IDENTIFY THE BIG FIVE PERSONALITY TRAITS TO ESCALATE BUSINESS MOTIVATION IN CHIXAR PROBIOTIC POULTRY BUSINESS

FINAL PROJECT

By

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ABSTRACT

The increasing interest in entrepreneurship in various circles and ages is a phenomenon that affects the contribution of economic growth in Indonesia. Referring to Chixar business which focuses on probiotic poultry. The overall purpose of this research refers to the real case in Chixar business which points out that the instability of motivation in doing business is an aspect that has also become a concern for internal business members, given the business conditions that had experienced pivoting before and the necessity to pursue sales targets that are quite high in the business. new to pivoting, internal business has a strong desire to improve business performance but it is necessary to support it with analysis of personality traits and motivation factors for Chixar business members as the main basis.

Regarding small business aspects, the implementation of human resources management is not implemented properly considering that small businesses have fewer employees so they are not a main concern to be considered in internal business, but small businesses are often focused on the orientation of sales and business operations. Therefore, the author focuses on the scope of research in the application of human resources management in small business which includes aspects of personality traits and motivating factors for doing business. Personality traits are aspects that are owned by each individual and affect individual behaviour based on personal desires towards an achievement or expected goals, personality is an absolute and stable aspect and variable possessed by individuals who are associated with working behaviour, motivation and goal-orientation. The author uses the Big Five Personality Traits framework to identify and analyze the types of personality traits and factors that underlie Chixar business members. The Self Determination theory as the framework basis of the motivation factor is divided into two, namely intrinsic motivation and extrinsic motivation, both motivation factors are analyzed in depth on several sub-variables.

Overall, the data analysis process was carried out using qualitative data methods with data collection processing stages which included individual assessment, in-depth interviews and focus group discussions. The results of data analysis show that there are differences in personality traits owned by Chixar business members and differences in extrinsic motivation factors despite the similarities that form intrinsic motivation. The results of the strongest and most implementable personality traits are Openness personality traits, the strongest intrinsic motivation factor is Relatedness factor and the strongest extrinsic motivation factor is Integrated Regulation. Regarding the findings, the author tries to recommend solution that it is necessary to implement a performance management system as the main implementation base for small businesses which includes establishing development objectives, communicating effectively, motivating employees, document performance, feedback, diagnosing performance problems and developing employees.

Keywords : probiotic chicken business, big five personality traits, business motivation factor, intrinsic motivation, extrinsic motivation, business performance.

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ABSTRAK

Meningkatnya minat berwirausaha di berbagai kalangan dan usia merupakan fenomena yang mempengaruhi kontribusi pertumbuhan ekonomi di Indonesia. Mengacu pada bisnis Chixar yang fokus pada unggas probiotik. Keseluruhan tujuan penelitian ini mengacu pada kasus nyata dalam bisnis Chixar yang mengangkat bahwa ketidakstabilan motivasi dalam berbisnis merupakan aspek yang turut menjadi perhatian anggota bisnis internal, mengingat kondisi bisnis yang sempat mengalami pivoting serta adanya keharusan untuk mengejar target penjualan sebelumnya yang cukup tinggi pada bisnis yang baru melakukan pivoting, bisnis internal memiliki keinginan kuat untuk meningkatkan performa bisnis namun perlu didukung dengan menganalisis ciri kepribadian dan faktor motivasi kepada anggota bisnis Chixar sebagai landasan utama.

Beterkaitan aspek bisnis kecil penerapan manajemen sumber daya manusia tidak diimplementasikan dengan semestinya mengingat bisnis kecil yang beranggotakan karyawan yang lebih sedikit sehingga tidak menjadi perhatian utama untuk diperhatikan dalam internal bisnis, melainkan bisnis kecil sering kali terfokus pada orientasi aspek penjualan dan operasional bisnisnya saja. Maka dari itu penulis fokus pada penelitian dalam penerapan manajemen sumber daya manusia dalam bisnis kecil yang meliputi aspek kepribadian dan faktor yang memotivasi untuk berbisnis. Sifat kepribadian merupakan aspek yang dimiliki setiap individu serta mempengaruhi perilaku individu yang didasarkan oleh keinginan pribadi terhadap suatu ketercapaian atau tujuan yang diharapkan, kepribadian merupakan aspek dan variabel mutlak dan stabil yang dimiliki individu yang dikaitkan dengan perilaku kerja, motivasi dan orientasi tujuan. Penulis menggunakan framework Big Five Personality Traits guna mengetahui dan menganalisis jenis kepribadian dan faktor-faktor yang dimiliki terhadap anggota bisnis Chixar. Teori Self Determination sebagai kerangka dasar faktor motivasi terbagi menjadi dua yaitu motivasi intrinsik dan motivasi ekstrinsik, kedua faktor motivasi tersebut dianalisis secara mendalam pada beberapa sub variabel. Secara keseluruhan, proses analisis data dilakukan dengan metode kualitatif dengan tahapan pengolahan data yang meliputi penilaian individu, wawancara mendalam dan diskusi kelompok terfokus.

Hasil analisis data menunjukan bahwa adanya perbedaan ciri-ciri kepribadian yang dimiliki anggota bisnis Chixar dan adanya perbedaan faktor motivasi ekstrinsik meskipun adanya kesamaan yang membentuk motivasi intrinsik. Hasil ciri kepribadian yang paling kuat dan paling implementatif adalah ciri kepribadian Openness, faktor motivasi intrinsik terkuat adalah faktor Keterkaitan dan faktor motivasi ekstrinsik terkuat adalah Regulasi Terpadu. Berkaitan dengan temuan tersebut, penulis mencoba merekomendasikan solusi bahwa perlu menerapkan sistem manajemen kinerja sebagai basis implementasi utama untuk usaha kecil yang meliputi penetapan tujuan pengembangan, komunikasi yang efektif, memotivasi karyawan, mendokumentasikan kinerja, umpan balik, mendiagnosis masalah kinerja dan mengembangkan para karyawan.

Kata Kunci : usaha ayam probiotik, lima besar sifat kepribadian, faktor motivasi usaha, motivasi intrinsik, motivasi ekstrinsik, kinerja usaha.

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APPROVAL PAGE

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MOTIVATION IN CHIXAR PROBIOTIC POULTRY BUSINESS

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A Final Project in Partial Fulfilment
of the Requirement for the Degree of Bachelor of Entrepreneurship

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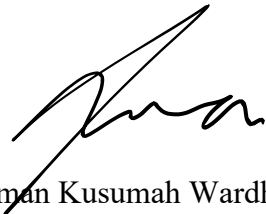
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FOREWORD

Beyond blessed and very grateful to Allah SWT by giving author the fluency, protection, useful knowledge, experiences and the opportunity to study at the Bandung Institute of Technology until author can finish all the requirements of this final project on time. It does not escape that the author's success in making this final project is certainly supported by several parties who directly or indirectly have an influence, with this opportunity author would like to express his gratitude in particular for :

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CHAPTER I

INTRODUCTION

1.1 Research Background

The development in the business world is increasingly dynamic, where the Indonesian people are increasingly having a population. With the increasing number of people, the more varied the professional fields you want to be involved in, one of which is the growing business field in order to be able to compete in an increasingly competitive business realm in order to be superior and achieve the desired objectives and missions. In small companies scope, it provides new employment opportunities that can lead to economic creation, prosperity, and community well-being. (Turkina & Thai, 2013).
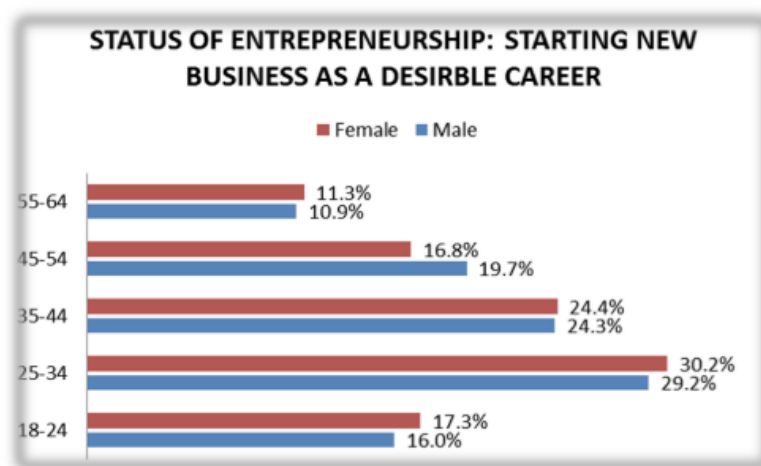
Figure 1.1 Percentage of Entrepreneurship as Good Career Choice

Based on Global Entrepreneurship Monitor (2015-2016). The common understanding of entrepreneurship as a good alternative for a career path that brings social meaning. In Indonesia, women between the ages of 25 until 34 believe that starting a business is a desirable profession, while men between the ages of 45 until 54 assume that running a business is a preferable choice. Therefore, the Indonesian government is still focused on increasing the number of young entrepreneurs. According to the Ministry of Trade of the Republic of Indonesia and BPS (2020), currently the number of entrepreneurs in Indonesia has risen from the previous 1.67% to 3.10% of the overall population of Indonesia of 225 million people. Despite the growth, Indonesia still falls short behind neighbouring countries such As Malaysia, Singapore, and Thailand, where entrepreneurs compensate for much more than 5% of the population. According to the Global Entrepreneurship Index (2018) As compared to certain other Countries In Southeast Asia,

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Indonesia is ranked 94th out of 137 countries in proportion to the number of entrepreneurs. An index of a country's number of entrepreneurs could contribute to stimulate economic growth, raise national income, provide employment, and reduce economic and social gaps.

The rising number of entrepreneurs in Indonesia has ramifications for one of the world's most significant industries, the food and beverage sector. The Ministry of Industry (2020) states that the food and beverage industry is growing at a rate of 0.22 percent per year. The food and beverage industry is indeed the main one that will rise positively after being disrupted by the Covid-19 disease outbreak in the second quarter of 2020. If the food and beverage industry is seen by the foodstuff group, the Food Security Agency of the Ministry of Agriculture (2019) chicken meat protein has the maximum effect towards energy, protein, and fat consumption per day in the meat foodstuff category, with 62 calories, 3.74 grams of protein, and 5.14 grams of fat. In the food contribution of the meat group, chicken meat is highly contributed to the availability of energy, protein and fat than beef.

In terms of chicken consumption in 2020, the chicken meat industry is the largest sector of the Indonesian economy, supplying 65 percent of the country's protein (Wright and Darmawan, 2017). In terms of chicken meat demand, there were 1.4 million tons of national consumption and 2.5 million tons of production in 2019, with a fragmented proportion of 126,000 and a net surplus of 973,000 tons, up 5% from 2018. In 2020, however, things are marginally different, with chicken meat production of 2.7 million tons, a fragmented ratio of 136,000, national demand of 1.4 million tons, and a net surplus of 1 million tons, with growth of just 4.9 percent (Ministry of Agriculture of the Republic of Indonesia, 2018). Despite the fact that the chicken meat industry has made a significant contribution to the Indonesian economy, the market for demand and volume of consumption in 2020 has declined by 43.2 percent, or 162,465 tonnes, as a result of the Covid-19 pandemic (Central Statistics Agency, 2020).

Given the state of the chicken meat industry, which is very promising to contribute to Indonesia's food consumption, the industry's growth is also driven by its human resources. Seeing real case examples that lack of human resource management also occurred in the poultry industry company PT. Japfa Comfeed Tbk Cirebon, it shows that the character of

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employees in applying employee discipline still needs to be improved, because it will have an impact on decreasing performance. Employee commitment issues include compensation, working skills, integrity, and accountability, all of which contribute to a poor implementation of employee discipline character (Zuki Kurniawan, 2019). This is related to the lack of human resource management similar to that of PT. Japfa Comfeed Tbk South Kalimantan. It indicates that the employee motivation crisis in this large-scale organization has a comparatively reduced staffing motivation problem, and workers are not challenged to reach goals during their working time, due to a lack of support and respect from company management for employees' success at PT. Japfa Comfeed Tbk South Kalimantan (Zuki Kurniawan, 2019). Human resource problems also occur in the realm of the poultry industry business on a smaller business scale. At PT. Perkasa Sentosa Lestari is located in Kediri Regency and has employed 44 employees, the problem with company management is a lack of understanding of employee behaviour and employee engagement problems which lead to indiscipline and decreased working performance. PT. Perkasa Sentosa Lestari has a monthly average target of 4,500 sales targets, but the realization of yearly average sales target achievement only reached 3,981 sales and the decline in performance was based on the factors of responsibility & work discipline (Mega Puspitaningrum, 2017).

As a result, it is undoubtedly important to incorporate human resource management as a well-known aspect of a small business' competitive advantage (Schrimsher & Fretwell, 2012). Human resource management is a critical component of a small businesses improvement, extension, and progress, according to the application and value of human resource management as the key component (Hornsby & Kuratko, 1990). Taking into account the needs and importance of human resources in small enterprises, it can be inferred that while human capital increases an organization's competitiveness from a macroeconomic perspective, human capital is a representation of an educational aspect that develops workers for improved productivity from a microeconomic perspective (Son, 2010). The facets of human resources that can cause a company to prosper or fail are reinforced by market performance metrics, and the presence of a business echoes the empowerment of workers (Dawra, 2014). Because the style of human resources management paradigm employed in small firm workplace relations, the implementation of human resources management factors relevant to employee productivity and morale is

hindered. Small firm labor is often tactical, reactive, and ad hoc rather than carefully integrated and scheduled. (Curran et al, 1993).

In its application to small businesses, the engagement and employee motivation increases performance on the job (Wong & Laschinger, 2013). Employee engagement and motivation exist in organizations when supporting teams and organizational cultures guarantee that company objectives connect with occupations and that employees have adequate amounts of flexibility and career development possibilities. (Albrecht, 2012). Employees who are disengaged in the job, on the other hand, may develop a lack of motivation known as amotivation. (MacCormick, Derby, & Kolb, 2012). Positive behaviours linked with innovation are related with engagement; negative behaviours result in indirect consequences such as poor work performance, high turnovers and role conflicts, and lower organizational productivity. (Zablah, Franke, Brown, & Bartholomew, 2012).

In practice, human behaviour is primarily goal-oriented, which means that it is motivated by a desire to attain the desired outcomes. It was concluded that all behaviours are a sequence of actions or activities that are carried out and can result in performance (Ripki, Ahmad Jauhari Hamid, 2019). Personality characteristics and behaviours are strongly linked. (Rauch and Frese, 2000; Stewart and Roth, 2001). Personality traits have been proven to be stable throughout time. There are five essential psychological traits that have been related to a wide range of behaviours both in the workplace and in other parts of life, and have been referred to as the 'big five" or the 'five-factor model." (Costa and McCrae (1992).

In Chixar business, is a business focused in the probiotic poultry industry. Chixar itself is managed by three students of Entrepreneurship 2021 School of Business Management, Bandung Institute of Technology. We have implemented 4 management functions, namely; operational, marketing, finance and human resources. Problems occur related to how to increase motivation, by knowing and analyzing the personality traits of Chixar business members, so that it has positive implications for business motivation & performance.

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1.2 Problem Identification

Currently, Chixar is one of the local poultry industries which focuses on selling probiotic chicken. Our business is run by 3 students on Entrepreneurship major at School of Business & Management ITB 2021.

Chixar has been running since August 2020, at that time we had just changed the business concept (pivoting) from processed healthy homemade pasta made from algae to a business engaged in the probiotic poultry industry. Chixar itself has a motto "Probiotic Chicken Specialist" where we show that the operational management of Chixar probiotic chicken is really handled well. Since the initial implementation of the Chixar business, we hope that with the implementation of the business in the poultry sector it can develop quite quickly, especially that the probiotic chicken products from Chixar offer competitive prices in the probiotic chicken market sector in the market reach of Jakarta, Bogor, Depok, Tangerang, Bekasi & Bandung. The Chixar business member, who previously pivoted from the pasta business products made from organic algae, has turned into probiotic chicken, which our internal remains focused on promoting "healthy" values in marketed products. This pivoting strategy and decision was made due to the limitations problems towards production aspects of the organic algae paste business in the long run production. Until the transitional period of sales of probiotic chicken products, Chixar business members did not seem very enthusiastic in pursuing the sales target which was quite high, this was influenced by the motivation between members who tended to be unstable. Motivation to do business that is unstable is very influential on the orientation and business goals that have the potential not to achieve the expected sales performance.

In order to find out the motivation and reasons for some of the other business students in the SBM ITB entrepreneurship undergraduate study program who are doing business pivoting. The first is Savlee, which is a business engaged in the sleeping kit meditation platform, the reason they are pivoting from their previous business is because their Chief Technology Officer (CTO) resigned and they had difficulty developing applications, so the business was pivoting due to the limitations of business members who could not develop applications and technology trials on products. Since they are pivoting they are more optimistic about running a new business model despite the many changes and adjustments to new products and customers. Second, Saint Velvet, is a business engaged in the fashion industry. Their previous business, which completely relied on technology

completely, was forced to do business pivoting due to the absence of CTOs and application developer vendors who could develop their applications. Since they changed their business to fashion, Saint Velvet prefers a fashion business that is much more realistic in terms of operational and market aspects to be carried out without the interference of technology, at the beginning of the transition of the business pivoting period the team members felt resigned due to the sales targets that must be achieved every semester , however, they still optimize the sales aspect in order to achieve sales targets.

Chixar set sales targets for 5 months. Where 5 months is equivalent to one semester of lecture period. In our business course, our target is to achieve a sales target of 12 million rupiah for one semester, which we decided as our sales target for our business by the end of the semester. By finding out Chixar target of 12 million, business members were quite surprised and a little pessimistic about the high sales target for a business that's just pivoting.

In the first 3 months, the evaluation was carried out during the course of the business, in the business evaluation it was seen that the sales performance was considered quite difficult for Chixar to reach the sales target that was agreed in the beginning, considering the sales target condition until the third month had not reached half of the total sales target. Moreover, internal factors such as pessimism and lack of confidence in achieving sales targets, as well as low motivation among members, which resulted in our internal business agreement to reduce our sales target from 12 million rupiah to 8 million rupiah until the fifth month or the end of the semester. Chixar business members also implement a sales target achievement strategy that has been assigned equally to each business member in an effort to help sales performance, but is not so emphasized on pursuing the individual's sales target. Until the fifth month or the end of the semester, Chixar has reached its sales target of 8.9 million rupiah.

Seeing the phenomenon of sales target reduction is influenced by internal factors such as a lack of confidence and motivation in achieving business targets. The things that indicate low motivation to achieve sales targets are influenced by Chixar business members who have just started a highly targeted business on sales aspects, lack of confidence due to high sales targets and low potential for sales channels at the time, especially the unstable motivation at Chixar business members. influenced by the lack of strengthening

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motivation among others, the lack of bonding activities and the absence of direct interaction between members. The formation of business motivation actually needs to be created by each business member to facilitate the operational aspects and achievement of business targets, as well as the perception of Chixar business members who think that a new business should start with sales targets that are more adjusted by the internal capabilities of the business. The effect of low motivation in doing business has the potential to have a negative impact on the implementation of business operations. In order to avoid indications of low business motivation, business members should have an optimistic attitude and confidence to determine and achieve business targets.

It can be seen that the presence of symptoms related to low business motivation has implications for sales performance. During business implementation, business members have never held special discussions regarding the factors that can motivate them to do business. Therefore, it is necessary to have a special study related to efforts to increase motivation in doing business by analyzing further using the personality traits test as a measuring tool to understand the internal behaviour also knowing their motivation factors intrinsically and extrinsically. By knowing their personality traits and motivation factors of each business member it can strengthen the overall business performance and internal aspects.

During real business practices, we strive to achieve our business mission, in order to achieve that mission, business motivation and performance need to be optimized and improved over time. Oftentimes, motivation and engagement are not given much attention in the small business scope. Personality traits are characteristic tendencies that are repetitive and inherent in individual behaviour. Personality traits that reflected by individuals in the business environment needs to be specifically identified, since personality does not only focus on the psychological aspects possessed by each individual, but the naturalness of personality traits is very dependent on the relationship between the individual and the surrounding environment. Indeed, personality traits are stable and absolute aspects to demonstrate the natural behaviour of individuals when conditioned to certain conditions and environments. The results and responses generated internally by individuals have different responses and tendencies from other individuals, therefore it is necessary to analyze personality traits specifically for each individual, especially in the business environment.

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Regarding aspects of internal interactions in business, a lack of understanding of the personality traits between members can refer to factors that decline in business performance; mismatch job description, decline job performance and internal miscommunication.

An evaluation of Chixar performance over the past five months shows that 70% of sales performance was achieved from the overall target. Given the remote business operation conditions that make it difficult for interaction between members and direct business management, Chixar agrees that the performance over the past five months can be categorized as quite good. Although, the inadequate condition, due to several factors such as unstable business motivation such as lack of enthusiasm to pursue sales targets. Regarding engagement, a limited and long-distance communication system through social media and video conferencing due to pandemic. Thus, running distance business operations resulted in very limited interaction and communication bonds between Chixar members.

Due to these problems, it is necessary to know the factors related to the importance of understanding motivation and engagement by assessing personality traits in the Chixar poultry industry. The necessity of knowing big five personality traits in business practice, which in line with business performance that must be optimized, in order to achieve business performance, it is necessary to be supported by behaviour and personality aspects of business members that are in line and support the business orientation. Understanding the personality traits of each business member will greatly facilitate and provide potential for businesses to be able to strengthen their internal aspects, especially it will make it easier for internal to adjust targets, company culture, decision making and job descriptions which based on the results of the personality traits of each business member.

1.2.1 Significance of Study

This findings of this research will bring useful findings and information due to assessing the importance factors of understanding motivation, personality traits and motivation factors especially in small business practices. Perhaps, it also brings enhancement to

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Chixar business performance which focuses on the importance of internal and external motivation and personality traits.

1.3 Research Question

1. What are the types of personality traits for employees at Chixar poultry industry?
2. What are the common motivation factors that are shared by employees at Chixar?
3. What kind of system that could motivate employees at Chixar?

1.4 Research Objectives

To analyze the personality traits and supporting factors that are able to influence business motivation.

1.5 Scope & Limitations

This study focuses on Chixar business members, who are also majoring in entrepreneurship study program 2021 at Bandung Institute of Technology. This research starts from early February 2021 until July 2021 by using a qualitative research method. Currently Chixar is still in the business development phase. Researchers only choose Chixar as an object of this research because Chixar is the only business who run the food technology business sector at Entrepreneurship study program batch 2021.

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CHAPTER 2

BUSINESS & TECHNOLOGY DESCRIPTION

2.1 Business Description

2.1.1 Company Profile

Chixar is a business engaged in the probiotic poultry industry. Chixar superior product itself is more focused on probiotic chickens, the content of this probiotic chicken is different from broiler chickens in general. The difference between the probiotic chicken from Chixar is different in terms of the chicken feed given, the probiotic chicken from Chixar is not injected with additional hormones, contains much less fat, more savoury and odourless chicken meat. Chixar probiotic chicken provides healthier benefits in long-term consumption than broiler chickens because it is free from hormone injections. Chixar admits that this probiotic chicken product is oriented towards consumers who are aware of health concerns and for breastfeeding mothers. In the probiotic chicken market in Indonesia, Chixar is quite superior in terms of competitive prices compared to competitors in similar industries. This probiotic chicken product from Chixar is not limited by the age limit of consumption, but our target buyers are from adolescents to adults.

Related to several operational activities that support our business, such as the supply of chicken feed which is provided through suppliers that are guaranteed quality. We choose feed suppliers that are indeed made from natural ingredients, especially with this probiotic, the absorption of feed nutrients is more absorbent to chicken meat, probiotic technology also avoids the smell of chicken manure, increases chicken weight in a balanced manner and probiotic technology also greatly increases appetite and chicken growth. Chixar also implements routine chicken coop hygiene to prevent bacteria and virus transmission, as well as routinely administering vaccines and vitamins to maintain the health of livestock, we maintain this in the SOP in operational management in the chicken coop.

In the process of business operations, Chixar has sterilized the cage since the day old chicken (DOC) entered the farm. After the DOC enters the farm, as if to indicate symptoms of disease or virus, it must immediately be separated so as to avoid transmission to other chickens. The cleanliness of the chicken coop is also cleaned every

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day to reduce odours and the emergence of viruses. Chixar probiotic chickens normally grow to a weight of 700 grams to 1 kilogram in 30-40 days, the weight of the chickens is regularly weighed until harvest time or meets the ideal weight of probiotic chickens that are ready to be marketed. After the chicken has met the weight of 700 grams to 1 kilogram, the probiotic chicken is ready to be cleaned and cut in the slaughterhouse, slaughtering probiotic chicken in the slaughterhouse follows on how the customer requests for chicken pieces. Variants of chicken pieces can vary into 8, 10 or 12 pieces or not cut at all. After the process of cutting and cleaning probiotic chickens in the slaughterhouse, the probiotic chickens are immediately packed using frozen food wrap plastic that is sealed with vacuum technology, this vacuum technology acts to suck up the remaining air in the plastic, thereby preventing the growth of bacteria from the remaining air in the plastic. Chixar also complements the product delivery process by packaging using a tightly closed styrofoam box. After the packaging stage, the chicken is frozen in the freezer to maintain freshness and maintain the quality of the chicken before sending it the next day. Deliveries are made every morning at 7-10 am, Chixar delivers deliveries from the city of Tangerang to destination locations in Jakarta, Bogor, Depok, Tangerang, Bekasi and Bandung using Paxel courier agents with same day service delivery to maintain the quality of fresh and frozen chickens.

2.1.2 Company Background

Since August 2020, Chixar has been established under entrepreneurship study program students at the Bandung Institute of Technology. At that time our focus was on offering products with values that prioritize health and organicity, but at competitive prices for the markets of Jakarta, Bogor, Depok, Tangerang, Bekasi and Bandung. The main objective of Chixar is to supply high quality probiotic chicken as well as to provide various chicken weight variants for daily household and individual food consumption needs. The advantages of Chixar probiotic chickens are that we promote a sustainable farm with quality control that maintains the cleanliness and health of livestock and a low death rate below 5%.

Chixar realizes that the health aspect is the main thing, one of the health factors is supported by the daily consumption of people who must meet good nutritional standards, one of which is the daily protein that must be fulfilled. Chixar sees that the majority of Indonesian people who consume injected hormone broiler chickens have a negative

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impact, these broilers are injected using growth promoters to accelerate growth and meet market needs, the chemical liquid from the injection spreads throughout the body of the chicken which endangers human consumption in long-term. Therefore Chixar is here to provide healthy and hygienic probiotic chicken products with various weight and cut variants and is packed with vacuum technology packaging and coated in a frozen food box to maintain the freshness of Chixar probiotic chicken.

2.1.3 Company Name & Logo

Figure 2.1 Company Logo

Chixar is a compound word of two words that are combined into one name, the first word is "Chicken" which clearly describes chicken products as the main line of products we market and the second word is "Radar" which is interpreted as a signal that is transmitted to a wide or far range. We combine the words "Chicken" and "Radar" into one word, namely Chixar. We define Chixar as a brand and company that supplies probiotic chicken that can guide customers towards consuming probiotic chicken as a much healthier daily protein with a focus on health aspects and fulfilment of daily nutrition. The palette colour combination that Chixar uses, namely green and white, represents probiotic chicken products that promote health, organic, hygienic and sustainable farming.

2.1.4 Company Vision & Mission

    2.1.4.1 Company Vision

    Becoming the leading probiotic poultry company that provides a comprehensive need of healthy poultry in Indonesia.

    2.1.4.2 Company Mission

    Act as a probiotic poultry company that offers comprehensive probiotic chicken needs and delivers throughout Indonesia.

2.1.5 Organizational Structure

| **Firman Kusumah Wardhana (21 Years Old)** |
| Chief Executive Officer |

| **Nadia Ambar Shofiya (21 Years Old)** | **Fadhilah Rania (21 Years Old)** |
| Chief Marketing Officer | Chief Financial & Operational Officer |
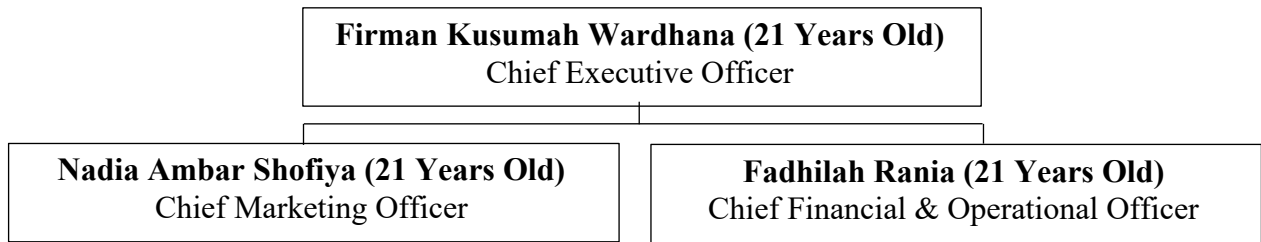
Figure 2.2 Organizational Structure

Chief Executive Officer at Chixar holds a role as a business leader, the CEO also holds a role as a business development officer who carries out product pitching, business strategy, planning, innovation and business development. The Chief Financial Officer is responsible for making financial reporting which includes financial projection, cost & pricing analysis and pricing strategy. Chief Operating Officer is responsible for the flow and series of business operations from upstream to downstream, conducting quality control over the product to the product distribution process. Chief Marketing Officer is responsible for managing market research, social media content creation, promotion strategies and periodic iterations of market & consumer behaviour.

2.1.6 Current Business Stage

Since the establishment of Chixar, we have been mapping to facilitate market classification and level categorization related to business processes. Chixar, which was founded in 2020, has relatively low sales in achieving sales targets, but continues to grow as business operations progress.

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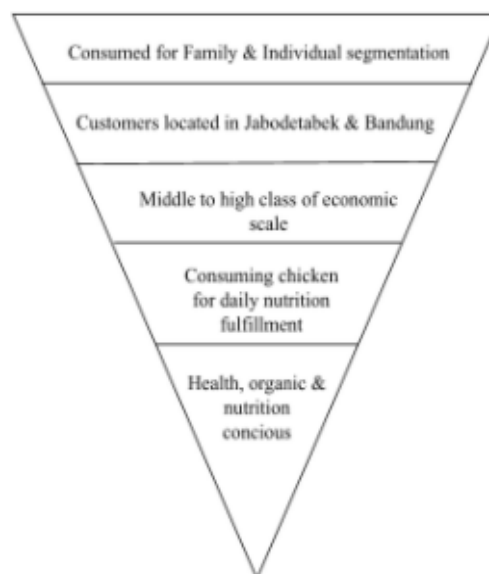
Figure 2.3 Business Life Cycle

By analyzed and compared with competitors, since its establishment Chixar has implemented an agile model in the probiotic chicken sector, Chixar tries to understand market needs and consumer shopping patterns in fulfilling shopping consumption, therefore Chixar provides 4 variants of chicken pieces, 3 choices of chicken weight with the right price. The customer experience we provide is quite the same as shopping at supermarkets or traditional markets, but we really prioritize the value of cleanliness, guaranteed product quality, same day delivery and ease of ordering via smartphones.

Chixar sees public awareness that has begun to shift towards increasing consumption of healthy, organic and healthy lifestyle foods, our probiotic chicken has a competitive advantage that our probiotic chicken products do not smell fishy, do not contain antibiotics or chemicals from hormone injections and certainly have the aroma of chicken meat. which is tastier and softer.

2.1.7 Market Segmentation

Table 2.1 Market Segmentation

Demographic	Age	21-60 years old (Benchmarked on Journal 96% are within this range)
	Income	Above Rp2.500.000/year (95% Indonesian eat Chicken, 66% do not consider any other substitute)
	Occupation	Household parents, busy workers & college students.
	Household Size	Two-Four (Five and above are found not as often to consume chicken)
Geographic	Area	Jakarta, Bogor, Depok, Tangerang, Bekasi & Bandung.
Psychography	Culture	Home Dining & Instant Cooking (Under 30 mins)
	Orientation	Product
	Knowledge	Comprehend basic cooking (Frying & Boiling)
	Benefit	Trust, Quality

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Behavioural	Usage	Meal Time, Daily Consumption
	Loyalty Status	Loyal (Need marketing manoeuvre to make loyal supermarket or grocery customer willing to try)

2.1.8 Stakeholder Analysis
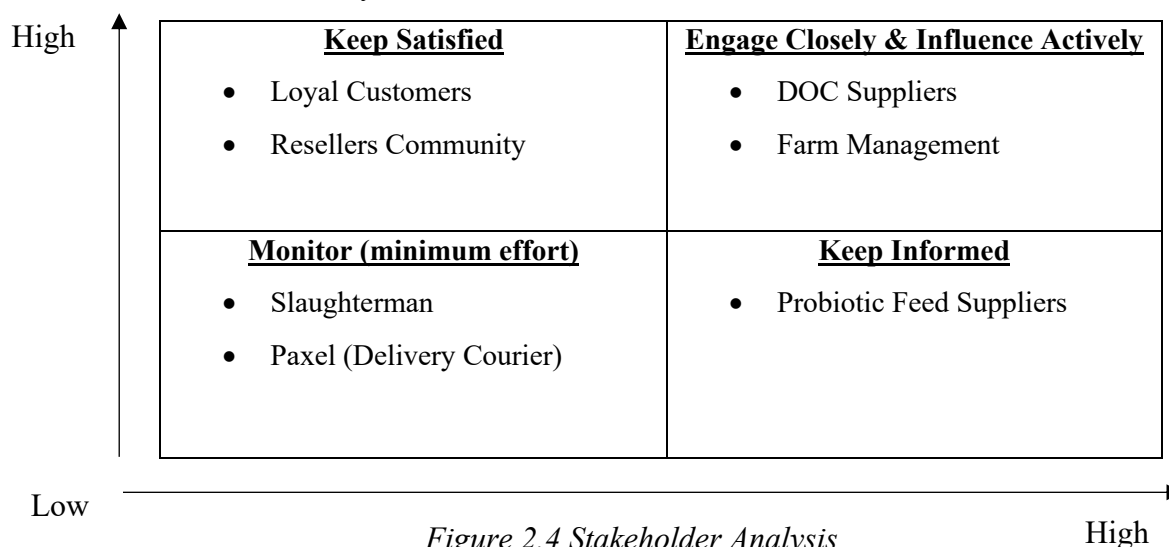
Figure 2.4 Stakeholder Analysis

- Keep Satisfied

A condition where consumers and resellers are categorized as stakeholders to remain satisfied with the services and products offered by Chixar and contribute to the success of the product sales series. Loyal customers and resellers who cooperate with Chixar are classified as primary stakeholders.

- Engage Closely & Influence Actively

DOC Suppliers and Farm Management are categorized as parties that need to be closely maintained with Chixar internally or as we know as key stakeholder, because healthy and quality DOC has implications for the performance of Chixar products. Farm management that needs to be managed in terms of cleanliness, availability of livestock space that must be adequate for probiotic chicken breeding.

- Keep Informed

In the operation of the probiotic chicken coop, it shows that the Probiotic Feed Suppliers are the party that supplies the availability of probiotic chicken feed specifically that contains natural ingredients for the nutrition of farm chickens.

- Monitor

Slaughterman is a party who helps the process of cutting and cleaning the chickens every day according to the number of orders. Chixar focuses on the cleanliness aspect of the probiotic chicken slaughtering process before being sent to consumers.

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2.1.9 Stakeholder Engagement

Table 2.2 Stakeholder Engagement

Participated Stakeholders	Loyal Customers, Chixar Reseller Community, DOC Suppliers, Farm Management, Slaughterman, Delivery Courier, Feed Suppliers.
Stakeholders Engagement Goals	**Inform** : Chixar provides the balance, accurate and objective information to assist their stakeholders to understand their business problems, alternatives & opportunities & solutions. **Consult:** Chixar obtain feedback from stakeholders on analysis, alternatives or outcomes. **Involvement**: Chixar work directly with stakeholders throughout the operational farming and product distribution process to ensure the concerning needs and understand the whole business flow. **Collaboration**: Chixar engage their business partners and supportive stakeholder including the development of alternatives, decision making and preferred solutions. **Empowered:** To support and implement the decision making result between stakeholders through the business. All stakeholders that linked with Chixar are enabled and equipped to actively contribute to the achievement outcomes.
Engagement Process & Promise	**Inform**: Chixar and to all linked stakeholder agree to keep inform each other related business process. **Consult:** Keep informed and listen to acknowledge concerns and aspirations, provide feedback and stakeholder input to influenced the outcome. **Involvement:** Work and support the operational business to ensure that the critical concerns and aspiration are directly reflected in the alternatives developed and provide feedback. **Collaboration**: Chixar fully considered for advice, recommendation and innovation in formulating the needed resources for the lean business process.
Methods of Engagement	**S**urvey to stakeholders, Decide stakeholders by interest & internal consideration, Simulating ROI Measurement, Business Agreement & Policy, Communicate daily business activity and log meetings.

2.1.10 SWOT Analysis

Table 2.3 SWOT Analysis

Strength	- Probiotic chicken product is a product that is safe for long-term health consumption considering that chicken is a food ingredient that is consumed daily. - High market opportunities, due to the high level of public consumption of chicken products. - Management of farms that are guaranteed and qualified by hygiene and health test of livestock probiotic chickens.
Weakness	- Has not expanded the market all over Indonesia. - Must compete to increase the market share of probiotic chicken products.
Opportunities	- Increase customer awareness with marketing strategy through online and offline channels. - Expanding cooperation between business to business clients. - Expanding livestock has the potential to increase fulfilment of consumer demand. - Developing innovative processed chicken product that are ready for consumption or frozen food.
Threats	- Market increasingly dominated by large chicken companies and factory scale. - Unable to meet the quantity demand from the market.

2.2 Product and Technology Description

2.2.1 Product

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Figure 2.5 Chixar Product

Chixar itself has released a probiotic chicken product with a whole chicken variant at a price of IDR 50,000 and a freshly cut chicken variant at a price of IDR 52,000 excluding shipping costs for same day services and packaging boxes. The weight of the probiotic chickens that Chixar is ready to market is in the range of 700 grams to 1 kilogram, which must have been sterilized and cleaned during the cutting process before the delivery process.

2.2.2 Technology Description

2.2.2.1 Technology Overview

Several processes in Chixar operational production process conduct technology in our business process, the use of technology in Chixar operational business can simplify the operational process. By Chixar implementing the technology usage which brings more effectiveness and efficiency during the operational farming process, also technology does help the quality of probiotic chicken by Chixar.
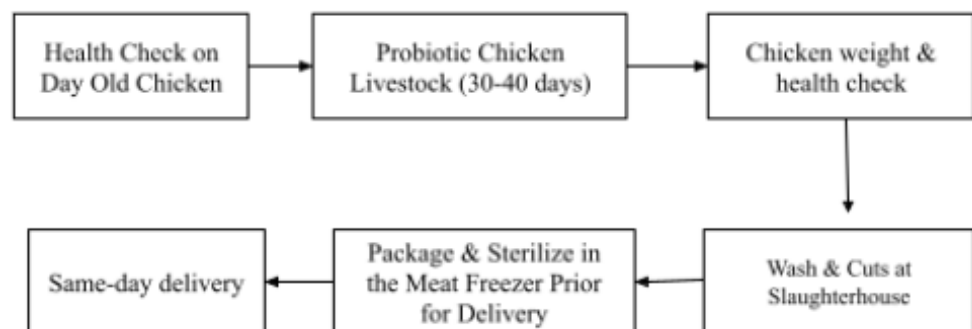
Figure 2.6 Operational Process

From each production preparation process to the sales stage using technological aspects, in the early stages of health, 'day old chicken' is taken into account when entering farms (closed farming) which maintains hygiene & more intensive control. In the second stage, for 30-40 days the growth period of probiotic chickens requires probiotic feed which is processed from natural & herbal ingredients. In the third and fourth stages, cleanliness and health checks are carried out by the operational sector, this slaughterhouse still uses the manual slaughter method to maintain halal aspects and product cleanliness. In stages five and six, packaging and distribution of product shipments already use technology, namely airtight

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packaging & air vacuum and sent same-day services with expeditions ordered using the smartphone application.
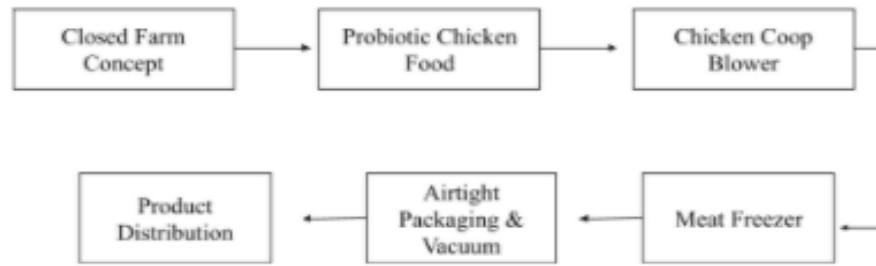
Figure 2.7 Usage of Technology

2.2.2.2 Technology Readiness Level

Based on circular operational process of Chixar probiotic chicken, this are the tools and equipment that has been used by Chixar :

1. Closed Farm Concept: where with the closed chicken farming concept method provides a modernization concept to the cage system which significantly reduces the risk to business operations. With this closed farming method, it can simplify the system for controlling chicken conditions more intensively, the modernization of the closed farming cage system also avoids the risk of virus transmission to livestock compared to the open farming concept. Closed Farming can facilitate and accelerate the growth of probiotic chicken growth with cage facilities that are integrated with chicken food lines and well-supplied water lines.

2. Probiotic Chicken Food: Probiotic feed given to chickens provides stimulation for the growth and development of probiotic chickens which is guaranteed to form effectively in the animal's body during its growth period without a mixture of compounds or chemicals that endanger the health of livestock. The content of probiotic feed contains natural basic ingredients such as ginger, brown sugar and other basic ingredients that are processed into probiotic feed, the benefits provided by probiotic feed are beneficial ingredients for animals because probiotic content dominates bacteria which cause disease risk, direct probiotic feed. can increase the appetite of chicken, absorb nutrients more optimally and reduce the smell of ammonia from chicken manure.

3. Chicken Coop Blower: The technology of this chicken coop blower is placed in the corner of the chicken coop, the use of this chicken coop blower functions to suck air from inside the chicken coop, this blower sucks the ammonia content from chicken manure and facilitates operational activities in the cage for farm managers, this blower function avoids trapping the smell of ammonia which can affect human health in the long run if inhaled.

4. Meat Freezer: After the probiotic chicken has met the ideal weight for slaughter, the probiotic chicken is cut in the slaughterhouse and cleaned thoroughly. Probiotic chicken meat is placed in the meat freezer to maintain quality before being shipped the next day.

5. Airtight Packaging & Vacuum: Safe and tightly closed packaging technology prevents the growth of probiotic chickens from being exposed to fungi or bacteria from the remaining air in the packaging, therefore Chixar uses Vacuum to suck the remaining air in the packaging before the packaging is sealed tightly (sealed) . Then it is coated using a box and Styrofoam to prevent collisions.

6. Product Distribution: All shipments of probiotic chickens from Chixar are sent via the Paxel expedition platform in the area (Jabodetabek & Bandung) which can be ordered H-1 before scheduled delivery using a smartphone.

2.2.2.3 Technology Readiness Level

Chixar included and potentialized several technology aspects during the operational process, such as the closed farming system, probiotic chicken food, chicken coop blower, meat freezer and airtight packaging with vacuum. Chixar concluded that the technology readiness level has reached the 9th level.
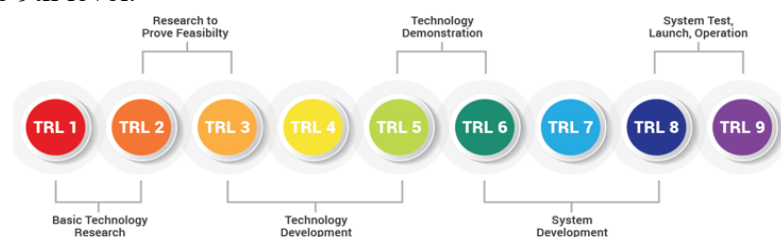
Figure 2.8 Technology Readiness Level

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CHAPTER 3

THEORETICAL FOUNDATION

3.1 Entrepreneurship Motivation on Start-Up

The development and execution of new opportunities in a dynamic and unpredictable world is referred to as entrepreneurship, entrepreneurship curriculum can promote the creation of a knowledge base in business administration as well as entrepreneurship competencies in personality characteristics and abilities, resulting in added benefit for students and the development of more skilled entrepreneurs (Neck and Greene, 2011). Entrepreneurship must be understood as a method incorporating both science and art, and students must possess other skills in addition to business management (Jack and Anderson, 1999). To encourage people to engage in entrepreneurial behaviour, entrepreneurship education should emphasize not only the value of skills and key qualities for entrepreneurial action, but also the importance of cultivating pro-entrepreneurial attitudes (Joensuu et al, 2015). Individual attitudes toward entrepreneurship are linked to entrepreneurial motivation in the way that motivation is founded on values; in other words, the belief that entrepreneurship is advantageous or damaging, attractive or unfavourable (Locke, 2000). Fundamentally, inspiration entails both thought and effort, most of the study on the impact of effort (including persistence) and effort direction on job success has been based on the principle of motivation (Locke, 2000). As a result, entrepreneurship skills are viewed as behavioural and measurable traits that are related to the formation, development, and sustainability of businesses (Bird, 1995). Entrepreneurial motivation is a compilation of relevant personal goals that aspiring entrepreneurs aim to and feel they will accomplish by entrepreneurship (Kuratko et al, 1997).

3.2 Human Resources in Start-Up

Human resource management (HRM) is the oversight of people in a work environment, either individually or collectively (Anca-Ioana, 2013). According to, the goal of human resource management is to provide opportunity for individuals in the workplace to succeed (Welbourne, 2011). The value of HRM activities in the corporate climate includes employee support for building confidence in business leaders, which equates to

high-quality organizational success (Cho et al., 2013). Human resource management has an effect on workforce productivity in small firms (Bhardwaj, 2013). A main motivation for creating the right human resource combination is to encourage small business owners to stop making careless decisions in response to consumer demands and pressures (Kotey & Slade, 2005). Start-up owners and workers should be provided with the necessary resources, expertise, capabilities, and experience to run their businesses efficiently (Brown, 2017).

3.3 Business Motivational Factor

Business motivation is the most critical element in creating an accomplishment experience in every organization, public or private (Chintallo & Mahadeo, 2013). Organizational performance is fundamentally dependent on multiple variables such as performance appraisals, employee motivation, employee retention, benefits, training and growth, work security, organizational structure, and others, but this research focuses solely on employee motivation since this aspect has the greatest impact on employee performance (Manzoor, 2011). Organizations assume that their human resources and workforce are their most valuable assets, which can propel them to growth or, if not properly concentrated, contribute to decline (Manzoor, 2011). Self-Determination Theory (SDT) by (Ryan & Deci, 2000) defines intrinsic and forms of extrinsic motivation, and also examines how these motivations affect behavioural responses in diverse aspects; social, cognitive performance and personality. SDT provides a comprehensive understanding of individual motivation and behaviour. Individuals instinctively and deliberately orient themselves toward development and self-organization, according to the humanistic assumption. SDT also asserts natural growth tendency and basic psychological needs for *autonomy, competence*, and *relatedness* (L. Legault, 2020).

3.4 Pivot Business

In pivoting, six main factors influenced the firms under analysis, there are the following: the position of the founders, capital and finance, the feasibility of the business model, market dynamics, business financials, and emerging technologies (C. Comberg, A. German & F. Seith, 2014). The most important people for the start-up's business success and planning, with the finest history of the organization condition and knowledge from its current developments. Wisely, start-up's should question themselves on a daily basis

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if they should pivot, regardless of whether they have a solid or poor cash position. (C. Comberg, A. German & F. Seith, 2014).

3.5 How Pivoting Business Affect Motivational Factors

When start-up's discover that after so many attempts of the marketing plan, certain aspects in their idea or approach are faulty and that it is time to pivot, they use pivoting as a strategy for creating new objectives (Ries, 2011). Clarified by the fact that start-up workers understand that working with start-up's entails a challenging environment of uncertainty regarding the business's long-term sustainability (F. Meiners & P. Costa, 2018). Employee motivation in businesses is very fundamental, because if pivoting demotivates workers, the business faces major challenges when it relies on intrinsic factors, while extrinsic rewards, such as compensation as high as existing corporations offer, are unlikely to be available as motivation drivers (F. Meiners & P. Costa, 2018). Pivoting creates significant changes in the company plan, which often has an impact on employees (McGinn, 2012). Employees may become overwhelmed and emotionally distracted when entrepreneurs pivot too often, and they may become demotivated by the founders' and the start-up's initial concept (Kim 2017).

3.6 Personality Traits

Personality is a unique synthesis of an individual's mechanisms, personality behaviours, modes of thinking, desires and tendencies, talents, knowledge, and personality, as well as ways of thinking (Tanoğlu, 2008). According to the Big-Five Principle of Personality Traits, human characters may influence people's interpretations and responses to their surroundings (Santos, 2016). More impressively, personality is not strictly described at the individual level; furthermore, it may be upgraded into different layers of study for both improvement and decision-making processes (Church et al., 2016). One of the variables influencing corporate engagement is personality traits (McKay et al, 2013).

3.7 How Personality Traits Affect Motivation Factors

Personality traits theory is inextricably linked to organizational motivation. In order to consider the identities of members of an organisation, one must analyze their characteristics (Dinger FC, Dickhäuser O, Hilbig BE, Müller E, Steinmayr R, 2015).

Employees' jobs & ethics are always influenced by their personality traits; many constructive attitudes about work are more likely to be on track, suggest more tasks, and use more effective business processes (Swider BW, Zimmerman RD, 2010). Personality was discovered to have a direct impact on organizational behaviour in deciding degrees of tolerance, work environment consistency, and work ethics. The relationship between personality and motivation can be strengthened by putting individuals with compatible traits on the same teams where tolerance is likely to continue (Swider BW, Zimmerman RD, 2010). Another interpretation is that suiting motivation strategies from personality traits, by linking personalities towards motivation aspects, greatly increases the efficacy of organizational strategies (Greguras GJ, Diefendorff JM, 2010).

3.8 Big Five Personality Traits

The Big Five personality characteristics as determinants of an individual's entrepreneurial purpose (Zhao and Seibert, 2006). Recent meta-analyses have found that personality does play an important role in entrepreneurship, and prior observational studies in the study of individual personalities in relation to entrepreneurial purpose have confirmed it (Brandstätter, 2011). Big five personality traits; extraversion, agreeableness, conscientiousness, openness, and neuroticism is one of the most popular areas of study and growth. This can be attributed to three major factors. First, the BFPT is the most commonly known and influential model for describing the structure of personality traits (Rammstedt et al. 2010). The antecedents of performance are the BFPT model. Conversely, with individuals' participation in practice, these characteristics may have an impact on performance (Amir et al, 2014).

1. Agreeableness : Agreeableness is linked to a variety of affiliative and interpersonal results. Individuals that are extremely agreeable, for example, are more liked with their colleagues, and their close partnerships are more secure and fulfilling. They choose social professions and are more likely to practice religion, volunteer, and participate in group leadership positions (Soto, 2018). Compassion, kindness, and confidence are values that agreeable individuals value. They care less about power, success, or ego-related behaviours. In fact, the highly agreeable individual is driven by a desire to satisfy social responsibilities, which also emerges from a deep concern for the well-being of others (Roccas, Sagiv, Schwartz, & Knafo, 2002).

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2. Conscientiousness : Conscientious people value orderliness, responsibility, success, and self-discipline, and they strive to improve their skills. The element is also linked to tradition and conformity (Roccas, Sagiv, Schwartz & Knafo, 2002). People that are more conscientious prefer to get better marks, and conscientious people do better in a multitude of jobs. Individuals that are highly conscientious live longer, owing to their tendency to participate in healthier activities and prevent risky ones (Soto, 2018)

3. Extraversion : Extroverts are often assertive, active, and outgoing. They may also be hedonistic, deliberately seeking entertainment and enjoyment. Achievement and enjoyment are often more important than conforming to specific behavioral expectations or enforcing rules (Roccas, Sagiv, Schwartz, & Knafo, 2002). Extraversion is a reliable predictor of social consequences. Highly extraverted persons have more friends and dating partners, and they are seen as gaining a higher social status by their peers. They like and do better in social and entrepreneurial professions, and they are more likely to take on group leadership roles (Soto, 2018).

4. Openness : The most closely correlated with analytical and artistic results is openness to experience. Individuals who are highly transparent appear to do well on assessments of imagination and intellect, as well as seek science and creative careers (Soto, 2018). Flexibility of thinking, inventiveness, active creativity, aesthetic awareness, attentiveness to emotions, a desire for diversity, academic interest, and freedom of judgment are all characteristics of openness ((Bozionelos, 2003).

5. Neuroticism : Neuroticism, or a loss of emotional stability over time, is associated with poor self-esteem, self-efficacy, and internal locus of control (Judge, Erez, Bono, & Thoresen, 2002). Excessive worry, pessimism, poor morale, and negative feelings are also characteristics of neuroticism (Bozionelos, 2003).

The implementation of the Big Five Personality Traits by several researchers on the implementation of business and employee concluded that, "Our findings indicate that cultural control & big five personality traits affects organizational commitment positively, the major finding of this study was that the relationship between at least two of the Big Five personality traits (conscientiousness and agreeableness) to the organizational commitment." (Lennartsson & Dan, 2020). "When workers of a company

display good personality traits, group success increases, due to attracting the right workers with positive traits that will successfully cultivate team spirit, job togetherness, and ensure the achievement of the organization's objectives and goals." (Adeyemi & Damilola, 2018).

Main implementation of the Big Five Personality Traits for Chixar business members is to influence and direct small businesses or start-up's related to understanding the character and personality traits of business members who contribute an active role in the execution of the business. Personality traits that are fit with the division of job roles of business members can provide positive motivation for members to carry out their work, in each type of personality traits that are inherent in each individual can be analyzed more deeply to find out the influence or implications that underlie motivation factors in doing business.

3.9 How Motivation Factors Affect Motivation

Entrepreneurs are motivated by four distinct factors; extrinsic incentives, independence/autonomy, intrinsic rewards, and family stability (Robichaud, McGraw and Roger, 2001). Motivation factors are associated with the demands of an entrepreneurial position, which tends to draw highly achievement-motivated individuals due to the capacity for greater achievement fulfilment in an entrepreneurial environment, a framework that offers the challenge, autonomy, and flexibility for achievement realization (Stewart and Roth, 2015). Form of variables that influence the output of a successful business, based on a few sets of variables; entrepreneur's psychological and personality traits, entrepreneur's management abilities and education, and the external environment (Benzing, Chu and Kara, 2009).

Motivation factors used by authors refer to Self Determination Theory (SDT) by (R.M. Ryan and E.L. Deci, 2000). Self Determination Theory concentrates on naturally relational supports and understands the various types of motivational stimulation that influence human behaviour. In SDT human motivation is considered in a differentiated way, individual motivation factors are not able to be assessed with only more or less motivated tendency, but the motivated individuals are able to analyze deeper related to their varied types of intrinsic motivation factors & extrinsic motivation factors (Keifer, G & Effenberger, F, 1967).

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These three basic needs of intrinsic motivation factor such as autonomy, competence, and relatedness were originally defined functionally because they performed well to integrate the findings of behavioural, interpersonal context surrounding these three basic needs:

1. Autonomy : People need to believe they have power over their own actions and ambitions. This sense of being able to take direct steps, voluntariness that can result in real change contributes significantly to people becoming self-determined. Autonomy enhanced by choice, explanation, rationale, acknowledgement of feelings. Undermined by tangible rewards, threats, deadlines, imposed goals and control.

2. Competence : People must learn to master tasks and acquire new skills. People are more motivated to take decisions that will help them reach their goals because they believe they have the essential knowledge. Competence enhanced by optimal challenge, positive performance feedback. Undermined by excessive challenge, negative performance feedback.

3. Relatedness : People require a feeling of identity and attachment to other people. Relatedness enhanced by respect, caring, inclusive environment, security. Undermined by competition, criticism, cliques and traditions.

These are the following extrinsic motivation factors, which indicate relation with external reward or social approval, avoidance of punishment & attainment of outcome values. Extrinsic motivation factor also supported by dynamic causes, supports, characters and order:

1. External Regulation : It is driven by and depending on external incentive or penalty mechanisms. External regulation is a useful method of motivation since it is powerfully stimulating in the short term. It can force or seduce people into action, and it enables faster tools to motivate behaviour. External regulation has relevant regulatory processes; *compliances, external rewards and punishments.*

2. Introjected Regulation : Introjection is a type of extrinsic motivation factor that includes accepting or implementing a rule or value, but only in a partial and incomplete transformation or assimilation. Introjected perfectionism linked with certain types of self-esteem, self-satisfaction, and feelings of confidence in themselves will arise. Introjection characteristics lead individuals to be good in order to gain general recognition, and should feel bad or unworthy if their task is

abandoned. Introjected regulation has relevant regulatory processes; *self-control, ego-involvement, contingent and self-esteem.*

3. Identified Regulation : Identified regulation located between introjected and integrated regulation. Identified regulations are characterized by a conscientious acceptance of principles and rules. Also belief in the activity's personal significance or perceived value. Identified regulation has relevant regulatory processes; *personal importance's and conscious valuing.*

4. Integrated Regulation : Integrated regulation involves aligning a value or regulation with the other components of one's self. Greater integration of this extrinsic motivation resulted in greater correlation in action control, influencing both direct and indirect processes. Integrated regulation has relevant regulatory processes; *congruence, conformity, awareness and synthesis of identification*
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3.10 Conceptual Framework
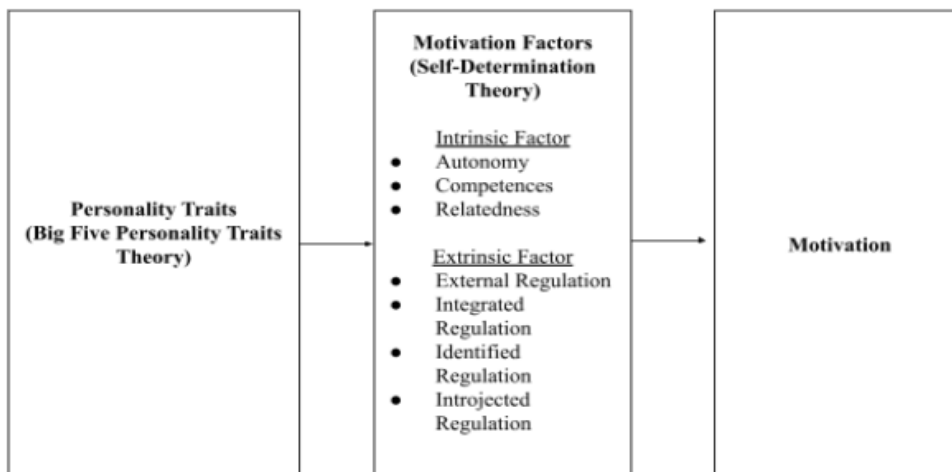
Figure 3.1 Conceptual Framework

3.11 Summary of Proposition

Based on the conceptual framework, this section discusses the several variables of factors to determine the motivation in probiotic chicken business. From the several discussion, concluded the following proposition are proposed:

Proposition 1: Motivation Factors Influenced by personality traits in Probiotic Chicken Business

Proposition 2: Motivation Influenced by Motivation Factors in Probiotic Chicken Business

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CHAPTER 4

METHODOLOGY

4.1 Research Design

Figure 4.1 Research Design

4.1.1 Problem Identification

Focused problem which has been observed by the author is the personality traits and supporting factors to influence business motivation and engagement in Chixar business members. In this problem identification stage, authors identify that personality traits and motivation problems in internal business are issues that need not be addressed, the problem of employee motivation is often being ignored in the scope of small to large scale businesses that the author found through preliminary studies. After doing problem identification, authors observe a deeper understanding of the importance of personality traits and motivation factors that influence motivation in doing business. The author formulates a research proposition that is in accordance with the theoretical foundation which is formulated based on the appropriate literature and related to this research topic.

4.1.2 Literature Review

Literature reviews are methods to support the research question and design, a variety of information sources can be used, enabling in the selection of a research topic, question, or hypothesis. Literature Review is to outline the key topics in the review and to begin

organizing topics and documentation in alignment with the main messages (Rowley, Jennifer Slack and Frances, 2004). During this research, authors has conduct literature review about Entrepreneurship Motivation in Start-up, Human Resources in Start-up, Business Motivational Factor, Pivot Business, How Pivoting Business Affect Motivational Factors, Personality Traits, How Personality Traits Affect Motivation Factors, Big Five Personality Traits & How Motivation Factors Affect Motivation. In the literature review stage, authors comprehend deeper review of personality traits, motivation factors and motivation related to this research topic. Authors also gain deeper understanding through secondary data research through journals and case studies related to issues of personality traits and motivation in business, which can strengthen the author's understanding of the root causes and relationships related to personality traits and motivation factors in business.

4.1.3 Data Collection

Qualitative data collection approaches are essential in impact assessment since they provide evidence that can be used to clarify the effects that lead to observed outcomes and measure improvements in people's perceptions of their well-being. Data collection in a qualitative analysis takes a long time, and the researcher must take account of all potentially important information. The techniques used to gather data strictly conform to scientific ethics guidelines. Most popular qualitative approaches used in assessment can be divided into three different categories; In-Depth Interview, Observation Method & Document Review (Megel and Mary Erickson, 1994). Authors conduct qualitative data collection on Chixar business members, with qualitative data collection authors able to understand the research more deeply and comprehensively through primary sources with in-depth interviews, focus group discussions, pilot test and big five personality traits test.

4.1.4 Data Analysis

Analytics, statistical analysis, and data processing are also terms used to define data analysis. Data analysis provides the framework and mechanism for developing and maintaining an empirical database. Effective data analysis entails analyzing, interpreting, and integrating data into the case of business decision-making (Scarisbrick-Hauser & Annemarie, 2007). At the data analysis stage, the authors wanted to process the results of a series of data collection processes through data analysis with coding methods and qualitative descriptive analysis. Coding data analysis helps the author in the process of

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summarizing the coverage of the data, phenomena explanation and information that is inferred in the form of the essence of information based on the portion of the data that has been obtained by language-based data results. Qualitative descriptive analysis helps the author to explain phenomena and information descriptively, and interpret the relationship between the analyzed data variables into relevant information and conclusions.

The data processing application using this coding procedure is applied by authors with a focus on the open coding method to classify naming related to core topics and categorizing phenomena. The questions asked in order to dig deeper into the accuracy of the information obtained are related to the results of the assessment of the big five personality traits test and self-determination theory test which includes the intrinsic motivation factor and the extrinsic motivation factor.

4.1.5 Conclusion & Recommendations

Following completion of all study measures, the author may construct a proposition in response to the research question and answer the research questions. The final outcome would be a descriptive analysis of coding analysis in interviews, a focus group discussion, and a system that might motivate Chixar employees. At the conclusion stage, the authors will conclude the research results obtained through a whole series of research designs. As a form of recommendation from authors, in this study the authors provide a recommendation system that can be a reference to motivate Chixar business members.

4.1.5.1 Proposed Performance Management System

At the conclusion and recommendation stage, the author wants to provide a solution in the form of a proposed performance management system that can be implemented internally by Chixar business members. The author uses a framework from Herman Aguinis related to Performance Management with the Seven Behaviours of Effective Coach approach. The Performance Management Framework from *Herman Aguinis* is a simple and implementable performance management framework for small businesses and start-up. Performance Management: Seven Behaviour of Effective Coach includes seven stages (Establish Development Objectives, Communicate Effectively, Motivate Employee, Document Performance, Feedback, Diagnose Performance Problems and Develop Employees).

4.2 Research Approach

This research will conduct a qualitative approach by processing information and data analysis using coding and big five personality traits testing to reach the qualified research result. Qualitative methods can be used to improve the quality of information-based qualitative evaluations by helping generate evaluation hypotheses; strengthening the design of survey questionnaires and expanding or clarifying qualitative evaluation findings (Megel and Mary Erickson, 1994). Main purpose qualitative research approach used for observing deeply of types of personality traits and common other supporting motivation factors in Chixar business members. Researcher conducting in-depth interviews, focus group discussion, pilot test, big five personality traits test and self-determination theory testing method.

4.3 Research Method

Execution of this research instrument by conducting in-depth interview, focus group discussion, pilot test, big five personality traits test and self-determination theory test to obtain all the information from the Chixar business members. In-depth interview, pilot test and focus group discussion will be conducted in Bahasa Indonesia from the main language of the informant, using video conferencing. BFPT test will be conducted in English using google form.

4.3.1 Population & Sampling

Purposive sampling implies that we seek a predetermined target group after considering the intent of the study. Method of non-probability sampling where the researcher makes choices on the individuals to include in the study based on a range of factors such as expert experience of the research subject or capacity and willingness to share throughout the research (Apostolopoulos, Nikolaos Liargovas & Panagiotis, 2016). Purposive sampling and non-probability sampling methods are implemented to assess personality traits and common other supporting motivation factors in Chixar business members.

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4.3.2 Data Collection

4.3.2.1 In Depth Interview

In-depth interviews are one of the most effective ways of gathering primary data. An in-depth interview is the one that is done with the purpose of uncovering in-depth knowledge of an interviewee's experience and viewpoint on a topic (Showkat, Nayeem Parveen & Huma, 2017). During the interview, the author will interview Chixar business members. The interview scheme will be asked with the same questions related to personality traits and motivational factors in running a business. With this In-depth interview the author is expecting to gain deeper information about this research topic. Author named and simplify indicator of the informants through this table:

Table 4.1 Informants Indicator

Name of Informants	Indicator	Information
Nadia Ambar Shofiya	Member 1	CMO – 21 Years Old
Fadhilah Rania	Member 2	CFO & COO – 21 Years old

4.3.2.2 Focus Group Discussion

In qualitative analysis, focus group discussion consists of a data collection approach which focuses on sharing and exchanging views and perspectives with members. Furthermore, using this approach, the researcher will examine and speak to the participants, covering the different topics that have arisen during the discussion and using them for further study (Barbour RS, 2010). Author conducts focus group discussion on Chixar business members, the FGD approach performed by authors due to explain the root cause problems during discussions. This focus group discussion mainly focuses on assessing and observing personality traits and supporting motivational factors in running a Chixar business, the result and findings from the FGD interview can be summarized as a source of information that will be analyzed more deeply.

4.3.2.3 Pilot Test

A pilot test is a small-scale qualitative evaluation designed with the aim of ensuring that techniques or theories function in reality (Jariath et al, 2000). The significant benefit of doing a pilot study is that it allows researchers to make

changes and modifications to the main study (Kim & Yujin, 2011). Main purpose of this pilot test is to validate questions and perceptions between author and informants from several questions given. Pilot tests also assist the authors in checking suitable questions, also preventing possible problems to the informants when answering questions and categorizing each question based on the framework and variables.

4.3.2.4 Big Five Personality Traits Test

Big Five Personality Traits Test is a modern and dynamic visual personality questionnaire. It provides an attractive effective method of calculating the five major dimensions of personality while preserving the precision and validity of the findings. It can also be used in any situation where personality influences a choice or self-exploration, such as recruiting, activity, or relationships. Theorists agree that these five causes capture the most significant and fundamental differences in people's personalities (Trickey & Hogan, 1998). Author conducting this BFPT Test due to comprehend and analyze personality traits of Chixar business members to apply greater caution in organizational and strategic decisions.

4.3.2.5 Self Determination Theory Test

Self Determination Theory Test is a broad model of addressing work motivation theories that focuses on individual relative strengths of autonomous motivation and controlled motivation which are influenced by terms of intrinsic motivation factors and extrinsic motivation factors (Ryan & Deci, 2017). SDT in the context of human resources management, SDT has effectively changed the conventional model of how motivation can be understood; moreover, SDT has introduced and comprehended a variety of motivational factors focused on different "drivers or causes" that underpin human behaviours (C. Rigby & R. Ryan, 2018). SDT Test is also implemented in the human resources management field, due to assess, build and foster high-quality motivation that comes from the employee itself. The application SDT Test is to analyze the motivation factors that are linked to developing affective organizational commitment and potential to unlocking more practical and actionable models related to individual motivation empowerment (C. Rigby & R. Ryan, 2018).

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In the data collection process carried out by the author on the SDT Test, it refers to a series of tests derived from the application of the basic theory of Self Determination Theory according to Ryan & Deci. Authors focus on adopting the SDT process sequence into two parts of the assessment, namely the SDT intrinsic test and extrinsic test. SDT Intrinsic Test consists of 21 question statements related to Basic Needs Satisfaction according to (Gagne, 2003) which focuses on intrinsic motivation factors, with 5 answer choices using a linear scale with 1-5 answer choice indicators (Disagree, Slightly Disagree, Neutral, Slightly Agree & Agree). SDT Extrinsic Test consists of 12 question statements that refer to (Canadian Psychological Association, 2009) which focus on extrinsic motivational factors, with 5 answers using a linear scale with an answer choice indicator 1-5 (Does Not Corresponds At All, Quiet Corresponds, Corresponds Moderately) , Slightly Corresponds & Corresponds Exactly). The series of questions from the SDT Intrinsic & Extrinsic Test includes categorization which refers to the results of one motivation factors (Autonomy, Competence & Relatedness) and (Integrated Regulation, Identified Regulation, Introjected Regulation & External Regulation) which is determined based on the calculation of the highest value.

4.3.3 Data Analysis

4.3.3.1 Open Coding

In this research, the author conducted two types of data collection such as In-depth Interview and Focus Group Discussion that integrated with coding approach; open coding, axial coding and selective coding as a data analysis process. The coding includes personality traits and supporting motivation factors in running a business. The author has arranged the questions category of personality traits, motivational factors and motivation for informants to answer in descriptive responses.

4.3.3.2 Qualitative Descriptive Analytics

Qualitative descriptive analysis techniques have been widely used in many fields, including education, psychology, and social sciences. Descriptive analysis investigates how learning occurs in general and what factors influence it, but it also includes a more in-depth study and interpretation of particular learners and their attitudes and perceptions. The aim of descriptive analysis is to identify a

phenomenon and its characteristics. Naturalistic information is used in qualitative descriptive analysis, with no interference or modification of variables. They collected data using a variety of methods, including assessment, field notes, interviews, questionnaires, and focus group discussions (Nassaji & Hossein, 2015). In this research authors conducted qualitative descriptive analysis to comprehend deeply of motivation factors that influence motivation, also examine linkages between relationship of personality traits result, motivation factors and motivation.

Based on this research, qualitative descriptive analytics is used to gather comprehensive and holistic information through the result of a big five personality test, self-determination test, interview and focus group discussion. Relevance of qualitative descriptive analytics widely describe the naturalistic perspective and phenomena of Chixar business members motivation which is assessed by BFPT & SDT individual test assessment and also supported by the accuracy of obtained interview and focus group discussion data. Qualitative descriptive results assist authors to examine in-depth personality and behavioural findings, understanding each member's personality traits and their motivation factors deeper with consistent statements from interview and FGD. From data analysis findings and results, can be narrowed down for Chixar internal consideration to create an employment system design that can motivate business members.

CHAPTER 5

DATA ANALYSIS & DISCUSSIONS

5.1 Big Five Personality Traits

5.1.1 Big Five Personality Traits Result of Member 1

- **Extraversion Personality Traits**

Based on the assessment of the big five personality traits, the authors found several results and findings related to the findings of personality extraversion. Looking at some of the sub-variables tested by the assessment, it can be seen that Member 1 has the highest score in the extraversion personality category through the Big Five Personality Traits assessment, the details of the assessment results show that 7 out of 10 statements result in an extraversion personality. The author concludes that this extraversion personality is compatible with the personality of Member 1, the suitability of personality traits with informants is determined by the calculation of the results of the Big Five Personality Traits assessment. The extraversion personality shows that they are very sociable, outgoing people and are highly enthusiastic about various things. This extraversion personality gives her a sense of ease to get along and feel comfortable by socializing with many people. The way they get along and interact, it can be seen that Member 1 is used to starting a topic of conversation first to melt the atmosphere of the conversation with the other person, whether it is someone she knows or new get acquainted and they feel happy when they become the centre of attention in certain situations and conditions. This extraversion personality is known as a person who is famous for being easy to get along with, easy to adapt to various environments and creates high self-confidence for individuals to interact with various types of groups, individuals and various conditions.

5.1.2 Big Five Personality Traits Result of Member 2

- **Openness Personality Traits**

The results of the Big Five Personality Traits assessment were also given to Member 2 which showed that 5 out of 10 sub-variables had a very strong tendency and led to openness personality traits such as having vivid imaginations, feeling happy when communicating excellent ideas, being responsive in understanding a problem, often reflects on various things at a certain time and is always interested and full of interesting ideas. The author concludes that based on the results of the BFPT assessment, it shows

that Member 2 is compatible and represents her personality with Openness personality traits. The suitability of personality traits with informants is determined by the calculation of the results of the Big Five Personality Traits assessment.

5.2 Self Determination Theory Test

5.2.1 Self Determination (Intrinsic Motivation Factor) Result of Member 1

- **Autonomy**

The author examines the motivation factor of Chixar business members using a framework from Self Determination Theory which focuses on intrinsic motivation using assessment taking. The first motivation factor is Autonomy which means there is control within them that doing and completing a job is based on personal desire and individual initiative. Member 1 shows that 4 of the 7 statements related to Autonomy motivation factors have a tendency to intrinsic motivation. for determining the career path that she is interested in so that it increases her intrinsic motivation. In addition, her sense of freedom to express and channel her ideas and opinions in the field of interest keeps her motivated in doing business. In the context of carrying out work and tasks, he is accustomed to working in a coherent and structural manner in accordance with the instructions given to her, the instructions are to facilitate her and make her motivated. However, the author concludes that only a few statements related to Autonomy's intrinsic motivation factor intersect, so that Autonomy does not fully represent the intrinsic motivation of Member 1.

- **Competences**

Based on the results of the assessment to test the motivation factor using Self Determination Theory which focuses on intrinsic motivation by taking assessment data. Competence is an intrinsic motivation factor from Self Determination Theory which is based on a feeling of self-worth and the process of conformity to the harmony between one's abilities and the environment. Based on the results of the assessment by Member 1, it shows that 3 of the 6 statements have a tendency towards the intrinsic motivation factor, although not as a whole. for the things she does or the fields he masters and becomes her expertise, it can increase her motivation. In addition, she feels that she can learn the field that she likes and has the potential to increase her skills so that it affects her motivation. Thus, the author concludes that only a few statements related to Competences intrinsic

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motivation factors intersect, and Competences does not fully represent intrinsic motivation in Member 1.

- **Relatedness**

Based on the results of the assessment on the Self Determination Theory framework that focuses on intrinsic motivation factors, one of which is the Relatedness motivation factor, related to the Relatedness motivation factor based on the similarities in terms of experience and interests that one individual has with other individuals. The results of the first assessment to Member 1 show that 5 of the 8 statements indicate that there is a strong tendency towards relatedness motivation factors, such as feeling happy when having the opportunity to interact with various people and being able to get acquainted more intensively with people who are already known, with these things and opportunities can increase the motivation of Member 1, she is used to considering people who are used to interacting with her to be close friends, and she believes that her closest circle (family & friends) are friendly people and cares about her condition so that it can increase her motivation. Thus, the author concludes that the Relatedness motivation factor is influenced by the similarity of internal driving factors which include the closeness of the relationship and the supportive attitude he feels, thus the Relatedness motivation factor represents the intrinsic motivation of Member 1.

5.2.2 Self Determination (Intrinsic Motivation Factor) Result of Member 2

- **Autonomy**

Author tested the motivation factor for Member 2 based on the results of the assessment showing that 4 of the 7 statements related to the Autonomy motivation factor have a tendency towards Fadhilah Rania's intrinsic motivation (member 2) although not as a whole, as Member 2 has authority on her to have control over determining the career path she is interested in so that it increases her intrinsic motivation. As well as related to the context of carrying out work and tasks, she is accustomed to working in a coherent and structural manner in accordance with the instructions given to her. Even though Member 2 feels there is pressure and a lack of opportunity for her to explore the fields that she is interested in doing in her daily life. So the author concludes that only a few statements related to Autonomy intrinsic motivation factor intersect and Autonomy does not fully represent intrinsic motivation in Member 2.

- **Competences**

In the intrinsic motivation factor Competence assessment by Member 2, it shows that 4 of the 6 statements have a tendency towards motivation factors even though the statements are not related as a whole, for example, Member 2 feels that there is potential to explore useful fields and skills. for herself, thus affecting her increased motivation. In addition, there are statements that intersect with her such as anxiety that she feels less capable of work within the scope of business, and feels that she has not fully demonstrated her abilities and capabilities, so that this has the potential to reduce her motivation. Thus, the author concludes that only a few statements related to Competences intrinsic motivation factors intersect, and Competences do not fully represent the intrinsic motivation of Member 2.

- **Relatedness**

Regarding the results of the Self Determination Theory assessment on the Relatedness intrinsic motivation factor by Member 2, it shows that 4 of the 8 statements indicate that there is a strong tendency towards the Relatedness motivation factor, such as feeling happy when you have the opportunity to interact with various people and get to know each other better. intensively with people who are already known, with these things and opportunities can increase the motivation of Member 2. In addition, she believes that her closest circle (family & friends) are friendly people and cares about her condition so that it can increase his motivation. In terms of her closeness to the people around her, she has a tendency to maintain closer relationships with people who have been trusted and provide support, this has implications for her who is accustomed to considering people who are used to interacting with her to be close friends. The author concludes that the Relatedness motivation factor is influenced by the similarity of internal driving factors which include the close relationship and supportive attitude that she feels, so it can be concluded that the Relatedness motivation factor represents the intrinsic motivation of Member 2.

5.2.3 Self Determination (Extrinsic Motivation Factor) Result of Member 1

- **Integrated Regulation**

Based on the results of the assessment related to extrinsic motivation using a framework from the Self Determination theory which functions to determine individual motivation factors both intrinsically and extrinsically. The author uses the 12 statements listed in the

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extrinsic motivation assessment. Based on the results of the assessment, it shows that Member 1 has a tendency towards several sub-variables from statements related to the Integrated Regulation. In terms of contributing to work, she feels that the field of work that she currently has to undertake is a fundamental part that is inherent in her, this is a form of her professionalism with her business partners. In terms of running a business in daily life, Member 1 feels that running a business is something she planned to do, by running a business she can learn the business aspects as a whole, where business practices are definitely related to the field of study that focuses on in a business studies program. Currently, Member 1 is taking on the role of Chief Marketing Officer, she feels happy and feels a lot to learn related to marketing and other fields, even though marketing is not a field that represents her future business career. The author concludes that based on the results of the extrinsic motivation assessment, Integrated regulation does not represent the extrinsic motivation of Member 1.

- **Identified Regulation**

Based on the results of the assessment related to extrinsic motivation using a framework from the Self Determination theory which functions to determine individual motivation factors both intrinsically and extrinsically. The author uses the 12 statements listed in the extrinsic motivation assessment. Based on the results of the assessment, it shows that Member 1 has a tendency towards several sub-variables from statements related to the Integrated Regulation. In terms of contributing to work, she feels that the field of work that she currently has to undertake is a fundamental part that is inherent in her, this is a form of her professionalism with her business partners. In terms of running a business in daily life, Member 1 feels that running a business is something she planned to do, by running a business she can learn the business aspects as a whole, where business practices are definitely related to the field of study that focuses on in a business studies program. Currently, Member 1 is taking on the role of Chief Marketing Officer, she feels happy and feels a lot to learn related to marketing and other fields, even though marketing is not a field that represents her future business career. The author concludes that based on the results of the extrinsic motivation assessment, Integrated regulation does not represent the extrinsic motivation of Member 1.

- **Introjected Regulation**

Based on the assessment results from the Introjected Regulation, it shows that Member 1 has a strong tendency towards introjected regulation as she feels that she has to give the best work performance in the role she is currently living, for her contribution to good business performance will avoid disappointment towards herself and will not make business partners feel disappointed. According to Member 1, there is a strong tendency towards her to try to give her best business performance and become competent in her field, even though everything needs to process and learn over time. Based on the sub-variables tested in the extrinsic motivation assessment, it shows that the Introjected Regulation represents the extrinsic motivation of Member 1.

- **External Regulation**

The author tested 12 questions in the extrinsic motivation assessment addressed to two business members of Chixar, the author focused on the external regulation aspect to find out extrinsic motivation. Member 1 assumes that the comfort and security that is felt by carrying out her role as CMO because the field is in accordance with her interests and abilities, but she feels that there is no tendency to do business because of coercion from parents, relatives and friends, the intention to explore and run a business purely out of personal desire.

5.2.4 Self Determination (Extrinsic Motivation Factor) Result of Member 2

- **Integrated Regulation**

The results of extrinsic motivation conducted by Member 2 show that of the 12 statements tested in the Integrated regulation, it shows that there is a high tendency towards statements from sub-variables related to Integrated regulation, such as in terms of doing business in daily life, Member 2 considers that the process of running a business is a planned thing and a field that is actually carried out, by running a business she can learn the business aspects as a whole where business practices are certainly related to the field of study that focuses on business or entrepreneurship study programs Currently Member 2 is taking on the role of Chief Financial Officer, there is a sense of compatibility and something that she has learned a lot, especially in the financial sector, because it is based on a sense of interest and passionate for the finance field that has the potential and opportunity as a role that represents her business career in the field of finance in the future.

The author concludes that based on the results of the extrinsic motivation assessment, Integrated regulation represents the extrinsic motivation of Member 2.

- **Identified Regulation**

Regarding identified regulation, according to Member 2, according to her, the business role she is currently undertaking is something she wants to learn in the business aspect, as well as the current role, especially in the finance sector, which was her role while in the Chixar business. Business and finance are fields that she wants to live in in the future and represent her career in the future, for her to live in the business field without any intervention from external parties so that pure motivation and desire are formed personally. With the results of the extrinsic motivation assessment, the author concludes that the Identified Regulation does not represent the extrinsic motivation of Member 2.

- **Introjected Regulation**

The results of the extrinsic motivation assessment related to the Introjected Regulation, Member 2 has a tendency that makes her try to give good work performance in business, she feels like she wants to master and understand her role in business. Tendency to give the best business performance in order to avoid disappointment with herself and make colleagues feel disappointed. Based on the sub-variables tested in the extrinsic motivation assessment, it shows that the Introjected Regulation does not represent the extrinsic motivation of Member 2

- **External Regulation**

For Member 2, she stated that the comfort and security she felt by carrying out her role as CFO is a field that is in accordance with her passion and ability in doing business, even though she feels that there is a tendency from families with business backgrounds that motivates her to explore business and views that the field of business is a prospective field for her. The author concludes that the External Regulation does not represent the extrinsic motivation of Chixar business members as a whole.

5.3. In Depth Interview

5.3.1 In Depth Interview Result of Member 1

Table 5.1 In Depth Interview Result of Member 1

Nadia Ambar Shofiya		
Big Five Personality Traits	Self Determination Theory	
	Intrinsic Motivation	Extrinsic Motivation
Extraversion	Relatedness	Introjected Regulation

5.3.1.1 In Depth Interview of Big Five Personality Traits (Extraversion)

In the second stage of data collection, namely in-depth interviews conducted after the assessment data collection period. At the interview stage, the focus was more on Member 1 in order to validate the high score of the previous assessment, with the result of the highest score on extraversion personality prompting the authors to inquire more deeply about extraversion personality which focuses on 6 sub-variables. (Warmth, Gregariousness, Assertiveness, Activity, Excitement Seeking and Positive Emotions). Starting from the way Member 1 creates a warm, relaxed environment and has a strong close relationship between business group members, even though there must be heavy and urgent work, it is still carried out wholeheartedly without feeling burdened. For Member 1, a warm environment is really needed to minimize conflicts.

For her, the barriers to creating closeness in the internal business environment are based on assumptions that hinder and limit interaction and closeness between members such as (the assumption that other individuals may not have the same frequency in the topic of conversation, so it is considered difficult to interact more deeply). In starting the close relationship, Member 1 tries to ask about interests and hobbies first and makes light conversation topics interspersed with comedy so that over time there will be closeness and similarities in certain aspects. Next, in terms of work preferences, it can be seen that Member 1 has a work preference that is quite flexible and depends on the context of the task or work, if the job description is divided into each division, it will be very easy for her to work individually. The positive impact felt by working individually made Member 1 feel more free to make decision making and control without much intervention from various parties.

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Extraversion personality is known as a person who is easy to get along with in various conditions, it can be seen that the determining factor for Member 1 staying in a social environment is something that greatly influences her social needs, it is based on one frequency in the topic of conversation , a sense of comfort in being in the same environment, a sense of pleasure and a tendency to gather again later on to discuss various things. In the aspect of starting a "take lead" or initiative work, it can be seen that Member 1 feels that she is not used to "take lead" or takes the initiative to start something because her creativity and ideation aspects still need to be developed when expressing an idea. Regarding the controlling aspect, Member 1 prefers to have the authority to control something in her field and does it because it can provide clarity, evaluation and accountability for the work done.

In the aspect of decision-making, when Member 1 is faced with a decision-making process, she feels she has high courage to take a decision in business wisely, but this is done after going through the desk research process, analyzing hypotheses, asking someone more experienced and calculated beforehand, and for her the most important thing is to discuss the decisions under consideration with other members of the business.

In terms of the work situation, Member 1 feels that a 'fast paced' or 'slow paced' work environment is not a problem, but rather the responsibility of the individual to complete the task, and she feels that taking advantage of the free time to completing tasks and work is a common thing to do. The ideal condition for Member 1 to complete her work is by being in a place with a situation where everyone is working and doing their respective activities (working space and cafe). To support this productivity, Member 1 is used to making planners that help organize daily tasks or work so that they are easily completed and structured. For her to meet new people is a fun and interesting thing to strengthen relationships and friendships.

In a business situation, the way for Member 1 to stay motivated and excited is to make a scheduled planner, even though the internal business conditions are not supportive, so the right solution is to remove the distractions first. Member 1 is used to applying 'self-rewards' by buying her favourite food or drink and online shopping as a form of appreciation for herself when she has achieved something. In forming positive emotions,

Member 1 often forgets negative things that have the potential to affect her emotional state, for her the solution is to situate herself to divert her mind and try to be busy on things that have a positive influence, because it is strongly influenced by internal self alone. For her, managing positive emotions is something that needs to be applied because these traits are in order to maintain future relationships with other individuals or groups, it is better to try to give a good impression and image.

5.3.1.2 In Depth Interview of Intrinsic Motivation Factor (Relatedness)

The author re-examines the results of the first data collection after using an assessment method related to Relatedness as an intrinsic motivation factor from the Self Determination Theory framework which will be studied more deeply using in-depth interviews to validate their responses and responses in more depth. Based on the results of in-depth interviews with Chixar business members, it shows that Member 1 have a positive response and agree with the questions contained in the Relatedness motivation factor sub-variable which includes (Respect, Inclusive Environment, Acceptance By Others and Secure & Support).

Regarding the results of the interview, they felt that the motivation that was formed within them was influenced by the aspect of mutual respect in the internal business environment, both of them assumed that the implementation of the mutual respect stated in the internal business values was something that should be formed. In the aspect of internal business relations, both assume that relationships are vital and must be maintained because problems have the potential to affect motivation in doing business. In the aspect of close relationships between internal businesses, which can increase motivation in business, close relationships have an influence on the existence of a sense of openness, the growth of trust and a sense of freedom in expression but still prioritize the professional aspect. The things that can hinder the flow of internal communication are the influence of personal assumptions and a sense of being able to solve problems independently, feeling awkward to discuss and not responding well. The presence of communication barriers has an effect on motivation, which has the potential to decrease.

In the sub-variable Acceptance By Others, it is related to the adjustment process so that it can be accepted in the internal business environment by being yourself, creating a good image, eliminating awkwardness, and contributing as much as possible and trying to

invite gathering or bonding together. Regarding the basis of commitment between members, the aspect of seriousness is supported by a sense of trust and openness that needs to be formed from the start, for both in small business the commitment of each member to contribute is a priority, as seen from how serious they are in carrying out their work The response to a commitment being violated should be given a warning at an early stage, but it is necessary to apply sanctions if it cannot be tolerated and is detrimental.

In the secure and support sub-variable, the formation of a supportive environment is formed from a foundation of honesty and a pleasant environment, both of them agree that communication, honesty and an attitude of mutual understanding are things that strongly motivate them in doing business. It is also influenced by mutual openness between business members, which is an important thing that must be implemented in a healthy business, for both of them agreed that an attitude of openness avoids problems that might occur. Regarding the preference for the number of members in the internal business, Member 1, she has a preference for flexibility within the scope of small or large business members, for her it is not a problem as long as the functions and roles in the business can run properly.

5.3.1.3 In Depth Interview of Extrinsic Motivation Factor (Introjected Regulation)

Based on the assessment results from extrinsic motivation, it shows that Member 1 has a tendency towards sub-variables from the assessment that has been carried out, therefore the author conducts in-depth interviews to validate, confirm and analyze more deeply related to the Introjected Regulation. In Introjected Regulation, the author examines four sub-variables which include (Self Control & Compulsion, Ego Involvement, Contingent and Self Esteem). Regarding freedom and control over choosing a career path in the future, Member 1 feels that she is accustomed to following things or fields that are suitable and interesting even though she asks people around her (family and friends) as a reference and choice for her, but she will determine in full. The effect felt by Member 1 regarding the preparations and plans given during the lecture period, she gained a lot of knowledge related to business and managerial aspects, but felt that the lack of field experience had not been maximized. For her, the factors that spur her to further explore the world of entrepreneurship are business trends that attract her attention and the stability of the business is more promising, according to her, and studying entrepreneurship is not

only studying the business aspects but also management aspects and other supporting fields.

According to Member 1, to manage the idealistic side of doing business with the capacity of knowledge and experience, namely by trying to learn and adapt quickly to knowledge that is not yet known, for her to increase knowledge she can study a field from various sources such as (books and tutorials). on the internet), in the aspect of response from business partner Member 1 does not place much importance on feedback responses, but tries to remain communicative about the information to be conveyed. Regarding self-ego management, she tries to learn interpersonal skills and conduct introspection by asking for opinions from friends or closest people, for her the nature of self-ego is a natural and human attitude that all individuals have their respective egos while within reasonable control limits and not harming the other party, she feels that the attitude of self-ego arises because of incompatible interests and goals. Self-ego attitude itself according to Member 1 is very influential on the relationship between individuals and groups, for her all obstacles and conditions need to be communicated to business members and if problems involving self-ego affect work output, it is better to rest first.

In the aspect of internal unity and togetherness of Chixar business, she feels that the togetherness gained while working with business partners, for her running a business not only provides knowledge about business implementation and technicalities, but also business experience between members is a valuable aspect for her, such as knowing the strengths and weaknesses of each other. the potential of business members and the things to be evaluated. For her, the attitude of synergizing in internal business is also very decisive for the sustainability of the business as a whole, for her, synergizing must be oriented to one business goal and mission. Regarding the role and responsibility in internal business work, she feels that she has a responsibility to help the work of business partners if they are still in the early stages of the business who still need adjustments to the working phase, but if it is seen that business partners have not been able to complete their work, Member 1 feel the need for adjustments and division of work portions that adjust to abilities. The attitude of compulsion in doing business will not affect her motivation because she always gets used to separating motivation and a sense of compulsion to do something, so that her sense of being motivated to do something is not influenced by a sense of compulsion that affects her, for her something forced work is

better done professionally quickly without think about negotiating or complaining because she feels she is not excited.

Regarding the aspect of self-esteem, the field of branding and marketing is a field that Member 1 enjoys and is interesting to study according to her. Because marketing is a dynamic science and requires strategic planning, analysis and research on people and customers, the marketing field is quite an opportunity to represent a future career. She feels that she has gained a lot of knowledge and experience related to her role, she tries to give a good performance in the team even though there are still many things that have not been explored, such as making events that are not carried out due to the increasingly worrying Covid-19 pandemic conditions until the 3rd quarter of 2021. Regarding the working phase of different co-workers, Member 1 is very understanding of these differences, but she emphasizes that the division of work portions, especially in small businesses, needs to be adjusted to their abilities, interests and areas of expertise. Based on the results of the in-depth interview, it shows that there is a tendency towards extrinsic motivation (Introjected Regulation) from Member 1, although not entirely related to the Introjected Regulation of the series of sub-variables asked in the in-depth interview.

5.3.2 In Depth Interview Result of Member 2

Table 5.2 In Depth Interview Result of Member 2

Fadhilah Rania		
Big Five Personality Traits	Self Determination Theory	
	Intrinsic Motivation	Extrinsic Motivation
Openness	Relatedness	Integrated Regulation

5.3.2.1 In Depth Interview of Big Five Personality Traits (Openness)
In the second stage of data collection, in-depth interviews are conducted after the assessment data collection period. At the interview stage, the focus was more on Member 2 in order to validate the high score of the previous assessment, with the result of the highest score on Openness personality prompting the authors to inquire more deeply about Openness personality traits. Focus on in-depth interview on Openness personality traits with 6 sub-variable questions including (Openness to Fantasy, Openness to

Aesthetics, Openness to Feelings, Openness to Action, Openness to Ideas, Openness to Values). Starting with the sub-variable which states that daydreaming is necessary in achieving business goals, for her daydreaming is an imagination that represents business goals and can strengthen her motivation with business partners, besides the complexity of the formulation process and perspective on an idea. between individuals who are often different, it actually provides motivation and a sense of enthusiasm to unite the results of the discussion to reach an agreement/consensus, and emotions and moods will be very easily influenced by the surrounding environment, so a sense of keeping emotions and moods to remain stable is very necessary. That's Member 2 getting used to doing the work she likes without feeling compelled. Then the effort to maintain her emotional feelings with her co-workers can be balanced with a sense of empathy and professionalism, although the emotional feelings of Member 2 can be influenced both from herself and externally. In the aspect of decision making in business, it is better to make decisions that are safe and certain to avoid unwanted risks, but for her wise decision making takes into account the context and conditions.

Regarding repetitive work, Member 2 likes work that is repetitive but with fields and job descriptions that match her interests so that it will keep her motivated to run it. Fadhilah Rania's way (member 2) to try to understand something that is an abstract idea or idea is to do benchmarking with things that are similar and have similarities, as well as her efforts to convey ideas or mindsets to others in a way that she must understand the concept the idea comprehensively without any doubt so that it is more convincing for others. In terms of consensus and agreement within the internal business, the consensus that is formed and carried out according to commitment will make Member 2 feel very motivated in doing business, especially in terms of discussions in internal business that are fierce in nature can motivate her if the discussion produces positive progress .

In terms of working culture and values, Member 2 has a tendency to follow and adapt more to the working culture that has been created which is balanced with her abilities and capabilities, thereby increasing and maintaining her motivation. In terms of self-values, Member 2 has a strong belief in the values or principles of life that have good connotations such as religious teachings and social norms. In the aspect of open minded working culture which is starting to be applied in business conditions or work environments which means individuals are accustomed to having a willingness to

understand, listen to opinions, ideas, suggestions and criticisms from others, Member 2 responds with the concept of an open minded working culture. This is considered good and implementable, but regulations are needed to avoid behaviour that violates the concept of an open minded working culture itself, for all of them there must be clear boundaries and stipulations of rules.

The negative response is based on the results of an interview with Member 2. In terms of conveying ideas, she feels that she does not yet have the courage to convey ideas that involve many parties, but she feels the need for efforts to convey her ideas more structurally and make other people believe in the ideas she puts forward. Especially for her ideas that involve creativity and innovation but with results that are not necessarily optimal and appropriate, she feels this lowers her motivation, she prefers to contribute and believes in definite ideas with predictable results so as to increase her motivation.

The way Member 2 manages the feeling of 'fear of missing out' is by trying to maintain one's own phase but without the need to rush because everyone's phase is different and the process is a natural thing, but it is accompanied by significant efforts and targets. Next, the way Member 2 arranges the priority scale in the business aspect by prioritizing urgent things then to challenging things as a priority, but often the implementation of the priority scale is not often applied by her but it is wise to do it early so it doesn't pile up or past deadlines.

5.3.2.2 In Depth Interview of Intrinsic Motivation Factor (Relatedness)
The author re-examines the results of the first data collection after using an assessment method related to Relatedness as an intrinsic motivation factor from the Self Determination Theory framework which will be studied more deeply using in-depth interviews to validate their responses and responses in more depth. Based on the results of in-depth interviews with Chixar business members, it shows that Member 2 have a positive response and agree with the questions contained in the Relatedness motivation factor sub-variable which includes (Respect, Inclusive Environment, Acceptance). By Others and Secure & Support).

Regarding the results of the interview, they felt that the motivation that was formed within them was influenced by the aspect of mutual respect in the internal business environment,

both of them assumed that the implementation of the mutual respect stated in the internal business values was something that should be formed. In the aspect of internal business relations, both assume that relationships are vital and must be maintained because problems have the potential to affect motivation in doing business. In the aspect of close relationships between internal businesses, which can increase motivation in business, close relationships have an influence on the existence of a sense of openness, the growth of trust and a sense of freedom in expression but still prioritize the professional aspect. The things that can hinder the flow of internal communication are the influence of personal assumptions and a sense of being able to solve problems independently, feeling awkward to discuss and not responding well. The presence of communication barriers has an effect on motivation, which has the potential to decrease.

In the sub-variable Acceptance By Others, it is related to the adjustment process so that it can be accepted in the internal business environment by being yourself, creating a good image, eliminating awkwardness, and contributing as much as possible and trying to invite gathering or bonding together. Regarding the basis of commitment between members, the aspect of seriousness is supported by a sense of trust and openness that needs to be formed from the start, for both in small business the commitment of each member to contribute is a priority, as seen from how serious they are in carrying out their work The response to a commitment being violated should be given a warning at an early stage, but it is necessary to apply sanctions if it cannot be tolerated and is detrimental.

In the secure and support sub-variable, the formation of a supportive environment is formed from a foundation of honesty and a pleasant environment, both of them agree that communication, honesty and an attitude of mutual understanding are things that strongly motivate them in doing business. It is also influenced by mutual openness between business members, which is an important thing that must be implemented in a healthy business, for both of them agreed that an attitude of openness avoids problems that might occur. Regarding the preference for the number of members in the internal business, Member 2 explained that she felt that it was easier for her to manage and understand the fewer internal members of the business, for her all would be more focused and facilitate coordination.

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5.3.2.3 In Depth Interview of Extrinsic Motivation Factor (Integrated)

The author deepens the extrinsic motivation factor that focuses on Integrated Regulation with several sub-questions which include (Harmonious, Commitment, Quality of Relationship and Congruence). At the in-depth interview stage related to the Integrated Regulation, Member 2 will be addressed to validate the assessment results. Based on the results of in-depth interviews related to how to establish a harmonious environment in internal business for Member 2, the need for intensive and open communication and avoiding unilateral and obstructed communication, for her the harmonious value that has been formed needs to be supported and realized by each member. business to maintain that value. In the internal dynamics of business for her, it is natural for business conflicts to occur, internal business will further strengthen the coordination and communication processes to be more optimal and for her internal problems that can be resolved make internal relations more closely related, although the occurrence of conflicts will greatly reduce their motivation to work directly.

In terms of commitment in the internal business, Member 2 considers that the commitment between herself and Chixar business members has been formed since the beginning of the formation of the business team during the SBM ITB entrepreneurship study program, there are no structural changes in members even though there are many pivots in the business concept. so that the value of solidarity and commitment among members has been deeply embedded in Chixar internal business. For Member 2, all members of Chixar business do not think about leaving or moving to another business group and preferring a business group that was formed from the start, for her in doing business, all the good and bad in the process must be passed with a strong commitment. For Member 2 to avoid and deal with business conditions that do not pay attention to the commitment aspect, it is wise for the member to be confirmed regarding the extent of her commitment and contribution he wants to make in the business. better to be issued with internal business considerations. According to Member 2, commitment has a strong relationship with business performance, because the risk of losing a commitment in the internal business is most likely due to business performance that does not match expectations and there are aspects of failure in business processes that result in decreased motivation and commitment in doing business since the beginning has been formed.

In terms of relationship quality, Member 2 feels the strong relationship and togetherness that is felt in Chixar internal business, for her without the trust and closeness formed between members from the beginning of building the business until now, all achievements and hard work while doing business would not be possible. materialize. The strong quality of internal business relationships that are close and synergistic with each other will have an effect on increasing Fadhilah Rania's motivation (member 2) in business. The existence of the value of unity and togetherness in the internal business makes Member 2 also have a share and contribution and is responsible for the work of business partners even though it is not her job, for her all aspects of internal business, especially in small businesses, will need each other in the future.

In the aspect of self and internal congruence, in the early stages of running Fadhilah Rania's business (member 2) for her to carry out the adjustment process by approaching her according to her style of behaviour which would facilitate the stage of interacting with each other through this approach, so that in the early stages Fadhilah Rania (member 2) seeks to recognize and observe the attitudes of other business members so that they can better adapt to the adjustment process. According to Member 2, the characteristics of a business partner who are not in line with her expectations (not communicative and moody) will greatly reduce her motivation in business. Regarding the factors that shape compatibility between business members, it is influenced by communication factors, the way she is responsible for her work and habits in working procedures, this compatibility can motivate her in doing business. Member 2 hopes that the ideal co-worker in business is transparency, responsibility, mutual understanding of how to work and communication in daily life and can understand the conditions between professionals in managing business and friendship outside the business realm. Based on the results of in-depth interviews, it shows that Member 2 has a strong tendency towards Integrated Regulations as extrinsic motivation in doing business.

5.4 Focus Group Discussion

5.4.1 Focus Group Discussion of Extraversion Personality Traits

In the focus group discussion stage, the author wants to further narrow down which personality traits are suitable to be implemented in Chixar internal business. Focus Group Discussion serves to discuss and find out the process of exchanging ideas from various points of view that remains focused on Extraversion personality. The questions at the

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focus group discussion stage have 5 questions that need to be discussed related to Extraversion personality. In terms of the importance of being active in each individual, it is necessary in the scope of small business, according to Member 1, assumes that the performance and running of a business is largely determined by the internal activities of the business to manage it, according to Member 2 because in The scope of a small business only has a few members, therefore it is the business members who determine the running of the business so that they can carry out their functions and roles. Both of them also agreed that the active attitude of individuals in doing business can be seen from their interest in the field, with an interest it will affect the effort and sincerity in living it.

In the context of human capital and working roles in a small business, concurrent work and helping each other work is a natural thing, because the number of human resources is more limited, although concurrent work should be in accordance with the capabilities and abilities required by the business. Both agreed that in the future it is better to recruit people who have the capability and experience in the field than concurrently working roles that have the potential to break the main focus of the core work.

According to Member 2 that an active attitude at work shows that she is enthusiastic in carrying out her work for her a sense of desire to play an active role implies that she is enthusiastic, but Member 1 thinks that an active attitude does not necessarily indicate that she is enthusiastic, There can be opportunities and a sense of compulsion to look active, but for her an enthusiastic attitude can foster an active attitude and curiosity.

The dominating attitude in internal business for both is a strong tendency to play an active role and contribute, but in the discussion and decision-making aspects, domination should not be implemented. Because, the idea of a discussion and decision-making will be determined based on the results of the discussion and the contribution of the internal meeting. Both of them also agreed that a person's domineering attitude can be seen from the response of business members who also agree and follow the results of the decision. According to Member 1 opinion, a talkative attitude does not necessarily define a domineering attitude, unless this talkative attitude is accompanied by a pressing and coercive attitude towards a problem, according to Member 2 a talkative attitude that is pressuring and coercive in its technical delivery, tends to try to dominate an action or decision process.

In terms of work ethic and culture, both agree that business conditions that have a fast and dynamic work phase show that they have a high work ethic and work motivation, although with a limited amount of human capital, it is necessary to create a stable and maintained motivation along with various business dynamics and conditions. Especially in the small business aspect, to achieve business stability and business achievement, it is necessary to have a quick adaptation for business members to adjust the work rhythm to suit the work culture.

Based on the results of questions conducted through a focus group discussion by Chixar business members, the results of their responses indicate that there is still a tendency to be incompatible with Extraversion personality traits to be implemented in Chixar internal business, because there are still differences of opinion and different perspectives in the context activeness and enthusiasm in working for the two Chixar business members.

5.4.2 *Focus Group Discussion of Openness Personality Traits*

Based on the results of the focus group discussion related to Openness personality traits, the author asked Chixar business members 5 types of questions related to Openness personality traits. Focus Group Discussion serves to discuss and find out the process of changing ideas from various points of view that remains focused on Openness personality traits. In the first question, regarding the need to learn a new field or thing that is needed in the business and managerial aspects, both Chixar business members agree that there is a need for learning initiatives to improve the skills and competencies of business members as the business develops, they believe that the more the business develops, the problems faced. will be increasingly complex so that it needs to be supported by skills and competencies that can support and adequately.

Efforts to implement innovation within the internal scope of the business can be pursued by planning business ideas that involve aspects of innovation, also supported by internal support processes for exchanging ideas, brainstorming regarding things that are understood and sharing among others regarding the latest innovation developments. For both, communicating ideas is something that needs to be noted and considered for its feasibility to be implemented in a new opportunity.

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Regarding an individual's curiosity about a field in doing business, for Chixar business members the preferred field will greatly increase their motivation to study and work deeper, for them skills can be learned along with business needs and it's best to learn it or just know the concept at the beginning In the aspect of forming a company culture, to form a sense of comfort among business members in expressing opinions on ideas or proposals, both of them agree that it is necessary to instil an internal business environment that can respect each other and be open to various ideas/proposals, as well as efforts to establish an internal company to encourage all members to contribute through ideas and suggestions.

In establishing the priority scale, both agreed that the establishment of a priority scale will greatly assist the formation of an action plan in business, the implementation of the establishment of a priority scale starting from urgent and heavy interests but still paying attention to the deadline so that it will facilitate the day-to-day agenda to achieve overall action plans. For them, the implementation of this action plan can be applied per work division, but can still trace the contribution and overall work results in the overall company action plan, this is useful for knowing the contribution and performance of internal business performance.

Based on the overall results of the focus group discussion related to Openness personality traits, the author concludes that Openness personality traits are suitable and implementable personalities for internal Chixar. Almost all questions and sub-variables related to Openness personality traits have a high level of agreement between Chixar business members, here are some agreed aspects such as learning new fields that can support the company's needs, a sense of openness to convey ideas or proposals as a form of internal contribution in the business, and the implementation of a planned and scheduled priority scale and action plan will greatly facilitate daily life. The series of aspects related to Openness personality traits that have been agreed upon make them believe it will be implementable and suitable to be applied in Chixar internal business, for them the work culture and environment that prioritizes openness in Openness personality will spur their motivation in business.

5.4.3 Focus Group Discussion of Introjected Regulation

The author held a focus group discussion related to the Introjected Regulation for the two Chixar business members, in the process the focus group discussion the author focused on 5 series of questions that were interactive discussion, freedom of opinion and opinion. Regarding the response and feedback given by business partners to Member 1 and Member 2, they think that the response and feedback will greatly facilitate the flow of communication, for her fast response is an important aspect, especially in a business situation in remote conditions because the covid-19 pandemic so that coordination is felt to be very necessary, and it should have been embedded in the company culture so that it is believed to increase motivation in doing business.

In work and tasks that are carried out with a sense of compulsion, according to Member 2 it is a natural thing to feel forced, but the work is a task that should be done by the individual, it is an aspect and part of her responsibility towards her work. According to Member 1, it shows that work and tasks that are done with a sense of coercion, especially at the last minute, will be more focused and aware of deadlines and accountability for their work, for both Chixar members believe that responsibility and commitment are priorities. The attitude of compulsion for both of them does not trigger a decrease in business motivation, but the existence of things that are business goals and accountability is a critical aspect.

Regarding performance expectations attached to business members, according to Member 1 and Member 2 stated that they began to set expectations for a person's performance after looking at the history of previous performance, and the need for evaluation related to jobs that were less desirable or less desirable. not mastered because it can have implications for business performance to be not optimal. The expectations given by co-workers to Fadhilah Rania (member 1) feel that this is something that continues to be a burden for work and thoughts because of the expectations that colleagues give to her through these expectations, as well as the potential for a sense of wanting to try and worries about not meet that target. According to Nadia Ambar Shofiya (member 2), she feels that the expectations given by others are the driving force to motivate her to work harder and try her best even though the final result does not meet the targets and expectations given.

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Regarding the portion and priorities that can spur business motivation between the idealist side of oneself and external encouragement, according to Member 2, there is a balanced portion between the two, both in the idealistic side that she wants to achieve and external encouragement such as friends and family. According to Member 1, she feels that she has a greater share in determining her goals and idealistic side, even though she also considers external encouragement from family and friends, with clear goals and in accordance with her wishes, it has the potential to increase her motivation in business. Both of them also agreed that the knowledge, skills and experience in the business aspects provided during the lecture period were a plus point that not everyone got, making this business experience a step forward, so that knowledge and experience are provisions in increasingly complex conditions in the future.

5.4.4 Focus Group Discussion of Integrated Regulation

In a focus group discussion related to Integrated Regulations, the authors held discussions regarding questions on Integrated Regulations that were open discussions and were free to express opinions and opinions among Chixar business members in order to analyze and validate the Integrated Regulations in Chixar business as extrinsic motivation that affects business members. Member 2 concluded that in terms of commitment and concentration in dividing time between business and college time, it is not really a problem, because a good pattern of organizing and time management is needed in managing these two things, even though the two things to do together are quite challenging. motivation to do it. According to Member 1, this is not so challenging as long as it is run concurrently as long as it can be managed with wise time management, especially since she considers that her concentration is more focused on the priority of academic aspects, even though running a business is not a bother to do.

Regarding disagreements in internal business as learning material in Chixar internal business, according to Member 1 and Member 2, they agreed that the closeness and closeness of internal business can be affected due to learning from miscommunication mistakes, self-reflection from suggestions and constructive criticism between internal business members so that they better understand each other and have an effect on her. According to both of them, related to the factors that make the business feel difficult to carry out, namely the difference in vision and mission at the beginning of doing business, the presence of distractions during business operations, Member 1 and Member 2 trying

to strengthen commitment by communicating obstacles or things that become a distraction so that the problem does not last long.

Regarding the factors that form internal business synergies in improving internal business development, according to both these factors are triggered by a strong will and motivation to advance the business, have the same vision and mission, have the sensitivity to understand each other and prioritize. According to both of them, the formation of a company culture that has been instilled in the company will make it easier for internal business members to make adjustments to how to work together, interact between members and be supported by a supportive environment to develop each other's potential. So based on the conclusions from the focus group discussion, it shows that integrated regulation is an extrinsic motivation that forms Chixar internal business.

5.5 Discussion

In the discussion section, the author creates the discussion summary to answer the research questions. The main purpose of this section is also to correlate the discussion of this research towards research objectives.

5.5.1 Discussion of Big Five Personality Traits

After going through several series of assessments, it shows that there are differences in personality traits between the two Chixar business members, where each personality trait that is different in each individual shows that there are also different tendencies in how to work in managing the business. Based on the results of a series of assessments, in-depth interviews and FGDs, it shows that Member 1 has a tendency towards extraversion personality traits and Member 2 has a tendency towards openness personality traits. Differences in personality traits do not mean that individuals cannot work together in a business team, instead differences in personality traits indicate differences in preferences, perspectives and characters of each individual who can fill each other's roles in internal business in accordance with business functions.

With the results that have been carried out with a series of assessments, in-depth interviews and FGDs, it shows that the sub-variables of Openness personality traits are personalities that are agreed upon by Chixar business members to be able to adapt and make active contributions to the business team, because Openness personality has a tendency towards openness to flexibility of ideas, high appreciation of various

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contributing perspectives, high curiosity, decision making that is full of calculations and internal agreements and has adaptability to various working cultures. The author concludes that Openness personality is a personality that is suitable especially in the scope of small business which in the process of building a small business from each stage requires more contributions than the stable condition of the established company from each member and the most important thing is to have curiosity and try in carrying out business operations from upstream to downstream. Showed on the conceptual framework, it is seen that each personality trait has a tendency towards different motivation factors and includes various supporting aspects.

5.5.2 Discussion of Intrinsic Motivation Factor

In the intrinsic motivation factor, it shows that both Chixar business members have the same intrinsic motivation factor, namely Relatedness. Relatedness is one type of intrinsic motivation factor that has been agreed upon by Chixar business members, the agreement the author concludes that Relatedness is an intrinsic motivation factor that is implemented especially in internal small businesses, it is seen that both Chixar member businesses have a strong tendency that building and developing businesses are based on by the factor of similarity in the aspect of internal equality to jointly carry out their functions in building a business, both business members of Chixar agreed that the attitude of respect and interrelation between business members is a fundamental aspect, where the harmony of good relations becomes a strong aspect in the relationship between members and motivates in business. The flow of communication and freedom of expression/opinion are things that also support business motivation because the obstruction of the flow of communication will greatly complicate the internal interaction process. For both of them, managing a business is a job that certainly discusses various aspects thoroughly and in detail on a regular basis, therefore the foundation of commitment, a supportive business environment and openness between members will greatly affect the transparency of the performance process that increases business motivation.

5.5.3 Discussion of Extrinsic Motivation Factor

In the extrinsic motivation, it shows that the two Chixar business members have different extrinsic motivation factors. tendency towards Integrated Regulation. However, based on the results of the agreement, it shows that both Chixar business members agree that Integrated Regulation is an extrinsic motivation which is an extrinsic motivation factor

that is agreed and implemented in internal business, especially in small businesses, it can be seen that in discussions and decisions between members it shows that Integrated Regulations have a tendency that business motivation formed is influenced by the commitment and attachment factors shown through the real contribution of business members, as well as the synergy on the basis of the business vision and mission that is generated between members is able to spur business motivation because of the harmony of understanding between members. Chixar business members agree that conflicts and disagreements are natural aspects and actually strengthen motivation and commitment between businesses, because problems should be used as internal evaluations, therefore these conditions have the potential to increase commitment, trust and strengthen internal business.

CHAPTER 6

CONCLUSIONS

6.1 Conclusions

Based on the results of research that has been carried out by the author identifying the personality traits and motivation factors, both intrinsically and extrinsically, on Chixar business members. On the research questions, authors proposed three research questions through this research which have been analyzed in data findings and discussions as follows:

Research Questions 1 :

What are the types of personality traits for employees at Chixar poultry industry?

Based on the results of the Big Five Personality Traits assessments that have been used in the conceptual framework, the author tested the Big Five Personality Traits assessment which includes several personalities categorized as (Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness). Based on the results of the assessment, it shows that there are two different personality traits between the two Chixar business members, Member 1 is more likely to have Extraversion personality traits which tend to be energetic individuals, enthusiastic people, very sociable, comfort on socializing and interaction also easily for adaptation. Based on the Big Five Personality Traits assessment, it is shown that Member 2 has a tendency towards Openness personality traits which has a tendency as an individual who likes to communicate ideas, is responsive in understanding problems and is always full and interested in creative and innovative ideas.

Given the differences in personality traits between the two Chixar business members, the author held an in-depth interview stage to strengthen and validate the statements addressed at the Big Five Personality Traits assessment stage. Regarding Extraversion Personality traits, there are six sub-variables that include Extraversion personality such as (Warmth, Gregariousness, Assertiveness, Activity, Excitement Seeking and Positive Emotions). Based on the interview responses, it shows that all sub-variables in Extrinsic personality traits are validated with a positive response that a supportive business environment and internal members closely affect their motivation in business, in addition to environmental factors and bonding between business members, as well as aspects of initiative, leadership, decision. making process, working environment conditions and

conditions, company culture are also aspects that influence business motivation for Member 1, motivation in doing business has a close influence on aspects of work productivity, mood, working contribution and social interaction. So Extraversion personality traits are able to represent the personality traits of Member 1.

In the aspect of Openness Personality, there are six sub-variables which include (Openness to Fantasy, Openness to Aesthetics, Openness to Feelings, Openness to Actions, Openness to Ideas and Openness to Values). interviews and correlates with openness personality traits such as communicating an idea is important, as well as performance appreciation among business members, aspects of emotional stability that are continuously maintained, risk policy decisions that need to involve internal business and company culture are aspects that greatly affect motivation in doing business . Then Openness personality traits can represent the personality traits of Member 2

In order to find out the personality that represents the suitability for Chixar internal business, the author held a focus group discussion involving Chixar business members. Based on the results of the assessment and in-depth interview, it shows that there are two personality traits that are compatible with the two business members, namely Extraversion and Openness. The author concludes that individuals who have Openness personality traits are personalities who are implementable in Chixar internal business, which is focused as a small and growing poultry business. Personality which includes Openness personality factors such as having a strong tendency to learn a new field that is able to support business performance, trying to implement innovation in business ideas and implementation, having high curiosity and being able to express ideas, opinions or proposals that are building business performance and responsible for the priorities and commitments that have been planned.

Research Questions 2 :
What are the common motivation factors that are shared by employees at Chixar?

The author has tested the motivation factors that refer to the conceptual framework that has been chosen, namely Self Determination Theory which includes intrinsic motivation factors and extrinsic motivation factors. To find out the motivation factor of Chixar business member author using assessment method, in-depth interview and focus group discussion. The results of the assessment method show that the intrinsic motivation of the two Chixar business members is relatedness as intrinsic motivation that affects motivation

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in doing business, this is shown by the tendency to feel happy and comfortable to interact intensively with various people, mutual respect seeks to be formed by each business member, influenced by close relationships, transparency among others, strong commitment, mutual understanding and trust and other intrinsic factors related to relatedness such as sub variables (Respect, Inclusive Environment, Acceptance by Others and Secure & Support).

In terms of extrinsic motivation factors, based on the results of an assessment related to Self Determination Theory (extrinsic motivation) it shows that there are two extrinsic motivation factors that have a strong tendency towards the two business members at Chixar, namely Integrated Regulations and Introjected Regulations. So that the author re-validates the statement and sub-variables at the in-depth interview stage on the Integrated Regulation which includes sub-variables (Harmonious, Commitment, Quality of Relationship and Congruence) which are related to aspects of establishing a harmonious internal business environment, resolving internal conflicts, forming commitments. business, togetherness in doing business, commitment and responsibility, adaptive environmental adjustments and compatibility factors between members. Member 2 is compatible with the Integrated Regulation as an extrinsic motivation.

However, Member 1 has a tendency towards Introjected Regulation as an extrinsic motivation factor which includes (Self Control & Impulsion, Ego Involvement, Contingent and Self Esteem). Several positive links and responses related to Introjected Regulation such as full control over the choice of career and business paths, having an idealistic and competent side in running a business, quick adaptation, engagement and togetherness in internal business, team synergy, job responsibilities and orientation to performance. and personal abilities, so the author concludes that Member 1 has a match for Introjected Regulation as an extrinsic motivation.

Research Questions 3:

What kind of system that could motivate employees at Chixar?

Regarding internal human resources problems faced by Chixar in order to increase employee motivation in internal business, the author proposes an implementable performance management system to be applied in small businesses & start-up's. The author focuses on fundamental aspects that can have a significant impact on motivation

and business performance, with the Performance Management framework: Seven Behaviours of Effective Coaches by Herman Aguinis. This framework includes 7 steps which have significant implications between a series of steps which include (Establish Development Objectives, Communicate Effectively, Motivate Employee, Document Performance, Feedback, Diagnose Performance Problems and Develop Employees). The following is the implementation of the proposed performance management that the author provides:

1. **Establish Development Objectives**

   In the first stage of performance management, namely the determination of business objectives as a form of basic business foundation in determining the main targets and objectives in the aspects to be addressed, however the targets as objectives need to be balanced with aspects of time targets, key performance indicator planning in order to identify the overall target achievement. At this stage the aim is to implement strategic alignment to assess teamwork support, process to unify primary organizational goals.

2. **Communicate Effectively**

   In the second stage, internal business is focused on maintaining the communication flow that is maintained internally, communication in business includes maintained coordination, especially in the interactive discussion stage, communicating obstacles, providing constructive and solution opinions or suggestions to internal business. Efforts are made with an unobstructed communication flow that will facilitate communication which leads to the decision-making stage which has implications for future business strategies.

3. **Motivate Employee**

   In the motivating employee stage, things that affect individuals in managing a business, the motivation aspect is influenced by the internal business understanding of personal abilities and personality traits to each member, regardless of the application of compensation rewards given. Cognitive abilities (intelligences) and personality (physical characteristics) have an influence on stable motivational disposition, with internal conditions that can better understand the conditions of each individual, can facilitate the process (mapping/analysis) of the suitability of the workload or working scope according to capacity, the fundamentals of the workload and working scope related to overall business performance.

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4. **Document Performance**

   Documenting performance results is a stage that interprets the achievement of performance. The importance of document performance in internal business, namely as a form of internal business achievement against business objectives, this is supported by focused on job-related information which includes daily progress with specific & comprehensive indicators (poor, moderate, good) and describes the obstacles faced as a form of evaluation in the future. Document performance is useful as a standardized procedure in Chixar internal business in order to observe the achievement of targets to make decisions that are objective and based on data.

5. **Feedback**

   The feedback applied is constructive which refers to the obstacles faced in the previous period. Feedback in Chixar business can match internal urgency. The form of feedback carried out can carry the concept of optimized of peer evaluations that are collected, as material for depth discussions that need to be carried out at least once a month, where all business members meet together or only team leader meet each member individually. Receiving feedback and discussing performance can provide visualization and explanation of the difficulties experienced in each work division, so that it has the potential to further strengthen & maintain engagement from each work unit.

6. **Diagnose Performance Problem**

   At the stage of diagnosing problems that hinder performance and affect performance degradation, it shows that there is a need for in-depth analysis by Chixar internal business. Aspects of planning to execution that need to be explored as a whole lead to stagnant performance, not on target and potentially unrealizable. Diagnosis of performance problems makes it easier for internal businesses to take steps to deal with obstacles/not achieving targets and objectives, such as (replacement of targets and replacement of plans, etc).

7. **Develop Employee**

   Employee development needs to be considered by the company as a form of increasing skills and competencies, increasing employee skills and competencies in internal business needs to be improved along with the increasingly complex business matters. Therefore, there is a need for consideration within the internal

business to hold learning courses to escalate their competencies and increase internal discussion of replanning related to situational constraint.

6.2 Recommendations

Due to considers from the output results of this research, authors has proposed several recommendations and proposed performance management systems. The recommendations given for researchers who will conduct research in the areas of human resources scope which focused on small business sectors, growing food technology business or poultry business.

6.2.1 Research Implications

Author has unite several recommendations that obtained from data analysis and discussion in chapter 5, the thing that is a priority in small business is to pay more attention to the personality traits of business members so that by knowing the personality traits they have and knowing the factors that motivate them in doing business. Because harmony in maintaining good relations and the primacy of getting to know each other in depth are fundamental aspects of each business members, especially in small businesses that have limited human resources, if the internal business not concern to the personality traits and motivation factor of business members, it will have implications for the conflicts potential and restrictions on internal interactions such as communication barriers, difficulty in uniting vision, opinions and decisions, indecision in expressing ideas and other potential barriers.

For Chixar probiotic poultry business, the author do recommend to assessing the personality traits and business motivation factor it is wise to do it at an early stage since the formation of business members, so that the adjustment process and decision making in business will become easier after knowing personality traits and motivation factors as a reference in maintaining business member relationships and forms of prevention against conflicts and obstacles.

6.2.2 Future Research

For the future research, the author has conclude several recommendations for researcher who intended to research on the similar topic and potentialize this research as their references. First thing researcher need to study the business scope and organizational

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structure of the company that will be appointed as research topic, since it is quite rare for small businesses and start up to pay attention to the personality and motivation factors that underlie employees in internal business. Second aspects, researchers need to be able to explore the type of personality traits and motivation factors that motivates them to contribute in business, by assessing the factors that analyze specifically about personality traits and motivation factors it might help the internal business to comprehend deeper about their business members, elevate business performance and various decision making process. Third aspects, regarding the data collection method for in-depth interview and focus group discussion can be carried out offline, since the data collection of this research was conducted online due to covid-19 pandemic.

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APPENDICIES

APPENDIX A
Big Five Personality Traits Assessment

Big Five Personality Traits Assessment Questions

1	I am a very outgoing, energetic & enthusiastic person.	26	I have little things to say during conversation.
2	I am a person who is quite concerned about other people's conditions.	27	I am a soft hearted person.
3	I am an organized and prepared person.	28	I often forget to put things back to the proper place.
4	I get stressed out easily.	29	I get upset easily.
5	I have a rich vocabulary.	30	I don't have a good imagination.
6	I don't talk a lot with others.	31	I talk a lot of different people at parties / events.
7	I love interacting with other people.	32	I'm not interested in other people's lives.
8	I usually leave my belongings around.	33	I like to do things in order (structured).
9	I spent a lot of time on relaxing.	34	I changed my mood a lot.
10	I have a difficulty understanding abstract ideas.	35	I am quick to understand things.
11	I feel comfortable to socialize around people.	36	I don't like to draw attention to myself.
12	I often insult other people.	37	I like to take time out for others.
13	I do pay attention to details.	38	I often neglect my duties.
14	I worry about things sometimes.	39	I have frequent mood swings.
#	I have a vivid imagination.	40	I like to use difficult words in conversation.
16	I do things that other people don't realize.	41	I don't mind being the center of attention.
17	I like to sympathize with other people feelings.	42	I often feel other people's emotion.
18	I like to make a mess of things.	43	I like when everything is on schedule.

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19	I seldom feeling blue (sad / depressed).	44	I get irritated easily.
20	I am not interested in abstract ideas.	45	I spend a lot of time reflecting on things.
21	I like to start the conversations.	46	I am quiet around strangers.
22	I am not interested in other people's problems.	47	I like to make people feel at ease.
23	I always done my chores right away.	48	I am exacting in my work.
24	I am easily disturbed.	49	I often feeling blue (sad / depressed).
25	I like to communicate excellent ideas.	50	I am always full of ideas.

Big Five Personality Traits Result – Member 1

Extraversion		Agreeableness		Conscientiousness		Neuroticism		Openness	
Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount
-	20	-	14	-	14	-	38	-	8
1	4	2	5	3	4	4	3	5	5
6	1	7	5	8	5	9	2	10	2
11	5	12	1	13	2	14	3	15	5
16	5	17	2	18	1	19	4	20	4
21	5	22	4	23	4	24	4	25	3
26	1	27	5	28	1	29	1	30	1
31	5	32	4	33	5	34	2	35	5
36	3	37	5	38	1	39	2	40	3
41	5	42	5	43	5	44	4	45	5
46	1	47	5	48	3	49	2	50	5
Score	**33**	**Score**	**27**	**Score**	**29**	**Score**	**23**	**Score**	**32**

Big Five Personality Traits Result – Member 2

Extraversion		Agreeableness		Conscientiousness		Neuroticism		Openness	
Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount
-	20	-	14	-	14	-	38	-	8
1	4	2	3	3	4	4	4	5	2
6	3	7	3	8	3	9	4	10	2
11	3	12	2	13	5	14	4	15	5
16	5	17	4	18	3	19	4	20	2
21	2	22	5	23	3	24	2	25	4
26	2	27	4	28	4	29	4	30	1
31	2	32	4	33	2	34	4	35	5
36	4	37	4	38	3	39	3	40	1
41	3	42	1	43	4	44	2	45	4
46	5	47	5	48	4	49	4	50	5
Score	**15**	**Score**	**21**	**Score**	**23**	**Score**	**19**	**Score**	**29**

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APPENDIX B

Self Determination Theory Assessment

Self Determination Theory (Intrinsic) Assessment Questions

1	I have the authority to determine my life path.
2	I really like the people I interact with.
3	I don't feel very competent sometimes.
4	I feel pressure in my life.
5	I like it when people tell me what I am good at.
6	I get along with people I come into contact with.
7	I pretty much keep to myself and don't have a lot of social interactions.
8	I generally feel free to express my ideas and opinions.
9	I consider the people I regularly interact with to be my friends.
10	I am able to learn interesting new skills recently.
11	I frequently do things according to the instructions given.
12	I believe the closest people near me (family / friends) do care about me.
13	I feel a sense of accomplishment from what I do.
14	I'm sure the people I interact with on a daily basis tend to take my feelings into account.
15	I do not get much of a chance to show how capable I am.
16	I am only close to certain people.
17	I feel like I can pretty much be myself in my daily situations.
18	I like to think that the people I interact with often don't seem to like me very much.
19	I often do not feel very capable.
20	I feel that there is not much opportunity for me to decide for myself how to do things in my daily life.
21	I think people are generally pretty friendly towards me.

Self Determination Theory (Extrinsic) Assessment Questions

1	Because it has become a fundamental part of who I am.
2	Because it is part of the way in which I have chosen to live my life.
3	Because this role (Finance / Marketing / Operation / HR) is a part of my life & as a reflection of my future career.
4	Because this is the type of work I chose to do to attain a certain perspective from others.
5	Because I chose this type of role to attain my business & career goals.
6	Because it is the type of role I have chosen to attain certain important objectives.
7	Because I want to succeed at this role, if not I would be very ashamed of myself.
8	Because I want to be very good at this role, otherwise others would be very disappointed of me.
9	Because I want others to see me as competent and superior as a person.
10	Because I believe in every role deserves promising wages.
11	Because there's influence from family or friends to me for doing this role.
12	Because this type of role provides me with more comfort and secure.

Self Determination Theory (Intrinsic) Result – Member 1

Autonomy		Competences		Relatedness	
Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount
1	4	3	2	2	5
4	1	5	5	6	5
8	5	10	5	7	1
11	5	13	4	9	5
14	2	15	2	12	5
17	5	19	2	16	2
20	1			18	2
				21	5
Score	**23**	**Score**	**20**	**Score**	**30**

Self Determination Theory (Intrinsic) Result – Member 2

Autonomy		Competences		Relatedness	
Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount
1	4	3	4	2	3
4	5	5	3	6	5
8	2	10	4	7	2
11	4	13	3	9	4
14	3	15	5	12	2
17	3	19	5	16	5
20	4			18	3
				21	5
Score	**25**	**Score**	**24**	**Score**	**29**

Self Determination Theory (Extrinsic) Result – Member 1

Integrated Regulation		Identified Regulation		Introjected Regulation		External Regulation	
Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount
1	5	4	1	7	5	10	2
2	5	5	1	8	5	11	2
3	2	6	4	9	5	12	5
Score	**12**	**Score**	**6**	**Score**	**15**	**Score**	**9**

Self Determination Theory (Extrinsic) Result – Member 2

Integrated Regulation		Identified Regulation		Introjected Regulation		External Regulation	
Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount	Question No.	Score Amount
1	5	4	3	7	5	10	3
2	5	5	4	8	5	11	4
3	4	6	5	9	3	12	5
Score	**14**	**Score**	**12**	**Score**	**13**	**Score**	**12**

APPENDIX C

In Depth Interview Coding Result

Extraversion In Depth Interview Questions & Objectives (Member 1)

Sub Variable	Code	Question	Objective
Warmth	EWA1	What is your way of creating a warm environment for either a particular individual or group? How important do you think it is and how influential is it for you?	Want to find out the influences & urges and on how individuals build their business environment which are addressed to others.
	EWA2	A warm person is synonymous with a friendly character, what do you think is the obstacle to creating tightness with an individual or a group? In your personal experience, what kind of approach can strengthen warmth to an individual or group?	Want to find out the obstacles of creating internal tightness/bonds that are affecting individuals and how they overcome current conditions with their preferable approach.
Gregariousness	EGR1	Are you more comfortable working alone? What advantages, weaknesses and effects do you feel on yourself by working individually?	Want to find out the weakness and advantages through their preference on working conditions.
	EGR2	What is the deciding factor for you to stay in a circle? How influential is a circle to your social needs?	Want to know their factor and decision to stay in their social circle, also know how social circle

			influences them personally.
Assertiveness	EAS1	At any given moment do you feel you have to take the initiative to "take lead" or lead in starting something in a job? Do you feel that it is more convenient to organize a group than to be organized by certain individuals, including the reasons?	Want to find out their self-initiative to take lead on jobs also particular activities and assessing their personal preferences & reasoning on how they organized in a business situation.
	EAS2	In circumstances where decision-making requires, are you wise in making decisions? What is a good stage in making a wise decision in the context of personal or group-involving affairs?	Want to figure out their evaluation and satisfaction level towards decision making and assessing their decision making process.
Activity	EAC1	Do you feel comfortable and motivated to work with "fast paced" environmental conditions? How do you adjust yourself when faced with a work situation with fast paced & slow paced conditions?	Want to know their preference on working rhythm in internal business and assessing how they individually adjust to the implemented working rhythm.
	EAC2	How ideally do working environment conditions support your productivity & motivation in everyday life?	Want to know how their preference and reasoning of ideal working conditions affect their

		Why do you think it is the most effective and applicative way to do it?	daily productivity and motivation.
Excitement Seeking	EES1	Is meeting new conditions and environments an interesting thing? What do you think about the working environment conditions that make you comfortable (safe zone) and what impact it has on you?	Want to find out how new working conditions and comfortable working zones have impacted their motivation.
	EES2	How can you condition yourself to stay vibrant and productive but the surrounding conditions are not very supportive for you? Is it a form of self-reward for an achievement you have/have implemented, or is there another form?	Want to find out how individuals keep their working motivation in an unsupportive working condition and how to implement self-rewarding.
Positive Emotions	EPE1	How do you build positive emotions for yourself and for others? What do you think are the main factors that affect positive emotions in you internally and externally?	Want to assess the factors of how individuals generate positive emotions through themselves (internally and externally) and shared to others.
	EPE2	What kind of situations and conditions can form positive emotions in you? Is positive emotion in you an image /	Want to find out the best working conditions that can assemble positive emotions and how individuals form positive

		character that you are trying to form?	emotions as their self-image.

Extraversion In Depth Interview Coding Result (Member 1)

Framework	Personality Result	Sub Variable	Code	Positive	Negative
Big Five Personality Traits	Extraversion	Warmth	EW1	1	
			EW2	1	
		Gregariousness	EG1	1	
			EG2	1	
		Assertiveness	EAS1	1	
			EAS2	1	
		Activity	EAC1	1	
			EAC2	1	
		Excitement Seeking	EES1	1	
			EES2	1	
		Positive Emotions	EPE1	1	
			EPE2	1	

Openness In Depth Interview Questions & Objectives (Member 2)

Sub Variable	Code	Question	Objective

Openness to Fantasy	OFA1	How do you view yourself when you want to represent/convey an idea? Can ideas, exciting novelty around creativity or innovation in business boost your motivation while working?	Want to find out how individuals see themselves when representing their ideas and assessing how creativity and innovation values boost working motivation.
	OFA2	How do you represent an idea that is still abstract and yet interesting for you to discuss? As an individual, does wishful thinking need to be done in business, and how can it unite and strengthen you and your business associates' motivations?	Want to know how individuals speak for their abstract ideas and are willing to be discussed and implementation of wishful thinking can impact business motivation to be unified.
Openness to Aesthetics	OAE1	How do you try to appreciate and appreciate the perspective of individuals/business associates who have different perspectives with you? Based on your experience, is it an attempt to unify the perspective/formulation of an idea between individuals is difficult and influential to lower your motivation, or is there another way/effort to reach a consensus?	Want to find out on how individuals assess their appreciation towards other different perspectives of thinking or opinion and to know the complicated process of unifying ideas impacting low motivation.
	OAE2	Will the emotion/mood shown by others indirectly affect your emotions? How do you keep your	Want to know positive emotions of others affecting individuals

		emotions/mood stable so that it doesn't affect your motivation while working?	emotion and to know balanced emotion affecting motivation.
Openness to Feelings	OFE1	How do you keep between your emotional feelings and empathy with other individuals/co-workers? Your experience, is emotional feeling strongly influenced by internal conditions in yourself or influenced by external?	Want to know the individual portion distribution between emotional feelings and self-empathy to others and how internal and external conditions affect emotional feelings.
	OFE2	How do you manage the "fear of missing out" or anxiety that is often thought of? Does this "fear of missing out" or anxiety affect your ability and motivation in business?	Want to find out how to handle fear of missing out and anxiety feelings and how it affects business motivation.
Openness to Actions	OAC1	How do you scale priorities within a business? The extent of the effectiveness of the plan and the scale of priorities that you have planned, does the effectiveness of the priority scale affect your motivation in running a business?	Want to know implementation and effectiveness of scale priorities in a business environment.
	OAC2	In the internal business, are you a person who is used to taking a risky choice or choosing a definite choice? How does a repetitive agenda routine affect working motivation?	Want to know their preference of handling risk and repetitive working cycle that affect motivation.
Openness to Ideas	CSD1	How do you understand something that is still abstract so that it is easy	Want to find out how individuals grasp

		for you to understand? How do you try and convey your ideas to individuals/groups to convince them more?	abstract ideas or information and how to reassure ideas to others.
	CSD2	To what extent is the consensus/agreement of an idea that affects your motivation at work? Does the internal discussion style of a business that is used to being fierce (full of ideas) in discussions affect your decreased motivation while working? Because your ideas have a chance not to be heard.	Want to find out how consensus and fierce discussion style affect individual motivation.
Openness to Values	OVA1	Are you a tolerant person facing the values/culture of your business colleagues that are different from your work culture? How influential are the values instilled in your internal business on your motivation to work in business?	Want to know individuals when confronted with different cultures or values in terms of work culture and how it affects individual business motivation.
	OVA2	Are you a strong enough person to believe in the values of life? (ex: life must always develop to explore potential skills). What do you think of the concept of "open minded working culture" in the internal business environment? Does the concept of "open minded working culture" affect your motivation to run a business?	Want to know individuals' social or life values beliefs and grasp how open minded working culture affects their business motivation.

Openness In Depth Interview Coding Result (Member 2)

Framework	Personality Result	Sub Variable	Code	Positive	Negative
Big Five Personality Traits	Openness	Openness to Fantasy	OFA1		1
			OFA2	1	
		Openness to Aesthetic	OAE1	1	
			OAE2	1	
		Openness to Feelings	OFE1	1	
			OFE2		1
		Openness to Actions	OAC1		1
			OAC2	1	
		Openness to Ideas	OID1	1	
			OID2	1	
		Openness to Values	OVA1	1	
			OVA2	1	

Relatedness In Depth Interview Questions & Objectives

Sub Variable	Code	Question	Objective
Respect	RRE1	Does mutual respect for business need to be applied and why? What is it about mutual respect that can foster passion	Want to know the implementation of mutual respect in the business

92		and motivation in running a business?	environment to affect motivation.
	RRE2	Is the relationship between each other in the internal business a vital aspect that greatly influences the motivation in running a business? What is the thing that complicates relationships between business internals and how does it affect you?	Want to find out relationships among others as vital aspects to influence motivation and assess factors that complicate relationships.
Inclusive Environment	RIE1	Does the close relationship within the business allow business members to have a free expression of their feelings? In the internal tightness of the business, mutual trust can increase the motivation of running a business?	Want to find out how close/tight relationships cause free expression of an individual's feelings and intensify mutual trust.
	RIE2	What factors can hinder the flow of internal communication so that it is not free to convey what needs to be conveyed? The extent of the impact that you can feel by the obstacles in the internal communication flow, does it have the implication of lowering your motivation in running a business?	Want to know what factors that burden internal communication and how it implicates the business motivation.

Acceptance By Others	RAO1	How do you seek or adapt yourself so that it is acceptable in an internal business environment? In the internal sphere of business, does being yourself make it easier for others & environments to be able to understand & accept your existence?	Want to know how individuals undergo adaptation and accepting processes in the business environment among business members.
	RAO2	How important is the foundation of commitment between members in running a business? If you or other members are found to violate the commitment that has formed an internal response / action that should be realized?	Want to know how individuals reinforce business commitment and to know the response and actions regarding commitment disruption.
Secure & Support	RSS1	How to grow a supportive environment in an internal business? Is it with the internal support of the business for the tasks or work you face can increase motivation and good performance in business?	Want find out how a supportive business environment and members influence motivation.
	RSS2	How important is the openness created in the internal business? Do you feel more listened to, understood and easier to direct with fewer internal members of the business, to what extent does it affect you?	Want to find out how openness relationships and the amount of business members affect the individuals to simplify them for working interaction.

Relatedness In Depth Interview Coding Result

Framework	SDT Result	Sub Variable	Code	Positive	Negative
Self Determination Theory (Intrinsic Motivation)	Relatedness	Respect	RRE1	2	
			RRE2	2	
		Inclusive Environment	RIE1	2	
			RIE2	2	
		Acceptance By Others	RAO1	2	
			RAO2	2	
		Secure & Support	RSS1	2	
			RSS2	2	

Introjected In Depth Interview Questions & Objectives (Member 1)

Sub Variable	Code	Question	Objective
	IJC1	Do you have control over your desire to choose a future career path? During your studies in business, how much effect will it	Want to find out if individuals have authority to determine their future career and

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Self-Control & Compulsion		have on you in preparing and planning to explore the world of entrepreneurship?	how business experience qualifies them in entrepreneurial scope.
	IJC2	What factors and reasons can motivate you to delve deeper into the world of entrepreneurship? Is there encouragement, expectation or support from external (family, friends, relatives) that makes you into entrepreneurship?	Want to find out the factors and reasoning regarding their entrepreneurial focus and how external parties' expectation affects their personal decision on entrepreneurship.
Ego Involvement	IJE1	How can you manage between your idealistic side of doing business with your current abilities and knowledge? In the internal business, the extent of the importance of the response from business associates to the information / opinions that you have conveyed?	Want to know how individuals manage their idealistic sides and knowledge abilities. Also assessing the importance of internal responsiveness towards internal communication.
	IJE2	How do you manage your inner self-ego? Based on your experience, how influential is self-ego attitude so that it can affect the relationship between individuals & groups?	Want to know how individuals manage their self-ego and how self-ego affects relationships with others.
Contingent	IJC1	What do you feel is the togetherness gained by working with business associates? How much synergy in your	Want to know the factors of togetherness among business associates influence motivations.

96		team/business partner has your motivation to do business?	
	IJC2	With unity and togetherness in business, does it make you feel more responsible to help complete the work of business associates (although not your job)? Do you think the sense of compulsion to do something has implications for your motivation to do business?	Want to know the factors of unity and togetherness affects their self and team responsibility. To know the sense of compulsion affecting their business motivation.
Self Esteem	IJS1	Do you feel that the role you are in today's business is one of the areas that you like and represents your interests in the future? Do you feel that you are good enough to live on the field? What if it becomes an evaluation for yourself related to the role that is lived?	Want to know their personal perspectives and competency evaluations towards their past working role performance and future working role plans.
	IJS2	During the course of business operations, do you feel able to accept the condition and ability of yourself and your co-workers related to the field of role(role) that is lived? Do you feel that your shortcomings are a motivational motivation to delve deeper into the field of role being pursued and try to explore other interesting fields?	Want to find out on how individuals admitted about their self and business associates ability condition and how imperfection motivates them to deepen their role and interest.

Introjected In Depth Interview Result (Member 1)

Framework	SDT Result	Sub Variable	Code	Positive	Negative
Self Determination Theory (Extrinsic Motivation)	Introjection Regulation	Self-Control & Compulsion	IJS1	1	
			IJS2	1	
		Ego Involvement	IJE1		1
			IJE2	1	
		Contingent	IJC1	1	
			IJC2		1
		Self Esteem	IJF1	1	
			IJF2	1	

Integrated In Depth Interview Questions & Objectives (Member 2)

Sub Variable	Code	Question	Objective
Harmonious	IHA1	How do you work to create an internal business environment that works for both yourself and your coworkers? How influential are efforts to maintain harmonious value in the internal business?	Want to find out how to implement a suitable internal environment for all members and how internal members manage harmonious aspects.
	IHA2	Do you think that it is natural that internal conflicts are common in business? Can conflict decrease your motivation in running a	Want to find out on how internal conflicts as unstudied phenomena and how it affects motivations.

		business, how influential is it on you?	
Commitment	ICO1	Do you feel that there is already a commitment formed in the internal business? How influential is the commitment between members to your motivation in working in business?	Want to find out how internal commitment forms and affects motivation.
	ICO2	If you are met on business conditions with members who do not realize the importance of a commitment, how do you try to reprimand it/ respond to it? When difficult, what factors or reasons make the initial commitment difficult to live with?	Want to find out on how individuals adapt and respond with lack of commitment by business associates, assessing factors on strengthening commitment.
Quality of Relationship	IQR1	What do you feel is the togetherness gained by working with business associates? How much synergy in your team/business partner has your motivation to do business?	Want to know the factors of togetherness among business associates influence motivations.
	IQR2	With unity and togetherness in business, does it make you feel more responsible to help complete the work of business associates (although not your job)? Do you think the sense of compulsion to do something has implications for your motivation to do business?	Want to know the factors of unity and togetherness affects their self and team responsibility. To know the sense of compulsion affecting their business motivation.

Congruence	ICN1	In the early stages of doing business, how do you make adjustments so that you can be accepted and accepted by business associates? How influential are the characteristics of business associates that do not meet your expectations (ex: he is not communicative, moody) so that it affects your motivation to run a business?	Want to find out how individuals conform with business members personality and expectation and how it influences individuals motivation.
	ICN2	What do you think can shape the sense of match between members? What kind of personality do you think your business partner expects so that it can align with business values and raise your motivation while working?	Want to know the factors that form the sense of match influenced motivation and assessing expectation on types of personality that evidently align with business values.

Integrated In Depth Interview Result (Member 2)

Framework	SDT Result	Sub Variable	Code	Positive	Negative
Self Determination Theory (Extrinsic Motivation)	Integrated Regulation	Harmonious	IHA1	1	
			IHA2	1	
		Commitment	ICO1	1	
			ICO2	1	

		Quality of Relationship	IQ1	1	
			IQ2	1	
		Congruence	IP1	1	
			IP2	1	

APPENDIX D

Focus Group Discussion Of Big Five Personality Traits & Self Determination Theory

Big Five Personality Traits FGD Questions

Extraversion		Openness	
Code	Questions	Code	Questions
FGE1	In your point of view, how important is the active attitude of each individual that is suitable and implemented in a small business environment? The reason why the active attitude of each individual needs to be instilled in a small business?	FGO1	Is learning a new field indispensable in the sphere of business, elaborate the reason why?
FGE2	In a small business environment that relatively has little human capital, is it reasonable or good for other policies? How to deal with this?	FGO2	How can you and your coworkers implement innovation and try to learn new things in addition to the field they are living in?
FGE3	Do you think that by showing an active and enthusiastic attitude in work shows that he is motivated to do so?	FGO3	In your view, does someone's curiosity in a field of work indicate a tendency to have high motivation?
FGE4	In your point of view, how would you describe the dominating attitude in the business sphere? Do talkative attitudes tend to have the	FGO4	Sometimes it takes courage in expressing ideas / proposals that are abstract but interesting and worth discussing. How to form a culture so that every individual in the

	opportunity to dominate a group?		business always feels comfortable and fully determined to express their ideas / proposals without fear, less heard?
FGE 5	The work environment in a business that tends to fast phase shows human capital in it relatively has a work ethic and high motivation?	FGO5	Can the priority scale be a reference and benchmark for businesses to carry out their action plans? Implementation of priority scale making along with an action plan (in small business) precisely made in the business sphere, per division of work or individual?

Self Determination Theory (Extrinsic Motivation) FGD Questions

Code	Question	Code	Questions
FGJ1	Does the objective response and feedback provided by business associates make your communication flow easier? Does a responsive work culture influence business motivation?	FGT1	During college, the focus has the potential to be split between building a business and academic focus, are these two things challenging enough motivation and commitment when run together?
FGJ2	Will a task done with a sense of compulsion produce good results? A sense of compulsion really triggers a decrease in motivation in business?	FGT2	Your point of view, the existence of a disagreement is a form of learning and reflection that can strengthen motivation and committee among others?
FGJ3	Is it natural if business associates have more expectations related to the working ethics in us because we	FGT3	What factors make commitments feel hard when they've been agreed? How do

	have an interest in working roles that are being lived? Do the expectations of the performance ethos expressed by others motivate you?		you strengthen your commitment to self-affairs as well as business associates?
FGJ4	In your view, what are the portions and priorities that can spur motivation between the idealist side and external encouragement (family, friends)? Which one gives more portion to trigger motivation?	FGT4	What factors form synergies in the internal business to spur the growth of a business?
FGJ5	In the context of business, does the knowledge, skills and business experience that is owned and obtained during the lecture period help you to be more capable with a more complex business scope?	FGT5	Your point of view, will the establishment of a company culture in the internal business from the beginning facilitate adaptation and adjustment between members, work culture and other aspects?

APPENDIX E

In Depth Interview Transcript – Member 1

In Depth Interview Transcript Result – Extraversion Personality

Bagaimankah cara kamu untuk menciptakan lingkungan yang hangat baik ke suatu individu atau kelompok tertentu? Menurutmu seberapa penting dan seberapa berpengaruhnya hal tersebut untuk dirimu?
Kalau kelompok mau itu konteksnya kuliah atau cuma teman buat nongkrong, aku sebenernya agak people pleasing gitu dikit2 guyon, aku jadiin jokes bawaannya fun,aku bales lagi jadi aku bercandain. Intinya aku mau situasi yang emang santai gitu man, pokoknya semua enjoy even ada masalah atau kerjaan pokoknya dibawa enjoy. Lingkungan yang warm buat aku penting banget sih dari skala 1-10 ya 10 sih, aku berusaha untuk hindari konflik dan sebisa mungkin kalau ada cepet diselesain dan berupaya menjalaninya dengan ringan.
Pribadi yang hangat identik dengan karakter friendly, menurutmu apa hal yang menjadi hambatan untuk menciptakan keeratan dengan individu atau suatu kelompok? Menurut pengalamanmu pribadi, pendekatan seperti apa yang mampu mempererat kehangatan kepada suatu individu atau kelompok?
Biasanya hambatannya itu yang biasa kita gakenal itu sih yang jadi batasan, padahal sebenernya semua orang pun bisa nyambung, semua itu tergantung asumsi pribadi. Pendekatan pertama yang pasti kenalin orangnya dan cari tahu interest nya gitu siapatau ada yang cocok & pasti bikin guyonan menurut ku, sama lebih pahamin sensitive spot orang tersebut.
Dalam beberapa waktu apakah kamu lebih nyaman untuk bekerja sendiri? Apa keunggulan, kelemahan serta efek yang kamu rasakan pada dirimu dengan bekerja secara individual?
Aku kalau ngerjain sesuatu yang gaperlu diskusi sih prefer individu sih ya, kalo presentasi kelompok ya enak banget sih berdiskusi. Tapi kalau berdiskusi pastinya enakan bareng, tapi kalau kerja individu sesuai jobdesk dalam satu company terus adanya diskusi itu malah aneh dan pekerjaan jadinya ga fokus dikerjakan karena banyaknya diskusi, kalau ngerjain jobdesk sendiri aku prefer kerjain sendiri-sendiri
Apa yang menjadi faktor penentu bagi dirimu untuk tetap berada di sebuah circle (lingkungan)? Seberapa berpengaruhnya sebuah perkumpulan (circle) terhadap kebutuhan sosial dirimu?

Menurut ku sih kebanyakan circle aku dipenuhin sama orang yang nyamung dan nyaman berada bareng dengan diri kita terus nongkrongnya happy dan itu yang buat aku stay terus sih sama circle itu, kalau semisal circle itu pas ada aku ada gaenak vibes nya sih yaudah aku pindah circle aja gitu. Dan itu hal yang bener-bener berpengaruh banget sih buat aku.
Pada saat tertentu apakah kamu merasa harus berinisiatif untuk "take lead" atau memimpin dalam memulai sesuatu dalam suatu pekerjaan? Apakah kamu merasa bahwa lebih nyaman untuk mengatur sebuah kelompok dibandingkan diatur oleh beberapa individu tertentu, sertakan alasannya?
Kalau aku sih jarang banget memulai sesuatu, karena aku ga jago ngide yang butuh creativity dan ideation, bahkan aku pikirin dan jalanin dulu sendiri sih. Kebanyakan orang lain yang ngajak aku dan pas ditengah2 aku mulai ngelurusin apa yang harus di take control gitu sih. Aku jujur lebih seneng punya kontrol dan bisa ngatur dalam kerjaan apalagi kalau ga terstruktur itu bikin aku jadi males kan makanya jadi aku seneng kalau terstruktur.
Dalam kondisi yang memerlukan pengambilan keputusan, apakah kamu merupakan orang yang bijak dalam mengambil sebuah keputusan? Bagaimana tahapan yang baik dalam mengambil sebuah keputusan yang bijak dalam konteks urusan pribadi maupun melibatkan kelompok?
Aku pede dulu aja ya ini, aku ngerasanya sih cukup sih dalam decision making. kadang aku balikin ke yang lain sih buat diskusi sama yang lain terkait langkah yang mau diambil. Tahapan yang baik dalam mengambil keputusan yang pertama aku biasa lakuin research dulu ya kayak di internet lakuin desk research dan nemuin beberapa hipotesis yang bisa diambll, terus nanya ke yang lain atau orang expert yang lebih berpengalaman dan mungkin bisa menjawab buat anggota tim lainnya.
Apakah kamu merasa nyaman dan termotivasi untuk bekerja dengan kondisi lingkungan yang "fast paced"? Bagaimana kamu menyesuaikan dirimu ketika dihadapkan pada situasi kerja dengan kondisi yang fast paced & slow paced?
Aku jujur dari dulu niatnya tuh santai sebenernya buat seru-seruan, cuman makin kesini serasa semua jadi fast phase gitu, dan aku pun seneng2 aja kalau fast phase kayak contoh pas nongkrong bawa kerjaan pun enak juga sambil ngerjain, aku seneng ngerjain diawal daripada bosen.
Bagaimana idealnya kondisi lingkungan kerja yang dapat mendukung produktivitas & motivasi mu dalam keseharian? Pendapatmu bagaimana cara bekerja yang paling efektif dan aplikatif untuk dilakukan?

Aku seneng lingkungan yang santai dan mendukung kayak di dalam kafe atau working space yang konsepnya working environment semua, dan ramai pun gapapa aku tetep nyaman aku butuh vibes sekitarnya yang emang mendukung aja sih sambil kerja diselingin ngobrol atau bercandaan. Biar relax kerjanya. Kerja yang aplikatif dan efektif harus pastinya di laptop sih terus aku biasa pake planner dan semua selalu lancar, terstruktur dan gapernah lewat dari deadline.

Apakah bertemu dengan kondisi dan lingkungan yang baru merupakan hal yang menarik? Bagaimana pendapatmu terkait kondisi lingkungan kerja yang membuat mu nyaman (safe zone) serta apa dampaknya kepada dirimu?

Aku seneng banget sih kayak bisa ngajak teman yang baru buat nongkrong atau ketemuan, makin banyak orang buat aku makin seneng. Kalau safe zone buat aku sih kayak yang penting santai kayak gapapa gaberpakaian formal atau rapih tapi kondisi lingkungan kerjanya yang emang buat nyaman sih terpenting buat aku, buat ku working performance nya sih yang jadi tolak ukur.

Bagaimana kamu dapat mengkondisikan dirimu untuk tetap bersemangat dan produktif namun kondisi sekitar sangat tidak mendukung untukmu? Apakah bentuk self-reward atas suatu pencapaian telah/pernah kamu implementasikan, atau ada bentuk lain?

Kalau gak mendukung aku jujur rada susah sih ya, mau gamau aku pasti tunda kerjaannya jadinya aku tulis dulu di planner biar pekerjaan aku semua terstruktur biar kerjaan tetep ga ketinggalan, aku upayain untuk nunggu sampai kondisi lingkungannya mendukung dulu dan hilangin dulu distraksinya sih. Self-reward aku tuh.. seringnya belanja shopee terus checkout dan beli-beli makanan juga sih justru.

Bagaimana kamu membangun positive emotions untuk dirimu sendiri dan kepada orang lain? Menurut mu apa faktor utama yang mempengaruhi positive emotion pada dirimu secara internal dan eksternal?

Positive emotions aku hmm, aku biasa gampang lupa sih kalau ada masalah intinya kalau ada yang ganggu pikiran dan negative2 gausah disimpen aja gitu, masih banyak kok hal yang seru dan hal produktif lainnya yang bisa dikerjain, aku tipe yang easy going sih. Faktor utama yang mempengaruhi positive emotion aku sih biasanya suka denial terkait sikap aku tapi setelah ku cari tahu mungkin karena faktor hormonal yang ngaruh, karena biasanya dimulai dari diri sendiri gitu sih kayak mungkin dipikir-pikir aku ngerasa kurang makan atau lagi PMS dan gaberusaha nyalahin kesalahan orang lain gitu sih..

Situasi dan kondisi seperti apa yang dapat membentuk positive emotions pada dirimu? Apakah positive emotion pada dirimu merupakan citra/karakter yang berusaha kamu bentuk?

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Kalau menurut aku sih perlu, apalagi kalau mood orang lain lagi ga enak dan kita bisa buat mood dia enak tuh bagus banget buat ngejaga relationship dengan orang itu kedepannya dan setelah ketemu tuh kalau bisa dia memiliki kesan impresi yang bagus gitu ke kita dan ga negative intinya.

In Depth Interview Transcript Result – Relatedness (Intrinsic Motivation)

Apakah sikap saling menghargai antar sesama dalam menjalani bisnis itu perlu diterapkan serta apa alasannya? Apa dengan sikap saling menghargai dapat menumbuhkan semangat dan motivasi dalam menjalankan bisnis?
Penting sih menghargai gitu, ya sepaututnya menghargai tapi kalau adanya konflik rasa buat ngehargai itu jadi ga stabil. Intinya sih bersikap baik aja antar sesama. Sikap saling respect itu ningkatin motivasi banget sih karena adanya mutual respect dan adanya perihal apapun itu jadinya nyaman dan gaada rasa segan lagi.
Apakah hubungan antar sesama dalam internal bisnis itu merupakan aspek vital yang sangat mempengaruhi motivasi dalam menjalani bisnis? Apa hal yang memperkeruh hubungan antar sesama internal bisnis serta apa pengaruhnya pada dirimu?
Vital dan mempengaruhi motivasi ku banget, soalnya kalau ga ngebangun team relationship gitu bakal susah ngadepin dinamika yang dihadapin dalam satu tim gitu, intinya jangan bawa masalah diluar dan dibawa ke internal tim dan pentingnya saling mengenal itu sih. Hal yang memperkeruh buat aku karena adanya ga komunikasi sih, jadi misal ada kesusahan dan masalah itu di keep sendiri kayak ujung2nya jadi masalah itu yang jadi miscom.
Apakah dengan erat nya hubungan dalam internal bisnis membuat anggota bisnis dapat memiliki bebas mengekspresikan perasaannya? Dalam keeratan internal bisnis, sikap saling percaya antar sesama dapat meningkatkan motivasi menjalankan bisnis?
Bisa dan harus tetep profesional, harusnya bisa tetep mengekspresikan hal tersebut sih kayak kita sehari-hari tapi ya tetep kalau ada deadline ya harus dikejar. Sikap saling percaya itu ngaruh banget ke motivasi sih, kalau mereka percaya sama aku dan pastinya aku pun bisa jauh lebih percaya sama mereka.
Apa faktor yang dapat menghambat alur komunikasi internal sehingga tidak bebas menyampaikan hal yang perlu disampaikan? Sejauh mana dampak yang dapat kamu rasakan dengan adanya hambatan alur komunikasi internal, apakah berimplikasi menurunkan motivasi kamu dalam menjalani bisnis?

Biasanya dari asumsi aku sendiri sih yang menghambat, padahal mah kalau aku cerita juga sebenernya gapapa dan diawal takut ngerasa nimbulin citra yang gabaik. aku lebih kepikiran respon dan reaksi orang lain sih yang bikin aku gajadi menyampaikan sampai gajadi buat ngomong dan jadi canggung. Hambatan alur komunikasi jelas nurunin banget sih kalau udah sampai dikondisi dimana ada hal yang perlu aku sampaikan tapi gabisa, aku jadi ngerasa apatis banget aku jatohnya..

Bagaimana kamu mengupayakan atau menyesuaikan dirimu sehingga dapat diterima dalam lingkungan internal bisnis? Dalam lingkup internal bisnis, apakah dengan menjadi dirimu sendiri memudahkan orang lain & lingkungan untuk dapat memahami & menerima keberadaan mu?

Aku kalau pertama2 pasti berusaha jaga image dulu, aku berupaya untuk ga awkward atau jadinya ganggu suasana gitu dan terpenting aku bisa berikan kontribusi sebanyak mungkin. Apalagi aku biasanya kalau masuk tim baru biasanya ngajak ngobrol juga ke berbagai topik atau sebisa mungkin ketemuan ya. Dengan jadi diri sendiri pastinya memudahkan aku banget sih, kalau dirubah2 kan jadi kepikiran gimana mempertahaninnya kedepannya juga gaksih..

Seberapa penting landasan komitmen antar anggota dalam menjalani bisnis? Apabila dirimu atau anggota lain di dapati melanggar komitmen yang telah terbentuk respon/tindakan internal apa yang sepatutnya diwujudkan?

Aku ngerasa kalau ada hal yang sama sama ngerasa penting dikerjain terus obrolan yang dibahas secara mendetail itu sih buat ngerasa lebih komitmen dan serius buat ku dan aku yakin hal itu yang emang jujur, utama dan harus disepakati bersama sih. Aku ga ngelanggar sih tapi lebih suka lupa ga ngelaksanain sih

Bagaimana menumbuhkan lingkungan yang suportif dalam internal bisnis? Apakah dengan adanya dukungan internal bisnis atas tugas atau kerjaan yang kamu hadapi dapat meningkatkan motivasi dan kinerja yang baik dalam berbisnis?

Cara ngebentuk lingkungan yang supportif sih intinya kita jujur sih ya, yang jelas kita ceritain semua dan sesuai sih atau ga ada masalah pun ceritain.. kalau gabegitu gimana orang lain bisa support kita ya gak hehe. Yang jelas motivasi aku ningkat banget karena lingkungan yang supportif itu, apalagi kalau aku ngerasa lack of support dan ngebuat aku ga mood ngelakuin itu kerasa banget sih, aku rasa ternyata dukungan se ngaruh itu buat ku

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Seberapa penting sikap saling terbuka yang diciptakan dalam internal bisnis? Apakah kamu merasa lebih di dengar,dipahami dan lebih mudah mengarahkan dengan anggota internal bisnis yang lebih sedikit, sejauh mana pengaruhnya pada dirimu?

Penting banget buat ku, tapi intinya aku happy banget sih kalau temen-temen dalam satu tim aku bisa terbuka gitu sama aku even apapun masalahnya itu, jadi kita lebih bisa memahamin dan mendengarkan mereka juga intinya. Aku mau jumlah anggota yang besar dan kecil gakerasa bedanya ya sama aja cuman kalau sedikit enaknya jadi lebih terfokus dan efektif kerjanya.

In Depth Interview Transcript Result – Introjected Regulation (Extrinsic Motivation)

Apakah kamu memiliki kendali atas keinginan mu memilih jalur karir dimasa mendatang? Selama berkuliah di jurusan bisnis, sejauh mana efek terhadap dirimu dalam mempersiapkan dan merencanakan untuk mendalami dunia wirausaha?

Aku punya pilihan tapi aku biasanya dikasih tau dulu sama orang lain cocoknya apa, aku punya andil punya milih tapi kadang suka mikir orang lain lebih bagus deh ide dan sarannya buat aku, aku ngerasa butuh dan perlu rekomendasi dari orang lain sih, hasil rekomendasi mereka aku lakuin research lagi sih biasanya.. Aku ngerasa selama kuliah ini yang dikasih itu bener-bener bagus, berguna dan well-prepared cuman aku rada ngerasa kurang buat field experience, meskipun bisnis di wirus skalanya masih ke hitung kecil tapi ngebantu banget ilmu nya.

Faktor dan alasan apa yang dapat memacu motivasi dalam dirimu untuk mendalami lebih dalam dunia wirausaha? Apakah adanya dorongan, ekspektasi atau dukungan dari external (keluarga, teman, kerabat) yang menjadikan dirimu mendalami kewirausahaan?

Sebenernya kalau ada trend baru apapun itu semisal di industri kreatif itu aku tergoda buat bikin bisnis, aku masuk wirausaha pun atau prodi ini karena ngeliat bagus dan dapet rekomendasi dari orangtua juga sih. Dan aku yakin dengan kuliah di kewirausahaan kan lebih yakin dan menjamin ilmu dan pengalamannya buat kedepannya, berguna banget karena belajar bisnis plus dapet ilmu manajemennya.

Bagaimana kamu dapat mengatur antara sisi idealis mu dalam menjalani bisnis dengan kemampuan dan pengetahuan mu saat ini? Dalam internal bisnis, sejauh mana pentingnya respon dari rekan bisnis terhadap informasi/pendapat yang telah kamu sampaikan?

Cara balance nya sih aku biasa karena pengalaman di wirus kan aku jalanin, atau semisal harus buat cashflow atau pekerjaan tertentu biasanya kan aku ngerasa kalau aku ngulik cari informasi yang aku butuhin sendiri, kalau udah dapet info nya baru ku cocokin dari teori yang dikasih, jadi aku fleksibel aja sih buat cari referensi yg menunjang kapabilitas ku. Respon dari rekan bisnis aku tipe yang gapapa ga direspon tapi sebisa mungkin aku selalu update buat kasih info itu ke yang lainnya.

Bagaimana cara mu untuk mengelola self-ego dalam diri mu? Berdasarkan pengalamanmu, seberapa berpengaruhnya sikap self-ego sehingga dapat mempengaruhi hubungan antar individu & kelompok?

Aku biasanya belajar intrapersonal dan interpersonal skills itu sih, atau ga biasanya berusaha nanya ke teman buat tau respon mereka terkait behavior atau personality ku gitu kayak "gue aneh gasih kalau begitu?" Aku ngerasa kemampuan self-ego itu penting sih walaupun lama-lama bakal kerasa capek, tapi diakhir orang pun sebenernya bisa memaklumi kok. Pengaruh banget sih sikap self-ego dalam hubungan dengan orang lain, intinya harus jujur sih kalau diri kita ngerasa lagi butuh dan lagi di kondisi apa.. Aku biasa berupaya jujur sih ke orang jadi mereka bakal bisa saling memahami

Apakah kamu merasakan adanya kebersamaan yang didapatkan dengan bekerja bersama rekan satu bisnis? Seberapa berpengaruhnya sinergi dalam tim/rekan bisnis terhadap motivasi mu dalam menjalani bisnis?

Aku ngerasain banget sih kebersamaan, apalagi dalam satu bisnis jadi tahu kan baik dan buruknya dalam tim kita dan tahu value yang dimilikinya tapi gadiliat dari orang lain, dan ternyata hal itu sih yang bikin jadi bonding.. sinergi dalam tim itu ngaruh banget sih dalam tim, apalagi kalau adanya ketidaksepakatan yang ngaruh ke keputusan internal itu agak ganggu sih apalagi misal yang lainnya itu udah sepakat misalkan

Dengan adanya kesatuan dan kebersamaan dalam berbisnis, apakah membuat anda turut merasa memiliki tanggung jawab lebih untuk membantu menyelesaikan pekerjaan rekan bisnis (meskipun bukan tugas anda)? Menurutmu, apakah rasa keterpaksaan dalam mengerjakan suatu memiliki implikasi terhadap motivasi mu menjalani bisnis?

Kalau tim nya diawal-awal aku ngerasa sih ada obligated buat ngerjain, tapi makin kesini udah rada lama tim nya bakal disesuain dengan kemampuan dia dan tahap pembagian kerjaannya, atau biasanya aku pahamin juga kondisinya misal ga kekejar pastinya aku bantuin. keterpaksaan itu gabegitu ngaruh ke motivasi aku dan aku biasa pisahin dan hal itu tetep aku kerjain.

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Apakah kamu merasa bidang(role) yang kamu dalami dalam bisnis saat ini merupakan salah satu bidang yang kamu sukai dan merepresentasikan interest mu dimasa mendatang? Apakah kamu merasa bahwa dirimu sudah cukup baik menjalani bidang tersebut? Hal apa yang sekiranya menjadi evaluasi untuk dirimu terkait role yang dijalani?
Bidang dan role marketing itu aku suka banget dan berhubungan banget sama minat yang aku suka, apalagi aku ada minat ke marketing dan business consultant yang lebih fokus ke analytics terus banyak research yang lebih people based gitu, dan itu represent sih.. aku ngerasa cukup baik tapi aku ngerasa banyak hal yang belum di explore kayak contoh kita belum kesampaian bikin event kan..
Selama jalannya operasional bisnis, apakah kamu merasa dapat menerima kondisi dan kemampuan dirimu beserta rekan kerja terkait bidang(role) yang dijalani? Apakah kamu merasa bahwa kekurangan yang kamu miliki merupakan dorongan motivasi untuk mendalami lebih dalam terkait bidang(role) yang sedang digeluti dan berupaya mengeksplor bidang menarik lainnya?
Aku toleran dan nerima banget phase kerja anggota tim kita, apalagi kalau tipe orang tersebut gabisa yang cepet-cepet justru bagus karena bakal lebih disesuaikan sama kemampuan dirinya, aku sendiri accepting cara kerja aku dalam bisnis. Aku termotivasi sih buat menggeluti bidang marketing, branding, social media gitu meskipun masih mempelajari, aku kayanya apapun hal yang berhubungan sama creative industry and people tuh gampang tertarik banget sih..

APPENDIX F

In Depth Interview Transcript – Member 2

In Depth Interview Transcript Result – Openness Personality

Bagaimana kamu memandang dirimu saat ingin merepresentasikan/menyampaikan sebuah ide? Apakah ide, hal baru yang menarik seputar kreativitas atau inovasi yang implementatif dalam bisnis dapat memacu motivasi kamu saat bekerja?
Hmm. ide bisnis atau atau ide apapun kan man, oke kalau misalnya orangnya ramai dan banyak aku bukan tipe orang yang bisa memberi ide duluan gitu lho.. kayak mencetuskan sesuatu istilah nya begitu. tapi misal idenya udah ada dan dicetuskan oleh siapa dan aku kayak suka dan sejalan sama idenya aku mau aja karena aku setuju diawal, intinya kalau mencetuskan ide diawal aku jujur belum berani dan kayak aku kurang bisa meyakinkan ide dan menyampaikan ide aku dengan baik gitu man. Dalam konteks orang yang sedikit aku agak lumayan berani. Aku ngerasa lebih semangat dan motivated kalau yang emang idenya bakal works dan ide itu bener dari aku dan ide ini bagus dan bakal works.
Bagaimana kamu merepresentasikan suatu ide yang masih bersifat abstrak dan namun menarik bagimu untuk dibahas? Sebagai seorang individu, apakah berangan-angan itu perlu dilakukan dalam bisnis, serta bagaimana hal tersebut dapat mempersatukan dan memperkuat motivasi mu dan rekan bisnis?
Kalau itu based on siapa aku sampainnya dan ide ini relate sama apa, dan aku ngerasa kalau ada anggota lain yang lebih bisa nyampain ide nya lebih oke daripada aku itu gapapa tapi kalau aku udah yakin banget pasti aku sampaikan. kalau angan-angan nya tergolong dalam waktu dekat dan hmm aku yakin bisa tercapai itu sih yang bikin nge boost motivation banget sih, intinya goals nya achieveable buat aku gitu.
Bagaimana cara kamu dalam berupaya menghargai dan mengapresiasi cara pandang individu/rekan bisnis yang memiliki perbedaan perspektif dengan dirimu? Berdasarkan pengalamanmu, apakah upaya untuk mempersatukan cara pandang/perumusan sebuah ide antar individu merupakan hal yang sulit dan berpengaruh menurunkan motivasi mu, atau justru ada cara/upaya lain untuk konsensus?
Aku tetep berupaya untuk appreciate dulu nih kalau misalnya ide orang lain bagus dan bisa direalisasiin, tapi kalau misal emang aku suka dan tertarik aku seneng, tapi kalau misal ide itu ga makse sense aku bakal langsung bilang sih itu ga make sense atau ga achieveable, aku tipe yang yang langsung to the point aja sih. Kalau menurut ku sih

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balik lagi ke individunya lagi gitu, walaupun ide kita beda dan yang kepilih itu ide kamu aku bakal tetep seneng dan termotivasi selagi semuanya sepakat gitu karena dijalaninnya bareng2.
Apakah emotion/mood yang diperlihatkan oleh orang lain secara tidak langsung akan sangat mempengaruhi emotion/mood mu? Bagaimana cara kamu untuk tetap menjaga emotion/mood agar tetap stabil sehingga tidak berpengaruh kepada motivasi mu saat bekerja?
Hmm misalnya orang ini bawa bad vibes ini ke kita, itu sih tipe orang yang aku gasuka. Harusnya sih kalau badmood atau lagi ada bad experience ya harus dia cukup pendem aja sendiri karena masa iya mau bawa kesedihan ke orang lain dan pastinya ngaruh ke mood orang dong. Aku ngerasa kalau itu bukan pekerjaan yang wajib dijalani tapi lebih ke tanggung jawab dan kebutuhan untuk dijalani aja gitu tanpa keterpaksaan intinya. Intinya jadiin pekerjaan itu emang kita seneng jalaninnya.
Bagaimana kamu menjaga antara perasaan (emotional feeling) mu dengan sikap berempati dengan individu lain/rekan kerja? Pengalaman mu, apakah emotional feeling sangat dipengaruhi oleh kondisi internal pada dirimu sendiri atau dipengaruhi oleh eksternal?
Sebenernya aku gamasalah sih as long as orang tersebut bersifat tidak merugikan aja sih, kayak misal cara kerja dia gabagus tapi kalau hasil nya emang diakhir bagus aku sih oke oke aja yaudah. Aku tipe orang yang kasian sih tapi balik lagi konteksnya sih intinya aku kasianan. Emotional feeling itu aku ngerasa balance deh soalnya aku kan moody an gitu ya, intinya internal sama external aku bisa ngaruh ke diri ku sih gimanapun juga.
Bagaimana cara mu mengelola perasaan "fear of missing out" atau anxiety yang kerap kali terpikirkan? Apakah "fear of missing out" atau anxiety ini mempengaruhi kemampuan dan motivasi mu dalam berbisnis?
Cara sih jangan ketinggalan dan berusaha jaga phase aja sih sebenernya biar ngatasin perasaan fear of missiong out and cegah anxiety itu, intinya sih lebih dibarengin antara usaha dan dan doa itu dan itu ga ngaruh juga sih ke motivasi bisnis aku,dan menurut ku wajar phase orang jelas beda dan udh ada kemampuannya masing-masing.
Bagaimana cara mu untuk menyusun skala prioritas dalam internal bisnis? Sejauh mana efektivitas rencana dan skala prioritas yang sudah kamu rencanakan, apakah efektivitas dari skala priortitas tersebut mempengaruhi motivasi mu dalam menjalani bisnis?

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Hmm, didahuluin yang emang mendesak sih kata aku , kayak bener bener ngeliat dari mana prioritas yang harus diselesaikan dan didahulukan, kalau bisa didahuluin dari yang mendesak atau yang paling challenging atau susah. Aku lebih prioritasin yang sifatnya mendesak dulu untuk diutamakan terus yang besar dan challenging, kalau yang susah dan mendesak kan bakal lebih gampang kan jalanin yang lainnya. Aku sebenernya bukan tipe yang nyusun planner banget dan tipe kerjain dan jalanin aja dan intinya tau skala prioritas tadi direncanain dari yang mendesak dan diselesaikan duluan, yang penting kerjain yang bisa dikerjain sama jangan lewat deadline aja sih

Dalam internal bisnis, apakah kamu merupakan pribadi yang terbiasa mengambil sebuah pilihan yang beresiko atau memilih pilihan yang sudah pasti saja? Bagaimana pengaruh dari rutinitas agenda yang bersifat repetitif terhadap motivasi bekerja?

Kalau yang misal kayak pas bisnis diawal tuh kan pas Biowrap itu masih awal ditahap bisnis yang masih belajar gitu kan dan buat ngambil risk besar disaat kondisi masih belajar sih menurut ku gapapa, tapi kalau bisnis yang emang udah difokusin dan lebih serius after graduation dan emang modal dan tanggung jawab nya besar aku bakal konsiderasi buat pilih keputusan yang safe-safe aja.. dibandingin high risk tadi, sebenernya bakal disesuain sama kondisi deh ya. Sebenernya kalau pekerjaannya aku suka sih aku seneng aja dilakukan berulang-ulang dan tetep ngemotivasi aku, kecuali kalo pekerjaannya emang aku gasuka bakal bikin aku demot sih lama-lama, intinya aku harus suka dulu sih.

Bagaimana cara mu untuk memahami suatu hal yang masih bersifat abstrak sehingga mudah dipahami oleh dirimu? Bagaimana upaya dan cara penyampaian mu untuk mendiskusikan ide/pola pikir mu kepada individu/kelompok sehingga lebih meyakinkan mereka?

Menurut ku coba cari yang mirip-mirip atau lakuin benchmark gitu sih dan disesuain sama apa yang kita bayangkan gitu sih. Upaya aku sih coba untuk lebih prepare dan paham banget kayak kita udh cari informasi dan mateng sama ide nya, jadi orang yang bakal kita sampain mereka bakal yakin sama kita, intinya kita harus yakin dulu sih biar orang lain juga ikut yakin gitu kan..

Sejauh mana konsensus/kesepakatan sebuah gagasan ide sehingga mempengaruhi motivasi mu saat bekerja? Apakah gaya pembahasan internal bisnis yang terbiasa sengit (penuh dengan gagasan ide) dalam berdiskusi berpengaruh pada menurunnya motivasi mu saat bekerja? karena gagasan mu berpeluang untuk tidak didengar/tesampaikan.

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Iya aku motivated banget kalau emang udah sepakat aku bakal fully commitment banget sih, karena aku beneran tipe orang yang komitmen sih kayak diawal udh sepakat ini yaudah gitu, soal pembahasan internal itu menghasilkan sebuah progress buat bisnis nya sih malah naikin motivasi aku sih untuk kayak proving dan ide itu.

Apakah kamu merupakan orang yang toleran menghadapi nilai/kultur kerja rekan bisnis yang berbeda dengan kultur kerja mu? Seberapa berpengaruhnya nilai-nilai yang ditanamkan dalam internal bisnis terhadap motivasi mu bekerja dalam bisnis?

Aku orangnya lebih ke gapapa sih ngikut kultur kerja orang, asalkan dibatas nilai atau kultur yang masih bisa aku ikutin.. kalau nilainya sejalan dan emang disepakatin sesama sih itu ngaruh banget ke motivasi aku dan semisal ada yang ga sesuai aku coba saring nilai itu sesuai sama aku apa gak.

Apakah kamu merupakan orang yang cukup teguh dalam meyakini nilai/prinsip hidup? (ex:hidup itu harus selalu berkembang untuk gali potensi & skills). Bagaimana pendapatmu terkait konsep "open minded working culture" dalam lingkungan internal bisnis? Apakah hal konsep "open minded working culture" berpengaruh terhadap motivasi mu menjalani bisnis?

Aku agree banget sih dalam menjalani life values itu, as long as values in a good way aku tipe yang percaya banget dan aku ngerasa value itu ngaruh ke diri aku karena aku percaya... menurut ku soal open minded itu kan emang bagus yaa, cuman tetep harus ada batasannya jujur aku lebih aku lebih seneng ada aturan atau konsep yang udh tertata sih itu yang buat dan memotivasi aku.

In Depth Interview Transcript Result – Relatedness (Intrinsic Motivation)

Apakah sikap saling menghargai antar sesama dalam menjalani bisnis itu perlu diterapkan serta apa alasannya? Apa dengan sikap saling menghargai dapat menumbuhkan semangat dan motivasi dalam menjalankan bisnis?

Menurut aku sih penting dan perlu banget ya buat ngejaga agar semua berada dalam phase yang sama apalagi soal respect itu jelas ngaruh banget sih ke motivation diri aku buat jalanin bisnis..

Apakah hubungan antar sesama dalam internal bisnis itu merupakan aspek vital yang sangat mempengaruhi motivasi dalam menjalani bisnis? Apa hal yang memperkeruh hubungan antar sesama internal bisnis serta apa pengaruhnya pada dirimu?

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Menurut ku hubungannya dalam batas wajar kayak jangan sampai gakenal banget, apalagi kalau satu divisi dalam bisnis itu menurut ku itu diutamain harus deket.. soalnya kalau ga deket sama individu atau orang itu kan malah jadi canggung dan ganggu pekerjaan kita dan kayak apa-apa jadi susah kan. Menurut ku hal yang memperkeruh itu karena adanya beda pendapat terus hasil kerjaan ku merugikan partner atau rekan bisnis aku gitu.. dan ngaruhnya ke aku sih pasti aku jadiin pelajaran tersendiri, mungkin sebisa mungkin sih diperbaiki..

Apakah dengan erat nya hubungan dalam internal bisnis membuat anggota bisnis dapat memiliki bebas mengekspresikan perasaannya? Dalam keeratan internal bisnis, sikap saling percaya antar sesama dapat meningkatkan motivasi menjalankan bisnis?

Kalau menurut ku iya sih ngaruh jadi lebih saling terbuka dan mengenal satu sama yang lain. Menurut aku sih iya saling percaya itu ngebuat aku yakin sama orang yang mengerjakan pekerjaan itu gitu, dan karena udah percaya dan yakin outcome nya pasti bagus.

Apa faktor yang dapat menghambat alur komunikasi internal sehingga tidak bebas menyampaikan hal yang perlu disampaikan? Sejauh mana dampak yang dapat kamu rasakan dengan adanya hambatan alur komunikasi internal, apakah berimplikasi menurunkan motivasi kamu dalam menjalani bisnis?

Yang menghambat mungkin karena ada perbedaan soal common sense, kan kalau komunikasi kan pastinya punya perspective ya, mungkin perspektifnya aja beda dan mindset yang sulit buat terbuka dan menerima itu sih yang juga ngehambat sebenernya. Kalau emang satu bisnis dan saling membutuhkan dalam keseharian kerja sih berdampak banget ya ke alur komunikasi buat aku, dan kalau rekan kerja aku dan dalam bisnis masih kehambat juga itu jelas bakal nurunin motivasi aku dalam bisnis sih, intinya harus komunikatif.

Bagaimana kamu mengupayakan atau menyesuaikan dirimu sehingga dapat diterima dalam lingkungan internal bisnis? Dalam lingkup internal bisnis, apakah dengan menjadi dirimu sendiri memudahkan orang lain & lingkungan untuk dapat memahami & menerima keberadaan mu?

Intinya kita pelajarin tipe bisnis dan orang yang kita bakal berhubungan dalam keseharian itu gimana, karena treatment tiap individu kan pastinya beda-beda ya, jadi aku lebih nyesuain dari pendekatan personality dan behavior nya juga. Menjadi diri menurut ku sih menurut ku iya memudahkan aku banget karena kalau dibuat-buat bakal susah kayak sampai kapan pertahanin itu semua gitu.

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Seberapa penting landasan komitmen antar anggota dalam menjalani bisnis? Apabila dirimu atau anggota lain di dapati melanggar komitmen yang telah terbentuk respon/tindakan internal apa yang sepatutnya diwujudkan?
Penting komitmen ini, aku ngeliat juga emang komitmen diawal bisnis ini itu durasinya bakal berapa lama yang penting mengutarakan komitmen itu diawal aja, karena aku yakin tiap orang punya landasan komitmen yang beda-beda juga kan yang penting selagi dalam menjalani komitmen ini dia jalannya bener sih gapapa. Nah kalau soal pelanggaran komitmen, kalo sampai ngaruh dan nyebabiin bisnis ini rugi mungkin punishment nya sih udah pasti harus tanggung jawab dan pastinya ngaruh ke track record.
Bagaimana menumbuhkan lingkungan yang suportif dalam internal bisnis? Apakah dengan adanya dukungan internal bisnis atas tugas atau kerjaan yang kamu hadapi dapat meningkatkan motivasi dan kinerja yang baik dalam berbisnis?
Bikin lingkungan bisnis nya itu fun dan harus happy sih ya, intinya each of member harus saling mengerti personality dan cara kerja nya orang itu kan pasti beda-beda ya pada intinya sih penting banget dikomunikasiin terus kayak ada tolerance dan memahami itu. Menurut ku juga ngaruh ke motivasi aku kalau dukungan internal itu karena kan dijalani bareng-bareng juga ya dari awal..
Seberapa penting sikap saling terbuka yang diciptakan dalam internal bisnis? Apakah kamu merasa lebih di dengar,dipahami dan lebih mudah mengarahkan dengan anggota internal bisnis yang lebih sedikit, sejauh mana pengaruhnya pada dirimu?
Itu penting banget, karena kalau ada yang ditutupin jadi kayak ga transparan dan rentan banget ada masalah gitu, ya harus terbuka sih. Aku tipe bukan orang yang bisa memimpin dan aku nyaman untuk bekerja dengan orang yang sedikit karena lebih mudah buat aku reach out dan terus kayak berusaha menghargai aku dan saling menganggap keberadaan dan kinerja aku itu sih yang utama.

In Depth Interview Transcript Result – Integrated Regulation (Extrinsic Motivation)

Bagaimana upaya mu untuk membentuk lingkungan internal bisnis yang harmonious baik untuk dirimu dan rekan kerja? Seberapa berpengaruhnya dan upaya menjaga value harmonious dalam internal bisnis?
Menurut ku caraya diomongin kayak personality dan karakter antar masing-masing itu gimana, intinya sih open communication kayak terbuka dan saling paham dalam berbagai keputusan yang bakal dilakuin dalam bisnis buat jaga harmonious itu. Upaya

nya sih dimulai dari adanya kemauan diri sendiri yang harus kebentuk, karena percuma kalau gaada kesadaran mau dipaksa gimana pun kayak tetep aja ga ngaruh.
Menurut mu, apakah kamu setuju bahwa wajarnya terjadinya konflik internal merupakan sebuah dinamika yang lumrah terjadi dalam bisnis? Apakah konflik dapat menurunkan motivasi mu dalam menjalani bisnis, seberapa berpengaruhnya pada dirimu?
Aku sih setuju banget dan itu wajar, kayak apapun konflik nya sih kalau bisa diselesain dan pastinya motivasi kerja pas lagi adanya konflik itu pasti turunkan.. tapi kalau konfliknya udah selesai juga bakal yaudah motivasinya bakal kembali normal lagi gitu.
Apakah kamu sendiri merasakan sudah adanya komitmen yang terbentuk dalam internal bisnis? Seberapa berpengaruhnya komitmen antar anggota terhadap motivasi kamu dalam bekerja dalam bisnis?
Menurut ku jelas banget di Chixar commitment kita udah kebentuk banget sih kayak gara-gara kita dari awal bikin bisnis kayak sejak ide bisnis Biowrap kan kita gapernah ganti-ganti tim gitu sih dan selalu komitmen bareng-bareng sih itu ada banget sih commitment nya.
Apabila kamu dipertemukan pada kondisi bisnis dengan anggota yang tidak menyadari pentingnya sebuah commitment, bagaimana upaya kamu untuk menegurnya/menanggapinya? Saat kesulitan, faktor atau alasan apa yang membuat komitmen awal terasa sulit dijalani?
Upaya aku buat menegur sih lebih ke nanya dan clarify commitment nya itu sejauh mana tapi kalau emang dari awal udah adanya rasa malas atau ga cocok mending jangan dijalanin gitu aja sih simple tinggalin. Soalnya kalau dari awal pun susah buat komitmen kayak diujung2 nya pun kayak bakal susah juga kan mending gausah aja.. Faktor yang sulit itu mungkin hasil kerjanya gabagus atau ga meyakinkan karena output hasilnya ga sesuai dengan harapan diawal itu man.
Apa yang kamu merasakan adanya kebersamaan yang didapatkan dengan bekerja bersama rekan satu bisnis? Seberapa berpengaruhnya sinergi dalam tim/rekan bisnis terhadap motivasi mu dalam menjalani bisnis?
Aku jujur ngerasain banget soalnya kan kayak istilahnya kita emang bener-bener ngelakuin semuanya dari awal tuh bener2 dari nol banget sampai sekarang kan bareng-bareng.. menurut ku sinergi pengaruh banget sih ke motivasi, soalnya ngaruh gitu ke diri aku kalo kerja sama orang yang aku seneng.

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Dengan adanya kesatuan dan kebersamaan dalam berbisnis, apakah membuat anda turut merasa memiliki tanggung jawab lebih untuk membantu menyelesaikan pekerjaan rekan bisnis (meskipun bukan tugas anda)? Menurutmu, apakah rasa keterpaksaan dalam mengerjakan suatu memiliki implikasi terhadap motivasi mu menjalani bisnis?
Iya, soalnya aku merasa dekat dan udah satu bisnis dan kalo saling membantu juga kan gabakal rugi kayak saling membantu juga kan emang sepatutnya dalam bisnis. Nanti kalau semisal kedepannya aku butuh bantuan kamu dan yang lain kan jadinya bisa saling backup. Keterpaksaan menurut aku sih kalau itu bukan dari bagian tugas aku dan aku dipaksa ngerjain dan aku gasuka tugas nya ya jelas bakal affect motivasi aku..
Di tahap awal menjalani bisnis, bagaimana cara kamu melakukan penyesuaian sehingga kamu dapat menerima dan diterima oleh rekan bisnis? Seberapa berpengaruhnya karakteristik rekan bisnis yang tidak sesuai harapan mu (ex: dia ga komunikatif, moody) sehingga berpengaruhkah pada motivasi mu menjalani bisnis?
Kalau untuk tahap penyesuaian kadang tuh aku kan suka salah dalam nilai orang ya, tapi pasti aku suka ada bayangan dan gambaran untuk approach orang sesuai dengan sifat dan karakter dan kondisi orang itu.. kalau karakteristik rekan kerja yang ga sesuai sih mending cari yang lain aja soalnya kan itu ngaruh juga ya ke motivasi kerja kalau karakternya ga sesuai sama kita daripada dipaksain, mending cari yang sama sama mau jalanin sih
Menurut mu, faktor apa yang dapat membentuk rasa kecocokan antar anggota? Menurutmu, personality rekan bisnis seperti apa yang kamu harapkan sehingga dapat sejalan dengan values bisnis dan meningaktkan motivasi mu saat bekerja?
Oh kecocokan tuh dimulai dari komunikasi jelas banget ya, tipe kayak aku yang sukanya to the point tapi ada juga orang yang senengnya basa basi, menurut ku komunikasi yang se frekuensi itu sih yang memicu kecoocokan. Sama mungkin lebih ke cara kerja nya yang sama kayak contoh dia bukan tipe yg deadline jadi sama-sama on time itu kan dari cara kerja aja udah ada kecocokan, yang jelas banyak behavior sama sih biasanya ningkatin kecocokan. Untuk personality rekan bisnis yang ku pengen sih intinya dari cara kerja yang sama sama jelas dan transparan, apapun harus disampaikan secara jelas, intinya sih se frekuensi dan saling memahami fase kerja orang yang beda-beda tapi responsible juga ujungnya.. enaknya partner rekan kerja ya bisa sebagai rekan kerja bisa juga sebagai teman diluar itu gitu.

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APPENDIX G

In Depth Interview Transcript – Focus Group Discussion

Focus Group Discussion Transcript Result

Extraversion Personality Traits	Member 1	Fadhilah Rania (Member 2)
Pandangan kalian, sejauh mana pentingnya sikap aktif tiap individu yang cocok dan implementatif di lingkungan small business? Alasan kenapa sikap aktif tiap individu perlu ditanamkan di dalam small business?	Menurut aku penting,dengan itu kan semua jadi punya andil lebih apalagi dalam small business, kayak small business tuh ditentukan banget sama orang-orang yang ada di dalamnya. Kalau soal keaktifan aku sama sih kayak rania, intinya harus ada interest nya di small business itu buat dirinya yang jalanin.	kalau menurut aku itu jelas penting, misalnya tuh kayak ibarat mobil ya pasti anggota dalam bisnis nya itu yang bakal dijalanin, dan juga small business itu cuman ada mereka-mereka doang, intinya mereka semua harus bekerja sama gitu lho kalau mau jalan. Kalau menurut aku pun kalau emang dia mau join ke small business nya kan itu kayak konsekuensi dia untuk aktif gitu lho.
Dalam lingkungan small business yang relatif memiliki human capital yang sedikit, apakah merangkap pekerjaan merupakan hal yang wajar atau baiknya ada kebijakan lain? Bagaimana menyikapi hal tersebut?	oke,kalau buat small business menurut ku masih wajar daripada gaada yang handle justru malah bagus karena ada yang bisa. kayak as long as dia capable dan mampu sih gapapa ya sampai ada yang bisa menuhin job itu. Aku setuju juga sama rania soal penyikapannya mungkin recruit juga seiring naiknya volume produksi	menurut ku bisa, as long as dia capable buat jalaninnya atau ga cari orang yang emang kompeten di bidangnya sih menurut ku biar hasil output nya juga bagus. tapi balik lagi sih harus pahamin kondisi bisnis nya juga karena recruit orang kan harus liat dari modal juga. Hmm kalau menurut aku kalau small business kan

	dan aku nambahin juga harus diliat efektivitas dari kalau hire orang itu gimana ke performance si bisnis..	biasanya jalanin di bidang yang disukai dan yakin bisa handle bidang-bidang tersebut (keuangan, operasional,etc) kecuali kalau produksi udah banyak bisa banget hire orang
Pendapat kalian, dengan menunjukan sikap aktif dan antusias dalam bekerja menunjukan kalau dia termotivasi untuk melakukannya?	kalo dari aku, motivasi lebih ke antusias jadi intinya penting buat komunikasi ke orang sekitarnya dan baik konteks nya bisnis atau kuliah, karena kalau aktif aja mungkin bisa aja karena ada rasa keharusan..	menurut ku sih iya jelas, kalau emang orangnya aktif kan juga keliatan kalau emang orangnya antusias dan aktif buat kerja.
Pandangan mu, bagaimana mendeskripsikan terkait sikap mendominasi dalam lingkup bisnis? Apakah sikap talkative cenderung berpeluang dapat mendominasi sebuah kelompok?	menurut aku mendominasi itu sebagian besar berpengaruh pada decision making sama arahan itu dia yang melakukan. kalau talkative belum tentu berpeluang buat mendominasi, kecuali kalau pendapat dan arahannya berpengaruh ke orang lain	kalau menurut ku, mendominasi kan berarti tuh aktifkan dan dia berupaya untuk menyelesaikan persoalan dalam bisnis kan.. dan menurut aku tipe mendominasi tuh kalau dia bicara terus diikutin sama semua orang.. menurut ku dia talkative dan suka berpendapat juga didengar sih jelas ngaruh ya kalo dia berpengaruh buat yg lain..
Lingkungan kerja dalam bisnis yang cenderung fast phase	kalau menurut ku tergantung dari awal	menurut ku kalau moitvasi buat yang fast phase gitu

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menunjukan human capital di dalam nya relatif memiliki etos kerja dan motivasi yang tinggi?	bisnisnya ini netepin orientasi culture nya gimana, kalau emang diawal udah disepakatin buat fast phase semua ya, mayoritas yang aku pahamin dan tau kalau working culture yang fast phase itu jelas employee nya motivated dan memiliki etos kerja yang tinggi.	penting sih buat motivasi nya agar tetap terjaga atau ngga rentan adanya kemunduran, tapi kalau motivasi yang menurun sih itu jelas normal ya manusiawi asal bisa ngejar dan balikin motivasi buat naik lagi sih
Openness Personality Traits	**Member 1**	**Fadhilah Rania** **(Member 2)**
Apakah mempelajari suatu hal/bidang yang baru itu sangat diperlukan dalam lingkup berbisnis, alasannya kenapa?	aku jawabannya jelas sama kayak rania dan aku ngerasa perlu banget sih belajar even belum urgensi buat pelajarin, intinya perlu belajar sih coba coba practice biar ga kagok kalau udah semakin kompleks si bisnisnya	kalau menurut ku perlu sih, kan perusahaan dan si bisnis nya gamungkin diem terus stuck disitu aja kan pasti kayak berkembang lah gitu ya, intinya belajar itu perlu sih emang..
Bagaimana membuat dirimu dan rekan kerja dapat mengimplementasikan inovasi dan berupaya mempelajari hal baru selain bidang yang dijalani?	menurut ku cari-cari berita baru, banyakin brainstorming gitu sih	menurut ku setiap divisi kerja itu bisa berbagi ide atau ga kayak materi yang dipahamin itu bisa di sharing gitu sih ke yang lain biar sama sama tahu
Pandangan kalian, apakah rasa ingin tahu seseorang dalam suatu bidang pekerjaan menandakan adanya kecenderungan memiliki motivasi yang tinggi?	sama sih, kalau misalkan ada motivasi hal tertentu pasti berguna bidang yang dipelajari itu di future atau seengaknya ngerjain dan	kalau emang di bidang yang aku interest jelas motivasi aku tinggi, tapi kalau emang aku ga interest dan ga ngerasa butuh

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	bisa dulu di bidang yang semisal belum dipelajari juga	bidang itu kayak yaudah seadanya aja, tapi kalau emang udah kewajiban aku tapi aku gaada interest jadi tetep yaudah aku kerjain gitu
Kadang perlu keberanian dalam mengungkapkan ide/usulan yang abstrak namun menarik dan layak untuk di diskusikan, bagaimana cara membentuk culture agar setiap individu dalam bisnis selalu merasa nyaman dan bertekad penuh untuk mengungkapkan ide/usulan nya tanpa rasa takut, kurang didengar?	kalau dari aku mungkin dari awal perusahannya udah encourage semua buat vulnerable gitu terus diimbangin antara fokus kerjaan dan diselingin bercandaan gitu biar ga kaku dan merasa takut buat menyampaikan pendapat dia.	menurut ku harus di diskusiin sih secara internal itu, kayak orientasi perusahaan tuh gimana sih culture nya.. dari situ kan keliatan cara kerja dan culture yang pas nya gimana
Apakah adanya skala prioritas dapat menjadi acuan dan tolak ukur bisnis dalam menjalankan action plan nya? Implementasi pembuatan skala prioritas beserta action plan (dalam small business) tepatnya dibuat dalam lingkup bisnis, per divisi kerja atau perseorangan?	aku sama dan lebih ke perlu sih soalnya kan kerjaan itu emang butuh diatur prioritasnya ya, jadi penitng banget biar bisa keep in dan tepat waktu.. kalau tugas kecil2 nya menurut ku tetep dibuat perdivisi tapi nanti dalam satu company tetep keliatan objective besarnya sama waktunya pengerjaannya kapan.. intinya perdivisi dan per bisnis nya perlu sih dibikin priority scalenya	menurut ku prioritasnya, kalau prioritas itu kan ditentuin dari yg urgent dulu terus yg perlu dilakuin segera atau di dahulukan, intinya kan prioritas itu ngebantu si bisnis buat selalu tepat waktu.. jadi tahu gitu mana yang dikerjakan duluan dan mana yang belakangan, sama juga sih aku ngerasa perlu juga itu dibuat perdivisi dan dalam keseluruhan per bisnisnya disesuain dari culture kerja perusahaannya

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Introjected Regulation (Extrinsic Motivation)	Member 1	Fadhilah Rania (Member 2)
Apakah respon yang objektif dan feedback yang diberikan oleh rekan bisnis mempermudah alur komunikasi mu? Apakah budaya kerja yang responsif mempengaruhi motivasi bisnis?	bagus juga sih kayak fast respond memudahkan gitu ya, dan tetap objektif gitu sih jadi apapun diskusinya tetap relate sama objektifnya jadi tetap mengarah ke solusinya gitu. kalau fast reponse itu ngaruh sih ke motivation bisnis kan jadi keliatan ya kalau dia fast respon itu tandain kalau dia emang punya semangat tinggi gitu ya, jadi kalau bisa tuh semangat nya itu nular gitu lho	menurut aku kalo fast respon itu kan bagus ya tetap menjaga alur komunikasinya tetap terarah gitu. aku juga sih ngerasa kalau fast respond juga emang penting dan nandain kalau dia emang motivated buat jalanin si bisnis, keliatan juga kan dari cara kerjanya.. kalo orang lain semangat kan nular juga ya semangatnya ke aku
Apakah tugas yang dikerjakan dengan rasa keterpaksaan akan menghasilkan hasil yang baik? Rasa keterpaksaan sangat memicu turunnya motivasi dalam bisnis?	buat aku bisa aja bagus bisa aja ngga soalnya jadi kepepet, soalnya kayak cuman dia satu2nya yang harus kerjain gaada siapa2 lagi dan apalagi berujung mepet deadline... hmm kalau itu kepaksa sih jelas ya nurunin motivasi tapi kadang suka yaudah yang penting dikerjain gitu	kalau keterpaksaan tapi emang masih dalam scope tugas dia itu yaudah masih baik2 aja, cuman kalau kepaksa tapi itu bukan tugas dia dan emang dia nya gamau itu sih yang emang mempengaruhi turunnya motivasi itu sih, intinya even ngerasa terpaksa tetap balik lagi sih kan pasti keinget ada target ya
Apakah wajar apabila rekan bisnis memiliki ekspektasi lebih terkait etos kinjera pada diri kita	menurut aku sih kalau kita gatau track record nya dia kayak gimana harus nya	aku setuju juga sama ambar, tapi menurut ku ga sesuai nya pekerjaan sama

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karena kita memiliki ketertarikan pada working role yang sedang dijalani? Apakah ekspektasi etos kinerja yang diungkapkan orang lain memotivasi dirimu?	kita ga ekspektasi tinggi2, kecuali kalau emang udah tau phase kerja dia baru deh.. kalau aku jadi sangat termotivasi ngerjain sih jadi pengen buktiin kalau aku bisa gitu dan keren kan juga kalau bisa lewatin, aku mikirnya kalau ganyampe target pun gapapa sebenernya manusiawi dan yang lain juga pasti bisa juga ga achieve target nya gitu	ranah minat nya dia juga ngaruh sih buat hasil kerjanya yang kemungkinan jadi gabagus.. aku kadang ngerasa kalau orang udah ekspektasi ke aku malah kadang jd ngerasa tertekan, kayak aku jadi ngerasa bahwa aku jadi harus menuhin ekspektasi dia malah jadi kebawa pikiran takut ngecewain
Pandangan kalian, bagaimana porsi dan prioitas yang dapat memacu motivasi antara sisi idealis dan dorongan eksternal (keluarga, teman)? Apakah porsi yang besar (ex: sisi idealis) lebih memicu motivasi?	kalau aku dominan ke idealisme sendiri, kalau buat aku saran dari keluarga dan teman itu cuman pendukung aja.. atau mereka cuman sebagai tempat aku nanya, dan sisanya aku yang lebih nentuin sendiri gitu sih	kalau dari keluarga teman kan berarti orang terdekat aku kan yang bisa ngaruh buat memotivasi aku, tapi kalau orang yang ga dari orang terdekat pun sebenernya ngaruh cuman ga sebegitu ngaruh kayak yg orang terdekat. kalau aku sih kepacu motivasi nya kalau aku, keluarga dan teman memacu aku, akunya pun juga bakal kebawa motivasi.. apalagi kalau ada target yang mau dicapai ya tetep harus dikejar
Dalam konteks bisnis, apakah knowledge, skills dan business experience yang di dimiliki dan	jauh sangat ngebantu sih dibandingin orang yang gadapetin knowledge,	aku sama juga sih, istilahnya kan kayak kita uji coba berbisnis nya udah

didapatkan selama masa perkuliahan membantu kalian agar bisa lebih capable dengan scope business yang lebih complex?	skills dan experience seputar bisnis itu, jauh banget mungkin hasilnya di lapangan.	dari sekarang dijalaninnya dan jadi kesananya jadi udah tau, dan orang2 lain mungkin jalannin nya baru nanti gitu.. jadi kita emang udah selangkah lebih maju
Integrated Regulation (Extrinsic Motivation)	**Member 1**	**Fadhilah Rania (Member 2)**
Selama kuliah, fokus berpotensi untuk terpecah antara membangun bisnis dan fokus akademik, apakah kedua hal tersebut merupakan dua hal yang cukup menantang motivasi dan komitmen saat dijalankan bersamaan?	kalau buat ga lumayan challenging cuman balik lagi aku kan orang nya prioritas ke akademik, walau sebenernya bisnis dan kuliah itu mungkin sulit tapi sebenernya kalau di manage itu ga saling ganggu..	kalau menurut ku challenging sih, apalagi jalanin bisnis terus kuliah juga.. terus ngejalanin bisnis itu malah jadi kesempatan buat cobain bisnis dan ngebantu banget kedepannya buat decision making.. dan kita kan bisa jalan dua2nya gitu
Pandangan kalian, adanya bentuk ketidak sepahaman merupakan merupakan bentuk pembelajaran dan refleksi yang dapat memperkokoh motivasi dan komitemen antar sesama?	kalau buat aku sih iya, relationship dalam apapun kalau udah ada konflik atau miskom bakal ngerti dan ngehindarin miskomunikasi	aku sama juga, kalau menurut aku dari internalnya juga tergerak buat lebih baik dan diselingi sama masukan dan motivasi yang membangun biar lebih baik aja sih
Faktor-faktor apa saja yang membuat komitmen terasa berat saat sudah dijalani? Bagaimana upaya mu untuk memperkuat komitmen dalam diri dan juga rekan bisnis?	kalau aku sih ngerasa berat kalau pas udah mau komitmen tiba2 ditengah ada hal yang ngedistraksi dan buat susah komitmen itu sih,.. kalau aku upayain buat selalu komunikasiin dan nanya baiknya gimana	komitmen itu terasa berat dijalanin itu kalau visi misi nya udah ga sesuai aja sih, udah beda gitu antara visi misi diri kita sama si bisnisnya. sama sih emang harus dikomunikasiin gimana baiknya..

	buat nge balance hal tersebut	
Faktor-faktor apa yang membentuk sinergi dalam internal bisnis guna memacu berkembangnya sebuah bisnis?	kalau aku sih terpenting satu visi dan membernya sama sama mau vulnerable, sama utamain jujur walaupun itu berat dan transparansi itu	kayak kemauan dari satu dan lainnya sih buat memajukan si bisnisnya..
Pandangan mu, apakah dengan terbentuknya company culture dalam internal bisnis sejak awal akan memudahkan adaptasi dan penyesuaian antar anggota, budaya kerja dan aspek lainnya?	mempermudah banget sih, kayak udah jelas company culture nya diawal tuh kan udah jelas ya udah keatur dan keliatan juga nanti ke kerjaanya juga teratur dan gaada lagi ego sih kemungkinan, dan dengan udah adanya culture itu anggotanya jadi bisa lebih menyesuaikan	menurut ku ngaruh banget dan jauh mempermudah kalau udah ada company culture nya, dan itu juga di dukung sama temen2 dan orang di dalamnya yang mendukung dan saling bisa menerima itu sih.. intinya harus udah ditentuin duluan dan bisa diadjust aja sih