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## INFLUENCE SELF-LEADERSHIP AND SELF-EFFICACY ON ENTREPRENEURIAL PERFORMANCE: THE MEDIATING ROLE OF ENTREPRENEURIAL COMMITMENT IN THE CAR REPAIR INDUSTRY OF BADUNG REGENCY

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### ABSTRACT

A productive and competent entrepreneur is needed in a business. The entrepreneur's performance plays an important role in the business's success. The existence of self-characteristics, such as self-leadership, self-efficacy, and good entrepreneurial commitment, will build the entrepreneur's performance more optimally. This study aims to analyse the role of entrepreneurial commitment in mediating the influence of self-leadership and self-efficacy on entrepreneurial performance in the Badung Regency Car Repair Industry. Sampling in this study used the saturated sample method, involving 42 entrepreneurs in the Badung Regency car repair industry. Data was collected using a questionnaire. The data analysis method used was Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4.1 software. The research results show that self-leadership and entrepreneurial commitment positively affect entrepreneurial performance. Self-efficacy does not affect entrepreneurial performance. Self-leadership and self-efficacy have a positive effect on entrepreneurial commitment. Entrepreneurial commitment partially mediates the influence of self-leadership on entrepreneurial performance and fully mediates the influence of self-efficacy on entrepreneurial performance. This study concludes that with strong self-leadership and self-efficacy, entrepreneurs will be able to increase their entrepreneurial commitment, ultimately improving their performance. Therefore, entrepreneurs need to maintain and develop their self-characteristics and entrepreneurial commitment to improve their performance sustainably.

**KEYWORDS** *self-leadership, self-efficacy, entrepreneurial commitment, entrepreneurial performance*



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### Article Info:

Submitted: 15-10-2024

Final Revised:

Accepted: 13-05-2025

Published: 20-05-2025

09-05-2025

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### How to cite:

E-ISSN:

Sanjaya, G. D., & Rahyuda, A. G. (2025). Influence Self-leadership And Self-efficacy On Entrepreneurial Performance: The Mediating Role of Entrepreneurial Commitment in the Car Repair Industry of Badung Regency. Journal Eduvest. 5(5): 4918-4930.

2775-3727

Published by:

<https://greenpublisher.id/>

## INTRODUCTION

The car repair industry operates in the field of maintenance and the repair of light vehicles. The success of the car repair industry is very dependent on entrepreneurial performance. Entrepreneurial performance is defined as work performance or work results achieved by entrepreneurs in their ability to carry out their duties and responsibilities within a certain period (Awoke & Assefa, 2019; Fried & Tauer, 2015; Wahyuningsih et al., 2016). Entrepreneurs with good performance will be able to carry out their duties and responsibilities optimally, so that they can maintain and develop the success of their business functions sustainably. The automotive industry in Bali, which operates in the car repair sector, especially in Badung Regency, needs an entrepreneur who has good performance if they want their automotive business to run well and last forever. However, based on the pre-survey results, problems experienced by entrepreneurs in their performance were found, such as difficulties in organizing their work, resulting in long waiting times for consumers; a lack of self-confidence to solve challenging or new work problems; and less confidence about increasing their business development (resource investment). This shows that the problems experienced by entrepreneurs in the Badung Regency car repair industry in achieving optimal performance depend on their personal characteristics and level of entrepreneurial commitment.

Personal characteristics have a very important role in influencing a person's performance. Many studies examine the influence of self-characteristic factors on performance, such as self-leadership and self-efficacy. Self-leadership is defined as a person's ability to lead and organize themselves with natural motivation to complete the tasks that must be completed (Ghassani et al., 2020; Khan et al., 2023). According to social cognitive theory (SCT), self-leadership is one aspect of human cognitive (agentic), which refers to the process of influencing and motivating oneself, so that one will be able to direct and manage one's behavior to achieve the desired target or goal (Abdullah, 2019). The results of previous research show that entrepreneurs who can lead themselves with intrinsic motivation and increase their perceived control over responsibility will be able to direct themselves in making decisions to achieve optimal goals or work results (Aristayudha et al., 2018; Bendell et al., 2018; Qomari et al., 2021).

Self-efficacy is one aspect of self-characteristics that influences performance. It is defined as a person's belief in their ability to carry out actions necessary to produce good work results (Kılıç et al., 2023). According to Social cognitive theory, self-efficacy comes from cognitive processes in the form of decisions, beliefs, or expectations about how a person estimates their ability to carry out certain tasks or actions needed to achieve the desired results (Abdullah, 2019). The results of previous research show that entrepreneurs with self-efficacy Those who are strong will be more confident in their abilities, tend to feel happy and enjoy the work they are doing, which will ultimately result in optimal performance (Caliendo et al., 2023; Yeh et al., 2021; Yusuff et al., 2019).

The success of entrepreneurial performance, apart from being influenced by self-characteristic factors, can also be influenced by how much entrepreneurial commitment one has. Entrepreneurial commitment is defined as the entrepreneur's

desire to continue to develop and maintain the existence of their business in any situation and always strive to provide the best service to their consumers (Affini & Oebit, 2023; Ausat et al., 2022). Meyer and Allen's (1991) theory states that individuals with high entrepreneurial commitment will work enthusiastically, so they want to optimize all their efforts and responsibilities to increase prosperity, business success, and their goals. The results of previous research have shown that entrepreneurs with high entrepreneurial commitment to their business will show a work attitude that is full of attention to tasks, responsible, and makes every effort for self-development so that they can produce high performance and be able to compete with other business actors (Affini & Oebit, 2023; Ausat et al., 2022; Ishola & Shittu, 2022).

Personal characteristics such as self-leadership and self-efficacy not only influence entrepreneurial performance but can also influence a person's level of entrepreneurial commitment. Social cognitive theory suggests that entrepreneurship with self-leadership Strong people will be able to influence their thoughts, feelings and behavior which are used to motivate themselves, set goals and manage emotions so that they try to make every effort to self-direct themselves to improve their competence, which in the end will be able to survive in facing challenges encountered. Entrepreneurship with levels of self-leadership, those who are high will be more motivated by directing themselves to be involved, feel engaged, and exert all their abilities in carrying out their duties (Cranmer et al., 2019; Inam et al., 2023; Son et al., 2022).

Social cognitive theory also stated that self-efficacy has a role in influencing entrepreneurial commitment. This can be seen when someone with strong self-efficacy prefers to set challenging goals, is more motivated to strengthen their commitment, and fights for their business goals because they believe they can achieve them. The results of previous research show that someone with trust and confidence in their ability to complete tasks and a feeling of comfort with their work will continue to desire to remain and provide their best contribution to the business they are running (Ambarwati & Fitriarsi, 2021; Hameli & Ordun, 2022; Liu & Huang, 2019).

Previous research has shown that the influence of self-leadership and self-efficacy on entrepreneurial commitment and the influence of entrepreneurial commitment on entrepreneurial performance can signal that entrepreneurial commitment can mediate the influence of self-leadership and self-efficacy on entrepreneurial performance. This shows that entrepreneurial commitment is predicted to be able to bridge the indirect influence between the independent variable and the dependent variable. Therefore, this study aims to explain the influence of self-leadership, self-efficacy, and entrepreneurial commitment on entrepreneurial performance, the influence of self-leadership and self-efficacy on entrepreneurial commitment, as well as the role of entrepreneurial commitment in mediating the influence of self-leadership and self-efficacy on entrepreneurial performance in the Badung Regency car repair industry.

Although numerous studies have examined the influence of self-leadership and self-efficacy on entrepreneurial performance, there is limited research exploring the mediating role of entrepreneurial commitment in the context of the

car repair industry, particularly in Badung Regency. Most existing studies focus on start-ups, SMEs, or general business sectors, neglecting service-based industries with specific operational challenges such as automotive repair businesses.

This study presents novelty by specifically analyzing how entrepreneurial commitment mediates the effects of self-leadership and self-efficacy on entrepreneurial performance in the Badung Regency car repair industry. Using a quantitative SEM-PLS approach, this research provides a comprehensive model that reveals personal characteristics' direct and indirect effects on entrepreneurial outcomes, offering practical insights tailored to the automotive repair service sector.

The primary objective of this study is to examine the influence of self-leadership and self-efficacy on entrepreneurial performance, and to analyze the mediating role of entrepreneurial commitment within the car repair industry in Badung Regency.

This research is expected to contribute theoretically by enriching the literature on self-leadership, self-efficacy, and entrepreneurial commitment in service industries. Practically, it provides valuable recommendations for car repair entrepreneurs and policymakers to develop personal and organizational strategies that enhance entrepreneurial performance through improved self-management and commitment.

## **RESEARCH METHODS**

This type of quantitative research is associated with understanding, explaining, and predicting the level of dependence between variables. Associative research is used to determine the influence of two or more variables. The variables used in this research are self-leadership and self-efficacy as an independent variable, entrepreneurial commitment as a mediating variable, and entrepreneurial performance as a dependent variable. The research was conducted in the car repair industry in Badung Regency, with the research subjects being entrepreneurs in that industry. The sampling technique in this research used a saturated sampling technique, with the entire population, namely 42 entrepreneurs, used as the research sample. Data was collected using a questionnaire that was given directly to research respondents. The data that has been collected is then analyzed using analytical methods, Structural Equation Modeling (SEM), based on Partial Least Squares (PLS). The results of data analysis are interpreted in the discussion to obtain conclusions, which become research results in accordance with the research objectives formulated.

## **RESULT AND DISCUSSION**

### **Evaluation of the Measurement Model or Outer Model**

Convergent validity. The convergent validity test in PLS with reflective indicators is assessed based on the value loading factor or outer loading indicators that measure variables. The outer loading value is considered valid if the value is > 0.70.

**Table 1. Test Results Convergent Validity**

<b>Variable</b>	<b>Indicator</b>	<b>Outer Loading</b>	<b>Information</b>
X1	X1.1	0.809	Valid
	X1.2	0.791	Valid
	X1.3	0.815	Valid
	X1.4	0.812	Valid
	X1.5	0.831	Valid
X2	X2.1	0.726	Valid
	X2.2	0.802	Valid
	X2.3	0.786	Valid
	X2.4	0.855	Valid
	X2.5	0.887	Valid
WITH	Z1	0.794	Valid
	Z2	0.812	Valid
	Z3	0.761	Valid
	Z4	0.841	Valid
	Z5	0.803	Valid
	Z6	0.849	Valid
AND	Y1	0.813	Valid
	Y2	0.872	Valid
	Y3	0.864	Valid
	Y4	0.804	Valid
	Y5	0.746	Valid
	Y6	0.896	Valid

Source: Primary data processed, 2024

Table 1 shows that all indicators for each variable have an outer loading value above 0.7, so all indicators meet the convergent validity requirements.  
Discriminant Validity

**Table 2. Cross-Loading Values**

	<b>AND</b>	<b>WITH</b>	<b>X2</b>	<b>X1</b>
<b>X1.1</b>	0.624	0.483	0.159	<b>0.809</b>

<b>X1.2</b>	0.610	0.681	0.281	<b>0.791</b>
<b>X1.3</b>	0.506	0.567	0.494	<b>0.815</b>
<b>X1.4</b>	0.687	0.658	0.498	<b>0.812</b>
<b>X1.5</b>	0.602	0.617	0.406	<b>0.831</b>
<b>X2.1</b>	0.347	0.335	<b>0.726</b>	0.376
<b>X2.2</b>	0.392	0.546	<b>0.802</b>	0.269
<b>X2.3</b>	0.334	0.434	<b>0.786</b>	0.267
<b>X2.4</b>	0.468	0.457	<b>0.855</b>	0.473
<b>X2.5</b>	0.505	0.659	<b>0.887</b>	0.453
<b>Y1</b>	<b>0.813</b>	0.622	0.227	0.543
<b>Y2</b>	<b>0.872</b>	0.738	0.564	0.617
<b>Y3</b>	<b>0.864</b>	0.741	0.553	0.650
<b>Y4</b>	<b>0.804</b>	0.608	0.517	0.523
<b>Y5</b>	<b>0.746</b>	0.678	0.294	0.646
<b>Y6</b>	<b>0.896</b>	0.717	0.388	0.752
<b>Z1</b>	0.630	<b>0.794</b>	0.623	0.489
<b>Z2</b>	0.666	<b>0.812</b>	0.598	0.576
<b>Z3</b>	0.632	<b>0.761</b>	0.352	0.658
<b>Z4</b>	0.566	<b>0.841</b>	0.515	0.544
<b>Z5</b>	0.745	<b>0.803</b>	0.526	0.614
<b>Z6</b>	0.742	<b>0.849</b>	0.392	0.732

*Source:* Primary data processed, 2024

Discriminant validity was tested by comparing cross-loading indicators with their constructs. Table 2 shows that all discriminant validity values for latent variable correlations for each variable are greater than 0.70 and higher compared to other variables, thus meeting the discriminant validity criteria.

Composite reliability. Reliability tests are carried out to show the consistency and stability of measuring tools or research instruments in measuring a concept or construct. Reliability test is measured using two criteria: Composite reliability and Cronbach's Alpha.

**Table 3. Test Results Composite Reliability**

<b>Variable</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>
AND	0.912	0.932
WITH	0.895	0.920
X2	0.872	0.907
X1	0.871	0.906

*Source:* Primary data processed, 2024

Table 3 shows that all variables have Cronbach's alpha and Composite reliability values above 0.70, meaning that the measurements made on these four variables can be trusted and provide accurate results.

Structural Model Evaluation (Inner Model)

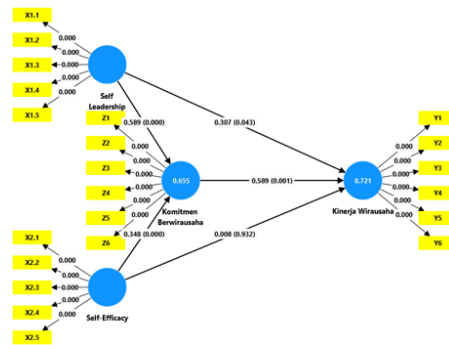


Figure 1. Inner Model

The test R-squared describes the variance in endogenous variables explained by exogenous/endogenous variables. Mark R-squares of 0.75, 0.50, and 0.25 mean substantive (high), moderate, and weak influence.

Table 4. Test Results R-Square

Variable	R-square
Entrepreneurial Performance (Y)	0.721
Entrepreneurial Commitment (Z)	0.655

Source: Primary data processed, 2024

Table 4 shows that the large variations in entrepreneurial performance variables are explained by self-leadership and self-efficacy. Entrepreneurial commitment is 72.1%, which is included in the moderate influence, while the variation in the entrepreneurial commitment variable can be explained by the variable self-leadership. Self-efficacy is 65.6% in moderate influence.

Test Q-Square aims to assess how well the model can predict the relationship between constructs

$$Q^2 = 1 - \{(1 - R^2_{Y|X}) (1 - R^2_{Z|X})\} \dots \dots \dots (1)$$

$$Q^2 = 1 - \{(1 - 0,7212)(1 - 0,6552)\}$$

$$Q^2 = 0.726$$

Based on the calculation of Equation 1, the Q-Square value is 0.726, which is greater than 0, meaning that the model has a predictive value, a good one. The variables and information contained in the research model explain 72.6 percent of the influence of entrepreneurial performance variables.

#### Hypothesis Testing

Hypothesis testing was carried out using the t-test to identify direct and indirect effects (mediation). Two values must be met when conducting a hypothesis test: the original sample value used to determine the direction of hypothesis testing and a p-value of less than 5% (0.05) for the significance level of the influence between variables.

Table 5. Direct Effect Test Results

Variable	Original sample (O)	T statistics	P values
X1 -> Y	0,307	2,026	0,043
X2 -> Y	0,008	0,086	0,932

Z -> Y	0,589	3,416	0,001
X1 -> Z	0,589	5,514	0,000
X2 -> Z	0,348	3,512	0,000
X1 -> Z -> Y	0,347	3,470	0,001
X2 -> Z -> Y	0,205	2,067	0,039

Source: Primary data processed, 2024

Table 5 shows that self-leadership positively and significantly affects entrepreneurial performance with a statistical t value = 2.026 > 1.96 and p value = 0,043 < 0,05. Self-efficacy does not significantly affect entrepreneurial performance with a statistical t value = 0.086 < 1.96 and p value = 0.932 > 0.05. Entrepreneurial commitment positively and significantly affects entrepreneurial performance with a statistical t value = 3.414 > 1.96 and p value = 0,001 < 0,05. Self-leadership positively and significantly affects entrepreneurial commitment, with a statistical t value = 5.514 > 1.96 and p value = 0.000 < 0.05. Self-efficacy positively and significantly affects entrepreneurial commitment, with a statistical t value = 3.512 > 1.96 and p value = 0.000 < 0.05. Entrepreneurial commitment partially mediates the influence of self-leadership on entrepreneurial performance, with a statistical t value = 3.470 > 1.96 and p value = 0.001 < 0.05. Entrepreneurial commitment mediates the influence of self-efficacy on entrepreneurial performance, with a statistical t value = 2.067 > 1.96 and p value = 0.039 < 0.05. This shows that self-efficacy will influence entrepreneurial performance through entrepreneurial commitment.

### **Influence of self-leadership on entrepreneurial performance**

The results of data analysis show that self-leadership (X1) has a positive and significant effect on entrepreneurial performance (Y). Indicator self-reward and self-observation have the highest value in measuring variables of self-leadership. The application of self-reward and self-observation provides additional motivation and helps entrepreneurs improve work performance and consistency. For example, when entrepreneurs complete difficult work, they often reward themselves with time off, such as a short vacation or doing activities they enjoy. Badung Regency car repair industry entrepreneurs also stated that recording targets and results in a certain period allows them to evaluate productivity during that period and identify areas that need to be improved, such as repair times for each service or types of damage that often take time. This shows that Badung Regency car repair industry entrepreneurs have implemented self-leadership effectively. This study's results align with previous research, which stated that there was an increase in self-leadership. Entrepreneurship can encourage increased performance (Aristayudha et al., 2018; Bendell et al., 2018; Qomari et al., 2021).

### **Influence of self-efficacy on entrepreneurial performance**

The results of data analysis show that self-efficacy (X2) has no effect on entrepreneurial performance (Y), which means that the high level of self-confidence of car repair entrepreneurs in Badung Regency regarding their abilities does not necessarily increase their performance. The low value of the relationship between



the indicator of liking challenging work and the variable self-efficacy indicates that entrepreneurs feel that their abilities are still minimal, which sometimes causes a feeling of doubt in carrying out new tasks, so that increasing self-confidence in facing new work is limited. The high value of the experience indicator of success in the previous job causes a feeling of comfort in the current job. This impacts entrepreneurs' desire to improve their skills and keep up with developments in the automotive world, which ultimately limits their willingness to accept more types of work. This shows that entrepreneurship in the Badung Regency car repair industry has not been implemented effectively. The results of this study are in line with previous research, which states that every increase in self-efficacy is unable to provide significant changes to increase entrepreneurial performance (Ambarita et al., 2022; Mujanah & Utami, 2023; Suryanto & Sunarto, 2022).

### **The influence of entrepreneurial commitment on entrepreneurial performance**

The results of data analysis show that entrepreneurial commitment (Z) has a positive and significant effect on entrepreneurial performance (Y). The indicator of willingness to face risks has the highest value in measuring the entrepreneurial commitment variable, and cooperation with colleagues in the profession has the highest indicator value of entrepreneurial performance. Badung Regency car repair industry entrepreneurs who have high readiness in facing risks turned into opportunities, will be braver and more open in building collaborations with colleagues in the profession to share experiences and collaborate in completing work that previously could not be completed individually, to create new opportunities. and achieve mutual benefits. This shows that Badung Regency car repair industry entrepreneurs have implemented their entrepreneurial commitment well. The results of this research are in line with previous research, which stated that the higher the entrepreneurial commitment an entrepreneur has, the higher their performance will be (Affini & Oebit, 2023; Ausat et al., 2022; Ishola & Shittu, 2022).

### **Influence self-leadership towards entrepreneurial commitment**

The results of data analysis show that self-leadership (X1) has a positive and significant effect on entrepreneurial commitment (Z). Indicators that are also dominant in measuring self-leadership include self-observation. Badung Regency car repair industry entrepreneurs stated that recording targets and results in a certain period allows them to evaluate productivity during that period and identify areas that need improvement, so that they are prepared to face risks that may occur for the progress of their business. This shows that entrepreneurs can implement self-leadership well in increasing entrepreneurial commitment. The results of this study are also in line with previous research, which stated that the stronger self-efficacy the entrepreneur has, the higher the entrepreneurial commitment he has.

### **Influence self-efficacy towards entrepreneurial commitment**

The results of data analysis show that self-efficacy (X2) has a positive and significant effect on entrepreneurial commitment (Z). Verbal persuasion indicators have the highest value in measuring self-efficacy. Entrepreneurs in the car repair

industry in Badung Regency, with the guidance provided, can increase their confidence in their ability to achieve their desired goals, so that they are prepared to face risks that may occur for the sake of the progress of their business, which is a form of entrepreneurial commitment they have. This shows that the implementation of self-efficacy in entrepreneurship and its influence on entrepreneurial commitment is good. The results of this research show that it is in line with previous research, which stated that the stronger the self-efficacy of entrepreneurs, the more they will be able to increase their entrepreneurial commitment.

#### **The role of entrepreneurial commitment in mediating the influence of self-leadership on entrepreneurial performance**

The research results show that entrepreneurial commitment can partially mediate the influence of self-leadership on entrepreneurial performance. Willingness to face risks has a high impact on entrepreneurial commitment. Entrepreneurs who record targets and results in a certain period, allowing them to evaluate productivity during that period and identify areas that need improvement, will be prepared to face risks that may occur for the progress of their business. Badung Regency car repair industry entrepreneurs who have high readiness in facing risks turned into opportunities, will be braver and more open in building collaborations with colleagues in the profession to share experiences and collaborate in completing work that previously could not be completed individually, to create new opportunities. and achieve mutual benefits. This shows that entrepreneurial commitment can act as an intermediary in influence self-leadership on entrepreneurial performance. The results of this study are also in line with previous research, which stated that with strong self-leadership, entrepreneurs will be able to increase their entrepreneurial commitment, ultimately improving entrepreneurial performance.

#### **The role of entrepreneurial commitment in mediating the influence of self-efficacy on entrepreneurial performance**

The research results show that entrepreneurial commitment can mediate self-efficacy's influence on full entrepreneurial performance. Guidance provided to entrepreneurs can strengthen their belief in their ability to achieve their desired goals, so that they are better prepared to face risks for the progress of their business. Entrepreneurs who are highly ready to see risks as opportunities will be braver and more open in collaborating with colleagues in the profession, allowing them to share experiences and complete work that was previously difficult to complete alone, thus creating new opportunities and mutual benefits. This research shows that self-efficacy can influence entrepreneurial performance through entrepreneurial commitment. Previous research also shows that self-efficacy, A strong one, will be able to increase entrepreneurial commitment, which will ultimately improve the entrepreneurial performance (Agustin et al., 2021; Ahmad, 2019).

## CONCLUSION

This research concludes that strong self-leadership and high entrepreneurial commitment directly enhance entrepreneurial performance. High levels of self-leadership and self-efficacy significantly increase entrepreneurial commitment, which in turn improves performance outcomes. Entrepreneurial commitment partially mediates the effect of self-leadership on performance and fully mediates the effect of self-efficacy on performance. These findings suggest that entrepreneurs in the Badung Regency car repair industry should strengthen self-leadership through practical daily business management, enhance self-efficacy by mastering technical skills and providing adequate work resources, and reinforce their business commitment with long-term strategic planning. Furthermore, maintaining strong communication and networks among fellow entrepreneurs is essential for sustaining performance improvements. Future research should explore other mediating variables such as innovation capability, customer orientation, or digital literacy to gain a deeper understanding of the factors influencing entrepreneurial performance in service-based industries. Additionally, conducting comparative studies across different regions or business sectors could provide broader insights into the generalizability of these findings.

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