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## DEVELOPMENT OF BUSINESS VALUES AND BEHAVIOURS: TAKALAR DISTRICT, SOUTH SULAWESI (INDONESIA) CASE STUDY

*This study analyzes the attitudes and behavior of small business enthusiasts, along with examining the influence of entrepreneurial personality on entrepreneurs' performance using the Andragogik approach. The results of mapping found some personality values which will be used as exogenous, intervening, and endogenous variables. These values are achievement motivation and self efficacy as exogenous variables, entrepreneurial commitment as an intervening variable, and individual performance as an endogenous variable. The study also explains that achievement motivation, self efficacy, and commitment to entrepreneurship have a positive and significant impact on the performance of small-scale entrepreneurship. Motivation variable has the most dominant influence, either directly or indirectly on individual performance through commitment to small entrepreneurship in Takalar.*

*Keywords:* achievement motivation; self efficacy; entrepreneurship commitment; small business.

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## РОЗВИТОК ПІДПРИЄМНИЦЬКИХ НАСТРОЇВ: НА ПРИКЛАДІ ОКРУГУ ТАКАЛАР, ПІВДЕННИЙ СУЛАВЕСІ, ІНДОНЕЗІЯ

*У статті проаналізовано пріоритети та поведінку представників малого бізнесу. Надано оцінку факторів впливу на підприємницьку поведінку з використанням елементів андрагогіки\*. Змінні впливу поділено на внутрішні, зовнішні та проміжні. Зовнішні фактори – це мотивація до досягнень та віра у власні сили, проміжний фактор – відданість ідеї підприємництва, внутрішній фактор – індивідуальні показники роботи. Показано, яким чином мотивація, віра в успіх та відданість ідеї підприємництва чинять позитивний та значний вплив на розвиток малого бізнесу. Домінуючий вплив має мотивація, яка безпосередньо, а також опосередковано, впливає на показники роботи через проміжний фактор впливу відданості самій ідеї підприємництва.*

*Ключові слова:* мотивація до досягнень; віра у власні сили; відданість ідеї підприємництва; малий бізнес.

*Форм. 2. Рис. 2. Табл. 6. Літ. 20.*

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## РАЗВИТИЕ ПРЕДПРИНИМАТЕЛЬСКИХ НАСТРОЕНИЙ: НА ПРИМЕРЕ ОКРУГА ТАКАЛАР, ЮЖНЫЙ СУЛАВЕСИ, ИНДОНЕЗИЯ

*В статье проанализированы приоритеты и поведение представителей малого бизнеса. Дана оценка факторам влияния на предпринимательское поведение с использованием элементов андрагогики. Переменные влияния разделены на внутренние, внешние и промежуточные. Внешние факторы – это мотивация к достижениям и вера в собственные силы, промежуточный фактор – это преданность предпринимательской идее, а внутренний фактор – индивидуальные показатели работы. Показано, каким образом мотивация, вера в успех и преданность идее предпринимательства имеют позитивное значительное влияние на развития малого бизнеса. Доминирующее влияние имеет мотивация, которая прямо и опосредованно влияет на показатели работы через промежуточное звено преданности идеи.*

*Ключевые слова:* мотивация к достижению; вера в собственные силы; преданность идее предпринимательства; малый бизнес.

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**Introduction.** Entrepreneurs play an important role as a driving force for national economy growth through creative and innovative ability to produce goods and new ideas. M. Orhan and D. Scott (2001) argued that the presence of entrepreneurs plays an important role as a driver and controller of the economy through the ability to generate creative activities and innovations facing challenges and risks. Therefore, it can be stated that entrepreneurs are individuals who have the ability to locate, assess and exploit business opportunities and make it happen through behaviors which lead to creative and innovative activities and dare to accept challenges and risks.

Everyone has the potential to become a successful entrepreneur, either through education, or training. Development of personality values is the main capital to become successful entrepreneurs. Training program generally refers to the development of abilities and skills, when entrepreneurial personality values have not been fully formed, so that training and development activities produce formidable candidate entrepreneurs.

It was proved many times that training programs implemented by government do not have positive effects on the development of small enterprises (in the province of South Sulawesi and Takalar in particular). This is caused by several things, namely: 1) inaccuracies between the needs of the community and training (coaching) programs aims; 2) lack of internalization of personality values which does not help build entrepreneurship character; 3) no monitoring activities. In addition, N. Peters (2002: 47) argues that the concept of character as such is the best to explain the values of entrepreneurial personality that can drive individual attitudes and behaviors to achieve desired goals. On the other hand, building entrepreneurial spirit and soul based on the values is the main thing to create a formidable entrepreneur.

Along with the development of science and technologies, small and medium entrepreneurs are faced with various challenges that require new knowledge and skills to produce a quality commodity or service. It is also required to master the technology to access the information needed. On the other hand, success in entrepreneurship is determined by personality attitudes and behaviors that can lead to higher performance in carrying out its business activities (Sahabuddin, 2011).

Entrepreneurship development through trainings is not sufficiently oriented towards business profits achievement. The most important thing is creating a formidable entrepreneur with a character based on the internalization of entrepreneurial personality values.

The purpose of this study is to obtain the results on the effects of achievement motivation, self efficacy on the commitment to entrepreneurship and its impact on individual performance, directly or indirectly, through commitment to entrepreneurship.

**Research methods.** This study aims at discovering facts about the values of entrepreneurs engaged in small business activities in Takalar. Collection of primary data was done through questionnaires. The study is grouped into explanatory research and multivariate analysis using the structural equation modelling (SEM).

The population of this study is small-scale entrepreneurs in Takalar totaling to 114 people. Proportional random sampling was based on the region sampling. Sampling techniques in the study were used in two stages. The first stage was to determine the district, and the next stage – respondents in each district. Determination of

the number of sample districts was conducted by using the Slovin formula (Umar, 2001: 78):  $n = N / (1 + N \times e^2)$ , where  $n$  is the number of samples;  $N$  is population size;  $e$  is the possibility of errors that can be tolerated.

The total sample is thus 114 people in 9 districts of Takalar. For determining the number of samples in each district we used the following equation:  $nk = (Nk / N) \times n$ , where  $nk$  is the number of sample districts;  $Nk$  is population within a district;  $N$  is the number of district population;  $n$  is the total number of samples.

**Conceptual framework.** Variables that were examined are related to entrepreneurship personality values being part of entrepreneurial characteristics. They include achievement motivation, self efficacy, commitment to entrepreneurship, and performance. Based on the theoretical approach and the results of previous studies, variables were assessed.

This study emphasizes on the attitudes and behaviors of small-scale business operators that describe the interaction of individuals in its environment. The structure of modelling in this study is based on: the theory of planned behavior which examines attitude, personality, individual behavior, desires and beliefs in various areas or activities (Ajzen, 2005: 117). Furthermore, the applied theory describes the attitudes and behaviors oriented towards the achievement motivation, self efficacy, commitment to entrepreneurship, and individual performance.

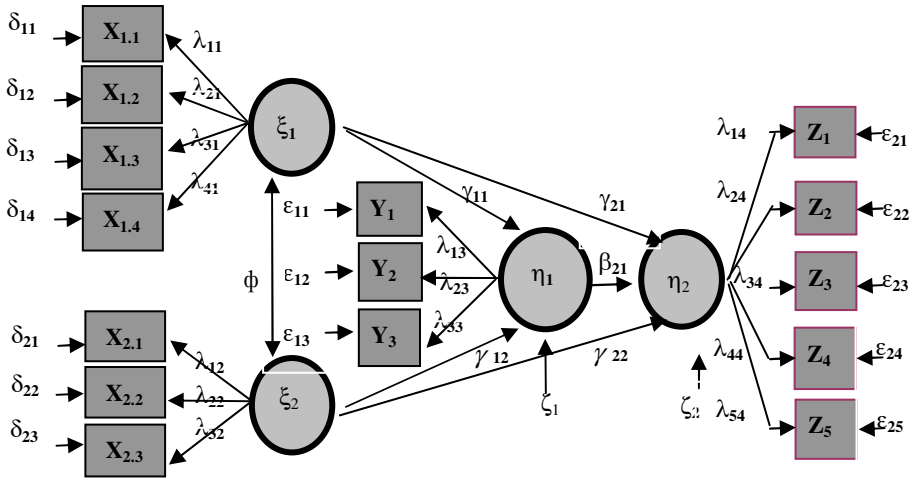
**Hypotheses statement.** Basing on the formulation of the problem above further research puts forward several hypotheses as follows: 1) there is a significant impact, either partially, or simultaneously, of achievement motivation and self efficacy on entrepreneurial commitment; 2) there is a significant direct influence from achievement motivation and self efficacy on entrepreneurs' performance; 3) there is a significant indirect effect from achievement motivation and self efficacy on individual performance through commitment to entrepreneurship. Using the formulation of research problems and hypotheses, we can present the modelling structure (Figure 1).

The constructional equation model of the functions of 4 latent variables in this study can be seen in Table 1.

### Results.

**1. Respondents' perception toward research activities.** The results of questionnaires processing showed that trainees generally support entrepreneurial personality development trainings.

**2. Implementation of value-based entrepreneurship training model.** Mapping is conducted to prepare the module material to be delivered for training and development of personality values. For further evaluation we consider: 1) the intensity of delivering question; 2) how well potential participants know themselves and their own values of entrepreneurial personality; 3) how participants develop entrepreneurial personality. The training materials include activities on: 1) understanding the values of entrepreneurial personality: a) understanding the achievement motivation, self efficacy, commitment, and individual performance; b) building values through discussion and solving problems with values; 2) digging values personality-based experience: a) assessing the potential self; b) learning from experience; 3) development of personality values for entrepreneurship: a) building values; b) build the potential self. The results show different perceptions of participants (Table 2).



Legend:  $\xi_1$  – achievement motivation;  $\xi_2$  – self efficacy;  $\eta_1$  – entrepreneurship commitment;  $\eta_2$  – entrepreneurs performance;  $\zeta$  – structural problems or errors in the equation;  $\gamma$  – the coefficient of the exogenous variables influence on the endogenous ones;  $\beta$  – the coefficient of endogenous variable effect on other endogenous ones;  $\lambda$  – the coefficient for the variable measuring endogenous variables;  $\delta$  – measurement error for exogenous variables;  $\epsilon$  – measurement error for endogenous variables.

Figure 1. Structure analysis of research variables, author's

Table 1. Structural equation model for latent variables, author's

Endogenous constructs	Exogenous constructs			Error
	$\xi_1$	$\xi_2$	$\eta_1$	
$\eta_1$	$\gamma_{11}\xi_1$	$\gamma_{12}\xi_2$		$\zeta_1$
$\eta_2$	$\gamma_{21}\xi_1$	$\gamma_{22}\xi_2$		$\zeta_2$
			$\beta_{21}\eta_1$	

Table 2. Participants' features in entrepreneurship training activities, author's

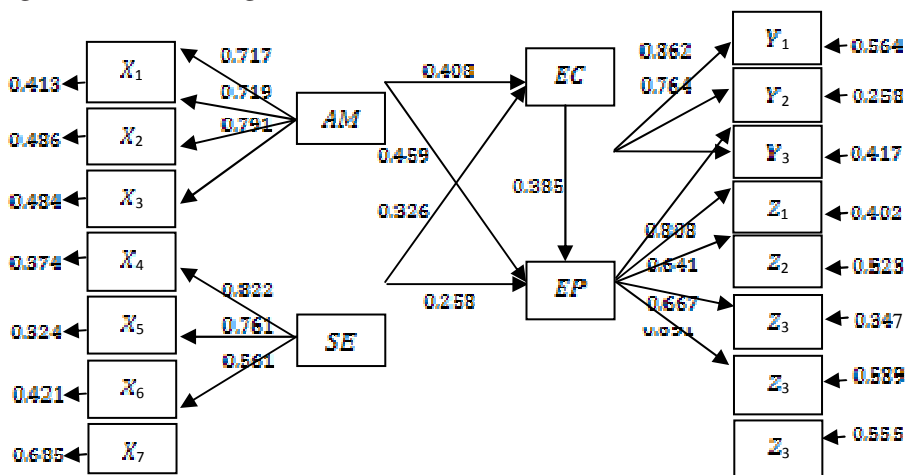
Dimensions of entrepreneurship training	Number of training participants			Total
	Intensity	Intensity find a solution of personality	Intensity find a solution of business	
	1	2	3	
Comprehension	35	24	16	75
Exploring the values	15	13	5	33
Development of personality values	5	1	0	6
Total	55	38	21	114
%	48.2	33.3	18.4	100

Through the questionnaires, we obtained information that the process of entrepreneurial learning with the problem-based approach received a positive response from the participants. This was shown by the intensity level of participants engagement in each activity, primarily related to the intensity of questioning and the desire

to know the sources of problem solving related to the values of entrepreneurial personality. The intensity of this activity was optimal, so can be stated that training activity was highly effective.

**Analysis of structural equation modelling.** SEM analysis was based on two approaches: modelling structure and the structure of measurement values for entrepreneurial personality.

**1. Structural model.** Broadly, the structural model is composed of two functions of the equation, namely: 1) the function of structural equations describes the influence of exogenous variables on intervening variables. In this study, exogenous variables include achievement motivation and self efficacy, while the intervening variable is commitment to entrepreneurship; 2) the function of structural equation describes the influence of exogenous variables and intervening variables on endogenous variables. Using the method of robust maximum likelihood, we obtain full model path diagram as shown in Figure 2.



Legend: AM – achievement motivation; EC – entrepreneurial commitment; SE – self efficacy; EP – entrepreneurs performance.

Figure 2. Diagram of full path model, author's

After processing the data using LISREL v. 8.5 we obtain the structure of variables as shown in Table 3.

Table 3. Structural similarities between variables, author's

Endogenous latent	Exogenous latent			Error
	$\xi_1$	$\xi_2$	$\eta_1$	
$\eta_1$	0.4078 (2.5252)	0.3264 (2.0203)		+0.5376
$\eta_2$	0.4587 (4.0796)	0.2575 (2.4025)	0.3847 (3.7598)	+0.0589

In brackets are the t-test statistics values.

From Table 3, the structural similarities of the variables are as follows:

$$\begin{aligned} \eta_1 &= \gamma_{11}\xi_1 + \gamma_{12}\xi_2 + \zeta_1; \\ \eta_2 &= 0.4078\xi_1 + 0.3264\xi_2 + \zeta_1; \end{aligned} \tag{1}$$

$$\eta_2 = \gamma_{21}\xi_1 + \gamma_{22}\xi_2 + \beta_{21}\eta_1 + \zeta_2;$$

$$\eta_2 = 0.4587\xi_1 + 0.4587\xi_2 + 0.3847\eta_1 + \zeta_2. \quad (2)$$

## 2. Hypotheses testing:

1) *Effect of achievement motivation and self efficacy on commitment to entrepreneurship.* The first hypothesis in this study refers to two tests, namely testing partial and simultaneously effect of achievement motivation and self efficacy on entrepreneurial commitment. The structural equations used deal with the influence of self efficacy and achievement motivation on commitment to entrepreneurship (above, Equation (1)).

Through the values contained in the path diagram above, we can calculate the magnitude of the effect of achievement motivation and self efficacy on entrepreneurial commitment, direct or indirect. The results are presented in Table 4.

Table 4. **Effect of achievement motivation and self efficacy on entrepreneurship commitment, author's**

	Path coefficient	Direct influence, %	Indirect influence, %	Total, %
Achievement motivation	0.4078	16.63	9.4	26.10
Self efficacy	0.3264	10.65	9.47	20.23
Total effect in together ( $R^2$ )				46.23

The results of this study found that simultaneous achievement motivation and self efficacy have significant effect, as indicated by the calculated F-value of 47.74 which is greater than the tables value of 3.078  $\alpha = 0.05$  and the degrees of freedom  $df_1 = 2$  and  $df_2 (n - k - 1 = 111)$  at 95% confidence level for mean that self efficacy have significant effect on entrepreneurial commitment. As for the effect of achievement motivation and self efficacy on entrepreneurial commitment –  $R^2 = 0.4624$ , or 46% and the remaining is explained by other factors (not examined). Furthermore, partial achievement motivation and self efficacy have a significant direct effect on commitment to entrepreneurship, as indicated by the value of t count which is greater than t-table. Therefore, it can be argued that higher achievement motivation and self efficacy (or confidence) of a person, means more commitment. Achievement motivation and low self efficacy may decrease commitment to entrepreneurship. Furthermore, the partial effect of achievement motivation on entrepreneurship commitment was 26.10% as obtained from the summing path coefficient acting either directly or indirectly through self efficacy. Based on the analysis results, it can be said that under higher achievement motivation entrepreneur's commitment will increase. In contrast, low achievement motivation can decrease commitment. This is shown by the t-value 2.5225 being greater than the value t-table: 1.966 at  $\alpha = 0.05$  with  $\alpha$  1-sided test types and degrees of freedom  $(n - 1 = 384)$  at the 95% confidence level. P. Chu (2000) also found that achievement motivation has a significant influence on entrepreneur's commitment. Similarly, A. Wigfield et al. (2002) found that: someone who has demonstrated achievement motivation through behavior oriented on achievement has a strong desire to complete the task, determined, tough, spirit, and put quality work in running activities. Similarly, E. Kovacova (2006) stated there is a significant relationship between achievement motivation and self efficacy. Self effica-

cy and achievement motivation of a person can help mobilize resources to achieve success.

The results of this study found that partial self efficacy have significant positive effect on a commitment to entrepreneurship. This is shown through the contribution of the effect of 20.13%. In addition it, is shown through the t-value of 2.0203 which is greater than the value t-table of 1.966 at  $\alpha = 0.05$ . Therefore, it can be stated that self-confidence can affect commitment to entrepreneurship if someone has the experience and the intention (desire) related to and business objectives. In line with the research (Tang, 2008), self efficacy has a significant positive effect on entrepreneurial commitment. In another case (Bandura, 2003: 203) self efficacy is only a belief of own ability to perform and complete tasks.

Through strong self efficacy, a person is able to increase commitment to undertake entrepreneurship by building confidence on the basis of experience and planned actions (Sahabuddin, 2011). A. Fortune et al. (2005) found that achievement motivation and self efficacy have a strong influence on one's commitment. Furthermore, M. Boekaerts et al. (2002) wrote that self efficacy is an additional factor in achievement motivation and commitment formation. Thus, the results showed that either partially or simultaneously, achievement motivation and self efficacy has a positive significant effect on entrepreneurial commitment. Furthermore, it was found that achievement motivation has a more dominant influence on commitment to entrepreneurship rather than self efficacy.

2) *Effect of commitment on business performance.* Testing of the second hypothesis is based on the structural equation as above in Equation (2). Through the values contained in the model path diagram above, the analysis shows that the contribution of the effect on entrepreneurship commitment is 0.1479, or 15% at the 95% confidence level  $\alpha = 0.05$ . Besides, the variable of commitment to entrepreneurship has a significant positive influence on the performance of entrepreneurs as demonstrated through the t-value of 3.76 which is greater than the value of t-table 1.966. In line with the results of (Mostafa et al., 2006) commitment to entrepreneurship has a significant impact on business performance. While H. Reijonen and R. Kompula (2007: 698) argue that performance is the result or achievement of a person or organization based on objective and subjective goals. The objective goal is based on financial measures, while the subjective one is oriented on individual achievement of personal goals that are not financially assessed. The subjective purposes generally are more indicative for small businesses. Thus, performance-oriented business is carried out on subjective goal and objective achievement. M. Terziowski (2009: 58) found that commitment to entrepreneurship is a very important factor in individual performance and competitiveness. The results of the study found that individual performance improvement requires commitment-oriented individuals who attempt to defend the values and objectives of business.

3) *Effect of achievement motivation and self efficacy on performance.* The third hypothesis tests the influence of variables simultaneously for achievement motivation and entrepreneurial self efficacy, either directly or indirectly, through commitment to entrepreneurship. It was followed by the partial effect of each of the exogenous variables on individual performance.

**Table 5. Influence of achievement motivation and self efficacy on entrepreneurs' performance, author's**

	Path coefficient	Direct influence, %	Indirect influence, %	Total, %
Achievement motivation	0.4587	21.04	8.41	29.45
Self efficacy	0.2575	6.63	8.41	15.04
Total effect in together ( $R^2$ )				44.49

Table 5 explains that the total effect of simultaneous achievement motivation and entrepreneurial self efficacy on performance is 44.49%. The significance of the test results showed that the t-value of achievement motivation is greater than the value of t-table. This partially explains that achievement motivation has a significant direct effect on business performance at the 95% confidence level. Similarly, self efficacy has a direct influence on the performance of entrepreneurs as indicated by the t-value of 2.4025 which is greater than the value of t-table of 1.966.

Further test results indicate that the significant effect simultaneously with the calculated F-value = 585.9 is greater than value F-table = 2.686 at  $\alpha = 0.05$  and the degrees of freedom = 3  $df_1$  and  $df_2 = (n - k - 1)$ . The total contribution of simultaneous effect from achievement motivation and self efficacy on business performance is 0.941, or 94.11%. Thus, the study results demonstrate significant, partially or simultaneous, impact on the performance of entrepreneurs. For both of these variables M. Boekaerts et al. (2002) show that motivation is not enough to produce results if it is not based on self-confidence.

4) *Indirect influence of achievement motivation and self efficacy on performance through commitment.* The hypothesis testing shows how much indirect influence have achievement motivation and self efficacy on entrepreneurs' performance through commitment. The magnitude of indirect effect of achievement motivation and self efficacy on performance through commitment can be seen in Table 6.

**Table 6. Indirect effects of achievement motivation and self efficacy on business performance through entrepreneurship commitment, author's**

Variable	Path coefficient		Indirect influence
Achievement motivation	Through self efficacy	0.0841	0.3422
	Through commitment to entrepreneurship	0.0720	
	Through self efficacy and commitment	0.0410	
Self efficacy	Through achievement motivation	0.0841	
	Through commitment to entrepreneurship	0.0323	
	Through achievement motivation and commitment	0.0288	

Table 6 shows that the simultaneous influence of achievement motivation and self efficacy on performance through commitment to entrepreneurship obtained is 0.3422, or 34.22% and the remaining  $1 - R^2 = 80.30\%$ . This is explained by other variables (not examined). Achievement motivation and self efficacy have significant effect on performance indirectly through commitment to entrepreneurship.

The entire results above are supported by R. Hisrich et al. (2005) who stated that achievement motivation, self efficacy, commitment to entrepreneurship, and per-



formance are critical elements of entrepreneur success. The research model was verified by the study results on the influence of self efficacy on performance (Chen 2002; Luthans et al., 2008; Mueller et. al., 2008). The study findings suggest that achievement motivation and self efficacy together with commitment are the performance determinants for entrepreneurs who run business.

**Conclusions.** A problem-based entrepreneurship training model using the Andragogik approach has a positive effect on the participants, as indicated by the engagement level of trainees during the training activities. In another case, the findings showed that training participants has generally high desire to understand and develop their entrepreneurial personality and values as demonstrated through their participation in learning and discovering their own potential sources for problems solving faced and achieving more effective results.

Furthermore, the model results show that there is more positive influence, partial or simultaneously, and also directly influence from achievement motivation and self efficacy towards commitment to entrepreneurship and entrepreneurial performance, and also indirect influence of achievement motivation and self efficacy on performance through commitment. A training program based on the development of achievement motivation, and self efficacy can increase the commitment to entrepreneurship which in turn would affect the performance of individuals in their business.

**Suggestions.** Based on the formulation of the problem and the conclusions presented above, we can put forward several suggestions. Entrepreneurship training should emphasize not only on business development and profit achievement, but also on the internalization of values as the main capital in developing entrepreneurial personality. Developing a personality value should be based on mapping the problem in accordance with the reality faced by small business. Furthermore, preparation of training materials based on the values of entrepreneurial personality should emphasize the development of achievement motivation and self efficacy, because it has impact on the increase of commitment to entrepreneurship and entrepreneurial performance.

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