MIX: Jurnal Ilmiah Manajemen

Management Scientific Journal
ISSN (Online): 2460-5328, ISSN (Print): 2088-1231
https://publikasi.mercubuana.ac.id/index.php/jurnal_Mix

Can self-leadership enhance the impact of motivation on entrepreneurial performance?

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ABSTRACT

***Objectives**: The research is to investigate how self-leadership mediates the impact of motivation on entrepreneurial performance.*
***Methodology**: The study uses a quantitative descriptive approach with Structural Equation Modeling (SEM) through Smart-PLS to evaluate the effects of self-leadership, and motivation on the entrepreneurial performance of 125 entrepreneurs at one of the traditional markets in west Jakarta. Data were collected using a saturated sample technique, with questionnaires distributed to all entrepreneurs to obtain information. The analysis was conducted to assess the relationships among the variables and their influence on entrepreneurial performance.*
***Finding**: The empirical research findings indicate that self-leadership significantly mediates the impact of motivation on entrepreneurial performance.*
***Conclusion**: This study provides a unique framework for entrepreneurship to develop evidence-based practices that foster more productive and supportive entrepreneurs. It suggests that self-leadership is crucial for translating entrepreneurial motivation into effective actions and outcomes. The study contributes to the existing body of knowledge on human resource management in entrepreneurship by offering a framework that links motivational and self-leadership to enhance entrepreneurial performance.*

***Keywords**: Entrepreneurial performance; Self-leadership; Motivation; traditional market entrepreneur.*

Submitted:	Revised:	Accepted:
2024-05-15	2024-10-28	2024-10-23

Article Doi:
http://dx.doi.org/10.22441/jurnal_mix.2024.v14i3.004

p-ISSN: 2088-1231
e-ISSN: 2460-5328

INTRODUCTION

Entrepreneurial performance is a multifaceted concept that can be analyzed from various perspectives, including result-oriented, behavioral process-oriented, and comprehensive impact assessments (Ke et al., 2020). Understanding the factors influencing entrepreneurial performance is crucial for entrepreneurs, policymakers, and business leaders as it guides decision-making and strategy formulation (Octavia et al., 2020; Syurwana et al., 2022; Diantoro, A., et al., 2023). Entrepreneurial performance is determined by various factors, including entrepreneurial competencies, motivation, learning orientation, and business model innovation (Harini et al., 2023 Muindi & Masurel, 2022; Ariani, M., et al., 2023). Entrepreneurial performance is also influenced by organizational strategies, team dynamics, and effective leadership practices (Nguyen et al., 2021; Hassan, 2020). Entrepreneurial leadership has been demonstrated to greatly boost motivation, self-efficacy, and creativity, which in turn leads to better performance outcomes (Bagheri et al., 2022; Akbari et al., 2021). By empowering employees and fostering innovation, entrepreneurial leaders can drive their teams toward achieving higher levels of performance (Nguyen et al., 2021).

Self-leadership is a critical component of entrepreneurial performance, as it emphasizes self-motivation, self-efficacy, and goal-setting. Research suggests that self-leadership positively influences motivation, leading to enhanced performance outcomes (Sutiyatno, 2023; Qomari et al., 2022). This is because self-leadership fosters innovative work behavior by encouraging individuals to take initiative and explore new opportunities (Khalid et al., 2022; Yang & Bentein, 2023). Understanding how self-leadership impacts entrepreneurial performance can provide valuable insights into the factors driving success in entrepreneurial ventures. It can help entrepreneurs enhance their leadership skills and strategies for better outcomes (Sutiyatno, 2023; Qomari et al., 2022). Furthermore, research on self-leadership can illuminate how self-motivation and guidance impact innovation and creativity in entrepreneurial endeavors. This knowledge can aid organizations in cultivating a culture of creativity and continuous improvement (Khalid et al., 2022; Yang & Bentein, 2023). Self-leadership empowers entrepreneurs by emphasizing the significance of self-motivation, self-efficacy, and goal-setting in achieving success (Akbari et al., 2020; Nguyen et al., 2021). Additionally, research in this area can guide leadership practices within organizations. Understanding how self-leadership enhances performance can assist leaders in fostering a culture of self-motivation, empowerment, and goal achievement among team members (Iqbal et al., 2020; Hadi & Astuti, 2022). Motivations has a positive impact on entrepreneurial performance (Purwana, D., & Suhud, U, 2018). Another research shows entrepreneurial motivation influences business performance and this motivates entrepreneurs to be innovative and creative in their business activities (Aftan, Y., & Hanapi, M., 2018; Berlilana, B., & Wahyuningsih, T. 2021).

Literature exists that establishes gaps in the comprehensive impact of self-leadership, notwithstanding its important role in entrepreneurial performance. For instance, Butt et al. (2021) established that entrepreneurial self-efficacy influences financial performance positively but did not include other performance indicators, thus possibly covering a limited scope of outcomes. Again, Soleh et al. (2021) likely had limitations to scope by variables. While they were able to identify significant linkages between entrepreneurial leadership, recruitment, innovation, and organizational performance, other variables that may influence entrepreneurial performance were not taken into consideration. Yang & Bentein (2023) highlighted the need for more in-depth research on the relationship between leadership and creativity, suggesting a

p-ISSN: 2088-1231
e-ISSN: 2460-5328

gap in how self-leadership specifically influences entrepreneurial performance. Imran & Aldaas (2020) noted limitations in their study due to certain contextual factors, emphasizing the need for research that can be generalized across different settings and populations. While studies like Mehmood et al. (2021) have explored mediating mechanisms between entrepreneurial leadership and outcomes, there may be a limitation in not considering all potential mediating factors. This highlights the need for comprehensive investigations into the mediating effects of self-leadership on entrepreneurial performance.

Entrepreneurial character has been identified as a dominant variable influencing entrepreneurial performance, with a higher regression coefficient compared to other factors (Yani et al., 2020). The orientation toward entrepreneurship, including risk-taking, innovativeness, proactiveness, and competitive aggressiveness, has been found to influence entrepreneurial performance and sustainability (Kusnilawati et al., 2020; Aftab et al., 2022). Entrepreneurial skills and competencies, such as knowledge, self-efficacy, and management abilities, positively affect entrepreneurial performance (Ahmad et al., 2022; Rupilu et al., 2022). Moreover, entrepreneurial motivation plays a crucial role in influencing performance, with studies indicating that motivation levels impact entrepreneurial intentions and outcomes (Damayanti, 2023; Hidayat et al., 2022). Entrepreneurial leadership practices, such as empowering employees, fostering innovation, and strategic renewal, positively impact entrepreneurial performance (Abiyasa & Utama, 2023). Effective leadership inspires teams, drives creativity, and enhances overall business performance.

Understanding the interaction between self-leadership, motivation, and entrepreneurial performance is essential for enhancing entrepreneurial success. While self-leadership fosters intrinsic motivation and innovative work behavior, entrepreneurial leadership enhances self-efficacy and creativity. Together, these elements contribute to improved performance outcomes and organizational success. Despite the progress in research, there are still gaps (Empirical Gaps) in the literature (regarding the comprehensive impact of self-leadership on entrepreneurial performance, highlighting the need for further studies to explore these dynamics in various contexts. By addressing these gaps, researchers can provide valuable insights into the factors driving entrepreneurial success and inform the development of effective strategies for entrepreneurs, leaders, and organizations.

LITERATURE REVIEW

Relationship between Motivation on entrepreneurial performance

Motivation is a fundamental driver of entrepreneurial performance, significantly influencing the success of entrepreneurs across various dimensions. Research has consistently shown that entrepreneurial motivation directly and positively impacts performance, highlighting its crucial role in driving success (Hidayat, 2022). Motivation compels entrepreneurs to pursue opportunities and overcome obstacles, thereby enhancing their ability to achieve desired outcomes in their ventures. One of the key aspects of motivation is its impact on business performance through factors such as achievement motivation, independence, and locus of control. These elements have been shown to positively affect entrepreneurial performance, enabling entrepreneurs to set ambitious goals and persistently strive to achieve them (Darshani & Perera, 2022).

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Entrepreneurs with high achievement motivation are often more proactive and resilient, which allows them to adapt to changing environments and maintain a competitive edge. High levels of motivation are also associated with achieving both financial and non-financial performance goals, as motivated entrepreneurs tend to focus on long-term growth and sustainability (S. Li & Setiawan Sanusi, 2023). This drive helps entrepreneurs not only to reach financial milestones but also to fulfill broader objectives such as innovation, customer satisfaction, and social impact, which are critical for the overall success of a business (Harefan A, et al, 2023). The relationship between motivation and entrepreneurial success is particularly evident in small and medium-sized enterprises (SMEs), where motivation significantly influences the ability of entrepreneurs to navigate challenges and seize opportunities (Gautam & Khadka, 2022). Moreover, motivation is a critical element in improving productivity and performance at both the individual and organizational levels. Entrepreneurs and employees with high motivation levels are more likely to develop their skills and enhance their performance, leading to better business outcomes (Ewang & Rustam, 2020; Arief H, et al., 2021; Kurniawan, K., et al., 2024).

Motivation is a key determinant of entrepreneurial performance, driving entrepreneurs to excel in their endeavors and achieve success across multiple dimensions. By fostering a motivated mindset, entrepreneurs can enhance their capabilities, adapt to market demands, and ensure the long-term sustainability of their enterprises. Caliendo, Kritikos, and Stier (2022) demonstrated that motivation plays a crucial role in enhancing firm performance, with particularly notable impacts on outcomes such as business expansion and innovation activities, which are key indicators of firm growth. Different results with Ghassani, Radianto, and Mastan (2020); and Hairunisya et al (2024) who have result motivation have no significant impact on performance.

H_1: Motivation has no significant effect on Entrepreneurial performance.

Relationship between Self-leadership on Entrepreneurial performance

Self-leadership is a critical factor in enhancing entrepreneurial performance, as it empowers entrepreneurs to harness their capabilities and improve their decision-making skills. Research highlights the positive impact of self-leadership on the development and performance of entrepreneurs, regardless of gender (Yingjun et al., 2021). Self-leadership enables entrepreneurs to develop a robust sense of self-efficacy, which in turn boosts their confidence and ability to execute business strategies effectively (Aristayudha & Richadinata, 2020). This relationship between self-leadership and entrepreneurial performance is crucial for fostering the resilience and adaptability necessary for business success, especially during challenging periods such as the COVID-19 pandemic (Aristayudha et al., 2021). According to some studies, self-leadership influences performance (Mujanah, 2017; Ghassani, Radianto and Mastan, 2020; Aristayudha and Richadinata, 2020; Qomari, Sanusi, Supanti, 2021; Rubowo and Sudyasjayanti, 2022).

H_2: Self-leadership has a significant effect on Entrepreneurial performance.

Relationship between Motivation on Self-leadership

By cultivating self-leadership skills, individuals can increase their intrinsic motivation, which is critical for sustaining long-term engagement and performance. Intrinsic motivation, closely linked to self-leadership, empowers individuals to pursue goals with greater passion and commitment. Studies have found a significant relationship between self-leadership and intrinsic

p-ISSN: 2088-1231
e-ISSN: 2460-5328

motivation, emphasizing that individuals who practice self-leadership are more likely to find personal satisfaction in their tasks and goals (Zembat et al., 2020). This connection fosters an environment where individuals are driven not just by external rewards but by a genuine interest in their work. Moreover, self-leadership enhances autonomous motivation, enabling individuals to take initiative and craft their jobs according to personal strengths and interests. This process of job crafting is further facilitated by leader-empowering behaviors, which moderate the relationship between self-leadership and motivation. Such behaviors encourage individuals to exercise self-leadership by giving them the freedom to innovate and tailor their roles to better fit their motivational needs (Li & Sanusi, 2023). The positive relationship between self-leadership and motivation has been shown to have a profound impact on work performance, particularly among educators. For example, research indicates that self-leadership significantly enhances teachers' motivation, leading to better performance outcomes in educational settings (Hattari & Ariyanto, 2023). This finding underscores the importance of self-leadership in fostering a motivated and high-performing workforce.

H_3: Motivation has a significant effect on Self-leadership.

Interaction Between Variables

The interaction between self-leadership, motivation, and entrepreneurial performance is complex and multifaceted, with each element playing a critical role in shaping outcomes in the entrepreneurial context. Entrepreneurial leadership, characterized by motivating employees, embracing risks, and promoting innovation, also significantly enhances motivation and influences entrepreneurial performance (Nguyen et al., 2021). The ability to self-lead can help entrepreneurs navigate complexities and drive performance outcomes even under adverse conditions (Aristayudha et al., 2021). Moreover, self-leadership has been linked to higher success rates in business startups among women entrepreneurs, emphasizing its importance in facilitating business growth and sustainability (Rasdi et al., 2020). Entrepreneurial leaders who effectively inspire their teams enhance the collective motivation and performance of their enterprises. By empowering employees to take risks and innovate, these leaders create an environment where motivation and performance thrive (Octrina, F., et al., 2023). Furthermore, entrepreneurial leadership is linked to increased creative self-efficacy among employees, which positively affects their innovative work behavior (Akbari et al., 2021). This suggests that entrepreneurial leaders play a pivotal role in enhancing the motivation and performance of their teams by fostering an atmosphere of creativity and confidence.

H_4: Motivation has a significant effect on Entrepreneurial performance mediated by Self-leadership.

p-ISSN: 2088-1231
e-ISSN: 2460-5328

The theoretical framework of the research is presented in Figure 1.

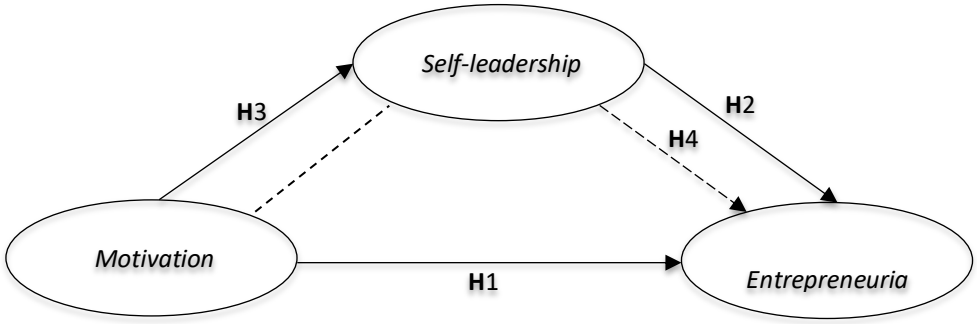

Figure 1. Theoretical Framework

METHOD

In this study, the researcher employed quantitative research methods within a positivist framework to examine specific populations or samples. These methods involved the use of structured research instruments for data collection and statistical techniques for data analysis to test predefined hypotheses (Sugiyono, 2019). The study utilized a causal research design, which focuses on identifying and understanding the causal relationships between variables, specifically how the independent variable affects the dependent variable (Sugiyono, 2019). The primary data, as defined by Sugiyono (2019), was collected directly from respondents, ensuring the data's relevance and accuracy. A questionnaire was the primary data collection tool, designed to gather responses through a series of structured questions or statements presented to the participants for completion (Sugiyono, 2019). In this study, the questionnaire was distributed online via Google Forms. The research was conducted in the of traditional market west Jakarta area, aligning with the positivist philosophy by focusing on specific populations and using research instruments for data collection (Sugiyono, 2019). Motivation adopts Brannback and Carsrud framework (as cited in Atienza, 2019) with five dimensions and eight indicators. Self-leadership is based on the Godwin and Intino framework (as cited in Aristayudha and Richadinata, 2020) with three dimensions and nine indicators. Entrepreneurial performance follows Zhang Chengsu's framework (as cited in Li et al., 2021) with two dimensions and five indicators. The study utilized the Likert scale to measure data variables, capturing individuals' attitudes, opinions, and perceptions about social phenomena (Sugiyono, 2014). A non-probability sampling approach, specifically the saturated sampling technique, was employed. The sample comprised 125 respondents, all of whom were entrepreneurs in the traditional market west Jakarta area. Descriptive analysis was conducted using Component or Variance Based Structural Equation Modeling (SEM). Data processing was carried out with the Partial Least Square (Smart-PLS) program. SEM is particularly effective for analyzing complex relationships between observed and latent variables, accommodating small sample sizes, and delivering reliable results (Sugiyono, 2019).

RESULTS AND DISCUSSION

Based on the results of data processing in Table 1, it can be seen that of the 125 respondents, 101 respondents, or 80.8% were male. Meanwhile, the remaining 24 respondents, or 19.2% were female.

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e-ISSN: 2460-5328

Table 1. Respondent Identity Based on Gender

Gender	Frequency	%
Male	101	80.8
Female	24	19.2
Total	**125**	**100**

Source: Processed Primary Data, 2024

In Table 2, it shows that of the 125 respondents, the highest number were respondents aged 20-30 years, namely 56 people or 44.8%, and respondents aged 31-40 years, namely 49 people or 39.2%. And the lowest were respondents aged >41 years, namely 20 people or 16%.

Table 2. Respondent Identity Based on Age

Age	Frequency	%
20 - 30 years	56	44.8
31 - 40 years	49	39.2
> 41 years	20	16
Total	**125**	**100**

Source: Processed Primary Data, 2024

Table 3, shows that of the 125 respondents, the highest number were respondents with High School graduates, namely 98 people or 78.4%, 17 people with Bachelor's degrees or 13.6%, 9 people or 7.2% respondents with Junior High School graduates, and 1 person or 0.8% with Diploma's degree.

Table 3. Respondent Identity Based on Education

Education	Frequency	%
Junior High School graduate	9	7.2
High School graduate	98	78.4
Diploma's degree	1	0.8
Bachelor's degree	17	13.6
Total	**125**	**100**

Source: Processed Primary Data, 2024

Based on Table 4, the instrument for the motivation variable which has the highest mean value is in M3, namely 4,400 with a standard deviation value of 0,537. Meanwhile, the lowest mean value is in M8, namely 3,512 with a standard deviation of 0,854. In the self-leadership variable instrument, which has the highest mean value is SL9, namely 4,376 with a standard deviation value of 0,484. The lowest mean value is SL4 with a standard deviation of 0,804. In the entrepreneurial performance variable instrument which has the highest mean value is EP4, namely 4,144 with a standard deviation value of 0,517 and the lowest mean value is EP5, namely 3,736 with a standard deviation value of 0,997.

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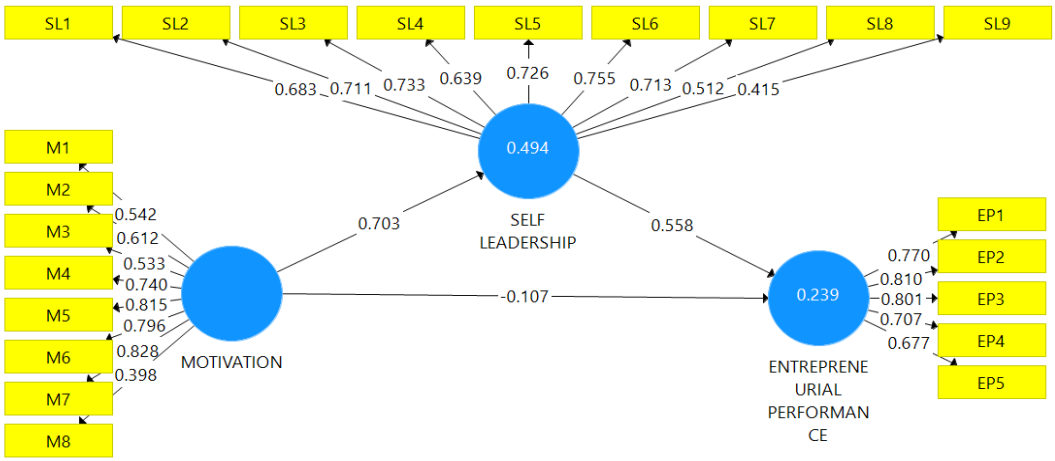
Table 4. Results Mean, Standard Deviation, Outer Loading

Code	Mean	Standard Deviation	Outer Loadings
EP1	3.904	0.784	0.770
EP2	3.872	0.769	0.810
EP3	4.056	0.584	0.801
EP4	4.144	0.517	0.707
EP5	3.736	0.997	0.677
M1	4.112	0.363	0.542
M2	4.248	0.432	0.612
M3	4.400	0.537	0.533
M4	4.208	0.425	0.740
M5	3.992	0.514	0.815
M6	3.904	0.599	0.796
M7	3.912	0.607	0.828
M8	3.512	0.854	0.398
SL1	3.680	0.985	0.683
SL2	4.064	0.590	0.711
SL3	3.952	0.725	0.733
SL4	3.640	0.804	0.639
SL5	4.168	0.548	0.726
SL6	4.088	0.490	0.755
SL7	4.200	0.456	0.713
SL8	4.344	0.492	0.512
SL9	4.376	0.484	0.415

Source: PLS Output, 2024

Figure 1. PLS Algorithm Results

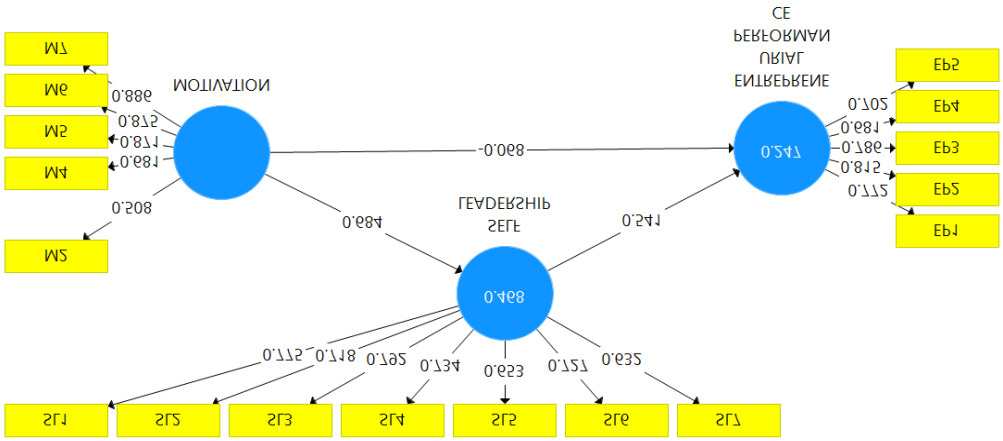


Source: PLS Output, 2024

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Based on Figure 2, it can be seen that some indicators have been removed because they have a loading factor above 0.50. From Table 5 and Table 6 it can be concluded that the square root of the average variance extracted for each construct is greater than the correlation between one construct and other constructs in the model, so it can be concluded that the constructs in the estimated model meet the discriminant validity criteria.

Figure 2. PLS Algorithm Results (after removed)



Source: PLS Output, 2024

Table 5. Cross Loadings

	Entreprenurial Performance	Motivation	Self-Leadership
EP1	0.772	0.235	0.341
EP2	0.815	0.236	0.357
EP3	0.786	0.138	0.361
EP4	0.681	0.153	0.281
EP5	0.702	0.332	0.469
M2	0.144	0.508	0.332
M4	0.141	0.681	0.489
M5	0.265	0.871	0.521
M6	0.311	0.875	0.639
M7	0.272	0.886	0.620
SL1	0.467	0.529	0.775
SL2	0.484	0.473	0.718
SL3	0.391	0.509	0.792
SL4	0.355	0.515	0.734
SL5	0.167	0.504	0.653
SL6	0.265	0.495	0.727
SL7	0.298	0.429	0.632

Source: PLS Output, 2024

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e-ISSN: 2460-5328

Table 6. Fornell Lacker Criterium

	Entrepreneurial Performance	Motivation	Self-Leadership
Entrepreneurial Performance	0.753		
Motivation	0.303	0.779	
Self-Leadership	0.495	0.684	0.721

Source: PLS Output, 2024

Based on Table 7, the composite reliability and Cronbach's alpha test results show satisfactory value, because all latent variables have composite reliability and Cronbach's alpha value ≥ 0.70. It can be interpreted that all latent variables have good reliability. Based on Table 8, it can be seen that the model for self-leadership has a value of 0,468, for entrepreneurial performance it can be seen that the model has a value of 0,247 is low. The model for the influence of independent latent variables (Motivation and Self Leadership) on Entrepreneurial Performance is 24,7%, and the remainder is influenced by other variables not examined in this research model. The goodness of Fit testing of the structural model on the inner model uses predictive-relevance value (Q2). A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. Based on the calculation above, the predictive-relevance value is 0,247, which is greater than 0 (zero). This means that 24,7% of the variation in the entrepreneurial performance variable (dependent variable) is explained by the independent variable used. So, it can be concluded that the model has relevant predictive value.

Table 7. Construct Reliability and Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial Performance	0.810	0.818	0.867	0.567
Motivation	0.829	0.871	0.881	0.606
Self-Leadership	0.846	0.852	0.883	0.520

Source: PLS Output, 2024

Table 8. Endogenous Variable R-square Table

	R Square	R Square Adjusted
Entrepreneurial Performance	0.247	0.235
Self-Leadership	0.468	0.464

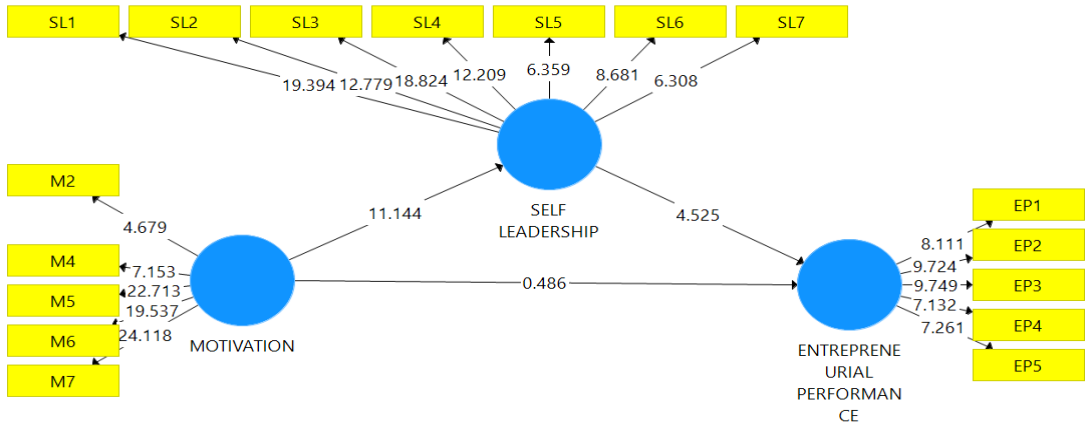
Source: PLS Output, 2024

Based on Table 9, it can be seen the hypothesis testing results. The effect of motivation on entrepreneurial performance was obtained by the original sample value of -0,068 showing a negative value, the t-statistic value of 0,486 (<1,96), and the p-value of 0,627 (>0.05), so it can be concluded that the first hypothesis (H1) is supported. The influence of self-leadership on entrepreneurial performance obtained from the original sample value of 0,541 showing a positive value, the t-statistic value of 4,525 (>1,96), and the p-value of 0,000 (<0.05), so it can be concluded that the second hypothesis (H2) is supported. The effect of motivation on self-

p-ISSN: 2088-1231
e-ISSN: 2460-5328

leadership was obtained with the original sample value of 0,684 showing a positive value, the t-statistic value of 11,144 (>1,96), and the p-value of 0,000 (<0.05), so it can be concluded that the third hypothesis (H3) is supported. The influence of motivation on entrepreneurial performance mediated self-leadership obtained from the original sample value of 0,370 showing a positive value, the t-statistic value of 4,453 (>1,96), and the p-value of 0,000 (>0.05), so it can be concluded that the fourth hypothesis (H4) is supported.

Figure 3. Hypothesis Testing Results (Bootstrapping)



Source: PLS Output, 2024

Table 9. Path Coefficient

	Original Sample	*Standard Deviation*	*T Statistics*	*P Values*	*Result*
Motivation -> Entrepreneurial Performance	*-0.068*	*0.139*	*0.486*	*0.627*	*Supported*
Motivation -> Self Leadership	*0.684*	*0.061*	*11.144*	*0.000*	*Supported*
Self-Leadership -> Entrepreneurial Performance	*0.541*	*0.120*	*4.525*	*0.000*	*Supported*
Motivation -> Self-Leadership -> Entrepreneurial Performance	*0.370*	*0.083*	*4.453*	*0.000*	*Supported*

Source: PLS Output, 2024

CONCLUSION

Motivation has no significant effect on Entrepreneurial performance, following research by Ghassani, Radianto, and Mastan (2020) and Hairunisya et al (2024). Given that the respondents in this study are SME entrepreneurs who were formerly workers, it is understandable that motivation may not directly influence their performance. This is likely due to the highly varied backgrounds of the respondents, which significantly impact the performance metrics they achieve. As a result, each respondent's performance is measured differently, reflecting this diversity. Self-leadership has a significant effect on Entrepreneurial performance, following research by Mujanah (2017); Ghassani, Radianto and Mastan (2020); Aristayudha and

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Richadinata (2020); Qomari, Sanusi, and Supanti (2021); Rubowo and Sudyasjayanti (2022). The relationship between self-leadership and entrepreneurial performance is crucial for fostering the resilience and adaptability necessary for business success. Motivation has a significant effect on Self-leadership, following research by Zembat et al., 2020; Li & Sanusi (2021); and Hattari and Ariyanto (2023). Motivation has a significant effect on Entrepreneurial performance mediated by Self-leadership, following research by Aristayudha et al., 2021 and Nguyen et al., 2021. Based on the research results, it is recommended that future studies could expand the sample size, future research should investigate the impact of government policies in the realm of training on mindset and motivation.

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