Pak. j. life soc. Sci. (2025), 23(1): 6511-6522 E-ISSN: 2221-7630;P-ISSN: 1727-4915

Pakistan Journal of Life and Social Sciences

www.pjlss.edu.pk

https://doi.org/10.57239/PJLSS-2025-23.1.00507

RESEARCH ARTICLE

Aspects of Self-Efficacy That Enhance the Competitiveness of MSME Enterprises When It Comes To Conducting Business Team Management

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ARTICLE INFO

Received: Jan 2, 2025

Accepted: Feb 15, 2025

Keywords

Capability
Experience
Resources
Sef-Efficacy
Competitive

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ABSTRACT

The goals of this research are to determine the effect of self-efficacy on competitive advantage and analyze the relationship between self-efficacy and competence, experience, and resources. The primary goal of this research is to gain a better knowledge of the elements that might boost individual self-confidence in the face of adversity, as well as how this self-confidence can contribute to an organization's competitive advantage. In this study, a quantitative technique was applied, specifically a survey design. Questionnaires were sent out between October and December 2024 to gather data. The sample technique yielded 237 respondents who were Jakpreneur members. The data was analyzed using Structural Equation Modeling (SEM) to test the association between variables with SmartPLS software. The findings revealed that capability and experience had a substantial impact on self-efficacy, however, resources had little impact. Furthermore, self-efficacy was found to have a considerable favorable impact on competitive advantage. These findings suggest that people with high self-efficacy are better able to overcome obstacles and gain a competitive edge in a changing corporate environment. This study highlights the necessity of building skills, and experience, and leveraging resources to boost an entrepreneur's self-efficacy. Organizations must focus on training, giving valuable experiences, and allocating enough resources to encourage enhanced individual self-confidence, which can boost the organization's market competitiveness.

INTRODUCTION

Entrepreneurship plays a significant role in shaping the economy, developing new jobs, and strengthening national resilience (Pangesti, 2022). Individuals or entities engage in entrepreneurial activities when they establish new businesses to create economic growth, increase competitiveness, encourage innovation, and operate within the legal framework that exists in the business ecosystem (Klapper & Love, 2016). Entrepreneurship is coming up with ideas, designing, making, and selling goods and services to satisfy customers and make a profit (Gartner, 1995). When starting a new business, entrepreneurs have many challenges, including a lack of finance, intense rivalry in the market, and the necessity to increase company competencies (Low & Macmillan, 1988; Miller & Le Breton-Miller, 2017). Micro, small, and medium enterprises (MSMEs) play a significant role in Indonesia's economy, contributing 61.07% of GDP and creating millions of employment (Kemenkeu, 2024). However, entrepreneur self-efficacy impacts the readiness to make decisions, address risks, and effectively execute business strategies; it is one of several psychological factors that impact the performance of MSMEs.

Micro, small, and medium-sized enterprises (MSMEs) that are successful in technical, managerial, and innovative sectors have an advantage over their competitors, even in today's tough business environment (Malerba & McKelvey, 2020). Small and medium-sized enterprises (SMEs) depend

significantly on human resources due to their crucial role in enhancing operational efficiency, fostering innovation, and improving competitiveness. Staff members possessing diverse knowledge and experience demonstrate increased productivity, effectively utilizing their time and energy while optimizing the resources available to them. The inability to access high-quality training, ineffective use of technology for talent development, and limited HR investment budgets are just a few of the challenges that many MSMEs face when attempting to enhance the caliber of their workforce. To enhance operational efficiency and technological competency, it is essential to develop the capabilities of the workforce (Barney, 1991; Grant, 1996)

Business experience plays an important role in improving business efficiency and the quality of strategic decision-making. Over time, business actors continue to learn and adapt, allowing them to understand operational processes, market strategies, and resource management more effectively. With increasing experience, past mistakes can be minimized, while the best methods are easier to apply in business operations, thereby increasing productivity and profitability (Argyris & Schon, 1997). Seasoned business professionals demonstrate a heightened level of prudence in the distribution of resources, the discernment of potential opportunities and risks, and the formulation of adaptable and inventive strategies (Teece et al., 1997).

In a competitive business world, adapting is crucial to staying effective. Kahneman and Klein (2009) Say that experience helps improve our instincts when making decisions. In tough situations that need quick and accurate decisions, experienced businesspeople rely on their skills and instincts to handle business problems better. This capability offers a significant advantage, particularly when confronting dynamic and uncertain market conditions. Furthermore, business experience enhances self-efficacy, defined as an individual's confidence in their capacity to attain business objectives. Business experience enhances operational efficiency and contributes to the development of self-efficacy, defined as an entrepreneur's confidence in addressing business challenges (Krueger, 1993). More experienced entrepreneurs tend to be more confident in taking risks and more adaptive in facing market changes. This high self-efficacy then contributes to business competitiveness, because more confident entrepreneurs tend to be more innovative and have more effective business strategies. Consistent with these findings, a study by Luthans et al. (2007) demonstrated that employees who are provided with training and support from their superiors exhibit elevated levels of self-efficacy, which in turn enhances work productivity.

However, low business management skills can be a barrier for novice entrepreneurs, resulting in low self-efficacy. As a result, investing in training and skill development is critical to increasing entrepreneurs' confidence and competence in operating their enterprises (Nyarko et al., 2024). A more entrepreneurial outlook and greater capacity for change are two ways in which prior work experience might boost self-efficacy (Abdelnaeim & Ajonbadi, 2024). Numerous prior studies have explored the connections among resources, experience, and capacity about self-efficacy and business competitiveness; however, there remains a scarcity of research that integrates these three components into a cohesive model. Additionally, there is a lack of research that explicitly elucidates the impact of self-efficacy on competitiveness. This study investigates the relationship among resources, experience, and capacity in influencing self-efficacy and its effect on the competitiveness of MSMEs.

Entrepreneur Capability

Capabilities can be characterized as a sophisticated combination of skills and knowledge obtained via organizational procedures that allow businesses to coordinate activities and maximize asset utilization (Day, 1994). In the context of entrepreneurship, capabilities encompass not just technical skills but also personality traits and experiences that emerge via continual learning (Volery et al., 2015). Capabilities are driven by three key aspects: processes that bridge organizational borders, processes that operate inside the organization, and processes that operate outside of it (Grant, 1996). These competencies encompass several critical skills, such as taking initiative, thinking creatively, managing risk, leading, and communicating successfully (Lenka & Agarwal, 2017). In addition, Hager

and Gonczi (1996) indicate that a person's talents can be recognized by the way they think and act in business circumstances, notably when they are facing obstacles and making strategic decisions.

According to Muller & Christandl (2019), one's capability can only be developed by time spent training, gaining experience, and engaging in continual learning. Consequently, entrepreneurs who continuously develop personally and adapt to business trends and technological improvements will be more equipped to navigate challenges and maintain their companies' competitiveness. The level of capability is intrinsically linked to self-efficacy, which refers to a person's belief in their ability to address and overcome business challenges. A robust sense of self-efficacy is associated with successful entrepreneurs who exhibit confidence in their capabilities, allowing them to adeptly maneuver through the challenges of business management (Zizile & Tendai, 2018). Self-efficacy will increase concurrently with experience. Ultimately, having excellent entrepreneurial abilities is essential for a business to be sustainable and to last a long time (Marquis & Tilcsik, 2013; Tesfa et al., 2025). Zimmerman (2000) Individuals with high capabilities in a field demonstrated greater levels of self-efficacy compared to those with lower capabilities, and when people believe they can handle the difficulties that come with running their firm, their entrepreneurial self-efficacy rises (Akhtar, 2024). The hypothesis proposed in this study is:

H1: Entrepreneurial Capabilities Influence Self-Efficacy

Prior Entrepreneur Experience

Management, research, industry, and previous experience are the four key factors that have a substantial impact on new enterprises (Brockhaus Sr., 1980; Shane, 2000). An entrepreneur's ability to seize chances and overcome obstacles is directly correlated to the amount of prior experience they have had in the field (Shane, 2000). Individuals can hone their skills by reflecting on and adjusting their approach to similar situations in the past (Politis, 2005). Because it helps people develop important abilities, learn more, and build stronger professional networks, all of which are necessary for running a successful business, it is an important part of company management and development.

Kor (2003) stresses the need for entrepreneurs to have industry-specific knowledge to spot development opportunities and place new products and services strategically. In addition, Simons et al. (1999) classify team members' backgrounds according to their tenure, functional expertise, and industry. These differences help people see things from different angles, which improves organizational strategy and company performance.

Entrepreneurs who build a team may be better at delegating tasks, getting specialized knowledge, and making the most of their collective knowledge. This can improve business operations and networking chances (Lechler, 2001; Shane, 2000). Another previous study also says that an entrepreneur's self-efficacy is directly affected by their trust in their business decisions (Aqilah et al., 2025; Lechler, 2001; Lee & Kim, 2019; Zakaria et al., 2024). The hypothesis proposed in this study is:

H1: Prior Entrepreneurial Experience Influences Self-Efficacy

Human Resources

Resources are assets owned and controlled by a company, which can be accessed and transferred externally to increase business value (Amit & Schoemaker, 1993). Resources include various aspects such as company assets, competencies, organizational procedures, and expertise that enable companies to design and implement strategies to improve operational efficiency and effectiveness (Barney, 1991). In the world of entrepreneurship, both employees and entrepreneurs must be able to carry out various tasks flexibly (Heneman et al., 2000). In small companies, delegation of authority is very important to support business growth (Longenecker et al., 2008). However, unlike large companies that can implement several strategies simultaneously, new businesses often face limitations in terms of resources (Yu & Wang, 2021).

Companies face challenges by building a learning culture in teams or groups. This process involves the reciprocal exchange of information between members, which plays a role in adaptation and

response to dynamic changes (Blazevic & Lievens, 2004). Innovation is a knowledge-based process that helps companies change and grow all the time (Nonaka & Takeuchi, 1995). This learning is very important for driving innovation. Team members can engage in both exploitative learning, which optimizes existing knowledge, and explorative learning, which seeks new knowledge, to enhance their understanding of project task management (Atuahene-Gima & Murray, 2007).

Knowledge and expertise are considered resources in the resource-based view of how businesses create value (Grant, 1996). So, firms must use and grow knowledge to create sustainable value (Miller, 1996). In new product development especially, project teams can use exploitative and exploratory learning to share, mix, and maximize knowledge to create high-value products (Atuahene-Gima & Murray, 2007). The hypothesis proposed in this study is:

H2: Human Resources Influence Self-Efficacy.

Self-Efficacy

Self-efficacy is the idea that one can achieve desired results in a task (Bandura, 1997). Self-efficacy is connected to an entrepreneur's confidence in their capacity to run and grow their company (Newman et al., 2019). This attitude is important since it can affect drive, tenacity in the face of difficulty, and bravery in making calculated decisions. Gibson and Dembo (1984) Stated that self-efficacy is also linked to a person's belief in their ability to perform well in a variety of business scenarios. In addition to business expertise, an entrepreneur requires great self-efficacy to take risks and run a business confidently. Knowledge alone cannot ensure financial success (Wickham, 2001). Startup founders who have self-assurance are more inclined to try new things and find creative solutions. This agrees with the findings of Zakaria et al. (2024): trusting one's capacity to make daring strategic decisions substantially impacts one's financial success. When entrepreneurs have faith in their abilities, they are more likely to attempt again even after setbacks (Bullough et al., 2014). The hypothesis proposed in this study is:

H4: Self-Efficacy Influences Competitiveness

Competitiveness

Competitiveness is a firm's ability to earn and keep market share. Competitiveness reflects a company's ability to effectively engage and endure in the business environment. Selling items that satisfy customers' expectations in terms of price, quality, and quantity while still generating sustainable profits is a key strategy for competitive organizations looking to grow. According to Barney (1991), long-term competitive advantage is derived from valuable, scarce, difficult-to-replicate, and non-substitutable resources and competencies. For competitiveness, companies must consistently adapt to social changes and dynamic market conditions (Chikán, 2008).

Competitive companies can deliver greater value to their customers than competitors. This advantage will be durable if the company can retain or even expand it while competitors try to catch up or outperform what is given (Thompson et al., 2018). Management methods to generate distinctive resources, skills, and capabilities that may be controlled and utilized to gain competitive advantage are also related to competitiveness (Tracey et al., 1999). Competitiveness encompasses multiple dimensions, including performance, quality, productivity, innovation, and corporate image (Vilanova et al., 2009). Competitiveness refers to a company's capacity to endure, expand, and consistently deliver added value to customers amid intense competition.

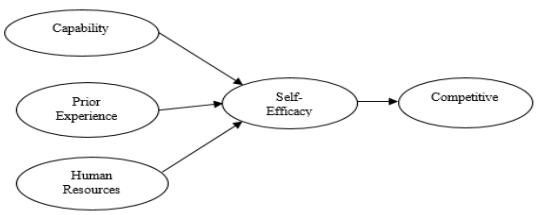

Figure 1. Conceptual model framework

DATA AND METHODOLOGY

Our method for studying how Capability, Experience, and Resources affect Self-Efficacy and how Self-Efficacy affects Competitive Advantage can use Structural Equation Modelling (SEM), especially PLS-SEM (Partial Least Squares Structural Equation Modelling). This study developed a conceptual model to explain the interplay between these factors, which include Self-Efficacy as a factor influencing Competitive Advantage and Capability, Experience, and Resources as independent variables impacting Self-Efficacy. There were 237 participants drawn from the pool of Jakarta-area entrepreneurs who were members of Jakpreneur. The questionnaire was administered between October and December 2024.

This research employs quantitative data collected through a survey methodology. The sampling technique employed was accidental sampling, specifically targeting entrepreneurs who consented to complete the questionnaire distributed by the author. To pick a sample, accidental sampling uses a random selection process. The measurement model is then examined for convergent validity via the loading factor value, as well as reliability by Composite Reliability (CR) and Cronbach's Alpha. The structural model is next analyzed to determine the route coefficient's direct influence on variables and the bootstrapping method's relevance to the link between variables. The R-squared (R^2) value assesses the model's ability to explain variations in Self-Efficacy and Competitive Advantage.

RESULT

Description of Respondents

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 Yaer	157	66.25
> 40 Yaer	50	21.1
Having a Previous Business		
Yes	123	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
Participate in Jakpreneur Activities		
≤ 2 times	175	73.8
3 - 5 times	51	21.6
Six times	2	0.8
No activities	9	3.8
Number of employees		
≤ 2 person	159	67.1
3 - 5 person	35	14.8
> 6 person	22	9.3
No one	21	8.8
TOTAL	**237**	**100**

Sources: Authors, 2025

Table 1 describes the respondents in this study, including the following information: There are primarily female responses among the 185 Jakpreneur members, accounting for 78.1% of the total. The bulk of the respondents are between the 26–40 age bracket, making up 66.25 percent of the total. The majority of respondents (148 out of a total of 123; or 121.8% of the total) began their enterprises during the last three to five years, and 51.8% of those people have had prior business experience. The majority of respondents who participated in Jakpreneur activities were less than two (two) times as many as 175 people (73.8%), with the majority having less than two (two) employees in running the business, and the majority as many as 159 people (67.1%), indicating that the majority of respondents are entrepreneurs who are just starting.

Table 2. Evaluation of Measurement Models

Variable	Indicator	Item	Loading Factor	CR	AVE
Capability	1. Differences In Experience	CAP1	0.795	0.879	0.592
	2. Team Cohesion	CAP2	0.751		
	3. Entrepreneurial Orientation	CAP3	0.725		
	(Hager & Gonczi, 1996; Teece et al., 1997)	CAP4	0.826		
		CAP5	0.746		
Prior Experience	1. Collect All Kinds Of Experience	EXP10	0.834	0.917	0.649
	2. Learn From Failure Experience	EXP2	0.738		
	3. Participate In Training Activities	EXP3	0.851		
	(Tseng, 2013)	EXP4	0.746		
		EXP5	0.845		
		EXP9	0.810		
Human Resources	1. Management Experience	SDM3	0.832	0.929	0.723
	2. Research Experience	SDM4	0.877		
	3. Industry Experience	SDM5	0.845		
	4. Business Experience	SDM6	0.889		
	(Barney, 1991; Wernerfelt, 1984)	SDM7	0.805		
Self-Efficacy	1. Level	EFI1	0.719	0.898	0.559
	2. General	EFI10	0.738		
	3. Strength	EFI11	0.724		
	(Bandura, 1997)	EFI2	0.798		
		EFI3	0.710		
		EFI4	0.717		
		EFI9	0.820		
Competitive	1. Performance	DYS1	0.788	0.909	0.589
	2. Quality	DYS10	0.784		
	3. Productivity	DYS2	0.800		
	4. Innovation	DYS3	0.782		
	5. Image	DYS4	0.791		
	(Vilanova et al., 2009)	DYS5	0.706		
		DYS9	0.717		

Sources: Authors, 2025

The initial phase of this research is to analyze the quality and dependability of the data so that one may determine whether every factor produces the expected results. Two main criteria— Loading Factor and Composite Reliability (CR)—allow PLS-SEM to evaluate data dependability and validity. The CR and Cronbach's Alpha values are used to determine reliability. For dependability to be considered sufficient, these values must be more than 0.7. The average variance extracted (AVE) value is used to evaluate convergent validity; an AVE of more than 0.5 indicates adequate convergent validity. This convergent validity evaluates the degree of planned construct measurement efficacy of the indicators. Table 2 shows that, with a range from 0.706 to 0.889, the loading factor values for every indication within each variable surpass 0.700. Indicating strong reliability and convergent

validity respectively, the AVE values (0.559 to 0.723) and the Composite Reliability (CR) values (0.879 to 0.929) fell within the allowed range.

Table 3. Discriminant Validity – Fornell Lacker

	Capability	Competitive	Efficacy	Experience	Human Resources
Capability	0.770				
Competitive	0.675	0.768			
Self- Efficacy	0.720	0.639	0.748		
Prior Experience	0.735	0.742	0.787	0.806	
Human Resources	0.652	0.452	0.458	0.492	0.850

Sources: Authors, 2025

The results of the discriminant validity test, which compared the AVE cutoff with the correlation between constructs, are shown in Table 3. The test was conducted using the Fornell-Larcker Criterion. Jika akar kuadrat AVE lebih besar daripada korelasi antar konstruk maka validitas diskriminan terpenuhi. The results show that each variable has an AVE value greater than the correlation between the constructs, which are 0.770 for competence, 0.768 for competitiveness, 0.748 for self-efficacy, 0.806 for prior experience, and 0.850 for human resources.

Table 4. Multicollinearity Results

	Capability	Competitive	Efficacy	Experience	Human Resources
Capability			2.871		
Competitive					
Self-Efficacy		1.000			
Prior Experience			2.176		
Human Resources			1.741		

Sources: Authors, 2025

The VIF score of this study is less than 5.0, indicating that multicollinearity is not a problem and further research can be done. According to Table 6, market orientation is a predictor of customer satisfaction, customer value, EWOM, and trust (VIF = 2.259, 1.000, 2.0001, and 2.672), and customer satisfaction is a predictor of EWOM (VIF = 2.001), customer value is a predictor of trust (VIF = 2.672), and so on. Finally, trust has the lowest predictive power of customer happiness (VIF = 2.259).

Table 5. F-Square

	Capability	Competitive	Efficacy	Experience	Human Resources
Capability			0.111		
Competitive					
Self-Efficacy		0.691			
Prior Experience			0.430		
Human Resources			0.002		

Sources: Authors, 2025

The degree of correlation between the independent and dependent variables is determined using the F-square test. The parameters used for measurement are as follows: $f2 < 0.02$ (no effect), $f2 > 0.02$ (small size), $f2 > 0.15$ (medium), and $f2 > 0.35$ (large). Table 7 shows that the developed model has a large effect size on the self-efficacy and prior experience variables, a medium effect on the capability variable, and no effect on the human resources variable.

Table 6. R-Square

	R Square	R Square Adjusted
Competitive	0.409	0.406
Self-Efficacy	0.663	0.659

Sources: Authors, 2025

Table 6 shows the R-square value for competition (0.409 = 40.9%) and Self-efficacy (0.663 = 66.3%). This means that Self-efficacy is influenced by capability, Prior Experience, and Human Resources by 66.3% whereas the remaining 33.7% is influenced by other variables. Competitive is influenced by Self-efficacy, capability, Prior Experience, and Human Resources by 40.9% whereas the remaining 59.1% is influenced by other variables not discussed in this study.

Table 7. Path Coefficient

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Result
Capability -> Self-Efficacy	0.328	3.314	0.001	Accepted
Prior Experience -> Self-Efficacy	0.561	6.277	0.000	Accepted
Human Resources -> Self-Efficacy	-0.032	0.644	0.520	Not Accepted
Self-Efficacy -> Competitive	0.639	11.677	0.000	Accepted

Smart-PLS is used to assess research hypotheses and determine which ones to accept or reject. If the path coefficient t-value is more than 1.96 and the p-value is less than 0.05 then the hypothesis can be accepted. Table 7 shows that Capability -> Self-Efficacy (t-value = 3.314, p-value = 0.001), Prior Experience -> Self-Efficacy (t-value = 6.277, p-value = 0.000), Human Resources -> Self-Efficacy (t-value = 0.644, p-value = 0.520). and Self-Efficacy -> Competitive ((t-value = 11.677, p-value = 0.000).

DISCUSSION

The research findings indicate that prior experience and ability significantly influence self-efficacy, whereas human resources do not have a significant effect on self-efficacy. Moreover, self-efficacy significantly enhances competitiveness. Researchers have found that being a business has a big effect on how self-confident a person feels.

This finding fits with Politis' study, which says that being an entrepreneur helps people learn how to solve problems and boosts their confidence (Politis, 2005). Shane (2000) Also says that having experience with business helps entrepreneurs see possibilities and deal with problems, which boosts their self-efficacy. The ability of an entrepreneur to apply their knowledge, talents, and strategic thinking is a critical component. This finding is supported by Bandura (1997), who claims that people with higher perceived ability often have more confidence in their talents.

Staff confidence in their abilities was unsurprisingly unaffected by Human Resource policies and practices. Previous research, such as Luthans et al. (2007), found that while human resources are important for business operations, they do not directly impact entrepreneurs' self-efficacy and self-perceptions of their abilities. In the absence of personal growth and active learning opportunities, Lee and Kim (2019) Do not believe that access to human resources inherently enhances self-efficacy. This suggests that internal factors like competence and experience, rather than external factors like human resources, are the primary determinants of self-efficacy.

Findings from this study corroborate the importance of self-efficacy in boosting competitiveness. Entrepreneurs who have faith in their abilities are more likely to innovate, take calculated risks, and respond quickly to shifts in the market. This finding aligns with the work of Aqilah et al. (2025) and Zakaria et al. (2024), which highlights the direct influence of self-efficacy on entrepreneurs' capacity to implement business strategies and sustain competitive advantage.

Some entrepreneurs are more likely to make strategic choices, see opportunities, and take risks if they believe in their abilities and have more knowledge. This investigation links self-efficacy to innovation and decision-making, reinforcing the premise that self-efficacy drives competitive advantage (Shane, 2000). The level of tenacity and persistence of a person in achieving goals is influenced by efficacy. A person with a high level of efficacy will tend to be successful in his efforts and have high competitiveness. The authors contend that a key characteristic that empowers business owners to make strategic choices and take measured risks, which ultimately impacts the success of their endeavors, is self-efficacy. Kor (Kor, 2003) Argued that entrepreneurs' self-efficacy is boosted when they possess industry-specific competencies, which allow them to strategically position their enterprises. This study explores the intermediary function of self-efficacy in influencing risk-taking behaviors, and decision-making processes. Entrepreneurs possessing elevated self-efficacy exhibit greater confidence in their capabilities, thereby enhancing their decision-making processes and risk management, ultimately fostering a competitive advantage (J.Robert, 2004; Zhao et al., 2005).

High degrees of unpredictability and a lack of funding are two common obstacles faced by MSMEs. Under these conditions, both managers and staff must have complete faith in their ability to overcome hurdles. However, inadequate HR policies can compound existing issues by failing to offer employees the assistance they require to create and sustain confidence in their roles. For example, a lack of position clarity in MSMEs can confuse and overlap responsibilities, making it harder for employees to master their tasks and stifling the growth of self-efficacy. Similarly, limited training opportunities might leave staff unprepared for the issues that MSMEs face, resulting in lower confidence and performance.

CONCLUSION

This study demonstrates that self-efficacy is significantly influenced by prior business experience and skills. This implies that internal elements, such as personal experience and aptitude, are crucial in boosting entrepreneurs' self-assurance when they face obstacles in their firms. Conversely, external factors like human resource policies and practices did not significantly impact self-efficacy, suggesting that personal development and active learning are more influential in enhancing self-efficacy than human resource support. The findings of this study confirm that high self-efficacy positively impacts competitiveness. Confident entrepreneurs are more inclined to innovate, make strategic decisions, and address market obstacles, which can make their companies more competitive. To enhance competitiveness, entrepreneurs must persist in developing their experience and capabilities, while organizations should concentrate on reinforcing internal factors that foster the growth of self-efficacy.

Implication

Personal experience and abilities exert a more significant impact on self-efficacy than Human Resources. Consequently, entrepreneurs must prioritize self-development and practical experience to enhance their self-confidence in business operations. Elevated self-efficacy can enhance competitiveness. Therefore, entrepreneurs and employees need to enhance their self-confidence and competencies to foster creativity and facilitate successful strategic decision-making.

AUTHORS CONTRIBUTION

Dr. Meylani and colleagues from the Management Study Program at Universitas Asa Indonesia in Jakarta, Indonesia, performed the research. Jakpreneur members in Indonesia boost their business competitiveness by strengthening internal variables including skills, expertise, and human resources. This study is free of bias. All authors have read and approved the final manuscript.

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