



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 1 No. 2 (2023) pp: 36-44

P-ISSN: 2963-9298, e-ISSN: 2963-914X

The Influence of Entrepreneurial Characteristics on The Success of The Service Business At Elfa Music School Bandung

Deasy Sandya

Department of Management, Universitas Sali Al – Aitaam, Bandung

Abstract

The lack of jobs in Indonesia at this time requires every individual to have the ability to be an entrepreneur in order to survive. One of the entrepreneurial endeavors that are widely practiced today is the creative industry. At this time, the creative industry is very necessary. Moreover, the creative industry is an industry with renewable sources because it focuses on creation. In contrast to industries in the mining and oil and gas sectors which will increasingly run out. The business that is being pioneered now, namely the music course/school business, which is one form of business engaged in the service sector and is expected to become the driving force of the Indonesian economy. To overcome the problems of lack of management skills in business management, limited capital, marketing networks, human resources, and technology/techniques used and realize the success of a music course/school business, of course, real efforts are needed from the entrepreneur. The type of research used is descriptive and verification with descriptive survey and explanatory survey research methods. Data were obtained through questionnaires, interviews, and observations in the field. The results of data collection with primary data sources obtained a sample size of 46 respondents. The analysis method used is path analysis. The results showed that the effect of entrepreneurial characteristics on the success of the Elfa Music School Antapani Bandung service business was 94.8%. The greatest influence is on the leadership-oriented sub-variable, while the smallest influence is on the future-oriented sub-variable.

Keywords: Entrepreneurship, Business Success, Path Analysis.

1. Introduction

Along with the development of the times where employment began to be difficult to obtain, every individual must have other abilities to survive in life. Things that should be instilled by every individual, especially school graduates and universities are enthusiasm and spirit of entrepreneurship, where this ability will actually create jobs [1]–[3].

There is now, humans experience the transfer of new era and civilization. In the past we shifted from the agricultural era and the industrialization era. The development of technology and information and communication (infokom) and economic globalization have encouraged human development that is required to develop creatively. The development of industry has created work patterns, production patterns and cheap and efficient distribution patterns. The development of technology has made humans more productive. Industry is the process of creating goods and services that have added value (value added). Whereas creative means create, which is the process of creating something. The creative industry focuses on the creation of goods and services by relying on expertise, talent, and creativity as

intellectual property. The creative industry is an inseparable part of the creative economy [4]–[6].

Someone who creates a new job, is often referred to as an entrepreneur. An entrepreneur has his own mindset, action, and process. Entrepreneurship is a human creative act that creates something valuable from something practical is nothing. Entrepreneurship is a pursuit of opportunities, regardless of existence, or lack of resources in the hands. Entrepreneurship requires a vision and passion and commitment to lead others in the pursuit of that vision. It also requires the ability to take the risk that is calculated [7]–[10].

Definition of Entrepreneur is "Entrepreneurial activities are creating new service goods, new production processes, organizations (new management, new raw materials, new markets. The results of these entrepreneurial activities create value or profit ability or ability from the company [11]. "In fact, realizing a business is not an easy thing. People who are able to make it happen must be people who are strong, innovative, hard-working, full of new and brave ideas in taking risks. The thing that stands out in the common sense is that entrepreneurship is that entrepreneurship must be prepared to "bankrupt" and have a large capital.

In fact, to become an entrepreneur is not that simple, but a person must be prepared to change his fate whatever the risk, by doing a work that produces profit or has a greatness. The thing mentioned earlier, is a characteristic that must be possessed by an entrepreneur [12]–[14].

One of the businesses that is more rife is pioneered today, namely the business/music school business. Music schools/schools are a form of business engaged in the service sector and are expected to be the motor of the Indonesian economic driving force. The number of television station shows that promise to become an artist, especially being a singer, such as Indonesian Idol, Little Idol, Mama Mia and so on, encourages people to process and hone their talents in the field of music, by taking music courses at the music course/music school. The existence of this business can show the ability of people who have entrepreneurial characteristics. Despite having great potential, the business/music school business does have various weaknesses. A very basic problem faced by an entrepreneur is the lack of management capability in business management, limited capital, marketing network, human resources and technology/techniques used [15]–[18].

The many problems faced by entrepreneurs, especially in this case the entrepreneurship/music school, make the entrepreneurs/music schools must raise their brains to maintain the survival of the business and achieve success [19][20]. To overcome these problems and realize the success of a music/school school business, of course real efforts are needed from the entrepreneur.

Based on the description above, the researcher is interested in researching the existence of entrepreneurs engaged in the business service/music school business in the city of Bandung and the importance of understanding the characteristics of an entrepreneur to find a way to achieve the success of his business. The situation encourages the author to further examine the characteristics of an entrepreneur, which supports their success in trying and pouring it in the thesis entitled: "The Effect of Entrepreneurship Characteristics on the Success of Service Business at Elfa Music School (EMS) Bandung (Case in Elfa Music School Antapani)".

2. Research Methods

Entrepreneurship from the end of the XX century received a very big response. There is no discussion in the world of business or economic development without discussing entrepreneurship. Furthermore, the XXI century is considered the century of entrepreneurship, according to some experts. Factors that encourage attention to entrepreneurship [21], due to research in various countries that have developed job opportunities and new innovations related to the establishment of small and medium enterprises which are called

entrepreneurial ventures [22]. Entrepreneurship can also be defined as an attitude, soul and ability to create something new that is very valuable and useful for himself and others. Entrepreneurship is a mental attitude and soul that is always active or creative, empowered, created, initiated and modest in trying, in order to increase the income of its business activities or activities. A person who has an entrepreneurial spirit and attitude is always dissatisfied with what he has achieved [23]. From time to time, day after day, week after week, he is always looking for opportunities to improve his business and life. He always creates and innovates without stopping, because by being creative and innovating all opportunities can be obtained [24].

Based on the above concept, entrepreneurship can be briefly defined as something creative and innovative (create new and different) which is used as tips, basis, resources, processes and struggles to create added value of goods and services that are carried out with the courage to face risks [25], [26].

Marketing the product is of course very important and is one of the company's activities, because if the goods produced are not selling well, the goods production process will stop. It means that the work will not be proceeded [27]. Therefore, market control in the sense of distributing production results is a determining factor in the success of a company. In order for marketing to run smoothly, the quality and price of goods must be in accordance with consumer tastes and consumer purchasing power (ability), must also be accompanied by good service [28].

The marketing aspect is one of the main keys in the company's activities, in order to compete with other companies. Marketing is a bridge that will make someone a good manager [29], [30].

Marketing aspects, among others [31], [32], will function in:

- a. assist market access;
- b. providing market information assistance;
- c. provide promotional assistance;
- d. developing business network;
- e. assist in identifying market and consumer behavior;
- f. help improve product quality and value added packaging;

A company can achieve success if three conditions are met [33], namely:

1. The company's objectives and policy management functions (marketing, finance, operations and human resources) must collectively demonstrate the strongest position in the market.
2. These goals and policies are developed based on the company's strengths, and continuously updated (dynamic) in accordance with changes in

opportunities and threats in the external environment.

3. Companies must have and explore special competencies (distinctive competency), as a driving force to run the company, for example with brand reputation (brand name reputation) and low production costs (low cost).

It can be seen that one of the indicators to measure the success of a business is to look at the success of the company in terms of its management functions, namely the functions of marketing, finance, operations and human resources.

Figure 1, can be disclosed research framework that explains the influence of entrepreneurial characteristics on the success of service businesses at Elfa Music School Antapani.

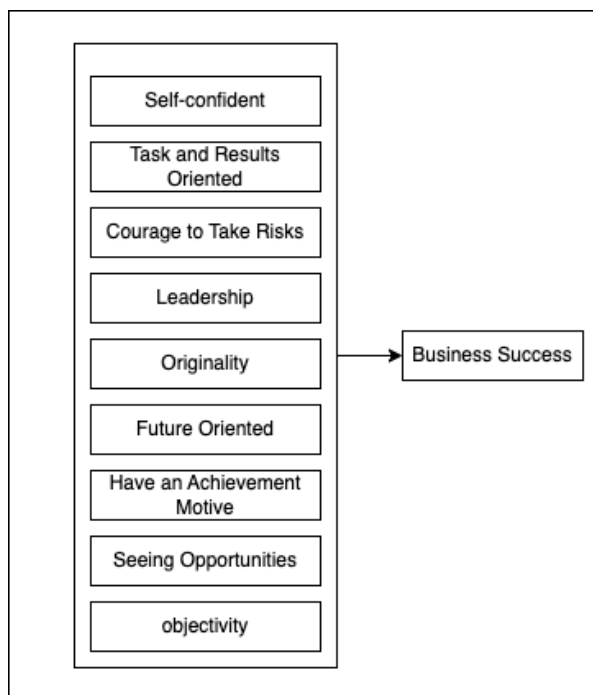


Figure 1 Schematic Framework for Thinking

The type of research used in the preparation of this thesis is descriptive and verification. Descriptive research is a method that describes what is done based on facts or events on the object under study, to then be processed into data and then an analysis is carried out so that in the end a conclusion is produced. Meanwhile, verification research is a method used to test hypotheses using statistical calculations.

Judging from the nature of this research, which is descriptive-verification, where data collection is carried out in the field, the research method used is a survey method, namely data collection is carried out on an object in the field by taking samples from a population and using a questionnaire as a data collection tool.

Furthermore, it is said that if the researcher wants to explain the causal relationship between variables through hypothesis testing, then these studies are called hypothesis testing research or explanatory survey research [34], [35].

The data used in this study are primary data and secondary data. Primary data sources are obtained from the results of distributing questionnaires to business owners/entrepreneurs and also their employees. While secondary data is obtained from materials in the company, books, and journals related to research problems.

The sample or object in this study is Elfa Music School Bandung, which is located on Jalan Antapani. By using $\rho = 0.5$ for the significance level $(\alpha) = 0.05$ with a two-way test and power test $(1-\beta) = 0.95$, then from the normal table it is obtained $Z (1-\alpha) = 1.96$ and $Z(1-\beta) = 1.645$.

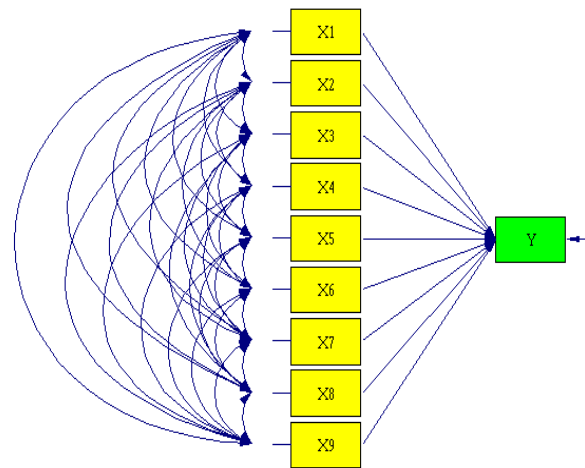


Figure 2 Path Charts

To give a value to the indicators of entrepreneurial characteristic variables on business success, a scoring system is used using an ordinal scale into the five criteria as mentioned above. The highest score is the highest value of a measurable indicator, whereas the lowest score is the lowest value of a measurable indicator. The measurement results of the scoring of the indicators are then calculated as the final result [36].

The provisions for the range of scores can use the following formula:

$$I = \frac{(Skt * n) - (Skr * n)}{N}$$

I is the interval, Skt is the highest score, Skr is the lowest score, n is the number of questions for each sub-variable, N is the number of criteria/categories

The analyzes used are of two types:

- Descriptive analysis especially for qualitative variables
- Quantitative analysis in the form of hypothesis testing with statistical tests. With this combination of analytical methods a comprehensive generalization can be obtained.

3. Results and Discussions

The number of respondents based on "Gender". The majority were "Female" respondents, namely 33 people or 71.74% while the least were "Male" respondents, namely 13 people or 28.26%.

The number of respondents based on "Age". The majority of respondents were aged "17-24 years", namely as many as 39 people or 84.79% while the least were respondents aged "55 years and over" namely as many as 1 person or 2.17%.

The number of respondents based on "Last Education". The majority of respondents had "high school" education, namely 39 people or 84.78% while the least were respondents whose last education was "Bachelor" namely 7 people or 15.22%.

The number of respondents based on "Teaching Services Offered". The majority of respondents answered "Violin", namely 12 people or 26.09% while the least were respondents who answered other than "Piano, Vocal, Guitar and Drum" namely 1 person or 2.17%.

This analysis examines the influence of Self (X1), Oriented to Tasks and Results (X2), Courage to Take Risks (X3), Leadership (X4), Originality (X5), Orientation to the Future (X6), Motives for Achievement (X7), Seeing Opportunity (X8) and Objectivity (X9) on Business Success (Y).

The influence of Confidence (X1), Task and Result Orientation (X2), Courage to Take Risks (X3), Leadership (X4), Originality (X5), Future Orientation (X6), Achievement Motive (X7), Seeing Opportunities (X8) and objectivity (X9) on business success (Y) can be determined from the multiplication of the path coefficient to the correlation matrix between the cause variable X and the effect variable Y.

	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	Y
R ² _{Y(X1-X9)}	0.060	0.230	0.185	0.296	0.128	0.026	0.124	0.081	0.017	0.925
										0.919
										0.895
										0.938
										0.940
										0.827
										0.669
										0.347
										0.354

$$= 0,969 = 96,9\%$$

While the path coefficient for other factors that are not included in the specifications are:

$$Py\epsilon = \sqrt{1 - 0,969} = 0,176$$

Or, in terms of the magnitude of the influence of other variables that are not observed, it is equal to 3.1%.

From the results it can be seen that F count > F table (125.554 > 2.153) so that according to the simultaneous test criteria is H₀, meaning that the independent variables significantly affect the Business Success variable (Y).

Partial test to see which independent variables affect the Business Success variable (Y), then a two-party t-test was carried out and the following results were obtained:

1. Confidence (X1) has no significant effect on Business Success (Y) (t count (0.610) < t table (2.028)).
2. Oriented to Tasks and Results (X2) has a significant effect on Business Success (Y) (t count (2.899) > t table (2.028)).
3. The courage to take risks (X3) has a significant effect on business success (Y) (t count (2.761) > t table (2.208)).
4. Leadership (X4) has a significant effect on business success (Y) (t count (2.659) > t table (2.028)).
5. Originality (X5) has no significant effect on business success (Y) (t count (0.848) < t table (2.028)).
6. Future Orientation (X6) has no significant effect on Business Success (Y) (t count (0.456) < t table (2.028)).
7. Achievement Motive (X7) has a significant effect on Business Success (Y) (t count (2.871) > t table (2.028)).
8. Seeing Opportunities (X8) has a significant effect on Business Success (Y) (t count (2.299) > t table (2.028)).
9. Objectivity (X9) has no significant effect on business success (Y) (t count (0.506) < t table (2.028)).

Direct And Indirect Influence Confidence (X1), Oriented To Tasks and Results (X2), Courage to Take Risks (X3), Leadership (X4), Originality (X5), Orientation To The Future (X6), Motives for Achievement (X7), Seeing Opportunities (X8) and Objectivity (X9) Against Business Success (Y)

Based on the results of the study, it was concluded that there was an influence between Confidence (X1), Oriented to Tasks and Results (X2), Courage to Take Risks (X3), Leadership (X4), Originality (X5), Orientation to the Future (X6), Achievement Motives (X7), Seeing Opportunities (X8) and Objectivity (X9) on Business Success (Y).

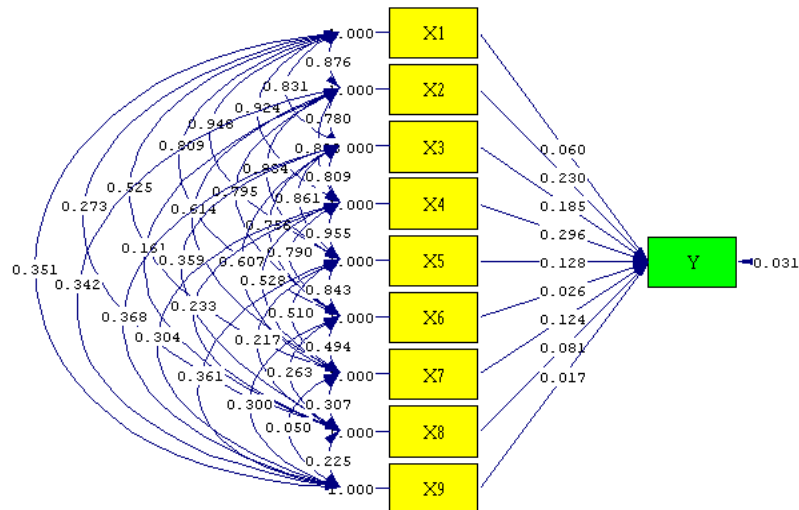


Figure 3 Diagram Path

To see further about the magnitude of the direct and indirect influence of each independent variable on the dependent variable, so that it is statistically influential, the following details the direct and indirect effects.

1. Confidence (X1) has no significant effect on Business Success (Y), as has been presented in the t-test with a total effect of 5.57%, consisting of a direct effect of 0.36% and an indirect effect of 5, 21%. From the results of measurements made on the variable Self-Confidence, it can be said that Confidence has a positive effect on the Success of Service Businesses at the Elfa Music School Antapani Bandung branch. However, from the t-test conducted, the hypothesis obtained for the Self-Confidence variable does not have a significant effect on Business Success, meaning that the entrepreneurial characteristics of Confidence owned by entrepreneurs at Elfa Music School Antapani Bandung branch generally do not have a better effect on running their business, so for To support this, entrepreneurs must further improve their abilities regarding their Confidence.
2. Oriented to Tasks and Results (X2) has a significant effect on Business Success (Y), as presented in the t-test with a total effect of 21.10%, consisting of a direct effect of 5.27% and an indirect effect of 15.83%. From the results of measurements carried out on Task and Result Oriented variables, it can be said that Task and Result Orientation has a positive effect on the success of service businesses at the Elfa Music School Antapani Bandung branch, meaning that entrepreneurs have fulfilled the characteristics of entrepreneurship and successfully run it, namely Oriented Tasks and Results. These Task and Result Oriented Variables must be maintained and continuously improved for the continuity and
3. The courage to take risks (X3) has a significant effect on business success (Y), as presented in the t-test with a total effect of 16.55%, consisting of a direct effect of 3.42% and an indirect effect of 13.13% . From the results of measurements carried out on the variable Courage to Take Risks, it can be said that Courage to Take Risks has a positive effect on the success of the Service Business at the Elfa Music School Antapani Bandung branch, meaning that entrepreneurs have fulfilled the characteristics of entrepreneurship and successfully run it, namely the Courage to Take Risks. This Risk Taking Courage variable must be maintained and continuously improved for the continuity and progress of Elfa Music School Antapani Bandung branch.
4. Leadership (X4) has a significant effect on business success (Y), as presented in the t-test with a total influence of 27.78%, consisting of a direct effect of 8.77% and an indirect effect of 19.01%. From the results of measurements made on the variable Leadership, it can be said that Leadership has a positive effect on the success of Service Businesses at the Elfa Music School Antapani Bandung branch, meaning that entrepreneurs have fulfilled the characteristics of entrepreneurship and have succeeded in running it, namely Leadership. This Leadership Variable must be maintained and continuously improved for the continuity and progress of Elfa Music School Antapani Bandung branch.
5. Originality (X5) has no significant effect on Business Success (Y), as has been presented in the t-test with a total effect of 12.03%, consisting of a direct effect of 1.64% and an indirect effect of

- 10.39%. From the results of measurements carried out on the originality variable, it can be said that originality has a positive effect on the success of the service business at the Elfa Music School Antapani Bandung branch. However, from the t-test conducted, the hypothesis obtained for the Originality variable does not have a significant effect on Business Success, meaning that the entrepreneurial characteristics of Originality owned by entrepreneurs at Elfa Music School Antapani Bandung branch generally do not have a better effect on running their business, so as to support this Entrepreneurs must further improve their ability regarding originality.
6. Future Orientation (X6) has no significant effect on Business Success (Y), as has been presented in the t-test with a total effect of 2.18%, consisting of a direct effect of 0.07% and an indirect effect of 2, 11%. From the results of measurements made on the Future Orientation variable, it can be said that Future Orientation has a positive effect on the success of service businesses at the Elfa Music School Antapani Bandung branch. However, from the t-test conducted, the hypothesis obtained for the Future Orientation variable does not have a significant effect on Business Success, meaning that the entrepreneurial characteristics of Future Orientation owned by entrepreneurs at Elfa Music School Antapani Bandung branch generally do not have a better effect on running business, so that to support this, entrepreneurs must further improve their abilities regarding their Future Orientation.
 7. Achievement Motive (X7) has a significant effect on Business Success (Y), as presented in the t-test with a total effect of 8.28%, consisting of a direct effect of 1.53% and an indirect effect of 6.75%. From the results of measurements carried out on the variable Achievement Motive, it can be said that Achievement Motive has a positive effect on the success of Service Businesses at the Elfa Music School Antapani Bandung branch, meaning that entrepreneurs have fulfilled the characteristics of entrepreneurship and succeeded in running it, namely Achievement Motives. This Achievement Motive Variable must be maintained and continuously improved for the continuity and progress of Elfa Music School Antapani Bandung branch.
 8. Seeing Opportunities (X8) has a significant effect on Business Success (Y), as presented in the t-test with a total effect of 2.82%, consisting of a direct effect of 0.66% and an indirect effect of 2.16%. From the results of measurements made on the variable Seeing Opportunity, it can be said that Seeing Opportunity has a positive effect on the success of the Service Business at the Elfa Music School Antapani Bandung branch, meaning that entrepreneurs have fulfilled the characteristics of entrepreneurship and have successfully run it, namely Seeing Opportunities. This Opportunity Seeing Variable must be maintained and continuously improved for the continuity and progress of Elfa Music School Antapani Bandung branch.
 9. Objectivity (X9) has no significant effect on Business Success (Y), as has been presented in the t-test with a total effect of 0.61%, consisting of a direct effect of 0.03% and an indirect effect of 0.58%. From the results of measurements made on the objectivity variable, it can be said that objectivity has a positive effect on the success of service businesses at the Elfa Music School Antapani Bandung branch. However, from the t-test conducted, the hypothesis obtained for the objectivity variable does not have a significant effect on business success, meaning that the entrepreneurial characteristics of objectivity owned by entrepreneurs at Elfa Music School Antapani Bandung branch generally do not have a better effect on running their business, so as to support this Entrepreneurs must further improve their ability regarding objectivity.

4. Conclusion

From the results of analyzing and processing data on research on "The Influence of Entrepreneurial Characteristics on the Success of Service Businesses at Elfa Music School (EMS) Antapani Bandung", it can be concluded that entrepreneurial characteristics are traits that are inherent and owned by an entrepreneur in running his business. The fact of entrepreneurial characteristics in research on the owner of Elfa Music School Antapani Bandung.

The self-confidence possessed by entrepreneurs at Elfa Music School Antapani Bandung generally does not have a better effect on running their business. Orientation on tasks and results owned by entrepreneur Elfa Music School Antapani Bandung generally has a better effect on running its business, or is in a high category. The courage to take risks owned by entrepreneurs from Elfa Music School Antapani Bandung generally has a better effect on running their business, or is in a high category. Leadership owned by entrepreneur Elfa Music School Antapani Bandung generally has a better effect on running a business, or is in a very high category. Originality owned by entrepreneur Elfa Music School Antapani Bandung generally does not have a better effect on running their business. The orientation to the future owned by entrepreneur Elfa Music School Antapani Bandung generally does not have a better effect on running his business. The Achievement Motive owned by entrepreneur Elfa Music School Antapani Bandung generally has a better effect on running a business, even though the influence is not large or in the sufficient

category. Seeing the Opportunities owned by entrepreneurs Elfa Music School Antapani Bandung generally has a better effect on running a business, even though the influence is not large or in the sufficient category. The objectivity possessed by entrepreneur Elfa Music School Antapani Bandung generally does not have a better effect on running the business.

Based on the results of statistical calculations using path analysis, it turns out that entrepreneurial characteristics influence the success of service businesses at the Elfa Music School Antapani Bandung branch simultaneously. While partially, not all variables have a significant effect.

Based on the results of the simultaneous analysis, it can be concluded that there is a significant influence between the variables Confidence (X1), Oriented to Tasks and Results (X2), Willingness to Take Risks (X3), Leadership (X4), Originality (X5), Orientation to the Future (X6), Motives for Achievement (X7), Seeing Opportunities (X8) and Objectivity (X9) on Business Success (Y) of 96.9%. While the influence of other variables that are not observed is 3.1%.

Based on the results of the partial analysis, it can be concluded that: There is no significant effect between the variable Confidence (X1) on Business Success (Y) with a total effect of 5.57%; There is a significant influence between the task and results oriented variables (X2) on business success (Y) with a total effect of 21.10%; There is a significant influence between the Willingness to Take Risks variable (X3) on Business Success (Y) with a total effect of 16.55%; There is a significant influence between the variable Leadership (X4) on Business Success (Y) with a total effect of 27.78%; There is no significant influence between the original variable (X5) on business success (Y) with a total effect of 12.03%; There is no significant effect between the Future Orientation variable (X6) on Business Success (Y) with a total effect of 2.18%; There is a significant influence between the achievement motive variable (X7) on business success (Y) with a total effect of 8.28%; There is a significant influence between the variable Seeing Opportunities (X8) on Business Success (Y) with a total effect of 2.82%; There is no significant effect between the objectivity variable (X9) on business success (Y) with a total effect of 0.61%.

When viewed simultaneously, the Effect of Entrepreneurial Characteristics on Business Success is 96.9%. When viewed individually, the sub-variable that has the greatest influence is Leadership and the result is 27.78%. While the sub-variable that has the least influence is Seeing Opportunities at 2.82%.

Based on the results of the study found several obstacles and weaknesses, including there are still entrepreneurial characteristics possessed by entrepreneurs, which are in the low category, namely Seeing Opportunities. Even though theoretically, an entrepreneur should be able to see opportunities in developing his business to achieve

success. There are still entrepreneurial characteristics possessed by entrepreneurs, which do not have a significant effect, namely Confidence, Originality, Future Orientation, and Objectivity. Even though theoretically, an entrepreneur must have these characteristics in developing his business to achieve success.

Reference

- [1] D. Mi'rajatinnor, E. W. Abbas, R. Rusmaniah, M. Mutiani, and J. Jumriani, "Factors Encouraging Entrepreneurship for Students of the Faculty of Teacher Training and Education, Lambung Mangkurat University," *Kalimantan Soc. Stud. J.*, vol. 4, no. 1, p. 18, 2022, doi: 10.20527/kss.v4i1.5297.
- [2] R. T. P. B. Santoso, I. W. R. Junaedi, S. H. Priyanto, and D. S. S. Santoso, "Creating a startup at a University by using Shane's theory and the entrepreneurial learning model: a narrative method," *J. Innov. Entrep.*, vol. 10, no. 1, 2021, doi: 10.1186/s13731-021-00162-8.
- [3] Y. H. Al-Mamary and M. Alshallaqi, "Impact of autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness on students' intention to start a new venture," *J. Innov. Knowl.*, vol. 7, no. 4, p. 100239, 2022, doi: 10.1016/j.jik.2022.100239.
- [4] F. C. de Sousa, F. Nunes, and I. P. Monteiro, "Managers' attitudes to creativity and innovation practices in the creative industries," *Tour. Manag. Stud.*, vol. 15, no. SI, pp. 33–41, 2019, doi: 10.18089/tms.2019.15si04.
- [5] M. Gasparin and M. Quinn, "The INCITE model of policy development for the creative industries: the case of Vietnam," *J. Asian Bus. Econ. Stud.*, vol. 28, no. 1, pp. 31–46, 2021, doi: 10.1108/JABES-12-2019-0125.
- [6] J. Salder, "The creative business: enterprise development in the arts-based creative industries," *Creat. Ind. J.*, vol. 14, no. 1, pp. 63–80, Jan. 2021, doi: 10.1080/17510694.2020.1789414.
- [7] L. Peggy and C. R. Kuehl, *Entrepreneurship*. 2000.
- [8] R. Y. C. Seow, "Personality Traits of Traditional Entrepreneur and Digital Entrepreneur: A Systematic Literature Review," *ASEAN Entrep. J.*, vol. 8, no. 2, pp. 56–71, 2022, [Online]. Available: <https://aej.uitm.edu.my/view-paper.php?paper=20220862ec6dc375478>
- [9] Nurliani, R. Rasyid, I. Rosada, and A. Ralle, "IMPROVED ENTREPRENEURIAL PERFORMANCE OF GINGER PROCESSOR BASED ON LOCAL WISDOM'S POTENTIAL," *J. Manaj. Bisnis*, vol. 9, no. 2,

- pp. 301–307, 2022.
- [10] Nurliani, I. Rosada, and A. A. Amri, “Start-Up Potential Melalui Experiential Learning Potential Start-Ups Through Experiential Learning,” *J. Ilm. Ecosyst.*, vol. 22, no. April, pp. 33–40, 2022.
- [11] A. P. Sari *et al.*, *Kewirausahaan dan Bisnis Online*. Yayasan Kita Menulis, 2020.
- [12] G. Afshan, S. Shahid, and M. N. Tunio, “Learning experiences of women entrepreneurs amidst COVID-19,” *Int. J. Gend. Entrep.*, vol. 13, no. 2, pp. 162–186, Aug. 2021, doi: 10.1108/IJGE-09-2020-0153.
- [13] N. S. Rahma, W. Yanti, D. Kartika, S. Agvitasari, N. Sofiliandini, and L. Siwiyanti, “ANALISIS KEGIATAN PROGRAM KREATIVITAS MAHASISWA BIDANG KEWIRAUSAHAAN (PKM-K) BELLISSIMO FOLDING TABLE : INOVASI MEJA LIPAT MULTIFUNGSI UNTUK PELAJAR DAN PENATA RIAS,” *AJIE*, vol. 6, no. January, pp. 29–40, Jan. 2022, doi: 10.20885/ajie.vol6.iss1.art4.
- [14] K. Scheidgen, A. A. Gümüşay, F. Günzel-Jensen, G. Krlev, and M. Wolf, “Crises and entrepreneurial opportunities: Digital social innovation in response to physical distancing,” *J. Bus. Ventur. Insights*, vol. 15, no. September 2020, p. e00222, 2021, doi: 10.1016/j.jbvi.2020.e00222.
- [15] Y. Tan, F. Hai, J. Popp, and J. Oláh, “Minimizing Waste in the Food Supply Chain: Role of Information System, Supply Chain Strategy, and Network Design,” *Sustainability*, vol. 14, no. 18, p. 11515, Sep. 2022, doi: 10.3390/su141811515.
- [16] N. Dhaulta, “Innovation Networks and Knowledge Clusters Accelerating Value Creation in the Middle East and North Africa,” in *Entrepreneurial Rise in the Middle East and North Africa: The Influence of Quadruple Helix on Technological Innovation*, S. Sindakis and S. Aggarwal, Eds. Emerald Publishing Limited, 2022, pp. 217–232. doi: 10.1108/978-1-80071-517-220221013.
- [17] Muhammad Abduh Ibnu Hadjar, Sri Undai Nurbayani, Nursini Nursini, “A Model of Competitiveness of Coastal Women’s Micro-Small Businesses in South Sulawesi,” *Psychol. Educ. J.*, vol. 58, no. 1, pp. 449–462, Jan. 2021, doi: 10.17762/pae.v58i1.794.
- [18] N. Van Tien, “Recommendations Enhancing the Competitive Capacity of Small and Medium Enterprises after the Covid-19 Pandemic,” *Emerg. Sci. J.*, vol. 6, no. Special Issue, pp. 122–135, 2022, doi: 10.28991/esj-2022-SPER-09.
- [19] B. Imbing and J. Fernandes Andry, “Enterprise Architecture Planning For Cantata Music School Institute Using Zachman,” *J. Syst. Integr.*, vol. 3, no. November, pp. 22–29, 2019, doi: 10.20470/jsi.v10i3.376.
- [20] S. Setiadi and S. Dwikardana, “Critical study of business models of music education in the context of hyper-competition,” in *Global Competitiveness: Business Transformation in the Digital Era*, Routledge, 2019, pp. 62–65.
- [21] M. J. Bezanilla, A. García-Olalla, J. Paños-Castro, and A. Arruti, “Developing the entrepreneurial university: Factors of influence,” *Sustain.*, vol. 12, no. 3, 2020, doi: 10.3390/su12030842.
- [22] C. S. Marques, S. Valente, and M. Lages, “The influence of personal and organisational factors on entrepreneurship intention: An application in the health care sector,” *J. Nurs. Manag.*, vol. 26, no. 6, pp. 696–706, 2018, doi: 10.1111/jonm.12604.
- [23] G. D. Papagiannis, “Entrepreneurship education programs: The contribution of courses, seminars and competitions to entrepreneurial activity decision and to entrepreneurial spirit and mindset of young people in Greece,” *J. Entrep. Educ.*, vol. 21, no. 1, p. 2651, 2018.
- [24] M. Alawamleh, L. Bani Ismail, D. Aqeel, and K. J. Alawamleh, “The bilateral relationship between human capital investment and innovation in Jordan,” *J. Innov. Entrep.*, vol. 8, no. 1, p. 6, Dec. 2019, doi: 10.1186/s13731-019-0101-3.
- [25] A. Hevner and S. Gregor, “Envisioning entrepreneurship and digital innovation through a design science research lens: A matrix approach,” *Inf. Manag.*, vol. 59, no. 3, p. 103350, 2022, doi: 10.1016/j.im.2020.103350.
- [26] C. Dell’Era, S. Magistretti, C. Cautela, R. Verganti, and F. Zurlo, “Four kinds of design thinking: From ideating to making, engaging, and criticizing,” *Creat. Innov. Manag.*, vol. 29, no. 2, pp. 324–344, 2020, doi: 10.1111/caim.12353.
- [27] F. Almeida, J. Duarte Santos, and J. Augusto Monteiro, “The Challenges and Opportunities in the Digitalization of Companies in a Post-COVID-19 World,” *IEEE Eng. Manag. Rev.*, vol. 48, no. 3, pp. 97–103, 2020, doi: 10.1109/EMR.2020.3013206.
- [28] A. Bara, F. Affandi, A. S. Farid, and D. I. Marzuki, “The Effectiveness of Advertising Marketing in Print Media during the Covid 19 Pandemic in the Mandailing Natal Region,” *Budapest Int. Res. Critics Inst. Humanit. Soc. Sci.*, vol. 4, no. 1, pp. 879–886, Feb. 2021, doi: 10.33258/birci.v4i1.1688.
- [29] M. Kozak and D. Buhalis, “Cross-border

- tourism destination marketing: Prerequisites and critical success factors,” *J. Destin. Mark. Manag.*, vol. 14, no. October, p. 100392, Dec. 2019, doi: 10.1016/j.jdmm.2019.100392.
- [30] J. R. Saura, “Using Data Sciences in Digital Marketing: Framework, methods, and performance metrics,” *J. Innov. Knowl.*, vol. 6, no. 2, pp. 92–102, 2021, doi: 10.1016/j.jik.2020.08.001.
- [31] C. Katsikeas, L. Leonidou, and A. Zeriti, “Revisiting international marketing strategy in a digital era,” *Int. Mark. Rev.*, vol. 37, no. 3, pp. 405–424, Nov. 2019, doi: 10.1108/IMR-02-2019-0080.
- [32] F. Schiavone and M. Simoni, “Strategic marketing approaches for the diffusion of innovation in highly regulated industrial markets: the value of market access,” *J. Bus. Ind. Mark.*, vol. 34, no. 7, pp. 1606–1618, Aug. 2019, doi: 10.1108/JBIM-08-2018-0232.
- [33] M. Tajpour, E. Hosseini, M. Mohammadi, and B. Bahman-Zangi, “The Effect of Knowledge Management on the Sustainability of Technology-Driven Businesses in Emerging Markets: The Mediating Role of Social Media,” *Sustainability*, vol. 14, no. 14, p. 8602, Jul. 2022, doi: 10.3390/su14148602.
- [34] D. Palacios-Marqués, M. G. García, M. M. Sánchez, and M. P. A. Mari, “Social entrepreneurship and organizational performance: A study of the mediating role of distinctive competencies in marketing,” *J. Bus. Res.*, vol. 101, no. February, pp. 426–432, Aug. 2019, doi: 10.1016/j.jbusres.2019.02.004.
- [35] A. M. Scheel, L. Tiokhin, P. M. Isager, and D. Lakens, “Why Hypothesis Testers Should Spend Less Time Testing Hypotheses,” *Perspect. Psychol. Sci.*, vol. 16, no. 4, pp. 744–755, Jul. 2021, doi: 10.1177/1745691620966795.
- [36] K. Łobos and M. Wojciech, “Management practices and their relation to success of Polish SMEs: The empirical verification,” *PLoS One*, vol. 16, no. 11, p. e0259892, Nov. 2021, doi: 10.1371/journal.pone.0259892.