

Entrepreneurial Intentions Among Employees: The Role of Planned Behavior Theory, Social Media Use, and Entrepreneurial Orientation

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Abstract

Entrepreneurship is a critical driver of national economic development, contributing to job creation, enhancing corporate competitiveness, and strengthening a country's global economic position. However, Indonesia's entrepreneurship ratio remains comparatively low relative to its neighboring countries. To attain the 4% entrepreneurship ratio necessary for achieving developed country status, Indonesia requires approximately 800,000 new entrepreneurs. Realizing this objective necessitates fostering an entrepreneurial mindset among youth, students, and employees. Government initiatives aimed at promoting entrepreneurship seek to enhance job creation and mitigate unemployment. Consulting firms play a significant role in employment and underemployment, as they frequently engage employees on a project basis. Upon project completion, employees often experience temporary layoffs until they secure subsequent assignments. This employment uncertainty—characterized by intermittent income and job insecurity—may serve as a catalyst for entrepreneurial engagement, enabling employees to utilize idle periods productively, explore alternative career pathways, or achieve financial independence. Against this backdrop, it is essential to examine the determinants of entrepreneurial intention among employees, particularly within consulting firms categorized as Project-Based Firms (PBFs). This study investigates the impact of planned behavior components (attitude, subjective norms, and perceived behavioral control), entrepreneurial orientation, and social media use on employees' entrepreneurial intentions. Employing a quantitative research methodology with a survey approach, the study targets employees of non-construction consulting firms in Bogor and Jakarta. The research sample comprises employees from three companies that have previously collaborated with the researcher's organization and meet predefined selection criteria. A probability sampling technique, specifically proportionate stratified random sampling, was utilized. The study's hypothesis testing, conducted through multiple regression analysis, indicates that planned behavior, social media use, and entrepreneurial orientation significantly influence entrepreneurial intention, as evidenced by an F-test significance value of 0.000 (<0.05). The t-test results further demonstrate that each independent variable—planned behavior (X1), social media use (X2), and entrepreneurial orientation (X3)—exerts a significant effect on entrepreneurial intention (Y), with all significance values below 0.05. Beta (B) coefficients reveal that entrepreneurial orientation (0.464) exerts the strongest influence, followed by social media use (0.336) and planned behavior (0.289). Collectively, these independent variables account for 70.7% of the variance in entrepreneurial intention, while the remaining 29.3% is attributed to other factors beyond the scope of this study.

Keywords: *Entrepreneurial Intention; Planned Behavior; Media Social Use; Entrepreneurial Orientation.*

Introduction

In the era of globalization and digital transformation, entrepreneurship has become a key pillar in driving national economic growth. It plays a crucial role in economic development by fostering job creation, enhancing companies' competitive advantage, and strengthening a country's position in the global market. The dynamic business environment compels companies to establish a competitive edge. Kirkley, as cited in Bičo & Knezovic (2023), asserts that one-way companies can enhance their competitive advantage is through entrepreneurial behavior demonstrated by organizational members, including CEOs, managers, and employees.

According to the 2024 Entrepreneurship Index published by CEO World Magazine in the United States, Indonesia ranks 45th out of the 100 most entrepreneurial countries globally. This ranking is based on various factors such as innovation, competitiveness, infrastructure, workforce skills, access to capital, and ease of doing business. Indonesia's entrepreneurship score of 15.4 lags behind neighboring countries such as Malaysia, Singapore, and Thailand. While Indonesia's workforce skills and infrastructure are less developed than Malaysia's, its scores for innovation, competitiveness, and capital access are comparatively higher. This suggests that innovation, competitiveness, and financial support serve as critical drivers of entrepreneurship in Indonesia.

Despite these strengths, Indonesia's entrepreneurship ratio remains relatively low compared to its neighboring countries, with Singapore at 8.76%, Thailand at 4.26%, and Malaysia at 4.74%. To achieve an entrepreneurship ratio of 4%—a benchmark for developed country status—Indonesia must generate approximately 800,000 new entrepreneurs. Attaining this target necessitates cultivating an entrepreneurial mindset among youth, students, and employees. Government initiatives aimed at fostering entrepreneurship are expected to create employment opportunities and mitigate unemployment. As of February 2024, the number of unemployed individuals in Indonesia stood at 7.29 million, reflecting a decrease of 0.79 million (9.89%) from February 2023 (7.99 million). Meanwhile, the national Open Unemployment Rate (TPT) was recorded at 4.82%, marking a 0.63% decline from February 2023 (5.45%).

Consulting firms contribute significantly to both the employed workforce and the underemployed labor force. Consulting firms hire employees on a project basis; once a project is completed, employees are temporarily laid off until rehired for the next assignment. Consulting firms in both the construction and non-construction sectors create employment opportunities through time-limited projects (Setiawan, 2016).

The employment uncertainty resulting from temporary layoffs or fluctuating income levels may incentivize employees to explore entrepreneurial ventures—whether as a means of utilizing idle time, pursuing an alternative career path, or attaining financial independence. Given the nature of consulting firms, employees face several choices after the conclusion of a project:

- Seeking business opportunities and transitioning into entrepreneurship to supplement income during project gaps, potentially resigning to focus on their businesses as they grow.
- Continuing employment within consulting firms while exploring entrepreneurial ventures through professional networks, social media, and intrapreneurial initiatives within the organization.
- Awaiting reemployment for the next project, accepting the inherent income instability due to the company's project-based nature.
- Seeking alternative employment with greater job security, contributing to workforce turnover within consulting firms.

This phenomenon underscores the need to examine the factors influencing employees' entrepreneurial intentions, particularly within consulting firms classified as Project-Based Firms (PBFs).

Literature Review

Entrepreneurship, according to Ramli et al. (2024), is a process in which individuals or groups identify opportunities, leverage available resources and tools, and create innovative products with added value to meet consumer needs. It can also be defined as the ability to initiate or

create something new with creative and innovative uniqueness. Employees who exhibit entrepreneurial behavior tend to be more prepared and motivated, with a higher intention to engage in entrepreneurial activities.

As stated by Ajzen in Bičo & Knezović (2023), the Theory of Planned Behavior posits that intention is the most significant predictor of future behavior, determined by three interrelated components: Attitude Toward Behavior (ATB), Subjective Norms (SN), and Perceived Behavioral Control (PBC). Employees, having gained experience and access to resources and business-related information, are better positioned to assess entrepreneurial opportunities in the market. Conversely, unemployed individuals may view entrepreneurship as a means to improve their current situation (Anwari et al., 2020).

Employees' entrepreneurial intentions are also influenced by technology, particularly social media. The Social Media Usage Theory explains how employees' engagement with social media platforms affects their entrepreneurial tendencies (Barrera-Verdugo & Villarroel-Villarroel, 2022). Several fundamental elements of this theory include information usage, social interaction, motivation and support, role model influence, and normative influence.

Social media has become a crucial tool in facilitating entrepreneurial activities, from information-seeking and network development to personal branding. For employees interested in entrepreneurship, social media provides easy access to resources, communities, and business inspiration that may enhance their entrepreneurial intentions. Kumara (2020) argues that social media plays a pivotal role in fostering entrepreneurship by granting access to relevant resources and networks. Similarly, Sutrisno et al. (2023) found that social media has a positive and significant impact on entrepreneurial intention.

Entrepreneurial intention is also shaped by key business success factors, one of which is entrepreneurial orientation. Entrepreneurial orientation encompasses both individual and organizational aspects, consisting of autonomy, proactiveness, aggressiveness, innovativeness, and risk-taking. These aspects influence both innovation in existing businesses and the creation of new ventures (Majdouline et al., 2020).

Although previous research has extensively examined the factors influencing entrepreneurial intention, most studies focus on university students, younger generations, or novice entrepreneurs. However, research on employees as study subjects remains limited, despite their relevant professional experience, which could uniquely contribute to the entrepreneurial process. Therefore, this study aims to bridge this gap by exploring the influence of planned behavior components (attitude, subjective norms, and perceived behavioral control), entrepreneurial orientation, and social media usage on employees' entrepreneurial intentions. This research seeks to provide deeper insights into how these three variables interact and contribute to employees' entrepreneurial intentions.

Research Hypotheses

Based on the three independent variables identified, the author formulated the following research hypotheses to examine the extent of their influence on the dependent variable:

H01: There is no significant influence of Planned Behavior, Social Media Use, and Entrepreneurial Orientation simultaneously on the entrepreneurial intention of consulting firm employees.

- Ha1: There is a significant influence of Planned Behavior, Social Media Use, and Entrepreneurial Orientation simultaneously on the entrepreneurial intention of consulting firm employees.
- H02: There is no significant influence of Planned Behavior on the entrepreneurial intention of consulting firm employees.
- Ha2: There is a significant influence of Planned Behavior on the entrepreneurial intention of consulting firm employees.
- H03: There is no significant influence of Social Media Use on the entrepreneurial intention of consulting firm employees.
- Ha3: There is a significant influence of Social Media Use on the entrepreneurial intention of consulting firm employees.
- H04: There is no significant influence of Entrepreneurial Orientation on the entrepreneurial intention of consulting firm employees.
- Ha4: There is a significant influence of Entrepreneurial Orientation on the entrepreneurial intention of consulting firm employees.

Research Methodology

The research method employed in this study is a quantitative approach using a survey method. According to Hardani et al. (2020), quantitative research is designed to examine phenomena holistically and contextually by collecting data from a natural setting while utilizing the researcher as the key instrument. The quantitative approach was chosen for this study because it aims to examine the relationships between variables based on the proposed hypotheses, with the results measured numerically. Quantitative analysis allows researchers to test the relationships between Planned Behavior, Social Media Use, and Entrepreneurial Orientation with Employees' Entrepreneurial Intentions. The survey method used in this study involved distributing questionnaires to employees of non-construction consulting firms. According to Sekaran & Bougie (2016), a questionnaire is a pre-formulated written set of questions in which respondents record their answers, typically within clearly defined alternatives.

Research Variables and Indicators

This study consists of four variables, including three independent variables—Planned Behavior, Social Media Use, and Entrepreneurial Orientation—and one dependent variable, Entrepreneurial Intention.

Population and Research Sample

The research population comprises employees of non-construction consulting firms, while the research subjects are consulting firms located in Bogor and Jakarta. The population is drawn from three companies that have previously partnered with the researcher's company and meet specific criteria. The selection criteria for these companies include:

- Engaged in non-construction consulting services.
- Undertaking projects for Ministries, State-Owned Enterprises (BUMN), or other Government Institutions.
- Employing both permanent and contract-based employees.

The total population in this study consists of 133 employees from the three non-construction consulting firms affiliated with the researcher's company. The sample size was determined using Slovin's formula, resulting in a final sample of 100 respondents with a 5% margin of error.

Instruments and Data Collection Techniques

This study employs a probability sampling technique, specifically proportionate stratified random sampling. According to Sugiyono (2013), stratified random sampling involves dividing the population into homogeneous subgroups (strata), from which a simple random sample is selected from each segment. This proportional sampling approach ensures the representation of both permanent and contract employees from each consulting firm under study.

The research utilizes a questionnaire-based data collection technique, distributing surveys to 100 respondents—employees of consulting firms—who meet the specified criteria.

The research questionnaire consists of several constructs and question items:

- Entrepreneurial Intention (Dependent Variable): Includes achievement needs, internal locus of control, independence, and extroversion, measured using 16 items adapted from Usadha et al. (2022).
- Planned Behavior (Independent Variable): Includes attitude toward behavior, subjective norms, and perceived behavioral control, measured using 16 items adapted from Liñán & Chen (2009).
- Social Media Usage for Entrepreneurship (Independent Variable): Covers information usage, social interaction, motivation and support, influence and role models, and normative influence, measured using 12 items adapted from Sutrisno et al. (2023).
- Entrepreneurial Orientation (Independent Variable): Includes risk-taking, innovation, and individual proactiveness, measured using 10 items adapted from Usadha et al. (2022).

Data Processing and Analysis Techniques

A series of data testing and analysis techniques were employed in this study, including:

1. Classical Assumption Test

The classical assumption test is conducted to determine whether the estimated model meets the required statistical assumptions, ensuring that there are no serious violations. This test is essential for verifying that the processed sample data accurately represents the overall population. The classical assumption tests performed in this study include:

- Normality Test
- Heteroscedasticity Test
- Multicollinearity Test
- These tests will be conducted using SPSS 26 software.

2. Hypothesis Testing

The verification analysis in this study consists of:

- Multiple Linear Regression Analysis
- Coefficient of Determination (R^2) Analysis
- Simultaneous Test (F-Test)
- Partial Hypothesis Test (t-Test)

Multiple linear regression analysis is used to predict changes in the dependent variable based on multiple independent variables, whose values can be adjusted (Sugiyono, 2013). Meanwhile, the coefficient of determination (R^2) test is used to measure how well the model explains variations in the dependent variable. The F-Test (simultaneous significance test) assesses whether all independent variables collectively influence the dependent variable. The t-Test (partial significance test) evaluates the individual impact of each independent variable on the dependent variable to ensure that the observed influence is not coincidental. The verification analysis and hypothesis testing in this study will be conducted using SPSS 26 software.

Research Results and Discussions

Classic Assumptions Test

A regression model is considered valid when it does not violate classical assumption problems. If these assumptions are not met, the regression model may become biased. Key assumptions include the absence of heteroscedasticity and multicollinearity among the independent variables. To ensure the validity of the regression model, three classical assumption tests are conducted: the Normality Test, the Multicollinearity Test, and the Heteroscedasticity Test. Their explanations are as follows:

▪ *Normality Test:*

This study employs the Kolmogorov-Smirnov test, conducted using SPSS software, to assess the normality of data distribution. The normality test is performed in two stages, as the study examines the dependent variable Entrepreneurial Spirit (Y). Additionally, the test results for the relationship between X1, X2, X3, and Y are analyzed using Monte Carlo significance.

Table 1. Results of the Normality Test with the Kolmogorov-Smirnov test method

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.54620155
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.038
Test Statistic		.082
Asymp. Sig. (2-tailed)		.090 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The results of the normality test using the Kolmogorov-Smirnov method with Monte Carlo significance showed a significance value of 0.090, which is greater than the threshold of 0.05 (> 0.05). Therefore, it can be concluded that the data in this study follows a normal distribution.

▪ *Multicollinearity Test*

The results of the test using data from X1, X2, and X3 with Y are presented below.

Table 2. Results of the Multicollinearity Test of X₁, X₂, X₃, against Y

Coefficients*			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Planned Behavior	.389	2.571
	Social Media Use	.451	2.216
	Entrepreneurial Orientation	.404	2.475
* Dependent Variable: Entrepreneurial Intention			

Based on the multicollinearity test results in the table above, the independent variables X1, X2, and X3 have Variance Inflation Factor (VIF) values below 10 (< 10). This indicates that all independent variables are free from multicollinearity, meaning they do not significantly influence each other.

■ *Heteroscedasticity Test*

The results for data X1, X2, X3, and Y are presented below:

Table 3. Results of the Heteroscedasticity Test of X₁, X₂, X₃, against Y

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.355	2.187		1.076	.284
	Planned Behavior	-.009	.053	-.029	-.177	.860
	Social Media Use	.059	.059	.151	1.000	.320
	Entrepreneurial Orientation	-.020	.073	-.044	-.276	.783
a. Dependent Variable: ABS_RES						

The SPSS output table for the heteroscedasticity test shows that the significance values for X₁, X₂, and X₃ are all above 0.05 (> 0.05). This indicates that none of the independent variables exhibit signs of heteroscedasticity.

Hypothesis Testing

In general, this study aims to test the hypothesis that Planned Behavior (X₁), Social Media Use (X₂), and Entrepreneurial Orientation (X₃) influence Entrepreneurial Intention (Y), either simultaneously or partially. A multiple regression analysis is used for hypothesis testing, as this study involves more than one independent variable. The analysis is conducted using SPSS software. To determine whether all independent variables collectively influence the dependent variable, we refer to the F-test results. Meanwhile, to assess the individual influence of each independent variable, we examine the t-test results.

Below are the multiple regression test results.

■ *F-test Results from X₁, X₂, X₃, against Y*

Based on the ANOVA output table above, the significance value is 0.000 (< 0.05). This indicates that Planned Behavior, Social Media Use, and Entrepreneurial Orientation simultaneously influence Entrepreneurial Intention.

Table 4. F-test Results of X₁, X₂, X₃ against Y.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5146.623	3	1715.541	80.490	.000 ^b
	Residual	2046.127	96	21.314		
	Total	7192.750	99			
a. Dependent Variable: Entrepreneurial Intention						
b. Predictors: (Constant), Entrepreneurial Orientation, Social Media Use, Planned Behavior						

Therefore, the hypothesis stating that the independent variables have a simultaneous influence on the dependent variable is accepted, while H₀ is rejected.

▪ *T-test results from X_1 , X_2 , X_3 , against Y .*

Based on the t-test output table above, all independent variables have significant values below 0.05 (< 0.05). This indicates that Planned Behavior (X_1), Social Media Use (X_2), and Entrepreneurial Orientation (X_3) each have a partial influence on Entrepreneurial Intention (Y).

Table 5. T-test results from X_1 , X_2 , X_3 against Y

Coefficients*						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.007	3.447		3.774	.000
	Planned Behavior	.289	.083	.303	3.472	.001
	Social Media Use	.336	.093	.294	3.627	.000
	Entrepreneurial Orientation	.464	.115	.346	4.044	.000
*Dependent Variable: Entrepreneurial Intention						

The magnitude of their influence can be observed from the beta (B) values in the Unstandardized Coefficients column. Among the three independent variables, the influence on Entrepreneurial Intention is ranked as follows:

- Planned Behavior (0.289)
- Social Media Use (0.336)
- Entrepreneurial Orientation (0.464) – the strongest influence

Based on these beta values, a regression equation can be formulated as follows:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3$$

$$Y = 13.007 + 0.289 \text{ (Planned Behavior)} + 0.336 \text{ (Social Media Use)} + 0.464 \text{ (Entrepreneurial Orientation)}.$$

Interpretation of the Linear Equation Formula:

1. The constant coefficient has a positive value of 13.007, indicating that in the absence of Planned Behavior (X_1), Social Media Usage (X_2), and Entrepreneurial Orientation (X_3), the Entrepreneurial Intention (Y) variable will have a baseline value of 13.007.
2. The beta coefficient for Planned Behavior (X_1) is 0.289. If all other variables remain constant, a 1% increase in Planned Behavior (X_1) will lead to a 0.289-point increase in Entrepreneurial Intention (Y). Conversely, a 1% decrease in Planned Behavior (X_1) will result in a 0.289-point decrease in Entrepreneurial Intention (Y).
3. The beta coefficient for Social Media Usage (X_2) is 0.336. If all other variables remain constant, a 1% increase in Social Media Usage (X_2) will lead to a 0.336-point increase in Entrepreneurial Intention (Y). Conversely, a 1% decrease in Social Media Usage (X_2) will result in a 0.336-point decrease in Entrepreneurial Intention (Y).
4. The beta coefficient for Entrepreneurial Orientation (X_3) is 0.464. If all other variables remain constant, a 1% increase in Entrepreneurial Orientation (X_3) will lead to a 0.464-point increase in Entrepreneurial Intention (Y). Conversely, a 1% decrease in Entrepreneurial Orientation (X_3) will result in a 0.464-point decrease in Entrepreneurial Intention (Y).

- *Predict the effectiveness of the influence of variables X_1 , X_2 , and X_3 against Y .*

Table 6. Prediction of the Effectiveness of the Influence of Variables X_1 , X_2 , X_3 against Y .

Model Summary*				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 ^a	.716	.707	4.617
a. Predictors: (Constant), Entrepreneurial Orientation, Social Media Use, Planned Behavior				
*Dependent Variable: Entrepreneurial Intention				

The predicted effectiveness of the independent variables in influencing the dependent variable is 0.707 (70.7%), while the remaining 29.3% is attributed to other factors not examined in this study.

Conclusion

Employee entrepreneurial intention in consulting firms has shown positive outcomes, including profit motivation, satisfaction in entrepreneurship, support from colleagues, friends, and family, as well as confidence in managing the entrepreneurial process, backed by knowledge and business opportunities. Companies can foster entrepreneurial attitudes among employees by providing training, certifications, and other programs that help them create business opportunities through innovation and creativity, whether within the company or for personal ventures.

Innovation and creativity in consulting firms can be enhanced by improving standard operating procedures to make them more efficient and effective and by developing ideas for sustainable projects. Social media usage enables employees to access entrepreneurial content, join entrepreneurial communities, and connect with role models, helping them expand their business networks. Companies can also provide flexibility for employees to grow their social networks, allowing them to create business opportunities, such as initiating projects or establishing operational partnerships with external parties—benefiting both the company and its employees. Entrepreneurial orientation influences both individual and organizational aspects, driving business innovation within existing operations as well as the development of new ventures within the company.

This study focuses on entrepreneurial intention among consulting firm employees, whereas most previous research on entrepreneurship has centered on students and younger generations. This creates a research gap in the understudied employee population, which may exhibit different entrepreneurial behaviors. Therefore, further research on entrepreneurial intention among employees is recommended.

Additionally, this study applies the Theory of Planned Behavior (TPB) to examine entrepreneurial intention. However, TPB has limitations, as it does not consider employees' personalities and demographic factors. Future research should incorporate individual characteristics and demographic variables that are not accounted for in this theory.

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