
ANALYSIS THE INFLUENCE OF SOCIETY CULTURAL ON INTENTIONS TO START UP NEW BUSINESS (CASE STUDY: MANADO SOCIETY)

*ANALISIS PENGARUH BUDAYA MASYARAKAT TERHADAP NIAT UNTUK
MEMULAI BISNIS BARU (STUDI KASUS: MASYARAKAT KOTA MANADO)*

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ABSTRACT

This research investigates the influence of society cultural on intention to start up new business in Manado city. Researcher shall to know how many people in Manado city interesting with entrepreneurship. Researcher used elements of society cultural like power distance, collectivism and individualism as independent variables and motivator and intentions as dependent variables to analyze the relationship between society cultural and entrepreneurship. 300 people of Manado city were surveyed as respondents. All indicators were measured on a 5-point scale from 1: "strongly disagree" to 5: "strongly agree". The study has used structural equation model (SEM) methodology to investigate data and check developed hypotheses. The results of this study show that there are significant influence from the variables power distance and individualism factors on motivators and intentions to start up new business. Also, there no significant influence of collectivism factors toward intentions to start up new business.

Keywords: Power Distance, Collectivism, Motivators, Intention, Entrepreneurship, Culture.

ABSTRAK

Penelitian ini ingin mengetahui pengaruh budaya masyarakat terhadap niat untuk memulai bisnis baru di Kota Manado. Peneliti juga ingin mengetahui berapa banyak orang di Kota Manado yang tertarik dengan kewirausahaan. Peneliti menggunakan elemen masyarakat budaya seperti daya jarak, kolektivisme dan individualisme sebagai variabel independen dan motivator dan intentions sebagai variabel dependen untuk menganalisis hubungan antara masyarakat dan budaya kewirausahaan. 300 orang dari Kota Manado yang disurvei sebagai responden. Semua indikator yang diukur pada skala 5-point dari 1: "sangat tidak setuju" untuk 5: "sangat setuju". Studi ini telah menggunakan metodologi model persamaan struktural (SEM) untuk menyelidiki data dan memeriksa hipotesis dikembangkan. Hasil penelitian ini menunjukkan bahwa ada pengaruh yang signifikan dari jarak variabel daya dan faktor motivator individualisme dan niat untuk memulai bisnis baru. Juga, tidak ada pengaruh yang signifikan dari faktor kolektivisme terhadap niat untuk memulai bisnis baru.

Kata kunci: Daya Jarak, kolektivisme, Motivator, Niat, Kewirausahaan, Budaya.

1. INTRODUCTION

Research Background

In this century, many people in this world have become businesspersons or entrepreneurs. This thing has become trend in each country around the world especially in developed country. Many people compete to start up their own business like providing (produce, trade and sale) goods or services to meet consumer needs and wants. Everything they do is aimed to earn profit. Not only older generation doing business or entrepreneurship activity, but also younger generation too. This thing has continued to grow up every year. Besides meet consumer need and wants and earn profit from doing business activity, businessperson or an entrepreneur have important role to increase national economic growth.

Indonesia has a lot of people become businesspersons or entrepreneurs but the number is less than expected. Why the number of businessperson or entrepreneurs still low in Indonesia? It is because some people in Indonesia have mindset that is more prestige to work as employee at one company or become civil servant, some people afraid to start up their own business because they afraid to fail, and also a lot of young generation in Indonesia prefer to work at big and famous institution or company after they graduate from university then start up their own business. Indonesia is a country that has huge potential and rich in natural resources. There are many natural resources in Indonesia that can be used as a raw material to start up a new business, among others mining resources, marine resources, fishery resources, agricultures resources, plantations resources, etc. We can take the advantage and opportunity from this thing and try to start up our new business.

There are several factors that affect a person in start up new business. One of those factors is culture. Why culture? The role of society, nation, people, or region cultural is important in determining people behavior or actions in their life. Culture will affect peoples in every daily activity. Good or bad behavior or actions of a person is determined by cultural because cultural is a mirror of one's personal. There are five elements of cultural that can influence people on intentions to start up new business. The following elements are power distance, collectivism, individualism, motivators and entrepreneurial intentions.

In Manado City, have many people become businesspersons or entrepreneurs but the numbers of Manado society or Manadonese that become businessperson or entrepreneur still low. Business and entrepreneurship activity in Manado still dominated by Chinese ethnic, Arabian ethnic, Javanese, Gorontaloese, etc, which generally have long settled in Manado City. Why the number of Manado society or Manadonese that become businessperson and entrepreneurs still low? Does Manado society cultural affect this thing?

There are some existing issues and problems above, so researcher try to analyze and identify the influence of society cultural on intentions to start up new business (case study: Manado society). The respondents of this research will be selected to those who are Manado society and settled in Manado City.

Research Problem

1. How do power distance, collectivism and individualism factor influence motivators to start up new business?
2. How do motivators factor influence intentions to start up business?
3. How do power distance, collectivism, and individualism factor influence intentions to start up new business?

Research Objectives

To know the influence of power distance, collectivism, and individualism factor on motivators to start up new business. To know the influence of motivators factor toward intentions to start up new business. And to know the influence of power distance, collectivism, and individualism factor toward intentions to start up new business.

Research Limitation

This research comes with several limitations. First, this research is proposed to analyze the influence of society cultural on intentions to start up new business (case study: Manado society). Second, this research only analyzes Manado society that settled in Manado city and is not expanded to others. Third, Structural Equation Model is the research method to analyze the data.

Research Usefulness

The result of this research will give contribution in the scientific work regarding the relationship between cultural elements (power distance, collectivism, individualism, motivators, and entrepreneurial intentions) and give literature and knowledge about business and entrepreneurship. The result of this research can provide information and recommendation about influence of cultural toward entrepreneurship intentions. The result of this research will improve knowledge and understanding about business and entrepreneurship and also give motivate to become an entrepreneur.

2. THEORETICAL FRAMEWORK

Bouncken *et.al* (2009) explains the purpose of their study is to investigate the effects of national culture on new venture generation. Its draw on the literature on culture and entrepreneurship, that explain about different challenges and risks associated with founding a new venture as well as about different decision stages in entrepreneurship. The literature further enhanced the understanding of personality and values on entrepreneurship. The aim of this study was to investigate in cultural antecedents on motivators and intentions of new venture generation. Also, this study analyze about three cultural dimensions, thos are power distance, collectivism, and individualism. The independent variables of this research are power distance, collectivism and individualism. The dependent variables of this research are motivator and intentions. This study using a sophisticated data analysis method - multi-group structural equation modeling (SEM) to compare German and Polish MBA students in order to retrieve cultural influences on entrepreneurship.

Ali *et.al* (2011) explains the purpose of their study was to investigate the effects national culture on entrepreneurial intentions of citizens in Pakistan. The study was conducted by examining the consequence of Hofstede national culture's dimensions on entrepreneurial intentions of individual's in the environment of Pakistan. The element of culture includes; uncertainty avoidance, power distance, individualism versus collectivism, masculinity versus femininity, and long term orientation versus short term orientation are the variables of this research. The data (primary data) was gathered from respondents working in different organizations of Pakistan. Its was collected from 500 employees. The respondents were selected on the basis of simple random sampling. The study has used structural equation model (SEM) methodology to investigate data and check developed hypotheses.

Power Distance

Hofstede defines power distance (PD) as the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally (Bouncken et al., 2009). In cultures with large differences in power between individuals, organizations will typically have more layers and the chain of command is felt to be more important (Dickson et al., 2003). Power distance, was defined as a degree to which a culture's people are separated by power, authority, and prestige (Bouncken et al., 2009). A high power distance points to high acceptance of unequal power distribution (Bouncken et.al, 2009).

Collectivism and Individualism

Ali *et.al* (2011) explains individualism is focuses on individual actions, attitudes, and recognitions which incorporated into the conventional units of society. Individualism relates to communities in which social associations and dedications are wobbly. Each one is bound to take care of him selves or her selves and their families. In individualistic culture society identification is based on individuality of work. Social values are emphasized as personal achievements and initiatives. Independence, diversity, contentment, and personal financial security take precedent over group loyalty. So, therefore in individualistic culture there is greater employment mobility. Ali *et.al* (2011) also explains collectivism, on the contrary, relates to societies where people are incorporated into strong, unified in-groups from birth onwards which throughout a life span persist to protect them in swap for submissive loyalty. Collectivistic cultures, group member are bond in social ties and their identity depends on the social groups. They do greater emphasis on belongingness than to personal initiatives. Deviance to such initiative results in punishment. In collectivistic cultures, group decisions are considered to be superior to individual decisions.

Motivators

Independence

Independence entails taking the responsibility to use one's own judgement as opposed to blindly following the assertions of others. It also involves taking responsibility for one's own life rather than living off the efforts of others. Many investigators have observed that the entrepreneurial role necessitates independence. First, the entrepreneur takes responsibility for pursuing an opportunity did not exist before. Second, entrepreneurs are, in the end, responsible for results, whether achieved or not achieved. Further, individuals may pursue entrepreneurial careers because they desire independence. For example, in interviews with U.S. female firm founders, Hisrich (1985) found that one of the prime motivations for starting a business was a desire for independence.

Need for Achievement

Within the research domain of personality traits and entrepreneurship, the concept of need for achievement (nAch) has received much attention. McClelland (1961) argued that individuals who are high in nAch are more likely than those who are low in nAch to engage in activities or tasks that have a high degree of individual responsibility for outcomes, require individual skill and effort, have a moderate degree of risk, and include clear feedback on performance. Further, McClelland argued that entrepreneurial roles are characterized as having a greater degree of these tasks attributes than other careers; thus, it is likely that people high in nAch will be more likely to pursue entrepreneurial jobs than other types of roles.

Risk taking

Risk-taking propensity is another motivation of interest, which emerged from McClelland's (1961) original research on entrepreneurs. McClelland claimed that individuals with high achievement needs would have moderate propensities to take risk. This claim by McClelland is especially interesting for entrepreneurship research because the entrepreneurial process involves acting in the face of uncertainty. Liles (1974) argued that entrepreneurs often must accept uncertainty with respect to financial well-being, psychic well-being, career security, and family relations. Moreover, several theories of entrepreneurship view the entrepreneur as bearing residual uncertainty (Venkataraman, 1997). Atkinson (1957) argued that individuals who have higher achievement motivation should prefer activities of intermediate risk because these types of activities will provide a challenge, yet appear to be attainable. On the other hand, individuals who score high on the motive to avoid failure will avoid intermediate risks. Instead, they will prefer easy and safe under- takings (because there is a high chance of success) or extremely difficult and risky ones (because it will be easy to explain failure without accepting personal blame). Following the lead of Atkinson, risk-taking propensity has been defined in the entrepreneurship literature as the willingness to take moderate risks (Begley, 1995).

Locus of control

Individuals who have an external locus of control believe that the outcome of an extent is out of their control, whereas individuals with an internal locus of control believe that their personal action directly affect the outcome of an event (Rotter, 1966). As McClelland (1961) discussed earlier, individuals who are high in Ach prefer situations in which they feel that they have direct control over outcomes or in which they feel that they can directly see how their effort affects outcomes of a given event. This point was extended by Rotter (1966) who argued that individuals with an internal locus of control would be likely to seek entrepreneurial roles because they desire positions in which their actions have a direct impact on results.

Goal setting

Tracy, Locke, and Renard (1998) conducted a study of the owners of small printing firms. Both concurrent and longitudinal measures of four aspects of performance were obtained: financial performance, growth, and innovation. The quantitative goals the entrepreneurs had for each outcome were significantly related to their corresponding outcomes, both concurrently and longitudinally (nAch in this study was unrelated to performance). Baum, Locke, and Smith (2001) also found that growth goals were significantly related to the subsequent growth of architectural woodworking firms. Although there have been other studies of entrepreneurial goals, to our knowledge, only these two have related quantitative measures of goal difficulty to performance.

Entrepreneurial Intentions

Shapero's entrepreneurial event model (SEE) in which entrepreneurial intentions depend on three elements: a) the perception of the desirability; b) the propensity to act; and c) the perception of feasibility (Shapero, 1982). Another well recognized model is based on Ajzen's theory of planned behavior (Ajzen, 1991). According to Ajzen, intentions are explained by: a) subject's attitudes toward the behavior; b) subjective norms; and c) the subject's perception of behavioral control. Another model of intentions was developed by Bird (1988) which considers that entrepreneurial intentions are based on a combination of both personal and contextual factors.

Conceptual Framework

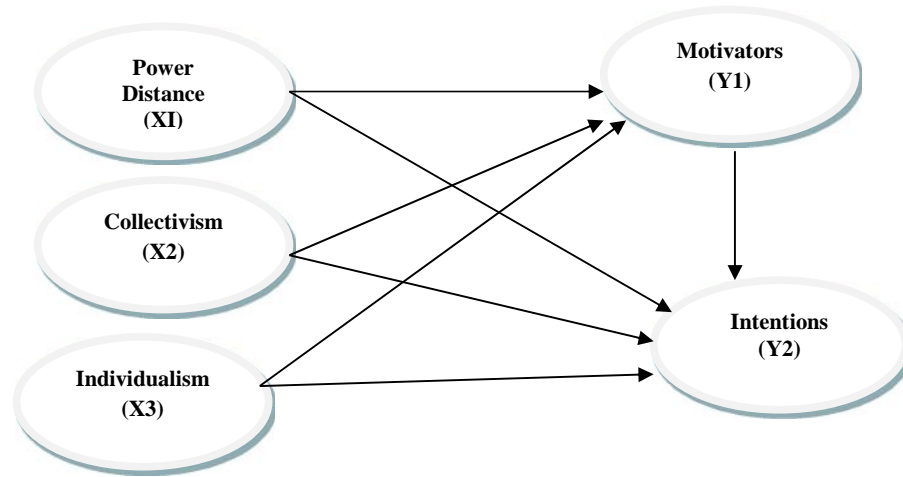


Figure 1. Conceptual framework
 Source: Literature reviews, 2015

This figure describes the influence of Society cultural on intentions to start up new business.

Research Hypothesis

This research purposed hypotheses, as listed:

- H1. There is an influence of power distance factor on motivators to start up new business.
- H2. There is an influence of collectivism factor on motivators to start up new business.
- H3. There is an influence of individualism factor on motivators to start up new business.
- H4. There is an influence of motivator factor toward intentions to start up new business.
- H5. There is an influence of power distance factor toward intentions to start up new business.
- H6. There is an influence of collectivism factor toward intentions to start up new business.
- H7. There is an influence of individualism factor toward intentions to start up new business.

3. RESEARCH METHOD

Sources of Data

There are two types of data, first is primary data and the second is secondary data. Primary data is data originated by the researcher specifically to address the research problem. The researcher gets primary data from the result of questionnaires. Questionnaires are distributed to respondents (Manado society) so they can respond directly on the questionnaire. Secondary data is data collected for some purpose other than the problem at hand. The secondary data is taken from books, journals, and relevant literature from library and internet. These secondary data were used in the background, literature review, research method, and discussions.

Population and Sample

The population in this research is Manado society. The sample of this research is 300 respondents.

Operational Definition of Research Variable

In the context of Structural Equation Method there are two types of variables, Unobserved and observed variables. Unobserved variable is the variable that cannot be measured directly. Unobserved variable divided into two different kinds of variables, namely exogenous and endogenous variables. The distinction between these two types of variables is whether the variable regresses on another variable or not. As in regression the dependent variable (DV) regresses on the independent variable (IV), meaning that the DV is being predicted by the IV. In SEM terminology, other variables regress on exogenous variables. Exogenous variables can be recognized in a graphical version of the model, as the variables sending out arrowheads, denoting which variable it is predicting. A variable that regresses on a variable is always an endogenous variable, even if this same variable is also used as a variable to be regressed on. Endogenous variables are recognized as the receivers of an arrowhead in the model.

Table 1. List of Variables and Indicators

Variables and Indicators
Exogenous Variable
Power Distance (X1) X1.1 : People who have greater power prefer to start their own business than working for someone else. X1.2 : Decentralization within a society can increase the innovation of each individual in it, thus providing an opportunity for individuals to become entrepreneurs. X1.3 : Manadonese assume that more prestigious to be an employee than to be an entrepreneur.
Collectivism (X2) X2.1 I choose to open and run my own business because my family is entrepreneur also and that is family tradition. X2.2 : An entrepreneur always put the group goals as first priority. X2.3 As an entrepreneur, it is important to meet colleagues in official meetings to transfer and share information.
Individualism (X3) X3.1 : I choose to become an entrepreneur because I prefer to work alone than work in a team or a company. X3.2 : Cosmopolitan orientation of society or outward orientation is important for an entrepreneur, because contacts with outsiders encourage creativity X3.3 : I choose to start my own business because I prefer to be self-reliant rather than depend on others.
Endogenous Intervening
Motivators (Y1) Y1.1: Start up an own business gives independence in everyday life Y1.2 : Start up an own business provides free time of work and leisure. Y1.3 : In starting an own business, risk-taking to higher achievement will provide an interesting challenge and motivation for an entrepreneur. Y1.4 : Start up an own business provides realization of own targets. Y1.5 : Start up an own business allows interesting tasks that can strongly define myself.
Endogenous Dependent
Intentions (Y2) Y2.1 : My desires to open and run my own business than become employee. Y2.2 : I feels capable to open and run my own business Y2.3 : I choose to open and run my own business after graduate from college because there is more opportunities than become employee

Source: Literature reviews, 2015

Measurement of Research Variable

The variable measurement of power distance, collectivism, individualism, motivators and intentions is scaled by using likert scale. In the scaling method the collected data will be converted into meaningful information, in case to make the result easier to understand. This research uses the Likert scale method for the questionnaire.

Data Collecting Procedure

All of the primary data are gained by questionnaire, a collective data method by spreading list of questions which systematically arranged by several option of answers in order to make it easier to understand. The procedural explained below:

1. Giving the questionnaire to Manado society
2. Explaining and giving a short guide about how to answer the questionnaire without giving any ascendancy to the respondent for any certain reason.
3. Rechecking and sorting the answered questionnaires
4. Tabulate the data by using Microsoft Office Excel, and analyze validity and reliability by using Statistical Package for the Social Science (SPSS).

Data Analysis Method

Validity Test and Reliability Test

By comparing correlation index in Pearson Product moment with significance level of 5% it can be seen valid or not a research instrument. If probability of correlation is less than 0.05 (5%) then the research instrument is stated as valid. Reliability test is established by testing for both consistency and stability of the answer of questions.

Structural Equation Model

Data collected through survey was analyzed using SEM technique through AMOS. Byrne (2001) viewed that SEM is more appropriate technique to check the amount by which the model is ‘fit’ with the collected data. SEM is used to test and validate causal relationships between variables.

4. RESULT AND DISCUSSIONS

SEM (Structural Equation Model) Analysis

Table 3: Regression Coefficient

Path	Estimate	S.E.	C.R.	P	Hypotheses	Result
X1 → Y1	-0.183	0.078	-2.354	0.019	H1	Reject
X2 → Y1	-0.090	0.217	-0.416	0.677	H2	Reject
X3 → Y1	0.141	0.065	2.150	0.032	H3	Accept
Y1 → Y2	-0.091	0.042	-2.163	0.031	H4	Reject
X1 → Y2	0.086	0.039	2.205	0.027	H5	Accept
X2 → Y2	-0.099	0.098	-1.016	0.310	H6	Reject
X3 → Y2	-0.255	0.075	-3.408	0.000	H7	Reject

Source: Data processed, 2015

X1 (Power Distance) to Y1 (Motivators) = -0.183 which is means, when the X1 (Power Distance) is getting better, the Y1 (Motivators) will be getting worse, and when the X1 (Power Distance) is getting worse, the Y1 (Motivators) will getting better than before. Because of the affect is not significant so the interpretation is not accurate.

X2 (Collectivism) to Y1 (Motivators) = -0.090 which is means, when the X2 (Collectivism) is getting better, the Y1 (Motivators) will getting worse, and when the X2 (Collectivism) is getting worse, the Y1 (Motivators) will getting better than before. Because of the affect is not significant so the interpretation is not accurate.

X3 (Individualism) to Y1 (Motivators) = 0.141, which is means, when the X3 (Individualism) is getting better, the Y1 (Motivators) will also better than before, and when the X3 (Individualism) is getting worse, the Y1 (Motivators) will also worse than before. Because of the affect is significant so the interpretation is accurate.

Y1 (Motivators) to Y2 (Intentions) = -0.091 which is means, when the Y1 (Motivators) is getting better, the Y2 (Intentions) will be getting worse, and when the Y1 (Motivators) is getting worse, the Y2 (Intentions) will getting worse than before. Because of the affect is not significant so the interpretation is accurate.

X1 (Power Distance) to Y2 (Intentions) = 0.086 which is means, when the X1 (Power Distance) is getting better, the Y2 (Intentions) will also getting better, and when the X1 (Power Distance) is getting worse, the Y2 (Intentions) will also worse than before. Because of the affect is significant so the interpretation is accurate.

X2 (Collectivism) to Y2 (Intentions) = -0.099 which is means, when the X2 (Collectivism) is getting better, the Y2 (Intentions) will be getting worse, and when the X2 (Collectivism) is getting worse, the Y2 (Intentions) will also getting better than before. Because of the affect is not significant so the interpretation is not accurate.

X3 (Individualism) to Y2 (Intentions) = -0.255 which is means, when the X3 (Individualism) is getting better, the Y2 (Intentions) will be getting worse, and when the X when the X3 (Individualism) is getting worse, the Y2 (Intentions) will also getting better than before. Because of the affect is not significant so the interpretation is not accurate.

Direct and Indirect Relation

Table 4.22 Direct, Indirect and Total Effect

Relation	Direct Effect	Indirect Effect	Total Effect
X ₃ Y ₁ Y ₂	-0,255	-0,013	-0,268

Source: Data processed, 2015

Analysis result found that the relation X₃ Y₁ Y₂ shows the indirect relation > total effect which is -0,013 < -0,268, the intervening variable makes the relation of X3 and Y2 weaker. It means intervening variable Y1 gives weak influence to the relation of X3 and Y2. Motivators do not give big contribution to influence intentions while individualism has influence on intention

Discussion

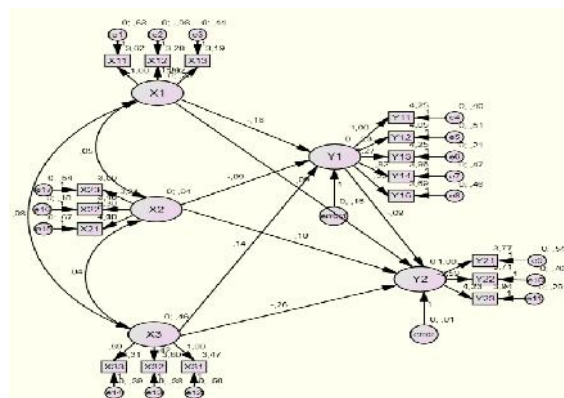


Figure 2. The Whole Result of SEM Analysis

Source : Amos Output, 2015

The Influence of X1 (Power Distance) to Y1 (Motivators)

The result of research found that Power Distance (X1) have significant influence to the Motivators (Y1). It is match with the hypotheses 1 that there is a significant influence of power distance factors on motivators to start up new business. So, based on the result, it is possible to conclude that power distance of society cultural like authority, power and prestige can give contribution to influence motivators of Manado Society to start up new business in Manado city.

The Influence of X2 (Collectivism) to Y1 (Motivators)

The result of research found that Collectivism (X2) do not have significant effect to the Motivators (Y1). It is not approaching or match with hypotheses 2 that there is a significant influence of collectivism factors on motivators to start up new business. So, based on the result, it is possible to conclude that collectivism of society cultural like family, group, and colleague could not give contribution to influence motivator of society in Manado city to start up new business.

The Influence of X3 (Individualism) to Y1 (Motivator)

The result of research found that Individualism (X3) have significant effect to the Motivators (Y1). It is match with the hypotheses 3 that there is a significant influence of individualism factors on motivators to start up new business. So, based on the result, it is possible to conclude that individualism of society cultural like importance of freedom, cosmopolitan orientation of society, and autonomy and independence can give contribution to influence motivators of Manado society to start up new business in Manado city.

The Influence of Y1 (Motivator) to Y2 (Intention)

The result of research found that Motivators (X1) have significant influence to the Intentions (Y2). It is match with the hypotheses 4 that here is a significant influence of motivator factors toward intentions to start up new business. So, based on the result, it is possible to conclude that motivator of society cultural like independence, need for achievement, risk taking, locus of control and goal setting can give contribution to influence Manado society intentions to start up new business in Manado city.

The Influence of X1 (Power Distance) to Y2 (Intention)

The result of research found that Power Distance (X1) have significant influence to the Intentions (Y2). It is match with the hypotheses 5 that there is a significant influence of power distance factors toward intentions to start up new business. So, based on the result, it is possible to conclude that power distance of society cultural like authority, power and prestige can give contribution to influence Manado society intentions to start up new business in Manado city.

The Influence of X2 (Collectivism) to Y2 (Intentions)

The result of research found that Collectivism (X2) don't have significant influence to the Intentions (Y2). It is not approaching or match with hypotheses 6 that there is a significant influence of collectivism factors toward intentions to start up new business. So, based on the result, it is possible to conclude that collectivism of society cultural like family, group, and colleague could not give contribution to influence intentions of society in Manado city to start up new business.

The Influence of X3 (Individualism) to Y2 (Intentions)

The result of research found that Individualism (X3) have significant influence to the Intentions (Y2). It is match with the hypotheses 7 that there is significant influence of individualism factors toward intentions to start up new business. So, based on the result, it is possible to conclude that individualism of society cultural like importance of freedom, cosmopolitan orientation of society, and autonomy and independence can give contribution to influence intentions of Manado society to start up new business in Manado city.

5. CONCLUSION AND RECOMMENDATION

Conclusion

1. There is an influence of power distance factor on motivators to start up new business.
2. There is no an influence of collectivism factor on motivators to start up new business.
3. There is an influence of individualism factor on motivators to start up new business.
4. There is an influence of motivator factor toward intentions to start up new business.
5. There is an influence of power distance factor toward intentions to start up new business.
6. There is no an influence of collectivism factor toward intentions to start up new business.
7. There is an influence of individualism factor toward intentions to start up new business.

Recommendation

Manado society should consider and aware about their collectivism factors such as family, groups, and colleague because based on result of the research found that collectivism factors has no significant influence on motivators to start up new business. The research also found that collectivism factors of Manado society has no significant influence on intentions to start up new business. They have to learn about running family business, because it can maintain everything that our family has done and continue family tradition on running own business or become entrepreneur. It will be easy to start up new business if we have group or team, so we can work together, and consider to running business with colleague because we can transfer information, brainstorming and sharing knowledge with our colleague about business idea, business plan or start up new business together. Manado society should have strong desire to become entrepreneur since their young. Young generation of Manado societies should be prefer to become an entrepreneur after graduate from college or school than become employee because there is more opportunities like financial freedom, provides free time of work and leisure, allows implementation of our own ideas, gives independence from stifling organizational constraints, and provides realization of own targets. So, to get all of that Manado society should be feeling capable, brave, and have enthusiasm to start up their own business start from now.

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