



## Employee attribution strengthening training as an effort to support persebaya cooperative competitiveness

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### ABSTRACT

Cooperatives in the community empowerment sector need to be supported by credible human resources in order to remain able to survive in the midst of market competition, moreover the types of products produced are a need for style and identity in the identified market segments. This study aims to examine the effect of employee self-attribution training on increasing attributions that support cooperative competitiveness. This experimental research took 10 members of the Persebaya Cooperative management. Self attribution strengthening training was given locus of control (LoC) and need for achievement (N-Ach) materials. The results of the pre-test and post-test of paired samples obtained  $t = 12.628$  and  $p = 0.002$  ( $p < 0.05$ ) meaning that there was an increase in employee self-attribution after training. The increase in self-attribution was shown by the increase in the average N-Ach and LoC values, both of which showed significant changes. Spearman\_rho correlation analysis results obtained  $r = 0.743$  with  $p = 0.002$  ( $p < 0.05$ ) indicating a positive and significant correlation between LoC and N-Ach. The coefficient of determination of 0.552 explains that LoC makes an effective contribution to N-Ach of 55.2%. The results of this study can be concluded that self-attribution strengthening training with N-Ach and LoC material for employees can have an impact on increasing attribution that supports the competitiveness of the Persebaya cooperative which is able to explain HR competencies.

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## INTRODUCTION

The development of information and communication technology as well as globalization in the world of sports, especially football, is able to have an impact on the behavior and lifestyle of football fans. This can be seen from the many attributes that are used by the community, both supporter groups and the general public. Likewise, the behavior of supporters has also developed into a variety of models, from fashion styles, accessories and appearance (body painting) that reflect the characteristics of their own lifestyle. (Auzan, F.B., dan Sukardani, 2022), reported in their research

that among the various lifestyle behaviors of supporters in Indonesia, those who have their own fashion style include Casual, Mania, and Ultras. The unique appearance behavior of Casual supporters is a model imitation of the British Hooligan supporter culture and has grown since the late 70s (Junaedi et al., 2018). The style of behavior and appearance of these casual fans are classified as having a lot of influence on the clothing models for various groups of football supporters around the world, especially the clothing models for famous brands. However, the casual style that was previously dominated by a clothing and accessories company named No longer applies in Indonesia (Hendika & Nuraeni, 2020). The characteristics of the identity of Mania football fans in Indonesia are more oriented towards the type and quality of materials that are considered cheap and comfortable, but still unique and can also explain their group identity. The style of behavior and appearance of these casual fans are classified as having a lot of influence on the clothing models for various groups of football supporters around the world, especially the clothing models for famous brands. However, the casual style that was previously dominated by a clothing and accessories company named No longer applies in Indonesia (Hendika & Nuraeni, 2020). The characteristics of the identity of Mania football fans in Indonesia are more oriented towards the type and quality of materials that are considered cheap and comfortable, but still unique and can also explain their group identity. The style of behavior and appearance of these casual fans are classified as having a lot of influence on the clothing models for various groups of football supporters around the world, especially the clothing models for famous brands. However, the casual style that was previously dominated by a clothing and accessories company named No longer applies in Indonesia (Hendika & Nuraeni, 2020). The characteristics of the identity of Mania football fans in Indonesia are more oriented towards the type and quality of materials that are considered cheap and comfortable, but still unique and can also explain their group identity. (Hendika & Nuraeni, 2020). The characteristics of the identity of Mania football fans in Indonesia are more oriented towards the type and quality of materials that are considered cheap and comfortable, but still unique and can also explain their group identity. (Hendika & Nuraeni, 2020). The characteristics of the identity of Mania football fans in Indonesia are more oriented towards the type and quality of materials that are considered cheap and comfortable, but still unique and can also explain their group identity.

The behavior and appearance of fans in Indonesia, such as in Surabaya, Persebaya fans can be seen from the attributes of clothes and accessories that are all in green. The use of slayer, t-shirts, and hoodie jackets is also one of the Persebaya Sipoerter's appearances. The behavior and appearance of supporters in Indonesia, such as the Persebaya supporters, gave birth to various new life styles in the appearance of supporters in Indonesia. Persebaya is one of the Indonesian football groups with the most support from supporters, with the familiar name Bonek Supporters (Muhammad Khoirul, Ayun Maduwinarti, 2020).

Cooperatives and managers of micro, small and medium enterprises, especially in Surabaya, have a sizable share in the community's economy, so human resources that are capable and ready to manage businesses are needed so that businesses can take place and gain profits as planned (Ayuningtyas & Rudiantono, 2021). The business development of Cooperatives and MSMEs can develop well when there is an increase in transactions and sales volume. It can be said that cooperatives must be able to market quality products, and products that are of public interest. Likewise Persebaya Cooperative, which focuses more on unique product variants that reflect the identity of the football group. Research by (Junaedi et al., 2018), explains that cooperative management can play a major role in rebranding to erode the negative stigma about Bonek, which is known to the public as an anarchist supporter in the form of business and supports cooperatives and MSMEs, by establishing a Store. The Persebaya Cooperative is a store that officially sells a variety of official Persebaya-themed products, attributes and accessories ranging from t-shirts, jerseys, hats, jackets, and so on that show the unique identity and character of Persebaya supporters (Muhammad Khoirul, Ayun Maduwinarti, 2020). The Persebaya Cooperative is also an official retail unit that was established to become a supporter in building a new image of the Persebaya club and

of all profits, as much as 30% of product sales go to the Persebaya club's revenue (Friantoro & Asj'ari, 2021).

The ability of Persebaya cooperatives in competition cannot be separated from the ability of cooperative managers, namely human resources who manage inputs to optimally support production capacity to set competitive prices and models. This means that the Persebaya Cooperative must be able to increase the participation of its members as owners and as customers so that the Cooperative is able to be independent in capital, which comes from the strength of the cooperative members and the increased potential of a strong network. The management of the Persebaya cooperative are human resources who have an interest and fighting spirit in managing a business, even though the cooperative had experienced a drastic decline due to Covid and there were no football matches, the administrators who had received self-attribution training during the pandemic were able to show their fighting power to maintain a cooperative that managed. Heider (Riar et al., 2021), explains that business actors who have self-awareness that is balanced between internal and external can bring up internal strength (including disposition), and strength to face stressful environmental conditions and situations, resulting in certain behaviors. (Lee & Fiore, 2020) as well as (Riar et al., 2021) suggest that self-attribution to business actors can be formed, can be grown through various exercises, especially locus of control (LoC), achievement motivation (N-Ach), the second these variables encourage agile business managers (Juevesa et al., 2020).

This research is important to do by considering the number of Persebaya cooperative competitors, and training activities that have been given to cooperative human resources in a partnership program with one of the mass media companies in Surabaya. So the purpose of this study was to measure the impact of self-attribution training for Persebaya cooperative management as the effect of the expected consequences of increasing locus of control (LoC) and N-Ach on Persebaya cooperative management.

## RESEARCH METHOD

Quantitative research activities with a real experiment approach (true experiments) are carried out using the one design pre test post test method, without a control group. This study took the population of Persebaya cooperative employees in Surabaya, which totaled 10 workers. So that all employees are used as a census sample in this study. This experimental approach was carried out over a period of four months, from pre-test employees before receiving self-attribution training and four months after participating in self-attribution training. The aspect of self-attribution which is an indicator as training material is adapted from research (Lee & Fiore, 2020) and (Riar et al., 2021), as follows.

**Table 1.** Research instruments and indicator construct references

Practice Material	Indicator	Empirical Study
N-Ach	Goal orientation	Ridho (2020)
	Power struggle	Cesarini, Yusuf, & Syifa (2020)
	Competitive power	
	Set targets	
Locus of Control	Self confidence	Hamzah & Othman (2022)
	Hard work effort	Asante, & Affum-Osei (2019)
	Believe in good fortune	Chijioko, Ejiofo, & Akamelu (2020)
	Depends on social support	

Referring to the construction of the research instrument with the indicators above (Table 1), a Likert scale model questionnaire was then prepared to measure self-attribution to the need of achievement (N-Ach) aspect through statements in which each indicator was represented in 4 favorable and unfavorable statements. Likewise, in the locus of control (LoC) material, 16 statements are proposed which state views, concepts, thoughts and motivations for action with regard to the

presence of symptoms or indications of locus of control. Questionnaires were distributed to the Persebaya Koprasi management, namely 10 employees to fill out the questionnaire before the training activities were carried out, and to fill out the questionnaire again after the training was carried out within 3 months after the training activities.

The results of the pre-test measurements are tested for validity, to find out statements that have a coefficient value of less than 0.30 (item discrimination index), and from the results of the validity test it is known that all items used have a coefficient value of rxy between 0.368 to 0.847 so that all items proposed are All 32 statements are valid. The results of the reliability analysis of the measuring instrument obtained Cronbach's alpha value of 0.824 which can be said to be a reliable research instrument. So that the questionnaire used to measure the pre-test can be used again to measure the post-test without changing the number of statement items.

Other variables that are also included in the study which are said to be a real reflection of changes in the behavior and mental processes of Cooperative employees are as follows.

**Table 2.** Supporting data for traangulation analysis

Variable	appraisal	Data source
Using IT	1. Utilization of IT for marketing	Observation
	2. Utilization of IT for transactions	
Marketperformance	1. Increase in sales volume	Marketing Report Document
	2. Expansion of marketing segments	
Intra collaboration	1. Sales cooperation	Proposals, agreement documents and product catalogs
	2. Product development cooperation	

Data analysis was measured using one design pre test-post test and analyzed using the paired sample t-test formula and descriptive analysis. Analysis of hypothesis testing was determined from the probability value in the t test analysis and bivariate correlation test using Spearman's\_rho to test the correlation between LoC and N-Ach.

## RESULTS AND DISCUSSIONS

Referring to the results of observations, as well as questionnaires and data collected through interviews as supporting data for this research, it can be seen that there has been an increase in market performance at the Persebaya cooperative in 2018-2020 outside of product marketing and sales at football match events. During this time various improvements and strengthening of cooperative human resources were also carried out, and the addition of cooperative business capital, as well as continuous marketing through various existing marketing media, both conventional and digital media. Likewise in 2020 to 2023 during the Pandemic period, the cessation of community activities and sports events will not discourage the Persebaya corporation from continuing its business, which can be seen from the market performance during the Pandemic period as follows.

**Table 3.** Persebaya cooperative market performance

Persebaya Cooperative Market Performance	Fashion (sheet)			Other Accessories (Unit)		
	2020	2021	2023	2020	2021	2023
Age 5-11 years	145	138	85	96	52	0
Age 12-25 years	445	248	116	348	86	16
Age 26-45 years	138	114	67	148	74	12
Amount	728	500	268	592	212	28

The Persebaya cooperative market performance data above shows the willingness and ability of the cooperative management to maintain the cooperative business during the Pandemic period, by maintaining sales capabilities that can still be said to be capable of supporting the operational needs of the cooperative and the income of the Persebaya cooperative employees. From this data it

is also known that the ability of the HR management of the Persebaya Kopراسي in managing the Cooperative business is shown by the existence of a balanced product market at all ages as a reflection of its performance.

Furthermore, from the scoring data obtained through the N-Ach (Need of Achievement) and LoC (Locus of Control) scale model questionnaires, it can be seen that the mean difference is as shown in the following figure.

**Table 4.** Test of different means of self attribution training materials

Training materials	Indicator	Pre Test		Post test	
		Means	SD	Means	SD
Need of Achievement (N-Ach)	Goal orientation	2,746	1,657	3,387	1,840
	Power struggle	1,782	1,335	3,346	1,829
	Competition	2,864	1,692	3,658	1,913
	Set targets	2,652	1,628	3,758	1,939
Locus of Control (LoC)	Self confidence	2,264	1,505	3,528	1,878
	Hard work effort	2,782	1,668	3,747	1,936
	Trust in Fate	2,862	1,692	3,525	1,877
	Depends on social support	1,886	1,373	3,215	1,793

The test table for the difference in the mean of Persebaya Cooperative Management before participating in the attribution training shows that the N-Ach aspect is dominated by the ability to compete, and after participating in the training, the aspect of setting targets is more dominant. Likewise, the fighting power of the Persebaya cooperative employees showed a fairly good increase. It can be said that from the different average values there is a change in the work behavior of employees in managing cooperative businesses, namely an increase in achievement motivation (N-Ach). The existence of an increase in N-Ach in each indicator shows that the management of the Cooperative illustrates that there is a high increase in employee performance motivation, as stated in (Hamzah & Othman, 2023) research, that the impact of entrepreneurship training is to strengthen self-attribution in entrepreneurship, self-attribution on entrepreneurs can increase self-efficacy on self-control, develop an independent attitude, self-confidence. This was also experienced by Persebaya Cooperative employees who showed increased creative abilities, responsibility, and initiative and tenacity.

The average value of locus of control (LoC) before employees attend self-attribution training with 3 months after participating in self-attribution there is also a change, especially in indicators of dependence on other people or relationships, then self-confidence in achieving success determined by one's abilities also increases. This shows that employees experience an increase in LoC as an attribution that supports their ability to manage the Persebaya Cooperative. The research put forward by Shapero (Sarifudin & Auna, 2021), which explains that one of the psychological characteristics of business managers who have an entrepreneurial spirit is having a locus of control, and monitoring the internal LoC aspect. (Soleh et al., 2020), explained that the personal characteristics of business managers who have LoC are independent, and have confidence in their ability to manage, develop creativity, and be independent in entrepreneurship. The increase in LoC for Persebaya cooperative employees was also shown by their ability to maintain market performance, especially during the Pandemic period when there were almost no sports tournaments, especially football. In this situation, Cooperative employees or management must maintain distribution patterns, from production to marketing so that cooperative management does not go bankrupt.

Furthermore, from the results of the analysis of the mean difference test, the empirical mean value is compared with the hypothetical mean or theoretical mean. (Sugiyono, 2020) explains that the use of the empirical average value in research is to explain group characteristics while the theoretical average value is to interpret employee potential. Both of these approaches are normative references (norm referenced), namely to explain and differentiate each individual in the population, while the criterion referenced is to distinguish individual mastery based on predetermined criteria. The results of the mean difference test can be seen as follows.

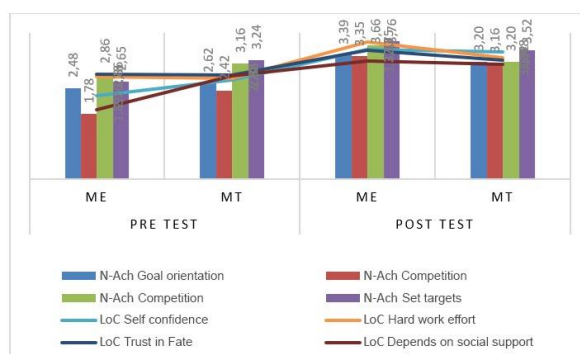


Figure 1. The mean different test scores for the results of self-attribution training

The graph (Figure 1) shows the difference in the empirical mean (ME) and the hypothetical or theoretical mean (MT). According to (Sugiyono, 2020), empirical statistics are more accurate when used to interpret data at the individual level, while hypothetical mean values are more appropriate for interpreting group characters. From the graph it can be seen that the average value on the pre-test mostly shows that MT is greater than ME (MT>ME) in each material or indicator given in the exercise. Meanwhile, the post-test mean value shows that the empirical average value is greater than the theoretical average value (ME> MT). It can be said that before being given self-attribution training, the employees of the Persebaya Cooperative depend more on the commitment of joint efforts or have dependency on their work relations in developing cooperative businesses. Meanwhile, after being given training, Persebaya cooperative employees showed more of their own potential and ability to participate and improve Persebaya cooperatives as an individual achievement.

Furthermore, the results of the analysis of hypothesis testing to determine the effect of cooperative employee self-attraction training on improving the performance and competitive abilities of Persebaya cooperatives can be seen as follows.

Table 5. Test the Effect of self attribution training

Self Attribution Indicator	Pre Test	Post test	T test	sign.	Sp_rho	Sig
N-Ach (Need of Achievement)	2,480	3,521	5,324	0.018	0.743	0.002
LoC (Locus of Control)	2,449	3,504	6,885	0.006		
Pre test - Post test			12,628	0.002		

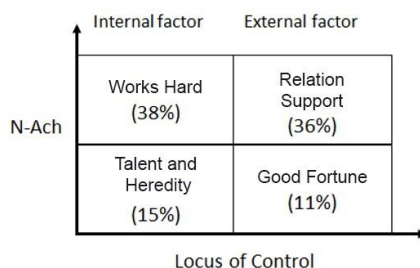
The results of the analysis of the paired sample t test showed that the pre-test mean value was lower than the post-test mean value, both on the N-Ach and LoC indicators. This can explain that self-attribution training activities with the given N-Ach and LoC material have positive changes. This is also evidenced by the t N-Ach value of 5.324 at a significance level of 5%, the t table value of 3.462 (t count > t table); with a probability of 0.018 (p < 0.05), which means that there is a significant change in the N-Ach of Persebaya Koprasi employees after attending self-attribution training. The t value on the LoC indicator is 6.885 with a p of 0.006 which indicates a change in the LoC of Persebaya

cooperative employees after being given self-attribution training. Overall the results of the pre-test and post-test can also measure the impact of self-attribution training, which shows a t value of 12.628 with a p of 0.002 ( $p < 0.05$ ) which can be said that there is an increase in self-attribution among cooperative employees after attending the training. The increase in self-attribution is indicated by an increase in the average N-Ach and LoC values, both of which also show a significant change.

The results of the analysis of the paired sample t test prove that self-attribution training for Persebaya Cooperative employees is classified as effective, which can be proven from an increase in N-Cah and LoC which are the main materials and are the objectives of the training. It can also be said that HR training by raising self-attribution material is classified as effective for increasing HR capabilities in the Persebaya Cooperative in increasingly fierce competition. The proof of the hypothesis in this study supports several studies that take the object of cooperatives or small businesses, as stated by (Chijioke et al., 2020),

(Marshall et al., 2019), said that someone who has a high N-Ach tends to choose various situations where the level of achievement can be measured, has practical benefits, and provides benefits that are not the main goal. In addition, someone with good attribution believes that he can determine his own future. (Khan et al., 2021), suggested that self-attribution training is useful for increasing the quality of attribution to be more positive and balanced between internal and external. (Chien-Chi et al., 2020) explains that a business manager who has high internal control, then in every decision, readiness to take risky actions and so on is almost entirely determined by his self-confidence and not by other people, or by fate.

(Hidayah et al., 2022), also explained that there is a close relationship between LoC and N-Ach for business managers. It can also be seen from Table 4 which explains the results of non-parametric correlation analysis using Spearman\_rho's obtained a correlation coefficient of 0.743 with a probability of 0.002 ( $p < 0.05$ ). The results of the bivariate test analysis show that there is a positive and significant correlation, which means there is a positive relationship between LoC and



**Figure 2.** Attribution of persebaya cooperative employees

N-Ach in Persebaya Cooperative employees in Surabaya. Based on the value of the correlation coefficient, it can also be seen that the value of the coefficient of determination ( $r^2$ ), which is 0.552, means that LoC is able to make an effective contribution to N-Ac of 55.2% and vice versa. This also illustrates that the N-Ach and LoC are mutually effective in contributing to each other, which in this research study can be described in the following quadrants.

There is a relationship between locus of control (LoC) with achievement needs (N-Ach) entrepreneurship or increasing market performance can be explained that Persebaya Koprasi employees can show their confidence to change their condition, change Koprasi conditions for the better, and not just rely on luck or good fortune. On the one hand the aspects of LoC and N-Ach are related to providing a mental picture of Koprasi Persebaya employees who are ready to make various changes, improve business quality, and be ready to face competition when many competitors sell similar products as a life style that shows the characteristics of Persebaya. The results of the analysis which proved that there was an increase in the self-attribution of Persebaya cooperative employees also

explained that the training was running effectively, and was carried out properly by instructors who could be said to be credible and competent in their fields.

Drive to achieve (N-Ach) and Locus of control (LoC) as self-attribution related to entrepreneurship or business management is referred to as achievement motivation, which is expressed as a form of desire to succeed in managing business entities, with the achievement target of increasing sales or profitability (Crick et al., 2021). The influence of self-attribution training using the N-Ach indicator in this study supports the concept of N-Ach put forward by McClelland (Asante & Affum-Osei, 2019) which explains that N-Ach is a person's effort to achieve the best results in relation to the standards of excellence that determined. Employees who have a high achievement drive will show respect for their duties, roles and responsibilities in managing the business (Al Mamun & Fazal, 2018); feel challenged and show the ability to work hard; conduct self-evaluation; being diligent and satisfied with the results achieved (Hidayah et al., 2022). In addition, research reports relating to N-Ach and LoC on the object of study of entrepreneurship are presented in the research by (Cater et al., 2021) which states that the LoC aspect, especially internally (internal locus of control), is closely related to entrepreneurial motivation, but external LoC is also important for increasing competitive motivation. This statement is in line with the conclusions of (Ndofirepi, 2020) research, that motivation which is influenced by external (competitive) factors is also an important part that increases N-Ach. Achievement motivation (N-Ach) can be said to influence successful achievement, because N-Ach is a predictor that supports an increase in internal locus of control (Al Mamun & Fazal, 2018). This statement is in line with the conclusions of (Ndofirepi, 2020) research, that motivation which is influenced by external (competitive) factors is also an important part that increases N-Ach. Achievement motivation (N-Ach) can be said to influence successful achievement, because N-Ach is a predictor that supports an increase in internal locus of control (Al Mamun & Fazal, 2018). This statement is in line with the conclusions of (Ndofirepi, 2020) research, that motivation which is influenced by external (competitive) factors is also an important part that increases N-Ach. Achievement motivation (N-Ach) can be said to influence successful achievement, because N-Ach is a predictor that supports an increase in internal locus of control (Al Mamun & Fazal, 2018).

Results of HR training activities the management of the Persebaya Cooperative with the theme of increasing and strengthening self-attribution has had a significant impact on increasing achievement motivation (N-Ach) and internal control (LoC), as well as between LoC and N-Ach also having mutually supportive contributions (Lee & Fiore, 2020). This is also supported by empirical mean analysis data which explains the characteristics or qualities of each employee of the Persebaya Cooperative in managing the cooperative business. Referring to the findings of several research results that identify the characteristics of entrepreneurs, as well as business managers such as cooperatives, it is reported that there are many important characteristics possessed by business managers (Feriyana et al., 2019). However, it is also known that identifying all the characteristics of business managers and cooperative management is still a complicated analysis because they do not yet have a complete definition due to quite a number of factors involved (Hidayah et al., 2022); (Lee & Fiore, 2020). Likewise in this study, it has been known several characteristics that serve as indicators as well as training material for strengthening self-attribution of Persebaya cooperative employees, namely the presence of high achievement motives, and the dominance of an internal locus of control. This is supported by empirical average values such as behavior that is free to be creative and independent, employees have positive self-confidence, demonstrate the ability to develop innovation and creativity, are responsible, have initiative to develop, increase leadership potential, work behavior that is energetic, works hard, and persistent.

## CONCLUSION

Referring to the results of data analysis and the discussion put forward, it can be concluded that self-attribution training for cooperative employees who are business managers has an impact on

increasing positive self-attribution. This means that training is classified as effective for strengthening employee self-attribution. This is known from an increase in Locus of control (LoC) and need of achievement (N-Ach) which has increased. In this study it is also known that there is a positive relationship between Locus of Control and achievement motivation in business managers of the Persebaya Cooperative, meaning that the management of the Persebaya Cooperative has a more dominant internal Locus of Control, the Persebaya cooperative employees will show efforts to work hard as a target to achieve achievement their work. With regard to these conclusions, it is advisable for Persebaya Cooperative personnel to improve marketing capabilities by utilizing IT media (marketplace) to increase sales turnover, it is also suggested to collaborate in efforts to enrich product variants with the Persebaya label. It is also recommended that further research be able to examine aspects of collaboration, supply chain systems and marketing media as well as the HR competencies of collaborators to improve the performance of Cooperatives and SMEs in Surabaya and its surroundings.

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