

The Mediating Role of Cash on Delivery in the Relationship Between Facilitating Conditions and Hedonic Motivation on Consumer Behavioral Intention in E-Commerce Platforms: A Study on Student Users of Shopee

Angela Arlenci Seran, University of Timor, Indonesia
Desmon R. Manane, University of Timor, Indonesia
Fredrikus Timo, University of Timor, Indonesia

Received: 14/09/2025; **Accepted:** 17/09/2025; **Published:** 19/09/2025

Abstract: This study aims to analyze the influence of facilitating conditions and hedonic motivation on consumer behavioral intention on the Shopee e-commerce platform. Specifically, this research examines the mediating role of the Cash on Delivery (COD) payment method in these relationships. This study employs a quantitative approach by distributing questionnaires to 140 Management students at the Faculty of Economics and Business, University of Timor, selected using a convenience sampling technique. The data were analyzed using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method. The results indicate that: (1) Facilitating conditions have a positive and significant effect on behavioral intention. (2) Hedonic motivation has a positive and significant effect on behavioral intention. (3) Facilitating conditions and hedonic motivation have a positive and significant effect on the adoption of the COD payment method. (4) The COD payment method has a positive and significant effect on behavioral intention. (5) The COD payment method significantly mediates (partial mediation) the relationship between facilitating conditions and behavioral intention, as well as the relationship between hedonic motivation and behavioral intention. The main conclusion of this study is that the ease of technical infrastructure and a pleasant shopping experience significantly encourage consumers to choose the COD payment method, which in turn strengthens their intention to transact again. These findings provide managerial implications for e-commerce platforms to optimize supporting features and user experience to enhance consumer loyalty through the preference for safe and convenient payment methods.

Keywords: *Facilitating Conditions, Hedonic Motivation, Cash on Delivery, Behavioral Intention, E-commerce.*

1. Introduction

The development of digital technology has transformed the global commerce landscape, giving rise to an era of e-commerce that has fundamentally altered consumer behavior. In Indonesia, the adoption of e-commerce has shown exponential growth, with society gradually shifting from conventional shopping to digital platforms that offer practicality, efficiency, and flexibility. Amidst intense competition, Shopee has successfully positioned itself as a market leader, recording the highest number of visitors in the first quarter of 2023. This success is closely tied to its innovative marketing strategies and its ability to adapt to consumer preferences, including providing diverse payment options.

Behavioral intention, defined as an individual's subjective tendency to perform a certain action, is a crucial predictor of actual purchasing behavior. In the context of e-commerce, this intention is influenced by various factors, including facilitating conditions and hedonic motivation. Facilitating conditions refer to an individual's perception of the availability of resources and technical support to perform a behavior. Several previous studies have consistently shown that the perception of ease and infrastructural support significantly influences the intention to use technology. On the other hand, hedonic motivation, which focuses on the aspects of pleasure, entertainment, and emotional satisfaction from the shopping experience, has also been proven to be a strong driver of consumer behavioral intention in the digital environment.

Nevertheless, an interesting phenomenon exists among young consumers, particularly university students. An initial survey indicated that although they have adequate access to technology (facilitating conditions) and acknowledge the fun aspects of online shopping (hedonic motivation), their behavioral intention to transact consistently remains relatively low. A majority of students tend not to shop impulsively and do not make Shopee a part of their daily routine. This hesitation often stems from concerns about transaction security, fraud risks, and product incompatibility.

To bridge this trust gap, the Cash on Delivery (COD) payment method has emerged as a highly popular solution in Indonesia. COD allows consumers to pay after receiving the goods, thereby significantly reducing risk

and increasing a sense of security. The strong preference for COD among students suggests that the payment method is not merely a transactional tool but a psychological mechanism that moderates or mediates the influence of other factors on purchasing decisions. However, research specifically examining the mediating role of COD in consumer behavior models in Indonesia is still limited. Most studies tend to analyze the direct effects of these variables separately.

Therefore, this study aims to fill this literature gap by proposing a research model that tests the role of COD as an intervening (mediating) variable in the relationship between facilitating conditions and hedonic motivation on consumer behavioral intention. By focusing on the student segment as a representation of a critical digital-native generation, this research is expected to provide a deeper understanding of the dynamics of consumer behavior in the Indonesian e-commerce market.

2. Literature Review and Hypothesis Development

2.1. Facilitating Conditions and Behavioral Intention

Facilitating conditions are defined as the degree to which an individual believes that an existing technical and organizational infrastructure exists to support the use of a system. In the e-commerce context, this factor includes the availability of devices, stable internet connectivity, an intuitive application interface, and responsive technical support. The Unified Theory of Acceptance and Use of Technology (UTAUT) identifies facilitating conditions as one of the main determinants of behavioral intention. When consumers feel that the necessary resources for online shopping are easily accessible and the platform is reliable, psychological barriers to transacting are lowered, thus increasing the intention to use the platform. Various empirical studies have confirmed this positive and significant relationship in different technological contexts, including mobile banking and digital zakat payment services. Based on this, the first hypothesis is formulated:

- H₁: Facilitating conditions have a positive and significant effect on consumer behavioral intention.

2.2. Hedonic Motivation and Behavioral Intention

Hedonic motivation refers to the behavioral drive based on the search for pleasure, fantasy, and emotional enjoyment arising from the process of using a product or service. Unlike utilitarian motivation, which focuses on functionality, hedonic motivation emphasizes the experience itself. In online shopping, this motivation can be triggered by attractive visual design, gamification, exciting promotional offers, or simply the joy of discovering new products. Previous research has consistently found that the hedonic aspects of the consumption experience significantly influence behavioral intention. When online shopping is perceived as an entertaining and enjoyable activity, consumers are more likely to repeat it in the future. Thus, the second hypothesis is formulated:

- H₂: Hedonic motivation has a positive and significant effect on consumer behavioral intention.

2.3. The Mediating Role of Cash on Delivery (COD)

The COD payment method is a system where payment is made in cash upon the arrival of the ordered goods at the buyer's address. This method effectively eliminates upfront financial risk for consumers, which is one of the biggest barriers to e-commerce adoption, especially in emerging markets.

The relationship between facilitating conditions and COD can be understood as follows: an easy-to-use e-commerce system (high FC) will make it easier for consumers to navigate the ordering process to the payment method selection stage. This ease increases the likelihood of consumers finding and choosing the COD option, which is considered the most convenient. Similarly, the relationship between hedonic motivation and COD is also logical. A pleasant shopping experience (high hedonic motivation) can be disrupted by anxiety during online payment. COD acts as a "guardian" of this positive experience by offering a stress-free and secure transaction completion, so consumers driven by positive emotions are more likely to choose COD.

Furthermore, the availability and positive experience of using COD have been proven to increase trust and satisfaction, which in turn significantly impacts the intention to repurchase. Thus, COD functions not only as a

payment option but also as a psychological bridge. It translates technical ease and emotional pleasure into a stronger behavioral commitment. Based on this argument, the following hypotheses are formulated:

- H₃: Facilitating conditions have a positive and significant effect on the use of the COD payment method.
- H₄: Hedonic motivation has a positive and significant effect on the use of the COD payment method.
- H₅: The COD payment method has a positive and significant effect on consumer behavioral intention.
- H₆: The COD payment method mediates the effect of facilitating conditions on consumer behavioral intention.
- H₇: The COD payment method mediates the effect of hedonic motivation on consumer behavioral intention.

3. Research Methods

This study uses an explanatory quantitative design to test the formulated hypotheses.

3.1. Population and Sample

The population of this study is students of the Management Study Program at the Faculty of Economics and Business, University of Timor, who have shopped on Shopee. Since the exact population size is unknown, the sample size was determined based on the recommendation of Ferdinand (2012), which is the number of indicators (14) multiplied by 10, resulting in a sample of 140 respondents. The sampling technique used was convenience sampling, where respondents were selected based on their accessibility and willingness to participate.

3.2. Data Collection

Primary data was collected through the distribution of online questionnaires during the period of June-July 2025. The research instrument used a 5-point Likert scale to measure respondents' perceptions of each statement.

3.3. Data Analysis Technique

Data were analyzed using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach via SmartPLS 4 software. PLS was chosen for its ability to handle complex models and its lack of strict normality assumptions for data. The analysis was conducted in two stages: evaluation of the outer model (validity and reliability tests) and evaluation of the inner model (hypothesis testing through bootstrapping) (Huda et al., 2025).

4. Result and Discussion

4.1. Result

4.1.1. Measurement Model Analysis (Outer Model)

The analysis results showed that all indicators were valid with loading factor values > 0.70. Reliability tests also showed satisfactory results with Cronbach's Alpha and Composite Reliability values for all variables > 0.70, and Average Variance Extracted (AVE) values > 0.50. Thus, the measurement model was declared valid and reliable.

4.1.2. Structural Model Analysis (Inner Model)

Hypothesis testing was performed using a bootstrapping procedure (5000 resamples). The results are presented in Table 1 (direct effects) and Table 2 (indirect effects).

Table 1: Direct Effect Test Results

<i>Hypothesis Path</i>	<i>Path Coefficient (β)</i>	<i>T-Statistics</i>	<i>P-Values</i>	<i>Decision</i>
H ₁ : FC -> Behavioral Intention	0.393	4.684	0.000	Supported
H ₃ : FC -> COD	0.518	9.667	0.000	Supported

H ₂ : HM -> Behavioral Intention	0.185	2.425	0.008	Supported
H ₄ : HM -> COD	0.426	8.105	0.000	Supported
H ₅ : COD -> Behavioral Intention	0.359	3.486	0.000	Supported

Source: Processed Data from SmartPLS 4 (2025)

The results in Table 1 show that all five direct effect hypotheses were supported, as they have T-Statistics values > 1.96 and P-Values < 0.05.

Table 2: Indirect Effect Test Results

<i>Hypothesis Path</i>	<i>Path Coefficient (β)</i>	<i>T-Statistics</i>	<i>P-Values</i>	<i>Decision</i>
H6: FC -> COD -> Behavioral Intention	0.186	3.265	0.001	Supported
H7: HM -> COD -> Behavioral Intention	0.153	3.225	0.001	Supported

Source: Processed Data from SmartPLS 4 (2025)

The results in Table 2 show that both mediation hypotheses were supported. Since the direct effects (H₁ and H₂) were also significant, the type of mediation is partial mediation

4.2. Discussion

4.2.1. The Effect of Facilitating Conditions on Behavioral Intention

The research findings confirm H₁, where facilitating conditions have a significant positive effect on behavioral intention ($\beta=0.393$; $p<0.05$). This aligns with the UTAUT framework and previous research. Practically, this means that when students feel the supporting infrastructure, such as a stable Shopee application, easy navigation, and clear information, is available to them, the cognitive barriers to transacting decrease. This perception of ease enhances self-efficacy in online shopping, which directly strengthens their intention to continue using the platform.

4.2.2. The Effect of Hedonic Motivation on Behavioral Intention

In line with H₂, hedonic motivation was also found to have a significant positive effect on behavioral intention ($\beta=0.185$; $p<0.05$). Although its coefficient is smaller than that of facilitating conditions, this finding underscores the importance of the experiential aspect in e-commerce. It supports studies by Kumar & Sadarangani (2018) and Poetri (2022) which found that emotional drivers like pleasure and entertainment are important predictors of purchase intention. For students, shopping on Shopee is not just about fulfilling functional needs but also a form of digital recreation. An emotionally pleasant experience creates a positive bond with the platform, which encourages the desire to re-engage.

4.2.3. The Central Role of the COD Payment Method

This study reveals the crucial role of COD as a key variable. Both facilitating conditions ($\beta=0.518$) and hedonic motivation ($\beta=0.426$) have a very strong positive influence on the choice of the COD method. This indicates that system usability and a pleasant shopping experience steer consumers toward the payment option perceived as the safest and least risky. Furthermore, the use of COD itself significantly influences behavioral intention ($\beta=0.359$), consistent with the findings of Marleni & Rahayu (2024). COD provides a sense of control and psychological security, which effectively reduces transaction anxiety and builds trust.

4.2.4. COD as a Mediator

The most significant findings of this research are the confirmation of H₆ and H₇, demonstrating COD's role as a partial mediator.

For H₆, COD significantly mediates the relationship between facilitating conditions and behavioral intention ($\beta=0.186$; $p<0.05$). This means that the technical ease provided by Shopee not only directly increases intention but also does so indirectly through the selection of COD. When the system is easy to use, consumers are more confident in choosing COD, and the secure transaction experience with COD then strengthens their intention to remain loyal. This finding enriches the study by Ajnura et al. (2024) by showing that payment mechanisms can be a crucial bridge between platform infrastructure and consumer behavior.

Similarly for H₇, COD also mediates the relationship between hedonic motivation and behavioral intention ($\beta=0.153$; $p<0.05$). A pleasant shopping experience (hedonic motivation) is more likely to be translated into repeat purchase intention if supported by a worry-free final transaction process. COD provides a secure and satisfying "closure" to this hedonic experience cycle. This aligns with the argument by Mahadewi & Santoso (2021) that the pleasure of shopping will only optimally drive purchase intention when consumers have a payment option that reduces anxiety.

5. Conclusion

Based on the analysis and discussion, it can be concluded that: Facilitating conditions and hedonic motivation are important predictors that directly and positively influence the behavioral intention of student consumers in using the Shopee platform. Technical ease and a pleasant shopping experience are strong drivers for consumers to choose the Cash on Delivery (COD) payment method. The COD payment method plays a significant role as a partial mediator. This means COD acts as a bridge that strengthens the positive influence of facilitating conditions and hedonic motivation on consumer behavioral intention.

Acknowledgment

All praises and gratitude are extended to God Almighty for His blessings and grace, which enabled the author to successfully complete this research entitled "The Influence of Facilitating Conditions and Hedonic Motivation on Consumer Behavioral Intention Through Cash on Delivery (COD) Payment Method as an Intervening Variable on Shopee."

In the process of composing this research, the author received immense guidance, direction, and support from various parties. Therefore, on this occasion, the author would like to express sincere gratitude to: Mr. Desmon R. Manane and Mr. Fredirikus Timo, for their invaluable guidance, patience, and insightful feedback throughout the research and writing process of this article. The entire academic community of the Faculty of Economics and Business, University of Timor, for providing the facilities and support during this research. All students of the Management Study Program who willingly participated as respondents in this study. Without their participation and time, this research would not have been possible. Family and friends for their constant moral support and prayers.

The author acknowledges that this research is far from perfect. Therefore, constructive criticism and suggestions are highly welcomed for future improvements. It is hoped that this research will be beneficial to its readers and contribute to the advancement of knowledge.

AI Acknowledgment

The authors declare that generative AI or AI-assisted technologies were not used in any way to prepare, write, or complete this manuscript. The authors confirm that they are the sole authors of this article and take full responsibility for the content therein, as outlined in COPE recommendations.

Informed Consent

The authors declare that informed consent was not required as there were no human participants involved.

Conflict of Interest

The authors declare that there is no conflict of interest.

REFERENCES

- Abdillah, L. A., & Rahimah, S. (2022). Pengaruh *facilitating condition* terhadap niat adopsi metode pembayaran COD di kalangan konsumen e-commerce. *Jurnal Ekonomi dan Bisnis*, 11(2), 145-156.
- Abdurachman, A., et al. (2023). Pengaruh motivasi belanja hedonis terhadap metode pembayaran COD. *Jurnal Manajemen Pemasaran Kontemporer*, 9(1), 34-45.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211.
- Ajnura, U., Ikramuddin, I., Chalirafi, C., & Subhan, M. (2024). Pengaruh faktor pendorong belanja online terhadap niat perilaku konsumen di Kota Lhokseumawe dengan metode pembayaran Cash-On-Delivery sebagai variabel mediasi. *Jurnal Manajemen Pemasaran*, 18(1), 25-39.
- Alraja, M. N. (2016). The impact of facilitating conditions on e-government adoption. *International Journal of Business and Management*, 11(5), 214-222.
- Andry, J. F. (2023). Pengaruh *facilitating condition* terhadap niat perilaku konsumen dalam menggunakan aplikasi Shopee dengan metode pembayaran COD. *Jurnal Riset Manajemen dan Akuntansi*, 12(1), 88-99.
- Bagaskoro, D., & Supriyono, B. (2023). Analisis pengaruh motivasi belanja hedonis terhadap opsi pembayaran COD pada platform Shopee. *Jurnal Ekonomi Modern*, 15(2), 112-125.
- Brown, S. A., & Venkatesh, V. (2005). Model of adoption of technology in households: A baseline model of residential use of PC's. *MIS Quarterly*, 29(3), 399-426.
- Childers, T. L., Carr, C. L., Peck, J., & Carson, S. (2001). Hedonic and utilitarian motivations for online retail shopping behavior. *Journal of Retailing*, 77(4), 511-535.
- Databoks. (2024). *5 E-Commerce dengan Pengunjung Terbanyak di Indonesia (Kuartal I 2023)*. Retrieved from Databoks.
- Fatihanisya, A. N. S., & Purnamasari, S. D. (2021). Penerapan model unified theory of acceptance and use of technology (UTAUT 2) terhadap perilaku pelanggan e-commerce shopee Indonesia di kota Palembang. *Journal of Information Systems and Informatics*, 3(2), 392-417.
- Ferdinand, A. (2012). *Metode Penelitian Manajemen*. Badan Penerbit Universitas Diponegoro.
- Fitria, A., & Lubis, P. H. (2023). Pengaruh motivasi hedonis terhadap metode pembayaran COD di kalangan pengguna Shopee. *Jurnal Ilmiah Manajemen dan Bisnis*, 8(2), 201-210.
- Ghalandari, K. (2012). The effect of performance expectancy, effort expectancy, social influence and facilitating conditions on acceptance of e-banking services in Iran: The moderating role of age and gender. *Middle-East Journal of Scientific Research*, 12(6), 801-807.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.
- Halaweh, M. (2018). Cash on delivery (COD) as an alternative payment method for e-commerce transactions: Analysis and implications. *International Journal of Sociotechnology and Knowledge Development (IJSKD)*, 10(4), 1-12.
- Huda, N., Manek, A., Taolin, M. L., & Aziz, S. (2025). *Metodologi Penelitian Manajemen dan Bisnis: Pendekatan Kuantitatif, Kualitatif & Campuran*. Nurul Huda.
- Kim, M. J. (2018). The effects of hedonic and utilitarian motivations on consumer behavior in e-commerce. *Journal of Consumer Behaviour*, 17(3), 234-245.
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
- Kumar, S., & Sadarangani, P. H. (2018). Study of shopping motivation and buying behaviour among generation Y in India. *Journal of Business and Retail Management Research*, 13(1), 341-350.
- Kurnia, A., & Chien, S. H. (2020). The effect of facilitating conditions on behavioral intention in online shopping. *International Journal of Information Management*, 54, 102167.

- Kurniawati, L., & Santoso, A. (2020). Peran mediasi COD pada pengaruh persepsi kemudahan terhadap niat penggunaan layanan e-commerce. *Jurnal Manajemen Teknologi*, 19(2), 150-165.
- Laudon, K. C., & Traver, C. G. (2020). *E-commerce: Business, technology, society* (16th ed.). Pearson.
- Mahadewi, P., & Santoso, B. (2021). Pengaruh motivasi hedonis terhadap niat beli dengan COD sebagai variabel mediasi. *Jurnal Psikologi Konsumen*, 4(1), 55-68.
- Maharani, S. (2021). The influence of facilitating conditions on behavioral intention in technology adoption. *Journal of Technology Management & Innovation*, 16(2), 58-67.
- Marleni, N., & Rahayu, S. (2024). Pengaruh metode pembayaran COD terhadap minat beli mahasiswa pengguna Shopee. *Jurnal Ekonomi dan Bisnis Digital*, 3(1), 78-89.
- Maulana, R. (2024). Pengaruh motivasi hedonis pada pemilihan metode pembayaran COD. *Jurnal Pemasaran Digital*, 5(1), 22-31.
- Ningrum, W. (2023). Hubungan motivasi hedonis dan pemilihan metode pembayaran COD pada generasi Z. *Jurnal Riset Pemasaran*, 10(2), 134-145.
- Ningsih, S., & Hamid, A. (2021). The effect of facilitating conditions on behavioral intention of e-wallet users. *Journal of Asian Finance, Economics and Business*, 8(3), 1121-1129.
- Nurdin, R., & Amri, K. (2024). Pengaruh *facilitating condition* terhadap niat perilaku dalam penggunaan layanan m-banking untuk pembayaran zakat. *Jurnal Ekonomi Syariah Teori dan Terapan*, 11(1), 102-115.
- Poetri, A. A. (2022). *Pengaruh Utilitarian Motives Dan Hedonic Motives Terhadap Purchase Intention Pada Produk Somethinc Di Wilayah Jawa Timur Ketika Pandemi* [Master's thesis, Universitas Hayam Wuruk Perbanas Surabaya].
- Purwanto, E., & Kusumawati, A. (2021). Pengaruh *facilitating conditions* terhadap adopsi metode pembayaran COD. *Jurnal Sistem Informasi*, 17(2), 89-100.
- Qurrota A'yun, S., et al. (2021). Peran sistem pembayaran Cash On Delivery dalam meningkatkan kepercayaan konsumen belanja online. *Jurnal Ekonomi dan Perbankan Syariah*, 9(1), 45-58.
- Rahardjo, B., & Putri, D. (2023). Peran mediasi COD dalam pengaruh motivasi hedonis pada niat perilaku. *Jurnal Manajemen Bisnis*, 21(2), 210-225.
- Rahmawati, D., & Prasetyo, H. (2024). Dampak metode pembayaran COD pada niat beli konsumen di aplikasi e-commerce. *Jurnal Manajemen Pemasaran Strategik*, 4(1), 50-61.
- Sari Wulandari, T. (2022). Pengaruh metode pembayaran COD terhadap niat perilaku konsumen dalam bertransaksi online. *Jurnal Ilmiah Ekonomi Bisnis*, 27(1), 90-101.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Susanti, F., & Putra, G. (2023). Peran mediasi COD dalam model UTAUT2 pada niat berkelanjutan penggunaan e-commerce. *Jurnal Teknologi Informasi dan Ilmu Komputer*, 10(4), 789-798.
- Utami, S. (2022). Pengaruh COD dalam meningkatkan kepercayaan dan niat beli konsumen. *Jurnal Bisnis dan Manajemen*, 23(2), 123-134.
- Vandiny, C., et al. (2022). Faktor pendorong belanja online berdasarkan model UTAUT2: Studi pada metode pembayaran Cash-on-Delivery. *Jurnal Aplikasi Manajemen*, 20(3), 634-648.
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27(3), 425-478.
- Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly*, 36(1), 157-178.
- Venkatesh, V., et al. (2018). The digital revolution: A research agenda for the new age of e-commerce. *Journal of the Association for Information Systems*, 19(5), 353-372.
- Venkatesh, V., et al. (2020). A unified model of technology acceptance and use: A synthesis and the road ahead. *Journal of the Association for Information Systems*, 21(5), 1123-1150.
- Voss, K. E., Spangenberg, E. R., & Grohmann, B. (2003). Measuring the hedonic and utilitarian dimensions of consumer attitude. *Journal of Marketing Research*, 40(3), 310-320.
- Yusuf, M., et al. (2023). Analisis pengaruh motivasi belanja hedonis terhadap penggunaan metode pembayaran COD. *Jurnal Penelitian Ekonomi Akuntansi*, 7(2), 155-166.

ABOUT THE AUTHORS

Angela Arlenci Seran: Student, Management Study Program, Faculty of Economics and Business, Universitas Timor, Kefamenanu, East Nusa Tenggara, Indonesia
Corresponding Author's Email: angelaseran2004@gmail.com

Desmon R. Manane: Lecturer, Management Study Program, Faculty of Economics and Business, Universitas Timor, Kefamenanu, East Nusa Tenggara, Indonesia
Email: -

Fredrikus Timo: Lecturer, Management Study Program, Faculty of Economics and Business, Universitas Timor, Kefamenanu, East Nusa Tenggara, Indonesia
Email: feritimo0@gmail.com