

# Analysis of management support and self-efficacy on business sustainability through employee performance in micro and small businesses in Greater Jakarta

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## Abstract

**Purpose:** The purpose of this study is to identify the factors that influence business sustainability, especially in micro and small businesses in Greater Jakarta.

**Methodology:** The research employed a quantitative descriptive method using primary and secondary data. Primary data were collected through a 1–5 Likert scale questionnaire completed by employees of micro and small businesses in Greater Jakarta. Secondary data were sourced from relevant studies in reputable academic databases. The population size was unknown, and 131 respondents were selected using simple random sampling based on the Hair formula. Data were analyzed with SmartPLS 4.1.0.0 using outer model, inner model, and hypothesis testing.

**Results:** The study on Micro and Small Enterprises in Jabodetabek reveals that management support and self-efficacy have positive and significant effects on employee performance and business sustainability. Employee performance also significantly influences business sustainability and plays a mediating role in strengthening the effects of management support and self-efficacy. These findings highlight the importance of managerial support and individual confidence in improving performance outcomes and ensuring sustainable business growth.

**Conclusions:** The findings indicate that management support and self-efficacy significantly enhance employee performance and business sustainability in the land transportation sector. Employee performance serves as a key mediating factor that strengthens the impact of management support and self-efficacy on business sustainability.

**Limitations:** This study is limited to examining the sustainability of micro and small businesses operating in the Greater Jakarta area, which may restrict the generalizability of the findings to other regions or business scales.

**Contribution:** This study plays a role in identifying factors that influence the sustainability of micro and small businesses in Greater Jakarta, focusing on factors such as employee performance, management support, and self-efficacy.

**Keywords:** *Business Sustainability, Employee Performance, Management Support, Self-Efficacy*

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## 1. Introduction

A country's economy is supported by various interrelated sectors. One of these is micro, small, and medium enterprises, which often form the backbone of a country's economy. These micro, small, and medium enterprises play a fundamental role in job creation, income distribution, innovation, and the creation of new products. In Indonesia, MSMEs spread across every province and region have a significant impact on the Gross Domestic Product (GDP), accounting for over 60% and absorbing approximately 97% of the national workforce. One of the regions in Indonesia with the highest number of MSME workers is Jabodetabek (Jakarta, Bogor, Depok, and Tangerang), which accounts for 30% of the total national workforce (Haryanti, 2024). This figure clearly demonstrates the importance of MSMEs for the well-being of society. However, behind the narrative of their central role, MSMEs constantly face various challenges that threaten their sustainability.

In Jabodetabek, micro and small businesses face unique pressures, such as high operational costs, intense competition, and changes in consumer preferences post-pandemic. According to Rafnasya, Firly, Jane, and Djuanda (2025), revealed that 70% of SMEs in the food and retail sectors are struggling to maintain their revenue due to rising raw material prices and new competitors from digital platforms. Despite this, SMEs in this region contribute 28% of the regional GDP and employ 35% of the local workforce (Indawan, Sakti, & Meliala, 2020).

**Data on the Number of Micro and Small Enterprises in Greater Jakarta Area 2019-2023**

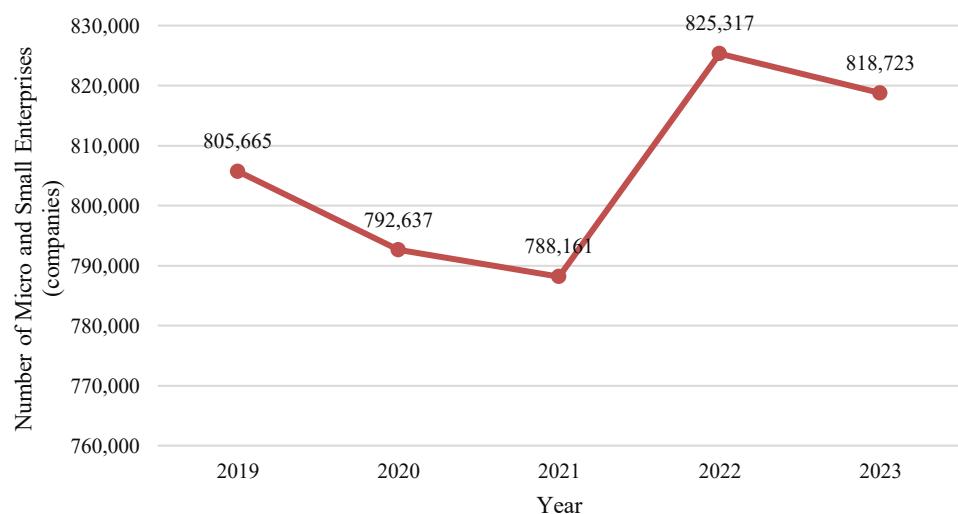


Figure 1. Data on the Number of Micro and Small Enterprises in Greater Jakarta Area 2019-2023  
Source: (BPS, 2024)

In 2019, there were 805,665 MSMEs, demonstrating the important role of micro and small businesses in supporting local economic activities. However, this number declined to 792,637 in 2020 and continued to decline to 788,161 in 2021. This decline is closely related to the impact of the pandemic, where many MSMEs struggled to survive due to mobility restrictions, reduced purchasing power and supply chain disruptions. MSMEs without financial reserves, access to technology, or strong adaptability were the most affected (Widodo, Silitonga, & Ali, 2020).

A positive trend emerged in 2022, when the number of MSMEs surged to 825,317, the highest figure in five years. This increase indicates economic recovery driven by government policies such as the National Economic Recovery Program (PEN) and direct cash assistance (BLT) for small businesses (Saputra & Ali, 2022). It is also driven by the adoption of digitalization by some MSMEs, which have expanded their markets through e-commerce and online platforms. This surge also indicates that many workers have shifted to the informal sector and entrepreneurship because of mass layoffs during the pandemic (Siagian & Cahyono, 2021). However, the number of MSMEs declined slightly in 2023, to

818,723 units. This decline is believed to be a form of consolidation or natural selection for businesses that cannot compete sustainably in the post-pandemic era.

Figure 1 shows that the number of MSMEs in Jabodetabek has fluctuated significantly over the past five years. These changes reflect the dependence on macro-and microeconomic stability and the importance of targeted policy interventions to ensure business sustainability. Therefore, micro and small business owners must highlight the key factors influencing business sustainability amid current challenges. To identify the factors causing the fluctuating number of micro and small businesses in Jabodetabek, the researcher conducted a pre-survey among employees working in micro and small businesses in Jabodetabek.

Table 1. Pre-Survey of Factors Affecting Business Sustainability in Micro and Small Enterprises in Greater Jakarta

No	Factors Affecting Business Sustainability	Coefficient Score	Rank
1	Management Support	0,571	2
2	Organizational Culture	0,414	7
3	Self-Efficacy	0,532	3
4	Leadership	0,489	5
5	Training	0,500	4
6	Career Development	0,472	6
7	Employee Performance	0,599	1

Training, leadership, career development, and organizational culture factors also influence business sustainability in micro and small enterprises in Jabodetabek, although their values are lower than those of the three main variables. These results indicate that although all variables contribute, companies' main focus on maintaining business sustainability is to pay attention to employee performance, provide management support, and pay attention to employee self-efficacy. The preliminary survey results indicate that employee performance, management support, and self-efficacy are dominant factors that are highly relevant to influencing business sustainability. Therefore, this study further investigates the impact of management support and self-efficacy on employee turnover, both directly and through employee performance.

## 2. Literature review

### 2.1. Business Sustainability

Business sustainability refers to an organization's ability to maintain critical operations during and after a disruption, crisis, or disaster. It encompasses strategies, policies, and procedures that mitigate risks and maintain core business functions, such as production, services, distribution, and communication. Business sustainability is related not only to disaster recovery but also to an organization's long-term resilience to changes in the environment, technology, markets, and regulations (Minatogawa et al., 2022).

Indicators or dimensions of business sustainability include: 1) product innovation, the ability to develop and introduce new products that meet market needs; 2) Revenue Diversification: Having multiple sources of revenue reduces dependence on a single product or service; 3) Risk Management: Good risk management helps businesses anticipate and overcome challenges that may arise; 4) Customer Satisfaction: The degree to which customers are satisfied with the products and services provided; and 5) Environmental Sustainability: Business practices that consider environmental and social impacts (Harianto & Soenardi, 2022). Business sustainability variables have been studied and are relevant to the research conducted by (Asogwa, Onyekwelu, & Azubike, 2023; Gomes, Sabino, & Antunes, 2023; Kahfi, Wibowo, & Widodo, 2022; Tapang & Mbarika, 2023).

### 2.2. Employee Performance

Employee performance refers to an individual's level of achievement in carrying out their duties and responsibilities according to the standards set by the organization. Performance reflects how effectively

and efficiently individuals contribute to the organization's goals (Aziz, Widodo, & Subagja, 2021). Indicators or dimensions found in employee performance include: 1) Productivity: A measure of the output produced by employees in a given period of time. High productivity indicates that employees can complete tasks efficiently; 2) Work quality: the accuracy and precision of employees' work results. Good work quality reflects professionalism and attention to detail; 3) Skills and competencies: The level of knowledge and skills that employees have in their field of work; 4) Initiative: The ability of employees to take proactive action in completing tasks or overcoming problems; 5) Engagement: The extent to which employees are engaged in their work and the organization (Widodo & Maghfuriyah, 2024). Employee performance variables have been studied and are relevant to the research conducted by (Badrianto & Ekhsan, 2021; Latuconsina, Widodo, & Siswandoko, 2019; Nugraheni, Palupiningtyas, & Ardi, 2025; Saputra et al., 2023; Sjarifudin, Widayastuti, Renwarin, & Suroso, 2025).

### **2.3. Management Support**

Management support refers to organizational leaders' commitment to and active involvement in activities, projects, or initiatives carried out by subordinate units or individuals (Macias-Velasquez et al., 2021). Indicators or dimensions found in management support include: 1) Effective communication: The level of openness and clarity in communication between management and employees. Good communication helps employees understand the organization's goals and expectations; 2) Training and Development: Management's investment in employee training and development; 3) Feedback: The frequency and quality of feedback provided by management to employees; 4) Recognition and Rewards: The existing reward system that recognizes employee performance; and 5) Availability of Resources: Management's support in providing the necessary resources to complete the work (Siska Lestari & Nawangsari, 2022). Management support variables have been studied and are relevant to the research conducted by (Hossain, Khatun, & Shanjabin, 2024; Khasanah, Mulyani, Akbar, & Dahlan, 2021; Panjaitan & Fazri, 2023; Ramanto & Sitio, 2022).

### **2.4. Self-Efficacy**

Self-efficacy is an individual's belief in their ability to complete tasks, overcome challenges, and achieve specific goals (Susanto, Murdiono, & Susita, 2025). The indicators or dimensions of self-efficacy include: 1) Self-confidence: the level of an individual's confidence in their ability to complete tasks and achieve goals; 2) Ability to Overcome Challenges: an individual's ability to face and overcome obstacles or difficulties; 3) Goal Setting: the ability to set and achieve personal and professional goals; 4) Response to feedback: an individual's attitude toward feedback received; and 5) Intrinsic motivation: the internal drive to perform tasks or achieve goals (Sjarifudin & Ali, 2023). The variable of self-efficacy has been studied and is relevant to the research conducted by (Abun, Nicolas, Apollo, Magallanes, & Encarnacion, 2021; Firnanda & Wijayati, 2021; Nasution & Saragih, 2023).

## **3. Methodology**

A quantitative descriptive research method was used. The data used were primary and secondary data. Primary data were obtained from a questionnaire with a 1-5 Likert scale (strongly disagree-strongly agree), which was filled out by employees at micro and small businesses in Greater Jakarta through Google Forms. Secondary data were obtained from previous studies relevant to this research and sourced from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Q2-Q4 Emerald, Elsevier, Sage, Web of Science, Sinta Journals 2-5, DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books.

The population size of this study was unknown. The sample size in this study was 131 respondents, using *probability sampling* with a *simple random sampling* method. The sample size was determined using Hair's formula: The analysis tool used was SmartPLS 4.1.0.0. The tests conducted in this study were outer model tests, inner model tests, and hypothesis testing. The formulation by Hair, Babin, Anderson, and Black (2019) is as follows: if the sample size is not less than ( $<$ ) 50 samples and between ( $=$ ) 100-200 samples, the following formula is used:

Sample = indicator x (5-10)

Sample = 20 indicator x 6

Sample = 120 respondents

Based on the number of samples obtained from the formula of Hair et al. (2019), namely 120 respondents, with a single analysis, namely employees in Micro and Small Enterprises in Jabodetabek, who will later become respondents in completing the research questionnaire.

#### 4. Results and discussion

##### 4.1. Outer Model Validity

###### 4.1.1. Convergent Validity

If the correlation coefficient is greater than ( $>$ ) or equal to ( $=$ ) 1, the validity is considered high. The table below shows the results of the convergent validity test of the external model (Sugiyono, 2017).

Table 2. Convergent Validity Analysis

	Management Support (X1)	Self-Efficacy (X2)	Employee Performance (Z)	Business Sustainability (Y)
MS1.1	0,845			
MS1.2	0,935			
MS2.2	0,929			
MS3.1	0,855			
SE1.1		0,803		
SE1.2		0,805		
SE2.2		0,783		
SE3.1		0,890		
EP1.1			0,912	
EP1.2			0,847	
EP2.1			0,883	
EP3.1			0,785	
BS1.1				0,826
BS2.1				0,860
BS3.1				0,769

Source: Processed data by SmartPLS (2025)

Based on the testing in Table 2, the variables used in this study can be declared valid because each variable indicator obtained a loading factor value greater than ( $>$ ) 0.60. Thus, it can be concluded that the indicators of each variable met the requirements for use in this study.

###### 4.1.2. Average Variance Extracted Analysis (AVE)

The aim of AVE testing is to test the discriminant validity of a construct in a research model. AVE measures the amount of variance captured by a construct from its indicators compared to the variance of the measurement error. A high AVE value ( $> 0.50$ ) indicates that the construct can explain most of the variation in its indicators, indicating good discriminant validity.

Table 3. AVE Analysis

Variable	Average Variance Extracted (AVE)
Management Support	0,796
Self-Efficacy	0,674
Employee Performance	0,736
Business Sustainability	0,671

Based on Table 3, the AVE values obtained were as follows: Management Support = 0.796, Self-Efficacy = 0.674, Employee Performance = 0.736, and Business Sustainability = 0.671. These values indicate that the variables in this study have good discriminant validity, as the AVE values obtained were greater than 0.50.

## 4.2. Outer Model Reliability

### 4.2.1. Composite Reliability

Composite reliability testing aims to test the reliability or measure how consistent and accurate a respondent is in answering a questionnaire given by the researcher. A high composite reliability value indicates that the indicators used to measure a construct are closely related and consistently measure the same construct; therefore, the instrument can be said to be reliable.

Table 4. Composite Reliability Analysis

Variable	Composite Reliability
Management Support	0,940
Self-Efficacy	0,892
Employee Performance	0,917
Business Sustainability	0,859

Based on the test results in Table 4, the composite reliability values obtained were Management Support (0.940), Self-Efficacy (0.892), Employee Performance (0.917), and Business Sustainability (0.859). These values indicate that the overall reliability of each variable was greater than 0.7.

### 4.2.2. Cronbach's Alpha

Reliability testing with composite reliability can be strengthened using Cronbach's alpha. The criteria for assessing variables are that if the Cronbach's alpha value of each variable is greater than 0.7, then it can be declared reliable (Dewi, 2024).

Table 5. Cronbach's Alpha

Variable	Cronbach's Alpha
Management Support	0,914
Self-Efficacy	0,839
Employee Performance	0,879
Business Sustainability	0,755

Based on the test results in Table 5, the Cronbach's alpha value for the Management Support variable is 0.914, the Cronbach's alpha value for the Self-Efficacy variable is 0.839, the Cronbach's alpha value for the Employee Performance variable is 0.879, and the Cronbach's alpha value for the Business sustainability variable is 0.755. This indicates that the overall Cronbach's alpha value for all variables was greater than 0.7; thus, all variables were deemed reliable.

## 4.3. Structural Model Analysis (Inner Model)

This structural model testing aims to determine the relationship or influence between constructs, significant values, and R Square.

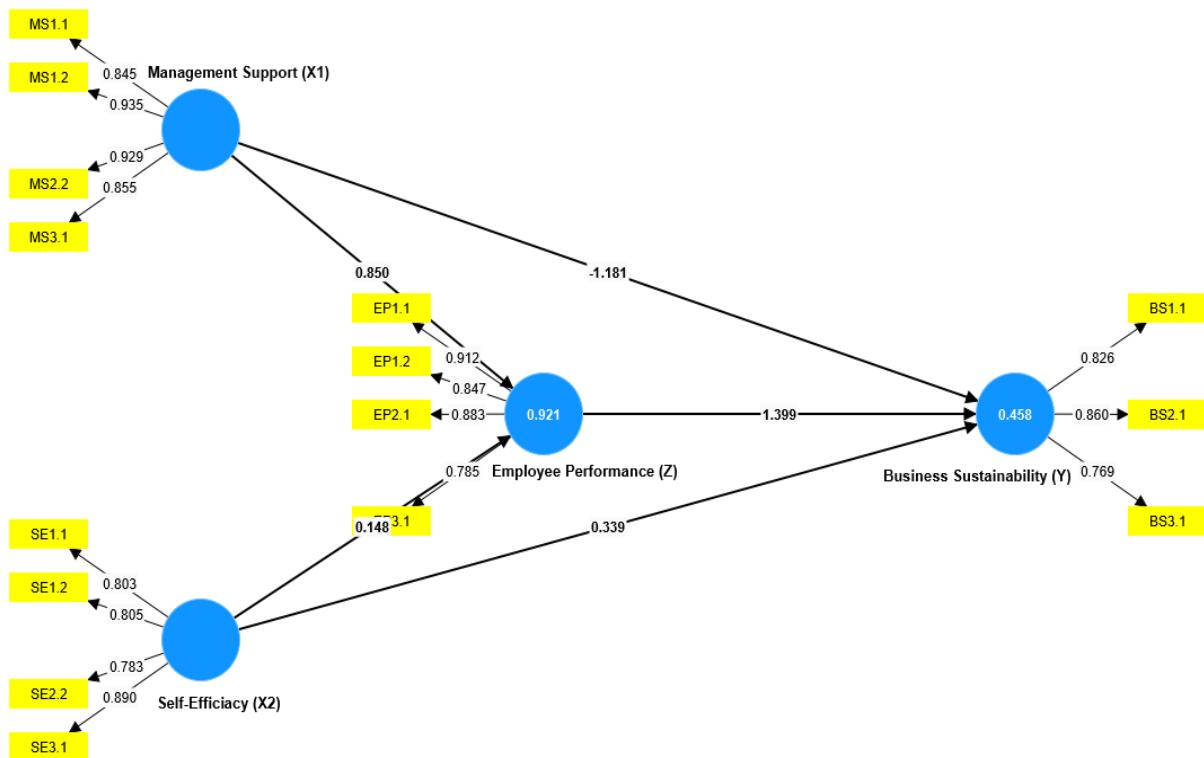


Figure 2. Inner Model Output  
Source: Output SmartPLS, 2025

#### 4.4. Hypothesis Testing Results (Significance Test)

Hypothesis testing was conducted using path coefficients to determine the direct and indirect effects between independent and dependent variables.

Table 6. Hypothesis Testing Results (Bootstrapping)

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H1 Management Support (X1) -> Employee Performance (Z)	0,850	0,854	0,038	22,487	0,000
H2 Self-Efficacy (X2) -> Employee Performance (Z)	0,148	0,144	0,045	3,299	0,001
H3 Management Support (X1) -> Business Sustainability (Y)	-1,181	-1,240	0,284	4,157	0,000
H4 Self-Efficacy (X2) -> Business Sustainability (Y)	0,339	0,333	0,114	2,958	0,003
H5 Employee Performance (Z) -> Business Sustainability (Y)	1,399	1,455	0,282	4,963	0,000
H6 Management Support (X1) -> Employee Performance (Z) -> Business Sustainability (Y)	1,189	1,249	0,280	4,241	0,000
H7 Self-Efficacy (X2) -> Employee Performance (Z) -> Business Sustainability (Y)	0,207	0,202	0,052	3,982	0,000

The purpose of this bootstrapping test was to determine the magnitude of the influence (direct and indirect) and the level of significance of the research data. The results of the bootstrapping test are as follows:

#### *4.4.1. The Effect of Management Support on Employee Performance*

The results of hypothesis test one show the effect of Management Support (X1) on Employee Performance (Z) (Table 6). The hypothesis test analysis produced a T statistical value of 22.487 and P value of 0.000. The t count value is greater ( $>$ ) than the t table (1.980), and the P Value is less ( $<$ ) than 0.05. Therefore, it can be said that there is a positive and significant effect. Therefore, Management Support has a positive and significant effect on Employee Performance in Micro and Small Enterprises in Jabodetabek (**H1 Accepted**).

#### *4.4.2. The Effect of Self-Efficacy on Employee Performance*

The results of the second hypothesis test show the effect of self-efficacy (X2) on Employee Performance (Z) (Table 6). The hypothesis test analysis produced a t-statistic value of 3.299 and a p-value of 0.001. The t count value is greater ( $>$ ) than the t table (1.980), and the P Value is less ( $<$ ) than 0.05. Therefore, it can be said that there is a positive and significant effect. Therefore, Self-Efficacy has a positive and significant effect on Employee Performance in Micro and Small Enterprises in Jabodetabek (**H2 Accepted**).

#### *4.4.3. The Influence of Management Support on Business sustainability*

The results of the third hypothesis test show the influence of Management Support (X1) on business sustainability (Y), as shown in Table 6. The hypothesis test analysis produced a t-statistic value of 4.157 and a p-value of 0.000. The t count value is greater ( $>$ ) than the t table (1.980), and the P Value is less ( $<$ ) than 0.05. Therefore, it can be concluded that this has a positive and significant effect. Therefore, Management Support has a positive and significant effect on business sustainability in Micro and Small Enterprises in Jabodetabek (**H3 Accepted**).

#### *4.4.4. The Effect of Self-Efficacy on Business Sustainability*

The results of the fourth hypothesis test show the effect of self-efficacy (X2) on Business Sustainability (Y), as shown in Table 6. The hypothesis test analysis produced a T statistical value of 2.958 and a P Value of 0.003. The t count value is greater ( $>$ ) than the t table (1.980), and the P Value is less ( $<$ ) than 0.05. Therefore, it can be said that there is a positive and significant effect. Therefore, Self-Efficacy has a positive and significant effect on business sustainability in Micro and Small Enterprises in Jabodetabek (**H4 Accepted**).

#### *4.4.5. The Effect of Employee Performance on Business Sustainability*

The results of the fifth hypothesis test show the effect of Employee Performance (Z) on business sustainability (Y) (Table 6). The hypothesis test analysis produced a T statistical value of 4.963 and a P-value of 0.000. The obtained t-value is greater ( $>$ ) than the critical t-value (1.980), and the P-value is less ( $<$ ) than 0.05. Therefore, it can be concluded that there is a positive and significant influence. Therefore, Employee Performance has a positive and significant effect on Business Sustainability in Micro and Small Enterprises in Jabodetabek (**H5 Accepted**).

#### *4.4.6. The Effect of Management Support on Business Sustainability through Employee Performance*

The results of the sixth hypothesis test indicate the influence of Management Support (X1) on Business Sustainability (Y) through Employee Performance (Z), as shown in Table 6. The hypothesis test analysis yielded a t-statistic value of 4.241 and a p-value of 0.000. The obtained t-count value is greater ( $>$ ) than the t-table value (1.980), and the P-value is less ( $<$ ) than 0.05. Therefore, it can be concluded that there is a positive and significant influence. Therefore, Management Support has a positive and significant effect on Business Sustainability through Employee Performance in Micro and Small Enterprises in Jabodetabek (**H6 Accepted**).

#### *4.4.7. The Effect of Self-Efficacy on Business Sustainability through Employee Performance*

The results of the seventh hypothesis test indicate the influence of self-efficacy (X2) on Business Sustainability (Y) through Employee Performance (Z) (Table 6). The hypothesis test analysis yielded a t-statistic value of 3.982 and p-values of 0.000. The obtained t-count value is greater ( $>$ ) than the t-table value (1.980), and the P-value is less ( $<$ ) than 0.05. Therefore, it can be concluded that there is a positive and significant influence. Therefore, Self-Efficacy has a positive and significant effect on Business

#### **4.5. Discussion**

##### *4.5.1. The Influence of Management Support on Employee Performance*

Based on the results of hypothesis testing and data analysis, management support has a positive and significant effect on employee performance in Micro and Small Enterprises in Jabodetabek. To improve employee performance in micro and small enterprises in Jabodetabek, companies or micro and small business operators need to pay attention to or implement management support, which includes: 1) effective communication: establishing open, clear, and responsive two-way communication so that employees understand their tasks, responsibilities, and work expectations well; 2) training and development: providing job training or skills enhancement, both formal and informal; 3) Feedback: Providing regular input on employee performance to foster continuous improvement and competency enhancement; 4) recognition and rewards: appreciating employee achievements through awards, both material and non-material; 5) availability of resources: providing adequate work facilities, equipment, and operational support so that employees can complete their tasks effectively.

If companies or micro and small businesses can pay attention to or implement these five things, it will have a positive and significant impact on employee performance, including: 1) Productivity: Employees are able to complete more tasks in a more efficient amount of time; 2) work quality: work results are more accurate, meet standards, and have minimal errors; 3) skills and competencies: employees experience improvements in technical abilities and soft skills as required by their jobs; 4) Initiative: Employees are more proactive in proposing ideas, making decisions, and resolving issues without waiting for direct instructions; and 5) Engagement: The level of employee participation and concern for their work and the organization's goals increases.

Thus, it can be concluded that the stronger the management's attention to management support, the higher the level of productivity, discipline, and work effectiveness of the employees. Therefore, managerial support must be the main focus of human resource performance improvement strategies, especially in micro and small enterprises. The results of this study are in line with previous research conducted by Ismail, Majid, Jibrin-Bida, and Joarder (2021), which states that there is a relationship between managerial support and employee performance.

##### *4.5.2. The Influence of Self-Efficacy on Employee Performance*

Based on the results of hypothesis testing and data analysis, self-efficacy has a positive and significant effect on employee performance in micro and small businesses in Jabodetabek. To improve employee performance in micro and small businesses in Jabodetabek, companies or micro and small business owners need to pay attention to or implement self-efficacy among employees, which includes: 1) Self-confidence: Providing employees with the space to make decisions and try new things; 2) ability to overcome challenges: encouraging a never-give-up attitude by providing proportional challenges; 3) goal setting: guiding employees in setting clear and measurable work targets; 4) response to feedback: creating an open culture toward criticism and suggestions so that employees can see input as a means of self-development, not a threat; and 5) intrinsic motivation: cultivating motivation from within through the creation of a meaningful work environment and recognition of the process.

If companies or micro and small businesses can pay attention to or implement these five things, it will have a positive and significant impact on employee performance, including: 1) Productivity: Employees with high self-efficacy tend to be more focused, persistent, and efficient in completing tasks, which in turn increases their work output; 2) work quality: Belief in one's abilities encourages employees to do their work more thoroughly and carefully; 3) skills and competencies: Confident employees are more proactive in seeking learning opportunities and mastering new skills, and they apply this knowledge more quickly in their work; 4) Initiative: Strong self-efficacy encourages employees to take initiative, identify problems, and seek innovative solutions without constant direction from superiors; and 5) Engagement: Employees feel more empowered and responsible for their work, which increases their emotional and mental engagement with tasks and organizational goals.

This shows that the higher an individual's belief in their ability to set goals, overcome challenges, respond to feedback, and maintain motivation, the higher the quality of their performance. Therefore, strengthening self-efficacy is an important strategy for improving productivity and work success sustainably. The results of this study are in line with previous research conducted by Sri Lestari, Watini, and Rose (2024), which stated that there is a relationship between self-efficacy and employee performance.

#### *4.5.3. The Influence of Management Support on Business sustainability*

Based on the results of hypothesis testing and data analysis, it is known that management support has a positive and significant effect on business sustainability in Micro and Small Enterprises in Jabodetabek. To maintain business sustainability in micro and small enterprises in Jabodetabek, companies or micro and small business operators need to pay attention to or implement management support, which includes: 1) effective communication: providing open, clear, and two-way communication channels between management and employees; 2) training and development: providing ongoing technical and soft skills training so that employees can adapt to market developments; 3) Feedback: Conducting regular evaluations and providing constructive feedback to employees as a means of reflection, correction, and improvement in the work process; 4) recognition and rewards: appreciating employee performance or achievements through incentives or non-financial rewards; and 5) availability of resources: providing adequate work tools, technology, and support systems to ensure business processes run efficiently and competitively.

If companies or micro and small businesses can pay attention to or implement these five things, it will have a positive and significant impact on business sustainability, including: 1) Product innovation: Employees who are fully supported tend to be more courageous in proposing new ideas, which leads to product or service updates that are relevant to market needs; 2) Revenue diversification: Managerial support encourages the exploration of new business lines and the development of varied marketing strategies to expand revenue sources; 3) Risk management: Effective communication processes and proper training help businesses detect, respond to, and manage operational and strategic risks in a more planned manner; 4) Customer satisfaction: When employees work with high motivation and adequate resources, customer service improves, thereby maintaining customer loyalty and satisfaction; and 5) Environmental sustainability: Long-term management support can guide businesses toward environmentally friendly practices, such as waste reduction, energy efficiency, and the use of sustainable raw materials.

This means that management support not only impacts internal organizational aspects, such as employee performance, but also has a broad influence on the resilience and competitiveness of the business in the long term. Therefore, SMEs in the Jabodetabek region must prioritize managerial support as a key strategy for maintaining business sustainability amid dynamic and competitive market challenges. The results of this study align with those of Zaid and Sleimi (2023), who stated that there is a relationship between managerial support and business sustainability.

#### *4.5.4. The Influence of Self-Efficacy on Business Sustainability*

Based on hypothesis testing and data analysis, it was found that self-efficacy has a positive and significant influence on business sustainability in micro and small businesses in Jabodetabek, Indonesia. To maintain business sustainability in micro and small enterprises in Jabodetabek, companies or micro and small business operators need to pay attention to or implement employee self-efficacy, which includes: 1) Self-confidence: Employees who are self-confident will be more willing to make decisions, express ideas, and take responsibility for their work; 2) ability to overcome challenges: high self-efficacy makes employees more resilient to pressure and able to solve problems independently; 3) goal setting: employees who are accustomed to setting clear and realistic goals will work more purposefully; 4) response to feedback: employees with self-efficacy are able to accept criticism and suggestions positively; and 5) intrinsic motivation: work enthusiasm that comes from within makes employees more consistent.

If companies or micro and small business owners can pay attention to or implement these five things, it will have a positive and significant impact on business sustainability, including: 1) Product innovation: Confident and motivated employees tend to actively contribute new ideas for product and service improvements, increasing the added value of the business; 2) Diversification of income: By daring to take initiative and try new strategies, businesses can develop various lines of business to expand their sources of income; 3) Risk management: Self-efficacy helps employees think more rationally and resiliently in the face of potential risks, enabling businesses to be better prepared for unexpected situations; 4) Customer satisfaction: Enthusiastic and professional employees will provide better service, enhancing customer experience and loyalty; and 5) Environmental sustainability: Employees with intrinsic motivation and long-term awareness will be more easily persuaded to implement environmentally friendly and sustainable business practices.

This means that strengthening employee self-efficacy is an important strategy for creating adaptive, innovative, and resistant human resources to change, which will ultimately promote the sustainability of MSMEs in a more robust and competitive manner amid dynamic market challenges. The results of this study are in line with those of Sharma and Rautela (2022), who stated that there is a relationship between self-efficacy and business sustainability.

#### *4.5.5. The Influence of Employee Performance on Business Sustainability*

Based on the results of hypothesis testing and data analysis, employee performance has a positive and significant effect on business sustainability in micro and small businesses in Jabodetabek. To maintain business sustainability in micro and small businesses in Jabodetabek, companies or micro and small business operators need to pay attention to employee performance, which includes: 1) Productivity: The level of effectiveness of employees in completing tasks on time and according to targets; 2) work quality: employees who work carefully, accurately, and according to operational standards; 3) skills and competencies: the technical competencies and soft skills possessed by employees; 4) Initiative: Employees who take initiative are able to contribute new ideas; and 5) Engagement: The level of emotional and psychological commitment employees have toward their work.

If companies or micro and small businesses can pay attention to these five things, it will have a positive and significant impact on business sustainability, including: 1) Product innovation: Skilled, productive, and actively involved employees tend to generate new ideas that impact the development of products relevant to consumer needs; 2) Revenue diversification: Adaptable and creative employees enable businesses to explore new opportunities or launch additional business lines to increase revenue streams; 3) Risk management: High-performing employees can quickly identify potential risks and suggest preventive measures, enabling businesses to manage crises more effectively; 4) Customer satisfaction: Professional service, quality products, and quick responses from employees will directly increase customer satisfaction and loyalty; and 5) Environmental sustainability: Competent employees who are aware of the importance of social responsibility tend to be more easily involved in environmentally friendly and sustainable business practices.

This means that employee performance is a strategic asset for MSME sustainability. Therefore, companies or business actors must make performance improvement an integral part of their business strategy through training, reward systems, and a work environment that encourages continuous involvement and productivity. The results of this study are in line with those of Afrin et al. (2023), who stated that there is a relationship between employee performance and business sustainability.

#### *4.5.6. The Influence of Management Support on Business Sustainability through Employee Performance*

Based on the results of hypothesis testing and data analysis, it is known that management support has a positive and significant effect on business sustainability through employee performance in micro and small businesses in Jabodetabek, Indonesia. To maintain business sustainability in micro and small enterprises in Jabodetabek, companies or micro and small business operators need to pay attention to employee performance and management support, which include: 1) Productivity: Employees complete tasks efficiently and on time; 2) work quality: work results meet high quality standards and have

minimal errors; 3) skills and competencies: enhancement of technical and non-technical capabilities that support job performance; 4) Initiative: Ability to act proactively and contribute improvement ideas; 5) Engagement: Level of commitment and participation of employees in achieving business objectives; 6) effective communication: work-related information is communicated clearly and in a two-way manner; 7) training and development: facilitation of continuous improvement of employee competencies; 8) Feedback: Evaluation and guidance that help employees improve and enhance their performance; 9) recognition and rewards: appreciation of employee contributions to motivate work; and 10) availability of resources: fulfillment of work tools, technology, and operational facility needs.

If companies or micro and small businesses can pay attention to the above factors, it will have a positive and significant impact on business sustainability, including: 1) product innovation: encouragement to continue creating or improving products according to market needs; 2) diversification of income: the ability to open new lines of business or distribution channels to expand the market; 3) risk management: preparedness to face business challenges and uncertainties in a more structured manner; 4) customer satisfaction: high-quality services and products that enhance customer loyalty and trust; and 5) environmental sustainability: awareness and contribution to environmentally friendly and sustainable business practices.

The stronger and higher the quality of the support provided by management, the higher the level of employee performance, which directly impacts the resilience, adaptability, and operational continuity of the business. This confirms that employees who feel supported will work better and contribute directly to the resilience and sustainability of the business, especially in the MSME sector, which is vulnerable to external dynamics and market changes. The findings of this study align with previous research conducted by Sharari, Qawasmeh, Helalat, and Jahmani (2025), which stated that there is an influence between management support and business sustainability through employee performance.

#### *4.5.7. The Influence of Self-Efficacy on Business Sustainability through Employee Performance*

Based on the results of hypothesis testing and data analysis, it is known that self-efficacy has a positive and significant influence on business sustainability through employee performance in Micro and Small Enterprises in Jabodetabek. To maintain business sustainability in micro and small enterprises in Jabodetabek, companies or micro and small business operators need to pay attention to employee performance and self-efficacy, which include: 1) Productivity: The ability to complete work in optimal quantities according to target time; 2) work quality: precision and accuracy in completing tasks with good quality standards; 3) skills and competencies: technical mastery and adaptability to changes in work; 4) Initiative: Proactive actions in resolving issues or proposing work improvements; 5) Engagement: Active participation in achieving organizational goals and a sense of ownership toward work; 6) Self-confidence: Employees' belief in their ability to complete tasks independently; 7) ability to overcome challenges: resilience in facing pressure and ability to find solutions; 8) goal setting: ability to set clear and focused personal work targets; 9) response to feedback: openness to criticism and willingness to improve; and 10) intrinsic motivation: work drive that comes from within without the need for external pressure.

If companies or micro and small businesses can pay attention to the above factors, it will have a positive and significant impact on business sustainability, including: 1) product innovation: competent and confident employees will tend to propose new ideas for product development; 2) diversification of income: high performance and enthusiasm for learning enable businesses to explore new market segments or lines of business; 3) risk management: employees who can overcome challenges and respond to risky situations will strengthen the early risk detection system; 4) customer satisfaction: fast, accurate, and communicative service will increase customer trust and loyalty; and 5) environmental sustainability: employees who are actively involved and have long-term awareness will be easier to engage in implementing environmentally friendly business practices.

High self-efficacy not only shapes productive work behavior but also serves as a psychological foundation that strengthens employee performance, ultimately supporting the overall sustainability of the business. When employees have strong confidence in their competencies, they are more resilient to

pressure, more open to feedback, and adapt faster, all of which directly enhance the effectiveness and resilience of micro and small businesses in the face of rapidly changing market dynamics. Therefore, strengthening self-efficacy should be an integral part of human resource development strategies, particularly for MSMEs that heavily rely on individual quality and teamwork to sustain their businesses amid resource constraints. The findings of this study align with those of Yener, Arslan, and Kilinç (2021), who stated that there is a relationship between self-efficacy and business sustainability through employee performance.

## 5. Conclusions

### 5.1. Conclusion

Based on the problem formulation, results, and discussion above, the conclusions of this literature review focused on the land transportation sector are as follows: 1) Management support has a positive and significant effect on employee performance; 2) Self-efficacy has a positive and significant effect on employee performance; 3) Management support has a positive and significant effect on business sustainability; 4) Self-efficacy has a positive and significant effect on business sustainability; 5) Employee performance has a positive and significant effect on business sustainability; 6) Management support has a positive and significant effect on business sustainability through employee performance; 7) Self-efficacy has a positive and significant effect on business sustainability through employee performance.

### 5.2. Suggestions

Based on the results of this study, it is recommended that micro and small business owners in Greater Jakarta pay attention to factors that can affect the sustainability of their businesses, such as monitoring employee performance and providing management support and self-efficacy.

### 5.3. Implications

The managerial implications of this study indicate that the sustainability of micro and small MSMEs does not only depend on business strategies and capital, but is also greatly determined by the quality of management support, strengthening employee self-efficacy, and performance management as strategic organizational assets. Therefore, MSME owners must strengthen communication, feedback, and the provision of adequate work resources, as well as create an environment that can increase employees' self-confidence, courage to try, and adaptive abilities in the face of challenges.

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