

Work Capacity and Capability Through Adaptive Performance

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Abstract

This study aims to analyze efforts to increase work capacity and capability through adaptive performance, which is an important aspect in dealing with the dynamics of changes in the work environment. The research method used is descriptive qualitative, with a naturalistic approach to understand the phenomenon in depth in a natural context. Data were obtained through in-depth interviews, observations, and document analysis on research subjects, consisting of employees in the industrial sector who face significant changes in the work process. The results of the study indicate that Adaptive performance has an important role in helping individuals survive and thrive in complex and dynamic work environments. The ability to adapt to change, both reactive and proactive, increases efficiency, flexibility, and collaboration between teams. Elements such as stress tolerance, initiative, and innovation strengthen individuals' capacity to face challenges, both urgent and planned. Adaptive performance also facilitates problem solving and change management within an organization, making it a much-needed competency to achieve organizational goals and remain relevant in this dynamic era.

Keywords: Adaptive Performance, Work Capacity, Work Capability, Organizational Change

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1. Introduction

Change in organizations is often unpredictable, especially in an era marked by rapid technological advances and fundamental changes in work patterns. The transformation of work culture due to the adoption of a hybrid work model is a real example of how organizations must adapt to new dynamics (Kodrat, 2024). Global challenges such as the Covid-19 pandemic have provided important lessons about the importance of adaptation in the face of uncertainty. Organizations that are able to adapt quickly will be more resilient in the face of external pressures, but the success of this adaptation depends heavily on the ability of employees to adapt to a constantly changing work environment. This creates an urgent need for individuals to work effectively under pressure, while maintaining high work productivity (Farchan, 2016).

In a diverse workforce, the role of personality becomes an important factor in determining the success of individuals and organizations during times of change. The diversity of personality traits in the workplace creates unique dynamics, where some individuals may be more responsive to change than others (Meithiana, 2017). For example, employees with flexible, proactive, and open-to-new-experience

personalities tend to be more adaptable to uncertain work environments. Conversely, employees who are less open to change may need additional support to overcome these challenges. By understanding the personality traits that play a role in adaptation, organizations can design more personalized and strategic approaches to help employees cope with change without sacrificing their performance (Jambak et al., 2023).

The success of an organization in facing times of change depends not only on the management strategies implemented, but also on the extent to which employees are able to utilize their potential to the maximum. Individual personality plays a significant role in determining how successfully they adapt and perform effectively during times of change (Diryantini et al., 2020). By creating a work environment that supports the development of positive personality traits such as flexibility, resilience, and innovation, organizations can enhance employees' adaptability. This not only helps organizations better achieve their goals but also ensures that individual capacities and capabilities remain optimal despite major disruptions (Ramadhani et al., 2023).

During the late 20th century, research on job performance experienced significant developments by highlighting two main dimensions, namely task performance and contextual performance (Borman & Motowidlo, 1997). Task performance refers to employees' direct contribution to the achievement of organizational goals through the implementation of core tasks that are part of their job descriptions. This dimension focuses on the effectiveness of employees in completing specific tasks according to established standards (Van Scotter et al., 2000). On the other hand, contextual performance includes behaviors that are not directly related to core tasks but provide positive contributions to the work environment. Examples include helping coworkers, maintaining team harmony, and showing a proactive attitude in dealing with problems that arise in the workplace (Griffin et al., 2000).

This two-dimensional approach forms the basis for understanding employee behavior more holistically. Task performance is often used to evaluate employee success in meeting quantitative targets, such as productivity or work efficiency (Mohammed et al., 2002). However, further research shows that contextual performance plays an important role in creating a conducive work environment and supporting organizational sustainability. Contextual behaviors, such as providing emotional support to coworkers or contributing to a positive work culture, can improve teamwork and innovation in the workplace (Conway, 1999). By understanding these two dimensions, organizations can design a more comprehensive employee evaluation and development system, so as to maximize the performance potential of individuals and the team as a whole.

Campbell et al (1990) proposed a comprehensive model that defines individual performance as the result of multiple dimensions that contribute to job success. One important dimension highlighted in this model is adaptability, which reflects an individual's ability to adjust to changing work demands. Adaptability allows employees to deal with unexpected situations, such as changes in tasks, the introduction of new technologies, or the challenges of a dynamic work environment. In this context, adaptability becomes essential because it helps individuals manage uncertainty, increase efficiency, and maintain productivity despite pressure. Campbell highlights that without the ability to adapt, individual performance will be difficult to maintain, especially in increasingly complex work environments that demand high flexibility (Campbell, 2012).

Adaptive performance is the ability of individuals to effectively change their behaviors, strategies, and actions in response to unexpected organizational changes. This capability includes the adjustments needed to face various challenges, such as changes in tasks, the introduction of new technologies, or dynamic and uncertain environmental situations (Wolly et al., 2022). Individuals who have adaptive performance are able to remain productive and effective even when faced with significant stress or disruption. This involves not only flexibility in thinking patterns, but also the ability to learn quickly,

manage emotions in difficult situations, and demonstrate creativity in finding solutions (Sandria et al., 2022). With this adaptability, individuals not only maintain their own performance, but can also support the sustainability of the organization in the face of changing market dynamics. Adaptive performance is now a key competency in the modern work environment, where change is often an inevitable part (Oktavian et al., 2022).

The purpose of this study is to understand and analyze the role of adaptive performance in improving individual work capacity and capabilities, especially in dealing with dynamic and unpredictable changes in the work environment. This research is expected to provide insight into how adaptive performance can be developed as an important competency for employees, so that they are able to adapt to changing situations without reducing productivity or work quality. The benefits of this research include theoretical contributions in enriching the literature on adaptive performance as well as providing practical guidance for organizations to design human resource development strategies that are more responsive to change, supporting individual and organizational success as a whole.

2. Research Design and Method

Qualitative descriptive research method was applied in this study to explore in depth the phenomenon of adaptive performance in the context of a dynamic and changing work environment. This approach allows researchers to obtain richer and more diverse data through in-depth interviews, direct observation, and document analysis, all of which provide a holistic picture of how individuals and organizations adapt in the face of unexpected change. In line with the opinion of Sugiyono (2016), who stated that qualitative research is naturalistic because it examines phenomena in a natural context without intervention from the researcher, this study aims to understand how employees adjust their performance according to changes in the work environment they face. The collected data is then analyzed using data analysis techniques in the form of data reduction, data presentation, and drawing conclusions, which aim to systematically and in-depth describe efforts to increase work capacity and capability through adaptive performance. This research is expected to provide practical insights for organizations in supporting the development of employee adaptive performance in order to achieve success amidst rapid and uncertain organizational change.

3. Results and Discussion

Adaptive Performance in the Workplace

Adaptive performance is the ability of individuals to adjust their behavior and actions in response to changes that occur in the organization, especially those that are unexpected. Individuals with good adaptive performance can change the way they work, interact, and solve problems to adjust to profound changes in tasks, the environment, or organizational structure (Park & Park, 2019). This adjustment is important for maintaining smooth operations and efficiency even in uncertain situations, such as technological changes, adjustments to organizational policies, or sudden market shifts. Adaptive performance also includes the ability to use change as an opportunity, not just a challenge, so that individuals can survive and thrive amidst rapid organizational dynamics.

This adaptation process involves several elements, such as the ability to learn and develop quickly, flexibility in dealing with various situations, and skills in re-prioritizing urgent tasks. Individuals who have high adaptive performance are able to respond quickly to changes that occur, whether related to sudden changes in assigned tasks, events that affect the organization, or new environmental constraints. In addition, adaptive performance also includes the capacity to maintain productivity and work quality even when faced with new challenges that may be unexpected (Charbonnier-Voirin & Roussel. 2012).

Therefore, adaptive performance becomes a very valuable competency in a work environment that is increasingly dynamic and full of rapid change.

The conceptualization of adaptive performance is divided into two main subcomponents, namely reactive and proactive, which describe how individuals respond to changes in the work environment. Reactive adaptation focuses on an individual's ability to respond to changes that have already occurred or unexpected events. This includes adjusting behavior based on external stimuli that arise in the workplace. One important aspect of reactive adaptation is stress tolerance, which refers to an individual's ability to handle stress effectively without being distracted by feelings of frustration, anxiety, or anger. For example, an employee working in customer service who is faced with complaints from many customers must remain calm and not let stress affect his or her performance. Individuals who have high stress tolerance can continue to work productively even in stressful situations.

In addition, tolerance of ambiguity is also an important component in reactive adaptation. Ambiguity tolerance refers to an individual's ability to deal with uncertain or unclear situations without feeling confused or panicked. In a work context, this can occur when an employee is faced with a project that has a lot of uncertainty or constant change, such as developing a new product or launching an unprecedented initiative. An employee with a high tolerance for ambiguity will still be able to make the right decisions even if they do not have all the information they want, and will be able to adapt to changes that occur during the process.

Furthermore, flexibility is another important element of reactive adaptation, which allows individuals to remain open to new ideas and approaches. This ability is especially important in organizations that experience frequent changes in processes, technologies, or policies. Flexible employees tend to be more receptive to change and more adaptable to new ways of working. For example, an employee who is open to new technologies or changes in operational procedures will be more likely to adapt to new ways of working and still maintain high productivity. Flexibility allows individuals to remain relevant in a rapidly changing environment, thereby supporting organizational goals without compromising individual performance (Rachmad, 2022) .

Proactive adaptation focuses on the more in-depth and planned responses that individuals make in anticipation of future change needs. It involves the ability to prepare for challenges that have not yet occurred in a more structured and in-depth way , and to adjust their behavior and environment to meet those changes. One of the key elements in proactive adaptation is initiative. Initiative refers to an individual's ability to act proactively without having to wait for instructions or directions from superiors. Employees who have high initiative tend to be more active in finding solutions and improving processes without having to be triggered by urgent needs or problems. They do not just wait for orders, but try to detect potential problems or opportunities and act accordingly.

In addition, innovation is a critical component of proactive adaptation. Innovation refers to an individual's ability to generate new and creative ideas, whether in the form of products, solutions, or new ways to solve existing problems. An innovative employee not only thinks about how to perform existing tasks, but also strives to find more efficient, effective, or interesting ways to do things. They will introduce new ideas that can improve work processes, provide a competitive advantage to the organization, or even create new opportunities. In an innovation-focused organization, employees with high innovation capabilities will be invaluable in ensuring that the organization remains relevant and competitive in a dynamic marketplace.

The ability to manage change is also an important aspect of proactive adaptation. Managing change is an individual's ability to adapt and perform well in a new or changing environment. It includes being willing to learn and adapt to different ways of working or structures, and maintaining high levels of performance despite changes in tasks, teams, or organizational policies. Employees who are able to

manage change well are more likely to integrate into new situations and contribute effectively even in challenging situations. They are not only able to adapt, but they are also able to bring about change in a positive direction for the organization.

In addition, political awareness is also part of proactive adaptation. Political awareness refers to an individual's ability to understand current dynamics and policies within an organization, and how these events and changes affect policies, strategies, and employee relationships. An employee with good political awareness will be able to navigate various situations within the organization, understand the forces at work, and be able to use this knowledge to strengthen their position and help the organization achieve its larger goals. This political awareness often plays a role in strategic decision-making and in building more effective relationships in the workplace.

For example, an employee with high initiative may seek additional certification or training that is not required in their current job. By doing so, they hope to solve problems that may arise in the future and improve their skills to face new challenges that the company may face. Employees with this proactive ability can improve their position within the organization, open up opportunities for promotion, and strengthen their role by making a greater contribution to the company's progress in the future. Such initiatives not only benefit individuals but also help organizations prepare for rapid and unexpected changes.

Individuals who work in complex, uncertain, and interdependent work contexts are often faced with challenges that require flexibility and adaptability. Such work typically involves many variables that are not always predictable, such as changes in organizational needs, changing team dynamics, or external circumstances that influence decisions and actions taken. Therefore, the ability to adapt is essential for individuals to remain effective and productive even in conditions of uncertainty. This also requires individuals to be able to think critically, identify problems, and find solutions quickly to respond to emerging challenges.

In addition, interdependent work requires close collaboration between individuals within a team or organization. This interdependence can increase the complexity of work because every decision or action taken by one individual will affect the work results of other individuals. In this context, individuals must have the ability to communicate well, align common goals, and deal with differences of opinion or work styles that may arise. They must also be able to adapt to a variety of changing roles and responsibilities, while keeping team performance in line with organizational goals.

Adaptive skills also play an important role in dealing with the uncertainty that often occurs in the workplace. This uncertainty can stem from market changes, internal organizational policies, or even external conditions such as an economic crisis or pandemic. In the face of these unexpected situations, individuals need to demonstrate emotional and intellectual maturity to stay focused on their goals, despite many factors beyond their control. Adapting to rapid change and managing uncertainty are invaluable skills in ensuring the continued performance and success of an organization.

With adaptive behavior, individuals can contribute more effectively in dealing with the complexity of this uncertain work. They will be quicker to switch from one situation to another, and can work with various characters and backgrounds of people around them. Adaptive behavior allows them to not only survive, but also thrive in a changing work environment, demonstrating the flexibility that is much needed in the digital era and rapid globalization. Their contribution in maintaining team balance and performance, despite major challenges, will have a positive impact on the organization as a whole.

The Role of Adaptive Performance in Improving Work Capacity and Capability

Adaptive performance plays a very important role in improving individual work capacity and capability in facing various changes and challenges in a dynamic work environment. Here are some of

the roles of adaptive performance in improving work capacity and capability:

1. Increasing Flexibility in Tasks

Adaptive performance that increases flexibility in tasks allows individuals to cope with changes in responsibilities or work that may come suddenly. In a dynamic work environment, tasks and priorities often change according to organizational needs or market demands. Individuals who have good adaptability skills can adjust quickly to these changes without sacrificing the quality of work. This flexibility includes not only the ability to change work approaches or strategies, but also the readiness to accept change at short notice, thus enabling them to remain productive despite major changes in the structure of the work or tasks at hand.

In addition, flexibility in tasks also increases an individual's resilience to the challenges faced in daily work. Those who have adaptive performance tend to be more open to new challenges, such as higher workloads, project changes, or evolving client demands. When individuals can adapt to these changes, they can not only complete existing tasks, but also increase their efficiency in completing new jobs that arise. This flexibility ultimately enhances the individual's work capacity to manage multiple tasks and diverse responsibilities, and ensures that they remain relevant and contribute to the organization's goals in the long term.

2. Strengthening Problem Solving Skills

Adaptive performance plays a vital role in strengthening an individual's problem-solving abilities, especially when faced with unexpected challenges in the workplace. When problems arise, whether technical, interpersonal, or related to policy changes, individuals with adaptive abilities are able to address these obstacles in a more flexible and effective manner. They are not stuck in a rigid frame of mind, but are able to explore solutions that may not be apparent at first. This enables them to find new ways of solving problems, which in turn increases work effectiveness and productivity. Employees with high adaptability tend to think creatively and innovatively when facing problems, which improves their work output and provides better solutions for the organization.

In addition, adaptive problem-solving skills also allow individuals to learn from their experiences and apply new knowledge to face the next challenge. They do not only focus on solving the immediate problem, but also develop valuable skills and insights to prevent similar problems in the future. With continuous adaptation to the problems faced, individuals become more competent in managing difficult situations and are better prepared to anticipate changes or problems that may arise. This not only strengthens their capabilities in facing complex work challenges, but also contributes to improving the quality of their performance in the long term.

3. Improving Adaptability to New Technologies

Adaptive performance that supports the ability to manage stress is essential in a stressful work environment. When individuals are faced with high workloads, tight deadlines, or issues that impact their work, the ability to remain calm and focused is key to overcoming these challenges. Individuals with the capacity to manage stress effectively are able to maintain the quality of their work even under pressure. They can set priorities wisely, manage time efficiently, and maintain their mental health in the face of stressful situations. In this context, high adaptive performance allows individuals to remain productive and not be affected by feelings of anxiety or irritation that could interfere with their performance.

In addition, the ability to manage stress also plays a role in maintaining positive and collaborative work relationships. When individuals are able to deal with stress in a healthy way, they not only protect their own well-being, but also create a more stable and harmonious work environment for their colleagues. Well-managed stress allows individuals to communicate effectively, collaborate with their teams, and resolve issues without protracted conflict. The ability to stay focused and maintain emotional

balance even under these pressures enhances an individual's ability to face greater challenges and contributes to the sustainability of the organization's overall performance.

4. Driving Better Collaboration

Adaptive performance in an interdependent work environment allows individuals to more easily collaborate with coworkers who have different skills, perspectives, and work styles . Adaptive employees are able to adjust to team dynamics and notice how to best work with others, even when faced with differences in thinking or work approaches. They are not only able to work effectively in groups, but they are also able to build supportive relationships among team members , enhancing collaboration in achieving common goals. This facilitates the achievement of better results, because adaptive individuals know when to take the initiative or listen to input from their colleagues.

In addition, the ability to adapt behavior in team collaboration also improves the overall capability of the team. In complex team projects or in situations that require collaborative problem solving, employees with adaptive performance can approach problems from multiple perspectives, enrich discussions, and provide creative solutions. They are more open to new ideas and are less trapped in existing approaches, allowing the team to develop more effective strategies. Thus, adaptive performance not only improves the ability of individuals to collaborate, but also enhances the competitiveness and innovation of the team , resulting in greater achievement in achieving organizational goals.

5. Managing Change Effectively

Individuals with adaptive performance have the ability to manage major changes in organizations more effectively. Changes in organizational structure, policies, or business strategies can often create uncertainty and anxiety among employees. However, those who are adaptive are able to see change as an opportunity for growth, rather than as a hindrance. They can quickly adjust to new policies or changes in the way they work without losing focus on their work output. Adaptive employees tend to be more open to change, able to understand the reasons behind the change, and align themselves with the organization's new goals, allowing them to remain productive even in times of uncertainty.

Moreover, the ability to adapt to these changes directly enhances individuals' capabilities in performing their jobs. When a person is able to manage change well, they not only complete tasks more efficiently, but also increase their ability to learn and develop new skills relevant to the change. By enhancing their capabilities, adaptive individuals not only become better prepared to face new job challenges, but also make greater contributions to the organization. This makes them a valuable asset, as they can continually adapt to the evolving needs of the organization, while maintaining the quality of their performance in changing situations.

Adaptive performance has a very important role in strengthening the capacity and capabilities of individuals, enabling them to function optimally in a work environment full of dynamics and change. In an ever-evolving world of work, the ability to adapt is not only an advantage, but also a fundamental necessity for survival and growth. Individuals who have adaptive performance can respond to challenges and uncertainty with a positive attitude and creative solutions, which not only allows them to maintain productivity but also to develop new skills and abilities. Thus, adaptive performance not only helps individuals survive amidst change, but also enables them to thrive, contribute maximally, and play a role in achieving organizational goals more effectively and efficiently.

4. Conclusions

Adaptive performance plays a critical role in enabling individuals to survive and thrive in complex, uncertain, and interdependent work environments. The ability to adapt behavior and actions in response to profound changes, both reactively and proactively, is vital to ensuring operational continuity

and efficiency in the face of unexpected challenges. Elements such as stress tolerance, flexibility, initiative, and innovation strengthen an individual's capability to deal with both urgent and planned changes. In the context of interdependent work, adaptive performance also enhances collaboration between teams and facilitates effective problem solving. Therefore, adaptive performance not only supports individual success but also makes a significant contribution to the achievement of organizational goals, making it a much-needed competency in this dynamic era. Adaptive performance plays a crucial role in enhancing an individual's work capacity and capability in facing changes and challenges in a dynamic work environment. With the ability to be flexible in tasks, strengthen problem solving, adapt to new technologies, and manage stress and change effectively, individuals can improve efficiency, productivity, and team collaboration. Adaptive performance also helps in managing organizational change and supports individuals to stay relevant and thrive amidst uncertainty. Overall, adaptive performance not only enables individuals to survive, but also to contribute maximally to organizational goals by improving work quality and innovation"

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