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**THE RELATIONSHIP BETWEEN SELF EFFICACY
AND GOAL REALIZATION IN INDONESIA
FOODSERVICE INDUSTRY**



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UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITY UTARA MALAYSIA
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**THE RELATIONSHIP BETWEEN SELF EFFICACY AND GOAL
REALIZATION IN INDONESIA FOODSERVICE
INDUSTRY**

By

RADEN RORO FOSA SARASSINA



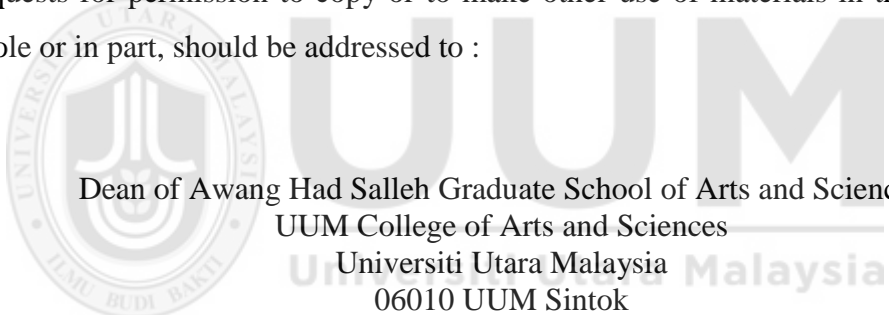
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Othman Yeop Abdullah Graduate School of Business,
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in Fullfillment of the Requirement for the Degree of Doctor of Philosophy

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Abstract

Low goal realization of local new franchise entrepreneurs in Indonesia is the main factor that motivates this study. The growth of Indonesia's leading local foodservice chain new outlet is only at the average of 3.48% while the international counterparts is at 8.24% over the past 5 years. This study has two bifocal objectives namely to examine the direct effect of specified predictors on goal realization and to examine the indirect effect or mediating effects of specified predictors on goal realization. Quantitative method is the main research design used with the local franchisees as the unit of analysis. From the 230 questionnaire distributed, 100 completed questionnaires were returned, representing 44 percent response rate. The questionnaire consists of 70 items measuring nine constructs which are goal realization; plan enactment; implementation intention, implementation desire; goal intention; goal desire; self-efficacy; attitude; and subjective norms. Partial Least Square through SMART PLS is used as the analysis method. The empirical results show four direct impacts: the direct predictor of goal realization is plan enactment; the direct predictor of plan enactment is self-efficacy; the direct predictors of implementation intention are implementation desire and self-efficacy. The indirect relationships show that plan enactment mediates the relationship between self-efficacy and goal realization. The results indicate that the goal realization has shorter process compared to the underpinning theory. Based on the findings, this study recommends that for the local franchisees to be successful they need to have high plan enactment but must be assisted by self-efficacy. More often than not, most Indonesian franchisees only manage to reach the implementation intention with the level of self-efficacy and implementation desire that they may have.

Keywords: goal realization, plan enactment, self-efficacy, implementation intention, franchisee entrepreneur.

Abstrak

Penetapan realisasi matlamat yang rendah oleh usahawan francais tempatan baharu di Indonesia merupakan faktor utama kajian ini dijalankan. Jumlah rantaian cawangan baharu perkhidmatan makanan tempatan terkemuka di Indonesia hanya berkembang pada purata 3.48% berbanding 8.24% yang dicapai rakan sejawat mereka di peringkat antarabangsa sepanjang 5 tahun lalu. Objektif kajian ini bersifat dwifokus, iaitu mengenal pasti kesan langsung peramal tertentu terhadap realisasi matlamat, serta mengenal pasti kesan tidak langsung atau kesan pengantara peramal tertentu terhadap realisasi matlamat. Reka bentuk kajian ini didasari kaedah kuantitatif dengan francais tempatan sebagai unit utama analisis. Daripada 230 soalselidik yang edarkan, sebanyak 100 soalselidik telah diperoleh kembali yang merupakan 44% kadar respons. Soal selidik merangkumi 70 item bagi menilai sembilan konstruk (realisasi matlamat, enakmen rancangan, pelaksanaan tujuan, pelaksanaan keinginan, tujuan matlamat, keinginan matlamat, keberkesanan sendiri, sikap, dan norma subjektif). Analisis kajian dijalankan menggunakan pendekatan Kuasa Dua Terkecil Separa (KDTs) berdasarkan perisian SMART PLS. Keputusan empirikal kajian menunjukkan empat kesan langsung: peramal langsung realisasi matlamat adalah enakmen rancangan; peramal langsung enakmen rancangan adalah keberkesanan sendiri; peramal langsung pelaksanaan tujuan adalah pelaksanaan keinginan serta keberkesanan sendiri. Hubungan tidak langsung menunjukkan enakmen rancangan memberikan kesan pengantara antara keberkesanan sendiri dan realisasi matlamat. Keputusan kajian menunjukkan realisasi matlamat merupakan proses yang lebih pendek berbanding teori asas kajian. Berdasarkan dapatan, kajian ini mencadangkan pemberi francais supaya menetapkan tahap enakmen rancangan yang tinggi untuk berjaya, tetapi ia perlu turut dibantu faktor keberkesanan sendiri. Kebanyakan pemberi francais Indonesia hanya mencapai tahap pelaksanaan tujuan melalui keberkesanan sendiri dan pelaksanaan keinginan mereka.

Kata kunci: realisasi matlamat, enakmen rancangan, keberkesanan sendiri, pelaksanaan keinginan, usahawan pemberi francais.

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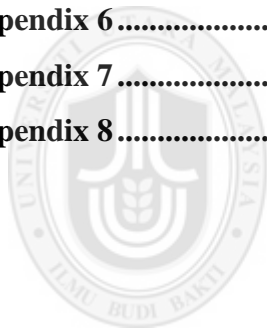
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List of Abbreviation

AVE	Average Variance Extracted
BDB	Bagozzi, Dholakia and Basuroy Model
CFA	Confirmatory Factor Analysis
D&B	Dholakia and Bagozzi Model
EMGB	Extended Model of Goal Directed Behavior
GD	Goal Desire
GI	Goal Intention
GR	Goal Realization
ID	Implementation Desire
II	Implementation Intention
MAP	Model of Action Phases
MGB	Model of Goal Directed Behavior
PE	Plan Enactment
PBC	Perceived Behavioral Control
SE	Self Efficacy
SEE	Shapero Entrepreneurial Event
SEM	Structural Equation Modelling
SMBG	Self Management of Blood Glucose
SN	Subjective Norm
TPB	Theory of Planned Behavior
VIF	Variance Inflated Factor



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CHAPTER ONE

INTRODUCTION

1.1 Preface

This chapter consists of background of the study, which among others includes the main objective, and motivation of the current study. After the background, the problem statements are detailed out and continued with research questions. Then, the research is further detailed with research objectives, significance of the study, scope and limitation of the study, definition of key terms, contribution of the study, and lastly organization of this thesis.

1.2 Background of the Study

Goal realization of franchise purchase or goal realization of becoming a franchisee is the phase where potential franchisees finally reach their goal to be a franchisee, or achieve their aim of purchasing a franchise (Praditbatuga, 2007; Torikka, 2011). When potential franchisees reach their goal to purchase a franchise, where they become a franchisee entrepreneur, then, they have achieved goal realization.

Low goal realization of local new franchise entrepreneurs in Indonesia is the main factor that motivates the current study. This can be observed in the low percentage growth of local franchise outlets. Over 5 years period, between 2008-2012, the realization of new outlets of Indonesia local's biggest three foodservice franchise

chain is lower than the goal realization of new outlets purchase of the international's. The further paragraph discusses further the foodservice chains.

The biggest three value shareholders in Indonesia foodservice chain are Kentucky Fried Chicken (KFC), McDonalds and Pizza Hut for the international chain, and Es Teller 77, Edam Burger and Rumah Makan Sederhana (RM. Sederhana) for the local. Among the international biggest three, KFC and McDonalds, leads in fast food with fried chicken as its main menu, while Pizza Hut leads the Pizza market. On the other hand, Es Teller 77 is the leader on Indonesian traditional beverage, Es Teller, while Edam burger as market leader in low priced burger and RM Sederhana leads in Indonesian traditional food, Padang or West Sumatera ethnic food. Each business is the leader on its own market except for KFC and McDonalds that compete in the same food category, fried chicken. In spite of their businesses difference, however, they all compete for the same market: chained foodservice market; a fast growing market that grows in line with the fast-paced growth of Indonesian middle class income group (Euromonitor, 2013).

Despite of their similarity of competing in the same market and their position as big three in the market, they are different in terms of outlet growth. In terms of percentage outlet growth which represents goal realization of franchise purchase, the locals fall far lower than the international's. This lower percentage growth of the local's outlet foodservice chain means that the realization of franchise purchase for the local chain is lower than the realization of the franchise purchase for the international foodservice franchise chain. This lag between the local and international chain in realizing their franchise purchase motivates the current study.

In addition, since franchisees are entrepreneur (Ketchen, Short & Combs, 2011; Torikka, 2010) then the low goal realization of franchise purchase means slow growth of emergence of new entrepreneur. Given Indonesia is still lacking of entrepreneur (Badudu, 2012), then, the low goal of franchise purchase is a very critical issue that needs to be addressed (Sihombing, 2012).

Goal Realization of new entrepreneur is important for Indonesia because each goal realization of entrepreneur means the emergence of new entrepreneurs, something that Indonesia is still lack off (Newman et al.,2014, Tambunan, 2011). However, to date, this new entrepreneur creation is faced with several issues that will be discussed in the next section.

Addressing the factors that influencing goal realization of new entrepreneurs, self-efficacy had been identified as the most influencing factor (Newman, 2014; Berge, 2011). Self-efficacy is the level of confidence that anyone has over his ability to tackle all possible obstacles that possibly comes in his way in achieving a certain goal (Bandura, 1997). A robust study on entrepreneurship in emerging economy shows that self-efficacy in terms of skill, capital and knowledge are the most influencing factors influencing goal realization of new entrepreneur. (Newman et al.,2014, Berge 2011).

In line to the body of research on entrepreneurship in emerging countries which finds self-efficacy as the main problem in entrepreneurship creation in developing countries (Newman et al.,2014), studies on entrepreneurship in Indonesia also posit similar view. (Setiabudi, 2009; Indrajaya, 2008 & Marimbo, 2007). As an

illustration, in entrepreneurial setting in Indonesia, several scholars describe that prospective entrepreneur have low self efficacy in deciding what business they want to be involved in and low efficacy in terms of knowledge on how to start a business (Setiabudi, 2009; Indrajaya, 2008; Marimbo, 2007). Besides that, some prospective entrepreneurs feel that they do not have enough money to build a business (Setiabudi, 2009; Indrajaya 2008 & Marimbo, 2007). Accordingly, low efficacy in terms of skill, capital and knowledge had been identified as a major self-efficacy issue that influences entrepreneur goal realization in Indonesia. Consequently, then a study on the influence of self-efficacy of capital, skills and knowledge on goal realization of franchise purchase becomes timely.

In conclusion, considering that there had been low goal realization of franchise purchase of the local chain which represents the low goal realization of franchisee entrepreneurs, then, there is a need to study the factors influencing the low goal realization of local franchise purchase. Addressing the issue, low self-efficacy had been pinpointed as the most problematic factor with regards to goal realization of franchise purchase. Therefore, a study on the influence of self-efficacy to Indonesia market becomes particularly important.

Thus, the main objective of the study is to examine factors influencing goal realization of franchise purchase in Indonesia. The main motivation of embarking on this study is the low goal realization of franchise purchase among local foodservice franchise in Indonesia.

1.3 Problem Statement

There are three research problems that the current study intends to solve: Low goal realization to become franchisees, inadequate self-efficacy in terms of skills and capital, the lack of goal realization model in franchising and diverse predictors and mediators of goal realization models

1.3.1. Low Goal Realization

Low goal realization of outlet franchise purchase had been the main issue that motivates the current study. As it had been explained in the background of the study that the realization of franchise purchase is represented by percentage of outlet growth for the respective chains, meaning that, the low outlet growth percentage represents low franchise purchase goal realization. The next section discusses the realization of each group.

In average, the local biggest three foodservice franchise chain grows at 2.15% while the international at 2.99%. In fact, Indonesia's leading local foodservice chain, Es Teller 77, its new outlet number only grows at average 3.48% while Kentucky Fried Chicken or KFC as the biggest market share holder of foodservice in Indonesia, on the other hand, manages to grow its outlet at average 8.24% over this past 5 years. (Euromonitor 2013). Since the outlet growth represents franchise purchase goal realization, then a lower outlet growth of the local's imply that the local foodservice chain has low goal realization of franchise purchase.

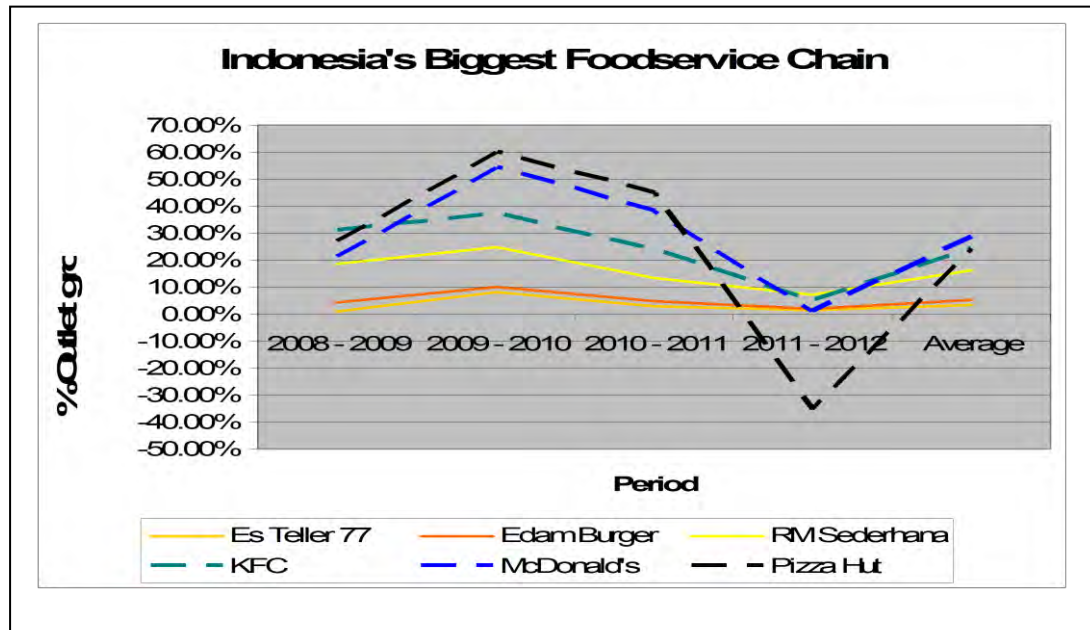


Figure 1.1

Indonesia's three biggest foodservice chain's outlet number growth

Source: Euromonitor, 2013

The low goal realization of franchise purchase from franchisee candidates becomes a particularly important issue in the local franchise development (Indrajaya, 2008 & Marimbo, 2007). This happens because majority of international franchise are not open for franchise opportunity, then the low realization of franchise purchase directly impacts the growth of Indonesian entrepreneur. (Saepudin, 2012). The next section discusses the difference of outlet growth for both groups in terms of entrepreneurial creation.

In contrast to local foodservice franchise growth, the international franchise chain such as McDonalds, KFC, Pizza Hut, A&W, Texas Chicken, Starbucks, Dunkin Donuts's have higher outlet number growth. Their new outlets number grows averagely at 7.41 % annually (Euromonitor, 2012). However, their fast paced new outlet growth does not increase number of entrepreneur because their chain is owned by one company that holds its exclusive right to become franchisee in

Indonesia (Saepudin, 2012). Thus, they do not open the opportunity of other interested party to become franchisees, which means that their fast paced growth does not increase new entrepreneurial creation. This is different with local franchise chain outlet growth that represents the growth of franchise purchase realization and in turn, represents the new growth of entrepreneurs. Taking this entrepreneurial creation factor into consideration hence, the factors influencing the low goal realization of franchise purchase becomes particularly important to be studied.

Whilst the discussion in the preceding paragraph talks about the issue of low goal realization of local franchise purchase, the next section try to analyze the main factor influencing low goal realization of franchise purchase in Indonesia: self-efficacy.

1.3.2. Inadequate Self-efficacy

Self-efficacy in terms of capital, skill and knowledge had been pinpointed as the main cause of low goal realization of entrepreneurship in emerging economy such as Indonesia (Newman, 2014 & Berge, 2010). In addition to that, several scholars in Indonesia also identify that capital, skills and knowledge as the main factors to be responsible for low goal realization of entrepreneurship in Indonesia. Considering that franchisee entrepreneur is a quasi-entrepreneurs, where partially entrepreneurs and partially managers (Combs, Ketchen & Short, 2011), then, a study on the influence of those self-efficacy factor in the franchise purchase context becomes appropriate. Hence, there is an opportunity to study the influence of these specific self-efficacy factors to goal realization of franchise purchase in Indonesia.

As defined by Bandura (1997) that self-efficacy is one's confidence that he or she can undergo any difficulties and circumstances in achieving their goal. The update on self-efficacy study in the entrepreneur field or franchising is discussed in the next paragraph.

Previous study on entrepreneurship of emerging countries such as Indonesia, Malaysia, Vietnam, Thailand, Philippines and India, shows that entrepreneur creation will be main engine of their economic development (Wibowo, 2015). In addressing the issue, scholars of emerging economy points that inadequacy of self-efficacy in terms of capital, skill and knowledge as the main areas that needs to be handled to smooth the entrepreneurial creation process (Newman 2014; Berge *et al.*, 2011; Oldel 2010; Rasul, 2011; Setiabudi, 2009).

However, in franchise purchase context, self-efficacy is often considered as unimportant as the scholars often treated self-efficacy simply as capital problem (Praditbatuga 2007), in fact, in several studies, self-efficacy was left from the discussion even though the scholars are using Theory of Planned Behavior or TPB such as attitude and subjective norm where self-efficacy, which often used interchangeably as Perceived Behavioral Control (PBC) is not considered in the discussion.

In line with Praditbatuga (2007) and Xiao, O'Neill and Wang (2008) do not take into consideration the influence of self-efficacy of prospective franchisees when considering to buy a franchise, instead of considering the self-efficacy, they use

education level and employment experience of prospective franchisee as factors influencing franchise purchase. Even though education level can be used to imply self-efficacy in terms of knowledge, but a particular kind of self-efficacy such as knowledge of opening a business is not tapped only with educational background. Considering that franchise purchase is entrepreneur creation where self-efficacy in terms of capital, skill and knowledge still have large influence on entrepreneur creation in emerging countries such as Indonesia (Newman 2014, Tambunan 2011, Oldel 2010), then, an investigation of self-efficacy in terms of capital, skill and knowledge in franchise purchase goal realization becomes particularly important.

1.3.3. The Lack of Goal Realization Model In Franchising

Franchising scholars have been studying motivation (Guilloy, Gauzente, Kalika & Dubost, 2004; Bennet, 2009 & Hurtado, 2011) and intention of purchasing a franchise (Minho, 2004; Xiao & Praditbatuga, 2007; O'Neil, 2008), and factors influencing existing franchise in purchasing a franchise (Kaufmann, 1999; Lee, 2000). For researches with potential franchisees as respondents, the literature shows that there are diverse predictors about what factors shaping franchise purchase intentions; a study by Minho (2004) in Korea franchise setting finds that the franchisor's offer such as price, initial support, ongoing support and franchisor's reputation as the most influential factors in shaping intention. Wang and O'Neill (2008) find that the potential franchisees background such as education background, current business's level and experience in the industry are the most significant ones. Praditbatuga (2007) finds that personality, attitude and subjective norm are the most influential one. For research with existing franchisees as

respondents, the most influential factors were personal benefit of franchise purchase and individual's history of self-employment (Kaufmann, 1999) age and education level (Lee, 2000). Kaufmann in his (1999) research tried to frame his research from the cognitive perspective with a framework depicting Theory of Reasoned Action (TRA) as the base for analysis, however, since his data set did not allow him to do so, his finding was limited to several factors previously asked in his research such as personal benefit of franchise purchase, the level of work family conflict, the importance of employing family members, the importance of leaving business to family, individual history of self-employment and individual parent's history of self-employment. Previous franchise studies shows that the body of research in franchise purchase study focuses on franchise purchase intention, hence, further call for a study on franchise purchase goal realization.

Furthermore, as voiced by several franchise scholars, there is still a need of further study on goal realization of purchasing a franchise (Guilloy, Gauzente, Kalika & Dubost 2004; Kaufmann 1999) thus, an investigation that studies goal realization of franchise purchase and its determining factor becomes particularly important. To answer this particular call, a study on factors influencing goal realization will fit into the picture. After studying the most influencing factors, several initial models will be chosen. The choosing of the model becomes particularly important because a well-established model that had been tested throughout several fields will give a robust view to the analysis (Krueger, 2000). Among others the models being considered are Theory of planned behavior (TPB), model of action phases (MAP), Bagozzi's 2002 model, Bagozzi, Dholakia and Basuroy model (BDB) and Dholakia, Bagozzi and Gopinath model (DBG).

After careful analysis on models on the goal realization, BDB model as base of analysis becomes promising. The detail of the reason of choosing BDB is presented at the next paragraph.

Bagozzi, Dholakia and Basuroy (2003) model is a psychological mechanism model that discusses goal setting and goal pursuit mechanism that is developed based on Theory of Planned Behavior (TPB) (Ajzen, 1985) and Model of Action Phases (Gollwitzer, 1993). This model and its part had been used in the personal goal area (Bagozzi *et al.*, 2003; Dholakia, Bagozzi & Gopinath 2007), marketing (Tam, 2005) and health (De Vries 2013; Nadkarni, 2009). According to the architects of the model, the model is intended to study decision making that are non-routine and complex in nature such as purchasing house or purchasing very valuable items that involves long and considerate decision making as the investment spent on the item is relatively high (Bagozzi *et al.*, 2003). How this study comes up with the decision to use the model is explained in the following paragraph.

The study on low goal realization in the Indonesia franchise purchase leads us to think numerous factors that possibly influence goal realization. With initially known variables among others such as goal intention (Zieglman & Luszynka, 2012; Webb & Sheeran, 2006; Bagozzi *et al.*, 2003) implementation intention (Stadler, Oettingen & Gollwitzer 2010; Staddler, Adriaanse, Oettingen, 2010; Oettingen & Gollwitzer, 2009) plan enactment (De Vries, 2013, Bagozzi *et al.*, 2003; Dholakia *et al.*, 2007) behavioral performance (Miao, Evans & Shaoming, 2007), capital adequacy (Onalopo, Obasan & Soyebbo, 2012), the literature in

chapter 2 come up with plan enactment as the main possible direct antecedent of goal realization. Since this variable is introduced by Bagozzi, Dholakia and Basuroy (2003) then the application of this model to analyze franchise purchase is considered to be highly potential.

Besides the introduction of new variable, plan enactment, the model also introduces desire as an antecedent of intention, and therefore offer more rigorous steps of decision making in decision maker's mind. To date, however, the study using the model is very limited in spite of its relatively high predicting ability which was 70%, far higher than using TPB which deliver only 28% and Model of Action Phases (MAP) with 65% predicting rate when used to analyze realization of the same personal goal of a group of students within 2 weeks' time. (Bagozzi *et al.*,2003). Accordingly, the utilization of this model as a tool of analysis of complex franchise purchase behavior becomes promising.

In spite of its high predictability, however, the model is using Perceived behavioral control instead of self-efficacy. Later development of the model, the architect of the model, Bagozzi and Dholakia suggest using self-efficacy as the antecedent of goal intention and goal realization (Dholakia *et al.*,2007).

Self-efficacy had been studied vigorously in entrepreneurship and had received tremendous attention in the field (Linan, 2009; McGee *et al.*, 2010). Since previous researches uses cognitive model as the tool of analysis of entrepreneurial intention such as Theory of Planned Behavior (TPB), Shapero entrepreneurial model (Krueger, 2000) (Katono *et al.*,2011; Linan, 2009) then in this research, besides

Theory of Planned Behavior, the latest development of Theory of Planned behavior, that is Gollwitzer's Model of Action Phases (MAP) (Gollwitzer, 2000) and Bagozzi, Dholakia and Basuroy model will be used (Bagozzi, Dholakia and Basuroy, 2003). The consideration of using these models is because the MAP and BDB deliver higher explanation to the variance in Goal realization.

To illustrate, BDB model able to explain 70% of variance in goal realization compared to MAP and TPB (Bagozzi, Dholakia & Basuroy 2003). This is a lot higher than TPB which only explains 10% and MAP of 11%. Thus, the application of BDB to goal realization is promising.

To date, BDB model have been used as tool of analysis in marketing (Tam, 2005) Health (Nadkarni, 2009) and personal goal (Dholakia *et al.*,2003, Dholakia, Bagozzi & Gopinath, 2007). The model, however, lacks the verification in a complex decision making setting such as purchasing franchise. (Dholakia *et al.*,2003). Therefore, an investigation of the variables proposed in BDB in goal realization of franchise purchase setting becomes timely. The detail development of BDB model is explained in the next section.

1.4 Research Questions

The research background and problems identified in the section 1.1 and 1.2 suggests the following research questions need to be answered:

1. What is the extent of direct effect of the following relationships:

- 1.1 What is the extent of direct effect of the following relationships plan enactment, implementation intention, self-efficacy and goal intention on goal realization?
- 1.2 What is the extent of direct effect of the following relationships implementation intention on plan enactment?
- 1.3 What is the extent of direct effect of the following relationships attitude, subjective norm, self-efficacy on implementation intention?
- 1.4 What is the extent of direct effect of the following relationships goal intention on implementation desire?
- 1.5 What is the extent of direct effect of the following relationships goal desire and self-efficacy on goal intention?
2. What is the indirect effect of mediators on the relationships of the following:
 - 2.1 What is the indirect effect of plan enactment on the relationships between self-efficacy to goal realization?
 - 2.2 What is the indirect effect of mediators on the relationships between attitude, subjective norm and self-efficacy to plan enactment: Implementation intention?
 - 2.3 What is the indirect effect of goal intention on the relationships between goal desire to implementation intention?
 - 2.4 What is the indirect effect of goal intention on the relationships between goal desires to implementation desire?

1.5 Research Objectives

In line with the number of questions that the present study intend to answer, there are five objectives of the present study:

1. To examine the direct effect of specified predictors on goal realization
 - 1.1 To examine the direct effect of the determinants (plan enactment, self-efficacy goal intention and implementation intention) on goal realization.
 - 1.2 To examine the direct effect of the implementation intention on plan enactment.
 - 1.3 To examine the direct effect of the attitude, subjective norm, self-efficacy on implementation intention.
 - 1.4 To examine the direct effect of goal intention on implementation desire.
 - 1.5 To examine the direct effect of goal desire and self-efficacy on goal intention.
2. To examine the indirect effect of specified predictors
 - 2.1 To examine the indirect effect of plan enactment) between self-efficacy to goal realization.
 - 2.2 To examine the indirect effect of plan enactment between implementation intention to goal realization.
 - 2.3 To examine the indirect effect of implementation intention between attitude, subjective norm and self-efficacy to plan enactment
 - 2.4 To examine the indirect effect of goal intention between goal desire to implementation intention

- 2.5 To examine the indirect effect of goal intention between goal desire to implementation desire

1.6 Significance of The Study

The complete understanding of key motivator in franchise purchase, the obstacles and the attitude toward becoming a franchise, along with the goal desire, goal intention, implementation desire and implementation intention until goal realization will enable us to completely understand what is going on in the process of goal realization of franchise purchase.

1.6.1 Theoretical Perspective

1.6.1.1 Verification of Previous Self-efficacy Studies in Emerging Economy Entrepreneurial Creation Context

Self-efficacy in terms of capital, skill and knowledge, which pointed as the main self-efficacy issue facing emerging economy entrepreneurial creation, is going to be investigated in the present study. The present finding that self-efficacy in terms of skill, capital and knowledge have large influence on entrepreneurship of emerging economies, are now further tested in franchise purchase context, this will be a further verification of the general finding in entrepreneurship and a particular contribution to franchise purchase study.

1.6.1.2 To Validate Existing Instrument in Franchise Purchase Study and Create New Instruments for Self-efficacy of Franchise Purchase

Franchise purchase is a unique process as besides it is a purchase process; it is also an entrepreneurial start up process. Given its unique characteristics, the measurement of goal realization of franchise purchase will provide an answer to the call of research in goal attainment in entrepreneurship (Krueger, 2007). Moreover, as franchising is the most understudied field of entrepreneurship (Ketchen, Short & Combs, 2011) the new measurement build will give benefit to rare franchising literature as well as entrepreneurship literature.

1.6.2 The Methodological Perspective

There had been robust body of study studying the decision making and there also robust body of study studying the goal pursuit, but mostly only focus in either one, the decision making or the goal pursuit only (Bagozzi *et al.*, 2003). This study, however, goes through complete path of the decision making and goal pursuit. This research is valuable as it will give complete picture of the psychological mechanisms that franchisees have undergone and what exactly factors influencing them along the way from decision making to realizing it. A complete knowledge of this path in this non routine, effortful decision making, will also be useful to give insights of psychological mechanism of decision making for other non-routine and effortful decision making that people do in other goal domain such as investment decision, purchasing expensive item, or other effortful decision making.

1.6.1.3 Methodological Contribution by Applying Structural Equation Modelling (SEM) to the Franchise Purchase Process

Most studies that have applied BDB use experiment and use description method in the data analysis and presentation (Dholakia, 2007; Tam, 2005). The application of SEM as a tool of analysis will create a more comprehensive analysis, as SmartPLS, software that will be used for analyzing the research data enables the users to do scale development, test of mediation and moderation, (Hair et al 2014).

1.6.3 Managerial/Practical Perspective

The present study will benefit Indonesian government and potential franchisor in recruiting franchisees.

1.6.3.1 To Indonesian Government

1.6.3.1.1 Support the Growth of New Entrepreneur

Indonesia government is currently eager to support the growth of new entrepreneur, and the fastest track way is through creating more franchisees (Deperindag, 2011). Therefore, the emergence of franchisee is desired by the government. This study will help the Indonesian government in designing a policy that will increase the likelihood of franchise purchase.

Moreover, implementation intention, one of the construct in the BDB model utilized for this research is a self-regulatory tool, meaning, if proven effective in increasing the goal realization of franchise purchase, is a good intervention candidate to assist franchise purchase realization process.

1.6.3.1.2 Assists Indonesian Government in Identifying The Major Self-efficacy Issue

By studying the impact of self-efficacy to franchise purchase study, the government of Indonesia will be able to create a program that will enhance the efficacy of franchise purchase in Indonesia context. This knowledge, in turn will be useful for the Indonesia government in designing a program such as training, workshops or other government assistance program that will help future franchisees in realizing their intention to become franchisees.

1.6.3.1.3 Assists Indonesian Government in Accelerating The Growth of Local Franchise Chain

Considering that most international foodservice franchise chain is not open to be re-franchised and mostly only want to deal with one master franchise, the likelihood of franchise creation will be mostly derived from local foodservice franchise chain purchase. The ability to induce more new franchise purchase in the future, thus, most likely will come from local foodservice franchise chain. This in turn, will accelerate the growth of local foodservice franchise chain, which currently grows at far lower rate than the international chain.

1.6.3.2 To Franchisor

Assists the franchisor, especially local operators in the recruitment of franchises prospect. A deep understanding of the self-efficacy issue on franchise purchase goals realization in Indonesia will assist franchisor in assisting the potential franchisees in becoming franchisee because by identifying it, franchisor and potential franchisees can work hand in hand to work in self-efficacy issue facing potential franchisees in realizing their goal to purchase a franchise.

1.7 Scope and Limitation of The Study

The study intends to investigate the psychological mechanism that local franchisees going through in making their franchise purchase decision to realizing it. The study covers decision-making and goal striving of franchise purchase. The respondents are Indonesian local foodservice franchisee: micro, small and medium residing in Jakarta, Bogor, Depok, Tangerang and Bekasi area as the franchisees in these areas as these areas especially Jakarta is the most populous one with 28 million customers (Euromonitor 2013). The franchisees are chosen because they have made the decision and have finished the goal pursuit process, then it is expected they can recall their decision making and goal pursuit process to give full picture of the psychological mechanisms that they have been through (Kaufmann 1999). The franchisee criteria are franchisees of local foodservice company that are listed in Indonesia official franchise company list such as from Indonesian franchise association or franchise magazines or listed in international survey directory such as Euromonitor international and the franchisors that had been in business for at

least 5 years. This is to ensure that franchisors included in this study are franchisors that have met the qualification of franchisor as in Indonesia ministry of commerce regulation.

1.8 Definition of Key Terms

This study consists of nine variables, the definition of these variables and the explanations of key terms used in the thesis are discussed below;

1.8.1 Goal Realization

Goal Realization is defined as the attainment of goal previously set by the decision maker (Bagozzi, Dholakia & Basuroy, 2003). Put it in other words, it is an achievement of a goal. For example, you set a goal to buy a book, then, goal realization means you have bought the book.

1.8.2 Plan Enactment

Plan enactment is defined as the degree of match between plans or implementation intention previously set to its enactment or action taken (Bagozzi *et al.*, 2003). For example, when you plan you will buy a book at the book store A, then plan enactment is a kind of checklist of : 1) whether you have buy the book, 2) if yes, the next question is then whether you bought the book at book store A or not.

1.8.3 Implementation Intention

Implementation intention is defined as your plan to go about in achieving your goal, it specifies the situation of when, how and where you are going to do something to achieve your plan (Gollwitzer & Sheeran, 2006). In the book purchase case for example, it specifies when you will buy the book, like “I will buy the book next week at Jan 9 in book store A, exactly when it is launched”.

1.8.4 Implementation Desire

Implementation desire is defined as how much the decision maker is willing to take necessary actions to achieve their intended goal (goal intention) (Bagozzi *et al.*, 2003). For example: “I am willing to stand in line for three hours if that what it takes to buy the book I want”.

1.8.5 Goal Intention

Goal intention measures how strong willed is the decision maker in achieving the desired goal (Gollwitzer & Sheeran, 2006). In the book purchase example: “ I have made up my mind that that book by author X is what I want, not the other as author X is the best writer ever”.

1.8.6 Goal Desire

Goal desire describes the motivational level of decision maker on the goal being discussed (Bagozzi *et al.*, 2007). For example, in the book purchase case, the example will be “I have strong desire to purchase the book as it will entertain me in the free time that I will have after the exam”, “I have this urge desire to buy that book as it is the latest part of the serial that I have been reading”.

1.8.7 Attitude

Attitude is the positive or negative inclination that decision maker has over a certain goal being discussed (Fishbein & Ajzen, 2009). Like in the book purchase example is “I think purchasing Book A will be a good idea”

1.8.8 Subjective Norm

Subjective Norm is the decision maker’s perception of the view of people that are important to him/her on the goal being aimed at (Fishbein & Ajzen, 2009). For example: “I think my mom supports me in getting the A book that I have been wanting for the past 3 months”.

1.8.9 Self-efficacy

Self-efficacy is the decision maker’s confidence toward handling all obstacles in reaching their goal (Bandura, 1995). As an illustration: “Even though currently I do

not have enough money to purchase the book I want, two weeks from now when the book is launched, I will have the money to purchase it”.

1.8.10 Perceived Behavioral Control

Perceived Behavioral Control is how the decision maker thinks that the achievement of the goal being desired is under their control or up to them (Ajzen, 1985). For example: “I believe that purchasing book A is up to me”. Fishbein & Ajzen (2009) conceptualized this concept equals to self-efficacy by Bandura (1997).

1.8.11 Theory of Reasoned Action

Theory of Reasoned Action is a social psychology theory that postulates that attitude, and subjective norm are shaping intention, whereas intention itself shapes behavior (Fishbein 1969). This theory gain its popularity and very powerful in predicting many developments, one of the most recognized development is Theory of Planed Behavior (TPB) by Ajzen (1985).

1.8.12 Theory of Planned Behavior

Theory of Planned behavior is a cognitive model that postulates that intention and behavior are largely influenced by perceived behavioral control whereas the intention itself is influenced by attitude, subjective norm and perceived behavioral

control (PBC). This theory is built by Ajzen (1985) as a further development of Theory of reasoned action where he and Fishbein as the architect.

1.8.13 Model of Action Phases

Model of action phases is a model created by Gollwitzer (1990). Model of action phases is actually the development of theory of planned behavior. The difference between the two theories is first, the additional phase of implementation intention after goal intention. In the model of action phases, after goal intention, the decision maker goes to implementation intention, then, after that, entering the phase of goal realization. Conversely, in the theory of planned behavior, after goal intention, the decision maker goes directly to goal realization. Second, the antecedent of goal intention is not attitude, subjective norm and Perceived behavioral control as postulated by the TPB, this model postulates that perceived desirability and perceived feasibility as antecedent of goal intention.

1.8.14 Bagozzi, Dholakia and Basuroy Model

Bagozzi, Dholakia & Basuroy Model is a model developed from several robust theories such as Theory of Planned Behavior (TPB) and Model of Action Phases (MAP). This model also takes into consideration of Self efficacy theory of Bandura. (Bagozzi 2003). This model proposes Plan enactment as direct antecedent of Goal Realization instead of goal intention which was proposed by Model of Action Phases.

1.9 Organization of The Thesis

This research thesis consists of five chapters. Each chapter can be summarized as follows:

Chapter 1, elaborates the background of the research, research problem, research questions, research objectives, significance of the study, scope of the study, the operational definition and elucidates the structure of the thesis.

Chapter 2 explains the issues in Indonesia franchising, the possible cause of the issue which is low goal realization. The next part is identifying the possible antecedents of the goal realization as the main dependent variable, go backward to find the antecedents of the previous antecedent, then concluded with possible variables. Next, the chapter is continued with possible research model with similar variables and which model would likely be adopted. The next part explains what should be altered from the model in accordance to Indonesia setting and ended with underpinning theory.

Chapter 3 elucidates the methodology of the research. This chapter starts with research framework, research design, hypothesis formulation, operational definition, sampling, and instrument and data analysis techniques.

Chapter 4 details and elucidates the result of data analysis. The chapter commences by reporting the response rate and the initial data screening process which consists of missing value and treatment of outlier, normality, multicollinearity and response

bias. The chapter then continued with descriptive analysis of respondents, demographic and latent constructs. Next, the evaluation of the model is detailed in two sections: first, the analysis of measurement models which consists of reliability, convergent and discriminant validity and second, the assessment of significance of the measurement model which consists of assessment of variance explained in the endogenous variable, assessment of effect size and assessment of predictive relevance.

Chapter 5 This chapter discusses the result of the finding related to the initial purpose of this study. Throughout this chapter, the examinations of each relationship proposed in chapter one is elaborated: both its direct effect and indirect effect. To make the elaboration to be easier to comprehend, this chapter discusses relationships in accordance to the order of the objective of the research as detailed in chapter one: starts with elaboration of direct effect of determinants of goal realization, that are: plan enactment, implementation intention, implementation desire, goal intention and ended with goal desire. After discussing direct effects, this chapter details the indirect effect of each possible mediating relationship in the framework such as the indirect effects of plan enactment, implementation intention, implementation desire, goal intention and goal desire as a mediator between each relationship. After discussing indirect effect, this chapter explains the contribution of the study towards theoretical and managerial perspective. This chapter ends with limitations of the study, summarizes the findings and gives future recommendation of how to make this research better.

CHAPTER TWO

LITERATURE REVIEW

2.1 Preface

This chapter begins with the elaboration of Indonesian franchise industry consisting of definition of franchising, franchising statistics in Indonesia, the comparison between local foodservice and international foodservice chain, the low goal realization of franchise purchase in Indonesia and self-efficacy issue in Indonesia franchising setting. After discussing the issue on Indonesia setting, the chapter discusses goal realization which consists of definition of goal realization, holistic review on goal realization antecedent and research models, goal realization in franchise setting and goal realization in non-franchise setting. After discussion on goal realization on franchise non franchise setting, the chapter is ended with underpinning theory.

2.2 Indonesian Franchise Industry

Indonesia Franchise Association (AFI) defines franchising as a distribution system, where the franchisor grants the franchisee rights to use his/her brand name, procedure or business model for a particular area and for certain period (Wicaksono, 2013). Leading franchise scholars such as Stanworth and Kauffman (1995), distinguish franchise as product franchising, where the franchisee merely acts as distributor of franchisor's product and business format franchising where the franchisee entitled to replicate the business concepts of the franchisor in a certain

location for a previously agreed period. Regardless of which definition to be employed, franchising has emerged as one of the most favorable modes of expansion in service industry (Alon, 2006). In Indonesia, the expansion of global chain has inspired the local chain to also employ franchising as its expansion mode. However in terms of success, the local chain falls behind its international counterpart. The discussion on this issue is discussed further at the next section.

2.2.1 Low Realization of Local Franchise Purchase

As introduced in previous section, Indonesian local foodservice franchise goal realization had been slow compared to the international counterpart. This can be observed from the low growth of new franchise outlets of the local if compared to the international's. For example: in the foodservice industry, local players are significantly left behind in growing its new outlets: local foodservice chain are only able to realize new franchise purchase at an average rate of 2.86% while the international grows at 10.37% for the period of 2008-2011, making the overall foodservice franchise chain grows at 4.42% (Table 2.1).

Table 2.1
Indonesia Foodservice Franchise Chain Growth

Year	Number of outlets Local	Growth	Number of outlets International	Growth	Total Outlets (local and international)	Growth
008	7280		1775		9155	
2009	7413	0.45%	1899	6.99%	9312	1.71%
2010	7661	3.35%	2119	11.59%	9780	5.03%
2011	7922	3.41%	2385	12.55%	10307	5.39%
Total		7.20%		31.12%		12.13%
Average		2.86%		10.37%		4.42%

Source: Euromonitor International, (2012)

A zoom on the most significant players in the industry in the local foodservice franchise chain indicate fact that most significant players have lost its ground over the past 3 years in terms of average growth rate. While the international manages to grow at 7.41%, the local biggest foodservice chain only grows at 3.24%. This outlet growth rate, which reflect realization of franchise purchase shows that there is low goal realization of franchise purchase of the local compared to the international (Table 2.2).

Table 2.2
The Biggest Brand foodservice Franchise Chain Growth in Indonesia

Brand – Local	2008	2009	2010	2011	Outlet Number 2008- 2011 % growth	Average Growth/ year
Es Teller 77	297	300	325	335	11.34%	3.78%
RM Sederhana	70	80	92	100	30.00%	10.00%
	3,00	3,10	3,15	3,20		
Edam Burger	0	0	0	0	6.25%	2.08%
J Co Donuts	48	59	74	97	50.52%	16.84%
California Fried Chicken	204	219	218	273	25.27%	8.42%
Excelso	65	69	73	75	13.33%	4.44%
Red Crispy	300	370	418	442	32.13%	10.71%
Total Local	3684	3827	3932	4080	9.71%	3.24%
Brand-International	2008	2009	2010	2011	Outlet Number 2008- 2011 % growth	Average Growth/ year
<i>KFC</i>	322	362	407	449	28.29%	9.43%
<i>Pizza Hut</i>	268	284	301	321	16.51%	5.50%
<i>A&W</i>	90	95	97	102	11.76%	3.92%
<i>McDonald's</i>	112	101	118	135	17.04%	5.68%
<i>Starbucks</i>	69	76	90	115	40.00%	13.33%
<i>Texas Chicken</i>	120	116	120	104	-15.38%	-5.13%
<i>Dunkin' Donuts</i>	307	304	346	430	28.60%	9.53%
Total International	1288	1338	1479	1656	22.22%	7.41%

Source: Euromonitor International, (2012)

In the foodservice franchise chain market, there are 14 players that has significant market share comprises of 7 locals (Es Teller 77, Sederhana, Edam Burger, J.co Donuts and Coffee, California Fried Chicken and Excelso Café) and 7 internationals (KFC, Pizza Hut, McDonald's, A&W, Starbucks and Texas Chicken) (Euromonitor, 2012). The biggest local player, Es Teller 77, has 335 outlets by the year 2011. It actually grows at an average of 3.78% annually in number of outlets, The incremental outlet of 38 outlets in 3 years is not adequate enough to keep up with the speed of the international foodservice franchise chain that grows 7.41% annually. The situation is not different with other significant local foodservice franchise chain players such as Edam Burger and Excelso café. Their growth is also lower than the average international foodservice chain growth. Despite of the lower growth rate of several chains, however, there are several local chains that grow faster than international foodservice franchise chain.

Among the local leading foodservice franchise chain, only Sederhana, J.co and Red Crispy that grow faster than leading international foodservice franchise chain. These three foodservice franchise chains grow at the rate of more than 10%. At the other side, however, several big chain like Es Teller 77, Edam Burger, and Excelso café needs to add more outlets at far more rapid rate than their current growth that is only at 3.78%, 2.08% and 4.44% respectively for period of 2008-2011 to higher than 7.41% annually.

To conclude, the local foodservice chain has low goal realization of franchise purchase and this motivates the current study. To get a better understanding of the

local franchising in Indonesia, there are several issues that need to be addressed to: the way the business governed such as government support and the most problematic issue facing prospective franchisees in Indonesia. The way the business governed is explained in the next section: Indonesia franchise governance while the problematic issue facing prospective franchisees or franchise entrepreneur is explained in the low self-efficacy issue.

2.2.1.1 Indonesian Franchise Governance

In terms of governance, local foodservice franchise chains are dominated by individual owned outlets where franchisor deal with many franchisees and every individual that is eligible, has passion and capital can purchase a franchise and become a franchisee (Rastika, 2010). Unlike international chain that is single owned and pretty much closed to any new franchisees to join (Saepudin, 2012). International foodservice franchise chain such as KFC, McDonald's, Pizza Hut, Dunkin Donuts and Starbucks are among brands that are master franchised and not open to be re-franchised. This difference in term of governance makes the possibility of purchasing a local foodservice franchise chain to be much higher than the international one. Therefore, we can expect the creation of new franchisees to be dominantly derived from local chain as the possibility for it is higher. Besides chain governance, the gap in terms of paid up capital is also huge. The capital needed to enter the franchise business is significantly different as depicted in table 2.3.

Table 2.3

*Table of Paid Up capital for leading foodservice franchise chain in Indonesia**A. Local foodservice franchise chain*

Local Brand	Paid up capital
Sederhana	\$107,527
California Fried Chicken	\$72,780
Es Teller 77	\$ 38,889
Excelso	\$27,778
Red Crispy	\$556
Edam	\$377
Jco	Not open for franchise in Indonesia

Figures in American USD

B. International Chain

Brand	Paid Up Capital
KFC	\$ 645,000 ; Not open
Pizza Hut	\$ 638,000
McDonald's	\$537,634 ; Not open
A&W	\$32,258
Starbucks	No info
Texas Chicken	\$222,222
Dunkin Donuts	\$111,111

Source: Majalah Franchise (2012); Kontan (2010); Kompas (2011); Swa magazine
 Figures in American USD

Table 2.3 shows that local foodservice franchise chains require less Paid Up capital than the international chain. Considering that capital often become the main problem of starting a business (Kontan 2009), then, local franchise chain can be franchised by more potential franchisees than the international one.

The slow rate of growth of overall local franchise industries compared to the international chains had been mainly caused by the governance of the chain that creates almost oligopoly market situation for international chain have forced Indonesia government issue a decree of Perindag 68/M-DAG/PER/10/2012 that limits ownership to maximum of 200 outlets per company. This rule, which regulates both local and international franchise chain will affect franchise industry

as a whole. There will be more companies involve in franchising since master franchisees that have monopolized each brand will be forced to re-franchise.

Together with re-franchising rule, which will create needs of new franchisees, Indonesia government also plan to use franchising as way to create new entrepreneurs. As Indonesia lack of entrepreneurs (Badudu, 2012) and franchising is the easiest and fastest way to create new entrepreneur then the creation of franchisee out of Indonesian workforce would be a wise move (Indonesia ministry of commerce website). Creation of franchisee from the population becomes important as Indonesia still lack of entrepreneur (Badudu, 2012), Indonesian interest to becoming franchisee is very high (Arjanti, 2013) and government high enthusiasm to grow entrepreneur trough franchising (Indonesia ministry of Commerce website). These conditions support the likelihood of growing the number of franchisee in Indonesia. This government support of the emergence of new franchisees, however are faced by the internal problems that the prospective franchisees entrepreneurs have: the low self-efficacy. This issue is presented next.

2.2.1.2 Inadequate Self-efficacy

Self-efficacy is defined as the level of confidence that anyone has in reaching a certain goal (Bandura, 1997). Consequently, entrepreneurial self-efficacy means the level of confidence that anyone has in the field of entrepreneurship (Linan, 2009). In reviewing Indonesia franchise case; this study employs entrepreneurial self-efficacy as it provides a more focus self-efficacy concept compared to general self-efficacy. The self-efficacy in Indonesia setting is presented in the next paragraph.

Previous researches in Indonesia entrepreneurial setting shows that inadequate self-efficacy had been pinpointed as the most problematic factor that causes low goal realization of new entrepreneurs in Indonesia. Indonesia prospective entrepreneurs are too afraid to choose entrepreneur as their career of choice as they feel they do not know how to open a business, they are not sure they have the skills to manage the business and they do not have enough capital to build one (Setiabudi, 2009; Marimbo 2008).

The lack of knowledge in creating a venture business falls into low efficacy in knowledge area, while low confidence in managing a business such as financial skills, people-management skills, and administrative skills falls into self-efficacy in terms skill; while lack of money or capital falls into self-efficacy in capital area (Newman, 2014). Hence, it can be said that Indonesia prospective entrepreneurs are facing low efficacy in terms of capital, skills and knowledge. The next paragraph discusses each efficacy issue facing Indonesia prospective entrepreneurs.

In knowledge area, prospective entrepreneurs are mostly afraid to start a business as they are confused as to where to begin, in what field they should start their business and how they should start it: whom to contact, what to do first: finding location first or having reliable product first and so forth (Setiabudi, 2009; Marimbo, 2008; Chandra, 2007). This includes in franchising, a lot of prospective entrepreneurs feels confused on what to do to begin with (Sihombing 2012, Setiabudi, 2009).

Regarding capital, many Indonesian falls into low income group with an income level below \$2 USD a day. They live from day to day just to survive and barely

have enough saving (Kistruck, Webb & Sutter, 2011). Just like other people in developing countries such as Bangladesh or Vietnam, many Indonesians want to improve their financial condition, but they just do not have enough money to start with (Welsch, Alon & Falbe 2006). Hence, there is inadequate efficacy in terms of capital in Indonesia entrepreneurship setting.

In terms of skills, aside from low efficacy in terms of capital, many Indonesians also faced with self-efficacy issue in terms of skills: skills in getting the capital needed, skills to get loan from the bank to open a business and recruiting skills had been the main skills and capital issue facing Indonesia entrepreneurs (Tanjung, 2013; Setiabudi, 2009). Hence, there is issue on self-efficacy regarding skills and capital in Indonesia entrepreneurship. These issues, along with knowledge issue explained at previous paragraph, had become a problem that hurdles realization of new entrepreneurs in Indonesia. In addition, as franchisees entrepreneurs falls into entrepreneurship area, then a study that study the impact of these inadequacy of skills, knowledge and capital on low goal realization of new franchise becomes timely. To address the issue, the study begins with literature review on goal realization, which is discussed at the section.

2.3 Goal Realization

This section explains the definition of goal realization, antecedents of goal realization, underpinning theory, goal realization models and the usage of goal realization model in franchise industry.

2.3.1 Definition of Goal Orientation

Goal Realization is a part of goal pursuit that explains to what extent the decision maker think that he or she has reached the previously set goal (Bagozzi *et al.*, 2003). Dholakia and Bagozzi (2007) elaborate that Goal realization or goal attainment is part of goal pursuit. Whereas the goal pursuit itself is defined as:

“Successful goal pursuit is a movement downward from goals that describe an abstract desired end state to goals that specify a distinct behavior. Moreover, at all levels of abstraction, the same principle is thought to account for progress towards Goal attainment” Gollwitzer 1993 p. 149

Gollwitzer's elaboration of goal pursuit process starts with a goal, which from that goal, the subsequent action or what Bagozzi *et al.*, (2003) termed as instrumental behavior is enacted in the effort to pursue the goal. According to him, goal is the starting point, from which all started with. The goal itself is defined as:

“Goal can be very broad (in example: to be helpful to everyone) or very narrow (to be helpful to my parents) and in similar vein can be a long duration (be a successful business person after college) or very short term (get an A in business method class” Malka & Covington 2005. p. 60-61.

Malka and Covington (2005) defines goal as a very flexible concept in terms of time horizon or the generality-specificity aspect. Where goal itself can be very broad or big to achieve such as “making my parents happy and proud of me” or “be a good person”, a goal itself can be very narrow or specific such as “I want to get an A in marketing Research class”, or “I want to get at least 575 on my TOEFL test”. One thing to be noticed, however:

“From a goal perspective, to understand a person’s behavior one must be mindful of the goals existing at multiple levels of abstraction to which the current behavior is perceived as instrumental”. Malka & Covington 2005 p. 61

Which further detailed by Bagozzi (2003b) that just like the goal that can be layered from an abstract to more specific, a goal can lead to a goal intention that offers many alternative paths of implementation, called as instrumental behavior or plan enactment. Thus, instrumental behavior is a behavior or series of behavior that is purposive in nature, that is, to achieve a certain goal set by the decision maker. Next paragraph details the instrumental behavior further.

Bagozzi (2003b) explanation shows that after defining a goal that the decision maker tries to achieve, then decision maker will define necessary steps to achieve the goal he/she intend to achieve, and those steps are called instrumental behavior. Therefore, in this research, we can define the goal that will be realized in this research, as “I want to be a franchisee” or “I want to purchase a franchise whereas the instrumental behavior needed to achieve the goal of purchasing a franchise will be defined in underpinning section.

2.3.2 The Direct Factors Influencing Goal Realization

The general extant literature on goal realization shows numerous factors influencing goal realization such as self-efficacy (Hecchavaria, 2012; McGee 2009; Bayer & Gollwitzer, 2007; Kolvereid & Isaksen, 2006; Arenius & Minniti, 2005) plan enactment (De Vries, 2013; Bagozzi 2003); implementation intention (Stadler, Oettingen & Gollwitzer, 2010; Stadler, Oettingen & Gollwitzer, 2009; Gawrillow

& Gollwitzer, 2008; Zhen-hua, Li & Qing, 2007; Gollwitzer & Sheeran, 2006; Dholakia & Bagozzi, 2002; Bagozzi, Dholakia & Basuroy, 2003); goal intention, decision process importance, decision process effort investment, decision process confidence (Bagozzi, Dholakia & Basuroy 2003; Dholakia & Bagozzi, 2002); effort (Smith, Ntoumanis & Duda, 2007), goal frame (Lindenberg & Steg, 2007); behavioral performance (Miao, Evans, & Shaoming 2007); gender homophily (Dijkstra, Lindenberg & Veenstra, 2007); perceived behavioral control (Moriano *et al.*, 2010), conflicts among goals (Kehr, 2003); success oriented education (Tian, 2011); capital adequacy (Onaolapo, Obasan & Soyebbo, 2012); need of achievement (Zhen-hua, Li & Qing, 2007); internal locus of control (Zhen-hua, Li & Qing, 2007); error (Heimbeck, 1999); goal orientation and behavioral performance (Table 2.4).

Table 2.4
Factors influencing Goal Realization

Author	Area	Country	Factors	Finding	Analysis Method
Poulsen <i>et al.</i> , (2014)	Occupational performance	UK	Goal related Confidence	Conf.to GR sig +	Regression
De Vries, Eggers (2013)	Smoking Cessation	Netherlands	Plan Enactment	PE to GR sig +	Regression
Hechavarria, Renko, Matthews (2012)	Entrepreneurship	USA	Self-efficacy	SE sig + to GR	Regression
Onaolapo, Obasan & Soyebbo (2012)	Insurance	Nigeria	Capital Adequacy	Capital Adequacy to Managerial effectiveness sig +	Descriptive
Chaudary & Khan (2012)	Managerial Performance	Pakistan	Emotion	Emotion insignificant to performance	Regression
Tian (2011)	Education	China	Success Oriented Education (SOD)	SOD NS	Descriptive
Moriano <i>et</i>	Entrepreneurship	Spain, Iran,	PBC	PBC sig +	Regression

<i>al.</i> , (2010)		Belgium, Poland and Netherlands			
Stadler, Oettingen, Gollwitzer (2010) (experiment)	Health, Eating fruit consumption	Germany	Implementation on intention + Mental contrasting as intervention	II to GR sig+ II & mental contrasting +sig (higher)	Experiment
Stadler, Oettingen, Gollwitzer (2009) (experiment)	Health, Physical activity for woman	Germany	Implementation on intention + Mental contrasting as intervention	II +sig II & mental contrasting +sig (higher)	Experiment
Adriaanse, Oettingen (2010) (experiment)	Unhealthy snacking habits	Germany	Implementation on intention and mental contrasting (experimental design) (MCII)	MCII sig +	Experiment
Nadkarnia (2009)	Self-management of Blood Glucose-Health	USA	Implementation on Intention (II)	II*+	SEM
McGee (2009)	Entrepreneurship	Australia	Self-efficacy	SE to GR sig +	Regression
Gawrilow, Gollwitzer (2008) (experiment)	Response for children with ADHD (health)	Germany	Implementation on intention	II sig +	Experiment
Bayer, Gollwitzer (2007)	Education – scholastic test	Germany	II + SE	II +SE to II is higher than GI+SE	Experiment
Kolvereid & Isaksen (2006)	Entrepreneurship	Norway	SE	SE NS to GR	Regression
Hooft <i>et al.</i> , (2005)	Job search behavior	Netherlands	Implementation on Intention	II sig +	SEM
Arenius & Minniti (2005)	Entrepreneurship	28 countries	Self-efficacy	SE sig + to GR	Correlation
Tam (2005)	Snacking Habits	USA	Instrumental behavior	IB +sig	Experiment
Brandstatter, Heimbeck (2003)	Education	Germany	Implementation on Intention	II to GR sig +	SEM
Webb & Sheeran (2002)	Meta-analysis of 204 studies on health	NA	Goal Intention	GI sig +	Regression
Dholakia, Bagozzi & Basuroy (2002)	Purchase Goal	USA	Implementation on Intention (II), Goal Intention (II), Decision Process Importance (DPI), Decision Process Effort investment (DPEI),	II to GR NS GI to GR * + DPI*+ DPEI NS DPC*+	SEM
Study 1					

			Decision process confidence (DPC)		
			Implementati on Intention (II), Goal Intention (II), Decision Process	II* +	
Dholakia, Bagozzi & Basuroy 2002	Personal Goal	USA	Importance (DPI), Decision Process	GI NS DPI NS DPEI* + DPC*+	SEM
Study 2			Effort investment (DPEI), Decision process confidence (DPC)		
Bagozzi , Dholakia & Basuroy (2003) (study 1)	Personal Goal	USA	Plan Enactment (PE)	II*+ PE* +	SEM
			Implementati on Intention (II), Goal Intention (II), Decision Process	II* NS GI *-	
Bagozzi , Dholakia & Basuroy (2003b) (study 2)	Personal Goal	USA	Importance (DPI), Decision Process	DPI NS DPEI* + DPC*+	SEM
			Effort investment (DPEI), Decision process confidence (DPC)		
Smith, Ntoumatis & Duda (2007)	Sport	UK	Effort	Effort sig +	SEM
Miao, Evans, Shaoming (2008)	Sales	China	Behavioral Performance (BP)	+BP +sig	SEM
Dholakia, Bagozzi & Gopinath (2007) (Study 1)	Volitionally chosen Goal- (personal)	USA	Plan Enactment (PE)	PE*+ (N/a)	Experiment
Dholakia, Bagozzi & Gopinath (2007) (Study 2)	Assigned Goal – personal	USA	Plan Enactment (PE)	PE*+	Experiment
Tam (2005)	Snacking	USA	Instrumental	IB*+ (N/a)	Experiment

Bamberg (2000)	Behavior- Health Novel Behavior –testing public transportation	Germany	Behavior (IB) Implementati on intention	II to GR sig +	Experiment
Zhen Hua, Li & Qing (2007)	Entrepreneurship GR= New venture performance	China	Need of achievement (Nach) and Internal locus of control (ILO)	Nach sig +; ILO NS	Regression
Dijkstra, Lindenberg & Veenstra	Bullying	Netherlands	Gender Homophily	Gender Homophily NS	Regression
Linderberg & Steg (2007)	Career	Germany	Goal frame	Goal Frame NS	Experiment
Miao, Evans & Shaoming (2007)	Direct sales	China	Behavioral Performance	Behavioral Performance to Outcome Performance sig +	SEM

The discussion so far shows that there are diverse factors influencing goal realization. Moreover, these factors have been mostly examined in diverse research setting such as behavioral or social psychology, health, medical, education., marketing such as promotion (Wilson & Wilson, 1999) and pricing (Chandran, Morwitz, *et al.*, 2005), economics, insurance, direct selling, education, human resource management, criminology and others (Joonas, 2013; Lapierre *et al*, 2007; Vlachopoulos & Gigoudi, 2008).

It seems that the goal realization studies on franchise setting are very limited (Sarassina, Nik Mat & Suryasaputra, 2015; Michael & Combs, 2008; Shane, 2003). Most franchising research are limited to descriptive and conceptual papers (Sarassina *et al.*, 2015). Since goal realization theory has been investigated in entrepreneurship, direct sales and insurance industry, it could be the best indicator that goal realization can be used in franchising sector. (Onaolapo, Obasan & Soyebo, 2013; Braunwarth, 2008).

Besides limited empirical franchise research, inconsistent findings can be seen in several studies such as between factors like Success Oriented Education (Tian, 2011), Self efficacy (Kolvereid & Isaksen, 2006) who found that the influence of self efficacy to be insignificant to goal realization, while Arenius and Minniti (2005) found the self efficacy to be significant factor to goal realization.

The research gaps of diverse factors, diverse setting and limited empirical franchise research give adequate reasons for further study in this area. Thus, it seems to be a need to develop a new goal realization model in franchises setting.

The next section discusses each relationship in detail especially the findings of these relationships.

2.3.2.1 Plan Enactment and Goal Realization

Plan enactment is *“the degree of successful enactment of the chosen plan”* Bagozzi, Dholakia also Basuroy (2003.p.280). Tam (2005) in her thesis of snacking behavior states that Instrumental Behavior and Plan Enactment are the same construct, therefore, Instrumental Behavior is included as Plan enactment in the following analysis.

Table 2.9 shows that there are 5 studies that have study the direct relationships between PE and GR. The goals being observed are in non-franchise setting such as: health: smoking cessation (DeVries, 2013), personal goals (Bagozzi, Dholakia & Basuroy 2003), Snacking Behavior (Tam, 2005), volitionally chosen personal goals

(Dholakia, Bagozzi & Gopinath, 2007 study 1) and assigned goals (Dholakia, Bagozzi and Gopinath, 2007 study 2).

Table 2.5

Summary of past research examining the relationship between Plan Enactment (PE) and Goal Realization

Author	Area	Country	Respondents	Finding
De Vries (2013)	Health	Netherland	Smokers	Significant (positive)
Bagozzi, Dholakia & Basuroy (2003a)	Personal Goal	USA	Students	Significant (positive)
Tam (2005)	Snacking Behavior-Health	USA	Students	Significant (positive)
Dholakia, Bagozzi & Gopinath (2007) (Study 1)	Volitionally chosen Goal- (personal)	USA	Students	Significant (positive)
Dholakia, Bagozzi & Gopinath (2007) (Study 2)	Assigned Goal – personal	USA	Website users	Significant (positive)

The researches reviewed show that across different goal domains, the higher the PE, the GR will get higher too. It does not matter whether the goal discussed is volitionally chosen by the respondents or assigned by the researcher, the result delivers consistent result: positively related. Moreover, Bagozzi, Dholakia and Basuroy (2003) in their study, the authors employ Structural Equation Modeling for its tool of analysis. The verification by SEM makes this variable as a promising construct as it had been empirically tested.

The researches, however, are mostly in personal goal (Bagozzi *et al.*, 2003) and health (De Vries, 2013, Tam, 2005) and mostly use students as respondent (Tam, 2005; Bagozzi 2003) and very limited in the entrepreneurial setting (Casrurd, 2011), making the study of this variable in entrepreneurial setting becomes timely.

Hence, this study formulates the following hypothesis:

H1a: There is a positive relationship between plan enactment and goal realization

Besides plan enactment there are other variables influencing goal realization such as implementation intention (Stadler, Oettingen & Gollwitzer, 2010, Stadler, Oettingen & Gollwitzer, 2009), goal intention, importance of decision process, decision process effort investment and decision process confidence (Bagozzi, Dholakia & Basuroy, 2003; Dholakia & Basuroy, 2002), effort (Smith, Ntoumanis & Duda, 2007), behavioral performance (Miao, Evans and Shaoming, 2007) then the next section will discuss the influence of each variable mentioned on goal realization.

2.3.2.2 Implementation Intention and Goal Realization

The previous studies using implementation intention as the direct predictor to goal realization show inconsistent result since both significant and insignificant relationship were found in past studies across different fields (Table 2.6). Most of the significant results were conducted in non-franchise setting such as entrepreneurship, health, education, social psychology, personal goal and self-management. (De Vries & Eggers, 2013; Hechavarria, 2012; Staddler & Oettingen; 2010; Adriaanse & Oettingen, 2010; Staddler & Oettingen, 2009; Branstatter & Heimbeck, 2003; Nadkarnia, 2009; Garriow & Gollwitzer, 2008).

Table 2.6

Summary of Past Research Examining the Relationship between Implementation Intention and Goal Realization

Author	Area	Country	Respondent	Finding
Brandstatter, Heimbeck (2003)	Education	Germany	University graduate	Significant (positive)
Stadler, Oettingen, Gollwitzer (2010) (experiment)	Health, Eating fruit consumption	Germany	Patients	Significant (positive)
Stadler, Oettingen, Gollwitzer (2009) (experiment)	Health, Physical activity for woman	Germany	Woman	Significant (positive)
Tam (2005) (experimen)	Snacking Habits	USA	Students	Significant (positive)
Adriaanse, Oettingen (2010) (experiment)	Unhealthy snacking habits	Germany	Consumer	Significant (positive)
Gawrillow, Gollwitzer (2008) (experiment)	Response for children with ADHD (health)	Germany	Children/ patients	Significant (positive)
Bayer, Gollwitzer (2007)	Education – scholastic test	Germany	Students	Significant (positive)
Hoofst <i>et al.</i> , (2005)	Job search behavior	Netherlands	Job seeker	Significant (positive)
Bamberg (2000)	Novel Behavior –testing public transportation	Germany	Students	Significant (positive)
Bagozzi (2002) (Study 1)	Purchase Goal	USA	Students	Not significant
Bagozzi (2003a)	Personal Goal	USA		Significant (positive)
Bagozzi (2003b) (Study 1)	Easy Goal on short fuse behavior	USA	Students	Significant (positive) high
Gollwitzer & Sheeran (2006) (Study 1)	Easy Goal	USA, Germany	Students	Significant (positive) low
Gollwitzer & Sheeran (2006) (Study 2)	Difficult Goal	USA, Germany	Students	Significant (positive) high
Nadkarni (2009)	Self-Management of Blood Glucose Behavior - Health	USA	Patients	Significant (positive)

The Research being reviewed in table 2.6 indicate that majority of the studies found significant relationship (Brandstatter & Heimbeck 2003, Stadler, Oettingen & Gollwitzer 2010, Stadler, Oettingen & Gollwitzer 2009, Tam 2005, Adriaanse & Oettingen 2010, Gawrillow & Gollwitzer 2008, Bayer & Gollwitzer 2007, Hoofst *et al.*, 2005, Bamberg 2000, Dholakia & Bagozzi 2002 study 2, Bagozzi, Dholakia & Basuroy 2003 study 1 and study 2, Gollwitzer & Sheeran 2006 study 1 and study 2

and Nadkarnia 2009 except for one study (Dholakia & Basuroy 2003) that shows insignificant result. None was found in franchising.

Furthermore, most of the studies were conducted in Europe and USA, none in Asian countries. Hence, this study is timely to address this scarcity. Hence, this study hypothesizes the following:

H1b: There is a positive relationship between implementation intention and goal realization

The next most utilized variable is Goal Intention (table 2.7), which will be discussed on the next section.

2.3.2.3 Goal Intention and Goal Realization

Self-efficacy had been studied extensively in the entrepreneurial context; however, the existing studies are mostly only studies the relationship of self-efficacy to intention. (Moriano *et al.*, 2012; Sihombing, 2012). The construct often used in the study that employs Theory of planned behavior as its tool of analysis and often used interchangeably with perceived behavioral control.

Among others the studies that have study the relationship between self-efficacy and goal realization are Dharmanto and Wahyudi who uses student entrepreneur, or student of entrepreneurial study who have taken several steps in nascent entrepreneurship (Dharmanto & Wahyudi 2014) and found significant positive

relationship between the two factors. Other study that have used real entrepreneur as respondent is Minitti (2005) who uses available database of entrepreneur in his country, United States of America.

However, only a few studies that study the relationship of self-efficacy to goal realization on the entrepreneurial context (Dharmanto & Wahyudi, 2014) and mostly do not real entrepreneur as respondent, thus it is very timely to have study on the relationship of self-efficacy on goal realization using real entrepreneur as respondent (Carsrud, 2011). Hence, it is hypothesized that:

H1d: There is a positive relationship between self efficacy and goal realization

Table 2.7
Summary of past research examining the relationship between self-efficacy and goal realization

Author	Area	Country	Respondent	Finding
Dharmanto & Wahyudi (2014)	Entrepreneurship	Indonesia	Studentpreneur	Significant
De Vries (2013)	Health	Netherlands	Smokers	Not significant
Miniti (2005)	Entrepreneurship	USA	Entrepreneurs	Significant
Bagozzi (2003)	Personal goal	USA	Students	Not significant

2.3.2.4 Self-efficacy and Goal Realization

Self-efficacy had been studied extensively in the entrepreneurial context; however, the existing studies are mostly only studies the relationship of self-efficacy to intention. (Moriano *et al.*, 2012; Sihombing, 2012). The construct often used in the

study that employs Theory of planned behavior as its tool of analysis and often used interchangeably with perceived behavioral control.

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However, only a few studies that study the relationship of self-efficacy to goal realization on the entrepreneurial context (Dharmanto & Wahyudi, 2014) and mostly do not real entrepreneur as respondent, thus it is very timely to have study on the relationship of self-efficacy on goal realization using real entrepreneur as respondent (Carsrud, 2011).

Hence, it is hypothesized that:

H1d: There is a positive relationship between self efficacy and goal realization

Table 2.8

Summary of past research examining the relationship between self-efficacy and goal realization

Author	Area	Country	Respondent	Finding
Dharmanto & Wahyudi (2014)	Entrepreneurship	Indonesia	Studentpreneur	Significant
De Vries (2013)	Health	Netherlands	Smokers	Not significant
Minitti (2005)	Entrepreneurship	USA	Entrepreneurs	Significant
Bagozzi (2003)	Personal goal	USA	Students	Not significant

2.3.2.5 Other Factors Influencing Goal Realization

There are several factors investigated that have influence on goal realization such as decision process importance, decision process effort investment and decision process confidence.

2.3.2.5.1 Decision Process Importance and Goal Realization

Decision Process importance is how important the process of making the decision to the decision maker. It is not about how essential is the decision to decision maker, but more on how the decision maker perceives the importance of the process of making the decision. (Bagozzi, Dholakia & Basuroy, 2003; Dholakia, Basuroy & Gopinath, 2005). This variable, along with decision process effort investment (DPI) and Decision Process Confidence (DPC) are introduced by Bagozzi (2002).

Previous researches on the relationship between DPI and GR show that across different goal domain, the relationship between DPI and GR convey inconsistent result. In Purchase goal, the relationship is positive, however, in personal goal domain, the relationship is insignificant.

Table 2.9

Summary of Past Research examining the Relationship between Decision Process Importance and Goal Realization

Author	Area	Country	Respondent	Finding
Dholakia & Bagozzi (2002, Study 1)	Purchase Goal	USA	Student	Not significant
Dholakia & Bagozzi (2002, Study 2)	Personal Goal	USA	Student	Significant (positive)
Bagozzi, Dholakia & Basuroy (2003, study 1)	Personal Goal	USA	Student	Not significant

The inconsistency of relationships and the fact that it is insignificant in purchase goal makes this variable is not promising to be included in the analysis.

2.3.2.5.2 Decision Process Effort Investment and Goal Realization

Decision Process Effort Investment explains how the effort that one has invested in arriving to the decision influence the motivational force of the effort in realizing a goal (Bagozzi, Dholakia & Gopinath, 2003). The investment being discussed consists of three investments: time, cognitive process and physical.

Table 2.10

Summary of Past Research examining the relationship between Decision Process Effort Investment (DPEI) and Goal Realization

Author	Area	Country	Respondent	Finding
Bagozzi, (2002 Study 1)	Purchase Goal	USA	Students	Not significant
Bagozzi, (2002 Study 2)	Personal Goal	USA	Students	Significant (positive)
Bagozzi, Dholakia & Basuroy (2003a)	Personal Goal	USA	Students	Significant (positive)

In their research in 2002, for personal goal, Dholakia and Bagozzi found that, this variable influence goal realization in positive direction. However, when tested in purchase goal domain, this variable delivers insignificant result. A research by Dholakia, Bagozzi and Basuroy in 2003, in personal goal domain, found that decision process effort investment delivers significant and positive result. This finding confirms the result of the one year earlier research also on personal goal that found significant relationship between decision process effort investment and goal realization.

Summary of finding on table 2.10 shows that Decision Process Effort Investment (DPEI) deliver inconsistent result across goal domain. For purchase goal, it is not significant, while for personal goals, it is significant. The inconsistency of the relationship makes this variable less promising to be included in the framework.

2.3.2.5.3 Decision Process Confidence and Goal Realization

Decision Process Confidence is one of variables introduced by Dholakia and Bagozzi (2002). Decision process confidence is how confident the decision maker on the process he or she has taken in making the decision. In their 2002 research, Dholakia and Bagozzi investigate the influence of the decision process confidence on goal realization in personal and purchase goal domain, while in 2003 research, Dholakia, Bagozzi and Basuroy examine the influence of decision process confidence on goal realization in personal goal domain.

Table 2.11

Summary of Past Research examining the relationship between Decision Process Confidence and goal realization

Author	Area	Country	Respondents	Finding
Bagozzi, (2002 Study 1)	Purchase Goal	USA	Students	Significant (positive)
Bagozzi, (2002 Study 2)	Personal Goal	USA	Students	Significant (positive)
Bagozzi, Dholakia & Basuroy (2003a)	Personal Goal	USA	Students	Significant (positive)

Table 2.11 summarizes the influence of decision process confidence on goal realization in various domains. The result shows that Decision process confidence has consistent significant and positive relationship to goal realization in different

goal domains. This means the confidence in the way the decision is made has positive and significant impact on goal realization.

The consistency of relationship makes this variable promising. However, the measurement scale to measure this variable only consists of two items; this will make the analysis using SEM difficult as some items required three or more items. Hence, this variable is excluded from the analysis.

Three Decision processes are only part of the variables that had been diagnosed to have direct effect on goal realization, other variables are many. Among those, other variables are effort in which we are going to discuss in the following section.

2.3.2.5.4 Effort and Goal Realization

Effort is defined as how much an individual is willing to allocate his/her energy to achieve a certain goal. Smith, Ntoumanis and Duda (2007), hypothesize that there should be a positive relationship between effort to the performance. Their research affirms the hypothesis and concludes that there is a significant relationship between effort and performance. The higher the effort exerted by an athlete, the bigger possibility that the goal that they try to realize will be materialized.

Table 2.12
Summary of Past Research Examining the Relationship between Effort and Goal Realization

Author	Area	Country	Respondent	Finding
Smith, Ntoumanis and Duda (2007)	Sport	UK	Athletes	Significant (positive)

Considering that this variable had only been rarely verified and is more related to physical activity, then, the inclusion of this variable is not promising.

2.3.2.5.5 Behavior Performance and Goal Realization

In their research of salesperson outcome performance, Miao, Evans and Zou (2007) argue that this type of performance should be equated with goal realization, while the other type of performance: activity performance should be equated to behavioral performance. Behavioral performance refers to the quantity of activity or behavior performed by salesperson in their effort to achieve sales or outcome or goal realization.

Their research concludes that behavioral performance indeed has significant relationship to sales outcome or goal realization.

Table 2.13

Summary of Past Research examining the relationship between Behavioral Performance and Goal Realization

Author	Area	Country	Dependent	Finding
Miao, Evans & Zou (2007)	Sales	China	Goal Realization	Significant (positive)

This variable is closely related to plan enactment or instrumental behavior, thus in the analysis, it is included as plan enactment.

2.3.2.5.6 Gender Homophily and Goal Realization

Gender homophily is derived from two words where the word homophily means preference that is caused primarily by feeling alike (Stehle *et al.*,2013), while the word gender means sex. Therefore, gender homophily exists because of gender similarity. For example: a male student is more interested in joining his male peer than he female one.

Dijkstra, Linderberg and Veenstra (2007) investigate gender homophily as antecedent of goal realization. Their study that was about preventing bullying, however found insignificant result. In terms of bullying prevention, gender homophily has no significant effect.

Table 2.14

Summary of Past Research examining the relationship between Gender Homophily and Goal Realization

Author	Area	Country	Dependent	Finding
Dijkstra,Lindenber, Veenstra (2007)	Education	Netherlands	Goal Realization	Not Significant

The insignificant finding makes this variable is less promising to be included in the proposed framework.

2.3.2.5.7 Goal Frame and Goal Realization

Goal framing is derived from goal framing theory. The theory postulates that every individual has a grand goal that underlies any subsequent goals. This grand goal

then determines the obstacles and preferences of the person. (Foss & Lindenberg, 2013).

Lindenberg and Steg (2007) investigate the impact of goal framing and goal realization. His study finds insignificant relationship between the goal frame and goal realization.

Table 2.15

Summary of Past Research Examining the Relationship between Goal Frame and Goal Realization

Author	Area	Country	Respondent	Finding
Lindenberg, Steg, (2007)	General	Netherlands	Employees	Not Significant

The insignificant finding makes this variable as less promising to be included in the proposed framework.

2.3.2.5.8 Capital Adequacy and Goal Realization

In their research on the influence of capital adequacy on managerial effectiveness, the authors equate managerial effectiveness as the goal that is tried to be achieved or goal that is tried to be realized (Onalopo & Obasan, 2012). Their finding shows that capital adequacy have a significant relationship with managerial effectiveness. The higher the capital adequacy is, the higher the managerial effectiveness.

Table 2.16

Summary of Past Research Examining the Relationship between Capital Adequacy and Goal Realization

Author	Area	Country	Respondent	Finding
Onalopo, Obasan (2012)	Business performance	Nigeria	Managers	Significant (positive)

Positive managerial effectiveness had been proven to have positive relationship with goal realization in the field of human resource. Since in entrepreneurship this falls into self-efficacy area, then self-efficacy in terms of capital adequacy will be included in the proposed framework. In the next section, we will discuss other variable called need of achievement and its influence on goal realization.

2.3.2.5.9 Need of Achievement and Goal Realization

Zhen Hua, Li and Liu (2007) evaluate the relationship of four variables to goal realization; namely need of achievement, internal locus of control, risk taking propensity and goal orientations.

The first variable: need of achievement measures how much an individual is motivated by his need to achieve something. In entrepreneurship, where Zhen Hua, Li and Liu do their research on the need of achievement has no significant impact on goal realization, which in this research termed as new venture performance.

Table 2.17

Summary of Past Research examining the relationship between Need of Achievement and Goal Realization

Author	Area	Country	Respondent	Finding
Zhen hua, Li and Liu (2007)	Entrepreneurial	China	Entrepreneurs	Not significant

2.3.2.5.10 Risk Taking Propensity and Goal Realization

Risk taking propensity measures how much an individual willing to exchange their aspiration with a certain amount of risk. The higher the risk propensity, the higher the individual's willingness to take a risky decision for an exchange of expected reward. In the study by Zhen Hua, Li and Liu (2007), risk taking propensity has significant effect on goal realization, but in opposite way.

Table 2.18

Summary of Past Research Examining the Relationship between Risk Taking Propensity and Goal Realization

Author	Area	Country	Respondent	Finding
Zhen hua, Li and Liu (2007)	Entrepreneurial	China	entrepreneurs	Significant (negative)

This variable is promising to be investigated as it is closely related to franchising, however, the authors only uses two items to measure the risk taking propensity, whereas multiple items is preferred compared to single item construct (Diamantopoulos 2012). Hence, this variable is excluded from the analysis.

2.3.2.5.11 Internal Locus of Control and Goal Realization

Internal locus of control measures the individual tendency to think that things happen mostly because of internal or outside factors (Hamden-Turner & Trompenaars, 2003). The higher internal locus of control means an individual thinks that their achievement happens because their effort, not outside factors such

as luck or God's will. Identical to need of achievement, internal locus of control also had been studied in the field of entrepreneurship (Zhen Hua, Li & Liu, 2007). It has no direct influence on goal realization.

Table 2.19

Summary of Past Research Examining the Relationship between Internal Locus of Control and Goal Realization

Author	Area	Country	Respondent	Finding
Zhen Hua (2007)	Entrepreneurial	China	Entrepreneurs	Not significant

The insignificant relationship between internal locus of control and goal realization makes the inclusion of this factor to be not promising.

2.3.2.5.12 Goal Orientation and Goal Realization

Goal orientation is the level of determination one has over achieving a certain goal. (Zhen Hua, Li & Liu, 2007) and in framework by those authors, goal orientation has positive and significant influence on goal being discussed.

Table 2.20

Summary of Past Research examining the relationship between Goal Orientation and Goal Realization

Author	Area	Country	Respondent	Finding
Zhen Hua (2007)	Entrepreneurial	China	Entrepreneur	Significant (positive)

In measuring this variable, the scholars use Locke and Latham measurement (1996) for studying motivation of joining entrepreneur profession. This scale is very much similar to attitude measurement, which was also used by Praditbatuga (2007) in

studying franchise purchase intention. Considering the law of parsimony, then this construct is then treated as attitude.

Section 2.3.2.5.12 closes the discussion on variables that influences goal realization. The factors discussed are plan enactment, implementation intention, goal intention, decision process effort investment, decision process importance, decision process confidence, internal locus of control, gender homophily, behavioral performance, conflict among goals, success oriented education and capital adequacy. Among the antecedents of Goal realization, Plan Enactment and self-efficacy becomes the most promising variable as it is a development of well-developed model such as Model of Action Phases (De Vries, 2013; Gollwitzer, 2010; Gollwitzer & Bayer, 2007) and the well-known socio-psychology model, Theory of Planned Behavior (TPB) that had been tested in various fields such as entrepreneurship, health, personal goals, use of public transport (Morianio *et al.*, 2010; McGee, 2009; Bamberg, 2003). The two leading theories is the underpinning of this study and it will be discussed in the next section.

2.4 Underpinning Theory

Two underpinning theories are used to justify the research framework.: Theory of Planned Behavior and Model of Action Phases. The underpinning theory part also discusses why self-efficacy construct is chosen instead of perceived behavioral control, which originally proposed in the theory of planned behavior. The underpinning theory also become the base of goal realization models.

TPB explains the antecedents of intentions are attitude, subjective norms and perceived behavior control (Ajzen, 1985). MAP model is very useful to elucidate the process of goal realization from goal setting to goal attainment and has been tested in many goal domains (Gollwitzer & Sheeran, 2006). MAP helps to explain the role goal desirability and goal feasibility in the process of goal setting and introduce implementation intention concept as a mediator between goal intention to goal attainment or goal realization. BDB considers all variables in TPB and MAP important in the process of goal attainment.

2.4.1 Theori of Plan Behavior

Theory of Planned behavior (TPB) postulates that behavior is largely explained by intention and perceived behavioral control. The theory also hypothesize that intention is formed by attitude, subjective norm and perceived behavioral control. (Ajzen, 1991, 1985). TPB is an extension of Theory of Reasoned Action (TRA), which was originated by Fishbein (1969).

TPB had gain popularity over the years that it had been tested across very diverse field of behavior such as: health behavior such as exercising (Armitage & Conner, 2001), Internet banking service adoption (IBSA) (Al Majali & Nik Mat, 2011) to entrepreneurship (Sihombing 2011; Gelderen *et al.*,2008). The explanatory of TPB is high as at certain behavior such as IBSA it reaches 42%; a large explanatory power according to Cohen (1992). A meta-analysis of 10 meta-analyses by Sheeran in 2002 explains that intention explains 28% variance of behavior.

The theory, however, is not without critics. One of the main critics is the concept of Perceived Behavioral Control (PBC), which often suggested to be better replaced with self-efficacy concept (Didarloo *et al.*,2012; Moriano *et al.*,2011; Sniehotta, 2005). Self-efficacy is a construct introduced by Bandura (1991, 1997).

This critic is answered in *Predicting and Changing Behavior* by Fishbein and Ajzen (2009). They state that PBC and self-efficacy is actually the same. In fact, Ajzen (2002b) states, in measuring PBC, self-efficacy should be included. Based on the ambiguity regarding the concept of PBC, therefore, in this thesis, the concept of self-efficacy is adopted.

Theory of planned behavior postulates that it is very important to distinguish two important underlying reasons why people did not act a desired behavior. Two conditions that may prevail:

1. The person does not intent to perform the behavior or
2. The person intend to perform a desired behavior, but fail to do so because many external barrier come along the way, or low in actual or perceived control.

Ziegelmann (2007) has similar opinion to them as he states “*It is theoretically meaningful that planning is more predictive of exercise behavior when a person has high goal intentions as opposed to when a person is poorly motivated to exercise*” (Ziegelmann *et al.*,2007 pp. 100) which further emphasized by Dholakia and Bagozzi (2003b) : *The better formed the goal intention, the higher the person’s commitment to achieve it*” (Dholakia & Bagozzi, 2003b pp. 273)

“The intention construct lies at the heart of theories of attitude-behavior relations and models of health-related behavior (see e.g., Abraham, Sheeran, & Johnson, 1998, for review). According to the theory of reasoned action, intentions are the proximal predictors of behavior and mediate the influence of both the theory’s predictors (attitudes and subjective norms) and extraneous variables (e.g., personality) on behavior”. Sheeran 2002 pp.33

TPB has three predictors of intention: attitude, Subjective Norm and PBC. Attitude is defined as “a latent disposition or tendency to respond with some degree of favorableness or unfavorableness to a psychological objects” (Fishbein & Ajzen 2009 pp.76) and Subjective Norm is defined as “perceived social pressure to perform (or not to perform) a given behavior” (Fishbein & Ajzen, 2009 pp. 130). PBC is defined as “Bandura’s concept of self-efficacy” meaning “the extent to which people believe that they are capable of, or have control over, performing a given behavior” (Fishbein & Ajzen 2010 pp155). To get a clearer idea on the TPB and its predictors: attitude, Subjective Norm and PBC, the Theory is depicted in Figure 2.1.

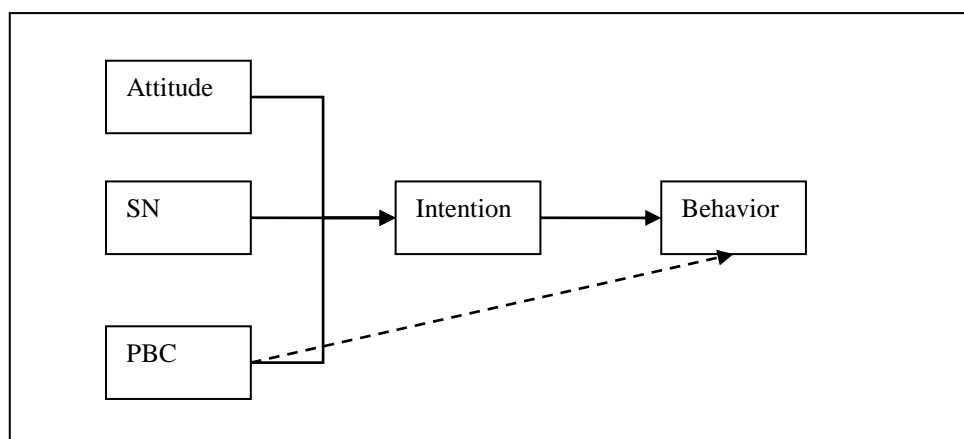


Figure 2. 1
Theory of Planned Behavior
Source: Ajzen (1985)

Considering the role of Intention formation to the next subsequent steps in the decision making process; whether to behavior or goal attainment, then the application of TPB or any other tools, Goal Intention formation becomes important. One thing to be paid attention to, however, is the several shortcomings that TPB has as pointed out by the following author: *Limitation of Reasoned Action approach lies in the fact that it does not provide the tool to change behavior because changing beliefs does not mean changing in behavior* (Sniehotta, 2009 pp. 270).

By adopting the TPB, the researcher will be able to measure the intention level, which was formed by attitude, subjective norm and PBC. After the Goal Intention is measured, the next step is to measure the Goal intention influence on Implementation Intention, Instrumental Behavior and Goal Realization. However, as pointed out by Sniehotta (2009), that TPB has the limitation that it only relies on the beliefs change, then an intervention between goal intention (as formed by the TPB) and Instrumental Behavior and Goal Realization is needed. The other limitation of the theory is goal intention only accounted for medium intention realization. After first hierarchically analyzed using regression analysis with past behavior as controlled variable, goal intention only accounts for additional 7% explanation to intention realization (Sutton & Sheeran, 2003) This “gap” between intention-intention realization or termed as “behavior” or “goal attainment” by Gollwitzer (2006) is tried to be solved by Gollwitzer (1990) with an intervention called implementation intention. He conceptualized his theory as Model of action phases.

2.4.2 Model of Action Phases

Model of action phases is proposed by Gollwitzer (1990). The model focus on goal pursuit: how a decision is made and how it is enacted. Model of action phases postulates that there are four phases that are undergone by decision maker to achieve his/her goal:

1. Pre-decisional

Desirability and feasibility is used to evaluate whether a goal is worth pursuing or not. In this phase two considerations takes place: whether the wishes are desirable or not and whether it is possible to be achieved or not. The selected wishes are wishes that are high in desirability with possible feasibility. The result of this phase is goal desire.

2. Post-decisional but Pre-actional

In this phase, the planning to achieve the goal is undertaken. This step resulting in a plan that the goal pursuer intends to adopt to attain the goal. The planning details when, where, how and what means are going to be used to achieve the goal.

3. Action Phase

This phase is started with action initiation. The goal pursuer starts to implement the plan that they previously set in the post-decisional but pre-actional phase.

4. Post-actional Phase

After the action to achieve the goal is performed, the goal pursuer evaluates whether the action they have taken takes them closer to goal attainment or not.

Model of action phases introduces the concept of Goal intention- a result of perceived desirability and feasibility thought process- resulting in the commitment to achieve the chosen goal and implementation intention- a plan on how, when, where the behavior or goal to be pursuit is detailed. In previous research, that compares TPB and MAP, perceived desirability is often conceptualized as attitude and perceived feasibility as Perceived Behavioral Control, so there are overlap possibility between the two theories.

The difference between the two theories is: in MAP, after the decision maker makes goal intention, he/she then move on to selection of implementation plan- a process to consider and plan the when, where, how and how long to perform the action necessary to achieve the goal and it is called implementation intention. Implementation intention is discussed in the next section.

2.4.2.1 Implementation Intention

The concept of implementation intention (II) is proposed by Gollwitzer (1990) in his Model of action Phases (MAP). It is conceptualized as the way goal pursuer resolve conflict inside himself on how, when, where and what course of action to be taken to achieve his/her goal. Bagozzi (2003) further conceptualizes II as is “a

planning step in decision maker's mind on how to go about achieving their goal and translating it into an instrumental behavior". (Bagozzi, 2003b p 893). Gollwitzer (1990) explains that implementation intention is expressed as "I intend to do X if situation Y occurs". "I order to achieve Y intend to do X *when*", "I order to achieve Y intend to do X *where* and *How*."

Combining the two theories, the implementation intention serves as the next phase of intentions prior to goal realization or behavior. So, basically MAP is a development of TPB that it adds implementation intention prior to behavior; unlike the TPB which just proposes goal intention as antecedent of goal realization. Hence, goal intention, which acknowledged by the two theories, has perceived desirability and feasibility as antecedent as in MAP or attitude, Subjective Norm and Perceived Behavioral Control as in TPB.

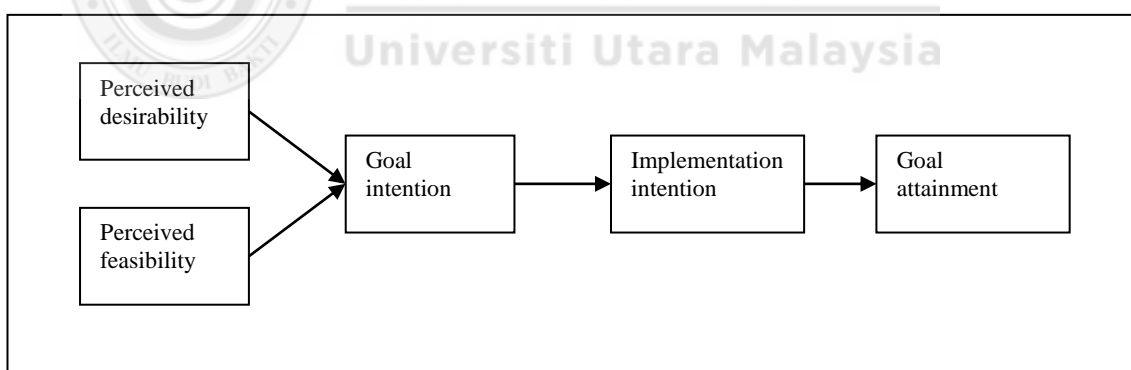


Figure 2. 2

Model of Action Phases

Source: Gollwitzer 2006; Bagozzi Dholakia & Basuroy; 2003, Dholakia, Bagozzi & Gopinath, 2007).

The other similarity of the theories, they both proposes intentions as antecedent of behavior: TPB has goal intention and MAP has implementation intention. In many

studies, the two intentions are often compared in its relations to behavior. A recent meta analysis (Gollwitzer & Sheeran, 2006) shows that implementation intention is proven to increase the likelihood of performing a behavior from 28% of goal intention to 40% of implementation intention.

Under the two leading theories and direct predictors of goal realization, there are possible antecedents of goal realization, namely implementation intention, goal intention and perceived behavioral control which also often referred to as self efficacy (Hechavarria, Renko, Matthews, 2012; McGee, 2009; Kolvereid & Isaksen, 2006). Self efficacy is presented next.

2.4.3 Self-efficacy

Self-efficacy is the level of confidence that anyone has in reaching a certain goal (Bandura, 1997). A person with high self-efficacy knows that there are obstacles in reaching their goal, however, they also know that they can overcome all the obstacles and reach their desired goal.

In fact, a person with self-efficacy sometimes feel frustrated in achieving their goal, but he or she recovers faster than a person with low efficacy. Moreover, this high self-efficacy person, seeks out challenge in their live, and persists in reaching it. Even when they fail, they experience less negative emotions such as stress and depression (Olson & Hergenham, 2013).

This self-efficacy concept is very similar to the perceived behavioral control that belongs to theory of planned behavior. In fact, Ajzen himself in his book of Predicting and changing behavior states that the two concepts are the same. (Ajzen & Fishbein, 2011). Moreover, in entrepreneurship, these two concepts often treated interchangeably (Moriano, 2012; Sihombing, 2012). Thus, to avoid confusion, the term self-efficacy used in this study also covers perceived behavioral control.

As a consequence, the term self efficacy and its existing measurement is chosen in his study and also considered as a direct determinant of goal realization. The following section discusses the goal realization models that had been developed along the years which uses the two underpinning theories as their base

2.4.4 Goal Realization Model

Based on the discussion on direct factors influencing Goal realization and the nominated variables are plan enactment, implementation intention, goal intention and self-efficacy, then models presented below are the recommended models. The models discussed are 2003 model or Theory of Effortful Decision making by Bagozzi, Dholakia and Basuroy or called BDB model , 2005 model by Tam, 2007 model by Dholakia, Basuroy and Gopinath, 2009 model by Nadkarni model and 2013 model by De Vries,. The models are presented at the following section.

2.4.4.1 Theory of Effortful Decision Making and Enactment

Theory of Effortful Decision Making and Enactment- or simply called BDB (Dholakia, Bagozzi 2007) or EDME (Tiwari, 2010). BDB is a model especially created to explain how an effortful decision gets enacted. It tries to link decision theory, which explains how a decision is made, and action theory- that explains how behavior is performed. Simply said, it is a study that investigates steps that decision maker undergone between intention to action (Bagozzi, 2003; Nadkarni, 2009).

Bagozzi, Dholakia and Basuroy further details that the application of BDB is applicable to very diverse field of decision making- as long as the decision's is new and the impact is significant to the decision maker. The model cannot be applied for decision making that is habitual or routine such as grocery shopping, or gasoline buying, but does apply to consumer decision making such as saving for and purchasing a house, managerial decision making such as increasing market share or sales - a decision that requires an effort to enact the decision- and for some cases, including totally new behavior to the decision maker.

In the Theory of effortful Decision Making and Enactment or simply called BDB (Dholakia & Bagozzi & Gopinath, 2007), a new construct called Plan enactment (PE) or Instrumental behavior (IB) is introduced by Bagozzi, Dholakia and Basuroy (2003) (Tam, 2005). The scholars argue that plan enactment is a phase that a decision maker undergone prior to realizing their goal.

Bagozzi, Dholakia & Basuroy further argue that there is the need to differentiate the construct of Goal Realization and Plan Enactment. A goal can still be realized without performing the action as planned (Plan enactment) whereas Plan enactment can exist without the achievement of the goal pursued (Goal realization). His research framework is as depicted in figure 2.3.

BDB model is considered as a suitable model to analyze goal to purchase a franchise as it considers the cognitive aspect of goal setting and goal pursuit and proposes more comprehensive variables to be taken into account during goal setting and goal pursuit process such as plan enactment, goal desire and behavioral desire.

The introduction of new construct of plan enactment (PE) or so called instrumental behavior (IB) have been adopted by several research, such as snacking behavior (Tam, 2005), personal goal that is volitionally chosen (Dholakia, Bagozzi & Gopinath, 2007 study 1) and assigned goal (Dholakia, Bagozzi, Gopinath, 2007 study 2). The next section details 2005 model by Tam.

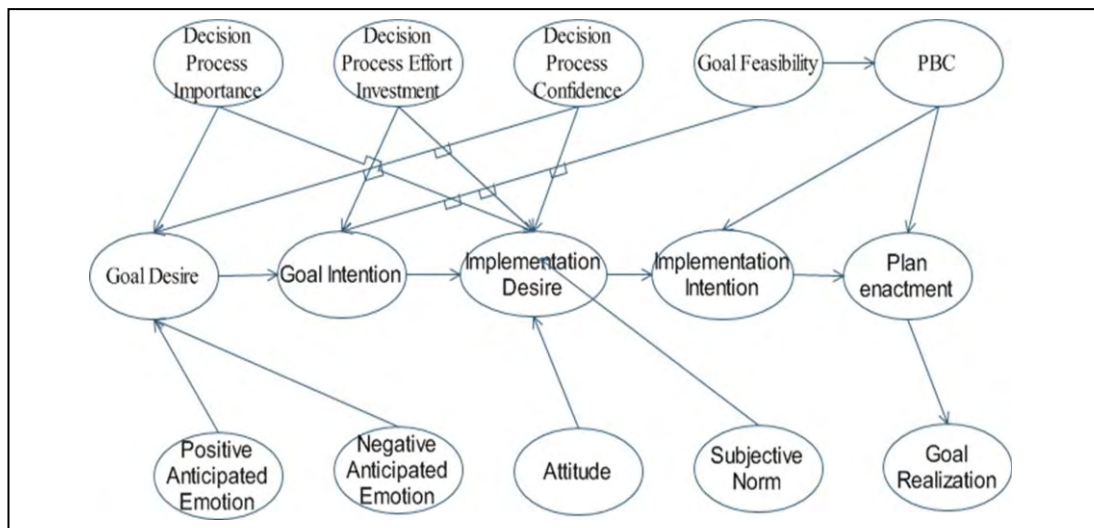


Figure 2. 3
Bagozzi, Dholakia and Basuroy model
 Source: Bagozzi, Dholakia & Basuroy (2003)

2.4.4.2 Regulatory Fitmodel

Tam's regulatory fit model focuses on main path of decision making only and ignore implementation desire. Her model is presented at figure 2.4.

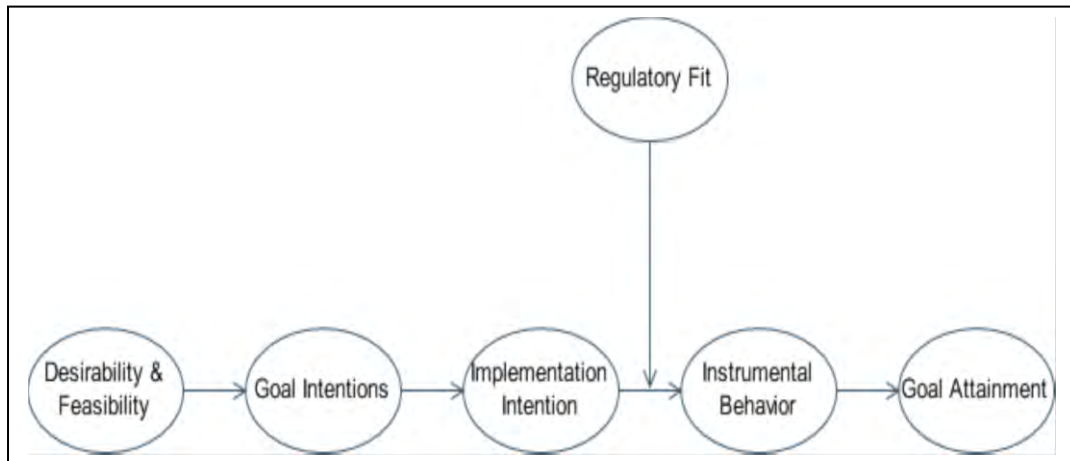


Figure 2. 4
Regulatory Fit model
Source: Tam, Leona (2005)

Besides research model created by TAM (2005) and Dholakia, Bagozzi and Gopinath (2007) another research that also employed BDB model is study of Self-management of Tam's model is mainly focus on the main path between goal intention to goal realization. She ignores implementation desire as a mediating between goal intention and implementation intention. She argues that desire should only lies in the beginning of the decision making process (Tam, 2005). This argument is contrary to that of Dholakia's as Dholakia argues that desire is the motivating impetus for intention, thus prior to goal intention, there should be goal desire; and so, prior to implementation intention, there should be implementation desire (Dholakia, 2014). In line with this argument, Dholakia argues (Dholakia *et al.*, 2007) that there should be a path of desires before the intentions. His argument is supported in Dholakia, Bagozzi and Gopinath model 2007 (figure 2.5). In this

study, the relationships are only analyzed using manova, thus had not been tested using Structural equation modeling. In line with Dholakia (2014) and Dholakia *et al.*, (2007), is Nadkarni's study. The following section discusses Dholakia, Bagozzi & Gopinath model.

2.4.4.3 Dholakia, Bagozzi, Gopinath Model

In building this model, the scholars do experiment and recommend new variable, called plan completeness. The new variable had been tested using experiment and proven to be significantly influence plan enactment, however, due to inadequate number of scale provided, this variable is ignored in this study.

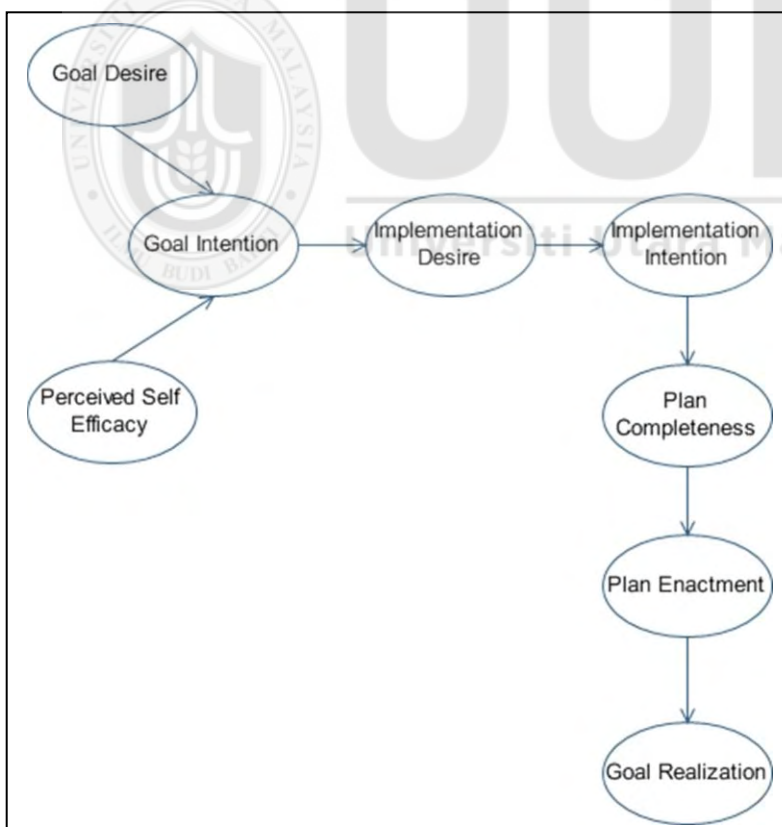


Figure 2. 5
Dholakia, Bagozzi and Gopinath Model
Source: Dholakia, Bagozzi and Gopinath (2007)

2.4.4.4 Self-management Blood Glucose Behavior

Nadkarni (2009) studies the impact of the both desires to intentions, Blood
However, unlike Tam (2005) and Dholakia, Bagozzi and Gopinath (2007) that
employ the concept of instrumental behavior (IB) and Plan Enactment (PE) as
direct antecedent of Goal Realization. In Nadkarni's study, the direct antecedent of
goal realization is implementation intention, and Self-management blood glucose
behavior, which is measured in form of blood check diary, becomes the goal
realization. Therefore, in Nadkarni's study, behavior measured is the goal
realization itself and the direct antecedent is implementation intention (figure 2.6).

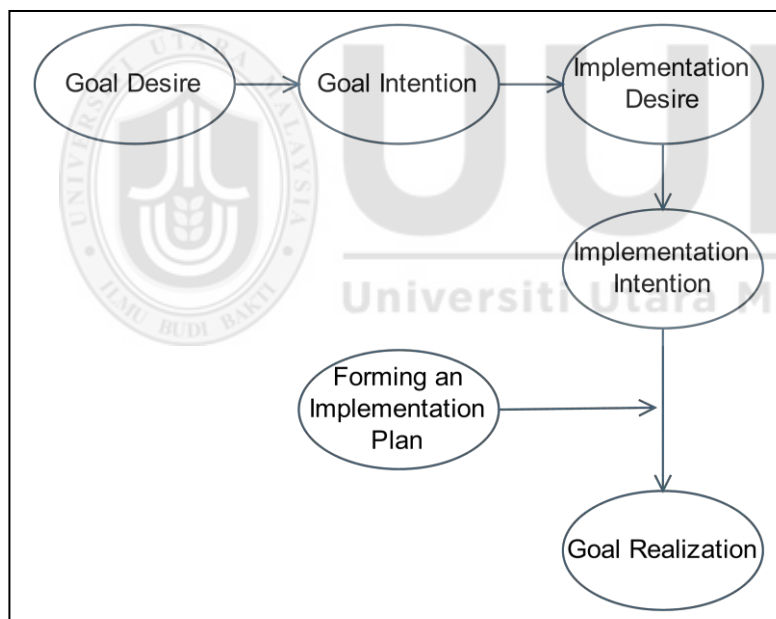


Figure 2. 6
Self-Management of Blood Glucose Behavior
Source: Nadkarni (2009)

2.4.4.5 Smoking Cessation Model

De Vries and Edgers had done research on smoking cessation and his finding shows that plan enactment has positive and direct influence on goal realization and that plan enactment mediates the relationship between implementation intention and goal realization. His study was on smoking cessation and the respondents are smokers in the Netherlands (figure 2.7).

One thing to highlight from his finding is that it is action, called plan enactment, or often called as instrumental behavior that leads to goal realization. This finding also highlights the role of plan enactment in goal realization and confirm 2003 model proposed variable: plan enactment. The next section discusses the summary of the models.

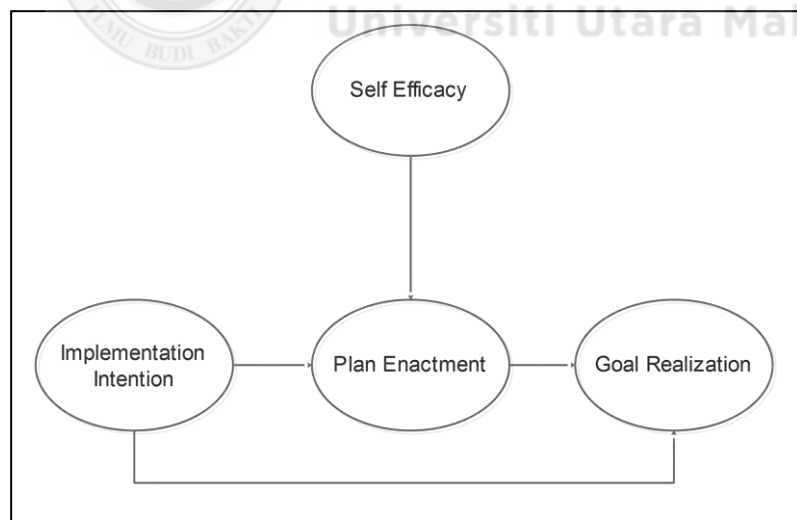


Figure 2. 7
Smoking Cessation (2013)
Source: De Vries & Edgers (2013)

2.4.4.6 Summery of All Research Model

All research models presented above such as (De vries, 2013; Eggers 2013; Nadkarni model, 2009), (Dholakia, Bagozzi & Gopinath model, 2007), Bagozzi, Dholakia & Basuroy model, 2005), Tam's model (2005), suggest the development of the underpinning by adding a new variable called plan enactment. Plan enactment is therefore discussed next.

2.5 Direct Factor Influencing Enactment

Plan enactment is evaluation of whether the implementation intention had been acted in accordance to the plan or the implementation intention itself (Dholakia, Bagozzi & Basuroy, 2003). This construct is different to goal realization considering that one still can achieve their goal without enacting the plan (Tam, 2005).

In studies where plan enactment is empirically measured had been used in smoking behavior (De Vries, 2013), Negotiation (Jordan & Roolof, 1997) and Personal Goal (Bagozzi, 2007; Bagozzi, 2003) whereas term “plan enactment” had been used on more various fields such as game and software simulation (Masato *et al.*, 2008; Purang, Purushothaman, Traum, 1999), country index on environment participative program (Zahran *et al.*, 2007), Metropolitan commitment to environmental protection (Zahran, Grover, Brody & Vedlitz, 2008). Nature reservation program (Vikolainen, Bressers, Lulofs, 2012). The studies that used the term, however, were only descriptive in nature and did not perform hypothesis testing.

Therefore, plan enactment has become a possible antecedent of goal realization as it had been tested in several goals. Hence, the main possible antecedents of Goal Realization are Plan enactment, implementation intention, goal intention and self-efficacy. The next section is dedicated to explain antecedent of plan enactment.

Table 2.21
Antecedents of Plan Enactment

Author	Area	Country	Direct Predictor	Finding	Analysis Method
De Vries (2013)	Health, Smoking Cessation	Netherlands	Implementation Intention	Sig +	SEM
Jordan & Roolof (1997)	Negotiation	USA	Self-monitoring	NA	Descriptive
Bagozzi (2003)	Personal Goal	USA	Implementation Intention, PBC	II to PE sig + SE NS	SEM
Bagozzi (2007)	Personal Goal	USA	Implementation Intention	NA	Manova
Tam (2005)	Snacking habit/health	USA	Implementation Intention	NA	Experimental, no SEM had been performed
Dholakia & Bagozzi (2005)	Personal Goal	USA	Plan Completeness	NA	Manova
Dholakia, Bagozzi & Basuroy (2003)	Personal Goal	USA	Perceived Behavioral Control	NS	SEM

Among the studies that had performed hypothesis testing and using regression and SEM to analyze Plan enactment, it is found that there three possible direct antecedents of plan enactment: 1. Implementation intention which shows positive and significant result across various field (De Vries 2013, Bagozzi 2003), 2. Self-efficacy, which shows inconsistent results in the personal goal area (Bagozzi, 2003) and health area (De Vries, 2013) and 3. Plan completeness, which due to the method of analysis used which was Manova did not explain the significant or not significant relationship between the two. The study, however are mostly done on

students, thus inviting for a study with real entrepreneur as respondents. A more detail discussion on the factors influencing plan enactment is presented in the next section.

2.5.1 Implementation Intention and Plan Enactment

Bagozzi in his studies (2003a, 2007 study 1 and 2007 study 2) and Tam (2005) found significant and positive relationship between implementation intention and plan enactment.

Table 2.22.

Summary of Past Research Examining the relationship between Implementation Intention and Plan Enactment

Author	Area	Country	Respondent	Finding
Bagozzi , Dholakia & Basuroy (2003a)	Personal Goal	USA	Students	Significant (positive)
Tam (2005)	Snacking Behavior-Health	USA	Consumers	Significant (positive)
Dholakia, Bagozzi & Gopinath (2007 Study 1)	Volitionally chosen Goal- (personal)	USA	Students	N/a
Dholakia, Bagozzi & Gopinath (2007 Study 2)	Assigned Goal –personal	USA	Web users	N/a

These findings show that there are consistent significant positive relationship between implementation intention and Plan enactment. The utilization of implementation intention as antecedent of plan enactment is therefore promising.

Considering the studies performed on the relationship between implementation intention and plan enactment; the it is hypothesized that:

H2a: There is a positive relationship between implementation intention and plan enactment.

2.5.2 Self-efficacy Plan Completeness and Plan Enactment

The results of the relationship between self-efficacy and plan enactment are inconsistent. The latest study finds that the relationship is significant; while the earlier study by Bagozzi *et al.*, (2003) find that it is not significant. In terms of the goal, the studies are also different: De Vries study the relationship in smoking cessation goal domain with smokers as respondent while Bagozzi studies the relationship in personal goal domain with student as the respondent.

Table 2.23
Summary of Past Research examining the relationship between Self-Efficacy and Plan Enactment

Author	Area	Country	Dependent	Finding
De Vries (2013)	Smoking Cessation	Netherlands	Plan Enactment	Significant
Bagozzi , Dholakia & Basuroy (2003a)	Personal Goal	USA	Plan Enactment	Not significant

The inconsistent result may due to differences in goal domain and maybe due to cultural differences between the Netherlands and USA (Hampden-Turner & Trompenaars *et al.*, 2003); therefore a study with different goal domain and different cultural setting worth to be investigated.

Hence, it is hypothesized that:

H2b: There is a positive relationship between self efficacy and plan enactment.

2.6 Dirent Factors Influencing Implementation Intention

There are two studies that have studied the relationships between plan completeness and plan enactment. Both study shows positive and significant result between the two construct, meaning that the more complete the plan that the decision maker makes, the more likely the plan gets enacted.

Table 2.24

Summary of Past Research examining the relationship between Plan Completeness and Plan Enactment

Author	Area	Country	Respondent	Finding
Dholakia, Bagozzi & Gopinath (2007 Study 1)	Volitionally chosen Goal- (personal)	USA	Students	Significant (positive)
Dholakia, Bagozzi & Gopinath (2007 Study 2)	Assigned Goal – personal	USA	Web users	Significant (positive)

However, the measurement for this construct is only two items, making it difficult to be implemented for SEM analysis, which requires at least three items (Kenny 2012). Thus in this study, plan completeness relationship to plan enactment is not hypothesized. Considering that the most promising factor that influence plan enactment is implementation intention, the next section is dedicated to discuss the factors influencing implementation intention.

2.6.1 Implementation Desire and Implementation Intention

Implementation Intention is introduced by Gollwitzer (1993) in Model of Action Phases. Implementation intention means planning of when, where and how a decision maker intent to realize the goal (Gollwitzer 1993).

A robust body of studies had been done on implementation intention with majority analysis using regression as a method of analysis and SEM (Yoon 2007, Bamberg & Moser 2007, Garling 2002). The studies using SEM are outspread toward very diverse fields and behavior namely planning (Garling 2002), food defense management plan (Yoon 2007), inappropriate bicycle parking behavior (Fujii 2005), Pro environmental behavior (Bamberg & Moser 2007), personal goal (Bagozzi & Dholakia 2003), sports participation (Moyedдини, Paul & Bauer 2009), Breast Self-examination (Luszczynska & Schwazer 2003), Earthquake participation training (Shin & Park 2013), Adult physical activity (Dombrowski, Luszczynska 2009), to turning intern participants into being employee (Zhao 2011). The studies that employs regression as method of analysis is also scattered across many fields such as travel mode choices (Bamberg 2002), a meta-analysis of 34 studies (Webb, Sheeran 2008), losing weight (Luszczynska, Sobczyk & Abraham 2007), rating TV newscasts (Ajzen, Czasch & Flood 2009), promoting physical activity among individuals with spinal cord injury (Latimer, Ginis & Arbour 2006), Occupational health (Budden & Sagarin 2007), organic product purchase (Bamberg 2002), Reuter, Ziegelmann & Wiedemann 2008) to franchising (Hanafiah & Li, 2009).

Analysis of the studies that uses implementation intention shows that the most leading antecedent variable is goal intention. Goal intention had been used in very large body of researches and had been proven as a significant and positive direct antecedent of implementation intention. A meta-analysis by Gollwitzer and Sheeran in 2006 showed that goal intention indeed was the direct antecedent of implementation intention in very diverse field such as collecting coupon (Aarts, Dijksterhuis, Midden 1999), Eat low fat diet (Armitage 2004), public transportation

use (Bamberg 2002), initiation of vocational training (Bradstatter *et al.*,2003), writing curriculum vitae (Brandstatter, Logferder & Gollwitzer 2001), prospective memory task (Einstein *et al.*,2003), new year resolution (Koestner *et al.*,2002), exercise (Lippke & Ziegelmann 2002), Testicular self-examination (Milne & Sheeran 2002a) to persistence to boring task (Milne & Sheeran 2002b). (Gollwitzer and Sheeran 2006). His meta-analysis proof that implementation intention as mediator between goal intention and goal attainment or behavior improve the predictability rate of goal attainment from only 28% to 65%.

In franchising, the study is about the intention to remain in the franchise system. (Li & Jian 2009). He uses implementation intention questions along with goal intention questions as one construct called intention to remain in the franchise system. The author uses types of personal goal attainment as the independent variable and intention to remain in the system as dependent variable. The analysis was conducted using regression. His finding reveals intrinsic and economic gain type of goal have insignificant relationship with intention to remain in the system. While perceived economy and family concern has significant impact to remain in the system. Considering that the study combines two constructs to become one, there should be an explanation of Confirmatory Factor analysis (CFA) of the two originally different kind of intention namely goal intention and implementation intention. The study, however did not show the CFA and therefore leaving the reader to wonder whether the two originally different constructs are actually can be treated as 1 construct or not.

Table 2.25
Antecedents of Implementation Intention

Author	Area	Country	Direct Predictor	Finding	Analysis Method
De Vries (2013)	Health, Smoking Cessation	Netherlands	Age, gender female, high levels of cigarette dependence, perceiving more positive consequences (pros) of quitting, perceiving more negative consequences (cons) of quitting, and having high self-efficacy toward quitting	Age Sig +, female sig,	SEM
Hechvarria (2012)	Entrepreneurship	USA	Perceived Desirability (PD), Perceived feasibility (PF) = Self-efficacy (SE) and Propensity to act (PTA)	PD+ PF=SE+ PTA +	SEM
Bagozzi (2007)	Personal Goal	USA	Goal Intention		Manova
Tam 2005	Snacking habit/health	USA	Goal Intention		No hypo testing; experimental
Ajzen, Cszach, Flood (2005)	Rating TV newscast	USA	Goal Intention	GI sig +	Regression
Bagozzi (2002a)	Purchase Goal	USA	Goal Intention	GI sig +	SEM
Bagozzi (2002a)	Personal Goal	USA	Goal Intention	GI sig +	SEM
Bamberg (2002)	Public transportation use	German	Goal Intention	GI sig +	Regression
Bagozzi (2003a)	Personal Goal	USA	Behavioral Desire PBC Attitude Subjective Norm Goal Intention	BD sig + PBC sig + Attitude + SN NS GI sig +	SEM
Bagozzi (2003b)	Personal Goal	USA	Attitude Subjective Norm PBC Goal Intention	Attitude + SN NS PBC sig +	SEM
Bagozzi	Personal Goal	USA	Goal Intention	GI sig +	SEM

(2003c) Bagozzi (2003d)	Personal Goal	USA	Goal Intention	GI NS	SEM
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Table 2.25 antecedents of implementation intentions shows that the following are possible antecedents: goal intention, behavioral desire or implementation desire, perceived behavioral control (PBC), attitude, perceived feasibility (self-efficacy), perceived desirability, and subjective norm (SN). Among those variables, attitude, self-efficacy and behavioral desire show positive and significant result; while subjective norm is inconsistent. However, since subjective norm is backed by robust body of research as one of theory of planned behavior element together with attitude and perceived behavioral control, then, subjective norm is also need to be investigated. Other finding that is also worth considered is that in the field of entrepreneurship where TPB and SEE models are vastly used, Self-efficacy gain popularity as a construct that replaces PBC (Hechavarria, Renko & Matthews 2012, Linan 2005, Krueger 2000) as several researches treated entrepreneurial intention as implementation intention (Hecchavaria, Renko & Matthews 2012, Freese 2009) and therefore shed the light of possible direct relationship between self-efficacy to implementation intention. Before discussing the self efficacy relationships to implementation intention, there are several antecedents of implementation intention that are also wirth considering such as implementation desire, attitude, subjective norm. Implementation desire is discussed next.

2.6.2 Attitude and Implementation Intention

Attitude is people's tendency of favorableness toward a certain psychological object (Fishbein & Ajzen, 2009). Attitude had been widely used in researches using

TPB as its frame of analysis since attitude is one of the factors influencing intention in TPB. Before the presence of Model of action phases (MAP) the intention being discussed was only one; however, since the model of action phases introduced, the interpretation of the intention predicted by Theory of planned behavior became goal intention whereas the new intention concept introduced in model of action phases became implementation intention (Sheeran & Gollwitzer, 2006). Contrary to the widely believed concept that intention being discussed in TPB is goal intention instead of implementation intention, Bagozzi, Dholakia and Basuroy argue that intention being discussed in the TPB is implementation intention. Therefore, making sense of the relationship between attitude and implementation intention as any other variable introduced in the TPB such as PBC and subjective norm should also be treated as factors directly influencing implementation intention (Bagozzi, Dholakia & Basuroy, 2003). Other factor influencing implementation intention is implementation desire.

Table 2.26

Summary of past research examining the relationship between attitude and implementation intention

Author	Area	Country	Respondents	Finding
Bagozzi Dholakia & Basuroy (2003)	Purchase goal	USA	Students	Significant (positive)

2.6.3 Self-efficacy and Perceived Behavioral Control and Implementation Intention

As one antecedent of a very robust theory, Theory of Planned Behavior, subjective norm had been investigated thoroughly in entrepreneurship as direct antecedent of

goal intention (Katono 2013, Sihombing 2012, Mariano et al 2012) and consistently delivers significant and positive relationship to goal intention. Investigation of subjective norm as direct antecedent of implementation intention, however, is still very limited and only on personal goal (Bagozzi 2003), this study calls for further verification of whether subjective norm has a positive influence on implementation intention in franchise entrepreneurship. Thus, it is hypothesized:

H3c: There is a positive relationship between subjective norm and implementation intention.

Table 2.27

Summary of past research examining the relationship between subjective norm and implementation intention

Author	Area	Country	Respondents	Finding
Bagozzi Dholakia & Basuroy (2003)	Purchase goal	USA	Students	Significant (positive)

2.7 Direct Factors Influencing Implementation Desire

In entrepreneurship studies where franchising resides (Ketchen, Combs & Short, 2011, Torikka, 2011), numerous studies had been done on entrepreneurship using intention model such as Theory of planned behavior (TPB) initiated by Ajzen and Shapero Entrepreneurial Event (SEE) initiated by (Shapero & Sokol, 1985). The models measures intention based on very similar factors that are considered overlap to each other such as perceived desirability in SEE with attitude in TPB and perceived feasibility as PBC in TPB (Krueger, 2000). In operationalizing the model in predicting entrepreneurial intent, however, numerous authors (Hecchavaria, 2012; Khodabhaksi & Talebi, 2012; Moriano, 2011; Linan, 2009; Krueger, 2000)

conceptualize Perceived behavioral control using self-efficacy construct measurements. In health field, the operationalization of PBC is also self-efficacy (Didarloo *et al.*, 2012) and self-efficacy is tested as factor influencing implementation intention (De Vries, 2013) which found insignificant relationship. Several authors argue that intention being discussed in entrepreneurship is implementation intention instead of goal intention as widely believed (Linan, 2009; Bramback, 2007) and the inconsistent finding of relationship between self-efficacy and implementation intention highlights the need of research of the relationship between self-efficacy and implementation intention. Therefore it is hypothesized: There is a positive relationship between self efficacy and implementation intention

Table 2.28
Summary of past research examining the relationship between Perceived Behavioral Control/Self Efficacy and Implementation Intention

Author	Area	Country	Respondents	Finding
Bagozzi Dholakia & Basuroy (2003)	Purchase goal	USA	Students	Significant (positive)

Considering that in the previous research, scholars often measures the perceived behavioral using self-efficacy construct and treating the two variables to be the same (Morianio *et al*, 2012, Didarloo *et al.*, 2012), then this finding also highlights the possibility of using self-efficacy as antecedent of implementation intention. The next section discusses factors influencing implementation desire.

2.7.1 Goal Intention and Implementation Desire

The relationship between intention and desire had been investigated in model of goal directed behavior (MGB) and in the Bagozzi, Dholakia and Basuroy Model

(BDB model), while a specific relationship between goal intention on implementation desire is proposed in the Bagozzi, Dholakia and Basuroy model and Dholakia, Bagozzi and Gopinath (DBG) model. The BDB model postulates that after desire, there should be intention (Dholakia, 2014; Nadkarni, 2009; Dholakia *et al.*, 2007; Bagozzi *et al.*, 2003).

Table 2.29

Summary of past research examining the relationship between Goal Intention and Implementation Desire

Author	Area	Country	Respondent	Finding
Nadkarni (2009)	Health	USA	Patients	Significant (positive)
Dholakia, Bagozzi & Basuroy (2007 study 1)	Personal Goal – volitionally chosen goal	USA	Students	N/a
Dholakia, Bagozzi & Basuroy (2007 study 2)	Personal Goal – previously decided goal	USA	Website users	N/a
Bagozzi 2003a	Personal Goal	USA	Students	Significant (positive)

The finding shows the tendency of positive and significant relationship between the two variables. Therefore, this relationship is promising to be included in the framework. The hypothesis is as follows:

H4: There is a positive relationship between goal intention and implementation desire.

Besides goal intention, there are several other factors worth to be discussed such as attitude, negative anticipated emotion, positive anticipated emotion, subjective norm, goal desire. These factors are discussed at the next section: other factors influencing implementation desire.

2.7.2 Other Factors Influencing Goal Desire

There are several factors influencing goal desire, namely: attitude, positive anticipated emotion and negative anticipated emotion, which will be discussed in the part of this section

2.7.2.1 Attitude and Implementation Desire

Attitude, a person's positive or negative view toward an object or a behavior had been studied extensively as part of theory of planned behavior as antecedent of goal intention. In model of goal directed behavior (MGB) and extended model of goal directed behavior (EMGB), attitude is proposed as antecedent of implementation desire. (Richetin Richardson & Boykin, 2011). In terms of respondents of the study, studies that use patients and consumers as respondent, the attitude has positive and significant relationship to implementation desire, however, in a study that involving student as respondent, the finding is insignificant.

Table 2.30

Summary of past research examining the relationship between attitude and implementation desire

Author	Area	Country	Respondents	Finding
Richetin, Richardson, Boykin, (2011)	Aggressive Behavior	Italy	Patients	Significant (positive)
Richetin and Perugini (2008a) (MGB as frame)	Drinking fizzy soft drink	UK	Consumers	Significant (positive)
Bagozzi (2003a)	Personal Goal	USA	Students	Not significant

2.7.2.2 Positive Anticipated Emotion and Implementation Desire

Just like attitude influence on implementation desire, the influence of positive anticipated emotion on implementation desire is also positive. The higher the positive anticipated emotion, the higher the implementation desire is. This relationship is proposed in the Model of goal directed behavior (MGB) and Extended model of goal directed behavior (EMGB).

This variable is promising, however, since cultural differences between the west and the east countries such as USA where this variable had been tested and the plan to test the variable in the Indonesia, or east culture makes the items used for measuring the variable should be changed in accordance to the culture, hence requires a qualitative study itself to get the positive emotion felt (Hampden-Turner & Trompenaars 2008) then, this variable is excluded from the analysis.

Table 2.31

Summary of past research examining the relationship between Positive anticipated emotion and implementation desire

Author	Area	Country	Dependent	Finding
Richetin and Perugini (2008a) (MGB as frame)	Drinking fizzy soft drink	UK	Implementation Desire	Significant (positive)
Richetin, Richardson, Boykin (2011)	Aggressive Behavior	Italy	Implementation Desire	Significant (positive)

2.7.2.3 Negative Anticipated Emotion and Implementation Desire

To make a decision maker feels more desire to implement necessary steps to reach their goal, the Model of goal directed behavior (MGB) and Extended model of goal directed behavior (EMGB) postulate that imagining negative emotion resulting

from unattained goal will likely to result a more desire toward implementing necessary steps to reach the goal. The studies had been tested in marketing and health. The two studies resulting in both significant and positive result, making this variable seems promising to be included for the analysis.

Table 2.32

Summary of past research examining the relationship between Negative anticipated emotion and implementation desire

Author	Area	Country	Dependent	Finding
Richetin and Perugini (2008a) (MGB as frame)	Drinking fizzy soft drink	UK	Implementation Desire	Significant (positive)
Richetin, Richardson, Boykin (2011)	Aggressive Behavior	Italy	Implementation Desire	Significant (positive)

Just like positive anticipated emotion, which is not included in the study for cultural differences reason, negative anticipated emotion is also excluded from the proposed framework.

2.7.2.4 Subjective Norms and Implementation Desire

Model of goal directed behavior (MGB), Extended model of goal directed behavior (EMGB) and Bagozzi, Dholakia and Basuroy model (BDB) propose that there is inconsistent findings of the relationship between subjective norm and implementation desire. When tested across non students respondents, the finding are significant, but to student respondent, the finding is not significant.

Table 2.33

Summary of past research examining the relationship between Subjective Norm and Implementation Desire

Author	Area	Country	Respondent	Finding
Richetin and Perugini (2008a) (MGB as frame)	Drinking fizzy soft drink	UK	Consumer	Significant (positive)
Richetin, Richardson, Boykin, (2011)	Aggressive Behavior	Italy	Patients	Significant (positive)
Bagozzi (2003a)	Personal Goal	USA	Students	Not significant

2.7.2.5 Goal Desire and Implementation Desire

Existing studies on the influence of goal desire to implementation desire find that goal desire has positive and significant relationship when tested to consumer and patients as respondents in consumer product consumption and aggressive behavior domain, however, when it is tested on personal goal with students as respondent, the relationship is insignificant. Hence, this variable is not recommended to be included in the framework.

Table 2.34

Summary of past research examining the relationship between Goal Desire and Implementation Desire

Author	Area	Country	Dependent	Finding
Richetin and Perugini (2008a) (MGB as frame)	Drinking fizzy soft drink	UK	Implementation Desire	Significant (positive)
Richetin, Richardson, Boykin (2011)	Aggressive Behavior	Italy	Implementation Desire	Significant (positive)
Bagozzi (2003a)	Personal Goal	USA	Implementation Desire	Not significant

2.7.2.6 Decision Process Importance and Implementation Desire

The relationship between decision process importance and implementation desire had only been investigated in Bagozzi, Dholakia and Basuroy model only in personal goal domain where students as respondents and the finding is insignificant.

Table 2.35

Summary of past research examining the relationship between Decision Process Importance and Implementation Desire

Author	Area	Country	Respondent	Finding
Bagozzi (2003a)	Personal Goal	USA	Students	Not significant

Since the finding is insignificant, then this variable is not considered in this study.

2.7.2.7 Decision Process Effort Investment and Implementation Desire

Decision process effort investment relationship on implementation desire had been investigated in Bagozzi, Dholakia and Basuroy model and the result shows positive result. The higher the decision maker effort on making the decision, the more likely the implementation desire is higher. However, this relationship only had been tested in research where students as respondent, whereas, often there are group differences between student respondent and real entrepreneur respondent (McGee, 2009), hence, this variable less promising to be investigated.

Table 2.36

Summary of past research examining the relationship between Decision Process Importance and Implementation Desire

Author	Area	Country	Respondent	Finding
Bagozzi (2003a)	Personal Goal	USA	Students	Significant (Positive)

2.7.2.8 Decision Proses Confidence and Implementation Desire

How much confidence of a decision maker on their process of making the decision is influencing the desire to implement the necessary steps to achieve his/her goal. This relationship is postulated in Bagozzi, Dholakia and Basuroy model (BDB) model and their finding shows that there is no significant relationship between the two variables.

Table 2.37

Summary of past research examining the relationship between Decision Process Confidence and Implementation Desire

Author	Area	Country	Respondent	Finding
Bagozzi (2003a)	Personal Goal	USA	Students	Not significant

The insignificant finding makes this relationship is not considered in the framework.

2.7.2.9 Message Type and Implementation Desire

Message type explains what types of message being used to communicate to a group of audience, whether positive or negative. In this research, a positive

communication type that endorse the benefit of participating breast cancer screening which in this research, message type for breast cancer prevention program has positive and significant relationship to the implementation desire. This variable, however, is not an internal factor as message type is an intervention that is created by the external party, so, this variable is not included in the investigation.

Table 2.38

Summary of past research examining the relationship between Message Type and Implementation Desire

Author	Area	Country	Respondent	Finding
Nicholson 2008	Breast cancer screening program	Africa	Woman	Significant (Positive)

2.7.2.10 Tailored Information and Implementation Desire

The study that utilizing tailored information as an antecedent of implementation desire shows that there is significant and positive relationship between the two variables.

Table 2.39

Summary of past research examining the relationship between Tailored Information and Implementation Desire

Author	Area	Country	Respondent	Finding
Nicholson 2008	Breast cancer screening program	Africa	Woman	Significant (Positive)

Just like message type that is an external factor or required intervention from external party, meaning, requires experimentation for studying the impact of this variable, thus, this variable is also excluded from proposed framework.

2.7.2.11 Public Commitment and Implementation Desire

Public commitment is the making of commitment of an individual to do something by asking them to make the commitment to achieve a certain goal or perform a behavior in public (Abrahamse 2005). This study uses public commitment as an antecedent of implementation desire. The finding shows that there is a positive and significant relationship between public commitment and implementation desire.

Table 2.40

Summary of past research examining the relationship between Public Commitment and Implementation Desire

Author	Area	Country	Respondent	Finding
Lockhorst 2009	Environmental preservation	Netherlands	Farmers	Significant (positive)

Considering that this variable need a customized intervention to study, then this variable is also excluded from the analysis as it requires experimentation to study.

Among variables that have direct relationship with implementation desire, goal intention had been tested in diverse field such as health, personal goal domain, volitionally chosen goal and predetermined goal and mostly tested using SEM (Nadkarni 2009, Dholakia, Bagozzi & Gopinath 2007, Bagozzi, Dholakia & Basuroy 2003). Hence, among factors that influencing Implementation Desire, Goal Intention is considered as the most promising variable. In the next section, the antecedents of goal intention are presented.

2.8 Direct Factors Influencing Goal Intention

Goal intention is one of the most studied variables as it is postulated by the most leading socio psychology theory, Theory of Reasoned Action (TRA) (Fishbein 1969), Theory of Planned behavior (TPB) (Ajzen 1985) and one of the leading self-regulation theory, Model of action phases (MAP) (Gollwitzer 1993). In the studies using TRA, the predictors of goal intention are attitude and subjective norm. In the studies using TPB, the antecedents are attitude, subjective norm and Perceived behavioral control (PBC). In MAP, goal intention is explained by perceived desirability and perceived feasibility (Gollwitzer 1993) and is postulated as the antecedent of implementation intention (Sheeran & Gollwitzer 2006).

In the TRA and TPB context, attitude, subjective norm and PBC are found significant predictors of goal intention across field. In the entrepreneurship setting, the leading model, Shapero entrepreneurial Event postulates that the antecedents of goal intention or entrepreneurial intention is perceived desirability, perceived feasibility and propensity to act (Krueger 2000), however, when it comes to operationalizing it, perceived feasibility is equal to self-efficacy (Hecchavaria 2012, Krueger 2000), and therefore it can be said that the antecedent of entrepreneurial intention is self-efficacy.

In the franchising setting, goal intention antecedents are: putting emphasis on personal benefit of franchise purchase and individual history of self-employment (Kaufmann 1999), personality, attitude and subjective norm (Praditbatuga 2007),

and education level, salaried employment experience in the industry, and current hotel's quality level (Xiao, O'Neill and Wang 2008).

Table 2.41
Antecedents of Goal Intention

Author	Area	Country	Direct Predictor	Finding	Analysis Method
Marques <i>et al.</i> , 2012	Entrepreneurship	USA	Attitude, Subjective Norm and PBC	Attitude + SN + PBC +	SEM
Krueger <i>et al.</i> , 2000	Entrepreneurship	USA	Perceived Desirability (PD), Perceived feasibility (PF) = Self-efficacy (SE) and Propensity to act (PTA)	PD+ PF=SE+ PTA +	SEM
Bagozzi 2002a	Purchase goal	USA	Decision Process importance (DPI), Decision Process confidence (DPC), Decision Process Effort investment (DPEI)	DPI + DPC NS DPEI NS	SEM
Bagozzi 2002b	Personal goal	USA	Decision Process importance (DPI), Decision Process confidence (DPC), Decision Process Effort investment (DPEI)	DPI + DPC + DPEI NS	SEM
Bagozzi 2003a	Personal Goal	USA	Goal Desire (GD), Goal Feasibility (GF) Decision Process importance (DPI), Decision Process confidence (DPC), Decision Process Effort investment (DPEI)	GD + GF NS	SEM
Bagozzi 2003b	Personal Goal	USA	Decision Process confidence (DPC), Decision Process Effort investment (DPEI)	DPI NS DPEI + DPC NS	SEM
Bagozzi 2007	Personal Goal	USA	Implementation Intention	NA	Manova
Tam 2005	Snacking habit/health	USA	Implementation Intention	NA	Experimental, no SEM had been performed

2.8.1 Goal Desire and Goal Intention

Perceived desirability relationship to goal intention had been the focus of studies of TPB and Model of action phases (Gollwitzer 1990). In the TPB, perceived desirability is conceptualized under attitude (Krueger, Reilly & Casrurd 2000) and explained further in TPB as underpinning theory section.

Table 2.42

Summary of past research examining the relationship between goal desire and Goal Intention

Author	Area	Country	Dependent	Finding
Richettin & Perrugini 2003	Soft drink consumption	USA	Goal Intention	Significant (Positive)
Krueger, Reilly and Casrurd 2000	Entrepreneurship	USA	Goal Intention	Significant (positive)
Bagozzi , 2003	Personal Goal	USA	Goal Intention	Significant (positive)
Dholakia & Bagozzi, 2007	Study 1: Assigned Goal	USA	Goal Intention	Significant (positive)
Dholakia & Bagozzi, 2007	Study 2: Volitionally determined Goal	USA	Goal Intention	Significant (positive)

There are four studies that are discussed in this thesis that have evaluated the relationship between perceived desirability or goal desire and goal intention. All the studies show positive and significant result.

However, the majority of the existing studies only uses students as respondent (Krueger, Reilly and Carsrud 2000, Dholakia & Bagozzi 2007, Bagozzi 2003,), and mostly focus on personal goal (Dholakia & Bagozzi 2007, Bagozzi 2003); and the study stop at intention level (Krueger, Carsrud 2000, Bagozzi *et al.*, 2003), in the western setting, thus a study that studies real entrepreneur will be timely (Casrurd 2010) and the different cultural setting of east country such as Indonesia might

deliver different result (Trompenaars 2003), thus this study becomes timely.

Therefore it hypothesized that:

H5a: There is a positive relationship between goal desire and goal intention.

2.8.2 Self-efficacy and Goal Intention

Self-efficacy is a concept introduced by Bandura (1997) and gain very high popularity to explain intention and even behavior (Hecchavaria 2012, Didarloo 2012).

In entrepreneurship studies, it is very often that the authors treat self-efficacy and perceived behavioral control as the same construct.

Perceived Behavioral Control is how someone perceives a behavior and/or thing being discussed is beyond their control or not. It is how someone perceives the behavior being questioned is really up to him or her or not. In many studies it is often treated as the same construct with self-efficacy (Didarloo & Heizardeh 2011, Bagozzi 2003, Terry and O'leary 1990). In fact, the two constructs are often used interchangeably (Talebi 2012), then, a study that focuses on the influence of the constructs in the psychological process of goal realization is timely.

Table 2 43

Summary of past research examining the relationship between Self-Efficacy and Goal Intention

Author	Area	Country	Respondent	Finding
Katono 2013	Entrepreneurship	Africa	Students	Significant (Positive)
Sihombing 2012	Entrepreneurship	Indonesia	Students	Significant (Positive)

Moriano <i>et al.</i> , 2012	Entrepreneurship	Iran, Poland, Norway and Netherlands	Students	Significant (Positive)
Linan 2009	Entrepreneurship	Finland	Students	Significant (Positive)
Linan 2008	Entrepreneurship	Finland	Students	Significant (Positive)

Katono (2010) in Africa, studies the influence of self-efficacy to goal intention in entrepreneurship. His respondents were students and the result is significant. So is Moriano *et al.*, (2012) that studies entrepreneurial intention in students across four countries such as Iran, Poland, Norway, and Netherlands. The entrepreneurial studies are mostly investigates students and considered fail to capture real situation of entrepreneurs there is a need of studying intention with non-student respondent (Carsrud & Bramback 2011), thus a study that studies the influence self-efficacy on entrepreneurial intention using non student respondent becomes timely. Therefore, this study proposes the following hypothesis:

H5b: There is a positive relationship between self efficacy and goal intention.

2.8.3 Attitude and Goal Intention

Attitude is the way someone perceives something and or someone and/or a behavior and/or an object of being discussed as a positive or negative, pleasant or unpleasant, harmful or beneficial or other emotional inclination. (Fishbein & Ajzen 2009).

Attitude is one of the element of Theory of Planned Behavior (TPB) and had been proven to deliver to positive and significant relationships with goal intention across various field namely health (Didarloo 2011, Luszczynka 2011), entrepreneurship where franchising resides (Sihombing 2012, Linan 2009, Linan 2008), attitude

consistently shows positive and significant result to goal intention (Katono 2013, Moriano 2012, Linan 2012). Therefore, the inclusion of this variable is promising.

Table 2.44

Summary of past research examining the relationship between attitude and goal intention

Author	Area	Country	Respondent	Finding
Sihombing 2012	Entrepreneurship	Indonesia	Students	Significant (Positive)
Moriano <i>et al.</i> , 2010	Entrepreneurship	Poland, Iran, Norway and Netherlands	Students	Significant (Positive)
Linan 2009	Entrepreneurship	Finland	Students	Significant (Positive)
Linan 2008	Entrepreneurship	Finland	Students	Significant (Positive)

2.8.4 Subjective Norms and Goal Intention

Subjective Norm is the way someone perceives the attitude of the people important to him/her toward the behavior and/or object and/or things that the person intends to do or have. For example: subjective norm of smoking behavior is how someone perceives his parents agree or disagree toward his choice of smoking.

Subjective Norm had been studied robustly in entrepreneurship (Katono 2013, Moriano 2012, Sihombing 2012). This variable is promising to be investigated as it is a widely believed relationship. This variable relationship with implementation intention is also worth to be considered as it had been tested in structural equation modeling.

Table 2.45

Summary of past research examining the relationship between subjective norm and goal intention

Author	Area	Country	Respondent	Finding
Katono 2013	Entrepreneurship	Africa	Students	Significant (Positive)
Sihombing 2012	Entrepreneurship	Indonesia	Students	Significant (Positive)
Moriano <i>et al.</i> , 2012	Entrepreneurship	Iran, Poland, Norway and Netherlands	Students	Significant (Positive)
Linan 2009	Entrepreneurship	Finland	Students	Significant (Positive)
Linan 2008	Entrepreneurship	Finland	Students	Significant (Positive)

2.8.5 Decision Process Importance and Goal Intention

The three studies assessing the relationship between decision process importance and goal intention show inconsistent result. In the first two studies, which are in different goal domain such as purchase goal and personal goal, the relationship is positive and significant. However, in Bagozzi, Dholakia and Basuroy study in 2003 on personal goal, the relationship is not significant.

Table 2.46

Summary of past research examining the relationship between decision process importance and goal intention

Author	Area	Country	Respondent	Finding
Bagozzi, 2002 Study 1	Purchase Goal	USA	Students	Significant (positive)
Bagozzi, 2002 Study 2	Personal Goal	USA	Students	Significant (positive)
Bagozzi, Dholakia & Basuroy 2003a	Personal Goal	USA	Students	Not Significant

2.8.6 Decision Process Effort Investment and Goal Intention

Table 2.47

Summary of past research examining the relationship between decision process effort investment and goal intention

Author	Area	Country	Dependent	Finding
Bagozzi, 2002 Study 1	Purchase Goal	USA	Goal Intention	Not significant
Bagozzi, 2002 Study 2	Personal Goal	USA	Goal Intention	Not significant
Bagozzi , Dholakia & Basuroy 2003a	Personal Goal	USA	Goal Intention	Significant (positive)

Three studies on relationship between decision process effort investment and goal intention shows inconsistent result across different goal domains. The first two studies, which were about purchase goal and personal goal, deliver insignificant result. The last study, however, also on personal goal, shows positive and significant relationship between decision process confidence and goal intention. Hence, this relationship is excluded from the study.

2.8.7 Decision Process Confidence and Goal Intention

Decision Process confidence had been studied as an antecedent of goal realization and antecedent of goal intention. The following are the relationship between decision process confidence and goal intention.

Table 2.48

Summary of past research examining the relationship between decision process confidence and goal intention

Author	Area	Country	Dependent	Finding
Bagozzi, 2002 Study 1	Purchase Goal	USA	Goal Intention	Significant (positive)
Bagozzi, 2002 Study 2	Personal Goal	USA	Goal Intention	Significant (positive)
Bagozzi, Dholakia & Basuroy 2003a	Personal Goal	USA	Goal Intention	Significant (positive)

There are three studies investigating the relationship between decision process confidence (DPC) and goal intention (GI) across different goal domain, but with the same respondents: students. The results are consistent: The three studies show that DPC and GI has positive and significant relationship. However, realizing that Bagozzi only uses two items to measure decision process confidence, while at least three is required (Kenny 2012), then this variable is excluded from analysis.

2.8.8 Goal Feasibility and Goal Intention

Perceived feasibility or goal feasibility relationship with goal intention had been studied in four studies (table 2.49) across different goal domains such as personal goal, assigned goal, volitionally chosen goal and entrepreneurship. The finding shows that the perceived feasibility has significant and positive relationship with goal intention. However, considering the perceived feasibility is the same as self-efficacy (Krueger 2000), then, the perceived desirability construct analysis is done under self-efficacy relationship with goal intention.

Table 2.49

Summary of past research examining the relationship between perceived feasibility and goal intention

Author	Area	Country	Dependent	Finding
Krueger, Reilly and Casrurd 2000	Entrepreneurship	USA	Goal Intention	Significant (positive)
Bagozzi , 2003	Personal Goal Personal Goal	USA	Goal Intention	Significant (positive)
Dholakia & Bagozzi, 2007	Study 1: Assigned Goal	USA	Goal Intention	Significant (positive)
Dholakia & Bagozzi, 2007	Study 2: Volitionally determined Goal	USA	Goal Intention	Significant (positive)

Besides perceived feasibility (Dholakia & Bagozzi 2007, Bagozzi 2003, Krueger, Reilly Casrurd 2000), perceived desirability (Dholakia & Bagozzi 2007, Bagozzi 2003, Krueger, Reilly Casrurd 2000) , subjective norm (Katono 2013, Sihombing 2012, Moriano 2012, Linan2009, Linan 2008), Perceived behavioral control, self-efficacy (Katono 2013, Sihombing 2012, Moriano 2012, Linan 2009, Linan 2008) and other factors influencing goal intentions, a backward analysis of all possible antecedents of Goal Realization which goes backward from goal realization to goal desire, it can be concluded that there are several variables that are worth to be considered for the analysis:

1. Plan enactment, measures the extent a decision maker enact the plan that they have make in implementation intention and elaborates to what extent he or she has taken necessary actions to reach the intended goal.
2. Implementation intention, measures the extent a decision maker makes a planning to go about achieving their goal; that is to measures whether a decision maker plan a situation where, when and how he or she will take action regarding the plan.

3. Implementation desire, measures the extent the decision maker's willingness to implement necessary steps in achieving the goal
4. Goal intention, measures the extent the decision maker's intention to achieve the goal being discussed
5. Goal desire, measures the extent the decision maker's willingness to achieve the desired goal.
6. Attitude, measures the individual's inclination towards a certain goal being discussed
7. Subjective norm, measures how far an individual is affected by his/her perception of people who are important to him/her's perception toward reaching the goal
8. Self-efficacy, measures the individual's confidence level of ability to handle all possible obstacles that come along the way they reach the goal

From all of these possible variables, there are several possible mediating effect that takes place between variables discussed. The detail is in the next section.

2.9 Mediating Effect

Considering all goal realization models and analysis in the antecedent of goal realization section, there are several possible mediating relationships from the fragmented models:

2.9.1 Mediating Effect of Plan Enactment

Plan enactment or taking action had been investigated as mediators of several relationship and the study is summarized in table 2.52.

Table 2.50
Summary of past research examining the Intervening effect of Plan Enactment

Author	Respondent	Perform mediation analysis on PE or not	Finding
De Vries & Edgers 2013	Smokers	Yes	PE mediates Self-efficacy to Goal Realization
Bagozzi, Dholakia and Basuroy 2003	Students	Yes	PE Mediates (+) Self-efficacy to Goal Realization
Dholakia, Bagozzi and Gopinath 2007 Study 1	Students	Yes (not in hypo, only stating they have)	PE Mediates (+) Plan completeness to Goal Realization
Dholakia, Bagozzi and Gopinath 2007 Study 2	Website users	Yes (not in hypo, only stating they have)	PE Mediates (+) Plan completeness to Goal Realization
Tam 2005	Students	No	N/a
Bagozzi, Dholakia and Basuroy 2003	Students	Yes	PE Mediates (+) Implementation intention to Goal Realization

Plan enactment role as mediators had been tested in several fields namely health, personal goal: volitionally chosen and assigned goal (De Vries & Edgers 2013, Dholakia, Bagozzi and Gopinath 2007 study 1 and study 2, Bagozzi, Dholakia and Basuroy 2003), with various respondents form smokers, students and website users. Plan enactment had been found to mediate self-efficacy and goal realization in smoking cessation and personal goal. To date, however, in entrepreneurship domain and franchising domain, this research is still limited and further call for a study (Krueger 2013; Torikka 2011). Therefore it is hypothesized that:

H6: Plan enactment mediates the relationship between self efficacy to goal realization.

2.9.2 Mediating Effect of Implementation Intention

Table 2.51

Summary of past research examining the intervening effect of implementation intention

Author	Respondent	Perform mediation analysis on II or not	Finding
De Vries & Edgers 2013	Smokers	No	N/a (Goal intention to plan enactment)
Hechavarria 2012	Students	No	N/a (Goal Intention to Goal Realization)
Ziegelman & Luszczynka 2012	Patients	No	Goal Intention to goal realization
Dholakia, Bagozzi and Gopinath 2007 Study 1	Students	Yes	II mediates (+) implementation desire to Plan completeness
Volitionally selected goal			
Tam 2005	Students	No	N/a (Implementation intention mediates (+) implementation desire to plan enactment)
Bagozzi, Dholakia and Basuroy 2003	Students	Yes	II mediates (+) Implementation desire to Plan Enactment

Implementation intention as a mediator is mostly studied between implementation desire and plan enactment, which had been studied on snacking behavior, and personal goal. (Tam 2005, Dholakia, Basuroy and Bagozzi 2003). The existing studies, however, is very limited in entrepreneurship and further call for a study (Krueger 2013). Therefore, this study proposes the following relationship:

H7: implementation Intention mediates the relationship between goal intention and implementation intention

2.9.3 Mediating Effect of Implementation Desire

Table 2.52

Summary of past research examining the intervening effect of implementation desire

Author	Respondent	Perform mediation analysis on II or not	Finding
Nadkarni 2011	Patients	Yes	ID mediates (+) Goal intention to implementation intention
Nadkarni 2009	Patients	Yes	ID mediates (+) Goal intention to implementation intention
Dholakia, Bagozzi and Gopinath 2007 Study 1	Students	Yes (not in hypo, only stating they have)	ID mediates (+) Goal intention to implementation intention
Volitionally selected goal			
Tam 2005	Students	No	N/a
Bagozzi, Dholakia and Basuroy 2003	Students	Yes (not in hypo, only stating they have)	ID mediates (+) Goal Intention to Implementation Intention

Implementation desire role as a mediator between goal intention and implementation intention had been proven significant and positive result among various goals namely health (Nadkarni 2011, 2009), volitionally selected goal (Dholakia, Bagozzi & Gopinath 2007) and personal goal (Bagozzi, Dholakia and Basuroy 2003). Therefore this study proposes:

H8: Implementation desire mediates the relationship between goal intention and implementation intention.

2.9.4 Mediating Effect of Goal Intention

Goal intention role as a mediator had been investigated by Nadkarni on health where patients of self-managed blood glucose behavior were acting as respondents (2011, 2009) and Bagozzi, Dholakia and Basuroy (2003) in personal goal domain

where student as respondents in the USA setting. The finding shows that Goal intention positively mediates the relationship between goal desire and implementation desire. Therefore this study proposes:

Table 2.53

Summary of past research examining the intervening effect of goal intention

Author	Respondent	Perform mediation analysis on PE or not	Finding
Nadkarni 2011	Patients	Yes	Goal intention mediates (+) goal desire and implementation desire
Nadkarni 2009	Patients	Yes	Goal intention mediates (+) goal desire and implementation desire
Bagozzi, Dholakia and Basuroy 2003	Students	Yes (not in hypo, only stating they have)	GI Mediates (+) Goal desire to Implementation desire
Tam 2005	Students	No	N/a

H9: Goal intention mediates the relationship between goal desire and implementation desire.

After mediating is identified, the next section is the possible application of the most promising models among the available models. Considering that BDB models are built based on a robust body of research on Theory of planned behavior and Model of action phases, Hence, the application of BDB models with some adjustments from the study of antecedents of goal realization on franchise purchase decision becomes promising. The previous study on franchise purchase decision is discussed next.

2.10 Goal Realization Model Toward Franchise Purchase Decision

Franchise purchase research or the research on becoming franchisees over the past 35 years had been focusing on the motivation to become franchisee. The result, however, mostly descriptive and only ranks the motivation from most important to less important.

As depicted in table 2.54, the previous motivation researches on franchisee have similar ranking way of presenting the result and had been done in many different setting namely USA, Canada, France, Spain, Australia and Thailand and Indonesia.

Table 2.54
Motivation to become franchisee

Author	Peterson and Dant (1990)	Withane, 1991 (Canada)	Guilloy et al, 2004 (French)	Manal 2006 (Indonesia)	(Hurtado & Quattrocchi 2009) Spain	Bennet, Frazer, Weaven (2010) Australia
Respondent	Franchisees	Franchisees	Potential Franchisees	Franchisees	Franchisees	Potential Franchisees
Reasons for joining franchise	Training	Proven Business Format	Start up support	Main Motivating factors	Proven Business format	ROI
1st	Brand Name	Less Risky	Established Name	Franchise information system	Start up support	Training
2nd	Independence	Goodwill	Possibility for development	Financial	Established Name	Being own boss
3rd	Better investment	Start up support	Profitability	Company Image	Training	
4th	Lower development cost	On Going support		Product Image	Faster development	
5th						
Number of Respondent	Every 25 th franchisee from master list is selected, 250 chosen, 78 responding.	Research is done to 150 Franchisees, usable: 65	Convenience sampling, done to potential franchisees and existing franchisors. There were 315 potential franchisees and 88 franchisors	Convenience sampling with 40 samples	Total of 992 questionnaire mailed to franchisees and 220 valid	Personally administered survey conducted. 81 respondent participate

On top of those descriptive researches, there is a few which perform hypothesis testing. Previous franchise research tried to link the likelihood to become franchisee with employment background, intention to leave inheritance to family member (Kaufmann & Stanworth 1990) and education background as depicted in table 2.55.

Table 2.55
Franchise Purchase Intention Researches

Author	Setting	IV	DV	Finding
Kaufmann & Stanworth 1995	USA	Prior self-employment experience (PSE)	Salient advantages of franchising (SAF) is Business support feature (BSF) or independence (Indep)	PSE* to SAF Individual without SE: Indep The experienced SE : BSF*.
Kaufmann 1999	USA	Personal benefit of franchise purchase (PB), the level of prior work/family conflict (FC), the importance of employing family members (Emp Fam), the importance of leaving business to family (LB)), individual history of self-employment (PSE)), individual's parent's history of self-employment (ParSE)	Intention to purchase a franchise (FPI)	PB*+ PSE*-
Lee 2000		Education level (EL), Age, personality: Risk taking propensity (RPP), Cultural distance (CD), Capital Requirement (CP)	Choice of international versus domestic franchising (IVD)	Age*+ to IVD
			USA chain over Japanese chain in foodservice sector (UVJ)	EL*+ UVJ.
Cho 2004		Local environment (Env), Brand name (Brand), Partner characteristics (PC), Support services (SS), System Quality (SQ), Cost, Communications	Franchise Brand Choice (FBC)	PC* + PBC SS*+ PBC Cost*-

Praditabuga 2007	Thailand	Attitude (Att), Subjective Norm (SN), Personality: Extraversion (Ex), Openness to Experience (Open), Conscientiousness (Const), Agreeableness (Agree), Neuroticism.	Intention to purchase a franchise (FPI)	Att*+ to FPI SN *+ to FPI OE*+to FPI Cons*+ to FPI
Xiao, O'Neill & Wang 2008		Education level (Edu), Employment experience in the industry (EE), Current hotel' s quality level (PQ)	Intention To buy a Franchise (FPI), Quality of Brand Preference to franchise (QFB)	Edu*+ to FPI EE* - to FPI PQ* - to FPI PQ*+QFB

Table 2.55 shows several variables affecting the likelihood to become a franchisee or the factors that drive prospective franchisee in buying a franchise. Among others the factors that had been studied are Education level , Employment experience in the industry, Current hotel' s quality level (Wang, O'neil 2008), attitude, subjective norm and personality (Praditbatuga 2007), Local environment, Brand name, Partner characteristics, Support services, System Quality, Cost and Communications (Choo 2000), Education level, Age, personality, Cultural distance, Capital Requirement (Lee 2004). This table shows that self-efficacy have not been studied in the franchise purchase intention studies, thus a study on this variable becomes timely.

To address using which theory is the most appropriate one to be used for franchising, it is better to evaluate why franchise is often called quasi-entrepreneur. The underlying issue is risk and innovation; Several scholars argue that franchisee is not entrepreneur because they are not exposed to the same risk level as independent business owner (Combs, Ketchen & Short 2011) some even group them as manager as they only run the operation of an existing business (Williams 1993). In

answering this doubt on what franchisee really is, In his General Theory of entrepreneurship: The individual opportunity nexus, Shane (2003) argues that franchisee is indeed an entrepreneur because the decision to purchase a franchise or create an independent business are merely matters of exploiting the business opportunity and that in terms of innovation, the new business which was established under franchise agreement is considered as an innovation. So, the decision of becoming an entrepreneur or not is a part of process of becoming an entrepreneur. Considering Shane's argumen, inspite of different risk level that franchisee face compared to independent business owner, then an approach of treating franchisee as entrepreneur can be considered as appropriate.

Therefore, to address the self-efficacy issue in franchising, the closest one is using entrepreneurship self-efficacy. Since self-efficacy falls into entrepreneurship area, then an adaptation of self-efficacy scale in entrepreneurship becomes appropriate (Torikka 2011). The following are Farmer's work in entrepreneurial self-efficacy:

Farmer proposes that entrepreneurial self efficacy should be differentiated to different stages such as discovery and exploitation stages. In discovery stage, the nascent entrepreneurs are at "dreaming" stage of thinking of ideas of starting a business whereas discovery stage covers steps such as taking first steps required to build a business such as renting a place, looking for equipment etc. The full behavioral items by Farmer, Yao and McIntyre is in Table 2.56

Table 2.56

Nascent entrepreneurial stages by Farmer, Yao and McIntyre

Phase	Behavioral Items
Discovery	1. I have been thinking about a business idea or a number of business ideas that can potentially grow into a real business.

	<ol style="list-style-type: none"> 2. I have discussed ideas for a new business with my friends and family. 3. I have talked about a new business with people that I have a business or working relationship with. 4. I have had discussions with people other than those mentioned above with regard to a new business. 5. I have taken some classes or seminars on how to start a new business. 6. I (alone or with others) have defined products or services for the business. 7. I (alone or with others) have tried to define the market opportunity for the business. 8. I have devoted significant time to this business idea
Exploitation	<ol style="list-style-type: none"> 1. I (alone or with others) have studied and mapped out the financials for the business. 2. I (alone or with others) have invested my (or our) own money in the venture. 3. I have asked financial institutions for funds for a new business idea. 4. I (alone or with others) have purchased, rented, or leased equipment for production. 5. I (alone or with others) have recruited one or more people to work with me (us) on the business idea(s). 6. I (alone or with others) have applied for a patent, copyright, or trademark related to the business. 7. I have made special arrangements (e.g., childcare, household help) to allow time for starting a business.

The steps described by Farmer then adopted into franchising setting and used to built a scale on franchising self efficacy. The items created will be created based on Indonesia self efficacy issue as explained in section 2.2.1.2. Hence, this research also verify existing self efficacy instruments and do some adjustments of the scale to be suitable for Indonesia franchise purchase setting. The result will be a franchise purchase self efficacy scale.

From table 2.56 we also can conclude that for prospective franchisee without self-employment experience, independence is the main motivator that drives people to choose franchising instead of salaried employment (Kaufmann & Stanworth 1995). When Kaufmann and Stanworth find that independence is the main motivator of self-employment choice, Lee (2000), in the contrary find other thing as main motivator.

Lee (2000) measures the impact of three groups of variables regarding the choice of domestic versus international franchising: From franchisor's side, franchisee side, and interaction of franchisee and franchisor. From franchisor side the variables are: Profitability, reputation and cultural distance. From franchisee side: Personal savings, previous experience, prior self-employment, age, education, perceived innovativeness and risk taking propensity. From interaction side: capital requirement, training program and agreement's fairness. From these three groups of variables the significant ones were: age and agreement's fairness. The finding shows that when it comes to choice whether to franchise domestic or international chain, the older generation shows more preference to international franchise chain. The author argues that the older generation was born in the era where Korea was still a developing country, thus making them feels inferior to the foreign culture. This finding, is again diverse from Cho's finding (2004).

Cho (2004) finds that when it comes to choosing a franchise to be franchised, cost becomes main consideration. Royalty fee, onetime fee and other payment that have to be fulfilled by franchisor has negative relation with the intention to franchise. Meaning that, the higher the cost charged by the franchisor, the less likely prospective franchisee buys the franchise. This research, however, doesn't take into consideration the obstacle facing franchisee, as the research only tap the external factors, meaning, only the franchisor factors being considered without considering the franchisee's perspective about themselves. Cho's antecedents of purchase intention, however, is different from Praditbatuga's finding which will be presented next.

Praditabuga 2007 research has utilized Theory of Reasoned Action as a frame of analysis of franchisee intention to purchase a franchise. The author acknowledged the more robust theory of Theory of Planned Behavior (TPB) (Praditabuga 2007), however, she did not apply the theory because she finds the Perceived Behavioral Control aspect of the TPB to be irrelevant. The author argues that the price of franchise is not expensive, so that the prospective franchisee will not encounter any problem regarding the capital. But, considering that not all prospective franchisee has the same financial strength as the author assumes, and as any other business, franchise has capital need that is not limited to financial only, but also skills (Xiao, O'Neill and Wang 2008) which then, the self-efficacy should be included in the analysis with financial capital and skill as the salient beliefs.

Xiao, O'Neill and Wang (2008) research show that Education, Employment experience and Perception to the Quality of current hotel where respondent work has significant relationship to Franchise purchase intention. The more educated respondent, the more they have preference over purchasing a franchise. The relationship however, contrary for Employment experience and Perception to their own hotel quality: the more employment experience in the industry, the less the intention to purchase a franchise and the higher the perceived quality of own hotel the less of the intention to purchase a franchise. Hence, this study indicates the efficacy in terms of knowledge by asking education background.

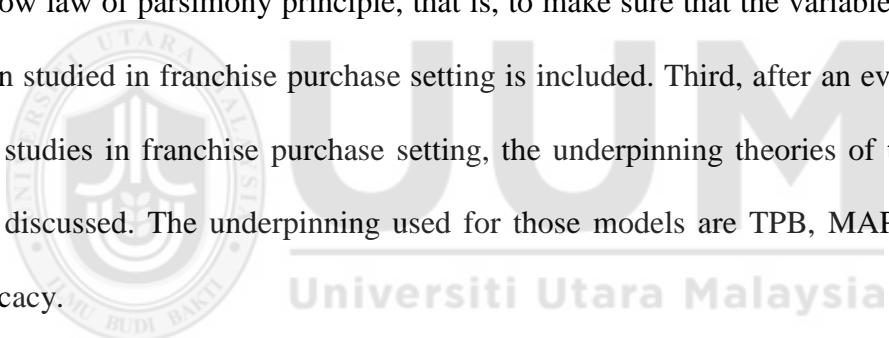
Kaufmann (1999) work shows a more advance research, he tries to re-use his potential franchisee database that he got in his 1995. His research was focusing on decision sequence that franchisee undergone in making franchise purchase decision

and frames it under decision to become self-employed. The decision sequences he studied were sector, organizational type and brand decision. He framed his study using Ajzen's (1991, 1985) Theory of planned behavior, but given the limitation of the data that was not initially intended for such study, his analysis becomes limited. He was only able to analyze the motivation to purchase and whether the individual indeed buy the franchise or not based on the purchase date (behavior). In the sense of using TPB as frame of analysis for franchise purchase behavior that involve several constructs such as attitude, subjective norm and PBC, he had failed to frame it as the model intended to. His analysis did analyze the attitude toward franchising with first hypothesis, but the other important two constructs such as subjective norm and PBC were not tapped. Realizing the shortcomings of his research, the author argues that the high attrition rate and the study, which was not initially, intended for the model makes the more advanced analysis impossible. The attempt made by Kaufmann (1999) however, has shed the light that perceived personal benefit of franchise purchase indeed influence franchise purchase behavior while other factors such as leaving inheritance, leaving employment to family members does not. However, his research does not manage to frame his work as the TPB model intended to do: measuring factors influencing intention and factors that translate it into realization. There is a gap between intention to intention realization processes that have not answered by this research. As Kaufmann states that there is a need to frame the franchise purchase decision as part of a larger decision making process such as the decision to become self-employed (i.e. and framed under TPB). Moreover, Carsrud & Bram back calls for a study in entrepreneurship using goal realization theory. As franchisees are entrepreneurs (Ketchen, Combs & Short 2011, Torikka 2011), then, this study will fill in the gap.

Since franchise purchase can be framed as a goal, then a study that frames franchise purchase as a goal realization process will fill in that specific gap.

2.11 Summary

This chapter serves three functions for this thesis: First, it elaborates the factors influencing goal realization, then, continued with an evaluation of existing models. Second, after evaluating the existing models, the goal realization in franchise purchase setting is discussed. This step is taken to make sure that the analysis will follow law of parsimony principle, that is, to make sure that the variables that have been studied in franchise purchase setting is included. Third, after an evaluation of the studies in franchise purchase setting, the underpinning theories of the models are discussed. The underpinning used for those models are TPB, MAP and Self-efficacy.



CHAPTER THREE

METHODOLOGY

3.1 Preface

This chapter elaborates the methodology for the study, which includes research framework, hypothesis development, research design, population and sampling and research instrument.

3.2 Research Framework

Literature in chapter two takes us to the previous researches in goal realization, the latest models in goal realization and underpinning theories that had been utilized to discuss it. The result of the literature section is a research framework that will be used to frame the research into hypothesizes which will be tested in the present chapter. Figure 3.1 shows the proposed research framework with goal realization as the dependent variable.

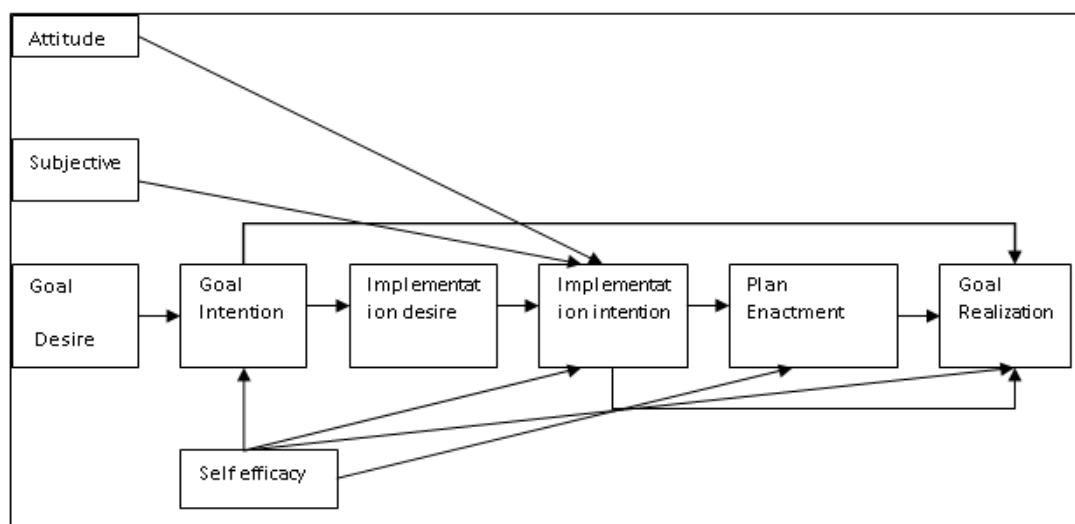


Figure 3. 1
Proposed Research framework goal realization of franchise purchase: from Goal to Realization.

3.3 Hypothesis Formulation

In the literature review of direct antecedents of goal realization in diverse fields namely entrepreneurship, sales and direct sales, managerial performance, personal goal such as volitionally chosen and assigned goal, employee performance, education such as bullying, human resource and health such as fruit consumption, self-management of blood glucose behavior, smoking cessation, response of children with Attention deficit hyperactivity disorder (ADHD), physical activity for woman and snacking behavior derive several direct antecedents; among others, they are as follows: plan enactment (De Vries 2013, Dholakia, Bagozzi and Gopinath 2007, Bagozzi, Dholakia and Basuroy 2003), implementation intention (Brandstatter & Heimbeck 2013, Adriaanse and Oettingen 2010, Stadler, Oettingen and Gollwitzer 2009, Nadkarni 2009, Gawrillo and Gollwitzer 2008, Bayer and Gollwitzer 2007, Hooft et al 2005, Dholakia, Bagozzi and Basuroy 2003), Instrumental behavior (Tam 2005), goal intention (Ziegelmann and Luszczynka 2012, Webb and Sheeran 2006, Bagozzi et al 2003, Dholakia and Bagozzi 2003), decision

process effort investment, decision process confidence and decision process importance (Bagozzi et al 2003, Dholakia et al 2003), self-efficacy (Bayer and Gollwitzer 2007), goal related confidence (Poulsen 2014), behavioral performance, intrinsic and extrinsic motivation factor (Miao, Evans and Shaoming 2009), Need of achievement and internal locus of control (Zhen Hua, Li & Qing 2007), and gender homophily (Dijkstra & Lindenberg and Venstra 2010). The next section discusses the most promising variables tested as the proposed direct antecedent of goal realization

A review of direct antecedents of goal realization in chapter two delivers four most robust variables that had been tested across fields and had been proven to have significant relationship on goal realization: 1. implementation intention (Brandstatter & Heimbeck 2013, Adriaanse and Oettingen 2010, Stadler, Oettingen and Gollwitzer 2009, Nadkarni 2009, Gawrillo and Gollwitzer 2008, Bayer and Gollwitzer 2007, Hooft et al 2005, Dholakia, Bagozzi and Basuroy 2003); 2. goal intention (Ziegelmann and Luszczynka 2012, Webb and Sheeran 2006, Bagozzi et al 2003, Dholakia and Bagozzi 2003) as these variables are part of an established model, namely theory of planned behavior (TPB) by Ajzen (1985) and its development, model of action phases (MAP) by Gollwitzer (1993); 3. Implementation Intention (Stadler & Oettingen 2012, Nadkarni 2009, Hooft et al 2005, Dholakia et al 2002, Bamberg 2000) and 4. Plan enactment (Bagozzi et al 2003, Dholakia et al 2007). This variable had been tested in health (De Vries 2013, snacking behavior (Tam 2005), personal goal (Dholakia et al 2007 and Bagozzi et al 2003) and had delivered significant and positive result on the relationship between plan enactment to goal realization. Moreover, the scholars who propose

the variable, offer the variable to be tested in a complex decision making context such as purchasing a house or investment which requires non routine decision making (Bagozzi et al 2003), where this franchise purchase suits the criteria those scholars have set before, thus this study going to give a further verification of plan enactment as an antecedent of goal realization. After discussing variables as antecedent of goal realization, the following section explains the antecedent of Plan enactment, implementation intention and goal intention. The antecedents of plan enactment are presented at the following section.

Among the studies that have utilized plan enactment as factors influencing goal realization (De Vries 2013, snacking behavior (Tam 2005), personal goal (Dholakia et al 2007 and Bagozzi et al 2003), the direct antecedents of plan enactment are implementation intention (De Vries 2013, Dholakia et al 2007, Bagozzi et al 2003), perceived behavioral control (PBC) (Bagozzi et al 2003), self-monitoring (Jordan & Roolof 1997) and plan completeness (Dholakia et al 2007). Among available choices of factors that influence plan enactment, implementation intention had been the most tested across fields, such as health (De Vries 2013, Tam 2005) and personal goal (Dholakia 2007). The available studies, however are mostly in the field not related on complex purchase decision making such as franchise purchase, thus demands for further verification. The following section summarizes antecedents of implementation intention.

A review of literature in chapter two details several antecedents of implementation intention: age, gender, perceiving more positive consequences of quitting, perceiving more negative consequences of quitting, self-efficacy (De Vries 2013,

Bagozzi et al 2003), self-monitoring (Jordan and Roolof 1997), goal intention (Dholakia et al 2007, Tam 2005, Ajzen, Czasch and Flood 2005, Bamberg 2002, Bagozzi et al 2003), perceived desirability and perceived feasibility (Hecchavaria 2012), implementation desire and goal desire (Dholakia et al 2007, Bagozzi et al 2003) and attitude, subjective norm and perceived behavioral control (Bagozzi et al 2003). The consideration of proposed variable will be detailed in the following paragraph.

Criticizing large body of research that propose variables in theory of Planned theory such as attitude, subjective norm and perceived behavioral control as direct antecedents of goal intention, Bagozzi et al 2003 argues that those variables of Ajzen's theory of planned behavior variables such as attitude, subjective norm and perceived behavioral control should be tested as antecedents of implementation intention as it operates in lower level of abstraction and closer to implementation level. His test of the three variables, however, only found attitude and subjective norm that has direct influence on implementation intention, and instead suggest self-efficacy as direct antecedent of implementation intention. Moreover, in his study in 2003, he also tested the relationship between implementation desire to implementation intention and found significant and positive relationship between the two. Hence, the relationship is worth to be investigated. The antecedent of implementation desire is presented next.

Previous studies on non-franchise setting in chapter two show that there is only one antecedent of implementation behavioral desire: goal intention. Previous studies by Bagozzi, Dholakia and Basuroy (2003), Dholakia, Bagozzi and Gopinath study one

and 2 (2007) and a verification with SEM by Nadkarni in 2009 show that goal intention has positive and significant relationship with behavioral desire. Hence:

A sound body of research validates that the antecedents of goal intention are variables as set out in the theory of planned behavior; namely attitude, subjective norm and perceived behavioral control (Marques et al 2102, Krueger 2000). Previous study on chapter two shows that there are six possible variables to become antecedent of goal intention in non-franchise setting: decision process importance, decision process effort investment, decision process confidence, goal desire and perceived feasibility. Among the variables, only two: goal desire and self-efficacy that consistently deliver positive and significant result to goal intention.

Bagozzi, Dholakia and Basuroy model (BDB), is a cognitive model on phases that a decision maker undergoing in reaching a goal, from initially a desire to realizing it. (Bagozzi et al 2003). This model is a development from a robust model, theory of planned behavior (Ajzen 1985) which had been tested in entrepreneurship (Morianio 2012, Sihombing 2012), health (Didarloo 2012) and model of action phases (MAP) (Gollwitzer 1990).

Bagozzi, Dholakia and Basuroy model itself had been tested using structural equation modeling or SEM and had been proven to deliver higher predictive rate compared to its underpinning, the theory of planned behavior and model of action phases. (Bagozzi et al 2003). To date however, only a few studies that had the model in the complex decision making such as purchasing a very valuable items like the what the model intended to (Bagozzi et al 2003), therefore invites for further verification. Besides the lack of verification in the field it intend to be,

Bagozzi, Dholakia and Basuroy model with its many mediating variables invites for further verification.

One of the most important finding of the model is the mediating effect of several variables such as plan enactment, implementation intention, implementation desire, goal intention between goal desire and goal realization (De Vries 2013, Nadkarni 2009, Tam 2005); This test of mediation is important as Bagozzi, Dholakia & Basuroy claims that the predictability of a behavior or goal realization can be increased from initially 28% to 70% with a complete mediating analysis of their proposed variables.

The current study framework include all possible mediating that the Bagozzi, Dholakia & Basuroy model offers with other possible mediating relationships that are exists as a consequences of the relationships between variables that are built based on the previous study; among others are: 1. The indirect effect of mediators of plan enactment, implementation intention, implementation desire, goal intention between the proposed new variable: self-efficacy and its relationship to goal realization; 2. The indirect effect of mediators of plan enactment for the relationship between implementation intention and goal realization; 3. The indirect effect of mediators of implementation intention between the relationship of attitude, subjective norm and self-efficacy to plan enactment; 4. The indirect effect of mediators of goal intention and implementation desire between the relationship of goal desire to implementation intention; and 5. The indirect effect of mediators of goal intention in the relationships between goal desire to implementation desire.

As the proposed research framework has clearly pictured the relationships between variables chosen from past studies, hence, it can be hypothesized that:

Table 3. 1.
Summary of Hypotheses

Hypotheses	Statements
H1a	There is a positive relationship between plan enactment and goal realization
H1b	There is a positive relationship between implementation intention and goal realization
H1c	There is a positive relationship between goal intention and goal realization
H1d	There is a positive relationship between self-efficacy and goal realization
H2a	There is a positive relationship between implementation intention and plan enactment
H2b	There is a positive relationship between self-efficacy and plan enactment
H3a	There is a positive relationship between implementation desire and implementation intention
H3b	There is a positive relationship between attitude and implementation intention
H3c	There is a positive relationship between subjective norm and implementation intention
H3d	There is a positive relationship between self-efficacy and implementation intention
H4	There is a positive relationship between goal intention and implementation desire
H5a	There is a positive relationship between goal desire and goal intention
H5b	There is a positive relationship between self-efficacy and goal intention
H6	Plan enactment mediates the relationship between self-efficacy to goal realization
H7	Implementation intention mediates the relationship between implementation desire and plan enactment
H8	Implementation desire mediates the relationship between goal intention and implementation intention
H9	Goal intention mediates the relationship between goal desire and implementation desire

3.4 Research Design

“Quantitative research is a means for testing objective theories by examining the relationship among variables” Creswell 2011 p. 67

Table 3. 2
The differences between Qualitative and Quantitative research

Qualitative	Quantitative
Concerned with understanding behavior from actors' own frames of reference	Seeks the facts/causes of social phenomena
Naturalistic and uncontrolled observation	Obtrusive and controlled measurement

Subjective	Objective
Close to the data: the 'insider' perspective	Removed from the data: the 'outsider' perspective
Grounded, discovery oriented, exploratory, expansionist, descriptive	Ungrounded, verification oriented,
Inductive	Reductionist, hypothetico-deductive
Process oriented	Outcome oriented
Valid: real, rich, deep data	Reliable: hard and replicable data
Ungeneralizable: single case studies	Generalizable: multiple case studies
Holistic	Particularistic
Assumes a dynamic reality	Assumes a stable reality

Source: Adapted from Oakley 1999: 156 as in Blaxter, Hughes, Tight 2010.

In line with its objective to verify relationships between proposed variables, the present study employs quantitative method of study (Blaxter, Hughes, Tight 2010) and uses closed ended instrument to get the data. Since the present study aims to tests an existing model of Bagozzi, Dholakia and Basuroy or BDB model (2003) with some changes in variables but with pre-determined nature of relationships whether its positive or negative, and its purpose of testing theories and examining relationships among variables such as goal desire, attitude, subjective norm, goal intention, behavioral desire, implementation intention, plan enactment and goal realization in purchasing a franchise, therefore, the fit method for the present study is quantitative research. Moreover, since the study intends to apply Structural equation modeling or path analysis, then the best fit research design is quantitative research.

3.5 Measurement

To ensure that the present study conducted measures intended constructs and delivers valid and reliable result, therefore, it is strongly suggested to use instruments that have been validated by previous studies. Considering the underlying reason for using existing instruments, the researcher intends to use

existing instruments. However, due to the limited available study on goal realization on franchise purchase setting, the present study will mostly adapt the previous study instruments: that is study in goal realization in various area and adapt the instrument to franchise purchase setting. The original instrument is presented in table 3.3

Table 3. 3
Instruments

Construct	Item	Source
Goal Realization	'I was able to achieve my goal described above within the last two weeks,' 'I was successful in reaching my decision described above in the last two weeks.' I was successful in acting on my decision described above during the last 2 weeks	Bagozzi, Dholakia & Basuroy (2003). Cronbach alpha: 0.77 And Bagozzi, Dholakia & Basuroy (2007) for the last item. Cronbach alpha : n/a
Plan Enactment	'I was able to do things exactly as I had planned to achieve my goal' 'I achieved my goal exactly when I had planned' 'I achieved my goal exactly where I had planned' 'I achieved my goal exactly how I had planned' 'I achieved my goal exactly how long that I had planned'	Bagozzi, Dholakia & Basuroy (2003). Cronbach alpha: 0.95
Implementation Intention	'I told myself where and when I would complete this task' 'I did not set myself a time and a place to complete this task' (r) 'I committed myself to performing the task in a specific situation'	Webb & Sheeran (2005). 0.76
Behavioral Desire / Implementation desire	Please express the overall strength of your desire to perform the actions you listed earlier for achieving your chosen goal. 'My desire to perform the actions I listed during the next two weeks can best be expressed as:' 'I want to perform the actions I listed during the next two weeks' 'I feel an urge or need to perform the actions I listed during the next two weeks, 'My overall wish to perform the actions I listed during the next two weeks can be summarized as follows'	Adopted from Bagozzi, Dholakia & Basuroy (2003). Cronbach alpha: 0.79
Goal Intention	'I feel certain that I will be able to attain my goal within the next two weeks' 'Doing franchise business is something I would	Bagozzi & Dholakia 2003. Cronbach alpha: N/a Praditbatuga 2007.

	do'	Cronbach alpha: 0.87
	'I could see myself doing franchise business'	
	'I will purchase a franchise if I start my own business'	
	'I will definitely buy a franchise'	
	'I would buy a franchise within --- months'	
Goal Desire	'My desire to reach the goal I have chosen can best be described as'	Bagozzi & Dholakia 2003. Cronbach alpha: 0.78
	'I feel an urge or need to attain the goal I have chosen'	
	'My overall wish to attain the goal I have chosen can be summarized as follows'	
	Please tell us to what extent managing your diabetes is a goal for you personally?	Nadkarni 2009 Cronbach alpha: 0.878
	'My desire to manage my diabetes over the next two weeks can best be described as:'	
Self-Efficacy		Adapted from Farmer et al 2011. Nascent entrepreneurial items; adapted to franchise settings.
Attitude	"In your decision to open a franchise rather than an independent business, please indicate the level of your agreement." Job satisfaction (involvement in a rewarding business Training provided by the franchisor Small investment Limited risks Well-known name Opportunity to work with the family Franchisor's advertising	Praditbatuga (2007). Cronbach Alpha : 0.808
Subjective Norm	How much influence of people in these groups will have on your decision to purchase a franchise? Banker Franchise consultant Management consultant Thai Franchise association Existing franchisees Chamber of commerce Franchise fair	Praditbatuga 2007. Cronbach alpha 0.70

3.6 Questionnaire Design

A questionnaire is a tool consists of previously set of questions that the researcher uses to collect data. To ease the analysis and to ease the respondent in answering

the questions in the questionnaire, the questionnaire is split into several parts: part 1 the general data of the respondent, their demographic profile that contains of multiple choice question and open ended questions, and part 2. The seven-scale questions that details the independent and dependent variables set in the proposed framework such goal realization, plan enactment, implementation intention, goal intention, goal desire, attitude, subjective norm and self-efficacy.

3.7 Pre-test

To ensure that the questionnaire fulfill its face validity and fully understood by the respondent, the questionnaire was evaluated by five Indonesian marketing lecturers, two franchisees expert and a Bahasa or Indonesian language expert. The process of translation was found to be the most difficult one as direct translation of some of the items are often to be very similar from one to another. The pretest result shows that the direct translation of the scale is too similar from one to another for goal desire scale by Bagozzi et al (2003).

3.8 Pilot Study

Pilot study is a necessary step required to be done before the actual research to reduce the possibility of problems in the actual result. To make sure that the instrument used in the actual study, the reliability and factor analysis is done to the result of the pilot study. The items that have not fulfill the reliability aspect then have to be modified, either by adding an item or deleting an item from the set of

question it has. The pilot study respondent was 88 samples. The following section details factor analysis and reliability check of the pilot study.

3.8.1 Factor Analysis of The Pilot Study

The factor analysis of all endogeneous variable:goal intention, implementation desire, implementation intention, plan enactment, and goal relization initially derived eigght components; after deletion of the lowest loading items based on the anti-image correlation matrix, it finally rotated into 8 components with KMO of 0.698 and the loadings of factors are between 0.392 to o.789; meaning, it has fulfilled the requirement of factor analysis and each items have goes to its respective variable. The detail of the factor analysis process is detailed in appendix 3.

3.8.2 Realibility Test of The Pilot Study

The initial questions for the pilot study is enclosed at table 3.4 and from those set of questions, the result is as follows:

Table 3. 4
Cronbach Alpha of each Construct

Construct	Cronbach Alpha
Goal Realization	0.776
Plan Enactment	0.768
Implementation Intention	0.689
Implementation Desire	0.644
Goal Intention	0.688
Goal Desire	0.368
Self-Efficacy	0.893
Attitude	0.645
Subjective Norm	0.763

All the constructs have met the criterion of Cronbach alpha of above 0.6; only goal desire has a low Cronbach alpha and need to be modified. Therefore, the goal desire items are added so that it can reach a higher reliability score.

After new items are added, goal desire reached its reliability from initially 0.368 to 0.774. It means, this new set of items of Goal desire is ready to be used for data collection. The final items in the questionnaire after modification are presented next.

3.8.3 Actual Questionnaire Statements

After pilot study is done, several measures required adjustments. Some of the items from the initial questionnaire was taken out, and some items are added so that it is expected the actual questionnaire delivers better result in terms of reliability compared to the one used for pilot study.

Besides reliability, to make the adoption of the scale to be closer to franchise setting, several items were added to the original adoption. This addition was in accordance to the definition of each construct in the franchise purchase setting.

The changes are as follows: for Goal Realization construct; considering that describing low risk can be derived from a succesful brand name (Hurtardo & Quattriochi 2009, Guillox et al 2004), then an additional item that connect low risk and successful brand name would represent the goal realization construct better. Therefore, item GR5 is added.

Table 3. 5
Goal Realization Construct

Coding	Items
GR1	I was able to achieve my goal of purchasing a franchise
GR2	I was successful in reaching my decision to become a franchisee
GR3	I was successful in reaching my decision of purchasing a franchise
GR4	My ultimate goal to become an owner of a low risk culinary business have come true
GR5	I have succeed in realizing my goal of owning a low risk business, that is by using a brand that have been proven to be successful

Table 3. 6
Plan Enactments Construct

Coding	Items
PE1	'I was able to do exactly as I had planned when purchasing a franchise'
PE2	'I achieved my goal of purchasing a franchise exactly when I had planned'
PE3	'I achieved my goal of purchasing a franchise exactly where I had planned'
PE4	'I achieved my goal of purchasing a franchise exactly how I had planned' (e.g. by installment or cash)
PE5	'I achieved my goal of purchasing a franchise exactly how long that I had planned'
PE6	'I was able to do exactly the things that I had planned when purchasing a franchise'

For implementation intention construct, there is an additional similar question asked to respondent, that is II6 which was quite similar to II1. This addition is important because when it is translated to Bahasa and retranslated back to English, the wording seems similar when it's actually different. For the translation, please refer to appendix 1 the questionnaire in Bahasa.

Table 3. 7
Implementation Intention Construct

Coding	Items
II1	'I told myself where and when I would complete franchise purchase'
II2	'I did not set myself a time and place to complete the franchise purchase' (r)
II3	'I committed myself to purchase the franchise in specific situation'
II4	'I told myself when I would finish my franchise purchase'
II5	'I told myself where I would finish my franchise purchase'
II6	'I commit to myself where and when I would complete franchise purchase'

Table 3. 8
Implementation Desire Construct

Coding	Items
ID1	Prior to purchasing a franchise, I am planning some necessary actions to purchase a franchise (e.g. saving money, searching for location)
ID2	My overall desire to do necessary actions to purchase a franchise is strong
ID3	I always want to take necessary actions to purchase a franchise (such as saving money, searching for location)
ID4	I think it is important to do every necessary steps that is needed to purchase a franchise
ID5	In purchasing a franchise, I always wanted to implement all the steps that I have planned
ID6	Prior to purchasing a franchise, I have set a certain time frame to take actions in purchasing a franchise

Table 3. 9
Goal Intention Construct

Coding	Items
GI1	Before becoming a franchisee, I always want to become a franchisee
GI2	Prior to buying a franchise, I could imagine myself doing franchise business
GI3	I always think that the best way to start a business is by becoming a franchisee
GI4	Prior to becoming a franchisee, instead of creating an independent business, I always think of becoming a franchisee
GI5	I wanted to become entrepreneur, but only with successful brand
GI6	I think 12 months are enough time to buy a franchise

Table 3. 10
Goal Desire Construct

Coding	Items
GI1	Before becoming a franchisee, I always want to become a franchisee
GI2	Prior to buying a franchise, I could imagine myself doing franchise business
GI3	I always think that the best way to start a business is by becoming a franchisee
GI4	Prior to becoming a franchisee, instead of creating an independent business, I always think of becoming a franchisee
GI5	I wanted to become entrepreneur, but only with successful brand
GI6	I think 12 months are enough time to buy a franchise

There are several items added to goal desire construct; that is item GD6, GD7, GD8 and GD9. These items were added based on the perceived advantages of franchising (Ramirez-Hurtado et al 2009).

Table 3. 11
Self-Efficacy Construct

Coding	Items
SE1	Searching information on what brand to franchise (profit, BEP)
SE2	Determining which industry to be franchised (food & beverages or retail etc.)
SE3	Determining which steps to take first in purchasing a franchise (finding location first, contacting prospective franchisor first etc.)
SE4	Getting family approval
SE5	Providing time for preparation to become a franchisee
SE6	Getting accurate information on the profitability level of the franchise
SE7	Finding an affordable franchise
SE8	Determining which brand among culinary business that is worth to purchase
SE9	Getting the right location for the business
SE10	Recruiting employee
SE11	Getting franchisor's approval
SE12	Financial management skill
SE13	Getting loan for capital
SE14	Leadership skills

Table 3. 12
Attitude Construct

Coding	Items
Att1	Compared to creating an independent business, franchising offers more job satisfaction (involvement in a successful business)
Att2	Compared to creating an independent business, franchising offers training (especially marketing and finance)
Att3	Compared to creating an independent business, franchising investment is lower
Att4	Compared to creating an independent business, franchising poses lower risk
Att5	Compared to creating an independent business, franchise business with its brand offers more chance to be successful.
Att6	Compared to creating an independent business, franchise business offers more family time
Att7	Compared to creating an independent business, franchising offers training (especially marketing and finance)

Table 3. 13
Subjective Norm Construct

Coding	Items
SN1	Banker (in providing credit to prospective franchisee)
SN2	Franchise consultant
SN3	Management consultant
SN4	Franchise association
SN5	Existing franchisee
SN6	Chamber of commerce
SN7	Franchise Exposition
SN8	Family (spouse)
SN9	Family (parents)
SN10	Franchise Website
SN11	Franchise Magazine

There we several items added from original statement by Praditbatuga (2007), that is SN8, SN9 and SN10. The initial question was for SN8 to be just family, but in this scale , the family is split into two as family can be spouse or parens. Moreover, with the development of the technology, franchise website has a more influential effect on franchise purchase decision making, thus to be added to the new scale.

After the question is revised, each construct had reached its reliability requirement and the result of the reliability of each construct is detailed in chapter 4.

3.9 Sampling method

This section elaborates sampling method: the population, sample size, sampling technique, unit of analysis and sample size.

3.9.1 Population

This study targets existing food franchisees as the respondent similar to previous researches by Guilloux & Gauzente (2004); Kaufmann & Stanworth (1995); Rosson,(1977); Stanworth & Curran (1999) show that there are two population groups:

1. Potential food franchisee: acquired in the franchise expo (Kaufmann & Stanworth 1995, Gauzente, Guillox, Kalika & Dubost 2004, Bennet 2009), whereas they will be asked to state their intention of purchasing a franchise and thus calling for prospective method
2. Existing food franchisees: the people who have purchased a franchise; this group of people is surveyed or interviewed and asked to recall their experience in purchasing a franchise. This group of respondent require retrospective method as they ask franchisees to recall their memory (Hurtado & Quattrochioci 2010, Lee 2000, Rosson 1977).

Since this research studies the franchise purchase up to the behavioral level, thus, it is very unlikely to do the research to the potential group as they have not yet done the behavior being asked.

Contrary to the potential group, the existing local food franchise have done the behavior, thus can be asked to recall their memories of purchasing a franchise. The difference of the condition between the two groups of respondent makes the existing local food franchise to be the right group of respondent for this research.

Moreover, as stated by Fishbein and Ajzen in their book predicting and changing behavior (2009) that prospective or retrospective method has the same power to predict behavior, therefore, there will be no significant difference either whether doing the research to potential franchisee or currently franchisee.

Hence, given the nature of the research that studies behavior and the insignificant difference in the result of employing two different methods of memory recall, thus, this research is using existing local food franchisees as the population of the study. The next section discussed in detail the criteria of the population.

The criteria for population are:

1. Franchisee of Indonesian foodservice franchise chain.

According to Indonesia Yellow pages (2014), there are 666 outlets of local foodservice chain in Indonesia.

2. The franchised outlets are located in Jakarta, Bogor, Depok and Tangerang and Bekasi Area (Jabodetabek)

The current study selected franchised local outlets in Jakarta, Bogor, Depok, Tangerang and Bekasi area because all the brand listed in the Euromonitor exists in this area and it is representing 40% of the market (Yellowpages Indonesia 2014). The list of brand from Euromonitor becomes important base of consideration of determining which brand to be included as they are reliable data base provider. Eventhough several local foodservice franchisors are

starting to expand their businesses to international market; to name a few they are Es Teller 77, Kebab Baba Rafi, J.co and Wong Solo. However, this research does not include the franchised outlets outside Indonesia.

3. The franchisor had been in the business for more than 5 years

Indonesia Ministry of Commerce rules that a business can be classified as a franchise if it had been operated at least 5 consecutive years, therefore, to make sure that the franchisee researched falls into this criteria, the brand franchised will have to be evaluated first on the basis its business history. After a set of sample frame is identified, the next step is to defined the sample.

3.9.1.1 Sample size

The sample size is determined based on the population of local foodservice franchise in Indonesia specifically on the selected Jakarta, Bogor, Depok, Tangerang and Depok (Jabodetabek) area. Hence, the calculation of the sample size uses the population of the local foodservice franchisees of Indonesia is 666. And the number of local foodservice franchisees in the Jakarta, Bogor, Depok and Tangerang is 263. This means, the population of the study is 263.

Under this consideration, referring to Krejcie and Morgan (1970), the required sample size is 155. The detail of the population and sampling is detailed in table 3.14.

Table 3. 14

The Population and sample of the study

	Population	Distributed	Sample Size	Returned
Jakarta	223	196	131	85
Bogor	13	11	8	5
Depok	7	6	4	3
Tangerang	5	4	3	2
Bekasi	15	13	9	5
Jabodetabek	263	230	155	100

The existing study distributed 230 questionnaire to respondents as the previous research shows moderate response rate of around 50% for end customer researches and a low rate of business to business customer where the respondent are business owener of Chief Executive Officer (CEO) (Mehmood & Hilman, 2015). Since this research is business to business by nature where the respondents are business owners, and the response rate is usually lower, thus for an expectation sample size of 155, 230 questionnaire is distributed.

The distribution of 230 questionnaire is using systematic random sampling where from the list of 263 local food franchise in Jabodatebek, every 3rd sample is chosen. Finally, with 230 questionnaire distributed, only 100 is asnwerrred and valid to be used for the analysis.

3.9.2 Data Collection Procedures

Initially, the researches planned to contact all respective food franchisors to get their list of franchisees. The researcher did that, but due to uncooperativeness of franchisors in giving the data, thus, the researcher can only use an official available

directory that listed the address of franchisor's outlets that is, Yellow pages directory. After getting list of franchisees which is enclosed in Appendix 5, the researcher delivered the questionnaires directly to the listed address. Then following up is done by making phone calls and visiting their outlets directly. The process of getting the targeted answer was taking about 9 months as the franchisees were very busy, and required three to four visits in average to get the questionnaire answered.

Among the reasons that they gave when being asked of why they have not responded, the most often prevail reason was that the confidentiality issue as Indonesia is low trust society, that they are busy, that they did not get anything for answering the questionnaire or that they are rarely come to their business outlets and leave their employees to take care day to day operation.

After the data collection is done, the data is further analyzed using appropriate analysis tool, which is explained in the next section, technique of data analysis.

3.10 Techniques of Data Analysis

The data that a researcher acquired from the survey is largely depends on the measurement level we decided in the instrument (Zikmund & Babin 2009). The two authors further explain: for nominal level measurement such as gender and education, the statistical analysis applied will be frequency analysis; and will be analyzed using statistical software of SPSS 17; while the more advanced statistical analysis such as multicollinearity, reliability and validity of the instrument (Lee,

2000) will be analyzed using smartPLS 3.0. In particular, SmartPLS is used to evaluate the models in terms of the following: 1. Evaluation of measurement model and 2. Evaluation of the structural model. The following section details the model evaluation using PLS:

According to Ghazali (2014), Hair et al (2013) and Chin (1998), assessment of PLS SEM models is as follows:

3.10.1 Assessment of PLS SEM Path Model Result

PLS SEM path model is assessed in two ways:

1. Assessment of measurement model, which consists of:

1. Examining the individual item reliability

Individual item reliability is tested using loading factor of the items, which have to fall above the threshold of 0.60. Any items that fall below that have to be taken out of the model (Ghazali 2013, Hair et al 2013).

2. Internal consistency reliability

Internal consistency reliability is evaluated using Composite reliability, which have to be at least 0.60. Composite reliability is perceived as a better reliability measure compared to Cronbach alpha (Hair et al 2013), thus, in this study, the internal consistency reliability will be evaluated using composite reliability.

3. Convergent validity

Convergent validity is achieved if average variance extracted (AVE) of the construct is above 0.5 (Hair 2014). To achieve the desired AVE, each item loading below 0.6 deleted; and if AVE score is still not achieved, even above than 0.6 item loadings is also to be deleted.

4. Discriminant validity

Discriminant validity is achieved by two indicators: 1. The square root AVE which have to be more than the value of correlation among latent variables; and 2. Cross loading value which have to be higher for item to its respective construct than the cross loadings of the variables to other variables.

2. Assessment of significance of measurement model

1. Assessment of variance explained

R squared is one of indicator used to assess the model in terms of its ability to explain the variance of the discussed independent variable. An R squared of 0.67 is considered good, while 0.33 and 0.19 is considered moderate and weak.

2. Effect size

F squared is used to evaluate the effect size of the latent variable, whether they have strong, moderate or weak effect on the structural level.

3. Predictive relevance

Q squared is used to analyze the predictive relevance of the model being evaluated. A model is considered good if the value of Q² is above zero (Hair 2013).



CHAPTER FOUR

RESULTS

4.1 Introduction

Chapter four details and elucidates the result of data analysis using PLS path modeling. The chapter commences by reporting the response rate and the initial data screening process, which consists of missing value and treatment of outlier, normality, multicollinearity and response bias. The chapter then continued with descriptive analysis of respondents, demographic and latent constructs. Next, the evaluation of the model is detailed in two sections: first, the analysis of measurement models which consists of reliability, convergent and discriminant validity and second, the assessment of significance of the measurement model which consists of assessment of variance explained in the endogenous variable, assessment of effect size and assessment of predictive relevance.

4.2 Response Rate

There were a total of 263 questionnaire distributed for this study. This number is derived from total number of outlets of franchise companies in Jakarta Bogor, Depok and Bekasi area as published in Euromonitor. Out of this number, only 105 were returned. Out of this returned questionnaire, only 100 are valid. The questionnaires were distributed to franchisees in Jakarta, Bogor, Depok and Tangerang Area. In an attempt to achieve high response rate, several phone call

reminder were made to respondents who were yet to respond to the questionnaire (Garcia, et al 2014, Chen et al 2013). The average attempt made was 3 times to each respondent with maximum attempt of 10 times.

The effort yields of 105 responds out of 263 questionnaire. This result derives 39.77% response rate, similar to that of Widuri et al (2014) and Sedyarini (2008) when doing study on Indonesia franchisee in retail sector. The low response rate of entrepreneurs are mostly low in Indonesia as most of respondents were mostly not stay in their business address and leave the employee to run the business by themselves, or they are reluctant to answer because of the confidentiality issue (Widuri et al 2014). This situation is very similar to that of China (Zou 2015).

Table 4. 1
Response Rate of the Questionnaire

Response	Frequency/Rate
No of distributed questionnaire	263
Returned and usable questionnaire	100
Questionnaires not returned	159
Response rate	39.77%
Valid Response rate	37.87%

4.3 Data Screening

One of the most crucial processes of multivariate analysis is data screening as this process has two purpose: ensures that the key assumptions regarding the application of the technique is not violated and help the researcher to understand his or her data to for further analysis (Hair et al 2007).

The data screening is performed in several steps: missing value analysis, assessment of outliers, normality test and multicollinearity test. The data screening is presented at section 4.3.1 to section 4.3.4.

4.3.1 Missing Value Analysis

Initial dataset directly derived from the respond of the respondent resulted in 8 missing value out of 7000 (70 questions *100 questionnaire) points being evaluated, which represented 0.11% of whole dataset. Particularly, self-efficacy, perceived behavioral control, attitude, goal desire, goal intention, implementation, desire, implementation intention, plan enactment and goal realization construct each has 1 missing value.

Table 4. 2
Total and Percentage of Missing Values (see spss output)

Latent Variables	Number of missing Values
Self-Efficacy	1
Attitude	1
Goal Desire	1
Goal Intention	1
Implementation Desire	1
Implementation Intention	1
Plan Enactment	1
Goal Realization	1
Total	8 out of 7000 data points
Percentage	0.11%

4.3.2 Assessment and Treatment of Outlier

Abnormal respond to the questionnaire caused by human error, mechanical error or instrument error caused Outliers to occur. (Hodge & Austin 2004). The identification of outlier becomes paramount important in a research process as

outliers are considered as error and therefore have to be reduced as high as possible.
(Liu 2011)

Multivariate outliers can be assessed using various ways: using standardized value with a cut of ± 3 as recommended by Tabanick and Fidell (2007) and using Mahanalobis distance. Mahanalobis distance is deleted if it exceeds the threshold value of chi square. Based on items being observed, the threshold value is 121.1. Using this criterion, none of the respondent is considered as outlier and therefore, all 100 cases are accepted.

4.3.3 Normality Test

Assessment of normality is performed by evaluating the z value of skewness, which have to fall in the value of ± 2 . The z value of skewness is derived from the value of skewness estimates divided by the standard error of skewness. For example: the z value of Goal Realization 1 (GR1) is -1.245; it is derived from $-0.3/0.241$ resulting in -1.245. If the z value of skewness falls between the value of -2 to +2, then the items are considered normal and no transformation was performed. This mean, the GR 1 item that falls into the range of -2 to +2 is considered normal and no transformation is needed. An evaluation of skewness value of all items resulting to 25 items needed to be transformed. The Items transformed are 24 items and 22 of them can be normalized except for item ID5 and II1.

Table 4. 3
Normality assessment

Construct	Skewness Estimate	Std. Error of Skewness	Z-Value Skewness	Kurtosis Estimate	Std. Error of Kurtosis	Z-Value Kurtosis
Goal Realization						
GR1	-0.3	0.241	-1.245	-0.354	0.478	-0.741
GR2	-0.509	0.241	-2.112	-0.654	0.478	-1.368
GR3	-0.472	0.241	-1.959	-0.505	0.478	-1.056
GR4	-0.081	0.241	-0.336	-0.848	0.478	-1.774
GR5	-0.648	0.241	-2.689	-0.426	0.478	-0.891
Plan Enactment						
PE1	-0.192	0.241	-0.797	-1.187	0.478	-2.483
PE2	-0.462	0.241	-1.917	-0.073	0.478	-0.153
PE3	-0.441	0.241	-1.830	0.218	0.478	0.456
PE4	-0.542	0.241	-2.249	-0.528	0.478	-1.105
PE5	-0.287	0.241	-1.191	-0.585	0.478	-1.224
PE6	-0.614	0.241	-2.548	-0.27	0.478	-0.565
Implementation Intention						
II1	-0.807	0.241	-3.349	0.276	0.478	0.577
II2	-0.104	0.241	-0.432	-0.401	0.478	-0.839
II3	-0.101	0.241	-0.419	-0.539	0.478	-1.128
II4	-0.156	0.241	-0.647	-0.953	0.478	-1.994
II5	-0.044	0.241	-0.183	-1.128	0.478	-2.360
II6	-0.184	0.241	-0.763	-1.166	0.478	-2.439
Implementation Desire						
ID1	-0.301	0.241	-1.249	-0.573	0.478	-1.199
ID2	-0.269	0.241	-1.116	-0.802	0.478	-1.678
ID3	-0.11	0.241	-0.456	-1.01	0.478	-2.113
ID4	-0.503	0.241	-2.087	-0.184	0.478	-0.385
ID5	-0.752	0.241	-3.120	-0.215	0.478	-0.450
Goal Intention						
GI1	-0.491	0.241	-2.037	-0.135	0.478	-0.282
GI2	-0.483	0.241	-2.004	-0.311	0.478	-0.651
GI3	-0.767	0.241	-3.183	0.932	0.478	1.950
GI4	-0.84	0.241	-3.485	0.191	0.478	0.400
GI5	-0.414	0.241	-1.718	-0.821	0.478	-1.718
Goal Desire						
NGD1	-0.369	0.241	-1.531	-0.769	0.478	-1.609
NGD2	-0.342	0.241	-1.419	-0.262	0.478	-0.548
NGD3	-0.541	0.241	-2.245	0.667	0.478	1.395
NGD4	-0.209	0.241	-0.867	-0.052	0.478	-0.109
NGD5	-0.219	0.241	-0.909	-0.454	0.478	-0.950
NGD6	-0.356	0.241	-1.477	-0.312	0.478	-0.653
NGD7	-0.262	0.241	-1.087	-0.61	0.478	-1.276
NGD8	-1.107	0.241	-4.593	2.061	0.478	4.312
NGD9	-0.391	0.241	-1.622	-0.091	0.478	-0.190
Attitude						

Att1	-0.601	0.241	-2.494	0.204	0.478	0.427
Att2	-0.334	0.241	-1.386	-0.609	0.478	-1.274
Att3	-0.384	0.241	-1.593	-0.745	0.478	-1.559
Att4	-0.223	0.241	-0.925	-0.161	0.478	-0.337
Att6	-0.588	0.241	-2.440	0.79	0.478	1.653
Att7	-0.612	0.241	-2.539	-0.212	0.478	-0.444
Att8	-0.278	0.241	-1.154	-0.531	0.478	-1.111
Subjective Norm						
SNF1	-0.403	0.241	-1.672	-0.366	0.478	-0.766
SNF2	-0.357	0.241	-1.481	-0.11	0.478	-0.230
SNF3	-0.111	0.241	-0.461	-0.543	0.478	-1.136
SNF4	-0.185	0.241	-0.768	-0.727	0.478	-1.521
SNF5	-0.156	0.241	-0.647	-0.748	0.478	-1.565
SNF6	-0.748	0.241	-3.104	-0.024	0.478	-0.050
SNF7	-0.332	0.241	-1.378	-0.593	0.478	-1.241
SNF8	-0.73	0.241	-3.029	0.611	0.478	1.278
SNF9	-0.526	0.241	-2.183	0.107	0.478	0.224
SNF10	-0.485	0.241	-2.012	0.139	0.478	0.291
SNF11	-0.73	0.241	-3.029	0.999	0.478	2.090
Self-Efficacy						
SEsalbel1	0.472	0.241	1.959	0.667	0.478	1.395
SEsalbel2	0.169	0.241	0.701	-0.324	0.478	-0.678
SEsalbel3	0.642	0.241	2.664	0.165	0.478	0.345
SEsalbel4	0.257	0.241	1.066	-0.737	0.478	-1.542
SEsalbel5	0.063	0.241	0.261	-0.732	0.478	-1.531
SEsalbel6	-0.046	0.241	-0.191	-1.049	0.478	-2.195
SEsalbel7	-0.031	0.241	-0.129	-0.917	0.478	-1.918
SEsalbel8	0.319	0.241	1.324	-0.542	0.478	-1.134
SEsalbel9	0.185	0.241	0.768	-0.513	0.478	-1.073
SEsalbel10	0.019	0.241	0.079	-0.69	0.478	-1.444
SEsalbel11	-0.015	0.241	-0.062	-0.034	0.478	-0.071
SEsalbel12	-0.027	0.241	-0.112	-0.294	0.478	-0.615
SEsalbel13	-0.054	0.241	-0.224	-0.942	0.478	-1.971
SEsalbel14	0	0.241	0.000	-0.853	0.478	-1.785

The transformed items is presented at table 4.4. Table of Skewness and Kurtosis value after transformation.

The normality assessment is also performed by using the Z value Kurtosis where the cutoff point is ± 10 . From the calculation of z value kurtosis, which derived from kurtosis estimates divided by standard error of kurtosis, all the z value kurtosis

falls in the range of ± 10 . This means, in terms of Kurtosis, all items of the questionnaire is normal.

Table 4. 4

Skewness and Kurtosis Value after transformation

Items	Skewness Estimates	Standard Error of Skewness	Z Value Skewness	Kurtosis	Standard Error of Kurtosis	Z Value Kurtosis
tGR2	-0,290	0,241	-1,200	-1,415	0,478	-2,957
tGR5	-0,392	0,241	-1,623	-1,217	0,478	-2,544
tPE4	-0,303	0,241	-1,253	-1,352	0,478	-2,826
tPE6	-0,315	0,241	-1,305	-1,247	0,478	-2,606
tII1	-0,504	0,241	-2,089	-0,992	0,478	-2,074
tID5	-0,635	0,241	-2,630	-1,090	0,478	-2,278
tGI1	-0,141	0,241	-0,583	-1,137	0,478	-2,376
tGI2	-0,177	0,241	-0,732	-1,358	0,478	-2,839
tGI3	-0,225	0,241	-0,931	-1,173	0,478	-2,453
tGI4	-0,459	0,241	-1,900	-1,072	0,478	-2,242
tNG3	-0,124	0,241	-0,515	-1,159	0,478	-2,422
tNGD8	-0,310	0,241	-1,286	-1,200	0,478	-2,509
tAtt1	-0,225	0,241	-0,931	-1,196	0,478	-2,500
tAtt6	-0,141	0,241	-0,586	-1,099	0,478	-2,298
tAtt7	-0,331	0,241	-1,371	-1,170	0,478	-2,446
tSNF6	-0,394	0,241	-1,632	-1,069	0,478	-2,235
tSNF8	-0,221	0,241	-0,918	-1,054	0,478	-2,204
tSNF9	-0,139	0,241	-0,575	-1,310	0,478	-2,740
tSNF10	-0,127	0,241	-0,528	-1,387	0,478	-2,899
tSNF11	-0,083	0,241	-0,345	-0,986	0,478	-2,061
tPBC1	-0,337	0,241	-1,396	-1,290	0,478	-2,698
tPBC2	-0,290	0,241	-1,202	-1,340	0,478	-2,801
tPBC3	-0,296	0,241	-1,225	-1,268	0,478	-2,650
tSEsalbel3	0,288	0,241	1,192	-1,164	0,478	-2,433

After transformation, the data falls into normal data as it falls in the range of normality in terms of Skewness and Kurtosis.

4.3.4 Multicollinearity

Multicollinearity assess the exogenous variables of the construct in terms of correlation. A highly correlated constructs can inflate the standard error of coefficient, which in turn lower the estimates of its regression value and its statistical significance (Ghozali 2014). The evaluation of multicollinearity is using VIF value (variance inflation factor), where VIF value below 10 is acceptable. The VIF value of each construct is shown in table 4.5. The finding shows that there is no highly correlated exogenous construct, which means, no multicollienarity is detected. (Ghozali, 2014).

All constructs have VIF value lower than 10, meaning that no muticollinearity exist between constructs being evaluated such as Goal Realization, Plan Enactment, Implementation Intention, Implementation Desire, Goal Intention, Goal Desire, Attitude, Subjective Norm, Perceived Behavioral Control and Self-efficacy.

Table 4. 5
The VIF value

Construct	VIF
Goal Realization	
1GR1	1.127
1GR3	1.628
1GR4	1.539
Plan Enactment	
2PE2	1.189
2PE3	1.666
2PE4	1.853
2PE5	1.868
2PE6	1.752
Implementation Intention	
3II3	1.137
3II4	1.340
3II5	1.521
Implementation Desire	
4ID2	1.061
4ID4	1.061
Goal Intention	

5GI1	1.236
5GI3	1.214
5GI5	1.106
Goal Desire	
6GD2	1.328
6GD3	1.538
6GD4	1.363
6GD7	1.196
Attitude	
7Att1	1.168
7Att3	1.168
Subjective Norm	
8SNF4	3.436
8SNF5	4.480
8SNF6	1.749
8SNF7	2.113
8SNF8	1.528
8SNF10	1.198
Self-Efficacy	
9SE2	2.038
9SE3	1.750
9SE5	1.880
9SE6	2.457
9SE7	2.754
9SE8	2.766
9SE10	2.913
9SE13	2.024
9SE14	1.894

4.4 Non Response Bias

Response bias deals with determining whether the different sub respondent groups in a survey are homogeneous or not. In this research, the respondents are differentiated based on the early and late response they give to the survey and then evaluated based on the mean and standard deviation.

Table 4. 6
Result of independent samples t test for non-response bias

Groups	Mean	N	Std. Deviation	Std. Error of Mean
1	3,143	50,000	0,673	0,082
2	3,258	50,000	0,636	0,112

The mean and standard deviation of both sample groups shows that the two groups are not different one to another. This means the early and late answer respondents have the same characteristics or homogeneous.

4.5 Demographic Profile of Respondent

The demographic profile of the respondent is assessed in terms of sex, education background and length of working experience in the industry. The profile of the respondent is pictured in figure 4.1. Franchisee by sex. There are 68% of male respondent and 32% of female respondent.



Figure 4. 1
Franchisee profile by sex
Source: The researcher

In terms of education background, 48% of respondent have undergraduate education background, 40% are high school graduate. 6% only has junior school education and 5% has postgraduate education. It can be concluded that $(48\%+5\%) = 53\%$ of franchisees have high education (Figure 4.2).

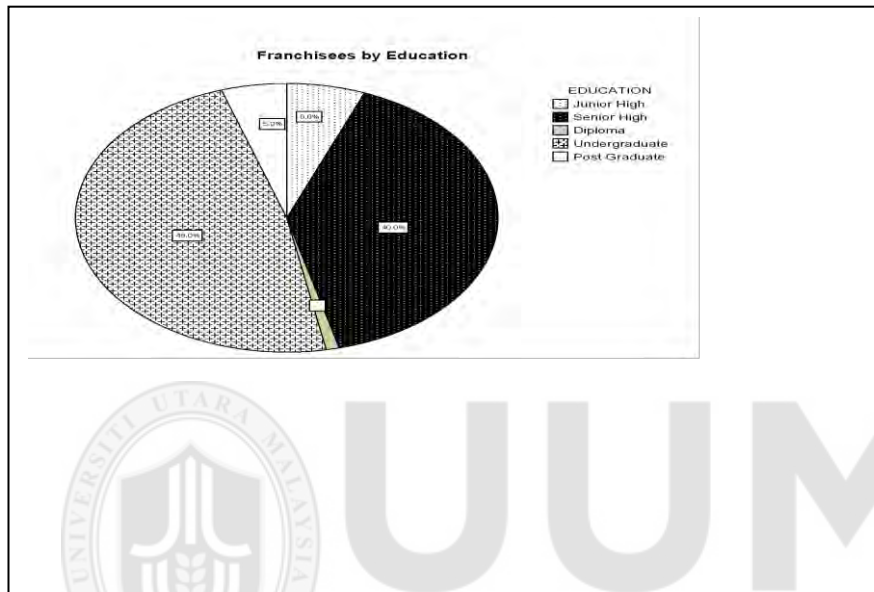


Figure 4. 2
Franchisees by Education Background
 Source: The researcher

Before turning themselves as franchisees, majority of franchisees (55%) have no experience working in the same industry as their franchised field, namely food industry; 18% says the have 24 months or 2 years experience and 12% have twelve months experience or a year experience. There are also franchisees who have been in the industry for 120 months or 10 years, but its only small fractions of respondent (3%). (figure 4.3)

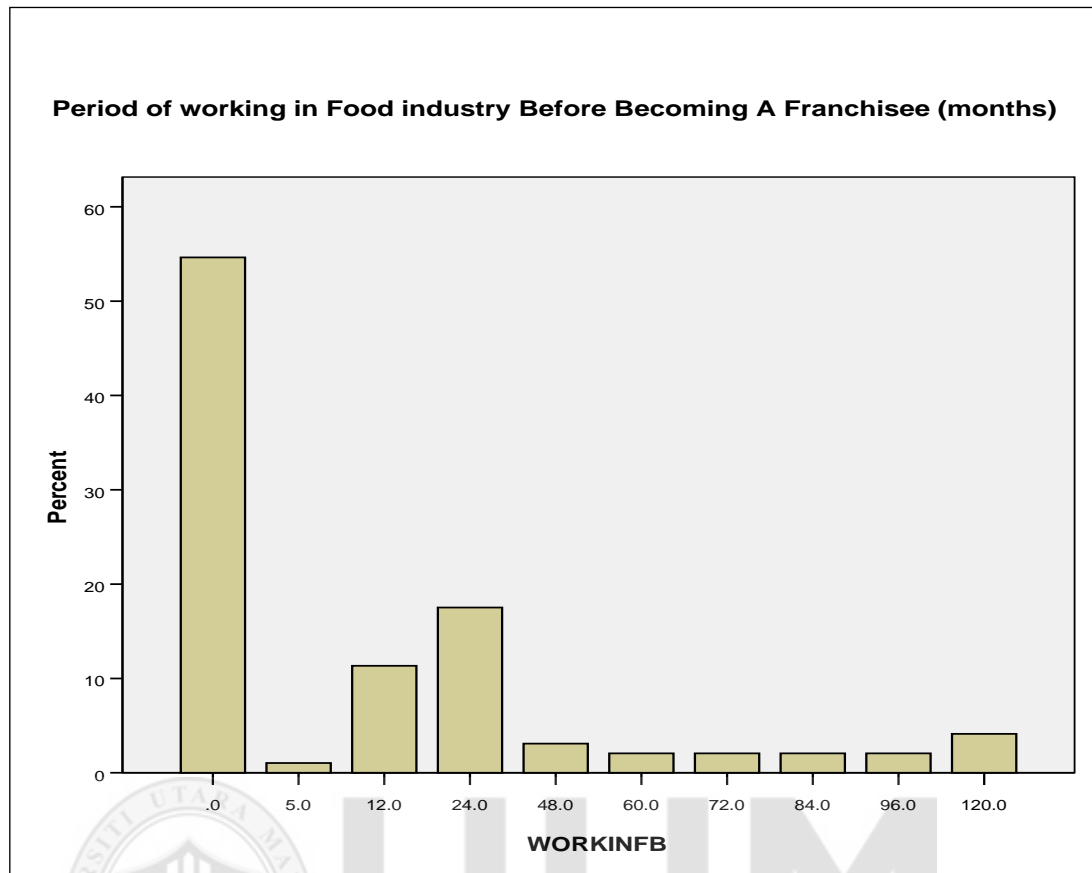


Figure 4. 3
Length of Time Working in the Foodservice Industry Before Joining Franchise
 Source: The Researcher

Besides working experience in food industry, , franchisees are also evaluated in terms of experience in other industry besides their current franchised industry. The finding was most of them have no experience in other industry (48%), with the next majority has 12 months experience (12%). Only very small fraction of them have 20 years experience (1.1%) and 30 years experience (2.2%) (Figure 4.4).

Besides working experience, length of time needed to purchase a franchise is also evaluated. Most of the franchisees require 12 months to purchase a franchise (27%), and 24 months (12%) to finish the process of purchasing a franchise (Figure 4.5)

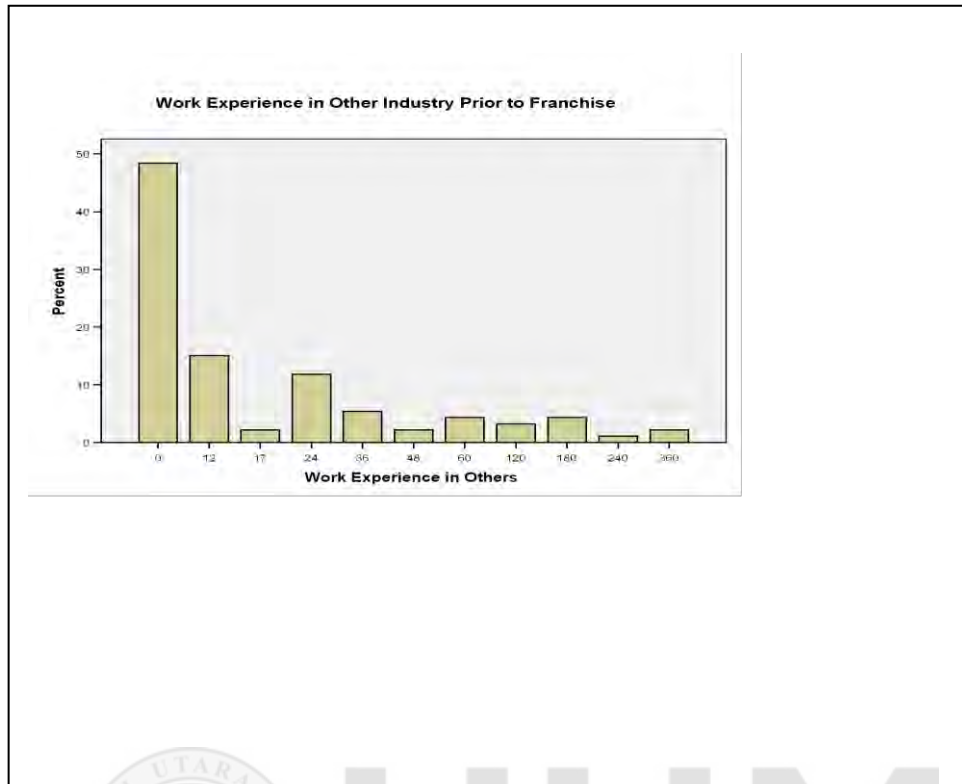


Figure 4. 4
Time required to purchase a franchisee (month)
 Source: The researcher

Besides length of working experience in foodservice industry and non foodservice industry, the franchisees are also evaluated in terms of the period they have been franchisees. In terms of length of time they have been franchisees, or franchising Period. Majority of franchisees have become a franchisee for 2 years (29%), 1 year (27%) and 3 years (20%). Overall, these new franchisees comprises of 76% of total franchisees surveyed.

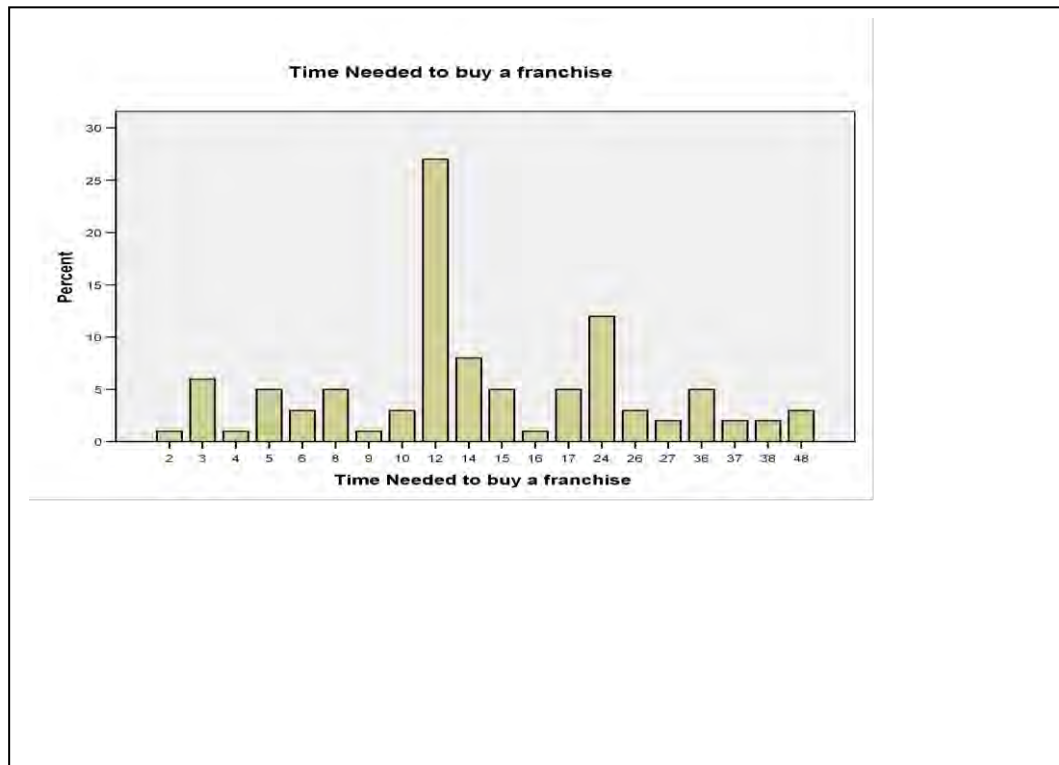


Figure 4. 5
Franchisee length of work experience in other industry prior to franchising
 Source: The researcher

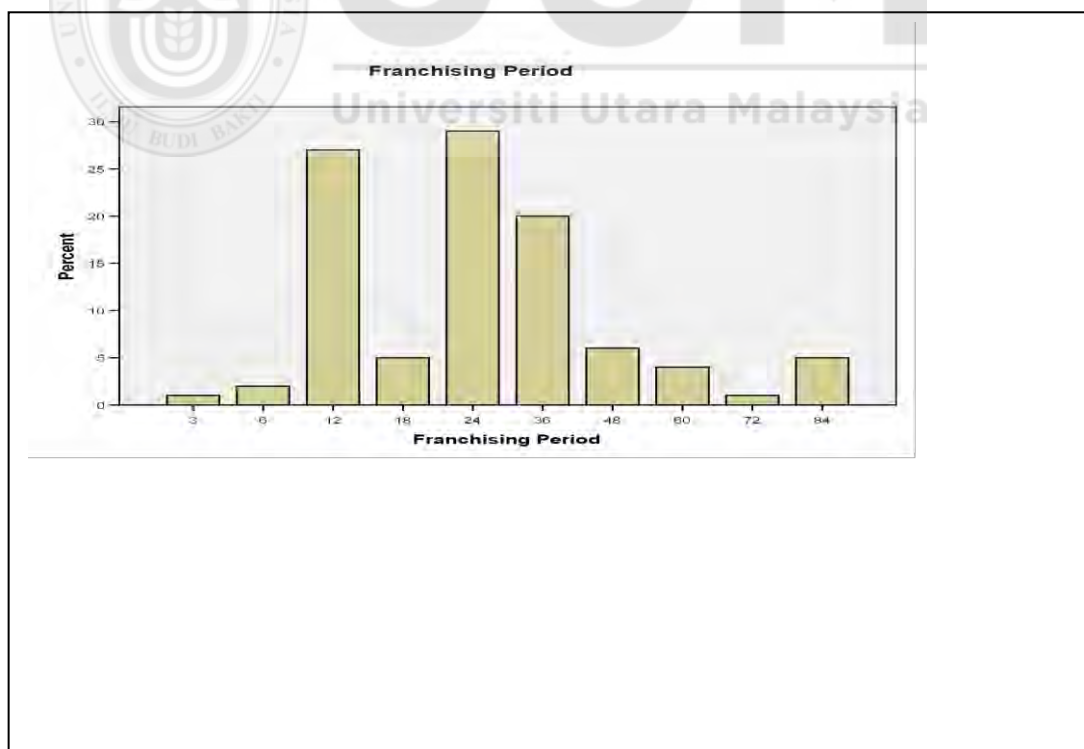


Figure 4. 6
Period of becoming a franchisee
 Source: The researcher

To conclude, the majority of franchisees are men, well educated with 48% undergraduate and 6% postgraduate, making the total of 54% of having high education, and majority has no work experience in the industry. Moreover, majority of franchisee requires more than 1 year to purchase a franchise and most of franchisees surveyed are recent franchisees as they have been franchisees for only 1-3 years.

4.6 Descriptive Analysis of the Latent Constructs

The statistics of the items and constructs are described in 4.6. The statistics describe mean, median, standard deviation, variance and range of each constructs and items. Goal realization.

Table 4. 7
Descriptive Statistics for all Items and Construct

Items	Mean	Median	Std. Deviation	Variance	Range
Goal Realization					
GR1	4.85	5	1.184	1.402	5
GR2	4.9	5	1.322	1.747	5
GR3	5.06	5	1.340	1.794	5
GR4	4.95	5	1.282	1.644	5
GR5	5.25	6	1.344	1.806	5
Plan Enactment					
PE1	5.41	6	1.016	1.032	3
PE2	5.09	5	1.036	1.073	5
PE3	5	5	1.119	1.253	5
PE4	5.02	5	1.348	1.818	5
PE5	4.87	5	1.276	1.629	5
PE6	4.93	5	1.416	2.005	6
Implementation Intention					
II1	5.54	6	0.979	0.958	4
II2	4.74	5	1.107	1.225	5
II3	5.01	5	0.916	0.838	4
II4	5.29	5	1.028	1.056	4
II5	4.97	5	1.058	1.120	4
II6	5.32	6	0.952	0.907	3
Implementation Desire					

ID1	5.16	5	1.324	1.752	5
ID2	5.33	6	0.995	0.991	4
ID3	5.14	5	1.015	1.031	4
ID4	5.48	6	0.979	0.959	4
ID5	5.51	6	0.882	0.778	4
Goal Intention					
GI1	4.66	5	1.444	2.085	6
GI2	4.9	5	1.283	1.646	5
GI3	5.1	5	1.176	1.384	6
GI4	5.14	5	1.181	1.394	5
GI5	5.01	5	1.299	1.687	5
Goal Desire					
NGD1	5.41	6	1.016	1.032	4
NGD2	5.33	5	0.943	0.890	4
NGD3	5.19	5	0.940	0.883	5
NGD4	4.82	5	1.149	1.321	5
NGD5	5.11	5	0.886	0.786	4
NGD6	5.08	5	1.161	1.347	5
NGD7	4.91	5	1.156	1.335	5
NGD8	5.27	5	0.973	0.947	5
NGD9	5.15	5	0.880	0.775	4
Attitude					
Att1	5.01	5	1.115	1.242	5
Att2	4.94	5	1.213	1.471	5
Att3	5.1	5	1.106	1.222	4
Att4	4.75	5	1.321	1.745	6
Att6	5.03	5	1.150	1.322	6
Att7	5.12	5	1.249	1.561	5
Att8	5.1	5	1.159	1.343	5
Subjective Norm					
SNF1	4.67	5	1.364	1.860	6
SNF2	4.3	4	1.314	1.727	6
SNF3	4.19	4	1.495	2.236	6
SNF4	4.36	4	1.567	2.455	6
SNF5	4.23	4	1.530	2.341	6
SNF6	4.89	5	1.476	2.180	6
SNF7	4.58	5	1.519	2.307	6
SNF8	5.02	5	1.341	1.798	6
SNF9	5.28	5	1.190	1.416	5
SNF10	5.2	5	1.146	1.313	5
SNF11	5.28	5	1.155	1.335	5
Self-Efficacy					
SEsalbel1	22.61	24	8.375	70.139	43
SEsalbel2	23.15	24	8.737	76.331	36
SEsalbel3	23.39	21	9.596	92.079	43
SEsalbel4	25.98	25	9.234	85.272	41
SEsalbel5	26.16	25	9.590	91.974	43
SEsalbel6	25.67	25	10.729	115.112	39
SEsalbel7	25.38	24	10.787	116.359	43
SEsalbel8	25.51	24	11.247	126.495	43
SEsalbel9	23.43	24	9.467	89.621	46

SEsalbel10	25.34	24.5	10.022	100.449	45
SEsalbel11	28.12	30	9.274	86.006	43
SEsalbel12	26.11	25	9.124	83.250	44
SEsalbel13	25.19	24.5	10.621	112.802	43
SEsalbel14	27.45	30	10.408	108.331	41

The majority of the answer falls into the range of median and mean of four to five, which means that the majority has positive inclination toward the answer as the questionnaire is seven scale questionnaire and no reverse coding is made.

4.7 Assessment of Measurement model

There are several things being evaluated in assessment of measurement model: individual item reliability, internal consistency reliability and convergent validity.

4.7.1 Individual Item Reliability

Outer loadings was assessed, out of 71 items 34 items was left; any outer loadings below 0.4 is deleted. (Hair et al 2014).

The final deletion shows that there are three items left for goal realization, five items for plan enactment, four items of implementation intention, two items of implementation desire, two items of goal desire, ten items of self efficacy, six items of subjective norm and two items of attitude. The loadings of the items after deletion are shown as in appendix 4

4.7.2 Internal Consistency Reliability

Internal consistency reliability: Internal consistency reliability is measured in two ways: using Average Variance Extracted (AVE) and Composite Reliability (CR); where an AVE of at least 0.5 and CR of at least 0.7 are the minimum value that have to be achieved by the model to be considered as having internal consistency reliability. (Hair et al 2014, Ghazali 2014); Cronbach Alpha, on the other hand, is considered as a conservative measure of internal consistency reliability, thus suggesting of composite reliability as the indicator of internal consistency reliability (Hair et al 2014, Stark weather 2012).

Table 4. 8
Internal Consistency Reliability, Average Variance Extracted and Cronbach Alpha

	Average Variance Extracted	Composite Reliability	Cronbachs Alpha
1GR	0.598	0.814	0.655
2PE	0.527	0.846	0.771
3II	0.502	0.797	0.660
4ID	0.601	0.741	0.387
5GI	0.537	0.775	0.567
6GD	0.501	0.800	0.665
7Att	0.672	0.801	0.550
8SN	0.538	0.874	0.835
9SE	0.598	0.814	0.655

4.7.3 Convergent Validity

A construct is considered to have fulfilled its convergent validity if its Average Variance extracted or AVE is 0.5 or above (Ghozali 2014). Based on the AVE value of each construct as shown in table 4.7 AVE of each construct had been at

least 0.5; therefore, all the constructs have fulfilled convergent validity requirement.

4.7.4 Discriminant Validity

The evaluation of discriminant validity of the model is evaluated based on the value of Square root of AVE, which have to be greater than the value of correlation among constructs (Ghozali 2014). The value of square root of AVE is the diagonal value of Fornel Lacker table as in table 4. 8., while the correlation among constructs is detailed right below the square root of AVE. For example, the square root of AVE is 0.773 for Goal Realization (GR), 0.726 for Plan Enactment (PE), while the value of correlation among construct is detailed right below the value of the square root of Average Variance Extracted (AVE), where the correlation among constructs to the discussed constructs is lower than the square root of AVE. Takes Goal Realization for example, the correlation value is 0.599; 0.287; 0.058; 0.334, 0.307, 0.198; 0.338 and 0.482, all falls bellow 0.733, the square root of AVE, thus, all constructs have fulfilled its discriminant validity.

Table 4. 9
Fornel Lacker Table

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
1GR	0.773								
2PE	0.599	0.726							
3II	0.287	0.394	0.708						
4ID	0.058	0.162	0.258	0.775					
5GI	0.334	0.398	0.103	0.011	0.732				
6GD	0.307	0.427	0.356	0.063	0.279	0.708			
7Att	0.198	0.239	0.082	0.068	0.153	0.229	0.820		
8SN	0.338	0.253	0.297	-0.035	0.345	0.026	0.232	0.734	
9SE	0.482	0.541	0.353	-0.107	0.270	0.276	0.301	0.573	0.717

Chin (1998) suggest to achieve discriminant validity, indicator loadings should be higher than the cross loadings. Table 4.7 shows that all constructs have shown discriminant validity to other construct. The value of loadings of each items to its respective construct is higher than the loadings of those items to other constructs. For example, the factor loading of GR, which consists of 1GR1, 1GR3 and 1GR4, the loadings to 1GR is 0.631; 0.681 and 0.801, higher than the loadings of 1GR to other items of different construct, such as Plan Enactment (PE): 2PE2, 2PE3, 2PE4 and 2PE5 which is 0.287; 0.501; 0.425 and 0.381. This means that the discriminant validity had been achieved by all constructs and each item of the respective constructs.

Table 4. 10
Cross Loadings

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
1GR1	0.631	0.423	0.186	0.211	0.17	0.261	0.236	0.213	0.211
1GR3	0.869	0.52	0.191	-0.075	0.337	0.239	0.111	0.277	0.519
1GR4	0.801	0.44	0.296	0.047	0.246	0.221	0.135	0.291	0.347
2PE2	0.287	0.53	0.302	0.142	0.116	0.17	0.073	0.008	0.268
2PE3	0.501	0.761	0.231	0.088	0.369	0.397	0.174	0.197	0.417
2PE4	0.425	0.763	0.27	0.111	0.259	0.267	0.153	0.251	0.451
2PE5	0.381	0.751	0.327	0.141	0.322	0.365	0.239	0.219	0.445
2PE6	0.54	0.793	0.321	0.122	0.326	0.314	0.204	0.198	0.366
3II3	0.08	0.205	0.534	-0.006	-0.034	0.186	0.07	0.243	0.313
3II4	0.215	0.246	0.716	0.095	0.149	0.242	0.114	0.411	0.369
3II5	0.216	0.334	0.705	0.203	0.087	0.259	-0.017	0.058	0.147
3II6	0.268	0.323	0.843	0.367	0.062	0.309	0.064	0.145	0.2
4ID2	0.073	-0.002	0.107	0.582	-0.109	-0.006	0.056	-0.056	-0.174
4ID4	0.036	0.194	0.259	0.929	0.063	0.079	0.056	-0.016	-0.049
5GI1	0.276	0.356	0.101	0.044	0.806	0.265	0.178	0.194	0.164
5GI3	0.248	0.276	0.062	0.139	0.721	0.142	0.017	0.234	0.145

5GI5	0.204	0.23	0.057	-0.165	0.663	0.192	0.124	0.348	0.296
6GD2	0.255	0.281	0.214	0.008	0.264	0.701	0.036	0.082	0.166
6GD3	0.188	0.405	0.229	0.048	0.244	0.791	0.297	0.027	0.254
6GD4	0.112	0.338	0.31	0.101	0.099	0.695	0.239	-0.023	0.264
6GD7	0.323	0.168	0.266	0.025	0.17	0.636	0.06	-0.02	0.087
7Att1	0.167	0.061	0.074	0.05	0.127	0.169	0.693	0.155	0.228
7Att3	0.169	0.276	0.068	0.062	0.131	0.207	0.93	0.218	0.271
8SNF10	0.388	0.332	0.227	0.074	0.391	0.022	0.239	0.655	0.398
8SNF4	0.178	0.13	0.242	0.041	0.207	0.031	0.201	0.755	0.421
8SNF5	0.157	0.121	0.181	-0.064	0.178	0.007	0.172	0.800	0.46
8SNF6	0.229	0.099	0.131	-0.161	0.137	-0.064	0.066	0.675	0.286
8SNF7	0.255	0.117	0.103	-0.191	0.176	-0.063	0.101	0.773	0.461
8SNF8	0.157	0.165	0.341	0.026	0.264	0.132	0.156	0.733	0.454
9SE10	0.286	0.316	0.249	-0.058	0.138	0.235	0.286	0.357	0.683
9SE13	0.308	0.431	0.35	-0.109	0.186	0.365	0.26	0.379	0.675
9SE14	0.343	0.316	0.159	-0.108	0.161	0.302	0.293	0.337	0.596
9SE2	0.333	0.353	0.218	-0.18	0.224	0.091	0.15	0.255	0.693
9SE3	0.261	0.412	0.328	-0.031	0.167	0.195	0.05	0.375	0.656
9SE5	0.417	0.372	0.236	-0.057	0.042	0.139	0.149	0.433	0.727
9SE6	0.346	0.437	0.333	-0.079	0.277	0.092	0.255	0.601	0.804
9SE7	0.471	0.501	0.206	0.006	0.247	0.187	0.265	0.439	0.800
9SE8	0.394	0.4	0.232	-0.137	0.296	0.215	0.199	0.509	0.804
9SE9	0.255	0.268	0.193	-0.011	0.141	0.178	0.279	0.362	0.705

4.8 Assessment of The Significance of The Structural Model

After examining the measurement model which consists of individual item reliability, internal consistency reliability, convergent validity, and discriminant validity and assured that the measurement model fulfill all the requirements of a good fit model, then, an assesment of significance of structural model is performed.

There are five methods to assess the significance of the measurement model: assessment of the path coefficient of the model; assessment in the variance explained of each endogenous variable, effect size; predictive relevance and mediating effect. (Henseler et al 2009). The assessment of path coefficient in the model is presented next.

4.8.1 Assesment of Path Coeffiecient of The model

To know which construct has significant influence on other constcuct, bootstrapping is performed, with 5000 subsamples, the bootstrapping is performedto the same path with as if more samples. In this study, from initially 100 samples to 5000 samples. The bootstrapping method is Accelarated bootstrapping method as it gives more stable result compared to other bootstrapping method (Hair et al 2014).

Table 4. 11
Hypothesis Testing and Result

Hypothesis	Statement	Beta	SE	T Value	Finding
H1a	There is a positive relationship between plan enactment and goal realization	0.443	0.115	3.833	Supported
H1b	There is a positive relationship between implementation intention and goal realization	0.004	0.069	0.061	Not Supported
H1c	There is a positive relationship between goal intention and goal realization	0.062	0.070	0.883	Not Supported
H1d	There is a positive relationship between self efficacy and goal realization	0.136	0.109	1.255	Not Supported
H2a	There is a positive relationship between implementation intention and plan enactment	0.114	0.083	1.377	Not Supported
H2b	There is a positive relationship between self efficacy and plan enactment	0.402	0.081	4.938	Supported
H3a	There is a positive relationship between implementation desire and implementation intention	0.279	0.101	2.756	Supported
H3b	There is a positive relationship between attitude and implementation intention	-0.108	0.078	1.388	Not Supported
H3c	There is a positive relationship between subjective norm and implementation intention	0.233	0.122	1.910	Not Supported

H3d	There is a positive relationship between self efficacy and implementation intention	0.222	0.113	1.963	Supported
H4	There is a positive relationship between goal intention and implementation desire	0.022	0.089	0.247	Not Supported
H5a	There is a positive relationship between goal desire and goal intention	0.096	0.093	1.028	Not Supported
H5b	There is a positive relationship between self efficacy and goal intention	0.209	0.109	1.915	Not Supported
H6	Plan enactment mediates the relationship between self efficacy to goal realization	0.155	0.0591	2.623	Supported
H7	Implementation intention mediates the relationship between implementation desire and plan enactment	0.0315	0.0270	1.167	Not Supported
H8	Implementation desire mediates the relationship between goal intention and implementation intention	0.002	0.0249	0.0831	Not Supported
H9	Goal intention mediates the relationship between goal desire and implementation desire	0.2242	0.0242	0.9263	Not Supported

The bootstrapping results in five significant relationships: four direct relationships and one significant mediating relationship. The Result can be summarized as follows:

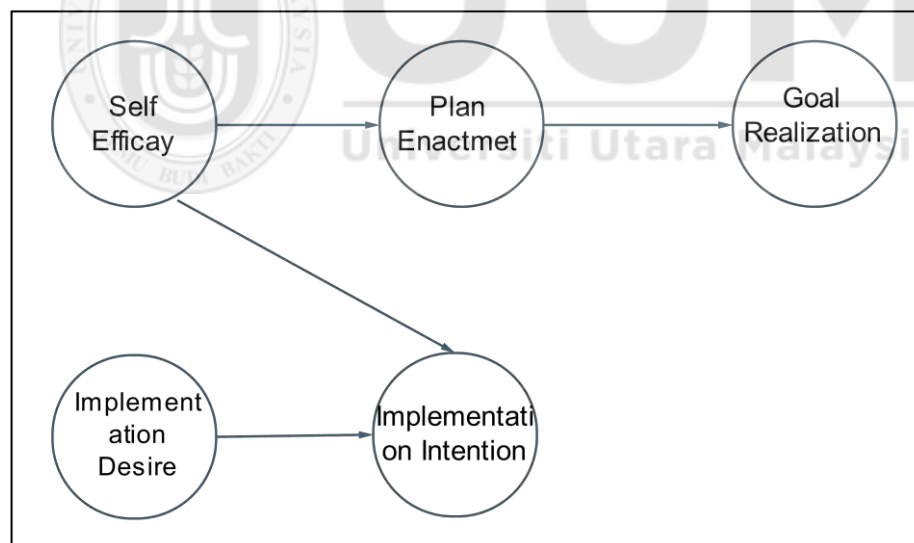


Figure 4. 7
The Summary of the Significant Relationship
 Source: The Researcher

4.8.2 Assessment of Variance Explained in Endogenous Variable

Table 4. 12 Variance explained in Endogenous Latent Variables
Variance explained in Endogenous Latent Variables

Construct	R Square
Goal Realization	0.412
Plan Enactment	0.477
Implementation Intention	0.317
Implementation Desire	0.021
Goal Intention	0.118

Overall, the path has the capability to explain 41.2% of variability of goal realization, higher than the average result meta-analysis of meta-analysis of goal realization of theory of planned behavior, which is 28% (Gollwitzer & Sheeran 1992). A deeper analysis of the model shows that it also able to explain 47.7% of plan enactment and 31.7% of implementation intention. The variability of goal intention is explained by 11.8% of variables chosen for the model, such as goal desire, attitude, subjective norm and self-efficacy.

4.7.1 Assessment of Effect Size

Effect size of a construct to other particular construct is differentiated in accordance to the value of the f squared value The effect is categorized as weak if the F squared value is 0.02 and below; categorized as moderate when the F squared value is $0.02 \leq x \leq 0.15$ and is categorized as strong when it reaches 0.35 and above.

Table 4. 13
Cohen (1988) f values

F squared value	Effect
0.02	Weak
0.15	Moderate
0.35	Strong

The categorization value of each F squared value then compared to the f value of the constructs relationships in the model which is detailed in table 4.13.

Table 4. 14
The f value of the construct

	1GR	2PE	3II	4ID	5GI
1GR					
2PE	0.174				
3II	0.000	0.029			
4ID	0.000	0.039	0.110		
5GI	0.005	0.101	0.016	0.000	
6GD	0.004	0.034	0.128	0.008	0.051
7Att	0.000	0.002	0.017		
8SN	0.014	0.026	0.049		
9SE	0.015	0.234	0.041	0.018	0.046

According to Ghazali (2014) and Chin (1998), the f squared value shows the effect size of variable to the model. Table 4.14 details the effect size of each construct on other construct. Effect size of plan enactment on goal realization, for example, is 0.174, shows a moderate effect; while the effect size of implementation intention on goal realization is only 0.00 or weak effect.

Table 4. 15
F squared Table

Variables	f-squared	Effect Size
Effect on Goal Realization		
Plan Enactment	0.174	moderate
Implementation Intention	0.000	weak
Implementation Desire	0.000	weak
Goal Intention	0.005	weak
Goal Desire	0.004	weak
Attitude	0.000	weak

	Subjective Norm	0.014	weak
	Self-Efficacy	0.015	weak
Effect on Plan Enactment			
	Implementation Intention	0.029	weak
	Implementation Desire	0.039	weak
	Goal Intention	0.101	weak
	Goal Desire	0.034	weak
	Attitude	0.002	weak
	Subjective Norm	0.026	weak
	Self-Efficacy	0.234	moderate
Effect on Implementation Intention			
	Implementation Desire	0.110	weak
	Goal Intention	0.016	weak
	Goal Desire	0.128	weak
	Attitude	0.017	weak
	Subjective Norm	0.049	weak
	Self-Efficacy	0.041	weak
Effect on Implementation Desire			
	Goal Intention	0.000	weak
	Goal Desire	0.008	weak
	Self-Efficacy	0.018	weak
Effect on Goal Intention			
	Goal Desire	0.051	weak
	Self-efficacy	0.046	weak

4.7.2 Assessment of Predictive Relevance

Test of Predictive relevance is performed as a supplementary test besides the two other tests performed at previous section: the variance explained and the effect size of the model and is used as one of the goodness of fit indices of Partial Least Square Structural Equation Modeling that is performed to endogenous variable which has reflective nature (Hair et al 2014, Duarte & Raposo 2010). It is measured by using the Q^2 value of the construct and evaluated based on the value of $1 - SSE/SSO$. A Q^2 -value above zero is considered good as the model has enough predictive relevance relative to its structure (Henseler et al 2009).

Table 4. 16
The Predictive Relevance

	SSO	SSE	$Q^2 (=1 - \frac{SSE}{SSO})$
1GR	300.000	246.574	0.178
2PE	500.000	389.120	0.222
3II	400.000	353.056	0.117
4ID	200.000	203.700	-0.019
5GI	300.000	286.070	0.046
6GD	400.000	400.000	
7Att	200.000	200.000	
8SN	600.000	600.000	
9SE	1,000.000	1,000.000	

The value of Q^2 of the model all above zero except for implementation desire construct which shows low predictive relevance to the model. Plan enactment has the strongest predictive relevance with a Q^2 model of 0.222, the highest among other constructs.

4.9 Summary of Findings

Overall, the model have fulfill the requirements of the good model; in terms of measurement models such as individual item reliability, convergent validity and discriminant validity and had been assessed in terms of its ability to explain variance of endogeneous variables and its effect size. In terms of ability of explaining variance, this model manages to explain higher rate of goal realization compared to the existing classic model such as Theory of Planned Behavior and Model of Action Phases.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses the result of the finding related to the initial purpose of this study. Throughout this chapter, the examinations of each relationship proposed in chapter one is elaborated: both its direct effect and indirect effect. To make the elaboration to be easier to comprehend, this chapter discusses relationships in accordance to the order of the objective of the research as detailed in chapter one: starts with elaboration of direct effect of determinants of goal realization, that are: plan enactment, implementation intention, implementation desire, goal intention and ended with goal desire. After discussing direct effects, this chapter details the indirect effect of each possible mediating relationship in the framework such as the indirect effects of plan enactment, implementation intention, implementation desire, goal intention and goal desire as a mediator between each relationship. After discussing indirect effect, this chapter explains the contribution of the study towards theoretical and managerial perspective. This chapter ends with limitations of the study, summarizes the findings and gives future recommendation of how to make this research better.

5.2 Discussion of Results

This study aims to examine relationships: direct and indirect relationships and in terms of whether the relationship is significant or not. Whereas the direct relationships studies direct relationships between dependent variables and its determinants; the indirect relationships investigate the intervening influence of the investigated variable; whether the relationship was better off with the intervening variable or not. To make it easier for the reader to grasp the conclusion of the study, this chapter is managed according to the following objectives:

- 1 To examine direct significant relationship of the variables in the proposed models and the insignificant predictors.
- 2 To examine indirect and significant mediating effect of and the insignificant mediators.

5.3 To Examine Direct Significant Relationship of the Variables in the Proposed Models and the Insignificant Predictors

This study found only one significant direct determinant of goal realization: that is plan enactment. The study also found that self-efficacy positively influences plan enactment and implementation intention; the other significant direct relationship of the study is implementation desire influences implementation intention in a direct and positive way. The detail of each relationship is detailed next.

5.3.1 The Significant Direct Relationship

There are several findings that show significant relationship, among others are plan enactment and goal realization, self efficacy and plan enactment and self efficacy and implementation intention.

5.3.1.1 Plan Enactment and Goal Realization

The finding of the study ($B = 0.443$; $T = 3.833$) found that there is a significant and positive relationship of plan enactment to goal realization. Meaning, the higher the plan enactment is, the higher the goal realization.

Plan enactment in purchasing a franchise details the ability of the prospective franchisee to take actions as planned in their implementation intention. The items being evaluated in the plan enactment variable ask whether the franchisees have taken the necessary steps in accordance to their plan in terms of time, place and the manner they have previously set. With this finding, when a prospective franchisee has taken necessary steps in accordance to their plan, it is highly likely that they will reach their intended goal of becoming a franchisee.

This finding is in line with the previous finding various domain such as smoking cessation (De Vries 2013), where he evaluates smokers on their ability to stop smoking based on their enacting level of the previously set plan, Dholakia et al (2007) in previously set goal and volitional goal, Tam 2005 on snacking behavior

and Bagozzi et al (2003) on personal goal. All of this study also finds significant and positive relationship between plan enactment and goal realization.

In Indonesia franchise context where people actually wish to be a franchise entrepreneur but fail to reach their goal, the author in entrepreneurship specifically recommend people to take action as many people stop their step at wishing and wanting but take no action to achieve it (Setiabudi 2009). Given the condition, this finding highlights the importance of taking action in accordance to the plan if someone decides to purchase a franchise as a well-planned action increases the likelihood of becoming franchisees significantly.

5.3.1.2 Self-Efficacy and Plan Enactment

There is a significant and positive relationship between self-efficacy and plan enactment. ($B = 0.402$; $T = 4.938$). Meaning, the possibility of one enacting their plan is getting higher in accordance to their self-efficacy.

In franchising context, it means that, the self-efficacy of a prospective franchisee's is highly influential in affecting his likelihood to enact their previously set plan. If a franchisor decides to recruit a prospective franchisee, he or she can rely his or her recruitment decision on the self-efficacy level of the candidate. If a franchisor wants to recruit a prospective franchisee, it is preferable to evaluate their self-efficacy level first to know their likelihood to become a franchisee as the higher the self-efficacy of the candidate, the more likely they enact their plan and in turn, reach their goal of becoming a franchisee.

Currently, the limited studies on the relationship of self-efficacy on plan enactment shows mixed results. From the two studies that have studied the relationship, one states insignificant relationship (Bagozzi 2003), while the other one is positive and significant relationship (De Vries 2013). De Vries (2013) in smoking cessation goal domain found that self-efficacy of people in quit smoking is highly influential to the possibility of their enacting their plan to quit smoking.

When we look into the matter further, the self-efficacy items which corresponds to significant result in terms of plan enactment are as follows: deciding which industry to be franchised; deciding the sequence of franchise decision making, the time management with the family regarding franchising decision; knowing the probability level of the franchise business that they planning to buy, finding a reasonable price franchise; deciding which brand to be franchised and finding good location. These items highlight the salient beliefs in people's mind in their decision to become a franchisee and show the most problematic part in the mind of prospective franchisee that they need to resolve if they really want to become a franchisee. If one decides to become a franchisee, their confidence in those items is highly influential on the possibility of their likelihood to enact their plan and in turn, realize their goal of becoming a franchisee.

5.3.1.3 Self-efficacy on Implementation Intention

The finding ($B=0.222$; $T=1.963$) shows that the proposition that there is a significant, direct and positive relationship proposed between the two constructs is accepted. Self-efficacy does have direct influence on planning creation.

A person with high confidence regarding franchise purchase is automatically pushed to create a plan to purchase a franchise; so, if one has confidence on deciding which industry he wants to be involved in; having great time management skill and can identify profitable franchise chain to purchase, he will be motivated to make planning on franchise purchase.

This finding is inline with the body of existing research that found that self efficacy has a direct and positive impact on implementation intention (Gollwitzer 2009, Bagozzi *et al.*, 2003). Since Bagozzi did his research on personal goal. This finding validates the relationship of the two variables in the franchise purchase goal. Thus, for a complex decision making that involves many instrumental behaviors, self efficacy has direct influence on implementation intention.

In Indonesia franchise context, the significant influence of self efficacy on implementation intention motivates prospective franchisee in making planning to purchase a franchise. This happen because many Indonesians with present time orientation, generally welcomes suggestion to make planning however, it is rarely an automatic process (Trompenaars & Hampden-Turner, 2011), thus, perhaps, the franchisees in this study makes planning because franchise purchase decision is a complex decision making process that requires a lot of preparations.

5.3.1.4 Implementation desire on implementation intention

The finding of the relationship between implementation desire and implementation intention ($B = 0.278$; $T = 2.711$) shows that implementation desire has a positive and significant influence on the implementation intention.

This means, the higher one's desire to become a franchisee, the more likely he will make a plan on how, where, how and what to do in purchasing a franchise. This finding also further highlights the impact of desire on intention that actually desire precedes intention. When a prospective franchisee has a strong will to take some actions regarding their dream, he will most likely translate his desire to create planning; which often called implementation intention.

The previous studies on several various goals show that implementation intention is preceded by implementation desire; such as self-management of blood glucose behavior (Nadkarni 2009), soft drink intake behavior (Perrugini *et al.*, 2008), volitionally chosen goal and assigned goal (Dholakia *et al.*, 2007) and personal goal (Bagozzi *et al.*, 2003).

In the instrument used to question implementation desire, franchisee are asked to recall their experience of how strong their desire in taking necessary steps to reach their dream of becoming a franchisee; among others the questions are: "I feel the urge to take necessary steps to purchase a franchise", "I think that taking necessary steps in purchasing a franchise is important"; this urgency then translated into making plans on how, when, and where the decision maker is going to purchase a

franchise; thus, we can say that the urge feeling of having to do necessary things to reach this or her dream of becoming a franchise have pushed the franchisees to make plans to make sure they will reach their intended goal.

5.3.2 The Insignificant Direct Relationship

There are several relationships that are found to be insignificant such as implementation and goal realization, goal intention and goal realization and self-efficacy and goal realization.

5.3.2.1 Insignificant Direct Determinants of Goal Realization

There are three direct determinants of goal realization that is tested in this study such as implementation intention, goal intention, self-efficacy and plan enactment. Among these variables, only plan enactment has a positive and significant relationship with goal realization. The next section discusses the insignificant effect of variables initially proposed to influence goal realization.

5.3.2.1.1 Implementation Intention and Goal Realization

The finding of this study is that there is insignificant ($B=0.004$; $T=0.061$) relationship between implementation intention on goal realization.

In the context of franchising, this means that creating a plan on how, where, when and what to do in purchasing a franchise does not influence whether the person finally reach his dream of becoming a franchisee or not.

The finding is contrary to the finding the past studies, whereas a meta-analysis of the influence of implementation intention on goal realization; the implementation intention shows significant and positive relationship on goal realization. The meta analysis shows that in various goal domain, implementation intention in average able to explain 42% of variance in goal realization (Sheeran, 2009). The finding, however, is contrary to the finding of this study.

The reason why this takes place most probably because many Indonesian are stuck in planning phase when it comes to becoming entrepreneur (Setiabudi, 2009). There is high interest in becoming entrepreneur, but low goal realization. This hypothesis analysis answer the question: having a good plan does not guarantee a franchisee reach their goal of becoming a franchisee.

5.3.2.1.2 Goal Intention and Goal Realization

The finding of this study did not inline as the theory ($B=0.062$; $T=0.883$); because as postulated, goal intention should have positive and significant impact to goal realization.

In the franchising context, this insignificant relationship between goal intention to goal realization means, that having a strong intention to only pursue a goal of

becoming a franchisee does not have any influence on his or her ability to reach their intended goal of becoming a franchisee.

Goal intention is a state of mind where a goal pursuer has created a specific decision on pursuing a certain goal. In this phase, the decision maker have decide a goal to pursue and is willing to put an effort to reach this goal. (Bagozzi et al 2003)

Goal intention as antecedent of goal realization is postulated in the bullet proof theory – theory of planned behavior. In various goal domains such as fruit intake consumption, usage of public transportation, TV program show etc., goal intention in average explains 28% of goal realization or behavior being studied. It is mostly has positive and significant relationship with goal realization. Only in several studies inconsistent result take place such as the significant negative relationship in personal goal (Bagozzi 2003); and insignificant relationship in personal goal domain (Bagozzi, 2002). In those studies, having a strong goal intention decreases the student's ability to reach their goal; while in other study, the goal intention has no influence on the probability of behavior discussed to take place at all.

In Indonesia franchising context, this could happened as there are many people who have high aspirations to be entrepreneur; in other words, they dare to dream, but having a dream or wish to become a franchise entrepreneur alone does not automatically grant him the position of becoming a franchise entrepreneur; and inline to the finding on plan enactment above, it takes action to reach a dream.

5.3.2.1.3 Self-efficacy and Goal Realization

The finding of the study (B: 0.136 ; T=1.255) means that self-efficacy does not have significant influence on goal realization. Any changes in self-efficacy have no direct effect on the changes of goal realization.

In franchising context, this means that prospective franchisees' self-efficacy concerning which franchise to be franchised, finding affordable franchise, managing time between family and preparation to buy franchise and so forth does not have any direct influence on the final result of whether they become a franchisee or not. Simply put, self-confidence alone does not make anyone automatically become franchisee.

The insignificant relationship of self-efficacy and goal realization also took place in certain goal domain such as personal goal (Bagozzi et al 2003). In his longitudinal study of with student as respondent, the initial level of self-efficacy of the respondent is measured prior to two weeks period of the research and he regress it with goal realization. The result is that self-efficacy has no significant direct relationship to goal realization.

In franchising, as also in personal goal, this insignificant relationship between self-efficacy and goal realization takes place because even though people have the efficacy, their goal is not automatically achieved.

5.3.2.2 Insignificant Direct Determinants of Plan Enactment

Among the antecedent of plan enactment such as implementation intention and self-efficacy, the only significant relationship is self-efficacy to plan enactment. The next section discusses the influence of implementation intention on plan enactment.

5.3.2.2.1 Implementation intention and Plan Enactment

The finding ($B = 0.114$; $T = 1.377$) means that the relationship is not significant and there is no relationship between implementation intention and plan enactment.

In franchising research, it was expected that when a prospective franchisee create a plan on they are going to purchase a franchise in terms of when, how and where to buy the franchise, he or she will automatically perform the instrumental behavior or behavior as plan, called plan enactment. It was even expected that by creating an intervention that forces people to create an implementation intention or a plan, people will automatically enact the plan and in turn, reach their goal to purchase a franchise. Given the result of this research, it means that a specially designed intervention called implementation intention will not do any help in franchisee creation.

This finding, however, is not supported by large body of research as all previous study that discusses the relationship between implementation intention and plan enactment shows significant and positive result. (De Vries, 2013, Tam, 2005, Bagozzi, 2003). The reason why is explained next.

The existing studies are mostly take place in the Western country such as Netherlands (De Vries 2003), USA (Tam 2005, Bagozzi et al 2003), so it might not be applicable to Indonesia context. This possibility occurs because many Indonesian people do not have a tradition to create a plan, but, if they do make a plan, they tend to just take action spontaneously (Trompenaars & Hampden Turner 2011). So, in this franchise purchase, they might think that making a plan might be important, but the plan itself stays as plan and not automatically turn into action. That is why many entrepreneurial books in Indonesia always encourage people to just take action as action is believed to what effectively delivers people into realization of their goal into reality (Marimbo 2008). This probably the most profound reason of why telling prospective franchisee to make planning will not work.

5.3.2.3 Insignificant Direct Effect on Implementation Intention

There are several variables that have insignificant relationships on implementation intention: attitude and subjective norms.

5.3.2.3.1 Attitude on Implementation Intention

The finding of the study ($B = -0.108$; $T = 1.388$) means the direct relationship between attitude on implementation intention is insignificant.

In franchising context, it means that the prospective franchisee's view on the advantageous of franchising compared to create an independent business such as

profitability level, business training, smaller investment and the chance to work with the family does not influence the prospective franchisee to make a plan regarding the franchise purchase. The plan here is implementation intention which details the when, where and what should the prospective franchisee do to buy a franchise.

The influence of attitude on implementation intention had been researched by Bagozzi in personal goal domain and also found the relationship to be insignificant (Bagozzi, 2003). Bagozzi argues that the attitude should influence the decision maker in the intention level and it should be at implementation intention level where the intention already aimed at certain goal and not in the goal intention level. However, this study also found insignificant relationship, further confirming Bagozzi's finding that attitude has no direct influence on implementation intention. The reason why this happen is because a rational point of view to evaluate the advantageous of franchising might influence implementation desire more than to implementation intention; Dholakia (2014) argues that attitude should be as antecedent of desire and not intention. This could lead to either goal desire or implementation desire.

5.3.2.3.2 Subjective norm on Implementation Intention

The finding ($B=0.233; T=1.910$) is that there is insignificant direct relationship between subjective norm on implementation intention.

In franchising context it means that the people that is assumed to have influence on prospective franchisee's decision making in purchasing a franchise such as banker, franchise fair, existing franchisee does not push prospective franchisee in creating a plan in terms of what, where, when and how he is going to purchase a franchise.

This finding is in line to that of Bagozzi et al (2003) in personal goal domain that finds that there is no direct relationship between subjective norm and implementation intention.

The positive point of view of people who are important in franchise decision making such as banker, franchise consultant, family and other important people toward franchising does not push prospective franchisee to automatically make a detail planning on how, why and where to purchase a franchise; this might be because attitude influence desires and not intention (Dholakia, 2014).

5.3.2.4 Insignificant Direct Effect on Implementation Desire

This study evaluates the influence of goal intention on implementation desire and it is discussed in the next section.

5.3.2.4.1 Goal Intention and Implementation Desire

The finding ($B = 0.022$; $T = 0.247$) shows that there is insignificant relationship between goal intention on implementation desire. Meaning, any changes on goal intention does not have any contribution on the changes on implementation desire.

In franchise purchase context, having a strong intention on purchasing a franchise does not make a prospective franchisee directly wants to make a certain plan, or feel an urgent of creating a plan nor does he or she realize the importance of having a plan on purchasing a franchise.

This finding is however is contrary to the current literatures. Among the studies that have studied the relationship of the goal intention and implementation desire, the findings show positive and significant result. In his study of personal goal, Bagozzi, Dholakia and Basuroy (2003) found that the relationship of having a goal intention on a personal goal is in line to the desire of the respondents, which in this case are students, to push them and feels urges of having a plan to reach their goal which was decided in the goal intention. The other study by Dholakia, Bagozzi and Basuroy, in the context of volitional and assigned goal also finds the relationship to be significant positive. Both study are in the USA context with students and website users as respondent.

Culture plays a very significant part in how important a group of people perceive a plan. This situation also applies to this study. In a present oriented culture like Indonesia, when someone has an intention to achieve something, they do not automatically translates their intention into desire to make planning; this is because their orientation is the present; where planning is perceived as unnecessary thing to do, thus, wanting to create a plan to reach the intended goal of becoming a franchise is perceived as unnecessary.

5.3.2.5 Insignificant Direct Effect on Goal Intention

The finding of the study shows that goal desire and self efficacy have insignificant relationships on goal intention.

5.3.2.5.1 Insignificant Effect of Goal Desire on Goal Intention

The finding is ($B = 0.096$; $T = 1.028$) meaning that goal desire has a insignificant relationship on goal intention. The higher the desire one has on a certain goal, does not influence him to decide to pursue the goal.

A Franchisee might have a strong will or want or desire to reach their desired goal of becoming a franchisee, but, this desire does not influence him to convert his desire to a decision to pursue that goal. His wishes does not make him make up his mind to reach the goal by converting his wishes to intention. This finding also gives the prospective franchisor insights in recruiting prospective franchisee, that a strong desire is not an enough fuel to make a prospective franchisee is motivated to reach the goal to become a franchisee. Among a set of many goals, the strength of wanting to purchase a franchise is not strong enough to make people allocate their attention to focus on reaching the goal of becoming a franchisee.

In various goal domain such as assigned goal, volitionally set goal (Dholakia *et al* 2007), personal goal (Bagozzi, 2003) and entrepreneurship (Casrurd, 2000), goal desire has a significant, direct and positive relationship to goal intention. This finding however, is contrary to the body of study.

Goal desire does not motivate people to make intention to go after the goal, its might happen because among items of goal desire: “building own business possess high risk”; It has been my lifelong dream to buy a franchise, the profitability level of franchised business had entice me” does not fuel the franchisee’s goal desire to a goal intention with items as follows: Before purchasing a franchise business, I always wanted to buy a franchise”, “I never think of opening my own business other than through franchise” and “I always want to become a franchisee”.

5.3.2.5.2 Self-efficacy and Goal Intention

The finding ($B=0.209$; $T=1.915$) means that there is insignificant relationship between self-efficacy to goal intention. Meaning, any changes in self-efficacy level has no influence on the level of goal intention.

In Indonesia franchising context, this finding means that when a prospective franchisee has a self-efficacy in terms of capital, finding the right brand to be franchised, finding good location to open the business and so forth, it does not automatically influence their intention to purchase a franchise.

The influence of self-efficacy as direct predictor of goal intention had been studied vastly on the context of research using Theory of Planned Behavior as self-efficacy is very similar to Perceived Behavioral control. The research so far finds that the relationship is positive and significant in entrepreneurship goal domain; and had been researched in Indonesia (Sihombing, 2012), Africa (Katono 2013), Ira,

Norway, Poland, Netherlands, Finland (Morianio *et al* 2012); Finland (Linan 2009, 2008).

The reason why in franchising context it does not have significant impact is because franchisee entrepreneur is not totally entrepreneur, they are also very much like managers (William, 1999) so, the decision making process is also different. The studies that had been used as comparison were all independent entrepreneur context with students as respondent while in this study, the respondents are real entrepreneurs and in the context of franchising, which is a quasi-entrepreneurship and purchase goal (Torikka, 2011).

5.4 To Examine Intervening Effect of Mediators

The study on mediating effect is divided into the significant and insignificant effect and is detailed in the next section.

5.4.1 The Significant Intervening effect

Among proposed mediators such as plan enactment, implementation intention, implementation desire and goal intention, only plan enactment is found to have intervening effect..

5.4.1.1 Plan Enactment Mediates Self-efficacy to Goal Realization

Plan enactment mediates Self-efficacy to Goal realization with ($B=0.155$ and $T=2.623$); this means that self-efficacy influences goal realization through plan enactment; this is further supported by the other finding of hypothesis in this study where self-efficacy direct relationship on goal realization is insignificant.

The finding of this mediating relationship in the franchising context further highlights the role of plan enactment on the relationship between self-efficacy to goal realization: when a prospective franchisee tries to become a franchisee, the result of his dream to be a franchisee is highly influenced by his ability to act his plan; whereas this ability to enact his plan itself is influenced by his confidence that he can achieve the goal.

The finding is also an answer to the missing pieces of puzzle of the direct relationship between self-efficacy on goal realization which is inconsistent across goal domain: it is consistently positive in entrepreneurship studies (Moriano 2013, Sihombing 2012, Moriano et al 2012, Linan 2009, Linan 2008), but insignificant in other goal domain such as personal goal (Bagozzi et al 2003). It was expected that self-efficacy to have direct, significant and positive relationship on franchisee goal realization as in entrepreneurship studies because franchisee is quasi entrepreneur. However, with the finding, it is clear that the decision making process of becoming a franchisee is more similar to personal goal: that is, self-efficacy does have influence of goal realization, but the relationship is indirect; it is mediated by plan enactment.

The finding highlights the importance of enacting the plan or take action whenever one is intend to reach his goal to become a franchisees. No matter how high confidence that person has on becoming a franchisee, if he does not take any necessary steps to become a franchisee, the chance are, his goal becomes merely a goal. This finding is in line with Indonesia franchise context where in many entrepreneur books where franchise is often included as entrepreneur, the author always emphasis the importance of taking first action (Setiabudi 2010). Taking action as planned is the key of achieving one's goal, and this applies especially in the context of becoming a franchisee. The prospective franchisee had to be taught to have efficacy to be entrepreneur and also to take action to realize their dream. Self-efficacy in the franchisee decision making which include among others, the ability to find the right industry and the right chain to be franchised and also in time management; balancing family and work enables the prospective franchisee to be able to take action in the right place, time and way in accordance to their plan and reach their goal.

5.4.2 The Insignificant Intervening Effect

There are three insignificant mediating effects in this study: mediating effect of implementation intention between implementation desire; mediating effect of implementation desire between goal intention and implementation intention; and mediating effect of goal intention between goal desire and implementation desire.

5.4.2.1 Implementation Intention does not Mediate Implementation Desire and Plan Enactment

The finding ($B=0.0315$ $T=-1.167$) shows that there is insignificant mediating relationship of implementation intention between implementation desire and plan enactment. This finding means that a prospective franchisee can have a strong desire to become a franchisee, are felt urged to become a franchisee, then, are motivated to make planning because of it, but somehow, the planning stops there, the plan on how, where and when to buy a franchise does not influence him or her to take action to purchase a franchise.

Existing body of research shows that implementation intention has a significant mediating effect on relationship between implementation desire and plan enactment (Bagozzi, 2003). However, the study was only in personal goal context and in the western setting. Bagozzi did his research with students as his respondent and the goal being studied was personal goal that the student set, with limited study on entrepreneurship (Casrurd, 2013).

In Indonesia context, this might happen because the prospective franchisee might feel the desire of taking and action to become franchisees and feel an urge to do so, thus motivated to create a plan. However, planning creation itself does not influence people to take action based on it. This is normal under the condition that Indonesia is a present oriented culture in terms of time orientation. Where in present oriented culture, people are not get used to make plan, so, when a prospective franchisee wanting to purchase a franchise, she or he does not

automatically create a plan; and action can just happen spontaneously without plan (Strompnaars & Hampden Turner 2011, Setiabudi 2009).

5.4.2.2 Implementation Desire Does not Mediate Goal Intention and Implementation Intention

The finding of the study ($B=0.02$ $T=0.0831$) means that the mediating effect of implementation desire on the relationship between goal intention and implementation intention is insignificant.

In the franchising setting, this means that the desire that a prospective franchisee has on purchasing a franchise is not helping them to translate the intention to purchase a franchise to an intention to create a plan on how to execute the franchise purchase.

The existing study on the mediating relationship of the implementation desire on the relationship between goal intention and implementation intention is significant positive mediating. Very limited study support the finding of insignificant mediating effect of implementation desire between goal intention and implementation is found. If we look further into existing study, the setting were all in the Western setting where USA is where the study come from and the respondents are only students and patients without any franchise entrepreneur as respondent. (Nadkarni 2011, Nadkarni 2009, Bagozzi 2003).

A possible explanation this insignificant mediating relationship is because cultural setting. The existing body of literature on the mediating relationship is mostly Western where among seven different culture aspect, a point of view on time horizon is different, in the USA, the time horizon is future oriented, whereas in Indonesia it is present oriented. In a present oriented culture, making a plan is possible, but do not expect people to enact it like in a future oriented culture (Trompenaars and Hampden Turner 2011). That is why in Indonesia, prospective franchisee might have a strong intention to buy a franchise, but this strong intention to purchase a franchise will not push them to want to create a plan as planning is not part of their cultural habit.

5.4.2.3 Goal Intention Does not Mediate Goal Desire and Implementation

Desire

The finding ($B=0.224$; $T=0.9263$) shows that there is insignificant mediating effect of goal intention on the relationship between goal desire and implementation desire. In the franchising context, this means that an intention to become franchisee is a product of a desire of wanting to purchase a franchise, but this intention is not automatically translated into desire of creating a plan to reach that goal.

Previous studies in personal goal domain in the USA context shows that the relationship is positive and significant. Thus this finding is not in line with the finding of those studies. The reason why this might happen is explained next.

Indonesia and USA are different in the time horizon. (Trompenaars & Hampden Turner 2011). American is more future oriented while Indonesia is more present oriented. In such culture like USA with future time horizon, making planning is desirable when they want to reach something, but in Indonesia where the orientation is on the present, making planning is not part of the culture. Thus, making plan does not automatically come up in Indonesian's mind when they think about reaching something, and in this case, this also applied to franchise purchase.

5.5 Implication of Study

There are several implications that are discussed in the following section: theoretical implication, managerial implication to the franchisor, managerial implication to the government and managerial implication to general public.

5.5.1 Theoretical Implication

There are several main theoretical implications of the study:

First, this study identifies salient efficacy issues faced by nascent entrepreneur in Indonesia, especially franchise nascent entrepreneur. Using previous studies in Western context and making several adjustments to different cultural situation faced by Indonesia franchisees, the main issue faced are the lack of knowledge on choosing which industry, which brand to franchise, getting loan from bank to purchase a franchise, how to get good location, how to recruit employees; low skill such as leadership skill and financial management and time management skill.

This study also validates the development of franchisee entrepreneur self-efficacy scale which was developed by partly adopting scale for nascent independent entrepreneur and adjusted to Indonesia setting; this scale, which had been validated using Partial Least square method for the tool of factor analysis, reliability and validity analysis. Moreover, the self-efficacy instrument developed has high reliability and validity, thus it opens possibility of future validation test in different or similar setting to Indonesia.

This study through its path analysis using partial least square method also manages to identify the sequence of decision making of franchise purchase in franchisee's mind and tests the possible relationship of self-efficacy in the sequence, thus the self-efficacy role in the franchise purchase decision making sequence can be identified: that self-efficacy influences franchise purchase goal realization through plan enactment.

This study is also one of very limited entrepreneurial study that studies the role of self-efficacy in entrepreneurial setting that uses real entrepreneurs as respondent. The majority of entrepreneurial study uses students as respondents or students that are forced to take several entrepreneurial steps as respondents. The choice of real entrepreneur as respondent enables the study to study franchise purchase at behavioral level, not stop at intention. Thus, this study enriches the possibility of studying entrepreneurial behavior up to behavior level.

Related to its implication to the Bagozzi, Dholakia and Basuroy (BDB) model, this study is the first one that utilizes the model in entrepreneurial context, especially

franchisee entrepreneurial context. By using the model as the main reference besides the two underpinnings such as Theory of Planned Behavior and Model of Action Phases, this study manages to study the cognitive path of entrepreneurial decision making.

On its relationship to the BDB model, among various relationships proposed and hypothesized in this study, only five is found to be significant among seventeen proposed hypothesis. This means that many of the relationships proposed by this study which mostly derived from BDB model is found to be not significant in the franchise purchase Indonesia setting. Many of this insignificant relationship is probably caused by cultural differences of the Indonesia setting where the study takes place and the Western setting where the BDB model and other underpinning theories originated.

Among the significant variables, this study finds that the path to goal realization in Indonesia franchise purchase setting is actually shorter than as it was proposed by BDB model. The finding shows that goal realization is directly influenced by plan enactment or taking action whereas the action itself is initiated by self efficacy. Someone with high self efficacy will be pushed to take action and in the end, reach their goal.

Another interesting finding is that self efficacy influences franchisees in two ways: it can make them taking action or pushing them to make a plan. When they are forced to take action, franchisees, will reach their goal, but, when they are only

motivated to make planning, the path stops there. Prospective franchisees are somehow stuck in that phase with no relationship on goal realization.

5.5.2 Managerial Implication to Franchisor

The finding of this study can improve the franchisor recruitment system. By identifying that self-efficacy through plan enactment or action as the factor that influences the likelihood of prospective franchisee to become franchisee, in the future, if a franchisor wants to increase franchisees recruitment, they can do it by measuring the initial efficacy level of prospective franchisee. One with high self-efficacy has the tendency to take action and in the end realizes their goal of franchise purchase. Other than identifying high prospect potential franchisees, the information of potential franchisee is also useful as if they have low efficacy, then it can be boosted.

To boost potential franchisee's self-efficacy, franchisor can use the most salient efficacy beliefs and use the knowledge for creating an intervention such as training and workshops that are aimed to low self-efficacy prospective franchisees. Since the issues identified are knowledge such as determining which franchise brand is profitable, getting financial loan from banks, managing time between family and preparation to become franchisee; and skill issues such as financial management, leadership and human resource issues, then designing a training in those topics will be a useful intervention.

The study also finds that taking action is the determining factor for prospective franchisees in reaching their goal. Among so many factors proposed such as strength of goal intention, strength and self-efficacy. The only direct determinant is taking action or instrumental behavior or plan enactment. Thus, if a franchisor wants to recruit more franchisees, he has to create an intervention that makes people takes action.

5.5.3 Managerial Implication to the Government

The Indonesian government needs to be focus on tackling self-efficacy issue of its people if it wants to grow more local foodservice franchise chain. The salient beliefs identified in this study can be used as a base for the government to design and create a public intervention that allows people to advances their entrepreneurial efficacy issues. This intervention can be targeted in two ways: directed to franchisors and directed directly to prospective franchisees.

If the government decides to take indirect path, that is, trough giving training to the franchisor, then self-efficacy salient beliefs identified in this study can be used by franchisors to recruit their potential franchisees. The prospective franchisees with high self-efficacy can be immediately recruited and directed to take immediate action as enactment or action that leads to realization of becoming a franchisees; while people with low self-efficacy is directed to a program to enhance their efficacy and after their efficacy is increased, can go on to the program that directs people to take action.

If the government decides to go directly targeting prospective franchisees, then a program that is targeted to increase the self-efficacy of prospective franchisee entrepreneurs should be designed. The government can even design a program to a certain group that has the utmost potential to become franchisees entrepreneur; which in this study is identified as people with high education and no and less than five years previous job experience. The government can even further assist this certain group to become franchisees by giving a special program designed to help the prospective franchisees faces the efficacy issues, for example efficacy issue in terms of financial management and getting loan from the bank to purchase the franchise.

The government assistance can go even further by creating a program designed to help prospective franchisee get a financial assistance in purchasing a franchise. One of the ways to do it is by making policy for the banking sector that target a special age group and education level.

The other important finding of this study is that action leads to goal realization of franchise purchase. This finding has an implication that, if the government wants to design a policy to increase the likelihood of people to become local foodservice franchise chain, then the policy should be designed to make people take actions. For example, after a prospective franchisees shows his or her interest and has high self-entrepreneurial efficacy in becoming a franchisee, then the next step is to direct him or her to start contacting prospective franchisors; finding locations and other necessary actions to reach the goal to become franchisees.

5.5.4 Managerial Implication to General Public

To the general public, an ability to increase goal realization of franchise purchase enables the creation of new entrepreneurs. This development in entrepreneur creation is very good for the economy as entrepreneurs create jobs and boost consumption. For an emerging country like Indonesia, this impact is very beneficial to the economy.

Besides increases the chance of entrepreneur creation, since entrepreneurial process is an effortful decision making, then, the finding of this study in general also mean that one can achieve a goal of an effortful decision making by taking actions, which highly influenced by self-efficacy level. The higher the self-efficacy level ones have in reaching his or goal, he or she is motivated to take an action which in turn, helps him or her to reach their intended goal. Thus, taking actions is paramount in reaching your goal.

5.6 Limitation of Study

The first limitation of the study is it only surveys the successful side of the story. Whereas it supposed to cover both sides of the story: The one that is successful to reach his goal to become franchisee and the one that is fail to reach their goal to become franchisees.

The second limitation of the study is that it is only investigate one type of industry and not many industries like it supposed to. Maybe each industry has a specific

characteristic that is different from other industry and can make the result to be different.

The third limitation regarding the data collected. Since only official resources list that can be used for research, this research can only rely on yellow pages as a source of population.

The fourth limitation is the small number of respondent acquired so it requires careful consideration for generalization.

The fifth limitation is, the study uses recall method which has limitation in of people memory; that people might forget about their experience by the time they recall their memory.

The sixth limitation, related to the finding with only five significant relationships among seventeen hypothesis proposed. This result may due to very small number of respondents where ideally there should be at least 700 respondents (70 items X10) needed for the number of items questioned. This number of respondents can be reached if the data is built through time and do mall intercept study to many franchise exhibitions.

The low number of significant relationships is also due to cultural differences where the theory originates from the Western country settings such as USA, therefore, another study in several other country setting both from the West and East setting would be ideal.

5.7 Recommendation of Future Studies

Considering that the best way to study decision making and goal realization is by a follow up study, then the study should be a longitudinal study with at least 5 years follow up and study the fail and successful in reaching the goal respondent so that both side of the story is covered.

Considering that different industry may display different characteristic, then a study that covers many industries will be ideal. Since this study only study foodservice industry, ideally a study that cover retail and food industry will give a caertain advantage since these two industries dominates franchising business.

The data base of respondents should be built through time by the researcher. Initially the researcher goes to all franchises exhibitions with different event organizers and in all cities in Indonesia, do mall intercept survey and build database based on that. After that, a follow up of those respondents can be done. Ideally, at least 5 years follow up study should be done, therefore, the researcher can get both sides of the story: the successful one and the fail one.

The number of respondents should be increased to at least 10 times the number of items being questioned. In this research it would be 700 (Rosceo in Hair 2014). With larger number of respondents, the result would be more representing the population.

The study should be replicated to both East and Western setting, with the focus also on franchise entrepreneurship. This will provide support or an argument or giving validation of the study in different cultural setting.

5.8 Conclusion

Based on the finding of the study, it can be concluded that the likelihood of franchisee entrepreneur creation can be increased by increasing the self-efficacy of prospective franchisee and by an intervention that can influence prospective franchisee to take initial actions or do instrumental behavior to reach the goal.

Several self-efficacy issue had been identified in Indonesia franchise entrepreneurship context such as knowing which industry to be selected, deciding which steps should be taken first in franchise decision making whether it is finding the industry first, contacting prospective franchisee first or staffing first; time management between family and preparation to purchase a franchise, knowing the profitability level of franchise chain, being certain of the probability of success of the prospective franchise chain, finding affordable franchise, deciding which franchise brand to be franchised, finding the right location, employee recruitment, getting financial loan to purchase a franchise and leadership skill. These are the efficacy issue that had been haunting prospective franchisee in their process of becoming a franchise and if this issue is solved, the likelihood of franchisee entrepreneur creation efficacy problem is solved, which in turn increases their likelihood of becoming a franchisee through actions that they are taken, called plan enactment or instrumental behavior.

One way to increase self-efficacy is through training or coaching. With a training and coaching that teaches prospective franchisee of the issues, their efficacy will be increased.

Considering that majority of franchise entrepreneur comes from people with a short period work experience and high education, therefore, the franchisor and the government should design a training or coaching program specifically aimed for this segment. The government should create a program that can boost efficacy of this segment, for example : young university graduates. One example of this is Malaysia, where the government have designed a franchise program for young university graduates. This program helping the young entrepreneur to be a franchisee by giving loan. Actually, this is a good program, however, due to only short term training, many of them fail. One way to improve this is by creating a program that does not only focus on capital but also ongoing coaching to the franchisees, where the franchisor working side by side with the franchisee and train them well on how to build a business and how to run it.

Currently, Indonesian government had created Kredit Usaha Rakyat (KUR). This program is good enough to be implemented for franchisees. However, since this program only gives loan with a complicated requirement such as ongoing business with a profit and also requires collateral, thus, only very small number of individual can access the loan. Through this program, KUR can be designed for prospective franchisee since the franchise business is an established business with strong brand, thus lower business risk can be expected. With this intervention, the efficacy of prospective franchisees on getting capital can be increased.

To increase the number of young entrepreneur, KUR can be designed to target young university graduates that want to buy franchise. However, one thing to be noticed is that, other efficacy issue should also be tackled such as how to recruit and train employee, how to find a good location and how to recognize a good franchise chain: a bullet proven franchise which had been in the business for more than five years and proven to give continuous profit to its current franchisees.

Another interesting finding on franchisee creation is through plan enactment; which also called instrumental behavior or action. Since prospective franchisee's goal realization can be achieved through action or instrumental behavior, then an intervention designed to force people to take action or perform instrumental behavior is needed. If Indonesian government intends to increase the entrepreneurial creation through franchising, then it is suggested that the government create training or coaching program that makes people learning by doing and make people take actions that lead to franchisee goal realization. The activities among others are as follows: taking prospective franchisee to find out each bank's credit requirement and teach them to fulfill the requirements. Include in it taking them physically to talk directly to loan officer of banks to ask questions so that they are exposed on how to get a loan from banks. Other action related intervention is for example by taking prospective franchisee to go to check possible good location for a certain franchise business nearby they live; finding rented business space; asking them to open recruitment to prospective employee and learn how to do job interview to prospective employee. These kinds of activity, or forcing people to take actions increases the likelihood of franchisee creation.

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Appendix 1

Questionnaire



Kepada Yth Bapak/ Ibu Wirausaha waralaba,

Sebelumnya, saya ucapkan terimakasih kepada Bapak/Ibu yang telah bersedia meluangkan waktu untuk mengisi survei berikut.

Survei ini adalah survei mengenai faktor faktor yang mempengaruhi Bapak/Ibu dalam mengambil keputusan untuk membeli waralaba yang Bapak/Ibu miliki saat ini. Adapun survei ini dilakukan dalam rangka penelitian untuk penyelesaian Disertasi studi S3 saya. Saya mohon Bapak/Ibu mau meluangkan waktu beberapa menit untuk mengingat kembali apa yang telah dilalui Bapak/Ibu dalam menganbil keputusan pembelian tersebut.

Setelah Bapak/Ibu mengisi survei ini, mohon menghubungi saya di 081585483254 (tersedia pilihan Whatsapp dan Line untuk nomor tersebut).

Saya pastikan bahwa informasi yang Bapak/Ibu berikan bersifat rahasia dan hanya digunakan untuk tujuan akademik saja.

Terimakasih atas kesediaan Bapak/Ibu untuk mengisi survei ini. Semoga usaha Bapak/Ibu makin gemilang.

Hormat saya,
Fosa Sarassina
Mahasiswa Program PhD
Othman Yeob Abdullah, COB, University Utara Malaysia

Jawablah pertanyaan di bawah ini dengan memberi tanda silang (x) pada jawaban yang anda anggap paling sesuai atau dengan mengisi titik-titik.

I. Identitas Anda

1. Jenis kelamin : a. Laki-laki b. Perempuan
Umur:.....Tahun
2. Pendidikan terakhir anda? 1. Lulus SD 2. Lulus SMP 3. Lulus SMA
4. Lulus D3 5. Sarjana 6. Pasca Sarjana
3. Berapa lama anda telah menjadi terwaralaba?
.....tahun
4. Berapa Jumlah dana yang diperlukan untuk membeli hak waralaba?
Rp.....Juta
5. Berapa lama anda telah bekerja **di industri makanan dan minuman** sebelum membeli hak waralaba ini? (bila tidak ada, mohon jawab dengan angka 0).....tahun
6. Berapa lama anda telah bekerja **di industri selain makanan dan minuman** sebelum membeli hak waralaba ini? (bila tidak ada, mohon jawab dengan angka 0).....tahun
7. Berapa lama waktu yang anda perlukan untuk membeli waralaba (termasuk mencari info, penyediaan dana dll)? tahun.....bulan

Untuk menjawab pertanyaan-pertanyaan berikut, mohon ingat kembali pengalaman anda sebelum menjadi terwaralaba dan beri tanda silang (X) pada pilihan jawaban yang tersedia.

- (1) Sangat Tidak setuju
- (2) Tidak Setuju
- (3) Kurang Setuju
- (4) Netral
- (5) Agak Setuju
- (6) Setuju
- (7) Sangat Setuju

II. Keinginan membeli waralaba							
1. Membeli waralaba merupakan hal yang saya inginkan karena memberikan kepuasan kerja, yaitu memiliki bisnis yng sukses	1	2	3	4	5	6	7
2. Pelatihan yang diberikan waralaba memebuat saya makin ingin menjadi pengusaha waralaba	1	2	3	4	5	6	7
3. Saya menginginkan waralaba karena investasi waralaba lebih murah dibanding bisnis mandiri	1	2	3	4	5	6	7
4. Saya menginginkan bisnsi waralaba karena lebih rendah resiko dibanding bisnis mandiri	1	2	3	4	5	6	7
5. Keinginan saya untuk menjadi terwaralaba sangat kuat	1	2	3	4	5	6	7

6. Saya sangat ingin menjadi terwaralaba	1	2	3	4	5	6	7
7. Menjadi waralaba adalah salah satu cita-cita utama saya	1	2	3	4	5	6	7
8. Kesempatan bekerja bersama keluarga membuat saya tertarik membeli waralaba	1	2	3	4	5	6	7
9. Tawaran keuntungan yang jelas dari bisnis waralaba sangat menarik minat saya	1	2	3	4	5	6	7

III. Niat membeli waralaba							
1. Sebelum membeli waralaba, dulu saya selalu berpikir untuk melakukan bisnis waralaba	1	2	3	4	5	6	7
2. Sebelum membeli waralaba, saya dapat membayangkan diri saya melakukan bisnis waralaba	1	2	3	4	5	6	7
3. Sebelum membeli waralaba, saya berpikir untuk memulai bisnis sendiri dengan membeli waralaba	1	2	3	4	5	6	7
4. Sebelum membeli waralaba, saya hanya bertekad untuk membeli waralaba dan bukan usaha mandiri	1	2	3	4	5	6	7
5. Saya bertekad menjadi pengusaha, tapi hanya dengan merek yang sudah teruji kesuksesannya	1	2	3	4	5	6	7
6. Pada saat saya tertarik untuk membeli sebuah waralaba, saya pikir saya akan selesai membeli dalam 12 bulan	1	2	3	4	5	6	7

Keinginan Menerapkan Rencana							
1. Sebelum membeli waralaba, saya berencana bahwa saya harus melakukan tindakan tertentu untuk membeli waralaba	1	2	3	4	5	6	7
2. Keinginan saya begitu besar untuk membuat persiapan dalam melakukan pembelian waralaba	1	2	3	4	5	6	7
3. Melakukan Tindakan- tindakan yang diperlukan dalam proses pembelian waralaba merupakan hal yang selalu ingin saya lakukan	1	2	3	4	5	6	7
4. Saya merasakan bahwa melakukan semua tindakan yang diperlukan selama proses pembelian waralaba merupakan hal yang penting	1	2	3	4	5	6	7
5. Saya merasakan bahwa melakukan semua tindakan yang diperlukan selama proses pembelian waralaba merupakan hal yang penting	1	2	3	4	5	6	7
6. Selama proses pembelian waralaba, saya ingin mewujudkan langkah-langkah yang sudah saya rencanakan jika saya membeli waralaba	1	2	3	4	5	6	7
7. Sebelum membeli waralaba, saya telah menetapkan batas waktu pelaksanaan pembelian waralaba	1	2	3	4	5	6	7

Alasan memilih Waralaba dibanding Usaha Mandiri (bisnis yang anda buat sendiri)							
1. Dibanding usaha mandiri, waralaba lebih memberikan Kepuasan kerja (keterlibatan dalam bisnis yang sukses)	1	2	3	4	5	6	7
2. Dibanding Usaha mandiri, Waralaba Memberikan Pelatihan Bisnis (terutama pemasaran dan keuangan)	1	2	3	4	5	6	7
3. Dibanding Usaha mandiri, Investasi Waralaba lebih kecil	1	2	3	4	5	6	7
4. Dibanding Usaha mandiri, Risiko Waralaba lebih kecil	1	2	3	4	5	6	7
5. Dibanding Usaha mandiri, Merek terkenal yang ditawarkan waralaba memberikan kepastian untuk berhasil	1	2	3	4	5	6	7
6. Dibanding Usaha mandiri, saya lebih memilih Waralaba karena memberikan kesempatan bekerja bersama keluarga	1	2	3	4	5	6	7
7. Dibanding Usaha mandiri, saya lebih memilih Waralaba karena waralaba memberikan pelatihan bisnis	1	2	3	4	5	6	7

- (1) Sama sekali tidak berpengaruh
 (2) Tidak berpengaruh
 (3) Kurang berpengaruh
 (4) Netral
 (5) Agak berpengaruh
 (6) berpengaruh
 (7) Sangat berpengaruh

Seberapa besar pengaruh orang-orang dalam kelompok-berikut pada keputusan anda untuk membeli waralaba							
1. Bankir (dalam menyalurkan kredit bagi calon terwaralaba)	1	2	3	4	5	6	7
2. Konsultan Waralaba	1	2	3	4	5	6	7
3. Konsultan Manajemen	1	2	3	4	5	6	7
4. Asosiasi waralaba Indonesia	1	2	3	4	5	6	7
5. Terwaralaba yang sudah ada	1	2	3	4	5	6	7
6. Kamar Dagang dan Industri (KADIN)	1	2	3	4	5	6	7

7. Pameran Waralaba	1	2	3	4	5	6	7
8. Keluarga (pasangan)	1	2	3	4	5	6	7
9. Keluarga (orang tua)	1	2	3	4	5	6	7
10. Website tentang waralaba	1	2	3	4	5	6	7
11. Majalah khusus waralaba	1	2	3	4	5	6	7

- (1) Sangat Tidak setuju
(2) Tidak Setuju
(3) Kurang Setuju
(4) Netral
(5) Agak Setuju
(6) Setuju
(7) Sangat Setuju

Perencanaan							
1. Saya menetapkan waktu (misalnya dalam jangka 6 bulan, 2 bulan, dst) untuk menyelesaikan pembelian waralaba	1	2	3	4	5	6	7
2. Saya berkomitmen/berencana untuk membeli waralaba pada situasi tertentu (misalnya ketika pensiun atau ketika anak lulus kuliah)	1	2	3	4	5	6	7
3. Saya merencanakan kapan (misalnya pada tanggal 7 Juni, 2014) saya akan menyelesaikan pembelian waralaba	1	2	3	4	5	6	7
4. Saya merencanakan tempat di mana saya akan menyelesaikan pembelian waralaba (misalnya di pameran, atau di kantor pewaralaba)	1	2	3	4	5	6	7
5. Saya merencanakan cara pembelian waralaba (misalnya secara kontan atau angsuran dsb)	1	2	3	4	5	6	7
6. Saya merencanakan tempat, waktu dan situasi untuk menyelesaikan pembelian waralaba	1	2	3	4	5	6	7

Kesesuaian Rencana dengan Pelaksanaan Sejauh mana pelaksanaan rencana pembelian waralaba anda sesuai dengan pelaksanaan							
1. Saya berhasil membeli waralaba sesuai dengan	1	2	3	4	5	6	7

rencana							
2. Saya berhasil membeli waralaba di waktu yang telah saya rencanakan (misalkan pada bulan April 2011 dst)	1	2	3	4	5	6	7
3. Saya berhasil membeli waralaba di tempat yang telah saya rencanakan (misalnya di pameran atau di kantor pewaralaba)	1	2	3	4	5	6	7
4. Saya berhasil membeli waralaba sesuai dengan cara yang telah saya rencanakan (misalnya membayar secara kontan atau angsuran)	1	2	3	4	5	6	7
5. Saya berhasil membeli waralaba sesuai dengan waktu yang telah saya rencanakan (misalnya bisa membeli dalam waktu 1 tahun, 2 tahun dst)	1	2	3	4	5	6	7
6. Ketika melakukan pembelian waralaba, saya berhasil melakukannya sesuai dengan rencana	1	2	3	4	5	6	7

Pencapaian Tujuan							
1. Saya berhasil mencapai tujuan saya membeli waralaba	1	2	3	4	5	6	7
2. Saya berhasil melakukan langkah-langkah yang diperlukan untuk menjadi terwaralaba	1	2	3	4	5	6	7
3. Saya berhasil mencapai keinginan saya menjadi terwaralaba	1	2	3	4	5	6	7
4. Niat saya menjadi pemilik bisnis kuliner rendah resiko telah terwujud	1	2	3	4	5	6	7
5. Saya berhasil merealisasikan cita cita memiliki bisnis dengan merek yang telah teruji di pasaran	1	2	3	4	5	6	7

- (1) Sangat Sulit
(2) Sulit
(3) Agak Sulit
(4) Netral
(5) Agak Mudah
(6) Mudah
(7) Sangat Mudah

Sewaktu akan membeli waralaba, seberapa sulit anda rasa melakukan hal hal berikut							
1. Menentukan urutan langkah dalam membeli waralaba: cari lokasi dahulu, menghubungi calon pewaralaba dahulu dsb)	1	2	3	4	5	6	7
2. Mendapatkan persetujuan keluarga untuk membeli waralaba	1	2	3	4	5	6	7
3. Membagi waktu antara keluarga dengan persiapan menjadi terwaralaba	1	2	3	4	5	6	7
4. Mengetahui dengan pasti tingkat kesuksesan waralaba yang akan dibeli	1	2	3	4	5	6	7

5. Menentukan waralaba dengan harga terjangkau	1	2	3	4	5	6	7
6. Menentukan bisnis kuliner apa yang paling cocok untuk anda beli	1	2	3	4	5	6	7
7. Mencari lokasi	1	2	3	4	5	6	7
8. Merekrut karyawan	1	2	3	4	5	6	7
9. Mendapatkan persetujuan pewaralaba	1	2	3	4	5	6	7
10. Mengelola keuangan bisnis/usaha	1	2	3	4	5	6	7
11. Mendapatkan pinjaman untuk modal	1	2	3	4	5	6	7
12. Mempersiapkan diri untuk mampu memimpin karyawan	1	2	3	4	5	6	7

- (1) Sama sekali tidak berpengaruh
(2) Tidak berpengaruh
(3) Kurang berpengaruh
(4) Netral
(5) Agak berpengaruh
(6) berpengaruh
(7) Sangat berpengaruh

Sewaktu akan membeli waralaba, seberapa besar pengaruh langkah langkah berikut ini pada kesuksesan pembelian waralaba							
1. Menentukan urutan langkah dalam membeli waralaba: cari lokasi dahulu, menghubungi calon pewaralaba dahulu dsb)	1	2	3	4	5	6	7
2. Mendapatkan persetujuan keluarga untuk membeli waralaba	1	2	3	4	5	6	7
3. Membagi waktu antara keluarga dengan persiapan menjadi terwaralaba	1	2	3	4	5	6	7
4. Mengetahui dengan pasti tingkat kesuksesan waralaba yang akan dibeli	1	2	3	4	5	6	7
5. Menentukan waralaba dengan harga terjangkau	1	2	3	4	5	6	7
6. Menentukan bisnis kuliner apa yang paling cocok untuk anda beli	1	2	3	4	5	6	7
7. Mencari lokasi	1	2	3	4	5	6	7
8. Merekrut karyawan	1	2	3	4	5	6	7
9. Mendapatkan persetujuan pewaralaba	1	2	3	4	5	6	7
10. Mengelola keuangan bisnis/usaha	1	2	3	4	5	6	7
11. Mendapatkan pinjaman untuk modal	1	2	3	4	5	6	7
12. Mempersiapkan diri untuk mampu memimpin karyawan	1	2	3	4	5	6	7

****Akhir dari Questioner, Terimakasih****

Appendix 2

Questionnaire in English

Please answer the following questions by marking (X) to the best answer or by filling in the blanks

I. Your identity and branch location

8. Sex : a. Male b. Female Age:
9. Your education background?
1. Elementary School 2. Junior high 3. Senior High
4. College 5. Undergraduate 6. Postgraduate
10. How long have you been a franchisee?.....year
11. How much is your investment to buy franchise right? IDR.....million
12. How long have you been working in food and beverage industry prior to becoming a franchisee?year (if none, please write 0)
13. How long have you been working in other than food and beverage industry prior to becoming a franchisee?year (if none, please write 0)
14. How long does it take you to buy this franchise? (including finding information, fundraising etc) year.....month

To answer the following question, please recall your experience prior to becoming franchisee by putting the mark (X) to the best answer

- (1) Strongly Disagree
- (2) Disagree
- (3) Somewhat Disagree
- (4) Neutral
- (5) Somewhat Agree
- (6) Agree
- (7) Strongly Agree

Desire to Purchase a Franchise							
Franchise business gives satisfaction because of it has more chance to be successful	1	2	3	4	5	6	7
I am interested to become a franchisee because of the training offered by franchise business	1	2	3	4	5	6	7
Franchise asks lower investment compared to independent business	1	2	3	4	5	6	7

Franchise poses lower risk compared to independent business	1	2	3	4	5	6	7
My desire to be a franchisee is very strong	1	2	3	4	5	6	7
I have strong desire to become a franchisee	1	2	3	4	5	6	7
Owning a franchise business had been my ultimate goal	1	2	3	4	5	6	7
Franchising offers chance to work with the family	1	2	3	4	5	6	7
Franchising Business offers promising profit	1	2	3	4	5	6	7

Intention to Purchase a franchise							
Before becoming a franchisee, I always want to become a franchisee	1	2	3	4	5	6	7
Prior to buying a franchise, I could imagine myself doing franchise business	1	2	3	4	5	6	7
I always think that the best way to start a business is by becoming a franchisee	1	2	3	4	5	6	7
Prior to becoming a franchisee, instead of creating an independent business, I always think of becoming a franchisee	1	2	3	4	5	6	7
I wanted to become entrepreneur, but only with successful brand	1	2	3	4	5	6	7
I think 12 months are enough time to buy a franchise	1	2	3	4	5	6	7

Reason of choosing franchising over independent business							
Compared to creating an independent business, franchising offers more job satisfaction (involvement in a successful business)	1	2	3	4	5	6	7
Compared to creating an independent business, franchising offers training (especially marketing and finance)	1	2	3	4	5	6	7
Compared to creating an independent business, franchising investment is lower	1	2	3	4	5	6	7
Compared to creating an independent business, franchising poses lower risk	1	2	3	4	5	6	7
Compared to creating an independent business, franchise business with its brand offers more chance to be successful.	1	2	3	4	5	6	7
Compared to creating an independent business, franchise business offers more family time	1	2	3	4	5	6	7
Compared to creating an independent business, franchise business offers training	1	2	3	4	5	6	7

Subjective Norm							
Banker (in providing credit to prospective franchisee)	1	2	3	4	5	6	7
Franchise consultant	1	2	3	4	5	6	7
Management consultant	1	2	3	4	5	6	7
Franchise association	1	2	3	4	5	6	7
Existing franchisee	1	2	3	4	5	6	7
Chamber of commerce	1	2	3	4	5	6	7
Franchise Exposition	1	2	3	4	5	6	7
Family (spouse)	1	2	3	4	5	6	7
Family (parents)	1	2	3	4	5	6	7
Franchise Website	1	2	3	4	5	6	7
Franchise Magazine	1	2	3	4	5	6	7

- (1) No influence at all
- (2) No Influence
- (3) Somewhat has no influence
- (4) Neutral
- (5) Somewhat Influential
- (6) Influential
- (7) Very influential

<i>Please recall how big is the influence of the following steps to the success of purchasing a franchise</i>							
Searching information on what brand to franchise (profit, BEP)	1	2	3	4	5	6	7
Determining which industry to be franchised (food & beverages or retail etc.)	1	2	3	4	5	6	7
Determining which steps to take first in purchasing a franchise (finding location first, contacting prospective franchisor first etc.)	1	2	3	4	5	6	7
Getting family approval	1	2	3	4	5	6	7
Providing time for preparation to become a franchisee	1	2	3	4	5	6	7
Getting accurate information on the profitability level of the franchise	1	2	3	4	5	6	7
Finding an affordable franchise	1	2	3	4	5	6	7
Determining which brand among culinary business that is worth to purchase	1	2	3	4	5	6	7
Getting the right location for the business	1	2	3	4	5	6	7
Recruiting employee	1	2	3	4	5	6	7
Getting franchisor's approval	1	2	3	4	5	6	7
Financial management skill	1	2	3	4	5	6	7
Getting loan for capital	1	2	3	4	5	6	7
Leadership skills	1	2	3	4	5	6	7

- (1) Very Difficult
- (2) Difficult
- (3) Somewhat Difficult
- (4) Neutral
- (5) Somewhat Easy
- (6) Easy
- (7) Very Easy

<i>Please recall how difficult the following steps in purchasing a franchise</i>							
Searching information on what brand to franchise (profit, BEP)	1	2	3	4	5	6	7
Determining which industry to be franchised (food & beverages or retail etc.)	1	2	3	4	5	6	7
Determining which steps to take first in purchasing a franchise (finding location first, contacting prospective franchisor first etc.)	1	2	3	4	5	6	7
Getting family approval	1	2	3	4	5	6	7
Providing time for preparation to become a franchisee	1	2	3	4	5	6	7
Getting accurate information on the profitability level of the franchise	1	2	3	4	5	6	7
Finding an affordable franchise	1	2	3	4	5	6	7
Determining which brand among culinary business that is worth to purchase	1	2	3	4	5	6	7
Getting the right location for the business	1	2	3	4	5	6	7
Recruiting employee	1	2	3	4	5	6	7
Getting franchisor's approval	1	2	3	4	5	6	7
Financial management skill	1	2	3	4	5	6	7
Getting loan for capital	1	2	3	4	5	6	7
Leadership skills	1	2	3	4	5	6	7

End of Questionnaire
Thank you

Factor Analysis

[illegible]

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.

.706

Bartlett's Test of Sphericity

	Approx. Chi-Square	df	Sig.
Overall	10.678 ^a	1	.002
By Group	10.678 ^b	1	.002

871.115

325

.000

						April 14 - 2018 (14 days)																																																																																													
ACT1	ACT2	ACT3	ACT4	ACT5	ACT6	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00				
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75	0.76	0.77	0.78	0.79	0.80	0.81	0.82	0.83	0.84	0.85	0.86	0.87	0.88	0.89	0.90	0.91	0.92	0.93	0.94	0.95	0.96	0.97	0.98	0.99	1.00
0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09	0.10	0.11	0.12	0.13	0.14	0.15	0.16	0.17	0.18	0.19	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42	0.43	0.44	0.45	0.46	0.47	0.48	0.49	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.57	0.58	0.59	0.60	0.61	0.62	0.63	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0																												

Communalities

	Initial	Extraction
GI1	1.000	.560
GI2	1.000	.726
GI3	1.000	.720
GI4	1.000	.786
GI5	1.000	.788
ID1	1.000	.772
ID2	1.000	.719
ID3	1.000	.696
ID4	1.000	.595
ID5	1.000	.454
II1	1.000	.745
II2	1.000	.524
II3	1.000	.646
II4	1.000	.530
II5	1.000	.817
II6	1.000	.691
ACT1	1.000	.597
ACT2	1.000	.751
ACT3	1.000	.654
ACT4	1.000	.803
ACT5	1.000	.629
GR1	1.000	.703
GR2	1.000	.695
GR3	1.000	.615
GR4	1.000	.627
GR5	1.000	.695

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.543	21.321	21.321	5.543	21.321	21.321	3.013	11.590	11.590
2	2.905	11.172	32.493	2.905	11.172	32.493	2.678	10.299	21.889
3	2.169	8.341	40.835	2.169	8.341	40.835	2.406	9.255	31.144
4	1.767	6.797	47.631	1.767	6.797	47.631	2.290	8.807	39.951
5	1.470	5.655	53.286	1.470	5.655	53.286	2.010	7.731	47.682
6	1.286	4.947	58.233	1.286	4.947	58.233	1.823	7.011	54.693
7	1.268	4.877	63.110	1.268	4.877	63.110	1.780	6.847	61.540
8	1.127	4.334	67.443	1.127	4.334	67.443	1.535	5.903	67.443
9	.948	3.648	71.091						
10	.879	3.380	74.472						
11	.839	3.227	77.698						
12	.733	2.820	80.518						
13	.659	2.533	83.051						
14	.598	2.301	85.352						
15	.582	2.237	87.589						
16	.470	1.807	89.396						
17	.424	1.632	91.029						
18	.372	1.433	92.461						
19	.363	1.398	93.859						
20	.321	1.235	95.094						
21	.288	1.108	96.202						
22	.259	.995	97.196						
23	.233	.895	98.091						
24	.186	.714	98.806						
25	.164	.630	99.436						
26	.147	.564	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
GI1	.394		.433					
GI2	.345	-.316	.559				.337	
GI3	.359	-.401	.593					
GI4	.351	-.319			-.407	.480	.327	
GI5	.380	-.465			-.383			.450
ID1		.671		.353			.382	
ID2		.495		.560			.324	
ID3		.447	.575					
ID4		.369	.447			.457		
ID5		.369	.467					
II1		.448	-.412					.376
II2				-.367	.314			
II3	.434			-.463				
II4	.389	.443			-.323			
II5	.458	.508		-.335		-.308		
II6	.505	.348		-.337		-.340		
ACT1	.393					.529		
ACT2	.594						-.426	
ACT3	.715							-.330
ACT4	.694				-.408			-.351
ACT5	.661						-.366	
GR1	.488			.496				
GR2	.694			.404				
GR3	.690							
GR4	.631						.306	
GR5	.602							-.390

Extraction Method: Principal Component Analysis.

a. 8 components extracted.

Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
GI1				.686				
GI2				.833				
GI3				.758				
GI4						.839		
GI5						.745	-.333	
ID1					.801			
ID2					.830			
ID3			.505				.542	-.305
ID4							.740	
ID5						-.387	.356	
II1					.491			.631
II2								.589
II3			.649					.316
II4			.472			.319		
II5			.855					
II6		.379	.707					
ACT1		.383					.521	.350
ACT2	.742							
ACT3	.463	.582						
ACT4	.492	.470						-.436
ACT5	.721							
GR1	.706				.325			
GR2	.631	.424						
GR3	.474	.447						
GR4		.681						
GR5		.805						

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 14 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	.617	.566	.370	.283	-.012	.266	-.008	.104
2	-.011	.017	.491	-.372	.572	-.334	.380	.195
3	.021	-.295	.092	.692	.087	-.123	.521	-.362
4	.490	-.135	-.516	.001	.631	-.050	-.228	-.151
5	-.036	.229	-.319	.350	-.072	-.576	.029	.620
6	-.021	.142	-.448	-.178	.019	.486	.674	.238
7	-.597	.291	.037	.348	.510	.336	-.243	.064
8	.143	-.646	.208	.164	.041	.346	-.138	.594

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis

[DataSet1] C:\External Copy\From Small laptop\Phd 1\Word\Fosa
 edited with demographic data compute mean with moderation.sav

Communalities

	Initial	Extraction
GI1	1,000	,560
GI2	1,000	,726
GI3	1,000	,720
GI4	1,000	,786
GI5	1,000	,788
ID1	1,000	,772
ID2	1,000	,719
ID3	1,000	,696
ID4	1,000	,595
ID5	1,000	,454
II1	1,000	,745
II2	1,000	,524
II3	1,000	,646
II4	1,000	,530
II5	1,000	,817
II6	1,000	,691
ACT1	1,000	,597
ACT2	1,000	,751
ACT3	1,000	,654
ACT4	1,000	,803
ACT5	1,000	,629
GR1	1,000	,703
GR2	1,000	,695
GR3	1,000	,615
GR4	1,000	,627
GR5	1,000	,695

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,543	21,321	21,321	5,543	21,321	21,321	3,013	11,590	11,590
2	2,905	11,172	32,493	2,905	11,172	32,493	2,678	10,299	21,889
3	2,169	8,341	40,835	2,169	8,341	40,835	2,406	9,255	31,144
4	1,767	6,797	47,631	1,767	6,797	47,631	2,290	8,807	39,951
5	1,470	5,655	53,286	1,470	5,655	53,286	2,010	7,731	47,682
6	1,286	4,947	58,233	1,286	4,947	58,233	1,823	7,011	54,693
7	1,268	4,877	63,110	1,268	4,877	63,110	1,780	6,847	61,540
8	1,127	4,334	67,443	1,127	4,334	67,443	1,535	5,903	67,443
9	,948	3,648	71,091						
10	,879	3,380	74,472						
11	,839	3,227	77,698						
12	,733	2,820	80,518						
13	,659	2,533	83,051						
14	,598	2,301	85,352						
15	,582	2,237	87,589						
16	,470	1,807	89,396						
17	,424	1,632	91,029						
18	,372	1,433	92,461						
19	,363	1,398	93,859						
20	,321	1,235	95,094						
21	,288	1,108	96,202						
22	,259	,995	97,196						
23	,233	,895	98,091						
24	,186	,714	98,806						
25	,164	,630	99,436						
26	,147	,564	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
GI1	,394		,433					
GI2	,345	-,316	,559				,337	
GI3	,359	-,401	,593					
GI4	,351	-,319			-,407	,480	,327	
GI5	,380	-,465			-,383			,450
ID1		,671		,353			,382	
ID2		,495		,560			,324	
ID3		,447	,575					
ID4		,369	,447			,457		
ID5		,369	,467					
II1		,448	-,412					,376
II2				-,367	,314			
II3	,434			-,463				
II4	,389	,443			-,323			
II5	,458	,508		-,335		-,308		
II6	,505	,348		-,337		-,340		
ACT1	,393					,529		
ACT2	,594						-,426	
ACT3	,715							-,330
ACT4	,694				-,408			-,351
ACT5	,661						-,366	
GR1	,488			,496				
GR2	,694			,404				
GR3	,690							
GR4	,631						,306	
GR5	,602							-,390

Extraction Method: Principal Component Analysis.

a. 8 components extracted.

Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
GI1				,686				
GI2				,833				
GI3				,758				
GI4						,839		
GI5						,745	-,333	
ID1					,801			
ID2					,830			
ID3			,505				,542	-,305
ID4							,740	
ID5						-,387	,356	
II1					,491			,631
II2								,589
II3			,649					,316
II4			,472			,319		
II5			,855					
II6		,379	,707					
ACT1		,383					,521	,350
ACT2	,742							
ACT3	,463	,582						
ACT4	,492	,470						-,436
ACT5	,721							
GR1	,706				,325			
GR2	,631	,424						
GR3	,474	,447						
GR4		,681						
GR5		,805						

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 14 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	,617	,566	,370	,283	-,012	,266	-,008	,104
2	-,011	,017	,491	-,372	,572	-,334	,380	,195
3	,021	-,295	,092	,692	,087	-,123	,521	-,362
4	,490	-,135	-,516	,001	,631	-,050	-,228	-,151
5	-,036	,229	-,319	,350	-,072	-,576	,029	,620
6	-,021	,142	-,448	-,178	,019	,486	,674	,238
7	-,597	,291	,037	,348	,510	,336	-,243	,064
8	,143	-,646	,208	,164	,041	,346	-,138	,594

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis

[DataSet1] C:\External Copy\From Small laptop\Phd 1\Word\Fosa
 edited with demographic data compute mean with moderation.sav

Correlation Matrix																										
	G1	G2	G3	G4	G5	ID1	ID2	ID3	ID4	ID5	I1	I2	I3	I4	I5	I6	ACT2	ACT3	ACT4	ACT5	GR2	GR3	GR4	GR5		
Correlation	G1	1.000	.478	.477	.053	.144	-.052	-.106	.081	-.068	-.028	-.070	-.106	.114	-.002	.066	.089	.282	.300	.199	.230	.231	.192	.221	.157	
	G2	.478	1.000	.545	-.150	.232	-.064	.040	.080	-.023	.040	-.168	-.093	.207	-.042	.070	.079	.224	.213	.149	.169	.174	.173	.224	.090	
	G3	.477	.565	1.000	.235	.251	-.206	-.140	.173	.058	.070	-.237	-.010	.052	-.027	.058	-.060	.301	.244	.178	.179	.166	.271	.133	.116	
	G4	.053	.150	.235	1.000	.494	-.179	-.116	-.006	-.005	-.184	-.080	.018	.124	.196	.014	.045	.010	.253	.319	.192	.188	.205	.213	.178	
	G5	.144	.232	.251	.494	1.000	-.279	-.040	-.076	-.272	-.294	.067	-.085	.109	.039	-.052	.087	.197	.196	.304	.272	.294	.232	.132	.058	
	ID1	-.052	-.064	-.206	-.179	-.279	1.000	.561	.230	.225	.224	.357	.007	.012	.174	.094	.085	-.117	.094	-.069	-.066	-.059	-.179	.059	.019	
	ID2	-.106	.049	-.140	-.116	-.040	.561	1.000	.224	.128	.188	.239	-.062	-.050	.141	.030	.001	.007	.025	-.041	-.059	.132	-.152	-.075	-.126	
	ID3	.081	.080	.173	-.006	-.076	.233	.224	1.000	.415	.217	-.107	.013	.136	.180	.475	.214	.109	.050	.223	.090	-.107	-.084	-.026	.054	
	ID4	-.066	-.023	.040	-.005	-.272	.225	.128	.415	1.000	.249	.002	.042	-.051	.063	.050	.120	.038	-.093	-.133	.002	-.217	-.094	-.109	-.131	
	ID5	-.028	.040	.070	-.184	-.294	.224	.188	.217	.249	1.000	-.025	-.048	.125	-.017	.126	-.101	-.010	-.058	-.192	-.164	-.212	-.140	-.170	-.139	
	I1	-.070	-.168	-.237	-.080	.067	.357	.239	-.107	.002	-.025	1.000	.240	.145	.224	.087	.201	.143	.023	-.117	.091	.234	.163	.160	.182	
	I2	-.106	-.093	-.010	.018	-.085	.007	-.062	.013	.042	-.048	.240	1.000	.277	.123	.188	.260	.179	.135	.003	.122	.115	.108	.155	.220	
	I3	.114	.207	.052	.124	.109	.012	-.050	.136	-.051	.125	.145	.277	1.000	.174	.426	.412	.196	.228	.202	.148	.049	.261	.316	.280	
	I4	-.002	-.042	-.027	.196	.039	.174	.141	.180	.063	-.017	.224	.123	.174	1.000	.526	.306	.104	.174	.206	.230	.247	.054	.213	.186	
	I5	.066	.070	.058	.014	-.052	.094	.030	.475	.050	.126	.087	.188	.426	.526	1.000	.524	.203	.135	.277	.228	.143	.180	.194	.170	
	I6	.089	-.079	-.060	.045	-.087	.085	.001	.214	-.120	-.101	.201	.280	.412	.306	.524	1.000	.092	.326	.309	.196	.183	.320	.347	.349	
	ACT2	.282	.224	.301	.010	.197	-.117	.007	.109	-.038	-.010	.143	.179	.196	.104	.203	.092	1.000	.410	.302	.542	.368	.472	.220	.154	
	ACT3	.300	.213	.244	.253	.196	.094	.025	.050	-.093	-.058	.023	.135	.228	.174	.135	.326	.410	1.000	.696	.490	.468	.399	.383	.367	
	ACT4	.199	.149	.178	.319	.304	-.069	-.041	.223	-.133	-.192	-.117	.003	.202	.206	.277	.309	.302	.696	1.000	.501	.481	.313	.278	.397	
	ACT5	.230	.189	.179	.192	.212	-.066	-.059	.090	.002	-.164	.091	.122	.148	.230	.228	.196	.542	.490	.501	1.000	.381	.425	.321	.196	
	GR2	.231	.174	.166	.188	.294	-.059	.132	-.107	-.217	-.212	.234	.115	.049	.247	.143	.193	.368	.468	.481	.381	1.000	.555	.365	.434	
	GR3	.192	.173	.271	.205	.232	-.179	-.152	-.084	-.094	-.140	.163	.108	.261	.054	.180	.320	.472	.399	.313	.425	.555	1.000	.564	.412	
	GR4	.221	.224	.213	.213	.132	.059	-.075	-.026	-.109	-.170	.160	.155	.316	.213	.194	.347	.220	.383	.278	.321	.365	.564	1.000	.538	
	GR5	.157	.093	.116	.178	.058	.018	-.126	.054	-.131	-.139	.182	.220	.280	.186	.170	.349	.154	.387	.397	.186	.434	.412	.538	1.000	
* Determined = 4.41E-05																										

a. Determinant = 4.41E-005

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.

.698

Bartlett's Test of Sphericity

Approx. Chi-Square
df
Sig.

783,917

276

.000

Anticimage Matrices																																			
	G1	G2	G3	G4	G5	ID1	ID2	ID3	ID4	ID5	I1	I2	I3	I4	I5	I6	ACT2	ACT3	ACT4	ACT5	GR2	GR3	GR4	GR5											
Anticimage covari	G1	1.000	.478	.477	.053	.144	-.052	-.106	.081	-.068	-.028	-.070	-.106	.114	-.002	.066	.089	.282	.300	.199	.230	.231	.192	.221	.157										
	G2	.478	1.000	.545	-.150	.232	-.064	.040	.080	-.023	.040	-.168	-.093	.207	-.042	.070	.079	.224	.213	.149	.169	.174	.173	.224	.090										
	G3	.477	.565	1.000	.235	.251	-.206	-.140	.173	.058	.070	-.237	-.010	.052	-.027	.058	-.060	.301	.244	.178	.179	.166	.271	.133	.116										
	G4	.053	.150	.235	1.000	.494	-.179	-.116	-.006	-.005	-.184	-.080	.018	.124	.196	.014	.045	.010	.253	.319	.192	.188	.205	.213	.178										
	G5	.144	.232	.251	.494	1.000	-.279	-.040	-.076	-.272	-.294	.067	-.085	.109	.039	-.052	.087	.197	.196	.304	.272	.294	.232	.132	.058										
	ID1	-.052	-.064	-.206	-.179	-.279	1.000	.561	.230	.225	.224	.357	.007	.012	.174	.094	.085	-.117	.094	-.069	-.066	-.059	-.179	.059	.019										
	ID2	-.106	.049	-.140	-.116	-.040	.561	1.000	.224	.128	.188	.239	-.062	-.050	.141	.030	.001	.007	.025	-.041	-.059	.132	-.152	-.075	-.128										
	ID3	.081	.080	.173	-.006	-.076	.233	.224	1.000	.415	.217	-.107	.013	.136	.180	.475	.214	.109	.050	.223	.090	-.107	-.084	-.026	.054										
	ID4	-.066	-.023	.040	-.005	-.272	.225	.128	.415	1.000	.249	.002	.042	-.051	.063	.050	.120	.038	-.093	-.133	.202	-.217	-.094	-.109	-.131										
	ID5	-.028	.040	.070	-.184	-.294	.224	.188	.217	.249	1.000	-.025	-.048	.125	-.017	.126	-.101	-.010	-.058	-.192	-.164	-.212	-.140	-.170	-.139										
	I1	-.070	-.168	-.237	-.080	.067	.357	.239	-.107	.002	-.025	1.000	.240	.145	.224	.087	.201	.143	.023	-.117	.091	.234	.163	.160	.182										
	I2	-.106	-.093	-.010	.018	-.085	.007	-.062	.013	.042	-.048	.240	1.000	.277	.123	.188	.260	.179	.135	.003	.122	.115	.108	.155	.220										
	I3	.114	.207	.052	.124	.109	.012	-.050	.136	-.051	.125	.145	.277	1.000	.174	.426	.412	.196	.228	.202	.148	.049	.261	.316	.280										
	I4	-.002	-.042	-.027	.196	.039	.174	.141	.180	.063	-.017	.224	.123	.174	1.000	.526	.306	.104	.174	.206	.230	.247	.054	.213	.186										
	I5	.066	.023	.027	-.196	-.039	-.174	-.141	-.180	-.063	.017	-.224	-.123	-.174	-.526	1.000	.426	.104	.174	.206	.230	.247	.054	.213	.186										
	I6	-.089	-.282	-.300	-.199	-.230	-.231	-.192	-.221	-.157	-.221	-.157	-.221	-.157	-.221	-.157	1.000	.282	.300	.199	.230	.231	.192	.221	.157										
	ACT2	.282	.224	.178	.179	.166	.271	.133	.116	.087	.144	.049	.261	.316	.280	.426	.282	1.000	.282	.300	.199	.230	.231	.192	.221										
	ACT3	.300	.213	.149	.169	.174	.173	.224	.090	.087	.144	.049	.261	.316	.280	.426	.306	.282	1.000	.282	.300	.199	.230	.231	.192										
	ACT4	.199	.149	.178	.179	.166	.271	.133	.116	.087	.144	.049	.261	.316	.280	.426	.199	.282	.300	1.000	.282	.300	.199	.230	.231										
	ACT5	.230	.169	.166	.271	.133	.116	.087	.144	.049	.261	.316	.280	.426	.280	.426	.230	.282	.300	.199	1.000	.282	.300	.199	.230										
	GR2	.231	.192	.133	.116	.087	.144	.049	.261	.316	.280	.426	.280	.426	.280	.426	.231	.282	.300	.199	.230	1.000	.282	.300	.199										
	GR3	.221	.157	.108	.058	.019	.059	.132	-.152	-.075	-.128	.059	.019	.059	.132	-.152	.221	.282	.300	.199	.230	.231	1.000	.282	.300										
	GR4	.157	.108	.058	.019	.059	.132	-.152	-.075	-.128	.059	.019	.059	.132	-.152	-.075	.157	.282	.300	.199	.230	.231	.282	1.000	.282										
	GR5	.108	.058	.019	.059	.132	-.152	-.075	-.128	.059	.019	.059	.132	-.152	-.075	-.128	.108	.282	.300	.199	.230	.231	.108	.282	1.000										
Anticimage covari	G1	1.000	.478	.477	.053	.144	-.052	-.106	.081	-.068	-.028	-.070	-.106	.114	-.002	.066	.089	.282	.300	.199	.230	.231	.192	.221	.157										
	G2	.478	1.000	.545	-.150	.232	-.064	.040	.080	-.023	.040	-.168	-.093	.207	-.042	.070	.079	.224	.213	.149	.169	.174	.173	.224	.090										
	G3	.477	.565	1.000	.235	.251	-.206	-.140	.173	.058	.070	-.237	-.010	.052	-.027	.058	-.060	.301	.244	.178	.179	.166	.271	.133	.116										
	G4	.053	.150	.235	1.000	.494	-.179	-.116	-.006	-.005	-.184	-.080	.018	.124	.196	.014	.045	.010	.253	.319	.192	.188	.205	.213	.178										
	G5	.144	.232	.251	.494	1.000	-.279	-.040	-.076	-.272	-.294	.067	-.085	.109	.039	-.052	.087	.197	.196	.304	.272	.294	.232	.132	.058										
	ID1	-.052	-.064	-.206	-.179	-.279	1.000	.561	.230	.225	.224	.357	.007	.012	.174	.094	.085	-.117	.094	-.069	-.066	-.059	-.179	.059	.019										
	ID2	-.106	.049	-.140	-.116	-.040	.561	1.000	.224	.128	.188	.239	-.062	-.050	.141	.030	.001	.007	.025	-.041	-.059	.132	-.152	-.075	-.128										
	ID3	.081	.080	.173	-.006	-.076	.233	.224	1.000	.415	.217	-.107	.013	.136	.180	.475	.214	.109	.050	.223	.090	-.107	-.084	-.026	.054										
	ID4	-.066	-.023	.040	-.005	-.272	.225	.128	.415	1.000	.249	.002	.042	-.051	.063	.050	.120	.038	-.093	-.133	.202	-.217	-.094	-.109	-.131										
	ID5	-.028	.040	.070	-.184	-.294	.224	.188	.217	.249	1.000	-.025	-.048	.125	-.017	.126	-.101	-.010	-.058	-.192	-.164	-.212	-.140	-.170	-.139										
	I1	-.070	-.168	-.237	-.080	.067	.357	.239	-.107	.002	-.025	1.000	.240	.145	.224	.087	.201	.143	.023	-.117	.091	.234	.163	.160	.182										
	I2	-.106	-.093	-.010	.018	-.085	.007	-.062	.013	.042	-.048	.240	1.000	.277	.123	.188	.260	.179	.135	.003	.122	.115	.108	.155	.220										
	I3	.114	.207	.052	.124	.109	.012	-.050	.136	-.051	.125	.145	.277	1.000	.174	.426	.412	.196	.228	.202	.148	.049	.261	.316	.280										
	I4	-.002	-.042	-.027	.196	.039	.174	.141	.180	.063	-.017	.224	.123	.174	1.000	.526	.306	.104	.174	.206	.230	.247	.054	.213	.186										
	I5	.066	.023	.027	-.196	-.039	-.174	-.141	-.180	-.063	.017	-.224	-.123	-.174	-.526	1.000	.426	.104	.174	.206	.230	.247	.054	.213	.186										
	I6	-.089	-.282	-.300	-.199	-.230	-.231	-.192	-.221	-.157	-.221	-.157	-.221	-.157	-.221	-.157	1.000	.282	.300	.199	.230	.231	.192	.221	.157										
	ACT2	.282	.224	.178	.179	.166	.271	.133	.116	.087	.144	.049	.261	.316	.280	.426	.282	1.000	.282	.300	.199	.230	.231	.192	.221										
	ACT3	.300	.213	.149	.169	.174	.173	.224	.090	.087	.144	.049	.261	.316	.280	.426	.306	.282	1.000	.282	.300	.199	.230	.231	.192										
	ACT4	.199	.149	.178	.179	.166	.271	.133	.116	.087	.144	.049	.261	.316	.280	.426	.199	.282	.300	1.000	.282	.300	.199	.230	.231										
	ACT5	.230	.169	.166	.271	.133	.116	.087	.144	.049	.261	.316	.280	.426	.280	.426	.230	.282	.300	.199	.230	.231	.282	1.000	.282										
	GR2	.231	.192	.133	.116	.087	.144	.049	.261	.316	.280	.426	.280	.426	.280	.426	.231	.282	.300	.199	.230	.231	.282	1.000	.282										
	GR3	.221	.157	.108	.058	.019	.059	.132	-.152	-.075	-.128	.059	.019	.059	.132	-.152	.221	.282	.300	.199	.230	.231	.221	.282	1.000										
	GR4	.157	.108	.058	.019	.059	.132	-.152	-.075	-.128	.059	.019	.059	.132	-.152	-.075	.157	.282	.300	.199	.230	.231	.157	.282	1.000										
	GR5	.108	.058	.019	.059	.132	-.152	-.075	-.128	.059	.019	.059	.132	-.152	-.075	-.128	.108	.282	.300	.199	.230	.231	.108	.282	1.000										

Communalities

	Initial	Extraction
GI1	1,000	,592
GI2	1,000	,735
GI3	1,000	,712
GI4	1,000	,812
GI5	1,000	,772
ID1	1,000	,780
ID2	1,000	,747
ID3	1,000	,704
ID4	1,000	,793
ID5	1,000	,450
II1	1,000	,743
II2	1,000	,531
II3	1,000	,622
II4	1,000	,525
II5	1,000	,802
II6	1,000	,674
ACT2	1,000	,795
ACT3	1,000	,684
ACT4	1,000	,818
ACT5	1,000	,679
GR2	1,000	,653
GR3	1,000	,647
GR4	1,000	,675
GR5	1,000	,702

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,213	21,721	21,721	5,213	21,721	21,721	2,799	11,664	11,664
2	2,792	11,633	33,353	2,792	11,633	33,353	2,454	10,223	21,888
3	2,168	9,034	42,387	2,168	9,034	42,387	2,424	10,101	31,989
4	1,620	6,751	49,138	1,620	6,751	49,138	2,239	9,331	41,319
5	1,449	6,039	55,176	1,449	6,039	55,176	1,927	8,028	49,347
6	1,214	5,057	60,233	1,214	5,057	60,233	1,745	7,272	56,619
7	1,132	4,717	64,950	1,132	4,717	64,950	1,667	6,947	63,566
8	1,059	4,411	69,361	1,059	4,411	69,361	1,391	5,795	69,361
9	,903	3,761	73,122						
10	,808	3,368	76,490						
11	,771	3,212	79,702						
12	,717	2,987	82,689						
13	,627	2,613	85,302						
14	,545	2,270	87,572						
15	,478	1,990	89,561						
16	,402	1,674	91,235						
17	,388	1,618	92,854						
18	,350	1,460	94,314						
19	,312	1,301	95,615						
20	,290	1,208	96,823						
21	,238	,991	97,814						
22	,197	,819	98,633						
23	,168	,701	99,334						
24	,160	,666	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
GI1	,419		,432					
GI2	,365		,557			,359		
GI3	,391	-,375	,595					
GI4	,389				-,501			,416
GI5	,419	-,423			-,394		,434	
ID1		,658		,495				
ID2		,471		,639				
ID3		,472	,583					
ID4		,346	,453					,593
ID5		,342	,470					
II1		,441	-,413	,385			,395	
II2		,301						
II3	,446			-,387				
II4	,356	,472			-,354			
II5	,422	,557		-,414				-,303
II6	,504	,434		-,327				
ACT2	,577					-,499		
ACT3	,718						-,312	
ACT4	,698				-,406		-,369	
ACT5	,654					-,460		
GR2	,672			,382				
GR3	,701							
GR4	,645							
GR5	,596						-,310	,314

Extraction Method: Principal Component Analysis.

a. 8 components extracted.

Rotated Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
GI1				,693				
GI2				,840				
GI3				,744				
GI4						,848		
GI5						,740	-,326	
ID1					,802			
ID2					,847			
ID3		,483					,585	
ID4							,872	
ID5						-,372	,366	
II1					,497			,622
II2								,560
II3		,628						,301
II4		,558						
II5		,869						
II6		,700	,366					
ACT2	,793							
ACT3	,585		,472					
ACT4	,558		,352					-,502
ACT5	,784							
GR2	,579		,399					
GR3	,497		,499					
GR4			,746					
GR5			,810					

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	,621	,385	,537	,302	-,038	,275	-,097	,028
2	-,061	,585	,083	-,332	,540	-,305	,340	,191
3	,027	,086	-,301	,693	,073	-,120	,555	-,305
4	,317	-,537	-,009	,088	,764	,012	-,140	,008
5	-,052	-,173	,262	,357	-,151	-,653	-,087	,561
6	-,696	,152	,308	,378	,298	,283	-,292	-,037
7	,033	,090	-,449	,137	,027	,480	,072	,731
8	-,149	-,390	,499	-,147	-,073	,283	,671	,140

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis

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Correlation Matrix^a

	GI1	GI2	GI3	ACT2	ACT3	ACT4	ACT5	II3	II4	II5	II6	GR1	GR3	GR4	ID3	ID4	ID5	
Correlation	GI1	1,000	,478	,477	,282	,300	,199	,230	,114	-,002	,066	,069	,093	,192	,221	,081	-,066	-,028
	GI2	,478	1,000	,565	,224	,213	,149	,169	,207	-,042	,070	-,079	,148	,173	,224	,080	-,023	,040
	GI3	,477	,565	1,000	,301	,244	,178	,179	,052	-,027	,058	-,060	-,006	,271	,133	,058	,070	
	ACT2	,282	,224	,301	1,000	,410	,302	,542	,196	,104	,203	,092	,341	,472	,220	,109	-,038	-,010
	ACT3	,300	,213	,244	,410	1,000	,696	,490	,228	,174	,135	,326	,287	,399	,383	,050	-,093	-,058
	ACT4	,199	,149	,178	,302	,696	1,000	,501	,202	,206	,277	,309	,341	,313	,278	,223	-,133	-,192
	ACT5	,230	,169	,179	,542	,490	,501	1,000	,148	,230	,228	,196	,383	,425	,321	,090	,002	-,164
	II3	,114	,207	,062	,196	,228	,202	,148	1,000	,174	,426	,412	,049	,261	,316	,136	-,051	,125
	II4	-,002	-,042	-,027	,104	,174	,206	,230	,174	1,000	,526	,306	,197	,054	,213	,180	,063	-,017
	II5	,066	,070	,058	,203	,135	,277	,228	,426	,526	1,000	,524	,372	,180	,194	,475	,050	,126
	II6	,069	-,079	-,060	,092	,326	,309	,196	,412	,306	,524	1,000	,185	,320	,347	,214	-,120	-,101
	GR1	,093	,148	-,006	,341	,287	,341	,383	,049	,197	,372	,185	1,000	,277	,187	,131	-,039	,024
	GR3	,192	,173	,271	,472	,399	,313	,425	,261	,054	,180	,320	,277	1,000	,564	-,084	-,094	-,140
	GR4	,221	,224	,133	,220	,383	,278	,321	,316	,213	,194	,347	,187	,564	1,000	-,026	-,109	-,170
	ID3	,081	,080	,173	,109	,050	,223	,090	,136	,180	,475	,214	,131	-,084	-,026	1,000	,415	,217
	ID4	-,066	-,023	,058	-,038	-,093	-,133	,002	-,051	,063	,050	-,120	-,039	-,094	-,109	,415	1,000	,249
	ID5	-,028	,040	,070	-,010	-,058	-,192	-,164	,125	-,017	,126	-,101	,024	-,140	-,170	,217	,249	1,000

a. Determinant = ,002

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,698
Bartlett's Test of Sphericity	Approx. Chi-Square	498,285
	df	136
	Sig.	,000

Anti-image Metrics

	GI1	GI2	GI3	ACT 2	ACT 3	ACT 4	ACT 5	II3	II4	II5	II6	GR1	GR3	GR4	ID3	ID4	ID5
Anti-image Covariance	GI1	,652	-,151	-,144	-,058	-,046	,022	-,030	,022	,028	,010	-,060	,009	,053	-,048	-,011	,019
	GI2	-,151	,532	-,231	,027	-,012	,016	-,004	-,142	,045	-,007	,104	-,117	,049	-,083	,000	,018
	GI3	-,144	-,231	,507	-,048	-,029	-,015	,017	,092	-,009	-,023	,049	,144	-,125	,054	-,071	-,005
	ACT 2	-,058	,027	-,048	,529	-,087	,073	-,179	-,071	-,004	-,017	,098	-,094	-,148	,080	-,071	,070
	ACT 3	-,046	-,012	-,029	-,087	,367	-,226	-,030	-,010	-,044	,082	-,109	-,017	,008	-,064	,067	-,042
	ACT 4	,022	,016	-,015	,073	-,226	,377	-,095	-,031	,003	-,029	,038	-,060	-,021	,036	-,127	,109
	ACT 5	-,030	-,004	,017	-,179	-,030	-,095	,516	,016	-,060	-,005	,012	-,072	-,041	-,029	,027	-,081
	II3	,022	-,142	,092	-,071	-,010	-,031	,016	,617	,051	-,132	-,115	,165	-,024	-,079	,046	-,001
	II4	,028	,045	-,009	-,004	-,044	,003	-,060	,051	,637	-,217	-,004	,025	,102	-,107	,076	-,074
	II5	,010	-,007	-,023	-,017	,082	-,029	,005	-,132	-,217	,354	-,139	-,139	-,021	,026	-,146	,051
	II6	-,060	,104	,049	,098	-,109	,038	,012	-,115	-,004	-,139	,497	,014	-,092	-,037	-,078	,086
	GR1	,009	-,117	,144	-,084	-,017	-,060	-,072	,165	,025	-,139	,014	,637	-,060	-,001	,023	,011
	GR3	,053	,049	-,125	-,148	,008	-,021	-,041	-,024	,102	-,021	-,092	-,060	,450	-,222	,117	-,059
	GR4	-,048	-,083	,054	,080	-,064	,036	-,029	-,079	-,107	,026	-,037	-,001	-,222	,553	-,023	,026
	ID3	-,011	,000	-,071	-,071	,067	-,127	,027	,046	,076	-,146	-,078	,023	,117	-,023	,498	-,274
	ID4	-,039	,018	-,005	,070	-,042	-,109	-,081	-,001	-,074	,051	,086	,011	-,059	,026	-,274	,689
	ID5	,019	,024	-,047	,005	-,111	,133	,077	-,130	,037	-,061	,096	-,080	,023	,072	-,074	-,088
Anti-image Correlation	GI1	,820 ^a	-,255	-,251	-,099	-,095	,044	-,051	,035	,043	,020	-,106	,013	,098	-,080	-,019	,058
	GI2	-,255	,655 ^a	-,444	,051	-,027	,035	-,008	-,249	,078	-,016	,202	-,202	,101	-,153	,000	,030
	GI3	-,251	-,444	,651 ^a	-,092	-,068	-,035	,033	,164	-,017	-,053	,098	,252	-,261	,102	-,142	-,008
	ACT 2	-,099	,051	-,092	,750 ^a	-,197	,164	-,342	-,124	-,007	-,038	,190	-,145	-,303	,148	-,139	,116
	ACT 3	-,095	-,027	-,068	-,197	,723 ^a	-,608	-,070	-,022	-,092	,229	-,255	-,035	,019	-,142	,157	-,084
	ACT 4	,044	,035	-,035	,164	-,608	,696 ^a	-,216	-,065	,006	-,079	,088	-,122	-,051	,080	-,294	,250
	ACT 5	-,051	-,008	,033	-,342	-,070	-,216	,861 ^a	,028	-,105	-,012	,023	-,126	-,084	-,054	,053	-,136
	II3	,035	-,249	,164	-,124	-,022	-,065	,028	,682 ^a	,081	-,284	-,207	,263	-,045	-,135	,082	-,002
	II4	,043	,078	-,017	-,007	-,082	,006	,105	,081	,656 ^a	-,458	-,007	,039	,191	-,181	,136	-,112
	II5	,020	-,016	-,053	-,038	,229	-,079	-,012	-,284	-,458	,664 ^a	-,330	-,293	-,053	,060	-,348	,103
	II6	-,106	,202	,098	,190	-,255	,088	,023	-,207	-,007	-,330	,721 ^a	,024	-,195	-,071	-,158	,156
	GR1	,013	-,202	,252	-,145	-,035	-,122	-,126	,263	,039	-,293	,024	,710 ^a	-,113	-,002	,040	,017
	GR3	,098	,101	-,261	-,303	,019	-,051	-,084	-,045	,191	-,053	-,195	-,113	,722 ^a	-,445	,248	-,105
	GR4	-,080	-,153	,102	,148	-,142	,080	-,054	-,135	-,181	,060	-,071	-,002	-,445	,765 ^a	-,045	,042
	ID3	-,019	,000	-,142	-,139	,157	-,294	,053	,082	,136	-,348	-,158	,040	,248	-,045	,522 ^a	-,468
	ID4	,058	,030	-,008	,116	-,084	,214	-,136	-,002	-,112	,103	,146	,017	-,105	,042	-,468	,453 ^a
	ID5	,027	,038	-,076	,008	-,211	,250	,124	-,191	,053	-,118	,156	-,115	,040	,111	-,121	-,122

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
GI1	1,000	,617
GI2	1,000	,671
GI3	1,000	,706
ACT2	1,000	,643
ACT3	1,000	,611
ACT4	1,000	,717
ACT5	1,000	,671
II3	1,000	,646
II4	1,000	,457
II5	1,000	,759
II6	1,000	,683
GR1	1,000	,476
GR3	1,000	,728
GR4	1,000	,576
ID3	1,000	,707
ID4	1,000	,527
ID5	1,000	,567

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,433	26,077	26,077	4,433	26,077	26,077	2,795	16,443	16,443
2	2,130	12,529	38,606	2,130	12,529	38,606	2,340	13,764	30,207
3	1,877	11,044	49,649	1,877	11,044	49,649	2,207	12,981	43,188
4	1,308	7,692	57,341	1,308	7,692	57,341	1,763	10,368	53,556
5	1,014	5,967	63,308	1,014	5,967	63,308	1,658	9,753	63,308
6	,927	5,455	68,763						
7	,883	5,192	73,955						
8	,722	4,246	78,202						
9	,697	4,101	82,303						
10	,616	3,621	85,924						
11	,567	3,333	89,256						
12	,432	2,543	91,799						
13	,387	2,276	94,075						
14	,339	1,997	96,072						
15	,262	1,543	97,614						
16	,222	1,304	98,918						
17	,184	1,082	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component				
	1	2	3	4	5
GI1	,447	-,437	,337		
GI2	,398	-,463	,471		
GI3	,393	-,470	,546		
ACT2	,625				,347
ACT3	,719				
ACT4	,690				-,373
ACT5	,689			-,409	
II3	,468			,560	
II4	,377	,522			
II5	,541	,647			
II6	,526	,461		,334	
GR1	,507			-,406	
GR3	,653				,443
GR4	,601			,324	
ID3		,488	,580		
ID4			,563		
ID5			,563		,423

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
GI1			,762		
GI2			,797		
GI3			,817		
ACT2	,717				
ACT3	,612				
ACT4	,589	,426			-,364
ACT5	,792				
II3		,394		,677	
II4		,646			
II5		,789			
II6		,653		,444	
GR1	,645				
GR3	,551			,631	
GR4				,633	
ID3		,617			,466
ID4					,672
ID5					,736

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	,688	,443	,391	,405	-,113
2	-,132	,758	-,552	,018	,322
3	-,137	,100	,597	-,245	,745
4	-,657	,125	,273	,678	-,134
5	,241	-,451	-,334	,562	,557

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

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Appendix 4

Reliability of Constructs

1. Goal Desire

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.386	.408	6

Inter-Item Correlation Matrix

	GD1	GD2	GD3	GD4	GD5	GD6
GD1	1.000	.278	.017	-.187	.177	-.289
GD2	.278	1.000	.188	.030	-.081	-.043
GD3	.017	.188	1.000	.434	.113	.120
GD4	-.187	.030	.434	1.000	.350	.144
GD5	.177	-.081	.113	.350	1.000	.294
GD6	-.289	-.043	.120	.144	.294	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.103	-.289	.434	.722	-1.503	.038	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
GD1	26.477	9.057	-.033	.321	.484
GD2	26.011	8.425	.147	.146	.364
GD3	26.034	7.137	.351	.235	.231
GD4	26.170	7.178	.284	.356	.270
GD5	25.920	7.453	.362	.327	.239
GD6	26.318	8.334	.064	.230	.425

2. Goal Intention

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.688	.690	5

Inter-Item Correlation Matrix

	GI1	GI2	GI3	GI4	GI5
GI1	1.000	.478	.477	.053	.144
GI2	.478	1.000	.565	.150	.232
GI3	.477	.565	1.000	.235	.251
GI4	.053	.150	.235	1.000	.494
GI5	.144	.232	.251	.494	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.308	.053	.565	.511	10.608	.030	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
GI1	19.898	11.955	.413	.297	.654
GI2	19.625	11.708	.534	.383	.598
GI3	19.420	11.695	.580	.401	.580
GI4	19.295	13.820	.319	.264	.686
GI5	19.489	12.736	.386	.274	.663

3. Attitude

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.643	.645	8

Inter-Item Correlation Matrix

	AL1	AL2	AL3	AL4	AL5	AL6	AL7	AL8
AL1	1.000	.361	.423	.231	.015	.155	.273	.056
AL2	.361	1.000	.438	.265	.051	.119	.219	.033
AL3	.423	.438	1.000	.163	-.029	.032	.050	.021
AL4	.231	.265	.163	1.000	.353	.124	.084	.050
AL5	.015	.051	-.029	.353	1.000	.290	.216	.183
AL6	.155	.119	.032	.124	.290	1.000	.315	.377
AL7	.273	.219	.050	.084	.216	.315	1.000	.309
AL8	.056	.033	.021	.050	.183	.377	.309	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.185	-.029	.438	.467	-15.084	.019	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AL1	35.830	19.384	.398	.290	.597
AL2	35.886	18.700	.387	.281	.597
AL3	35.750	20.213	.279	.288	.626
AL4	36.102	18.346	.333	.214	.614
AL5	35.773	19.695	.294	.223	.623
AL6	35.670	18.614	.362	.232	.604
AL7	35.693	19.296	.378	.235	.601
AL8	35.420	20.522	.265	.190	.629

4. Subjective Norm

Case Processing Summary

		N	%
Cases	Valid	86	97.7
	Excluded ^a	2	2.3
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.764	7

Inter-Item Correlation Matrix

	SN1	SN2	SN3	SN4	SN5	SN6	SN7
SN1	1.000	.554	.413	.209	.159	.201	.186
SN2	.554	1.000	.402	.297	.375	.251	.250
SN3	.413	.402	1.000	.352	.108	.230	.253
SN4	.209	.297	.352	1.000	.392	.186	.305
SN5	.159	.375	.108	.392	1.000	.387	.444
SN6	.201	.251	.230	.186	.387	1.000	.677
SN7	.186	.250	.253	.305	.444	.677	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.316	.108	.677	.569	6.277	.019	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SN1	29.395	23.983	.412	.355	.748
SN2	29.651	22.230	.525	.424	.726
SN3	29.267	23.516	.423	.302	.745
SN4	29.360	22.563	.436	.267	.743
SN5	29.628	21.248	.491	.358	.732
SN6	29.779	20.645	.516	.480	.727
SN7	29.988	20.129	.575	.516	.712

5. Implementation Desire

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.644	.645	5

Inter-Item Correlation Matrix

	ID1	ID2	ID3	ID4	ID5
ID1	1.000	.561	.233	.225	.224
ID2	.561	1.000	.224	.128	.188
ID3	.233	.224	1.000	.415	.217
ID4	.225	.128	.415	1.000	.249
ID5	.224	.188	.217	.249	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.266	.128	.561	.433	4.380	.015	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ID1	21.511	6.713	.480	.348	.550
ID2	21.659	6.848	.415	.328	.582
ID3	21.284	6.941	.401	.213	.589
ID4	21.295	7.429	.377	.212	.601
ID5	21.250	7.339	.317	.105	.630

6. Implementation Intention

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.694	6

Inter-Item Correlation Matrix

	II1	II2	II3	II4	II5	II6
II1	1.000	.240	.145	.224	.087	.201
II2	.240	1.000	.277	.123	.188	.260
II3	.145	.277	1.000	.174	.426	.412
II4	.224	.123	.174	1.000	.526	.306
II5	.087	.188	.426	.526	1.000	.524
II6	.201	.260	.412	.306	.524	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.274	.087	.526	.439	6.052	.019	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
II1	25.9205	11.155	.265	.122	.703
II2	25.5682	11.398	.331	.135	.675
II3	25.2614	10.356	.439	.265	.642
II4	25.6932	10.583	.414	.316	.650
II5	25.2841	10.137	.559	.477	.605
II6	25.2273	9.925	.538	.345	.608

7. Plan Enactment

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.768	.760	5

Inter-Item Correlation Matrix

	ACT1	ACT2	ACT3	ACT4	ACT5
ACT1	1.000	.299	.253	.188	.199
ACT2	.299	1.000	.410	.302	.542
ACT3	.253	.410	1.000	.696	.490
ACT4	.188	.302	.696	1.000	.501
ACT5	.199	.542	.490	.501	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.388	.188	.696	.509	3.712	.027	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ACT1	19.568	16.961	.293	.110	.795
ACT2	19.648	14.760	.531	.356	.729
ACT3	19.557	12.319	.662	.539	.678
ACT4	19.716	13.148	.607	.523	.700
ACT5	19.739	12.310	.606	.426	.701

8. Goal Realization

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.773	5

Inter-Item Correlation Matrix

	GR1	GR2	GR3	GR4	GR5
GR1	1.000	.521	.277	.187	.196
GR2	.521	1.000	.555	.365	.434
GR3	.277	.555	1.000	.564	.412
GR4	.187	.365	.564	1.000	.538
GR5	.196	.434	.412	.538	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.405	.187	.564	.377	3.020	.020	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
GR1	19.761	17.609	.378	.273	.785
GR2	19.682	14.426	.644	.491	.701
GR3	19.523	14.344	.624	.458	.708
GR4	19.648	15.265	.569	.432	.728
GR5	19.295	15.107	.533	.356	.740

9. Self Efficacy

Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded ^a	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.931	.929	14

Inter-Item Correlation Matrix

	DIFF1	DIFF2	DIFF3	DIFF4	DIFF5	DIFF6	DIFF7	DIFF8	DIFF9	DIFF10	DIFF11	DIFF12	DIFF13	DIFF14
DIFF1	1.000	.656	.523	.402	.268	.556	.498	.512	.341	.238	.209	.375	.371	.333
DIFF2	.656	1.000	.768	.480	.457	.719	.763	.727	.587	.565	.405	.482	.506	.366
DIFF3	.523	.768	1.000	.593	.347	.598	.717	.674	.553	.547	.361	.393	.522	.455
DIFF4	.402	.480	.593	1.000	.542	.410	.455	.471	.513	.475	.349	.573	.506	.441
DIFF5	.268	.457	.347	.542	1.000	.531	.428	.411	.406	.292	.326	.527	.483	.336
DIFF6	.556	.719	.598	.410	.531	1.000	.708	.709	.568	.436	.356	.547	.521	.369
DIFF7	.498	.763	.717	.455	.428	.708	1.000	.748	.599	.580	.231	.442	.408	.291
DIFF8	.512	.727	.674	.471	.411	.709	.748	1.000	.758	.562	.340	.456	.536	.479
DIFF9	.341	.587	.553	.513	.406	.568	.599	.758	1.000	.767	.406	.531	.531	.416
DIFF10	.238	.565	.547	.475	.292	.436	.580	.562	.767	1.000	.410	.434	.428	.345
DIFF11	.209	.405	.361	.349	.326	.356	.231	.340	.406	.410	1.000	.436	.285	.444
DIFF12	.375	.482	.393	.573	.527	.547	.442	.456	.531	.434	.436	1.000	.583	.381
DIFF13	.371	.506	.522	.506	.483	.521	.408	.536	.531	.428	.285	.583	1.000	.637
DIFF14	.333	.366	.455	.441	.336	.369	.291	.479	.416	.345	.444	.381	.637	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.484	.209	.768	.559	3.672	.017	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DIFF1	60.2727	201.718	.562	.530	.929
DIFF2	60.1364	188.993	.814	.799	.921
DIFF3	60.1250	191.007	.764	.736	.923
DIFF4	59.6250	202.628	.652	.602	.926
DIFF5	59.6705	205.373	.557	.507	.929
DIFF6	59.9318	190.593	.759	.690	.923
DIFF7	60.1136	189.665	.747	.754	.923
DIFF8	60.1364	186.257	.806	.783	.921
DIFF9	60.2045	191.498	.751	.773	.923
DIFF10	60.0114	197.736	.649	.686	.926
DIFF11	59.3182	209.116	.470	.434	.931
DIFF12	59.7727	201.695	.645	.580	.927
DIFF13	60.1136	195.366	.667	.635	.926
DIFF14	59.6591	201.653	.551	.547	.929

[DataSet2] C:\Users\Novin\Desktop\Fosa edited.sav



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Appendix 5

PLS Algorithm output

Path Coefficients

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
1GR									
2PE	0.442								
3II	-0.001	0.149							
4ID	0.002	0.154	0.278						
5GI	0.061	0.258	-0.117	0.022					
6GD	0.060	0.159	0.330	0.096	0.221				
7Att	-0.002	0.035	-0.116						
8SN	0.124	-0.156	0.238						
9SE	0.141	0.470	0.221	-0.140	0.209				

Path Coefficients

Indirect Effects

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
1GR	1.000								
2PE		1.000							
3II	0.066		1.000						
4ID	0.086	0.041		1.000					
5GI	0.108	-0.013	0.006		1.000				
6GD	0.137	0.122	0.002	0.005		1.000			
7Att	0.008	-0.017					1.000		
8SN	-0.054	0.036						1.000	

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
9SE	0.245	0.057	-0.062	0.005					1.000

Total Effects

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
1GR	1.000								
2PE	0.442	1.000							
3II	0.064	0.149	1.000						
4ID	0.088	0.195	0.278	1.000					
5GI	0.169	0.245	-0.111	0.022	1.000				
6GD	0.197	0.281	0.333	0.101	0.221	1.000			
7Att	0.006	0.018	-0.116				1.000		
8SN	0.071	-0.120	0.238					1.000	
9SE	0.386	0.527	0.160	-0.135	0.209				1.000

Outer Loadings

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
1GR1	0.631								
1GR3	0.869								
1GR4	0.801								
2PE2		0.530							
2PE3		0.761							
2PE4		0.763							
2PE5		0.751							
2PE6		0.793							
3II3			0.534						

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
3II4			0.716						
3II5			0.705						
3II6			0.843						
4ID2				0.582					
4ID4				0.929					
5GI1					0.806				
5GI3					0.721				
5GI5					0.663				
6GD2						0.701			
6GD3						0.791			
6GD4						0.695			
6GD7						0.636			
7Att1							0.693		
7Att3							0.930		
8SNF10								0.655	
8SNF4								0.755	
8SNF5								0.800	
8SNF6								0.675	
8SNF7								0.773	
8SNF8								0.733	
9SE10									0.683
9SE13									0.675

	1GR	2PE	3II	4ID	5GI	6GD	7Att	8SN	9SE
9SE14									0.596
9SE2									0.693
9SE3									0.656
9SE5									0.727
9SE6									0.804
9SE7									0.800
9SE8									0.804
9SE9									0.705

Quality Criteria



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Appendix 7

PLS Bootstrapping Result

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
2PE -> 1GR	0.442	0.450	0.114	3.887	0.000
3II -> 1GR	-0.001	-0.092	0.070	0.021	0.492
3II -> 2PE	0.149	0.157	0.096	1.557	0.060
4ID -> 1GR	0.002	0.098	0.072	0.028	0.489
4ID -> 2PE	0.154	0.146	0.082	1.882	0.030
4ID -> 3II	0.278	0.256	0.103	2.711	0.003
5GI -> 1GR	0.061	0.096	0.069	0.873	0.191
5GI -> 2PE	0.258	0.251	0.091	2.841	0.002
5GI -> 3II	-0.117	-0.134	0.092	1.273	0.102
5GI -> 4ID	0.022	0.123	0.089	0.250	0.401
6GD -> 1GR	0.060	0.096	0.073	0.829	0.204
6GD -> 2PE	0.159	0.170	0.087	1.827	0.034
6GD -> 3II	0.330	0.334	0.099	3.348	0.000
6GD -> 4ID	0.096	0.138	0.093	1.024	0.153
6GD -> 5GI	0.221	0.229	0.092	2.402	0.008

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
7Att -> 1GR	-0.002	-0.086	0.064	0.027	0.489
7Att -> 2PE	0.035	0.089	0.065	0.544	0.293
7Att -> 3II	-0.116	-0.114	0.077	1.510	0.066
8SN -> 1GR	0.124	0.154	0.105	1.177	0.120
8SN -> 2PE	-0.156	-0.150	0.098	1.590	0.056
8SN -> 3II	0.238	0.251	0.126	1.896	0.029
9SE -> 1GR	0.141	0.164	0.113	1.245	0.107
9SE -> 2PE	0.470	0.452	0.104	4.517	0.000
9SE -> 3II	0.221	0.220	0.114	1.944	0.026
9SE -> 4ID	-0.140	-0.150	0.092	1.510	0.066
9SE -> 5GI	0.209	0.222	0.108	1.932	0.027

Appendix 8
List of Local Franchisee – Jabodetabek Area

No	Brand	Address	City
1	Edam Burger	Jl. Tanjung Duren, Grogol Petamburan	Jakarta
2		Jl. Radar Auri, Ciracas	Jakarta
3		Jl. H. Rohimin, Pesanggarahan	Jakarta
4		Jl. Moch Kahfi 1 Jagakarsa	Jakarta
5		Jl. Pinang 19	Jakarta
6		Komplek Cimanggu Permai	Bogor
7		Pulogadung Trade Centre	Bekasi
8		Jl. Raya Bekasi Timur	Bekasi
9		Kp. Rawa Aren	Bekasi
10	CFC	Jl. Kramat Raya	Jakarta
11		Jl Raya Mangga besar	Jakarta
12		The Plaza Semanggi. Jl. Jend Sudirman	Jakarta
13		Wijaya Graha Puri, Jl. Wijaya Graha Puri	Jakarta
14		Roxy Square, Jl Kyai Tapa 1 Roxy Square B1 4 Lt 3/3	Jakarta
15		Jambu Dua Plaza	Bogor
16		Botani Square	Bogor
17		Jl. Wibawa Mukti	Bekasi
18		Jl. Teuku Umar Plaza	Bekasi
19	Kebab Turki Baba Rafi	Jl Raya Jakarta Bogor	Jakarta
20		Jl. Bangbarung	Bogor
21	Fresh Corn	Jl. RS Fatmawati	Jakarta
22	MR. Burger	Jl. Moch Kahfi	Jakarta
23	Bubble	Jl. Moh Thamrin	Jakarta
24		Jl. Raya Kemang	Jakarta
25		Jl. Tebet Utara	Jakarta
26		Mal Kelapa Gading III	Jakarta
27		Gedung Bursa Efek Indonesia	Jakarta
28		Senayan City Jl. Asia Afrika lot 19	Jakarta
29		Carefour Lebak Bulus, Jl. Raya Lebak Bulus 8	Jakarta
30		Cilandak Town Square	Jakarta
31		Carefour MT. Haryono. Jl. MT Haryono Kav 46	Jakarta
32		Jl. KH Agus Salim	Jakarta
33		FX Lifestyle X'nter	Jakarta
34	Es Teller 77	Mal Ciputra. Jl. Arteri S. Parman Mal Ciputra	Jakarta
35		Cibubur Junction, Jl. Jambore 1 Cibubur Junction	Jakarta

No	Brand	Address	City
36		The Plaza Semanggi. Jl. Jend Sudirman	Jakarta
37		Tamini Square, Jl. Raya Taman Mini	Jakarta
38		FX Lifestyle X'nter, Jl. Pintu 1 FX lifestyle X'enter	Jakarta
39		Mal Mega Glodok Kemayoran	Jakarta
40		Carefour MT. Haryono. Jl. MT Haryono Kav 46	Jakarta
41		Season's City Jl. Raya Prof Dr Latumeten	Jakarta
42		Jl. Pasar Senen Pusat Grosir Senen Jaya	Jakarta
43		Jl. Pantai Indah Kapuk Utara II	Jakarta
44		Jl. Raya Cikini 75	Jakarta
45		Plaza Atrium. Jl. Raya Senen 135	Jakarta
46		ITC Mega Grosir Cempaka Mas Jl. Letjen Suprpto Carrefour Lt. LG	Jakarta
47		ITC Mega Grosir Cempaka Mas Jl. Letjen Suprpto Carrefour Lt. 4	Jakarta
48		Mal Artha Gading	Jakarta
49		Mal of Indonesia	Jakarta
50		Carrefour Lebak Bulus	Jakarta
51		Jl. Sultan Hamengkubuwono IX KM 25 Cakung	Jakarta
52		Arion Mall, Jl. Pemuda Kav 3-4	Jakarta
53		Wisma Metropolitan II, Jl. Jendral Sudirman Kav 29-31	Jakarta
54		Plaza Slipi Jaya, Jl. Letjen S. Parman Kav	Jakarta
55		Grand ITC Permata Hijau, Jl. Letjen Soepeno	Jakarta
56		Mall Taman Palem, Jl. Raya Kamal	Jakarta
57		Plaza Senayan, Jl. Asia Afrika	Jakarta
58		Mal Ambassador, Jl. Prof Dr Satrio	Jakarta
59		ITC Kuningan, Jl. Prof Dr Satrio	Jakarta
60		Gedung BRI II, Jl. Jendral Sudirman	Jakarta
61		Komplek Puri Indah, Jl. Raya Puri Kembangan	Jakarta
62		ITC Mangga Dua, Jl. Raya Mangga dua	Jakarta
63		Mangga Dua Square, Jl. Raya Gunung Sahari I	Jakarta
64		Gajah Mada Plaza, Jl. Gajah Mada	Jakarta
65		Carrefour Duta Merlin, Jl. Gajah Mada 3-5	Jakarta
66		Chandra Building, Jl. Pancoran	Jakarta
67		Sunter Mal, Jl. Danau Sunter Utara	Jakarta

		Sunter Mal	
68		Blok M Plaza, Jl. Bulungan 76	Jakarta
69		ITC Fatmawati, Jl. RS Fatmawati 39	Jakarta
70		Blok M Square, Jl. Raya Melwai V Blok M Square	Jakarta
71		Plaza Bintaro Jaya, Jl. Bintaro Utama	Jakarta
72		Pondok Indah Mall 1, Jl. Metro Pondok Indah	Jakarta
73		Poins SquareJl RA Kartini 1 Poins Square Lt 1/30	Jakarta
74		Pejaten Village Jl Warung Jati Brt 39 Pejaten Village Lt LG/5	Jakarta
75		Mal Cilandak,Jl Raya Cilandak KKO Mal Cilandak Lt Dasar/8	Jakarta
76		Carrefour Mt. Haryono, Jl Letjen MT Haryono Kav 46 Carrefour MT Haryono Ground Fl	Jakarta
77		Kalibata Plaza, Jl Raya Kalibata Kalibata Plaza Lt 1	Jakarta
78		Menara Bank Mega, Jl Kapt P Tendean Kav 12-14A Menara Bank Mega Food	Jakarta
79		PGC, Jl Mayjen Sutoyo 76 Pusat Grosir Cililitan Ground Fl	Jakarta
80		Jl Raden Intan II Bl U/211	Jakarta
81		Jl Mampang Prapatan 10	Jakarta
82		Plaza Ekalokasari, Jl Siliwangi 123 Ekalokasari Plaza Ground Fl/1-G	Bogor
83		Cinere Mal, Jl Raya Cinere 1 Cinere Mall Lt Basement	Depok
84		Depok Town Square, Jl Raya Margonda 1 Depok Town Square Lt Basement/1	Depok
85		Margo City, Jl Raya Margonda 358 Margo City Lt LG/29-30	Depok
86		Jl. Tol Tangerang Jakarta KM 14 Rest Area	Tangerang
87	Rumah Makan Sederhana	Jl Raya Ampera 99	Jakarta
88		Jl Sawah Lio VIII 3-A	Jakarta
89		Jl Muara Karang Bl Z-4/2	Jakarta
90		Jl Menteng 28-D	Jakarta
91		Jl Raya Radio Dlm 40-C RT 004/02	Jakarta
92		Jl Margasatwa Brt 7 RT 006/06	Jakarta
93		Jl Raya Mampang Prapatan 9 RT 006/03	Jakarta
94		Jl Dewi Sartika 238	Jakarta
95		Jl Raya Marina Rukan Eksklusif Bl B/25	Jakarta
96		Jl Ancol Brt VIII 9	Jakarta

97		Jl Wolter Monginsidi 58-A	Jakarta
98		Jl Murai I Kompl Bintaro Jaya Sektor I Bl J-4/11 RT 001/08	Jakarta
99		Jl Citarum Atas 19 RT 017/01	Jakarta
100		Jl Letjen Suprpto Bl K/28-A	Jakarta
101		Jl RS Fatmawati 9	Jakarta
102		Jl Sumagung III Kompl Kelapa Gading Permai Bl P-2/	Jakarta
103		Jl Raya Perdatam 1 RT 008/02	Jakarta
104		Jl Raya Penggilingan 18-A RT 005/06	Jakarta
105		Jl Pedurenan Masjid Kav F/01	Jakarta
106		Jl Raya Sumur Bor 111 RT 006/12	Jakarta
107		Jl Aipda KS Tubun 85-B	Jakarta
108		Jl P Jayakarta Bl E/9	Jakarta
109		Jl Prof Dr Supomo SH 14 RT 002/02	Jakarta
110		Jl Utan Kayu 24	Jakarta
111		Jl Raya Jatiwaringin Bl A/1	Jakarta
112		Jl Raya Bendungan Hilir 1	Jakarta
113		Jl Karet Kubur 10	Jakarta
114		Jl Sukarjo Wiryopranoto 9-9-A	Jakarta
115		Jl Raya Bogor 31 7	Bogor
116		Jl Raya Gas Alam 60 RT 003/04	Bogor
117		Jl Raya Pajajaran 37	Bogor
118		Jl Ling Kayumanis RT 001/04	Bogor
119		Jl Raya Cibinong 37	Bogor
120		Kompl Citra Indah Bukit Menteng Bl R-3/8 RT 001/08	Bogor
121		Jl Raya Margonda 43	Depok
123		Jl Kaliurang Km 5,6	Depok
124		Jl Kelinci III 17 RT 007/15	Bekasi
125		Jl Raya Bekasi Km 26 Psr Ujung Menteng	Bekasi
126		Ruko Taman Harapan Baru Bl Q/29	Bekasi
127		Jl MH Thamrin Ruko Roxy Bl B/7	Bekasi
128	Excelso Caffé	cinere Mal, Jl Raya Cinere 1 Cinere Mall Lt Basement	Jakarta
129		Jl MH Thamrin 1 Grand Indonesia Shopping West Mall Lt 5	Jakarta
130		Jl Raya Boulevard Brt Mall Of Indonesia Bl D/24 Ground Fl	Jakarta
131		Jl Jend Sudirman Kav 32 Intiland Tower Lobby	Jakarta
132		Jl Letjen TB Simatupang Kav 17 Cilandak Town Square	Jakarta
133	Mister Baso	Jl Mayjen Sutoyo 76 Pusat Grosir Cililitan Lt 3-A	Jakarta

No	Brand	Address	City
134		Jl Prof Dr Satrio Mal Ambassador B1 D Lt 4/2	Jakarta
135		Jl Raya Mangga Dua ITC Mangga Dua Lt 7/26-27	Jakarta
136		Jl Raya Melawai V Blok M Square Lt 2/10	Jakarta
137		Jl Raya Bogor Km 19 Kramat Jati Indah Plaza Lt Dasar	Jakarta
138		Jl RA Kartini 1 Poin Square Lt 1	Jakarta
139		Jl Ir H Juanda 58 Bogor Trade Mall B1 A-2 Lt UG/6-10	Jakarta
140		Jl Jend A Yani 1 Jambu Dua Plaza B1 A-7 Lt 1/1	Jakarta
141		Jl May Oking 11	Jakarta
142		Jl HM Joyomartono Bekasi Trade Center Lt Canovi	Jakarta
143	Bengawan Solo Coffe	Jl Raya Kelapa Gading Boulevard Mal Kelapa Gading II Lt 2	Jakarta
145		Jl Raya Kelapa Gading Boulevard La Piazza Ground Fl	Jakarta
146		Jl Raya Kelapa Gading Boulevard Mal Kelapa Gading III Lt 3	Jakarta
147		Jl Raya Boulevard Brt Mall Of Indonesia Ground Fl	Jakarta
148		Jl Letjen S Parman Hotel Ciputra Lt LG/2	Jakarta
149		Jl Raya Penjernihan 1	Jakarta
150		Jl Jend Sudirman Kav 52-53/Lot 3 & 5 Pacific Place Mall Lt Basement 1/43-A	Jakarta
151		Jl MH Thamrin Kav 28-30 EX Lt 1 Unit D-37	Jakarta
152		Jl Pintu Satu FX Lifestyle X'nter Lt FB	Jakarta
153		Jl Jend Sudirman Kav 9 Ratu Plaza LG Fl	Jakarta
154		Jl KH Mas Mansyur 121 Ged Citywalk Ground Fl	Jakarta
155		Jl Letjen S Parman Kav 21 Mal Taman Anggrek Lt Basement	Jakarta
156		Jl MH Thamrin Kav 22/51 Sinar Mas Land Plaza Lower Ground	Jakarta
157		Jl Prof Dr Satrio ITC Kuningan LG Fl	Jakarta
158		Jl Raya Margonda 88 D'Mal	Depok
159	Papa Rons Pizza	Jl Raya Ciputat Pondok Pinang Center B1 C-44	Jakarta

160		Jl Mega Kuningan Brt Kav E-4/3 Bellagio Boutique Mall	Jakarta
161		Jl Raya Kelapa Nias Bl HF-3 Mahaka Square Ground Fl	Jakarta
162		Jl Kapt P Tendean 45 Tendean Plaza Lt Dasar	Jakarta
163		Jl Letjen Soepeno 34 Bellezza Shopping Arcade 73	Jakarta
164		Jl Raya Marina Rukan Cordoba Bl G-1	Jakarta
165		Jl Jend Gatot Subroto Kav 37-39 Apartemen Park Royal Lt 1	Jakarta
166		Jl Warung Jati Tmr 1-A	Jakarta
167		Jl Gajah Mada 19-26 Gajah Mada Plaza Lt Ground 19	Jakarta
168		Jl Raya Pluit Permai 14	Jakarta
169		Jl Raya Pajajaran 26	Bogor
170		Jl Alternatif Cibubur Km 4 Ruko Citra Grand Bl RG/35	Bekasi
171		Jl HM Joyomartono Bekasi Trade Center Lt Dasar Bl E/2	Bekasi
172		Jl Raya Niaga Kawasan Industri Jababeka Tahap II Ruko Capitol Business Park Bl 1-A/B	Bekasi
173	Amigos	Jl Kemang Slt I Kemang Club Villas Lt 2	Jakarta
174		Jl DR Ide Anak Agung Gde Agung Brt Kav E-4/3 Bellagio Boutique Mall Lt G 11-12	Jakarta
175		Jl MH Thamrin 1 Grand Indonesia Shopping Town Lt LG	Jakarta
176		Jl Pintu I FX Lifestyle X'nter	Jakarta
177		Jl Jend Sudirman Kav 50 The Plaza Semanggi Lt 1	Jakarta
178		Jl MH Thamrin Kav 28-30 Plaza Indonesia Lt Basement	Jakarta
179		Jl Raya Kelapa Gading Boulevard La Piazza Ground Fl#G-9B	Jakarta
180		Jl Letjen S Parman Kav 28 Central Park Mall Lt LG/L-161	Jakarta
181		Jl Raya Pluit Slt 1 Emporium Pluit Mall Bl/49	Jakarta
182		Jl Asia Afrika Lot 19 Senayan City Lt LG/69	Jakarta
183		Jl Jend Sudirman Lot 3 & 5 Kav 52-53 Pacific Place Mall Lt LG/11-11A	Jakarta
184		Jl Letjen S Parman Kav 21 Mal Taman Anggrek Lt 3/352	Jakarta
185		Ruko Taman Harapan Baru Bl Q/25	Jakarta

186	Oh La La Caffee	Jl MH Thamrin 9 Jakarta Theatre Bldg Lt Dasar	Jakarta
187		Jl Biduri Kompl Permata Hijau Bl I/1	Jakarta
188		Jl Gajah Mada 19-26 Tower Gajah Mada Lt Dasar	Jakarta
189		Jl Hayam Wuruk 108 Hayam Wuruk Plaza Lt Dasar Bl A/1064-1065	Jakarta
190		Jl Kb Sirih 6-A Astha Bldg Lt 5	Jakarta
191		Jl Raya Gn Sahari 1 Mangga Dua Square Lt GF	Jakarta
192		Jl Jend Sudirman Kav 50 The Plaza Semanggi Ground Fl 19	Jakarta
193		Jl Imam Bonjol 80 Deutsche Bank Bldg Lt Dasar	Jakarta
194		Jl Jend Gatot Subroto Kav 21 Ged Mitra Lt 1	Jakarta
195		Jl Jend Sudirman Kav 27 Bank Permata Tower I Lt Ground Fl	Jakarta
196		Jl Asia Afrika 8 Plaza Senayan 3rd Fl Unit 306-C	Jakarta
197		Jl Puri Agung Mal Puri Indah Lt Dasar Unit 68	Jakarta
198		Jl Raya Gn Sahari 1 Mangga Dua Square Lt GF	Jakarta
199		Jl Raya Kemang 19 Kemang Food Festival Bl 1-A	Jakarta
200		Jl Bintaro Utama Sektor III-A Plaza Bintaro Jaya Counter Court	Jakarta
201		Jl Jend Sudirman Kav 9 Ratu Plaza Lt Dasar	Jakarta
202		Jl Metro Pd Indah Bl III-B Pondok Indah Mall Lt 3 Bl K/29-A	Jakarta
203		Jl Metro Pd Indah Bl III-B Pondok Indah Mall II Bl S/104-106	Jakarta
204	Hot Cwie Mie Malang	Jl Radar AURI 11-13	Jakarta
205		Jl Jend Gatot Subroto Kav 53-B Apartemen Semanggi Lobby Level	Jakarta
206		Jl Letjen TB Simatupang 2	Jakarta
207		Bumi Perkemahan & Graha Wisata Pramuka 11-12	Jakarta
208		Jl Pangkalan Jati V 53	Jakarta
209		Jl Kelapa Dua Wetan 70 RT 008/01	Jakarta
210		Jl Raya Margonda Ruko Pesona Khayangan Kav 1-A	Depok
211	I-crave	Jl Siliwangi 123 Ekalokasari Plaza Lt Dasar G/37	Bogor
212	Bright C store	Jl Jend Gatot Subroto 31	Jakarta

213		Jl Letjen TB Simatupang Kav 38 Graha Simatupang Tower I Bl D Lt 3	Jakarta
214	Bakmi GM	Jl Gajah Mada 92	Jakarta
215		Jl Asia Afrika 8 Plaza Senayan Ged Hero Lt Basement	Jakarta
216		Bandara Internasional Soekarno Hatta Terminal 3	Jakarta
217		Jl Sunda 9 Ged Gema Lt 3 & 4	Jakarta
218		Jl Raya Kelapa Gading Boulevard Mal Kelapa Gading III Bl F/103	Jakarta
219		Jl Raya Boulevard Brt Mall Of Indonesia Food Connection Lt 1	Jakarta
220		Jl Jend Sudirman Kav 52-53 Kawasan SCBD Electronic City Food Court Lt 2	Jakarta
221		Jl HR Rasuna Said Kav C-22 Ged Pasar Festival Lt Dasar	Jakarta
222		Jl Letjen S Parman Kav 21 Mal Taman Anggrek Lt 3 Unit 326-A	Jakarta
223		Jl Prof DR Satrio Mal Ambassador Lt 4/11	Jakarta
224		Jl Puri Agung Mal Puri Indah Lt 1 Unit 123	Jakarta
225		Jl Raya Gn Sahari 1 Mangga Dua Square Bl C/43-A	Jakarta
226		Jl Raya Pluit Slt 1 Emporium Pluit Mall Lt 2/47	Jakarta
227		Jl Raya Melawai 3	Jakarta
228		Jl Asia Afrika Lot 19 Senayan City Food Studio Lt 5	Jakarta
229		Jl Bintaro Utama Sektor III-A Plaza Bintaro Jaya	Jakarta
230		Jl Metro Pd Indah Bl III-B Pondok Indah Mall 1 Lt 2/218-220	Jakarta
231		Jl Metro Pd Indah Bl III-B Pondok Indah Mall 2 Food Court Lt 3 Unit 4	Jakarta
232		Jl Jambore 1 Cibubur Junction Ground Fl Unit 37	Jakarta
233		Jl KH Noer Alie Mal Metropolitan II Lt 2	Bekasi
234		Jl Boulevard Diponegoro 105 Supermal Karawaci E-Center Lt LG A9/1	Tangerang
235	Doner Kebab	Jl Tmn Pluit Kencana Utr 27	Jakarta
236		Jl MH Thamrin 1 Grand Indonesia Sky Bridge Lt 3 Unit IC-B	Jakarta
237		Jl Jend Sudirman Kav 50 The Plaza Semanggi Lt 3A/10	Jakarta
238		Jl Raya Kelapa Gading Boulevard	Jakarta

		Mal Kelapa Gading III Food Court Bl F/1 Lt 3	
239		Jl Boulevard Artha Gading Slt 1 Mal Artha Gading East Food Court Lt 2/E10-E11	Jakarta
240		Jl Raya Kelapa Gading Boulevard La Piazza Lt Ground	Jakarta
241		Kelapa Gading Timur, Kelapa Gading	Jakarta
242		Jl Raya Boulevard Brt Mall Of Indonesia Food Connection Lt 1	Jakarta
243		Kompl Taman Palem Lestari Bl K/27	Jakarta
244		Jl Letjen S Parman Kav 21 Mal Taman Anggrek Lt 3/317	Jakarta
245		Jl Asia Afrika 8 Plaza Senayan Lt 3 Unit 342-C	Jakarta
246		Jl Puri Agung Mal Puri Indah Lt 2 Unit 213	Jakarta
247		Jl Metro Pd Indah Bl III-B Pondok Indah Mall 2 Lt 3/FC-15	Jakarta
248		Jl Raya Pluit Slt 1 Emporium Pluit Mall Bl FC-06	Jakarta
249		Jl Daan Mogot Km 18 16-A RT 007/05	Jakarta
250		Jl HOS Cokroaminoto 122	Jakarta
251		Jl Letjen TB Simatupang Kav 17 Cilandak Town Square Ground Fl Unit 12,14&16	Jakarta
252		Jl Jend Sudirman Kav 52-53 Kawasan SCBD Ged Bursa Efek Indonesia Tower I Ground Fl/Lot 2	Jakarta
253		Jl Jend Sudirman Kav 29-31 Wisma Metropolitan I Basement Fl	Jakarta
254		Jl Raya Kemang 93-A	Jakarta
255		Jl Letjen MT Haryono 1 Ged Sentra Pancoran Lt Dasar	Jakarta
256		Jl MH Thamrin Kompl Bintaro Jaya Sektor VII-A Bl A-2/11	Jakarta
257		Jl Ridwan I 10 RT 005/07	Jakarta
258		Jl Raya Jati Tmr Kompl AL 8 RT 002/03	Jakarta
259		Jl Raya Jatikramat 2 RT 007/09	Jakarta
260		Jl Raya Jatiwaringin 7	Jakarta
261		Jl Kenanga Kompl Eka Bhakti Bl BB /48	Tangerang
262		Jl Sutera Jelita Kav 1 Kompl Alam Sutera	Tangerang
263		Villa Japos Graha Lestari Bl F-5/23	Tangerang