



Journal Homepage: -[www.journalijar.com](http://www.journalijar.com)  
**INTERNATIONAL JOURNAL OF  
 ADVANCED RESEARCH (IJAR)**

Article DOI:10.21474/IJAR01/ 9284  
 DOI URL: <http://dx.doi.org/10.21474/IJAR01/9284>



### RESEARCH ARTICLE

## DECISION MAKING CAPABILITY, SOCIAL CAPITAL TOWARDS IWAPI SOCIAL SUPPORT IN SOUTH SULAWESI PROVINCE.

Nurmadhani Fitri Suyuthi, Siti Haerani, Idayanti Nursyamsi and Nurdjanah Hamid.  
 Faculty of Economic and Business, Hasanuddin University.

#### Manuscript Info

##### Manuscript History

Received: 15 April 2019  
 Final Accepted: 17 May 2019  
 Published: June 2019

##### Key words:-

Decision Making Capability, Social Capital, Social Support.

#### Abstract

This study aims to review and discuss literature on decision-making abilities and social capital towards social support (IWAPI, South Sulawesi Province). On this basis, a hypothetical model as a basis for theoretical and hypothetical development is reviewed further. Decision making business activities are inseparable from the operations of a business, what is needed in decision making is having rational capabilities, namely decision making is done by anticipating various information needed to make effective decisions, intuitive abilities namely the ability to rely on feelings to make decisions that are supported by the information needed and the spontaneous style of decision making. This is closely related to social capital and social support that rational abilities and intuition of women are important because they are directly correlated with personal development and business development. Social support is a source of emotional, informational or mentoring provided by people around individuals to deal with every problem in life. This form of support can be in the form of information, certain behavior, or material that can make individuals who receive assistance be supported, motivated and valuable. Women in entrepreneurship need support from their families and the environment which makes women have independence in entrepreneurship. The population in this study were 332 women IWAPI entrepreneurs in South Sulawesi. Samples were determined as many as 40 respondents.

Copy Right, IJAR, 2019,. All rights reserved.

#### Introduction:-

In Indonesia, issues related to women and Gender equality have developed rapidly. In the business context, therefore, there is no important difference between men and women, making anyone have equal opportunities in business-related activities (Anggadwita and Dhewanto, 2016). Furthermore, the creation of women's entrepreneurship can contribute to the growth of micro, small and medium enterprises (SMEs), and increase national capacity to increase Gross Domestic Product (GDP) and generate sustainable economic growth (Anggadwita et al., 2015). In fact, women's entrepreneurship is strongly associated with the development of SMEs. Looking at data from the Ministry of Cooperatives and Small and Medium Enterprises - RI (2013), 60% of the 57.9 million MSMEs in Indonesia are run by women. In terms of labor, MSMEs in this country are able to absorb 114 million workers, or around 97% of the total workforce (Kemenkop UKM - RI, 2013). In other words, SMEs have increased as a

**Corresponding Author:-Nurmadhani Fitri Suyuthi.**

Address:-Faculty of Economic and Business, Hasanuddin University.

business sector that can increase the economic potential of local communities, which has an impact on the level of social welfare.

Human development is carried out by taking into account the needs of human life, both men and women. Building human resources that do not see gender and background will show the nation's ability to be highly competitive and become the key to achieving national progress and prosperity. Women's entrepreneurship in South Sulawesi has shown its existence in the business world, even contributing a lot in regional economic development. Thus female leaders as entrepreneurs have demonstrated their abilities and results in achieving business success and contributing to the economic growth of South Sulawesi. The dynamics of entrepreneurial development in a region can not be separated from the participation and role of women in it. Entrepreneurial women are the act of creating business and ownership that not only empowers women economically but also increases their financial strength and position in society.

Women who become entrepreneurs have become important players in the entrepreneurial environment (Pages: 2005). Entrepreneurial women can contribute significantly to the global economy, national competitiveness and community trade are expected to have an impact on assets to the global market. Entrepreneurial women have demonstrated their ability to build and maintain long-term relationships and networks, communicate effectively. Women who become entrepreneurs have become important players in the entrepreneurial environment (Pages: 2005). Entrepreneurial women can contribute significantly to the global economy, national competitiveness and community trade are expected to have an impact on assets to the global market. Entrepreneurial women have demonstrated their ability to build and maintain long-term relationships and networks, communicate effectively, manage efficiently and be aware of environmental needs.

In business decision-making activities are inseparable from the operations of a business, what is needed in decision making is having rational ability, namely decision making is done by anticipating various information needed to make effective decisions, intuitive abilities namely the ability to rely on feelings to make decisions that supported by the information needed and spontaneous style in decision making. This is closely related to social capital and social support that rational abilities and intuition of women are important because they are directly correlated with personal development and business development.

Women in entrepreneurship get encouragement from the family to make women have independence in entrepreneurship. Foley et al. (2018) states that entrepreneurship driven by family factors will encourage women to become independent entrepreneurs. Family encouragement such as motivation that comes from a husband, child and closest family can provide a special enthusiasm for women in entrepreneurship. The positive values of work and family occur when the roles performed in work and the roles performed in the family contribute positively to one another. This form of motivation is in the form of moral support that can increase the creativity of women in the public sphere, including in terms of when women need support for entrepreneurship. In addition, in the context of women's social capital having self-confidence which is an important factor in developing a business independently, this confidence is also formed because of family support for women who have strong, visionary and innovative mental characteristics. This is an important determinant of women's entrepreneurship in developing business and having the ability to make decisions and risks.

Encouragement from the family combined with the competencies possessed by women opens opportunities for women to develop businesses to be more independent such as developing ideas, innovation, creativity, decision making and having confidence in managing risk. Maxfield et al., (2016) revealed that self efficacy is an important factor for women in developing businesses that are run independently. Self efficacy itself is an individual belief related to his ability to perform tasks or actions needed to achieve the expected results.

Women in entrepreneurship have a strong character, this character is considered as an opportunity to motivate women's independence in entrepreneurship as explained by Maden (2015). Thus, this strong character is needed for the success of women in entrepreneurship. One of the characteristics of women who have character is the existence of self efficacy, namely self-confidence in managing a business, and self-confidence can arise due to the ability of female entrepreneurs and is part of social capital as an internal factor.

From the description of some opinions that the success of business by female entrepreneurs is determined by women's ability in decision making as expressed by Doorn et al., (2016), Straub et al., (2016), Magal et al., (2016),

Ali et al., (2017), Maxfield et al., (2016), Maden, (2015) in his research. Whereas according to several opinions it was stated that decision-making abilities are closely related to business performance and one of them is evidenced by the tendency that women have fewer barriers than men in the context of entrepreneurship.

Social capital owned by women is influenced by values and norms regarding trust, moral values, namely norms and networks of interaction between family and environment that support women entrepreneurs in developing their business. Some studies that support Vosta et al., (2015), Bogren et al., (2016), Nikina et al., (2015), Chasserio et al., (2016), Scott et al., (2016), Bogren et al., (2016), understanding that social capital has a strong influence on female entrepreneurs, this is indicated by the existence of trust factors that are directly correlated with personal development and business development, trust / trust factors, norms as values and goals that are believed and networks which is a driving factor in women's business development.

Based on the description above, the authors are interested in examining the effect of Decision Making Capability, Social Capital on IWAPI Social Support, South Sulawesi Province.

## **Literature Review**

### **Decision Making Capability**

Decision-making ability from a psychological point of view that cognitively decision making is the attitude of an individual solving problems and utilizing available information to formulate decisions. (Rowe et al., 1987). Based on the definition, the ability to make decisions can be considered as the ability to manage information to determine the appropriate actions for several available alternatives.

Typology of decision making exists in various previous studies, Asaari et al., (2007) explain that decision-making styles can be categorized based on the approach used by decision makers in solving organizational problems and several models of decision-making styles exist in various studies and these include: models rational, non-rational model. Scott et al., (1995) also categorize decision-making styles into five different groups that they mark: General Decision Making Styles include: rational, intuitive, and spontaneous styles of decision making.

Rational decision-making styles indicate that in a rational decision-making process anticipate all the necessary information that is appropriate for making effective decisions. Intuitive, namely decision making shows that managers rely solely on hunches and feelings without adequate information to make optimal decisions (Patton, 2003).

Several previous studies conducted link between decision making and social support that: Some of the previous studies conducted included by Ndemo et al., (2016) that the results of his study found that women lacked the ability to make independent decisions. This is influenced by the high level of dependence of women in the family (husband) and social structure. Foley et al., (2018) explored in his research that entrepreneur-mother experienced independence highly motivated not as an opportunity, but to fulfill functional needs in managing moral demands as a mother and emphasized that entrepreneurship driven by family factors would encourage women to become entrepreneurs independent.

Previous research by Maxfield et al. (2016) in his study showed that self efficacy correlated positively with entrepreneurial women, namely beliefs, perceptions, beliefs in the ability to make decisions about risk with aspects of individual performance significantly influence risk taking.

Maden, (2015) explained the results of his research that entrepreneurial characteristics in Turkey are persistent, firm, patient, mentally strong, visionary and innovative and based on the results of research that these characteristics are considered opportunities that can affect the business environment, work for the good in the social environment, independent in taking their decisions and actions are the main determinant factors in entrepreneurial support including government support.

In addition there are also some previous studies that link between decision making and business performance, Elbanna et al., (2009) in their study revealed that strategic decision making in high-performance companies is more rational and less intuitive and political. Interestingly, they also showed that organizational effectiveness is a stronger predictor of the dimensions of strategic decision making processes than financial and business performance. Doorn

et al., (2016) showed the results of the study. The results showed that the negative impact in decision making on entrepreneurial orientation was overcome through a positive direct influence of decision making on performance. Straub et al. (2016) research results showed that the important dimensions of decision making had a positive and significant effect on performance. Magal et al., (2016) that the interests and performance of SMEs are indeed related in shaping e-business strategies and that changes in performance will influence the importance of strategies and resource allocation decisions can produce changes in performance. This continuous interaction between interests and performance means that both must be measured and evaluated regularly as input into strategic e-business.

Ali et al., 2017 in the results of the study showed that there were significant differences in the characteristics of companies belonging to men versus women-owned companies in terms of location, size, type and age. The results of the independent t-sample test showed significant differences in business performance across all male and female businesses in terms of annual sales growth, labor productivity growth and company capacity utilization. Likewise, perceptions of male and female-owned firms significantly varied in 10 barriers from a total of 16 parameters of business barriers. Overall, women feel business barriers are relatively less compared to men.

### **Social Capital**

The ability of people to associate or relate to one another is one element of human capital, in addition to knowledge and skills. This capability will be an important capital not only for economic life but also for every other aspect of social existence. Such capital is referred to as social capital (social capital), namely the ability of the community to work together to achieve common goals within a group and organization.

Fukuyama (2000) defines social capital as a series of informal values or norms that are shared among members of a group that enables cooperation between them. Social capital (social capital) can be defined as the ability of people to work together, in order to achieve common goals, in various groups. A number of irregularities and failures arise on the surface because neo-classical adherents of economics consider bringing cultural factors from human behavior as rational beings and self-interested into something that is given up (Fukuyama, 1999).

### **Indicator of Social Capital**

Social capital is similar to other forms of capital, in the sense that it is also productive. Social capital can be explained as a product of human relations with each other, especially intimate and consistent relationships. Social capital refers to networks, norms and beliefs that have the potential for community productivity. However, social capital is different from financial capital, because social capital is cumulative and self-reinforcing.

There are three parameters of Fukuyama (2000) social capital, namely trust, norms and networks:

#### **Trust**

Trust is the hope that grows in a society that is shown by the existence of honest, orderly behavior, and cooperation based on shared norms.

#### **Norm**

Norms consist of understandings, values, hopes and goals that are believed and carried out jointly by a group of people. Norms can be derived from religion, moral guidelines, and secular standards as well as professional codes of ethics.

#### **Network**

The network facilitates communication and interaction, enables the growth of trust and strengthens cooperation.

Some previous studies Vosta et al. (2016) in their research showed that social capital has a positive and significant influence on entrepreneurship in rural women. With strong statistical significance, three factors of social capital - structural, relational, and cognitive - provide an explanation for variations in the entrepreneur's psychological characteristics including achievement, innovation, personal control, self-esteem, opportunism, autonomy / independence, and risk / uncertainty. Bogren et al., (2016) conducted two studies related to social capital the results of the study showed that female entrepreneurs had a significant positive influence on networks that supported heterogeneous business and network leaders who supported the development of women's entrepreneurial business and other research results. shows that husband's support, marriage contracts have a significant influence and a positive impact on the wife's business as a female entrepreneur.

Nikina et al., (2015) in her research showed that husband's support, marriage contract had a significant influence and a positive impact on the wife's business as a female entrepreneur. And then Chasserio et al., (2016) revealed how entrepreneurial identity with personal and social life has a significant effect on entrepreneurial women.

Based on some previous studies that shared norms and values are generated by trust. Where this trust is expectations of order, honesty, and cooperative behavior that arise from within a community that is based on the norms shared by its members.

### **Social Support**

Kail et al (2010) define social support as a source of emotional, informational or mentoring provided by people around individuals to deal with every problem in life. Several previous studies conducted link between decision making and social support that.

Some of the previous studies conducted including by Ndemo et al., (2016) found that women lacked ability in independent decision making. This is influenced by the high level of dependence of women in the family (husband) and social structure. Foley et al., (2018) explored in his research that entrepreneur-mother experienced independence highly motivated not as an opportunity, but to fulfill functional needs in managing moral demands as a mother and emphasized that entrepreneurship driven by family factors would encourage women to become entrepreneurs independent.

Previous research conducted by Maden, (2015) explains the results of his research that entrepreneurial characteristics in Turkey are persistent, firm, patient, mentally strong, visionary and innovative and based on the results of research that these characteristics are considered opportunities that can affect the business environment, work for the good in social environment, independent in making decisions and actions is the main determinant factor in entrepreneurial support including government support. Modarresi et al., (2016) explained that the development of motivation for entrepreneurial women who own and manage HBB is categorized in intrinsic and extrinsic motivation. The results showed that women who owned and managed HBB were motivated to develop their business with intrinsic motivation including the need for achievement, the need for independence, proving competency and socio-cultural problems. Also, they are cognitively motivated which includes finance, fame, positive feedback from other people and bad things that work. Maxfield et al., (2016) in his study showed that self-efficacy positively correlated with entrepreneurial women, namely beliefs, perceptions, trust in the ability to make decisions on risk with aspects of individual performance significantly influence risk taking.

In addition there are also some previous studies that link between decision making and business performance, Elbanna et al., (2009) in their study revealed that strategic decision making in high-performance companies is more rational and less intuitive and political. Interestingly, they also showed that organizational effectiveness is a stronger predictor of the dimensions of strategic decision making processes than financial and business performance. Doorn et al., (2016) showed the results of the study. The results showed that the negative impact in decision making on entrepreneurial orientation was overcome through a positive direct influence of decision making on performance.

Based on Straub et al. (2016) research, the results of his research show that the important dimensions of decision making have a positive and significant effect on performance. Magal et al., (2016) that the interests and performance of SMEs are indeed related in shaping e-business strategies and that changes in performance will influence the importance of strategies and resource allocation decisions can produce changes in performance. This continuous interaction between interests and performance means that both must be measured and evaluated regularly as input into strategic e-business.

Ali et al., 2017 in the results of the study showed that there were significant differences in the characteristics of companies belonging to men versus women-owned companies in terms of location, size, type and age. The results of the independent t-sample test showed significant differences in business performance across all male and female businesses in terms of annual sales growth, labor productivity growth and company capacity utilization. Likewise, perceptions of male and female-owned firms significantly varied in 10 barriers from a total of 16 parameters of business barriers. Overall, women feel business barriers are relatively less compared to men.

Based on some previous studies it can be concluded that social support is support or assistance that comes from people who have social relations familiar with individuals who receive assistance. This form of support can be in the

form of information, certain behavior, or material that can make individuals who receive help feel loved, cared for and valued.

**Classification of social**

**Support according to Taylor (2012), dividing social support into 3 forms, namely:**

1. Instrumental support (tangible or instrumental support) This form of support is the provision of support in the form of material, giving opportunities and opportunities,
2. Informational support (informational support) This form of support involves support in the form of information, advice, and instructions given to increase one's knowledge in finding solutions. This type of information can help individuals recognize and solve problems more easily.
3. Emotional support This form of support involves a sense of empathy, comfort, trust that comes from social support so that individuals can deal with problems better. This support is very important in dealing with situations that are considered to be uncontrollable in overcoming problems.
4. Positive assessment Awarding, feedback regarding results or achievements and positive criticism.

Social support is a collection of social, emotional, cognitive and behavioral processes that take place in a personal relationship where individuals get help to make adaptive adjustments to the problems at hand. Therefore family support, especially husband and social environment are part of external social support.

**Research methods**

**Location and time of research**

This research was conducted at IWAPI in South Sulawesi Province and this study was conducted during (2) two months.

**Population And Samples**

The population in this study were all IWAPI South Sulawesi entrepreneurs who were registered as active members of IWAPI. According to data released by IWAPI (2018) that the number of women entrepreneurs currently registered is 332 divided into DPC IWAPI in South Sulawesi. The sample is part of the population chosen for the study. The sample is a part or a number of specific footage taken from a population and examined in detail. So the total number of respondents in this study were 40 respondents.

**Analysis Method**

Adjusting to the objectives of the study, the data analysis technique used in this study is multiple linear regression analysis. This analysis is used to determine the effect of independent variables on the dependent variable. To determine there is a significant influence between the independent variables on the dependent variable, the regression coefficient statistical test is used. The linear regression model (Sugiyono, 2008: 183) is:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + e \dots\dots\dots(1)$$

Where :

Y = Social Support

X1 = Decision Making Capability

X2 = Social Capital

b0 = Constants

b1, and b2 = regression coefficient

e = Standard error.

**Results And Discussion:-**

**Research Result Analysis**

**Test the Hypothesis of Multiple Regression Analysis**

This section discusses the influence of decision-making ability and social support on business performance (IWAPI, South Sulawesi Province) using research results that have been processed. This study uses multiple regression analysis which is processed using the SPSS program for Windows Release 22.0. The results of the regression analysis, obtained a summary statistically as follows:

**Tabel 1:-Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	.797 <sup>a</sup>	.635	.616	.41646
---	-------------------	------	------	--------

Source: SPSS V 22.0 Data Results (2019)

Based on the results of data analysis in Table 1 shows that 63.5% of business performance (IWAPI, South Sulawesi Province) by decision-making ability and social support means that 34.7% (100% - 63.5%) business performance (IWAPI, South Sulawesi Province) influenced by other factors outside of research.

**Tabel 2:-ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.183	2	5.591	32.238	.000 <sup>a</sup>
	Residual	6.417	37	.173		
	Total	17.600	39			

Source: SPSS V 22.0 Data Results (2019)

From Table 2 shows the significance of 0,000 means that all variables in the model influence business performance (IWAPI, South Sulawesi Province).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.843	.449		1.876	.069
	Decision Making Ability	.446	.093	.516	4.774	.000
	Social Capital	.380	.094	.437	4.048	.000

Source: SPSS V 22.0 Data Results (2019)

From table 3 above, the multiple regression equation is obtained as follows:

$$Y = 0.843 + 0.446X_1 + 0.380X_2 + 0.449$$

The following is an explanation of the multiple regression equations that are formed:

Regression coefficient for X1 (decision making ability) = 0.446 Results The regression coefficient for decision-making ability shows the magnitude of the influence of the decision-making ability variable (X1) on business performance, meaning that if the decision-making ability variable increases by one percent, it is predicted that business performance will increase by 0.446 units.

Regression coefficient for X2 (social support) = 0.380 Results Regression coefficients for social support indicate the magnitude of the influence of social support variables (X2) on business performance, meaning that if the social support variable increases by one percent, it is predicted that business performance will increase by 0.380 units.

To examine the accuracy of the results, in this study two methods of Partial Test (t Test) were developed.

Partial testing is done to see the significance of the individual independent influence on the dependent variable assuming other variables are constant. With the test criteria if  $t_{count} < t_{Table}$  or  $P > 0.05$  then the result  $H_0$  is accepted and  $H_a$  is rejected, then it is examined how the influence of independent variables on the dependent variable, so that the most significant effect will appear. To find out the partial effect of each independent variable on the dependent variable, the t-test is used, with the testing steps as follows:

Decision making ability (X1) on business performance (Y). The testing steps: a. The level of significance uses  $\alpha = 5\%$  b. T - table (TINV (probability, df)) = 2,021 c. T - count = 4.774 d. Sig = 0,000.

Based on the calculation obtained by t-count of 2.021 > t - table of 2.048, then  $H_0$  is rejected and  $H_a$  is accepted at the significance level of 5%. So that the conclusions partially decision-making ability variables (X1) have a significant effect on business performance variables (Y). When viewed from the correlation between the decision-making ability variable and the business performance variable, the coefficient value is 0.468.

The partial coefficient value is 0.446 indicating that the decision-making ability variable can affect changes in business performance variables by 44.6% while the rest is influenced by other factors not in the regression model.

The relationship states that the decision-making ability variable has a positive effect on business performance variables, meaning that the more optimal the decision-making ability is applied, the business performance will also increase.

Social support (X2) on business performance (Y). The testing steps: a. The level of significance uses  $\alpha = 5\%$  b. T-table (TINV (probability, df)) = 2,021 c. T-count = 4,048 d. Sig = 0,000.

Based on the calculation obtained t-count of 4,048 > t-table of 2,021, then H0 is rejected and Ha is accepted at the significance level of 5%. So that the conclusions are partially social support variables (X2) have a significant effect on business performance variables (Y). When viewed from the correlation between social support variables and business performance variables, the coefficient value is 0.380.

Partial coefficient value is equal to 0.380 indicating that social support variables can affect changes in business performance variables by 38% while the rest are influenced by other factors not in the regression model. The relationship states that the social support variable has a positive effect on business performance variables, meaning that the more optimal social support is applied, the higher the business performance.

### Discussion:-

From the analysis of the results of the research, it can be interpreted the influence of the ability of decision making and social support on business performance (IWAPI, South Sulawesi Province) as follows:

1. Effect of decision making ability on business performance (IWAPI, South Sulawesi Province). Decision-making ability (X1) has a significant effect on business performance variables (Y), this indicates that the decision-making ability variable can influence changes in business performance variables and the relationship states that decision-making ability variables have a positive effect on business performance variables, meaning more optimal decision-making abilities applied, the business performance will also increase.
2. Effect of social support on business performance (IWAPI, South Sulawesi Province). Social support (X2) has a significant effect on business performance variables (Y). When viewed from the correlation between social support variables and business performance variables, it shows that social support variables can influence changes in business performance variables and the relationship states that social support variables have a positive effect on business performance variables, meaning that more optimal social support is applied, business performance will increase also.

### Conclusions:-

Based on the data obtained and the results of the analysis carried out in this study, it can be concluded as follows:

1. Decision making ability has a positive and significant effect on business performance (IWAPI, South Sulawesi Province).
2. Social support has a positive and significant effect on business performance (IWAPI, South Sulawesi Province).

### Bibliography:-

1. Ali, J & Shabir, S. 2017 "Does gender make a difference in business performance? Evidence from a large enterprise survey data", *Gender in Management: An International Journal*, Vol. 32 Issue: 3, doi: 10.1108/GM-09-2016-0159.
2. Anggadwita, G. & Dhewanto, W. 2016. 'The influence of personal attitude and social perception on women entrepreneurial intentions in micro and small enterprises in Indonesia', *Int. J. Entrepreneurship and Small Business*, Vol. 27, Nos. 2/3, pp.131– 148.
3. Asari, M. H. A. H. and Razak, R. C. 2007. Strategic decision making practices and organization performance: a conceptual perspective of Malaysian organizations. In the proceeding of Oxford Business and Economic Conference, June 24-26: Oxford University, UK. 0-14.
4. Bogren, M. Friedrichs, Y. V. (2016), "Trust-building processes in women's entrepreneurship", *Journal of Enterprising Communities: People and Places in the Global Economy*, Vol. 10 Iss 1 pp. 70 – 100.
5. Chasserio, S. Pailot, P. & Poroli, C. 2014, "When entrepreneurial identity meets multiple social identities", *International Journal of Entrepreneurial Behavior & Research*, Vol. 20 Iss 2 pp. 128 – 154.

6. Doorn, S, V. Heyden, M. Troaster, C. Volberda, H. 2016. "Entrepreneurial Orientation and Performance: Investigating Local Requirements for Entrepreneurial Decision-Making" In *Cognition and Strategy*. Published online: 19 Aug 2015; 211-239.
7. Elbanna, S. 2009. "How much does performance matter in strategic decision making?" *International Journal of Productivity and Performance Management* Vol. 58 No. 5, 2009 pp. 437-459.
8. Foley, M. Baird, M. Cooper, & R Williamson, S. 2018. Is independence really an opportunity? The experience of entrepreneur-mothers", *Journal of Small Business and Enterprise Development*, <https://doi.org/10.1108/JSBED-10-2017-0306>.
9. Fukuyama, 2000. *Social Capital and Civil Society*. International Monetary Fund Working Paper, WP/00/74, 1- In Elinor Ostrom and T.K. Ahn. 2003. *Foundation of Social Capital*. Massachusetts: Edward Elgar Publishing Limited.
10. Maden, C. 2015. "A gendered lens on entrepreneurship: women entrepreneurship in Turkey", *Gender in Management: An International Journal*, Vol. 30 Iss 4 pp. 312 – 331
11. Magal, S.R. Kosalge, P. Levenburg, N, M. 2009 "Using importance performance analysis to understand and guide e-business decision making in SMEs", *Journal of Enterprise Information Management*, Vol. 22 Iss 1/2 pp. 137 – 151.
12. Maxfield, S. Shapiro, M. Gupta, V. Hass, S. 2016. ,"Gender and risk: women, risk taking and risk aversion", *Gender in Management: An International Journal*, Vol. 25 Iss 7 pp. 586 – 604.
13. Ndemo, B & F. W. Maina. 2016. Women entrepreneurs and strategic decision making", *Management Decision*, Vol. 45 Iss 1 pp. 118 – 130.
14. Rowe, A.J. & Mason, R.O. 1987, *Managing With Style: A Guide to Understanding, Assessing, and Improving Decision Making*, Jossey-Bass, San Francisco, CA.
15. Pages ER. 2005. The Changing Demography of Entrepreneurship. *Local Economy*. 20:93-97.
16. Patton, J.R., 2003, "Intuition in Decisions", *Journal of Decision Making*, Vol. 43 No. 10, pp. 989-996.
17. Straub, T. Borzillo, T. & Probst, G. 2016. "A DecisionMaking Framework to Analyze Important Dimensions of M&A Performance" In *Advances in Mergers and Acquisitions*. Published online: 10 Mar 2015; 199-235.
18. Nikina, A. Shelton, L.M. LeLoarne, S. 2015, "An examination of how husbands, as key stakeholders, impact the success of women entrepreneurs", *Journal of Small Business and Enterprise Development*, Vol. 22 Iss 1 pp. 38 – 62
19. Scott, S. G., and Bruce, R. A. 1995. Decision-making style: The development and assessment of a new Measure. *Educational and Psychological Measurement*, Vol. 55, No. 5, pp. 818-831.
20. Sheridan, C. L., & Radmacher, S. A. 1992. *Health psychology: Challenging the biomedical model*. Singapore: John Wiley and Sons, Inc
21. Sugiyono. 2008. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung : ALFABETA
22. Taylor, S.E., Peplau, L.A., Sears, D.O. 2012. *Psikologi Sosial Edisi Kedua*. Jakarta: Kencana.