

# STRATEGIC PRIORITIES OF INDONESIAN YOUNG ENTREPRENEURS' MOTIVATION

**Jozef Richard Raco**  
**James V. Krejc**  
**Yulius Christian Raton**  
**Tryadi Wilhelmus Tumewu**  
**Mr. Ronaldo F Rottie**  
**Jeanne Ellyawati.**  
**Silvyva L Mandey.**  
**Jeanette Etty Magdalena Soputan.**

## Abstract

Many factors drive people to become entrepreneurs, but the study of determining the primary motivation is still lacking in research. This study aims to determine the primary motivation of entrepreneurs. The Analytical Hierarchy Process (AHP) method calculates the percentage of each criterion and sub-criteria and determines the main criteria and sub-criteria. The Fuzzy-AHP method is used to clarify the gray area and uncertainty of the respondents' perceptions. The results show that economic motivation is the main criterion. The global weight calculation determines that understanding a business opportunity and taking action is the highest motivation. This research helps determine the strategy for developing entrepreneurship.

**Keywords:** entrepreneurship, motivation, AHP, Fuzzy-AHP

## 1. Introduction

Entrepreneurship is a field of study that has been scientifically researched. Many factors drive entrepreneurs to be involved in business ventures, both economic, social, psychological, religious, and scientific motivation. Although there are many studies on entrepreneurship stimulus, the discussion of the dominant motivations that encourage people to engage in entrepreneurship is still lacking in the literature. This study aims to determine the primary motivation that encourages entrepreneurs to engage in business ventures using the AHP and Fuzzy-AHP methods. What drives people to be an entrepreneur? This research is expected to contribute to a deeper understanding of entrepreneurship motivation to be included in its development and education policies. This research involved young Indonesian entrepreneurs as respondents. They are business owners and are active in the business world.

## 2. Literature Review

### 2.1. Entrepreneurs' motivation

Entrepreneurship is considered a popular topic in research because of its broad scope. It is related not only to economic and social aspects but also to religion, spirituality, science, and psychology. This study opens a new perspective and encourages people to explore in-

depth to uncover their motivation and generate ideas (Paiva, Sousa, Lima, & Da Silva, 2020). Entrepreneurship is often associated with management and economics, although entrepreneurship is interdisciplinary. Entrepreneurship is also studied in psychology, religion, and spirituality (Kalkan & Kaygusuz, 2012). It has led to many definitions of entrepreneurship. Therefore a single definition of entrepreneurship is difficult to find. All attempts to pinpoint the nature of entrepreneurship have generally failed (Leunbach, 2021). Entrepreneurship is associated with economic aspects, namely, a process of realizing innovation by individuals and groups to achieve business success (Sirine & Kurniawati, 2018). This economic success is attempted by taking risks and entering into uncertainties to pursue financial gains. (Smith, McMullen, & Cardon, 2021). Entrepreneurship has a very close relationship with economic growth. They create new jobs and help reduce poverty by utilizing their expertise, creativity, and innovation. Entrepreneurship is crucial for economic growth (Ayalew & Zeleke, 2018). As an economic agent, entrepreneurship is associated with creating new products and opening and exploring markets for their products (Prada, 2019). Thus entrepreneurship also includes access to new technology to improve the quality of goods and services that can penetrate the market (Dei, 2019).

Using technology to produce goods and services that can open new jobs will ultimately impact social change and reduce poverty (Sutter, Bruton, & Chen, 2019). This is the social aspect of entrepreneurship.

Another factor that drives entrepreneurial activity is religion and spirituality. Nearly 84% of the world's population has a religion. It can be said that religion also influences the decision-making process for entrepreneurs (Burton, Vu, Chi, & Cruz, Discua, 2022). He added that religion could be a competitive advantage factor for entrepreneurship. Religious values such as honesty, caring, generosity and, integrity, forgiveness are important factors supporting entrepreneurial success. Entrepreneurial activity is also a form of giving meaning to life.

Psychological aspects of entrepreneurship are creativity, innovation, daring to take risks, a strong drive to achieve something, confidence, joyfulness, and enthusiasm (Hartini & Mulyaningsih, 2021). Schumpeter and McClelland are figures which emphasize the psychological aspects of entrepreneurship. It is also emphasized that entrepreneurship is personal (Frese & Gielnik, 2017). Psychological aspects determine entrepreneurs making decisions (Chatterjee & Das, 2016). In addition, the knowledge aspect plays an essential role for entrepreneurs. Knowledge is vital for business expansion, increased innovation, and creativity. Knowledge helps create wider business opportunities (Dei, 2019). Because of that, entrepreneur investment in knowledge is beneficial for future innovation, creativity, and competitiveness (Hamdani & Koubaa, 2019).

## **2.2.AHP and Fuzzy-AHP**

AHP is a part of Multi-criteria decision-making. This method is commonly used to determine the priority factors in the planning process. Thomas Saaty introduced this method in the 1970s. The advantage of this method is that it combines qualitative and quantitative data. Qualitative data- the perception of respondents- can be quantified—by collecting data using a questionnaire in the form of pairwise comparisons. Another advantage of this method is consistency analysis. Respondents' subjective perceptions were analyzed for consistency with the benchmark that the consistency ratio must be  $< 0.1$ . However, this method has limitations, namely, using crisp numbers for perception assessment. Perception can not be determined with a single number. To anticipate this limitation, the researchers used the Fuzzy-AHP method.

Single digits in AHP are changed to fuzzy triangular numbers to accommodate gray areas and vagueness so that they apply to human thought.

Human understanding of complex issues is imprecise because the real world is highly ambiguous and challenging to understand quantitatively (Jozef Richard Raco et al., 2022). TFN is a multi-directional approach with three real numbers as its membership element ( $l, m, u$ ), where  $l, m$ , and  $u$  are the lesser, middle, and higher boundaries of the TFN (Paul & Ghosh, 2022).

### 2.3. Sensitivity Analysis

Sensitivity analysis is a fundamental concept in the Multi-Criteria Decision-Making (MCDM) method to measure stability, consistency, and robustness in the selection of the optimal solution in the event of a change in policy or additional information that requires the decision-maker to change its policy and result in a change in the priority order.

Sensitivity analysis is a dynamic element of a hierarchy. This means that the assessment made the first time is maintained for a certain period, and if there is a change in policy or sufficient action to be carried out, sensitivity analysis helps to see the effects that could occur. Sensitivity analysis helps decision-makers to understand the strength of the decision to be taken (J.R Raco et al., 2021).

## 3. Methodology

In this research, the researcher begins by conducting a literature review and determines the five main factors related to entrepreneurship. Those factors are economic, social, psychological, religious/spiritual, and scientific factors. Then the researcher compiled a questionnaire in the form of pairwise comparisons using the Saaty scale. After that, the researcher sent it to the respondents to fill out the questionnaire. Researchers use the geometric mean to get the average in the aggregate.

$$GM = \sqrt[n]{(x_1)(x_2) \dots (x_n)} \dots\dots\dots(1)$$

To ensure that the results obtained are valid, index consistency analysis is carried out..

$$CI = \frac{\lambda_{max} - n}{n - 1} \dots\dots\dots(2)$$

The results are said to be valid if the calculation of the consistency ratio <0.1. Then calculate the consistency ratio:

$$CR = \frac{CI}{RI} \dots\dots\dots(3)$$

Table 1. Ratio Index

N	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RI	0.000	0.000	0.580	0.900	1.120	1.240	1.320	1.410	1.450	1.490	1.510	1.480	1.560	1.570	1.590

Respondents' perceptions were then changed from AHP to Fuzzy-AHP using the scale in the table below:

Table 2. Triangular Fuzzy Number

Linguistic variables	AHP Scale	Fuzzy AHP Scale	
		TFNs	Reciprocal TFNs
Equal Importance	1	(1, 1, 1) diagonal	(1, 1, 1)
Intermediate	2	(1, 2, 3)	(1/3, 1/2, 1)
Moderately more important	3	(2, 3, 4)	(1/4, 1/3, 1/2)
Intermediate	4	(3, 4, 5)	(1/5, 1/4, 1/3)
Strongly more important	5	(4, 5, 6)	(1/6, 1/5, 1/4)
Intermediate	6	(5, 6, 7)	(1/7, 1/6, 1/5)
Very strongly more important	7	(6, 7, 8)	(1/8, 1/7, 1/6)
Intermediate	8	(7, 8, 9)	(1/9, 1/8, 1/7)
Extremely more important	9	(8, 9,9)	(1/9, 1/9,1/8)

The sixth step is to determine the weight of respondents' perceptions using fuzzy AHP according to Buckley as follows:

Step 1. Compile a pairwise comparison matrix of criteria and sub-criteria as follows:

$$\tilde{A} = \begin{bmatrix} 1 & \tilde{a}_{12} & \cdots & \tilde{a}_{1n} \\ \tilde{a}_{21} & 1 & \cdots & \tilde{a}_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ \tilde{a}_{n1} & \tilde{a}_{n2} & \cdots & 1 \end{bmatrix} = \begin{bmatrix} 1 & \tilde{a}_{12} & \cdots & \tilde{a}_{1n} \\ 1/\tilde{a}_{12} & 1 & \cdots & \tilde{a}_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ 1/\tilde{a}_{1n} & 1/\tilde{a}_{2n} & \cdots & 1 \end{bmatrix} \quad (4)$$

With,

$$\tilde{a}_{ij} = \begin{cases} \tilde{1}, \tilde{3}, \tilde{5}, \tilde{7}, \tilde{9}, \text{criterion } i \text{ is relative importance to criterion } j \\ 1, i = j \\ \tilde{1}^{-1}, \tilde{3}^{-1}, \tilde{5}^{-1}, \tilde{7}^{-1}, \tilde{9}^{-1}, \text{criterion } i \text{ is relative less importance to criterion } j \end{cases}$$

Step 2. Calculating the geometric mean of the fuzzy comparison value of criterion  $i$  to each criterion using the following formula

$$\tilde{r}_i = (\tilde{a}_{i1} \otimes \tilde{a}_{i2} \otimes \cdots \otimes \tilde{a}_{in})^{1/n} \quad (5)$$

Where,  $\tilde{a}_{in}$  is fuzzy comparison value of criterion  $i$  to criterion  $n$ .

Step 3. Determine the fuzzy weight of each criterion indicated by the triangular fuzzy number

$$\tilde{w}_i = \tilde{r}_i \otimes (\tilde{r}_1 \oplus \cdots \oplus \tilde{r}_n)^{-1} \quad (6)$$

Where,  $\tilde{w}_i$  is the fuzzy weight of the  $i$ th criterion and can be indicated using a triangular fuzzy number,  $\tilde{w}_i = (Lw_i, Mw_i, Uw_i)$ .  $Lw_i, Mw_i$  and  $Uw_i$  is the lower, middle, and upper value of the fuzzy weight of the  $i$ th criterion.

Step 4. The process of defuzzification used the Center of Area method to get the weight of Best Nonfuzzy Performance (BNP) by applying the formula 10,

$$BNP_{w_i} = [(Uw_i - Lw_i) + (Mw_i - Lw_i)]/3 + Lw_i \quad (7)$$

The next step is the sensitivity analysis calculation to assess the robustness of the priority factors in the event of a change in the criteria. If there is a change in the criteria and the priority factors do not change, it can be said that these priority factors can be used in policymaking. However, if there is a change in the criteria and the priority factors change, then policymakers must be careful in using these priority factors, and it is essential always to pay attention if there is a change.

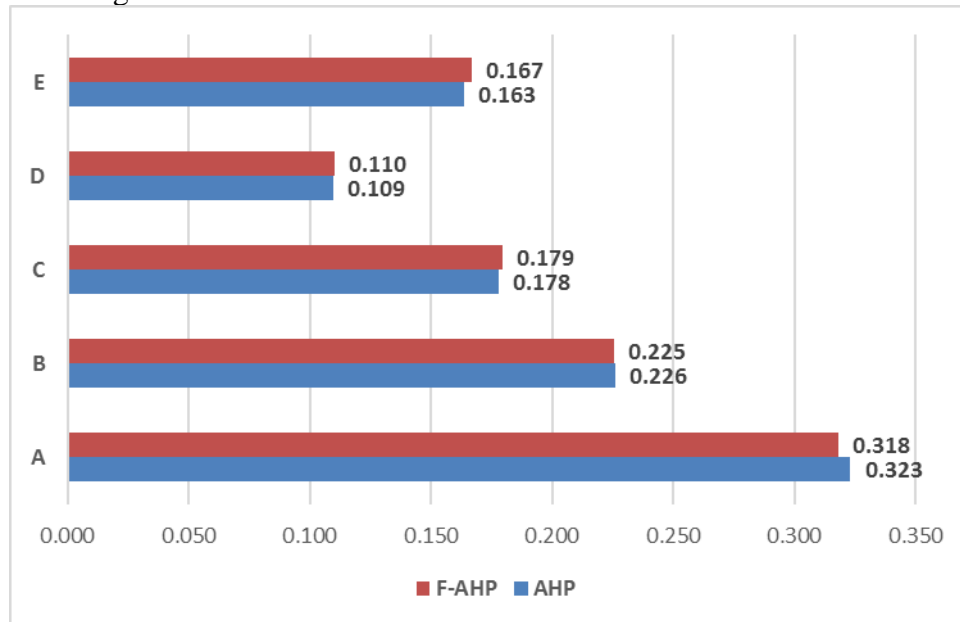
## 4. Results

### 4.1. Analysis of Criteria and Sub-criteria

Criteria

Criteria	Weight	
	AHP	FAHP
A.Economy	0.323	0.318
B.Social	0.226	0.225
C.Psychology	0.178	0.179
D.Religion/spirituality	0.109	0.110
E.Knowledge/science	0.163	0.167

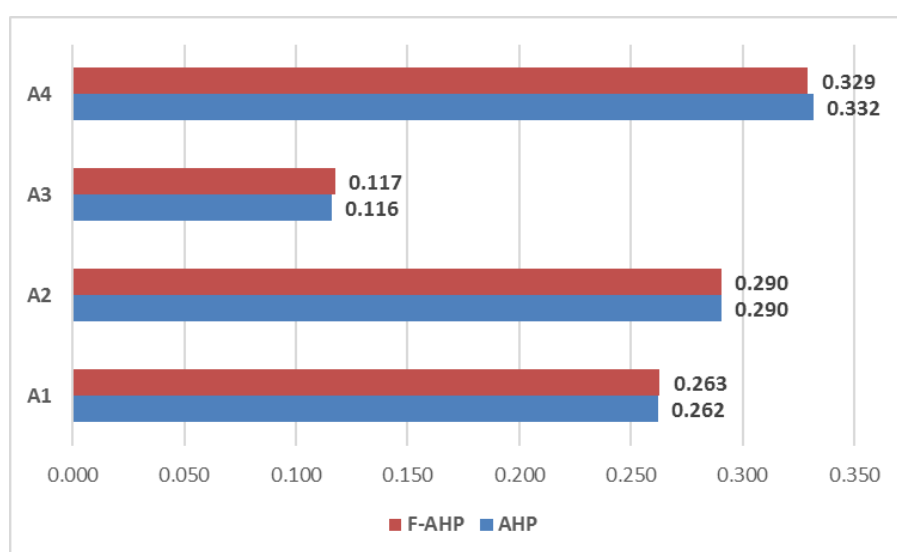
The weight of the criteria



The weight of sub-criteria of Economy

Criteria	Weight	
	AHP	FAHP
A1.To fulfill the economic need of the family	0.262	0.263
A2.Doing business freely and flexible	0.290	0.290
A3.Continue the family business	0.116	0.117
A4.Availability of business opportunity and want to seize it	0.332	0.329

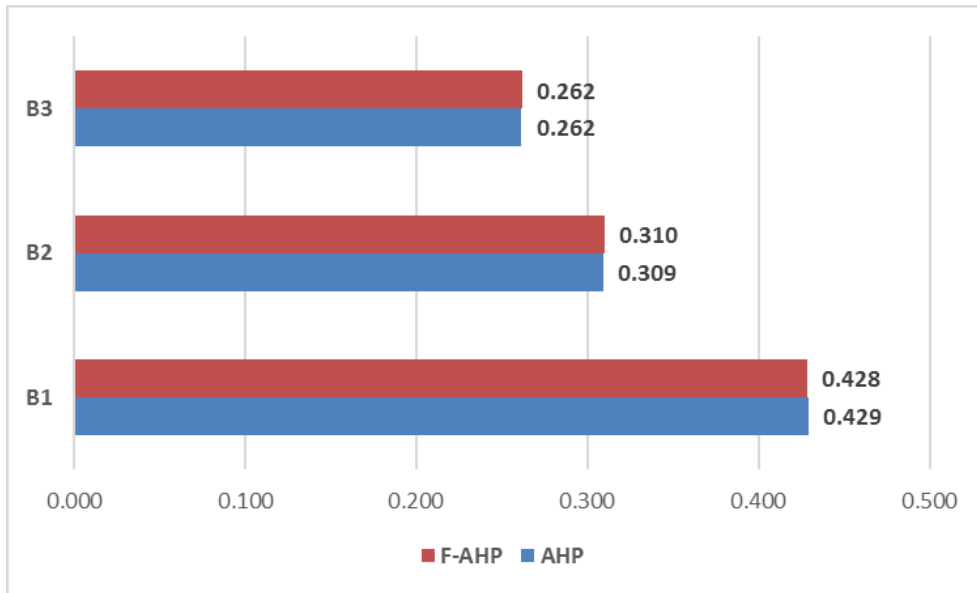
Weight of sub-criteria of Economy



Weight of sub-criteria Social (B)

Sub Criteria	Weight	
	AHP	FAHP
B1.create jobs	0.429	0.428
B2.Enhance reputation and prestige	0.309	0.310
B3.Create cooperation among entrepreneurs	0.262	0.262

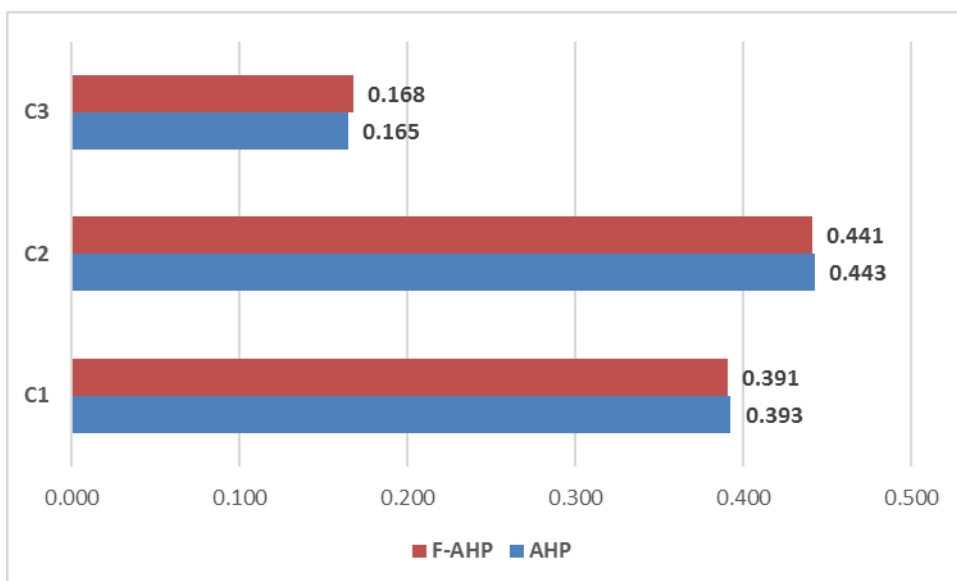
Weight of sub-criteria Social (B)



Weight of sub-criteria Psychology (C)

Sub criteria	Weight	
	AHP	FAHP
C1. Increases confidence in abilities and self-realization	0.393	0.391
C2. Have clear ideas and concepts to develop the business	0.443	0.441
C3. Fix past failure	0.165	0.168

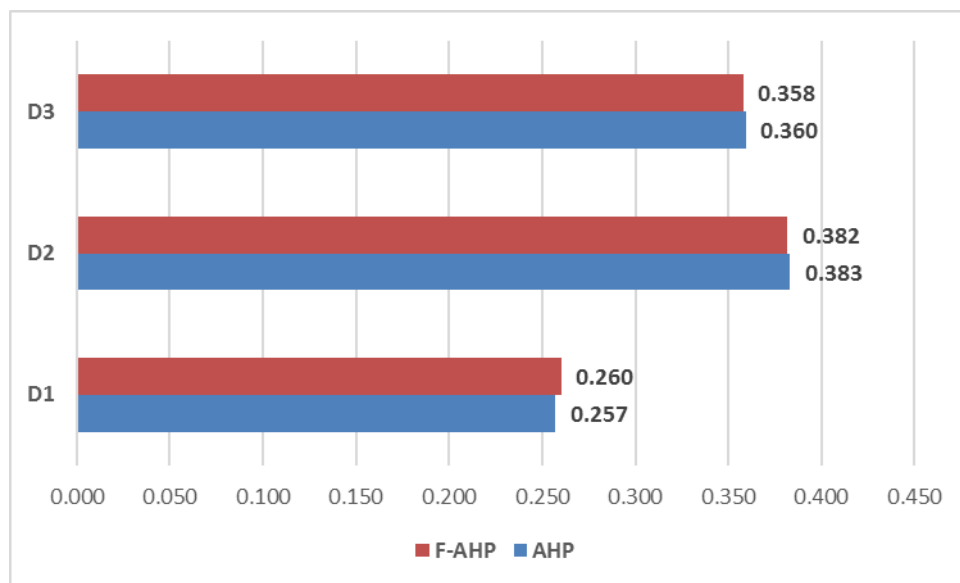
Weight fo sub-criteria psychology (C)



Weight of sub-criteria religion/spirituality (D)

Sub criteria	Weight	
	AHP	FAHP
D1.Implementation of faith	0.257	0.260
D2.Motivating to help others	0.383	0.382
D3.Making meaning to life	0.360	0.358

Weight of sub-criteria of religion/spirituality (D)

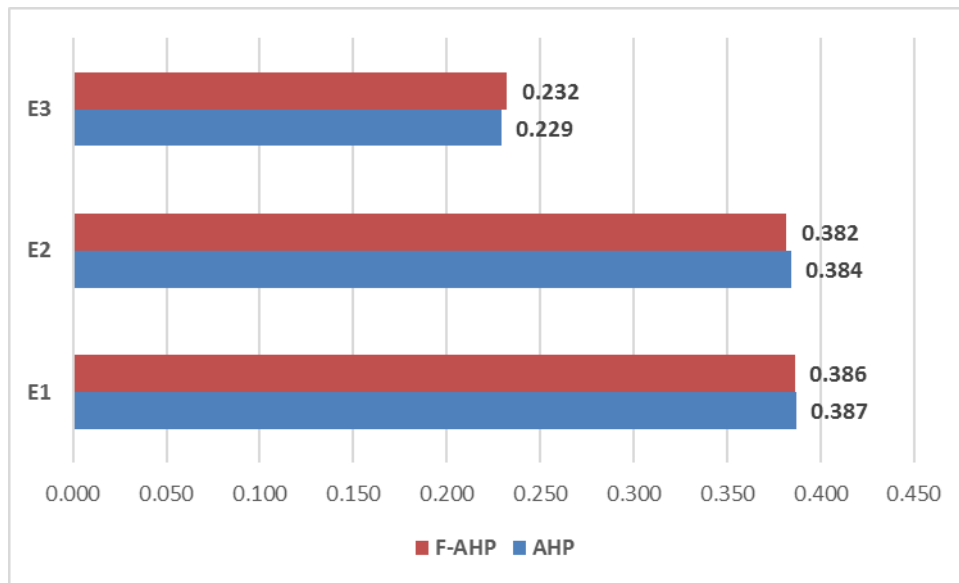


Weight of sub-criteria of knowledge/science (E)

Sub criteria	Weight	
	AHP	FAHP
E1.Develop learned knowledge	0.387	0.386
E2. Develop effective and efficient business models, methods, technologies, and designs	0.384	0.382
E3.Satisfy business curiosity	0.229	0.232

Weight sub-criteria knowledge/science (E)





#### 4.2. Global Weight,

Criteria / Sub Criteria	Local Weight		Global Weight		
	AHP	FAHP	AHP	FAHP	
Economics			0.323	0.318	
Social			0.226	0.225	
Psychology			0.178	0.179	
Religion/spirituality			0.109	0.110	
Knowledge/science			0.163	0.167	
	<b>SUM</b>		<b>1.000</b>	<b>1.000</b>	
A1.To fulfill the economic need of the family	<b>A1</b>	0.262	0.263	0.085	0.084
A2.Doing business freely and flexible	<b>A2</b>	0.290	0.290	<b>0.094</b>	<b>0.092</b>
A3.Continue the family business	<b>A3</b>	0.116	0.117	0.037	0.037
A4.Availability of business opportunity and want to seize it	<b>A4</b>	0.332	0.329	<b>0.107</b>	<b>0.105</b>
	<b>SUM</b>	<b>1.000</b>	<b>1.000</b>	<b>0.323</b>	<b>0.318</b>
B1.create jobs	<b>B1</b>	0.429	0.428	<b>0.097</b>	<b>0.097</b>
B2.Enhance reputation and prestige	<b>B2</b>	0.309	0.310	0.070	0.070
B3.Create cooperation among entrepreneurs	<b>B3</b>	0.262	0.262	0.059	0.059
	<b>SUM</b>	<b>1.000</b>	<b>1.000</b>	<b>0.226</b>	<b>0.225</b>
C1. Increases confidence in abilities and self-realization	<b>C1</b>	0.393	0.391	0.070	0.070
C2. Have clear ideas and concepts to develop the business	<b>C2</b>	0.443	0.441	0.079	0.079
C3.Fix past failure	<b>C3</b>	0.165	0.168	0.029	0.030
	<b>SUM</b>	<b>1.000</b>	<b>1.000</b>	<b>0.178</b>	<b>0.179</b>
D1.Implementation of faith	<b>D1</b>	0.257	0.260	0.028	0.029
D2.Motivating to help others	<b>D2</b>	0.383	0.382	0.042	0.042
D3.Making meaning to life	<b>D3</b>	0.360	0.358	0.039	0.039
	<b>SUM</b>	<b>1.000</b>	<b>1.000</b>	<b>0.109</b>	<b>0.110</b>
E1.Develop learned knowledge	<b>E1</b>	0.387	0.386	0.063	0.064

E2. Develop effective and efficient business models, methods, technologies, and designs	<b>E2</b>	0.384	0.382	0.063	0.064
E3.Satisfy business curiosity	<b>E3</b>	0.229	0.232	0.037	0.039
	<b>SUM</b>	<b>1.000</b>	<b>1.000</b>	<b>0.163</b>	<b>0.167</b>

### 4.3. Sensitivity Analysis

The actual result was that the most significant criterion was the economic factor (32.3%), while the biggest sub-criteria saw a business opportunity and tried to achieve it (A4) 10.7%.

Scenario 1: each criterion weight is made equal, 20% each. The biggest sub-criteria has clear ideas and concepts for developing a business (C2), weighing 8.9%.

Sub Criteria		Weight		
		Original	Scenario 1	Scenario 2
Economics	<b>A</b>	0.323	0.200	0.223
Social	<b>B</b>	0.226	0.200	0.327
Psychology	<b>C</b>	0.178	0.200	0.178
Religion/spirituality	<b>D</b>	0.109	0.200	0.109
Knowledge/Science	<b>E</b>	0.163	0.200	0.163
To fulfill the economic needs of the family	<b>A1</b>	<b>0.085</b>	0.052	0.058
Doing business freely and flexible	<b>A2</b>	<b>0.094</b>	0.058	0.065
To continue the family business	<b>A3</b>	0.037	0.023	0.026
Availability of business opportunity and want to seize it	<b>A4</b>	<b>0.107</b>	0.066	0.074
Create jobs	<b>B1</b>	<b>0.097</b>	<b>0.086</b>	<b>0.140</b>
Reputation and prestige	<b>B2</b>	<b>0.070</b>	0.062	<b>0.101</b>
Create cooperation among entrepreneurs	<b>B3</b>	0.059	0.052	<b>0.086</b>
Having self-confidence and abilities	<b>C1</b>	<b>0.070</b>	<b>0.079</b>	0.070
Having a clear business concept for the expansion	<b>C2</b>	<b>0.079</b>	<b>0.089</b>	0.079
To fix past failure	<b>C3</b>	0.029	0.033	0.029
Manifestation of faith	<b>D1</b>	0.028	0.051	0.028
Eagerness to help others	<b>D2</b>	0.042	<b>0.077</b>	0.042
Make meaning to life	<b>D3</b>	0.039	0.072	0.039
Implementation of knowledge and science	<b>E1</b>	0.063	<b>0.077</b>	0.063
To expand business model, methods, technology, and design effectively and efficiently	<b>E2</b>	0.063	<b>0.077</b>	0.063
To fulfill business curiosity	<b>E3</b>	0.037		0.037

In scenario 2, the most significant criterion weight of the actual result, namely the economic factor (A), is reduced by 10% while the second largest criterion weight, namely the social factor (B), is added by 10%. The most considerable sub-criteria weight is to create jobs (B1) by 14%.

## 5. Discussion

This study aims to obtain the dominant motivation of entrepreneurs in the business world. The analysis results show that the economic factor (A) is the main driving force (AHP 32.3%; Fuzzy-AHP 31.8%). The global weight calculation shows that the sub-criteria for having a business opportunity and trying to achieve it (A4) is the highest (AHP 32.3%; Fuzzy-AHP 31.8%).

The sensitivity analysis shows that the results are not robust. This means that the priority will change if there is a slight change in the criteria. The calculation results also show no significant difference between AHP and Fuzzy-AHP.

Piispanen et al. (2022) emphasize recognizing opportunities for entrepreneurs. He mentioned that there were six factors to business opportunities: environmental conditions, social capital, initial knowledge, systematic tracking, and understanding of entrepreneur vigilance. Understanding business opportunities for entrepreneurs is not a matter of personal effort, but it appears through continuous interaction with people and the environment through networking (Piispanen, Suokas, Henttonen, & Lehtimaki, 2022). The awareness of business opportunities could come from the internal or external environment. It could be push or pull factors.

Cueto et al. (2022) added that the essence of entrepreneurial activity lies in its ability to see and realize the current opportunities (Cueto, Frisnedi, Collera, Batac, & Agaton, 2022). Entrepreneurship is the one that creates, accepts risks, and invests in new economic ventures.

According to Gosztonyi (2022), business opportunities play a crucial role in shaping entrepreneur intentions and indirectly impacting business opening (Gosztonyi, 2022). In critical conditions, entrepreneurs' drive to find out business opportunities is a critical aspect. (6). The availability of opportunities is the essence of entrepreneurship. An entrepreneur recognizes opportunities and takes action (Karamti, Wannas, & Mouleh, 2022).

## 6. Conclusion

The study results reveal that the economic aspect (A) is the primary motivation for entrepreneurs starting their businesses. The global weight calculation showed that the awareness of business opportunity and to fulfill it is the highest sub-criterion (A4). Previous studies have also confirmed that business opportunities are essential for entrepreneurs. Someone becomes an entrepreneur because of his ability to see opportunities and take action. Religious motivation is the lowest aspect. It means that religious beliefs and spirituality have the lowest motivation to become an entrepreneur.

AHP is suitable for calculating the percentage of each criterion and sub-criteria, while Fuzzy-AHP covers gray areas, vagueness, and uncertainties. Both AHP and Fuzzy-AHP are the correct methods in this research to reveal the primary motivation of entrepreneurs involved in the business world.

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