 53 respondents in women while 47 respondents in men. Based on the results of age demographic data that at the age of < 25 years as many as 48 respondents. There were 37 respondents aged 25 - 35 years, 8 respondents aged 36 - 45 years, 4 respondents aged 46 - 55 years, and 3 respondents aged > 55 years.

Based on the results of educational demographic data that in SD / Equivalent as many as 1 respondent, SMP / Equivalent as many as 5 respondents, SMA / SMK /

Equivalent as many as 37 respondents, Diploma (D1, D2, D3) as many as 4 respondents, Bachelor (S1) as many as 48 respondents, and Masters (S2) as many as 5 respondents. Based on the results of the demographic data of the type of business that in the field of tourism services as many as 7 respondents, service businesses as many as 34 respondents, financial services business as many as 8 respondents, construction business as many as 1 respondent, manufacturing business as many as 1 respondent, trading business as many as 29 respondents, mining business as many as 5 respondents, and agricultural businesses as many as 10 respondents. Based on the results of the demographic data of business duration, 8 respondents for < 1 year, 30 respondents for 1 - 2 years, 23 respondents for 2 - 3 years, 11 respondents for 3 - 4 years, 9 respondents for 4 - 5 years, and > 5 years as many as 19 respondents.

The technique used in determining the categorization in this research is through categorization based on level (ordinal). According to Azwar (2012), the purpose of categorization is to place individuals into a continuum based on the measured attributes. The categorization used in this study is hypothetical, namely categorizing to see the group's interpretation. The calculation in determining the categorization is as follows:

Table 1 Categorization Per Dimension

Dimensions of Innovative Work Behavior (item)	Hypothetical Average			
	Max	Min	μ	σ
<i>Idea Exploration</i> (2 aitem)	10	2	6	1
<i>Idea Generation</i> (5 aitem)	25	5	15	2
<i>Idea Championing</i> (4 aitem)	20	4	12	1
<i>Idea Implementation</i> (4 aitem)	20	4	12	1

Description: Max = maximum range; Min = minimum range; μ = theoretical mean; and σ = standard deviation.

Based on the calculation results in table 1, the hypothetical mean results are obtained based on the four dimensions of innovative work behavior. The basis for determining the categorization can be seen in table 2.

Based on calculations on the dimensions that affect IWB, the idea exploration dimension has a mean value of 8.15 which is included in the high category. There are 69 entrepreneurs who are included in the category of high idea exploration, 29 entrepreneurs who are included in the category of moderate idea exploration and 2 entrepreneurs who are included in the category of low idea exploration.

Based on calculations on the dimensions that affect IWB, the idea generation dimension has a mean value of 20.94 which is included in the high category. There are 92 entrepreneurs in the high idea generation category, 7 entrepreneurs in the medium idea generation category and 1 entrepreneur in the low idea generation category.

Based on calculations on the dimensions that affect IWB, the idea championing dimension has a mean value of 16.28 and there are 88 entrepreneurs who are included in the high category. There are 11 entrepreneurs who are included in the category of medium `championing ideas

and 1 entrepreneur who is included in the category of low championing ideas.

Based on calculations on the dimensions that affect IWB, the idea implementation dimension has a mean value of

Table 2 Innovative Work Behavior Dimension Categorization Formula

Categorization	Formula	Category			
		Idea Exploration	Idea Generation	Idea Championing	Idea Implementation
Low	$x < (\mu - 1.\sigma)$	$x < 5$	$x < 13$	$x < 11$	$x < 11$
Medium	$(\mu - 1.\sigma) \geq x \leq (\mu + 1.\sigma)$	$5 \geq x \leq 7$	$13 \geq x \leq 17$	$11 \geq x \leq 13$	$11 \geq x \leq 13$
High	$x > (\mu + 1.\sigma)$	$x > 7$	$x > 17$	$x > 13$	$x > 13$

Table 3 Calculation Results by Dimension

Dimensions of Innovative Work Behavior (item)	N	Mean	Category		
			Low Frequency (%)	Medium Frequency (%)	High Frequency (%)
Idea Exploration (2 aitem)	100	8,15	2 (2%)	29 (29%)	69 (69%)
Idea Generation (5 aitem)	100	20,94	1 (1%)	7 (7%)	92 (92%)
Idea Championing (4 aitem)	100	16,28	11 (11%)	11 (11%)	88 (88%)
Idea Implementation (4 aitem)	100	16,3	0 (0%)	13 (13%)	87 (87%)

16.3 and there are 87 entrepreneurs who are included in the high category. There are 13 entrepreneurs who fall into the category of medium idea implementation. These results indicate that there are no entrepreneurs who are not able to implement their ideas.

The description of entrepreneurs regarding innovative work behavior based on items can be seen from the mean, minimum and maximum values of entrepreneurs.

Table 4 Descriptive Results of Each Dimension

Dimension	Min	Max	Mean	SD
Idea Exploration	4	10	8,15	1,5
Idea Generation	12	25	20,94	2,68
Idea Championing	5	20	16,28	2,46
Idea Implementation	11	20	16,3	2,25
Total			100	

4. DISCUSSION

Based on the results of data processing and analysis that has been carried out, it is found that the four dimensions of innovative work behavior are included in the high

category. High innovative work behavior results are obtained from the calculation of the categorization of each innovative work behavior dimension, namely idea exploration, idea generation, idea championing, and idea implementation.

In the idea exploration dimension of 8.15, it can be interpreted that entrepreneurs are able to explore ideas for the advancement of their business such as finding ways to improve products, services or innovative processes. Based on the results of research on the idea exploration dimension, data obtained from 69 respondents including the high category, which means that 69% of entrepreneurs are able to explore ideas for the advancement of their business such as looking for ways to improve products, services or innovative processes. In the idea exploration dimension, data obtained from 29 respondents are included in the medium category, which means that 29% of entrepreneurs are quite capable of exploring ideas for the advancement of their business. In the idea exploration dimension, data obtained from 2 respondents are in the low category, which means that 2% of entrepreneurs are less able to explore ideas for the advancement of their business. This is as research conducted by Kania et al (2018) which describes that the idea exploration dimension is an early stage that requires an entrepreneur to be more capable of finding an opportunity or a problem.

In the idea generation dimension, getting data of 20.94, it can be interpreted that entrepreneurs are able to build ideas

through observing current business trends for business progress related to products, services, and improvement of current work processes. Based on the results of the study showing that the idea generation dimension obtained data as many as 92 respondents included in the high category, which means that 92% of entrepreneurs are able to build ideas through observing current business trends for business progress related to products, services, and improvement of current work processes. The idea generation dimension is obtained by 7 respondents who are included in the medium category, which means that 7% of entrepreneurs are quite capable of building ideas for the advancement of their business. In the idea generation dimension, data obtained by 1 respondent is included in the low category, which means that 1% of entrepreneurs are less able to build ideas for the progress of their business. This is supported by research conducted by Amir (2015) that idea generation is related to supporting, perfecting, and gathering entrepreneurial opportunities.

In the idea championing dimension, getting data of 16.28 can be interpreted that entrepreneurs are able to identify ideas and fight for productive changes to improve their business. Based on the results of research on the idea championing dimension, data obtained from 88 respondents including the high category, which means that 88% of entrepreneurs are able to identify ideas and fight for productive changes to improve their business. In the idea championing dimension, there are 11 respondents who are included in the medium category, which means that 11% of entrepreneurs are quite able to identify ideas and fight for productive changes to improve their business. In the idea championing dimension, data obtained from 11 respondents are in the low category, which means that 11% of entrepreneurs are unable to identify ideas and fight for productive changes to improve their business.

In the idea implementation dimension, getting data of 16.3 can be interpreted that entrepreneurs are able to implement fairly large ideas and result-oriented attitudes such as developing new products or work processes, and testing and modifying them. Based on the results of research on the idea implementation dimension, data obtained from 87 respondents belonged to the high category, which means that 87% of entrepreneurs were able to implement fairly large ideas and result-oriented attitudes such as developing new products or work processes, and testing and modifying them. In the idea implementation dimension, there are 13 respondents who are included in the medium idea implementation category, which means that 13% of entrepreneurs are quite capable of implementing their ideas. This is as research conducted by Kania et al (2018) which describes that the idea implementation dimension is the last stage in which entrepreneurs are required to have the courage to apply new ideas in the process of their business activities.

Researchers conducted an analysis of the demographic data of entrepreneurs. The demographic data includes gender, age, education, type of business, and length of business. Based on the results of demographic data, it can be seen that the most women are 53% or 53 respondents. This is also similar to the research conducted by

Wahyudiono (2016) which states that there are differences in entrepreneurship between women and men. Research that supports these results is Petridou et al (2009) showing that women have a strong entrepreneurial attitude. This is indicated by the attitude of women in developing higher skills than men, such as communication skills.

In age demographics, it can be seen that at most <25 years old as many as 48% or 48 respondents, followed by ages 25-35 years as many as 37% or 37 respondents. This is as research conducted by Indarto and Santoso (2020) revealed that entrepreneurs over the age of 25 have proven to be more successful than entrepreneurs with a younger age. Because the age of 25 years - 44 years is the most productive age, so entrepreneurs with this age range have a high enthusiasm to develop their business and have high targets and expectations to achieve success.

In terms of education demographics, it can be seen that the most recent education is Bachelor (S1), which is 48% or 48 respondents. This is as research conducted by Ambarwati and Sobari (2020) which revealed that education has an effect on entrepreneurial attitudes.

The most demographic type of business is service business by 34% or 34 people. According to research conducted by Konadi and Irawan (2012) states that one of the sectors that provides the largest entrepreneurial opportunities is the service sector.

Demographic length of business is 1-2 years at most, which is 30% or 30 people, then followed by 2-3 years of business as much as 23% or 23 people. These results are similar to research conducted by Ambarwati and Sobari (2020) which states that entrepreneurship experience affects entrepreneurial attitudes. Because past experience in entrepreneurship will have an impact on ideas that arise to develop innovation in a career in entrepreneurship.

The weakness in this study lies in the limited number of participants compared to the increasing number of entrepreneurs. In addition, it does not categorize entrepreneurs based on the stages of individual age development, for example the age of early adolescence, late adolescence, adulthood, and the elderly so that it cannot identify generations by age. This certainly hinders researchers from identifying entrepreneurs because age can affect the type of business and the progress of the business being undertaken.

5. CONCLUSION

Based on the results of the study, it can be concluded that the description of innovative work behavior which includes the dimensions of idea exploration, idea generation, idea championing, and idea implementation in entrepreneurs is included in the high category.

The results of this study can be implemented for entrepreneurs to have innovative work behavior in running their business so that they can be sustainable, able to compete with competitors and be able to follow developments in business trends.

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