

HOW ENTREPRENEURIAL TEAMS' HETEROGENEITY AND LEARNING EXPERIENCES AFFECT BUSINESS PERFORMANCE THROUGH SELF-EFFICACY

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ABSTRACT

Background: The existence of entrepreneurship has a quite large potential in improving a country's economy. Entrepreneurship can help society to create new opportunities and reduce decline rates with the emergence of MSMEs as independent and profitable business activities carried out by individuals or business entities in the economic sector along with the growth of the entrepreneurial landscape in society.

Purpose: This study aims to ascertain how entrepreneurial learning experiences and entrepreneurial team heterogeneity affect self-efficacy and, consequently, company performance.

Design/methodology/approach: Members of the Jakpreneur community from the East and North Jakarta metropolitan areas were surveyed to create the study's demographic. Accidental sampling was the method employed, with 237 respondents who volunteered to complete the author's questionnaire. Using SmartPLS software, a structural equation model was used for data analysis.

Findings/Results: The research results show (1) Entrepreneurial team heterogeneity and learning experiences influence self-efficacy (2) Entrepreneurial heterogeneity and entrepreneurial learning experiences influence business performance (3) Entrepreneurial team heterogeneity and entrepreneurial learning experiences influence business performance through self-efficacy (4) Lastly, self-efficacy has a significant influence on business performance.

Conclusion: The findings of the study demonstrate a direct relationship between self-efficacy and company performance. Subsequently, self-efficacy can serve as a moderator to demonstrate the indirect impact of entrepreneurial team heterogeneity and entrepreneurial learning experience on business performance. Learning experiences and diversity in the team both boost self-confidence, which in turn creates a positive feedback loop between motivation and company performance.

Originality/value: This research contributes to the implementation of learning experiences and diversity in teams and increases self-confidence, which in turn creates a positive feedback loop between motivation and company performance.

Keywords: entrepreneurial learning experience, entrepreneurial heterogeneity, self-efficacy, business performance, entrepreneurship

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INTRODUCTION

The existence of entrepreneurship has significant potential for boosting the economy of a country. This is because entrepreneurship may help society by creating new opportunities and lowering unemployment. The emergence of MSMEs as an autonomous, profitable business activity conducted by individuals or corporate entities in the economic sector has coincided with the growth of the entrepreneurship landscape in society, raising concerns among the younger as well as the older generations. Every MSME will concentrate on tasks that are relevant to the type of business they operate. To succeed in their business, MSME owners must effectively plan, coordinate, and oversee these tasks.

The Department of Manpower, Transmigration and Energy (TKTE), the Department of Industry, Trade, Cooperatives and Small and Medium Enterprises (PPKUKM), and the Food Security, Maritime and Agriculture (KPKP) Sub-dept. are some examples of the short-and long-term collaborations that the DKI Jakarta Provincial Government engages in through the Jakarta Entrepreneur Community Program (JAKPRENEUR) to develop business actors. These collaborations have the potential to enhance the skills, independence, creativity, and innovation of business actors. Because of this, the government is promoting this creative economy through bazaars, development funding, and business marketing resources.

When starting a business, entrepreneurs frequently dream of success and become depressed when their venture fails. Business actors need to be confident because of this. Self-efficacy, also known as self-confidence, is the ability to plan and take the required actions to deal with potential scenarios (Bandura, 1997). According to a different viewpoint, self-efficacy is a type of self-evaluation that affects choices about what to do, how hard to work, how persistent to be when facing challenges, and eventually, how successful the behavior will be (Hsu et al. 2007; Zhao et al. 2005). Self-efficacy, according to Drnovsek and Cardon (2014), is another term for an entrepreneur's efficacy considering his capacity to succeed and get beyond obstacles and opportunities when launching a business.

The pertinent aspects of self-efficacy assessment must be taken into account when defining the idea of self-efficacy. Level of support, capacity, and extension of self-efficacy to the broad application are the three

dimensions along which self-efficacy assessments might vary, although they are all related (Bandura, 1997; Compeau & Higgins, 2017). It has been demonstrated that higher levels of self-efficacy can improve performance in particular cognitive domains, and that self-efficacy entails more than just expressing pleasure with one's abilities (Chemers et al. 2001). Confidence in oneself can influence a person's level of motivation, perseverance, and ability to face challenges.

Entrepreneurial team heterogeneity, according to (Guo et al. 2023) is a variety that describes and reflects variations in age, gender, color, and other group members. Deep heterogeneity is a cognitive phenomenon that manifests as variations in the backgrounds, work experiences, knowledge, and abilities of group members.

In the context of entrepreneurship, self-efficacy can be viewed from two angles: first, as a source of inspiration for creating and achieving dependable company goals, and second, as a roadmap for personal goal achievement (Madawala et al.2023). Self-efficacy can serve as a personal defense against unfavorable events, unfavorable feelings, and health issues (Bandura, 1997). Self-efficacy can rise as a result of team members feeling more competent in a variety of situations when heterogeneous teams are effectively managed and members benefit from one another's differences.

The degree of confidence and self-assurance among team members can be impacted by diversity in entrepreneurial teams. Thus, an entrepreneur's self-efficacy is significantly impacted by the heterogeneity of their entrepreneurial team. In entrepreneurship, the variety of a team's members can lead to differences in the activities done, which could have an impact on the performance of the business (de la Cruz et al. 2018). However, according to an additional study, entrepreneurial teams' heterogeneity might hurt a company's performance (Calder-Wang et al. 2021).

A company's capacity to meet its aims and objectives is referred to as its business performance since it indicates how well it can manage and use its resources. Taouab and Issor (2019) identified four perspectives from which business performance can be viewed: financial, customer, innovation and learning, and internal processes. Business performance, according to (Yıldız and Karakaş, 2012) is an evaluation of every effort that an entrepreneur makes to accomplish

company objectives. Business performance is an entrepreneurial process or activity that can result in favorable outcomes in certain areas of performance but can also have unfavorable outcomes in other areas. Meanwhile, (Abdullahi et al. 2015) explained that business performance is the ability of MSMEs to create profits that can experience growth in these MSMEs. revealed that performance measurement is part of the way an organization is managed, so performance measurement must also provide benefits to customers and other interested parties.

Entrepreneurs can strengthen their skills through education to acquire the ability to handle company issues. The process of creating an entrepreneur's learning scale involves gathering all kinds of startup-related experiences, learning from mistakes, and compiling startup-related activities. The process via which an entrepreneur learns new information, including specialized skills and competencies, from experience or by watching others, assimilation, and organization is known as the "Entrepreneurial Learning Experience". The ability to gather a wide range of experiences from the entrepreneurial process, learn from mistakes made, and compile startup activities completed are some techniques for quantifying the entrepreneurial learning process. To grow as businesspeople, entrepreneurs need to be able to engage in a unique kind of "high-level" learning through confronting, resolving, and considering big opportunities and challenges as they arise.

Experiences with entrepreneurial learning have a big impact on someone's self-efficacy. Through experiences in entrepreneurial learning, one can acquire the information, abilities, and self-assurance required to succeed as an entrepreneur. Entrepreneurial Self-Efficaciousness benefits from the experience of entrepreneurs who effectively navigate obstacles in their business.

Experiences with entrepreneurial learning may affect a company's performance. The ability to overcome obstacles can be influenced by the knowledge and skills gained during entrepreneurial learning, which ultimately improves business or enterprise performance.

In addition to their aptitude for learning and experience, entrepreneurs also need to be able to lead their staff effectively. Establishing goals and policies that govern the roles of diverse teams is crucial. In the context

of entrepreneurship, team heterogeneity refers to the existence of individuals with differences in age, gender, educational background, job experience, way of thinking, values, and other factors that impact variety within the team.

In this study, self-efficacy will be used as a moderating variable to investigate how the prior experiences of entrepreneurs and diverse work teams will affect business success. So, this study aims to ascertain how entrepreneurial learning experiences and entrepreneurial team heterogeneity affect self-efficacy and, consequently, company performance.

METHODS

The population in this research are entrepreneurs who are members of Jakpreneur from the North Jakarta and East Jakarta areas with a sample size of 237 people. The questionnaire was distributed in November and December 2023. This research uses quantitative data, namely entrepreneurs who are willing to fill out questionnaires distributed by the author. The sampling technique used was accidental sampling, namely entrepreneurs who were willing to fill out the questionnaire that the author distributed.

Accidental sampling is a method of sample selection that relies on chance. In other words, any patient for whom the researcher unexpectedly encounters suitable data may be included in the sample, provided that the researcher determines that the individual is suitable for the study. The method of data analysis employs SEM in conjunction with SmartPLS. Data analysis comprises the subsequent stages: confirmatory factor analysis is employed to assess the instrument's validity and reliability; path analysis is utilized to examine the relationship model between variables; and structural model analysis and regression analysis are utilized to derive a model that is appropriate for prediction purposes. The measurement model generates assessments about the validity and discriminant validity of hypothesized relationships, whereas the structural model describes them through modeling.

Measurements were carried out using a Likert scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). The questionnaire was made based on the indicators for each variable used, such as; The entrepreneurial

learning process consisting of; the collection of all kinds of experiences during the entrepreneurial process, learning from failure experiences, and summarizing startup activities that have taken place (Tseng, 2013). The heterogeneity of the entrepreneurial team consists of; different backgrounds, different career experiences, and different skills (Zimmerman, 2008). Self-efficacy consists of; level, general, and strength (Bandura, 1997) and business performance can be seen from four points of view, namely financial, customer, innovation and learning, and internal processes (Taouab & Issor, 2019) .

Numerous prior investigations have demonstrated the correlation and impact of independent variables on the dependent variable. According to earlier studies, entrepreneurial self-efficacy is influenced by entrepreneurial learning experiences (Werthes et al. 2018). Meanwhile, Entrepreneurial learning experiences have an impact on the performance of businesses (Carlos Leiva et al. 2014; Cheraghi et al. 2019; Shen et al. 2021). It also said that different backgrounds, job experiences, and skill sets are among the factors that contribute to an entrepreneurial team’s heterogeneity (Zimmerman, 2008). From all of the descriptions, this study proposed the following hypotheses:

- H1: There is an influence of entrepreneurial learning experience on self-efficacy
- H2: There is an influence of entrepreneurial learning experience on business performance
- H3: There is an influence of learning experiences on business performance through self-efficacy
- H4: There is an influence of entrepreneurial team heterogeneity on self-efficacy
- H5: There is an influence of entrepreneurial team heterogeneity on business performance
- H6: There is an influence of entrepreneurial team heterogeneity on business performance through entrepreneurial self-efficacy
- H7: There is an influence of entrepreneurial self-efficacy on business performance

From the hypothesis put forward, the frame of mind is described in Figure 1. The complex relationship between various main factors in the world of entrepreneurship such as learning experiences, self-confidence, diversity

in teams, and business performance can show that learning experiences in entrepreneurship influence the level of individual self-confidence, which ultimately influences business achievements. In addition, team heterogeneity in entrepreneurial team composition also has a significant impact on the level of self-confidence and business performance. What is no less important is that the level of self-confidence in the context of entrepreneurship also directly influences business performance. Therefore, a deep understanding of how the interactions between these factors influence each other can provide valuable insights to improve business outcomes in an entrepreneurial context.

RESULTS

From Table 1, it shows that based on age, the majority of entrepreneurs are 26 - 40 years old with a total of 157 people (66.25%). Based on gender, the majority were women, 185 people (78.1%). Based on the frequency of previous businesses, some entrepreneurs have had previous businesses, with a total of 123 people (51.8%). Regarding the length of time the business has been established, the majority of entrepreneurs have established their business in 3 - 5 years with a total of 148 people (62.5%). Furthermore, in participating in community training, the majority of entrepreneurs participated in training activities ≤ 2 times with a frequency of 175 people (73.8%). In their business, entrepreneurs have dominant employees ≤ 2 with a frequency of 159 (67.1%).

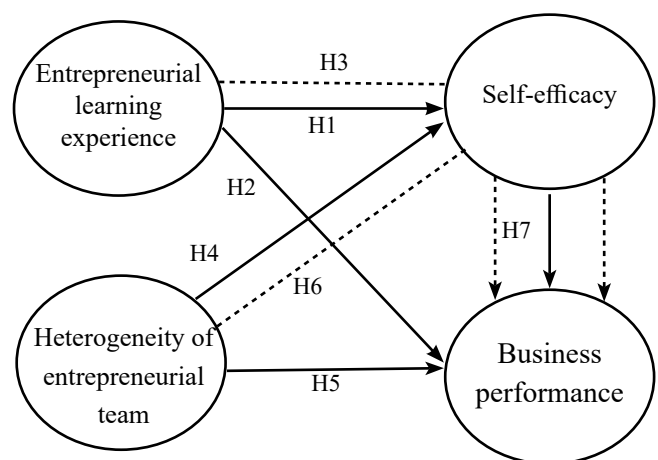


Figure 1. Conceptual thinking

Structural Model

The initial step in this examination is to test the accuracy and reliability of the data. Testing is carried out to assess whether the indications for each variable produce results that are in line with expectations. In PLS-SEM, factor loadings and composite reliability are

two metrics used to evaluate the validity and reliability of data. Table 2 displays the convergent validity for each loading factor. Based on these data, all loading factors show a value of more than 0.700. This is reflected in the selected data points, which also show figures above 0.700, indicating that all variables used in this research have met the requirements for validity and reliability.

Table 1. Description of Respondents

Demographic	Frequency	Percentage (%)
Gender		
Men	52	21.9
Women	185	78.1
Age		
19 – 25 Year	30	12.65
26 – 40 Year	157	66.25
> 40 Year	50	21.1
Having a Previous Business		
Yes	one two three	51.8
No	114	48.2
How long does the business last?		
≤ 2 Year	70	29.6
3–5 Year	148	62.5
6 Year	19	7.9

Demographic	Frequency	Percentage (%)
Participate in Jakpreneur Activities		
≤ 2 times	175	73.8
3–5 times	51	21.6
6 times	2	0.8
No activities	9	3.8
Number of employees		
≤ 2	159	67.1
3–5 people	35	14.8
> 6 people	twenty-two	9.3
No one	twenty one	8.8

Table 2. Evaluation of measurement models

Variable	Indicator	Item	Loading Factor	Reliability	AVE
Experience Learning Businessman	1. Collect All Kinds Experience 2. Learn from failure experience 3. Participate in training activities (Tseng, 2013)	X1.2	0.716	0.897	0.620
		X1.3	0.826		
		X1.4	0.740		
		X1.5	0.841		
		X1.7	0.719		
		X1.9	0.820		
Heterogeneity Entrepreneurial Team	1. Different backgrounds are different 2. Different careers 3. Different skills are different (Zimmerman, 2008)	X1.10	0.836	0.899	0.663
		X2.3	0.802		
		X2.4	0.829		
		X2.5	0.811		
		X2.7	0.809		
		X2.8	0.810		
Self-Efficacy	1. Level 2. General 3. Strength (Bandura, 1977)	X2.12	0.824	0.826	0.658
		Y1.2	0.826		
		Y1.9	0.877		
		Y1.10	0.791		
Business Performance	1. Finance 2. Customers 3. Innovation and learning 4. Internal processes (Taouab & Issor, 2019)	Y1.11	0.745	0.883	0.632
		Y2.1	0.802		
		Y2.2	0.756		
		Y2.3	0.811		
		Y2.4	0.826		
		Y2.5	0.836		
		Y2.6	0.732		

In addition, composite reliability (CR), which assesses consistency between components using Cronbach's Alpha values in PLS, was also used. If the composite reliability (CR) value exceeds 0.7, then the condition is acceptable. Based on the data in Table 2, composite reliability (CR) values above 0.7 indicate that the results reflect excellent consistency between constructs. These values are recorded in the range between 0.826 to 0.899 in the table. Meanwhile, the AVE values for all variables are in the range between 0.620 to 0.663. This shows that all variables used in this research meet the standards of validity and reliability following established criteria (Ghozali, 2011).

According to the results shown in Table 3, business performance has the highest value with 0.795, self-efficacy (0.775), entrepreneurial team heterogeneity (0.748), and finally entrepreneurial learning experience with a value of (0.742). Discriminant validity is considered valid when it can show that each variable has a higher loading factor on the latent construct being tested than on other latent constructs. Therefore, in this study, it can be concluded that the discriminant validity has been confirmed as valid (Fornell, & Larcker, 1981).

According to the results shown in Table 4. To test multicollinearity, the parameter used is the VIF value. Taking into account the VIF value range between 2,696 to 3,319, which was applied in this study. The results of the analysis show that in the context of entrepreneurial learning experiences, self-efficacy has a role as a predictor (VIF = 2.696) and business performance (VIF = 3.157). Entrepreneurial team heterogeneity also acts as a good predictor for self-efficacy (VIF = 2.696) and venture performance (VIF = 3.319). Self-efficacy also shows a predictive role in business performance (VIF = 2.936). It can be concluded that the VIF values do not exceed the limit of 5.0. The structural model will then be assessed by measuring R square. Table 5 displays the corrected R square values for self-efficacy (0.656) and business performance (0.669).

Checking the accuracy of predictions can be done by utilizing the Q2 value. If the Q2 value exceeds 0, the model is considered to have high prediction accuracy, while if the Q2 value is less than 0, the model is considered to have low category prediction accuracy. It can be observed from Table 6 that variables with a Q2 value > 0 indicate that the model provides a high level of prediction accuracy, ranging from 0.429 to 0.524.

Table 3. Discriminant validity

	Business Performance	Experience Learning Businessman	Heterogeneity Entrepreneurial Team	Self-Efficacy
Business Performance	0.795			
Experience Learning Businessman	0.742	0.787		
Heterogeneity Entrepreneurial Team	0.748	0.793	0.814	
Self-Efficacy	0.775	0.762	0.775	0.811

Table 4. Multicollinearity Test

	Business Performance	Experience Learning Businessman	Heterogeneity Entrepreneurial Team	Self-Efficacy
Business Performance				
Experience Learning Businessman	3.157			2.696
Heterogeneity Entrepreneurial Team	3.319			2.696
Self-Efficacy	2.936			

Table 5. Determination Coefficient Test (R square)

	R Square	R Square Adjusted
Business Performance	0.673	0.669
Self-Efficacy	0.659	0.656

The results in Table 7, show that if the path coefficient t-value exceeds 1.96 and the p-value is less than 0.05, then it can be concluded that the hypothesis is accepted. The results in Table 7 show that these hypotheses are accepted, as indicated by the t-value greater than 1.96 and the p-value less than 0.05. Hypotheses regarding entrepreneurial learning experiences and business performance ($t = 3.763$ and $p = 0.000$), learning experiences and self-efficacy ($t = 5.113$ and $p = 0.000$), Heterogeneity of entrepreneurial teams and business performance ($t = 3.289$ and $p = 0.001$), Heterogeneity entrepreneurial team and self-efficacy ($t = 5.857$ and $p = 0.000$), as well as self-efficacy and business performance ($t = 5.327$ and $p = 0.000$), for the relationship between learning experiences and business performance through self-efficacy is ($t = 4.313$ and $p = 0.000$), for the relationship between team heterogeneity and business performance through self-efficacy is ($t = 3.377$ and $p = 0.000$).

According to this research, learning experiences have a positive effect on an entrepreneur's self-efficacy. Learning experiences also make an entrepreneur

more proactive, composed, and persistent in their business, which can help them feel more confident and capable of handling challenging circumstances. Learning experiences also have a big impact on business performance, both directly and indirectly. This is demonstrated by how an entrepreneur gains the knowledge, abilities, and attitudes needed to successfully manage and grow their company. Previous research has proven that learning experiences have a direct or indirect impact on corporate success (Shen et al. 2021).

The development of team members' self-efficacy is positively impacted by heterogeneity in entrepreneurial teams. Because of this diversity, there is a climate that fosters personal development and allows people to realize their full potential in an entrepreneurial setting. The effectiveness of a firm is also greatly impacted by team diversity because different team members have varying levels of experience, knowledge, and viewpoints. Previous research done by de la Cruz et al. (2018) confirms this.

Table 6. Prediction Accuracy Test (Q2)

	SSO	SSE	Q ² (=1-SSE/SSO)
Business Performance	1422.000	734.666	0.483
Experience	3.157		
Learning	3.319		
Businessman	1659.000	841.184	0.493

Table 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Experience Learning Businessman → Business Performance	0.244	0.243	0.065	3.763	0.000	Accepted
Experience Learning Businessman → Self-Efficacy	0.396	0.390	0.078	5.113	0.000	Accepted
Heterogeneity Entrepreneurial Team → Business Performance	0.245	0.236	0.075	3.289	0.001	Accepted
Heterogeneity Entrepreneurial Team → Self-Efficacy	0.461	0.468	0.079	5.857	0.000	Accepted
Self-Efficacy → Business Performance	0.399	0.407	0.075	5.327	0.000	Accepted
Experience Learning Businessman → Self-Efficacy → Business Performance	0.158	0.157	0.037	4.313	0.000	Accepted
Heterogeneity Entrepreneurial Team → Self-Efficacy → Business Performance	0.184	0.192	0.054	3.377	0.001	Accepted

This diversity may inspire fresh perspectives, inventive problem-solving techniques, and creative ideas. Members of the team with different backgrounds and points of view are better able to adapt to work environments, which helps the team spot business prospects and get over any difficulties or roadblocks.

According to Bandura, self-efficacy, or personal efficacy, is crucial for one's ability to successfully adapt and transform. An individual with high self-confidence can perform better in their business overall. This boosts motivation, cultivates an optimistic outlook, and helps people overcome obstacles in their pursuit of a career.

Managerial Implications

The findings of this study have implications for improving the performance of micro, small, and medium-sized enterprises (MSME) businesses by emphasizing the presence and diversity of the MSME human resource team. When working in a group context, it is not uncommon for there to be differences in the expertise, abilities, and composition of the team. These differences, if not managed correctly, might provide difficulties. Business actors who want to improve their operations by increasing their performance must have the capacity to integrate team support with pre-existing distinctions to achieve their goals. When it comes to improving the performance of business actors, self-efficacy is a crucial factor that plays a role. When it comes to business actors, the differences that a group might otherwise view to be a barrier can be transformed into a useful advantage through the use of collaboration and guidance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Learning in an entrepreneurial setting has a significant impact on how well MSMEs function as a firm. This experience contributes to the profound comprehension, managerial abilities, and risk management aptitude required for achievement in a company setting. Aside from that, the entrepreneurial team's variety within Jakpreneur enhances business performance. Teams can produce creative ideas, boost levels of creativity, and deliver better solutions by interacting with individuals who have different backgrounds, viewpoints, and abilities.

Learning experiences and diversity in the team both boost self-confidence, which in turn creates a positive feedback loop between motivation and company performance. A rise in motivation brought on by self-assurance bolsters MSME participants' attempts to meet their objectives. In summary, the business performance of MSME participants in the Jakpreneur community is greatly influenced by the mix of learning experiences, diversity within the entrepreneurial team, and degree of self-assurance.

Recommendations

One disadvantage of this research is that it was limited to people who are part of the Jakpreneur community in North and East Jakarta. In the meantime, there are numerous entrepreneurial communities throughout Indonesia. The majority of these communities' thousands of members are prosperous business owners, and they were founded by both the public and private sectors. It is advised that future studies broaden the sample to include several additional Indonesian communities to get findings that more accurately reflect the situation of entrepreneurship today.

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