

ENTREPRENEURIAL INTENTION: MANAGERIAL ABILITY AND CREATIVITY PERSPECTIVE

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ABSTRACT

The purpose of this study was to determine the effect of Managerial Ability, and Creativity on the Entrepreneurial Intentions of FPEB students, Universitas Pendidikan Indonesia. The Theory of Planned Behavior is used as a grand theory of intention. The population of this research is FPEB UPI students who have attended entrepreneurship courses as many as 328 students from various study programs at the Faculty of Economics and Business Education (FPEB) Universitas Pendidikan Indonesia. This type of sample uses Proportionate Stratified Random Sampling. Collecting data using a questionnaire. The research instrument was tested for validity and reliability. Data analysis using multiple regression analysis with tools IBM SPSS V.26. The results of the study revealed that each of the independent variables, namely managerial ability, and creativity had an effect on entrepreneurial intentions. It is recommended that the managerial ability variable increase the indicator of accepting the reality of change, the perceived risk creativity variable and the entrepreneurial intention variable, namely the indicator of entrepreneurial readiness.

Keywords: *Ability, creativity, entrepreneurial, intention, managerial*

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INTRODUCTION

Many developed countries in the world have low response rates, one of which is the countries in Southeast Asia. But it is different with Indonesia which is still classified as a country that has a high response proportion compared to other countries in Southeast Asia. the proportion of the level of rebellion of the Indonesian state is still relatively high, namely occupying the top third position after Brunei at 8.4%, followed by the Philippines at 6.5%, and Indonesia at 6.49% (www.tradingeconomics.com 2021). This is influenced by various factors related to the conditions of these countries such as area, population, education level, employment growth and so on. This fact is also supported by the statement of Core Executive Director Mohammad Faisal, where the youth unemployment rate in

Indonesia is the highest in Southeast Asia, this is based on exposure to data which states that youth unemployment in Indonesia has almost touched 20% in 2020 (CNN Indonesia, 2021). Unemployment is a condition where a person is included in the labor force, but wants to work and has a job but has not yet gotten the job (Sukirno, 1994). In addition, the lack of expertise and skills of job seekers and the uneven distribution of employment opportunities in Indonesia are factors driving the increase in unemployment in this country. Based on data from BPS 2021, the open unemployment rate (TPT) in August 2020 was 7.07 percent, an increase of 1.84 % points compared to August 2019, then decreased by 0.57 % in 2021. This proves that the open unemployment rate in the last three years has been fluctuating and uncertain.

The level of education in Indonesia has increased from year to year, this can be seen from the increase in university graduates. The fact is that the increasing number of graduates has resulted in narrower job opportunities. This is in accordance with the statement put forward by Hermina *et al.* (2013) in her research where every year the number of university graduates always increases but plans after graduation do not know where to go, this is because the available jobs are getting narrower or even disappearing. In addition, the large number of university graduates who have not found work is caused by the mindset of students who after graduation want to work in a company by trying to apply to various existing companies, this is still developing among students, only a few think about the path to entrepreneurship. The government's efforts to increase entrepreneurship have been carried out, one of which is by having entrepreneurship courses at universities. With the hope that after graduation, students will have the intention and courage as well as knowledge in entrepreneurship. But in reality, many students are not ready and do not have the intention to become an entrepreneur. Another factor that causes students who graduate from university to have no entrepreneurial intention is fear of failure in entrepreneurship. Based on table 1.5 above, it can be seen that the level of entrepreneurial intention of FPEB UPI students is still relatively low, where the percentage for the low category is 44.6%. While as many as 33.8% of students have a moderate level of entrepreneurial intention, and 21.6% of students have a high level of entrepreneurial intention. So it can be concluded that the interest of FPEB UPI students when they graduate from university for entrepreneurship is still relatively low.

This study uses the Theory of Planned Behavior (TPB) with three factors that can shape the intention to become a behavior, namely attitude towards behavior, subjective norms, and perceived behavior control. Managerial ability is an ability that is obtained through the social environment or subjective norms. Another part to look out for is a creative personality. One factor is attitude towards behavior in which creativity is formed, being a creative person who is able to solve a problem, create something new, and can take advantage of an opportunity so that he can take an attitude in entrepreneurship. According to Zimmerer *et al.* (2008) failure in entrepreneurship can be caused by several factors such as managerial

incompetence, lack of financial control, and lack of creativity in entrepreneurial transition. Furthermore Suparyanto (2019) states that if the management aspect is weak, then the business being carried out will fail.

Based on the previous explanation, it can be said that intention is a strong tendency towards behavior, according to the research conducted Melugbo *et al.* (2020) which states that entrepreneurial intentions are planned behaviors that are influenced by attitudes towards behavior, subjective norms, and perceived behavioral control. Based on TPB, intention is a conscious thought to perform a behavior and it is a direct antecedent of behavior. Therefore, entrepreneurial intentions are supported by the existence of variables that encourage behavior in starting entrepreneurship. Studies conducted Pathak *et al.* (2013) shows that people who strongly believe in their managerial abilities in managing a business are likely to be more confident in setting up a business, so it is proven that managerial abilities can increase entrepreneurial intentions. Meanwhile according to Mammamabolo *et al.* (2017) From the results of his research, he said that of the various things needed by an entrepreneur, one of them is technical and business management skills or technical and business managerial abilities. Furthermore Daudu *et al.* (2015) found in his research that the lack of managerial abilities causes the performance of small scale businesses to be poor. Thus, it can be said that managerial abilities that are relevant can affect one's entrepreneurial intentions. Based on this explanation, the authors propose a hypothesis:

H₁ Managerial abilities have a positive effect on entrepreneurial intentions

Creativity is an important thing that must be owned when starting an entrepreneurship, because with creativity the business that is run can develop and survive even though many competitors appear. Creativity can be said as the ability to generate opportunities by making something new or improving something that already exists. Therefore, creative thinking is needed by students so that they have the intention and readiness to become entrepreneurs. When viewed from TPB creativity has an influence on attitude towards behavior, this is in line with research conducted by Kore & Prajogo, (2020). In addition, this research is also in accordance with the results of research conducted by Ernst (2018) which examined the role of creativity in predicting social entrepreneurial intentions. Smith *et al.* (2016) stated that creativity affects one's entrepreneurial intentions. This is in line with research conducted by Nguyen *et al.* (2019) that creativity influences and can increase one's entrepreneurial intentions. This is different from the research conducted by del Campo (2017) where his research found that entrepreneurial intentions are not conditioned by one's creativity. Based on this explanation, the authors propose a hypothesis:

H₂ Creativity has a positive effect on entrepreneurial intentions

It can be concluded that the factors influencing entrepreneurial intentions are based on TPB, where managerial ability is used as a determinant (determining factor) in the subjective norm, because if a student has good abilities in this case managerial ability, then the student is able to start a business so that he has the

intention entrepreneurship. In addition, creativity is also included in the determinants of attitude toward behavior, where if students who have good creativity can develop attitudes and courage within themselves, so that these students have the intention to start entrepreneurship. Based on the explanation above, the higher the respondent's score on managerial ability and creativity, the higher the student's entrepreneurial intention. Conversely, the lower the respondent's score on managerial ability and creativity, the lower the student's entrepreneurial intention. Therefore having managerial ability and high creativity can increase one's entrepreneurial intentions. Based on these thoughts, the research model that the authors propose is explained in the figure below

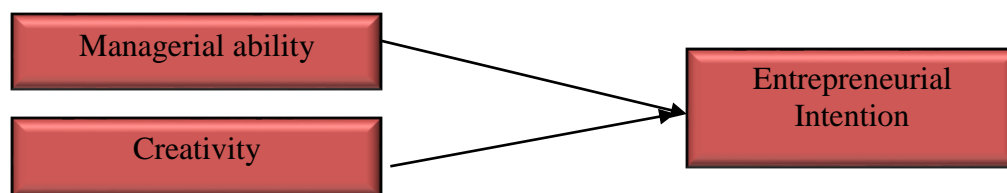


Figure 1.
Proposed Research Model

RESEARCH METHOD

This study used a survey research method and a descriptive verification research method with a quantitative approach with a verification design because it tested and verified the correctness of the theory regarding the influence of the independent variables on managerial ability, accounting knowledge, and creativity on the dependent variable, namely entrepreneurial intentions. The population in this study were FPEB students at the Indonesian University of Education. They consisted of 1814 students from the Accounting Education study program, business management education, office management education, economics education, management, accounting and economics and Islamic finance. The sample size was selected using the formula from Taro Yamane Sugiyono (2016) so that a sample size of 328 was obtained which was carried out using the Proportionate Stratified Random Sampling technique. The collection of data used in this study is through a questionnaire / questionnaire. The questions contained in this questionnaire relate to the variables proposed in this study, namely managerial ability, creativity, and entrepreneurial intentions. Entrepreneurial intention can be interpreted as the first step on the way to establishing a business which is mostly long term (Lee & Wong (2004) Entrepreneurial intention is measured by 6 items. The indicator of entrepreneurial intention refers to Linan Chen (2009) You are ready to do anything to become an entrepreneur; Your professional goal is to become an entrepreneur; You will make every effort to start your own business; You are determined to create a company in the future; You are very serious about starting a company; You have a firm intention to start a business.

Managerial ability is an ability that is very much needed in entrepreneurship, because it is one of the factors that influence the progress and longevity of a business that is pioneered and can increase students' entrepreneurial intentions when they graduate from university (Sharma & Gadenne, 2000; Power et al., 2001). Managerial ability is the ability of a manager or business owner to manage their business, if all management functions are carried out and operated properly, the business or business being run will run well. Sutarno (2012: 26). Managerial ability is measured by 7 items. Managerial ability indicators refer to Hoffman (2016); Truxillo et al. (2016); Eulitz (2016); Sinh (2016); Anderson (2017). By indicators; As a leader, I must be prepared to help the organization keep up with change; I believe that there is a relatively high failure rate in organizational strategic change efforts; As a leader, I need to drive the topic of change, be a change agent myself and promote diversity; Every program should include a course on managing strategic change in the core curriculum; I believe that most managers do not accept the reality of regular change in their organizations.

Creativity is basically related to new things, these things can be expressed as characteristics of creative thinking or emotional thinking, then expressed or poured into a new idea or object form, besides that creative can also be called a combination of various things. what is already there becomes something new. According to Satiadarma and Waruwu (Asti, 2018). Creativity indicators refer to Hamidi, et al (2008) and Conn and Rieke, 1994 with risk items, administrative difficulties, marketing difficulties and business workload. Creativity is measured by 4 items namely How do you estimate the financial risk to your personal economy for starting and running your own business? How would you foresee administrative difficulties such as paperwork, patents and permits, bookkeeping and accounting with starting and running your own business?"; How are you estimating the difficulty to reach the market with your services or products; How would you foresee your future workload by starting and running your own business?"

The data analysis technique in this study uses descriptive statistics, namely statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations Sugiyono (2016: 147) Presentation of data in this descriptive statistics can be through tables, graphs, diagrams, pictograms, measurement of central tendency, calculation of deciles, percentiles, calculation of data distribution, calculation of percentages. Interpretation is done by comparing the total score achieved with the ideal score multiplied by 100%. The guide is explained in Figure 2 as follows.

20	36	52	68	84	100
Very Low		Low	Normal	High	Very High

Figure 2.

Research Data Continuum Scale

Before testing the hypothesis, an assumption test was carried out first, namely the data normality test, heteroscedasticity test and autocorrelation test. Meanwhile, for inferential statistical analysis, the authors used regression analysis, namely

multiple regression analysis used by researchers to predict the state of the independent variables. if the dependent variable is two or more Sugiyono (2016).

RESULTS AND DISCUSSION

The profile of students who are respondents, from the aspect of gender, is described in table 1 as follows.

Table 1.
Respondent Profile

Gender	F	Percentage
Men	136	41,5 %
Women	192	58,5%
Total	328	100.00%

Source: processed data, 2022

Based on the data above, it shows that 58.5% of the respondents in this study were women, while the remaining 41.5% were men. Therefore, it can be concluded that most of the respondents in this study were women.

Table 2.
Description of Research Variables

Variable	Ideal Score	Total Score	%	Criteria
Managerial Ability				
Help keep up with the changes	1975	1383	70	High
strategic change efforts	1975	1410	71,4	High
push the topic of change	1975	1608	81,4	High
managing strategic change	1975	1624	82,2	High
accept the reality of change	1975	1344	68,1	High
Average	9875	7369	74,6	High
Creativity				
Perceived risk	1975	1348	68,3	High
Administrative difficulties	1975	1455	73,7	High
Marketing difficulties	1975	1521	77	High
Entrepreneurial workload	1975	1465	74,2	High
Average	7900	5789	73,3	High
Entrepreneurial Intention				
Entrepreneurial readiness	1975	1388	70,3	High
Entrepreneurial goals	1975	1381	69,9	High
Start a business	1975	1505	76,2	High
Create a company	1975	1593	80,7	High
Serious about starting a business	1975	1394	70,6	High
Have a strong intention to do business	1975	1564	79,2	High
Average	11850	8825	74,5	High

Source: data processed 2022

Overall managerial ability has the highest score with an average of 74.6% high condition. Entrepreneurial intention score of 74.5.65 high condition, creativity 73.3% high condition. Managerial ability as the highest variable indicates that the

entrepreneurship learning process is able to provide competence in managing businesses to students. The highest managerial capability indicator is managing strategic change at 82.2% high condition and the lowest indicator is accepting the reality of change at 68.1% high condition. Entrepreneurial intention score of 74.5 high conditions. The highest indicator of entrepreneurial intention is to make a company 80.7% high and the lowest indicator is entrepreneurship readiness of 70.3% high condition. Creativity score is 73.3% high condition, while the highest creativity indicator is marketing difficulty of 77% high and the lowest indicator is perceived risk of 68.3% high condition.

This research is research that is intended to test the model. Therefore, calculations are needed to prove that aspects of managerial ability and creativity theoretically affect entrepreneurial intentions. Based on the calculation of the effect of managerial ability and creativity on entrepreneurial intentions, it appears that all independent variables show a positive value. Furthermore, based on Anova calculations, the influence of managerial ability (X1) and creativity (X2), has a positive effect on entrepreneurial intention (Y) obtained $R^2 = 0.698$, $F = 453,977$ ($P = 0.000$) significant test. The influence of managerial ability (X1) and creativity (X2) on entrepreneurial intention is 69.8%, while the remaining 30.2% is influenced by other factors. This means that managerial ability (X1) and creativity (X2) have a positive effect on entrepreneurial intentions (Y). the higher the managerial ability and creativity, the more effective the entrepreneurial intention. Thus the hypothesis proposed by the author can be accepted. The overall test above is explained in amp 3 as follows.

Table 3.
Test Results Anova

Model	F	Sig	R ²
1	453.977	.000 ^a	0,698

Source: Primary data processed, 2022

The next stage is testing the magnitude of the influence of each, namely managerial ability and creativity on entrepreneurial intentions which are described in the following figure. The results of the impact test are in Table 4.

Table 4.

Influence of Managerial Ability (X1), Creativity (X2), has a positive effect on entrepreneurial intentions (Y)

Variable Influence	t _{count}	Sig	Hip Test
Managerial Ability	5.268	.000	H ₀ Rejected
Creativity	18.264	.000	H ₀ Rejected

Source: Primary data processed, 2022

Based on table 4, all significant variables can be identified above. Thus the empirical research model is presented as shown in Figure 3 below.

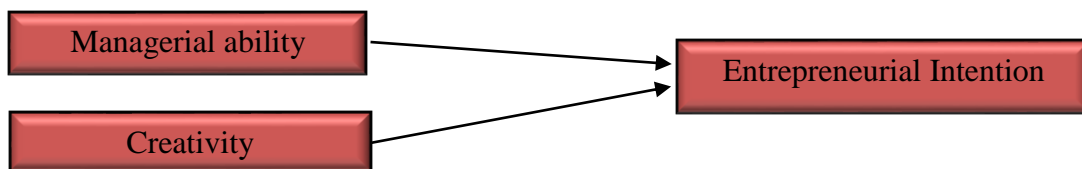


Figure 3.
Research Empirical Model

Information:

X.1 = Managerial Ability

X.2 = Creativity

e.1 = Variables of Other Causes of Entrepreneurial Intention

To determine the magnitude of the influence of each variable is tested through the following mathematical formula

$$Y = 0,819 + 0,292 X_1 + 1,096 X_2$$

Based on this formula, the magnitude of the influence of managerial ability is $Y = 0,819 + 0,292 X_1$, meaning that if an increase of 1 (one) unit of managerial ability then the entrepreneurial intention becomes 1.111. The higher the managerial ability, the higher the entrepreneurial intention.

The amount of creativity is $Y = 0,819 + 1,096 X_2$, meaning that if an increase of 1 (one) unit of creativity means the entrepreneurial intention becomes 1.915. The higher the creativity, the higher the entrepreneurial intention. The magnitude of the personality factor on entrepreneurial intentions is presented in table 5 as follows.

Table 5.

Effect of each Research Variable	
Variable Influence	Score
Managerial Ability	1,111
Creativity	1,915

Source: processed data, 2022

Overall managerial ability has the highest score with an average of 74.6% high condition. Entrepreneurial intention score of 74.5 high condition, creativity 73.3% high condition. Managerial ability is the highest variable. This indicates that the higher the managerial ability and creativity, the more effective the entrepreneurial intention will be.

The simultaneous effect of managerial ability and creativity on entrepreneurial intentions is 0.698 or 69.8% while the remaining 30.2% is influenced by other factors not examined. This means that the effectiveness of entrepreneurial intentions as the dependent variable can be predicted by increasing the independent variables, namely managerial ability and creativity. With reasoning proving the hypothesis, the higher the managerial ability and creativity, the more effective the entrepreneurial intention. This means supporting the TPB theory, that one component of TPB is personal, namely creativity which shapes entrepreneurial attitudes and information which shapes managerial abilities as part of subjective norms.

The entrepreneurial intention variable is explained in regression by managerial ability of $Y = 0.819 + 0.292X_1$, meaning that if an increase of 1 (one) unit of managerial ability then the entrepreneurial intention becomes 1.111. Therefore, managerial ability is an important variable to pay attention to and improve, because managerial ability can increase entrepreneurial intentions. This is in accordance with research by Osman & Rahim (2014) who found that entrepreneurial managerial abilities can positively influence one's entrepreneurial intentions. Papulová & Mokroš (2007) said in their research that managerial abilities can increase success in entrepreneurship, so that at the same time it can increase a person's desire (intention) in entrepreneurship, because they feel confident in their managerial abilities. Holcombe (2003) revealed that if the management of an entrepreneur is good, then the profits will be maximized and failure will be avoided, and vice versa if with bad management, then it will be a failure as a result of being unable to compete with other businesses that are more competitive. efficient, in other words it can discourage someone from building an entrepreneur. The opinion expressed by Peterson *et al.* (1983) which states that education about management is very important for someone who will or intends to become an entrepreneur in order to avoid failure. In addition, there is an expression in research conducted by Urban & Naidoo (2012) which states that low managerial ability will ultimately damage a new business or entrepreneur being run. Managerial ability has a positive effect on entrepreneurial intentions, this happens because managerial ability is a very important and useful ability when someone has the intention to become an entrepreneur. Poor managerial control is a major factor in entrepreneurial failure. Therefore, many students do not have the intention to become entrepreneurs. Someone who has managerial ability can increase intentions in entrepreneurship, because with managerial ability in a person can foster that person's intention. Where a person will not have the intention to become an entrepreneur if he does not have a good managerial base to run a business. In addition, managerial skills obtained through learning especially for entrepreneurship can be said not only to know about how to start entrepreneurship, but also about the process, which helps develop skills, entrepreneurial attitudes, and one's desire to start entrepreneurship (intention). Students who have the provision of managerial understanding, will be able to generate and increase the intention to do entrepreneurship.

Managerial ability is an ability that is very necessary in entrepreneurship, because it is one of the factors that influence the progress and longevity of a business that is initiated. Therefore, learning business management in tertiary institutions is very important learning to support and increase students' intentions and courage in entrepreneurship, because with that students at least have a basis and are familiar with managerial matters in business or entrepreneurship, it is hoped that these factors can increase entrepreneurial intentions. students when they graduate from university. This is according to the opinion of Sharma & Gadenne, 2000; Power *et al.*, 2001) which emphasizes that there will be positive developments in small businesses if there is an increase in the quality of their management. Therefore, the higher the managerial ability, the more effective the entrepreneurial intention.

The entrepreneurial intention variable is explained by regression by creativity of $Y = 0,819 + 1,096 X_2$, meaning that if an increase of 1 (one) unit of creativity then the entrepreneurial intention becomes 1.915. Therefore, creativity is an important variable to pay attention to and improve, because increased creativity can increase entrepreneurial intentions. This is in accordance with Ernst (2018) which examined the role of creativity in predicting social entrepreneurial intentions. Based on research conducted by Tiwari et al., (2017) which stated that creativity positively influences attitude toward behavior. Irwansyah & Subiyantoro (2018) where creativity positively influences student entrepreneurial intentions. Laguía *et al.* (2019) revealed that the creativity factor that comes from learning at university influences entrepreneurial intentions. Bellò *et al.* (2018) in his research said that creativity is related to entrepreneurial intentions. Shahab *et al.* (2019) in his research stated that creativity influences entrepreneurial intentions. Smith *et al.* (2016) who said that creativity has an influence on entrepreneurial intentions. Someone who has high creativity can see and take advantage of an opportunity and can deal with an existing problem so that the person's views regarding entrepreneurship are very good.

Creativity is an important thing that must be owned when starting an entrepreneurship, because with creativity the business that is run can develop and survive even though many competitors appear. Creativity can be said as the ability to generate opportunities by making something new or improving something that already exists. Therefore, creative thinking is needed by students to have entrepreneurial intentions and readiness. Everyone must have an attitude of creativity so that entrepreneurial intentions can increase. Various kinds of influences on success in entrepreneurship are inseparable from the factor of creativity, where creative attitudes and thinking can help in solving problems, developing new ideas whether they are ideas or products, and finding an opportunity for entrepreneurial progress. Thus creativity is closely related to entrepreneurship. Someone must have attitude and creative thinking to support entrepreneurial success and as a way for the business being run to survive the harsh competition out there. According to Muladi Wibowo (Etriyani, 2014) another benefit of creative thinking is that creativity is directly related to the added value of value creation, and the discovery of opportunities. According to Fillis and Rentschler, (Mar *et al.* 2017) creativity is also used as a determining factor for success, with creativity, an organization will improve quality and customer satisfaction. Creativity describes a skill, flexibility, originality in thinking, and skills in elaborating an idea, therefore creative people have these characteristics (Munandar, 1985). This is where the importance of creativity in entrepreneurship. Based on this explanation, the higher the creativity, the more effective the entrepreneurial intention.

Based on the explanation above, by using reasoning it can be assumed that students who have managerial abilities and high creativity will have more effective entrepreneurial intentions. Even so, there are several indicators that must be leveled in this study, from managerial ability to accept the reality of change. From

creativity is an indicator of perceived risk. Meanwhile, the entrepreneurial intention is an indicator of entrepreneurial readiness.

CONCLUSION

Based on the findings of the research results and hypothesis testing as well as the discussion of the research, the following conclusions can be drawn. (1) Managerial ability has a positive relationship with student entrepreneurial intentions, namely the higher the managerial ability, the more effective the entrepreneurial intention and vice versa. Managerial ability is an important variable to consider in efforts to increase student entrepreneurial intentions. It is recommended that indicators increase in accepting the fact that change is still low, namely through learning that provides a challenging content, so that students are ready to face rapid changes. (2) Creativity has a positive relationship with student entrepreneurial intentions, namely the higher the creativity, the more effective student entrepreneurial intentions and vice versa. Therefore, student creativity is an important variable to consider in efforts to increase entrepreneurial intentions. It is recommended to increase indicators that are still low, namely. Perceived risk. This can be improved through the ability to analyze the benefits and costs that must be incurred in designing new products so that students are able to anticipate the risks that will occur. (3) Conditions of high entrepreneurial intention. This must be maintained through learning that instills productive character. However, there are still indicators that need to be improved, namely entrepreneurial readiness. This can be improved through entrepreneurship learning activities that include elements of motivation or encouragement for the benefits of entrepreneurship and the challenges it will face.

Of the two independent variables studied, namely managerial ability and creativity. Of the two variables, managerial ability has the highest influence. This shows that universities need to create a forum for improving the quality of students through the establishment of a business incubator, so that students can improve their ability to manage business in the incubator. On the other hand, it is necessary to increase practical entrepreneurship learning, so that it can improve aspects of skills in real contexts.

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