

The Influence of Motivation, Training, and Self-Efficacy on Employee Performance through Employee Engagement: Library Research

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Abstract

Purpose: This study is aimed at analyzing the influence of Motivation, Training, and Self-Efficacy on Employee Performance through Employee Engagement in the entrepreneurial sector in Indonesia. A literature review approach is employed, and findings from various relevant, internationally indexed academic articles are synthesized.

Research Methodology: Descriptive qualitative research method based on a literature review is employed in this study. Data are collected from reputable, internationally indexed articles obtained from the Scopus, Web of Science, Emerald, Springer, and Google Scholar databases. The selected literature is analyzed using data reduction techniques, matrix-based data presentation, and comparative synthesis to identify patterns, similarities, and differences among studies.

Results: The indicated by the findings that motivation, training, and self-efficacy positively and significantly affect employee performance, both directly and indirectly through employee engagement.

Limitations: The limitations of this study are associated with its literature review-based nature; therefore, the generalization of the findings still needs to be supported by empirical research using primary data.

Conclusions: Existing scholarly evidence concerning the relationships among motivation, training, self-efficacy, employee engagement, and employee performance within Indonesia's entrepreneurial sector is synthesized in this study. Several theoretically and practically significant conclusions are drawn from a systematic literature review of internationally indexed academic sources.

Contributions: Contribution to the literature is provided through the development of an integrative conceptual framework regarding the role of motivation, training, and self-efficacy in employee performance, with employee engagement being positioned as a mediating variable.

Keywords: *Employee Performance, Employee Engagement, Motivation, Training, Self-Efficacy*

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1. Introduction

Entrepreneurial-based business transformation currently requires organizations to maintain sustainable employee performance amid global competition, digital dynamics, and increasing market uncertainty ([Purwanto, Sinnuaji, Mustikasiwi, & Liem, 2020](#)). The main problem that arises is low employee performance, which is influenced by weak psychological aspects and human resource development systems, resulting in unstable employee commitment to the organization ([Primadi Candra Susanto, Simarmata, Febrian, Wahdiniawati, & Suryawan, 2024](#)).

Strengthening employees' internal motivation is a key mechanism for increasing their psychological connection to their work and organization. Conducting relevant and continuous training can improve employees' skill readiness and align their capabilities with the demands of entrepreneurial work. Increasing self-efficacy is a psychological strategy that has been proven to contribute to the creation of perceptions of competence and confidence in the performance of employees ([Siagian et al., 2023](#)).

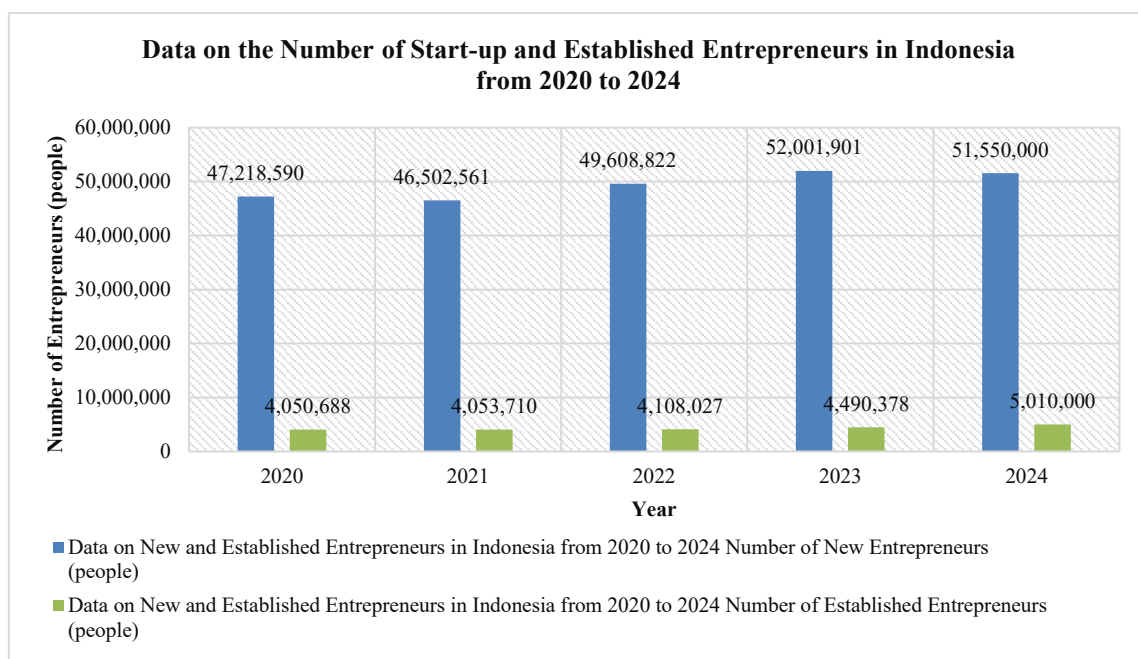


Figure 1. Data on the number of new and established entrepreneurs in Indonesia from 2020 to 2024

Figure 1 shows the dynamics of the number of start-up and established entrepreneurs in Indonesia from 2020-2024 period, reflecting an increase in public interest in entrepreneurship. Although the number of entrepreneurs has increased, the challenges that arise are not only in terms of business unit growth but also in terms of the quality of human resource performance within these businesses. In the entrepreneurship sector, most business entities operate on a micro, small, or MSME scale, which have limited resources, coaching capabilities, and low-level human resource management systems. This condition affects low employee performance, especially in terms of the quality, quantity, and timeliness of work completion. This problem is further complicated by the fact that the increase in the number of start-up entrepreneurs is not accompanied by the readiness of a professional human resource management system, so that value creation is not directly proportional to the increase in the performance of the individuals working in these businesses ([Syafei, Jalaludin, & Lahat, 2021](#)).

An increase in the number of established entrepreneurs should encourage the creation of performance-driven organization-based HR management. However, in reality, many established businesses still use an intuitive trial-and-error model of employee management rather than evidence-based HR practices. As a result, employee motivation is often fluctuating and temporary, training is unstructured and unsustainable, and employee self-efficacy is low because it has never been built through systematic

experiences of success. On the other hand, the nature of work in entrepreneurship demands high flexibility, rapid adaptability, spontaneous problem-solving skills, and continuous innovation, all of which rely heavily on an individual's psychological capital and not just technical skills ([Mualifah & Prasetyoningrum, 2020](#)).

Figure 1 serves as an "academic warning" indicator that an increase in the number of entrepreneurs will not automatically improve national economic performance if human resource management issues are not fundamentally addressed. The momentum of entrepreneurial growth should be a strategic opportunity to develop performance improvement models based on internal factors such as motivation, training, and self-efficacy, and to strengthen employee engagement as a psychological mechanism that determines persistence, energy, and work dedication in an entrepreneurial setting. Thus, this figure forms the basis of the theoretical argument for the urgency of this research: because the rise in the number of entrepreneurs must be accompanied by a systemic model of HR performance improvement so that the growth of entrepreneurship is not only quantitative but also qualitative and sustainable.

Although the relationships among motivation, training, self-efficacy, performance variables, and employee engagement have been extensively examined in many studies, the simultaneous integration of these three factors into a model in which employee engagement is positioned as a mediating variable in the entrepreneurial sector remains limited. Therefore, the effects of motivation, training, and self-efficacy on employee performance, with employee engagement serving as a mediating variable, are analyzed in this study ([Mahaputra, 2021](#)).

The importance of this research is attributed to the need within the entrepreneurship sector for a performance improvement model that is not only based on technical interventions but is also supported by internal psychological mechanisms capable of operating under limited resources while still generating sustainable competitive advantages. Based on the background presented above, the following research question is formulated: Is Employee Performance influenced by Motivation, Training, and Self-Efficacy, either directly or indirectly through Employee Engagement?

2. Literature Review

2.1 Employee Performance

Employee performance is defined as the work results or level of success achieved by an individual in carrying out assigned duties and responsibilities during a certain period, as measured based on standards, targets, or criteria established by the organization. The quality and quantity of work produced, efficiency in the utilization of resources, timeliness, and relevant work behaviors are included in this concept. Through optimal performance, a tangible contribution to the achievement of an organization's strategic objectives is provided by employees.

The indicators or dimensions included in the Employee Performance variable are as follows: 1) Work Quality: The extent to which work results meet established standards is measured, including accuracy, precision, and the minimization of errors or defective products. High quality is indicated when work is performed carefully and thoroughly by employees; 2) Work Quantity: The volume or amount of work completed within a certain period is measured. Employee productivity and efficiency in managing the assigned workload are reflected through this dimension; 3) Timeliness: The ability of employees to complete tasks or projects within specified deadlines is measured. Employee discipline and effective time-management skills are reflected by this indicator ([Jamillah, Hana Setyanti, & Mufidah, 2023](#)). The Employee Performance variable has been examined in previous studies and has been found to be relevant to the research conducted by [Desriani, Yuliansyah, and Evana \(2026\)](#) and [Vuong and Nguyen \(2022\)](#).

2.2 Employee Engagement

Employee engagement is defined as a positive psychological state characterized by enthusiasm, dedication, and complete absorption in work and the organization. Engaged employees show high enthusiasm, strong commitment to their roles, and pride in being part of the company. They do not just do their jobs out of obligation but because of an internal drive to give their best, physically, cognitively,

and emotionally. High levels of engagement are often strong predictors of productivity, employee retention, and overall organizational performance ([P. Susanto, Kamsariaty, Murdiono, Nuraeni, & Pratiwi Perwitasari, 2024](#)).

The indicators or dimensions included in the Employee Engagement variable are as follows: 1) Vigor: A high level of energy and mental alertness at work is demonstrated by employees. Maximum effort is willingly invested, employees are not easily fatigued, and persistence is maintained when difficulties are encountered; 2) Dedication: Feelings of enthusiasm, inspiration, pride, and challenge toward work are reflected through this dimension. Work is perceived as important and meaningful by dedicated employees; 3) Absorption: A state in which employees are fully immersed and focused on their work is represented by this dimension, whereby time is perceived to pass quickly. Concentration and an optimal mental condition during task performance are reflected through absorption ([Muslikah, Sofiah, & Prasetyo, 2020](#)). Employee commitment variables have been studied by previous researchers and are relevant to the research conducted by [Andrianto and Alsada \(2019\)](#), [Zeidan and Itani \(2020\)](#), and [Suta \(2023\)](#).

2.3 Motivation

Motivation is defined as a driving force originating from within (intrinsic) or outside (extrinsic) an individual, through which the direction, intensity, and persistence of an individual in achieving a goal are influenced. The reasons why certain actions are chosen, the level of effort exerted, and the duration of perseverance despite obstacles are explained through motivation ([Ahmad et al., 2023](#)).

The indicators or dimensions contained in the motivation variable include: 1) Initiative: The willingness of employees to take action, act proactively, or start tasks without having to be explicitly instructed. High initiative indicates an internal drive to improve work processes or results; 2) Persistence/Diligence: How long and how strongly employees maintain their efforts despite obstacles, challenges, or failures. This reflects resilience and commitment to achieving goals; 3) Effort Selection: Refers to how much energy and focus employees invest in their work. Highly motivated individuals will choose to exert greater effort than those who are less motivated ([Sitthiwarongchai, Wichayanuparp, Chantakit, & Charoenboon, 2020](#)). Motivation variables have been studied by previous researchers and are relevant to the research conducted ([Aini & Oktafani, 2020](#); [Hu et al., 2022](#); [Zuleha, Sawitri, & Hendayana, 2024](#)).

2.4 Training

Training is defined as a systematic process through which employees' skills, knowledge, and abilities are improved so that current job responsibilities can be performed more effectively. An important investment for organizations is represented by training, through which the relevance of human resources to job requirements and technological developments can be maintained. Various training methods can be employed, including on-the-job training, workshops, and online courses, all of which are designed to bridge competency gaps ([Jumawan, Saputra, & Prabowo, 2023](#)).

The indicators or dimensions contained in the training variable include: 1) Knowledge Improvement: Measuring how much new information or theoretical understanding of a subject has been absorbed by employees after training. This is tested through understanding of concepts and facts; 2) Skill Development: Assessment of employees' practical ability to apply the knowledge gained into real action; and This is measured through observation or task performance simulations. 3) Attitude Change: Measuring changes in employees' perspectives, beliefs, or feelings towards their work, colleagues, or organization. Effective training can instill positive and proactive attitudes ([Primadi Candra Susanto, Setiawan, & Yandi, 2023](#)). Training variables have been studied by previous researchers and are relevant to the research conducted by ([Primadi Candra Susanto, Murdiono, & Susita, 2025](#); [Thayeb & Santosa, 2021](#); [Wahidin, Hamidah, Damanik, & Fitria, 2020](#)).

2.5 Self-Efficacy

Self-efficacy is an individual's belief in their ability to successfully perform or achieve a specific task or goal. It is a person's personal assessment of how well they can organize and carry out the actions

necessary to deal with a situation that will arise. Individuals with high self-efficacy tend to view challenges as something to be mastered, not avoided; they are more persistent when facing difficulties and recover more quickly from failure ([Primadi Candra Susanto et al., 2023](#)).

The indicators or dimensions contained in the self-efficacy variable include: 1) Magnitude: A person's belief in their ability to perform tasks ranging from easy to difficult. This determines the type and complexity of tasks that the individual dares to take on; (2) Generality: The belief that the abilities mastered in one field can be applied and successfully used in other fields or work situations. This affects employee adaptability; and 3) Strength of Belief: How strong and firm an individual's belief is in their ability to succeed. Strong beliefs make individuals more resistant to doubts and obstacles and less likely to give up ([Mujeeb et al., 2021](#)). The self-efficacy variable has been studied by previous researchers and is relevant to the research conducted by [Yuliansyah, Triwacananingrum, Mohd-Sanusi, and Said \(2019\)](#) and [Yuliansyah and Khan \(2017\)](#).

3. Methodology

A qualitative design with a descriptive approach based on a literature review was employed in this study. This approach was selected because an in-depth investigation, understanding, and critical analysis of the factors influencing employee performance through Employee Engagement in entrepreneurship in Indonesia could be achieved through the synthesis of previous studies. Through the literature review method, not only was a summary of findings presented, but a comparative evaluation was also conducted to identify similarities, differences, and patterns of interrelationships among variables ([Boulton & Houghton, 2021](#)).

The research data were obtained from secondary sources in the form of journal articles, digital books, research reports, and academic publications relevant to the variables of employee performance, employee engagement, motivation, training, and self-efficacy. Relevant literature was collected from reputable international databases, including Scopus, Web of Science, Taylor & Francis, Emerald, Sage, Springer, Elsevier, DOAJ, and EBSCO. In addition, broader literature coverage was ensured through further searches conducted via Google Scholar. The selection of literature was carried out systematically, and consideration was given to topic suitability, publication quality, and relevance to the research focus ([P Candra Susanto, Arini, Yuntina, Soehaditama, & Nuraeni, 2024](#)).

A comparative approach was employed for data analysis. In the initial stage, the collected literature was screened to ensure that only articles meeting the established criteria were included in the review. Subsequently, the data were presented by synthesizing previous research findings into a matrix or summary table to facilitate comparison. The analysis was then directed toward the identification of similarities, differences, and patterns of relationships among the variables. Finally, conclusions were drawn through the synthesis of the analytical results, through which a comprehensive understanding of the influence of Motivation, Training, and Self-Efficacy on employee performance through Employee Engagement in the entrepreneurial sector in Indonesia was obtained ([Dewi, 2024](#)).

The validity of the research was ensured through the selection of literature sources from reputable international academic databases and through the screening of articles based on their relevance to the research context and substance. The reliability of the research was strengthened through the inclusion of various sources derived from diverse geographical contexts and industrial sectors, whereby not only a partial perspective but also a more comprehensive understanding of the subject under investigation was provided by the analysis results. Through this approach, academic credibility was established for the research findings, and the contribution of the findings to the development of the literature in the field of human resource management was justified.

4. Results and Discussions

4.1 *The Effect of Motivation on Employee Commitment*

Based on relevant previous research, motivation affects employee commitment to entrepreneurship in Indonesia. To increase employee engagement in entrepreneurship in Indonesia, business owners need to implement or pay attention to motivation, which includes: 1) Initiative: Create a culture of *ownership*

and autonomy. Employees should be given space to propose ideas and make decisions related to their work. Business owners must support and reward employees who proactively identify problems or new opportunities, rather than just waiting for orders; 2) Persistence: Encourage a *growth mindset* and learning from failure. Business actors must provide coaching and the necessary resources to support employees in continuing to strive to overcome obstacles, rather than giving up; 3) Effort Choice: Connect tasks to personal values and organizational goals. Ensure that employees understand the importance of their work. Offering flexibility in how employees work allows them to feel that they can control their energy investment, making them willing to exert maximum effort.

Entrepreneurs can apply or pay attention to these three things, it will have a positive and significant impact on Employee Engagement, which includes: 1) Vigor: Employees will show higher energy levels at work because they feel they have control and their initiatives are valued. They will voluntarily invest more time and mental energy in their tasks, reducing fatigue and making them better prepared to face high work demands; 2) Dedication: Employees will develop a deeper sense of pride, inspiration, and significance towards their roles and the company. They see their work as a valuable challenge, not just a task, and are motivated by greater goals, strengthening their long-term commitment; 3) Absorption: A higher level of focus and full immersion in work is demonstrated by employees. Support for persistence and effort is shown to facilitate the maintenance of concentration, whereby optimal work quality and efficiency without distraction are achieved. The results of this study are found to be in line with those of previous studies conducted by [Lestari et al. \(2023\)](#), which state that there is an influence between motivation and employee engagement.

4.2 The Effect of Training on Employee Commitment

Based on relevant previous research, training affects employee engagement in entrepreneurship in Indonesia. To increase employee engagement in entrepreneurship in Indonesia, business actors need to implement or pay attention to training, which includes: 1) Knowledge enhancement: conducting case-based training and comprehensive onboarding. Ensure that employees understand the unique business context, model, and goals of entrepreneurship; 2) Skill development: Implementing practice-based coaching and mentoring. Focus on critical soft and relevant hard skills in an entrepreneurial environment. Provide opportunities for hands-on practice and immediate feedback; 3) Attitude change: Hold workshops and sharing sessions that instill core company values. Training should include modules on the importance of a proactive attitude, solution orientation, and risk-taking.

Entrepreneurs in Indonesia can apply or pay attention to these three things, it will have a positive and significant impact on employee engagement, which includes: 1) Vigor: Employees who receive comprehensive training will feel more confident in their abilities. Increased knowledge and skills eliminate doubts, making employees more enthusiastic to exert maximum energy and face work challenges with high optimism; 2) Dedication: Training that focuses on changing attitudes and corporate values fosters a strong sense of belonging and pride; 3) Absorption: Skills enhanced through training help employees master their tasks better. When employees feel capable and their tasks are challenging but surmountable (flow), they will more easily immerse themselves and focus fully on their work, resulting in efficient and high-quality performance. The results of this study are found to be in line with those of [Kurniawan et al. \(2022\)](#), in which it was stated that employee engagement is influenced by training.

4.3 The Influence of Self-Efficacy on Employee Commitment

Based on relevant previous research, Employee Commitment in Entrepreneurship in Indonesia is influenced by self-efficacy. To increase Employee Engagement in Entrepreneurship in Indonesia, the application of self-efficacy needs to be implemented or given attention by business actors, which includes the following: 1) Magnitude: Give progressive tasks and gradual challenges. Start with *feasible* tasks to build a series of successful experiences; 2) Generality: Show and celebrate success across tasks. Help employees recognize that the skills and confidence they gain from one role can be successfully applied to other roles in the organization. This encourages adaptability and overall self-confidence in students. (3) Strength of belief: Use social persuasion and provide credible, positive feedback. Modeling by showing competent coworkers successfully performing similar tasks.

Three aspects are implemented or given attention by entrepreneurs in Indonesia, a positive and significant impact on employee engagement is expected to be generated, which includes: 1) Vigor: Employees with high self-efficacy (especially magnitude and strength of belief) are believed to be capable of overcoming work demands, whereby greater energy and effort are expended, and fear of failure as well as mental fatigue are reduced; 2) Dedication: Through strong self-confidence, challenging tasks are perceived by employees as opportunities for mastery rather than threats. As a result, pride and inspiration in their roles are fostered, and emotional commitment (dedication) to organizational success is strengthened; 3) Absorption: Easier focus and deeper immersion in new or complex tasks are experienced by employees who are confident in their general abilities. A flow state is more frequently experienced because work is perceived as being under control and mastery, resulting in highly efficient performance and full concentration. The results of this study are found to be in line with those of [Jayanti \(2022\)](#), who stated that there is an influence between Self-Efficacy and Employee Engagement.

4.4 The Influence of Motivation on Employee Performance

Based on relevant previous research, motivation affects employee performance in entrepreneurship in Indonesia. To improve employee performance in entrepreneurship in Indonesia, business actors need to apply or pay attention to motivation, which includes: 1) Initiative: Give employees autonomy and clear authority to make small decisions and propose process improvements without excessive bureaucracy; 2) Persistence: Provide resources and ongoing *mentoring* when employees encounter difficulties. Avoid punishing mistakes that stem from sincere efforts; instead, focus on analyzing *lessons learned*; 3) Choice of Effort: Ensure that employees understand how their efforts directly contribute to the larger goals of entrepreneurship.

Offer a clear incentive structure proportional to the level of effort and results achieved. If these three aspects are implemented or given attention by entrepreneurs in Indonesia, a positive and significant impact on employee performance is expected to be generated, including: 1) Work quality: Increased effort and persistence are expected to encourage employees not to be easily satisfied with standard results. More time and attention to detail are invested, work is double-checked, and better solutions are sought, resulting in products or services with minimal defects that meet high standards; 2) Work quantity: Higher initiative and maximum effort are associated with increased productivity and efficiency. New ways of streamlining processes are sought, and greater internal motivation is exhibited to complete more tasks within the available time frame, thereby directly increasing output volume; 3) Timeliness: A stronger commitment to deadlines is demonstrated by motivated and persistent employees. Time is managed more effectively, and obstacles are addressed early rather than being postponed. The results of this study are found to be in line with previous studies, in which a relationship between motivation and employee performance is stated.

4.5 The Effect of Training on Employee Performance

Based on relevant previous research, training affects employee performance in entrepreneurship in Indonesia. To improve employee performance in entrepreneurship in Indonesia, business actors need to implement or pay attention to training, which includes: 1) Knowledge enhancement: Provide training on product/service quality standards, efficient standard operating procedures (SOPs), and a basic understanding of customers and competitors; and 2) Skill development: Conduct hands-on training, *coaching*, and repetitive work simulations. Develop core technical skills and soft skills; 3) Attitude change: Hold workshops to instill a proactive, solution-oriented, and fully responsible work ethic. Encourage tolerance for calculated risks and adaptability in the workplace. MSME actors can implement or pay attention to these three things, it will have a positive and significant impact on employee performance, which includes: 1) Work quality: Quality will improve because increased knowledge (standards) and skills development (technical accuracy) will enable employees to know exactly how to produce output correctly and minimize errors (defects); 2) Work quantity: Quantity will increase through efficiency. Practical Skills Development enables employees to work faster and better. Improved Knowledge of efficient SOPs eliminates unnecessary steps; 3) Timeliness: Employees will demonstrate better time commitment because Skills Development includes better time management and

prioritization. Improved Knowledge will provide a clear picture of the project timeline. The results of this study are consistent with those of previous studies conducted by [Mira and Odeh \(2019\)](#) and [Ghale \(2018\)](#).

4.6 The Influence of Self-Efficacy on Employee Performance

Based on relevant previous research, employee performance in entrepreneurship in Indonesia is known to be influenced by self-efficacy. To improve employee performance in entrepreneurship in Indonesia, self-efficacy needs to be applied or given attention by business owners, which includes: 1) Magnitude: A series of increasingly challenging tasks are assigned to employees. Easier tasks are ensured to be mastered before progression to more complex tasks is allowed. Confidence to tackle larger tasks is built through repeated success in smaller tasks; 2) Generality: Help employees see how success in one project or department can be successfully applied to other situations; and 3) Strength of belief: Provide credible and specific feedback and recognition for effort and progress. Point to successful co-workers with similar backgrounds to show that success is achievable.

Entrepreneurs in Indonesia can apply or pay attention to these three things, it will have a positive and significant impact on employee performance, including: 1) Work quality: Employees with high self-confidence will choose and use more effective work strategies. They are not rushed but rather focus on accuracy. The belief that they are capable of overcoming challenges makes them persistent in ensuring that their work is accurate and meets high standards; 2) Work quantity: Strong self-confidence makes employees less likely to give up and more proactive in managing their workload; they see challenges as something to be mastered, not avoided; 3) Timeliness: Increased *Generality* and *Magnitude* make employees more confident in estimating and meeting deadlines, even for unfamiliar or difficult tasks. This confidence reduces procrastination and encourages students to plan their work steps efficiently, resulting in timely task completion. The results of this study are in line with those of previous studies conducted by [Yusuf and Darmawan \(2024\)](#), which state that there is a relationship between self-efficacy and employee performance.

4.7 The Influence of Employee Commitment on Employee Performance

Based on previous research, employee performance in entrepreneurship in Indonesia is known to be influenced by employee engagement. To improve employee performance in entrepreneurship in Indonesia, employee engagement needs to be implemented or given attention by business actors, which includes: 1) Vigor: Adequate work resources and a conducive work environment are ensured to be provided to employees. Work-life balance programs are implemented, and physical health is supported; 2) Dedication: The company's vision, mission, and values are communicated consistently. It is demonstrated how individual contributions directly affect entrepreneurial success and society; 3) Absorption: Challenging yet skill-appropriate jobs (job-person fit) are designed. Unnecessary interruptions are minimized, and autonomy in managing workflows is granted.

Entrepreneurs in Indonesia can apply or pay attention to these three things, it will have a positive and significant impact on employee performance, including: 1) Work quality: Dedication and Absorption make employees deeply concerned about the end result. They pay extra attention to details, seek improvements, and reduce errors because they are motivated by pride in their work; 2) Work quantity: High vigor gives employees great physical and mental energy, making them more productive and able to handle heavy workloads without getting tired easily; absorption ensures that work time is used efficiently and effectively, maximizing *output* within a given period of time; 3) Timeliness: Dedicated employees have a strong commitment to achieving organizational goals, which includes meeting *deadlines*. The combination of vigor (energy) and absorption (total focus) enables them to plan and execute tasks efficiently, reducing delays and ensuring timely completion of tasks. The results of this study are found to be in line with those of [Anuari et al. \(2020\)](#), in which a relationship between employee engagement and employee performance is stated.

4.8 The Influence of Motivation on Employee Performance through Employee Commitment

Based on previous research, motivation affects employee performance through employee engagement in entrepreneurship in Indonesia. To improve employee performance in entrepreneurship in Indonesia,

business owners need to implement or pay attention to Employee Engagement and Motivation, which includes: 1) Initiative: Avoid micromanagement and reward employees who proactively propose ideas for improvement, fostering a sense of ownership; 2) Persistence: Provide ongoing coaching and mentoring to help employees overcome obstacles, ensuring they continue to strive toward goals despite difficulties; 3) Effort Choice: Set challenging yet achievable stretch goals and ensure employees understand how their tasks contribute to the entrepreneurial vision; 4) Vigor: Ensure employees have adequate resources and tools; 5) Dedication: Consistently communicate why their work is important and meaningful. Show how the company invests in their growth, fostering pride, inspiration, and loyalty to the organization; 6) Absorption: Adjust the level of task challenge to be slightly above the skill level of employees (flow state). Minimize sudden interruptions and bureaucracy so that employees can focus entirely on their tasks without distractions and maximize their concentration.

Entrepreneurs in Indonesia can apply or pay attention to these six things, it will have a positive and significant impact on employee performance, including: 1) Work quality: Motivated and committed employees will care about the end result. They will pay extra attention to details and will not be satisfied with substandard results, ensuring high precision and accuracy; 2) Work quantity: High energy (vigor) and drive to act (initiative) make employees more productive and able to handle heavy workloads without significant fatigue, effectively increasing output volume in the same amount of working time; 3) Timeliness: Persistent employees tend to reduce delays and are better at time management. Absorption focuses on completing tasks efficiently, while dedication ensures a strong commitment to deadlines. The results of this study are in line with those of [Permana et al. \(2022\)](#), who stated that there is an influence between motivation and employee performance through employee engagement.

4.9 The Effect of Training on Employee Performance through Employee Engagement

Based on relevant previous research, training affects employee performance through employee engagement in entrepreneurship in Indonesia. To improve employee performance in entrepreneurship in Indonesia, business actors need to implement or pay attention to Employee Engagement and Training, which includes: 1) Knowledge enhancement: Provide clear training on SOPs, quality standards, and specific customer understanding in their entrepreneurial industry. This in-depth knowledge eliminates uncertainty, which is important for Vigor and Self-Absorption; 2) Skill development: Focus on relevant applied skills. Improved skills directly increase employee Self-Efficacy, triggering Vigor and Self-Absorption; 3) Attitude change: Training should include modules that encourage a proactive attitude, solution orientation, and adaptability. This positive attitude will resonate with Dedication and change employees' perspective on challenges as opportunities; 4) Vigor: Well-trained employees (Skill Development) feel more competent and confident, giving them high energy (Vigor) to take the initiative and tackle challenging tasks; 5) Dedication: Training should demonstrate how employees' roles contribute to the organization's success. This fosters pride, emotional commitment, and a strong desire to contribute beyond the minimum requirements; 6) Absorption: When Knowledge and Skills are improved, employees more easily achieve a flow state. They are totally focused on the task because it is challenging, but they are confident that they can master it, reducing distractions and increasing concentration.

Entrepreneurs in Indonesia can apply or pay attention to these six things, it will have a positive and significant impact on employee performance, including: 1) Work quality: Competent skills ensure that procedures are carried out correctly (accurately), and dedication ensures that employees have the emotional drive to invest extra time to ensure flawless output and meet the highest standards; 2) Work quantity: Knowledge of efficient SOPs and fast skills increases work speed. High vigor provides sufficient energy to maintain high productivity levels and complete a larger volume of work; 3) Timeliness: Timeliness improves due to Attitude Change and Self-Absorption. A proactive attitude ensures that tasks are initiated and completed on time. Self-absorption reduces distractions and delays, allowing employees to focus on meeting their specified deadlines. The results of this study are in line with those of [Utami \(2021\)](#), who stated that training influences employee performance through employee engagement.

4.10 The Influence of Self-Efficacy on Employee Performance through Employee Commitment

Based on relevant previous research, it is known that self-efficacy affects employee performance through Employee Engagement in Entrepreneurship in Indonesia. To improve employee performance in entrepreneurship in Indonesia, business actors need to apply or pay attention to Employee Engagement and Self-Efficacy, which include: 1) Magnitude: Give tasks in stages, starting with easy and achievable tasks to build a series of small successes. After success, gradually increase the complexity of tasks to expand employees' confidence in facing greater challenges; 2) Generality: Explicitly demonstrate and celebrate how the skills mastered by employees in one area can be successfully applied in other areas; 3) Strength of belief: Give public recognition and specific feedback on their efforts. Point to high-performing colleagues (role models) to provide verbal motivation that success is achievable, strengthening psychological resilience in the face of failure; 4) Vigor: Increased Energy Thanks to Confidence, where employees with high self-efficacy are confident in facing work demands, motivating them to exert maximum energy and effort (Vigor), reducing fear or fatigue; and 5) Dedication: Creating Pride Through Achievement, where entrepreneurs must celebrate individual success (triggered by Magnitude) to foster pride and emotional commitment (Dedication). Employees see their work as valuable and want to contribute to MSME growth. 6) Absorption: Employees achieve a flow state more easily when they are confident in their general abilities (absorption). They are fully focused on the task because they feel in control, resulting in deep concentration and minimal distraction.

Indonesian entrepreneurs can apply or pay attention to these six things, it will have a positive and significant impact on employee performance, including: 1) Work quality: Quality improves due to the power of belief and dedication. Strong belief makes employees brave enough to correct mistakes and make improvements without the fear of being judged. Dedication ensures that they care about output and will ensure that work meets high quality standards; 2) Work quantity: Quantity increases due to Vigor and Generality. High energy (vigor) allows them to maintain a fast pace of work. Generality makes them more efficient in switching between tasks and managing various roles (typical of MSMEs), maximizing output volume; 3) Timeliness: Timeliness increases due to Magnitude and Self-Absorption. Self-confidence (magnitude) reduces procrastination on difficult tasks. Self-absorption ensures that work time is used for core work, maintaining focus until the task is completed according to the deadline. The results of this study are in line with those of [Pulungan and Rivai \(2021\)](#), who stated that there is an influence between self-efficacy and employee performance through Employee Engagement.

4.11 Conceptual Framework

Based on the research question, previous studies, results, and discussion, the conceptual framework for this study was determined as follows:

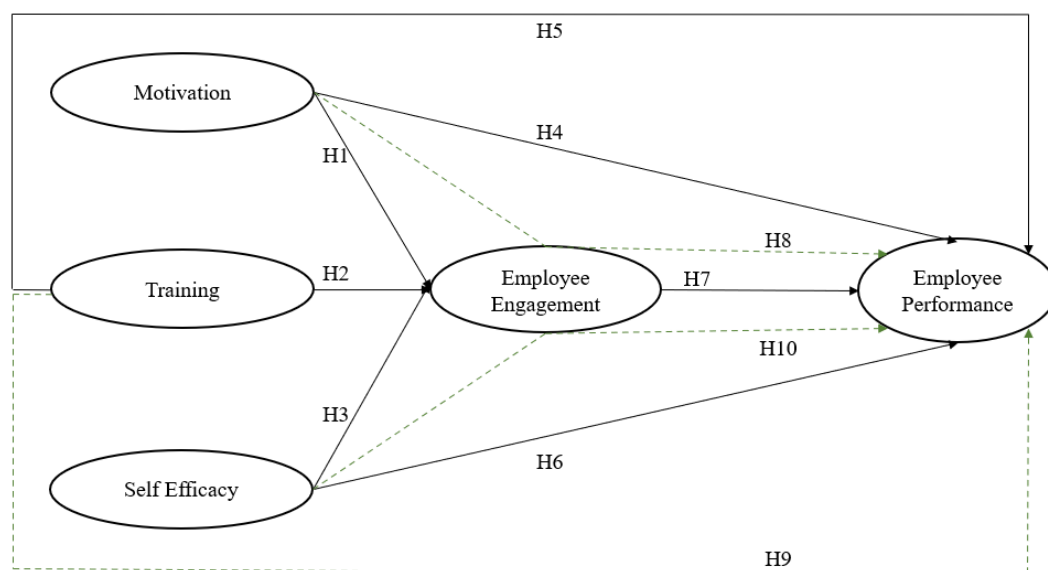


Figure 1. Conceptual framework

Based on the conceptual framework in Figure 1, Motivation, Training, and Self-Efficacy influence employee performance through Employee Engagement. However, in addition to these variables, Motivation, Training, Self-Efficacy, and Employee Engagement also influence employee performance. There are other variables that influence employee performance, including:

- 1) Workload: [Spagnoli et al. \(2020\)](#) and [Inegbedion et al. \(2020\)](#).
- 2) Salary or Bonus: [Mbukwana and Ayandibu \(2023\)](#) and [Lovett, Rasheed, and Hou \(2022\)](#).
- 3) Work Environment: [Zhenjing, Chupradit, Ku, Nassani, and Haffar \(2022\)](#) and [Aronsson et al. \(2017\)](#).
- 4) Career Development: [Pratamtomo, Kasbuntoro, and Prabantoro \(2024\)](#) and [Gail Neely, Smith, Graboyes, Paniello, and Paul Gubbels \(2016\)](#).

5. Conclusions

5.1. Conclusion

Concluded in this study that employee performance is significantly and interdependently influenced by motivation, training, and self-efficacy, both directly and indirectly, with employee engagement serving as the central mediating mechanism. Employee engagement and performance are positively impacted by motivation through the fostering of goal-directed behaviors and task persistence. Enhancement of employee engagement and performance is facilitated by training through improvements in competence and reductions in uncertainty, while training also functions as a relational tool that signals organizational support. Engagement and performance are further boosted by self-efficacy, as employees are empowered to approach challenges with confidence. Furthermore, performance is indirectly influenced by each factor motivation, training, and self-efficacy through engagement. The importance of creating a supportive environment, in which motivation, training, and self-efficacy are consistently developed to sustain employee engagement, is highlighted, ultimately leading to improved organizational performance. Understanding of human resource dynamics in entrepreneurial organizations is enhanced by this comprehensive framework, providing a multifaceted approach to employee performance that goes beyond single-variable explanations.

5.2. Research Limitations

Several limitations are identified in this study. First, the study is based on a literature review rather than primary data, meaning that synthesized patterns are presented in the conclusions, rather than verified causal findings. Second, the generalizability of the results is limited by the subjective selection of reviewed articles, with gray literature and non-English publications being excluded, which may introduce bias. Third, while focus is placed on the Indonesian entrepreneurial sector, many studies were conducted in different contexts, limiting cross-contextual generalization. Fourth, employee engagement and commitment, although conceptually distinct, are treated interchangeably, which may result in conceptual imprecision. Finally, reliance on quantitative survey-based studies constrains the depth of understanding regarding the interaction of motivation, training, self-efficacy, and performance, and the lack of qualitative and longitudinal research further limits the interpretive conclusions.

5.3. Suggestions and Directions for Future Research

Based on the study's conclusions and limitations, several suggestions for future research are proposed. First, empirical testing of the integrative framework is recommended to be conducted using primary data from diverse Indonesian entrepreneurial organizations, with SEM techniques suggested for the analysis of direct and indirect pathways of influence. Second, longitudinal research designs should be employed to track the evolution of motivation, training, self-efficacy, engagement, and performance over time, thereby providing stronger evidence for causal relationships. Third, potential moderating variables, such as organizational culture and leadership style, should be explored in future studies to understand the boundary conditions. Fourth, deeper insights into how employees experience these factors in their daily work environments can be obtained through mixed-methods research combining quantitative surveys with qualitative interviews. Fifth, generational differences in motivation, training, and performance should be examined, taking into account the increasingly diverse Indonesian workforce. Sixth, cross-sectoral and cross-regional studies within Indonesia are needed to test the framework's applicability across various industries and regions. Seventh, context-specific measurement instruments for the Indonesian entrepreneurial environment should be developed. Finally, the role of

digital technology and e-learning platforms in training, particularly in Indonesia's post-pandemic entrepreneurial environment, should be explored to assess their impacts on employee engagement and performance.

Author Contributions

DU was responsible for the conceptualization, research methodology, data collection, writing of the original draft, and final approval. DEF contributed to the data analysis, literature review, and writing review & editing. ES played a key role in the literature review, data synthesis, and writing of the original draft. ANH was involved in the writing review & editing, and final approval of the manuscript. SS provided supervision, contributed to the writing review & editing, and was responsible for the final approval of the manuscript.

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