

Factors Influencing Network Marketers' Entrepreneurial Performance

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Abstract. Network marketers often face significant challenges that impact their entrepreneurial performance and overall success. This study investigates how self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion influence the entrepreneurial performance of 316 purposively selected network marketers in Region XII, Philippines. Using a survey-based design, data were analyzed through regression to examine these relationships. Results show that self-efficacy, entrepreneurial commitment, and social cohesion positively affect entrepreneurial performance, with entrepreneurial orientation also playing a key role. These factors collectively explain 76% of the variation in entrepreneurial performance, highlighting their critical importance in driving increased production, new business establishment, higher sales, and greater profitability. The findings align with the Theory of Reasoned Action and the Expectancy Theory of Motivation, illustrating how these factors shape effort, persistence, and performance in network marketing. This study provides actionable insights for enhancing network marketers' performance and contributes to understanding the dynamics of multi-level marketing businesses.

Keywords: Business management; Multi-level marketing; Network marketing organization; Philippines; Regression analysis.

1.0 Introduction

Despite its long history, multi-level marketing (MLM), also known as network marketing, faces persistent challenges in gaining mainstream recognition. A key issue lies in the poor entrepreneurial performance of network marketers, with alarming statistics showing that 95% of distributors leave MLM after five years, and nearly 50% quit within a year (Lilyquist, 2021). In the United States, most new members experience financial losses or only break even, with a bankruptcy rate of 18%, higher than that of non-participants (AARP Foundation, 2018; Bennett, 2022). In the Philippines, factors such as inadequate marketing skills, insufficient leads, overemphasis on recruitment, and unrealistic expectations further contribute to the low performance of network marketers (Bowyer, 2021). This issue limits individual success and undermines the broader economic and social benefits that MLM could offer, such as reducing unemployment and mobilizing capital for investments (Choudhary, 2013; Hardon et al., 2019; Lofthouse & Storr, 2020).

The post-pandemic period has amplified these challenges and opportunities. Rising consumer demand for wellness products and the urgent need for employment have made MLM more appealing (Bradley & Oates, 2021; Skander, 2023; Williams & Kleynhans, 2024). However, improving entrepreneurial performance is crucial for NMOs to sustain their impact and ensure network marketers benefit from legitimate income opportunities while contributing to national economic growth (Figuerola, 2018; Go, 2021; Chopra et al., 2023).

Previous studies have identified self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion significant predictors of entrepreneurial performance (Hallak et al., 2012; Dai et al., 2016; Hermiö, 2023). While these relationships have been explored internationally, little research links these factors specifically to network marketers, particularly in the Philippine context. This gap is significant, as the Philippines' unique cultural and economic conditions may influence these dynamics.

This study aims to address this gap by examining how self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion impact the entrepreneurial performance of network marketers in Region XII. The findings will offer valuable insights for NMOs to develop strategies that enhance their marketers' success and contribute to broader economic development. Results will be shared through academic and professional forums to benefit researchers, entrepreneurs, and managers while enriching local literature on MLM practices.

2.0 Methodology

2.1 Research Design

This study employed a descriptive-causal research design. According to Calderon and Gonzales (2018), descriptive research determines the facts and issues within a study while providing accurate interpretations of findings. Causal research, on the other hand, aims to identify whether one or more variables influence or cause changes in other variables. As described by Zikmund et al. (2012), this type of research extends beyond stating relationships between variables to predicting how an independent or set of variables influences dependent variables. In this study, the independent variables include Self-Efficacy, Entrepreneurial Commitment, Entrepreneurial Orientation, and Social Cohesion, while Entrepreneurial Performance is the dependent variable. The descriptive design was appropriate for this research as it explored the factors influencing entrepreneurial performance and described the entrepreneurial performance levels of the respondents. Simultaneously, the causal research design was suitable for examining the significant effects of these factors on entrepreneurial performance levels using statistical and econometric methods.

2.2 Research Locale

The study was conducted in selected network marketing organizations (NMOs) selling health and wellness products, such as food supplements and dietary solutions, in Region XII (SoCCSKSarGen), comprising Kidapawan City, Tacurong City, Koronadal City, and General Santos City. From these areas, 316 respondents were selected. These NMOs were chosen because they are recognized as leading network marketing companies in the Philippines. They are registered with local government units and have operated for over five years. Their contribution to economic and health sectors, particularly during the pandemic, underscores their significance. However, research focusing on entrepreneurial performance among their network marketers in this region remains scarce, making this study a valuable contribution to the literature.

2.3 Research Respondents

The study utilized a combination of quota and purposive sampling to select respondents. The population consisted of network marketers selling health and wellness products for at least one year as members of identified NMOs in Region XII. This yielded a sample size of 316, meeting the minimum required for the study's targeted quota.

2.4 Research Instruments

The research employed a structured questionnaire divided into five sections corresponding to the variables studied. The tool contained 44 items distributed across Self-Efficacy, Entrepreneurial Commitment, Entrepreneurial Orientation, Social Cohesion, and Entrepreneurial Performance.

- Self-Efficacy: Ten items adapted from Krueger (1993) (Cronbach's alpha = 0.926).
- Entrepreneurial Commitment: Eight items adapted from Tang (2008) (Cronbach's alpha = 0.927).
- Entrepreneurial Orientation: Ten items adapted from Bolton and Lane (2012), with three dimensions having Cronbach's alpha values above 0.765.
- Social Cohesion: Four items adapted from Sparks and Schenk (2006) (Cronbach's alpha = 0.81).
- Entrepreneurial Performance: Twelve items adapted from Sariwulan et al. (2020) (Cronbach's alpha = 0.771).

Each variable included interpretation matrices to understand the range of responses and their corresponding levels of manifestation or evidence.

2.5 Data Collection

The researcher secured the study's permission from the University of the Immaculate Conception Graduate School and the Research Ethics Committee. Request letters were sent to managers of the selected NMOs for further approval. Data collection involved face-to-face and online survey methods. Respondents provided informed consent after being briefed on the study's objectives, ethical considerations, and their rights. Gatekeepers or enumerators assisted with distributing questionnaires to respondents in off-site locations. Online respondents accessed the survey through a Google Form link. Data collection occurred over two months (March–April 2023).

2.6 Ethical Considerations

The researcher adhered to the ten dimensions of research ethics, including social value, informed consent, vulnerability issues, privacy and confidentiality, and justice. The research proposal underwent a full-board review by the Research Ethics Committee. Informed consent forms were provided to respondents, ensuring their voluntary participation and right to withdraw without consequences. All data were anonymized and securely stored, complying with the Data Privacy Act 2012 (RA 10173). Risks associated with COVID-19 were mitigated by observing health protocols during data collection. Respondents received incentives as compensation for their time and effort. The study findings are expected to benefit NMOs and other stakeholders by providing insights into factors influencing entrepreneurial performance. The researcher plans to disseminate results through forums, conferences, and academic publications to maximize the study's impact.

3.0 Results and Discussion

3.1 Level of Self-Efficacy

The data in Table 1 pertain to the network marketers' self-efficacy level in selected NMOs in Region XII. Self-efficacy had a high overall mean of 3.89 (evident). This result signifies that network marketers exemplify a strong belief in their capability to execute network marketing activities needed to achieve expected performance attainments.

Table 1. *The level of self-efficacy of the network marketers*

Indicators		Mean	SD	Description
Perceived Degree of Difficulty				
1	Ease in doing their current Network Marketing Business (NMB).	3.82	0.94	High
2	Ease in introducing their current NMB to others.	3.94	1.00	High
3	Ease in recruiting others to participate in their Network Marketing Organizations (NMOs).	3.69	1.05	High
4	Ease in training others to do their NMB.	3.79	1.01	High
5	Ease in leading an NMO.	3.73	1.04	High
6	Ease in selling the products to others.	3.86	1.06	High
<i>Category Mean</i>		3.81	0.90	<i>High</i>
Confidence				
7	Certainty of success in doing their current NMB.	3.91	1.05	High
8	Knowledge in doing NMB.	3.92	1.02	High
9	Surety of communicating effectively with others.	4.04	0.98	High
10	Surety of developing new leaders in their NMO.	3.97	0.97	High
<i>Category Mean</i>		3.96	0.92	<i>High</i>
Overall Mean		3.89	0.87	High

The high level of self-efficacy aligns with the study findings of Hallak et al. (2012), which demonstrated that network marketers with high self-efficacy demonstrated a greater inclination to engage in effective sales activities and perform superior marketing. It also corroborates the findings of Kregar and Antončič (2015), who emphasized that entrepreneurs with high self-efficacy strongly believe that they can efficiently gather and execute activities to attain expected performance. Further, it confirms Simona's (2018) and Ferreira-Neto et al.'s (2023) contention that people who have high self-efficacy and desire to become entrepreneurs feel they have a strong ability to work in entrepreneurial activities.

Perceived degree of difficulty

The first indicator of self-efficacy resulted in a categorical mean of 3.81 (less evident). This implies that network marketers deem it easy to conduct and introduce their current NMB, recruit people to join their NMO, train members to perform their NMB, lead an NMO, and sell products to others. This result of a less evident perceived degree of difficulty contradicts the findings of the AARP Foundation (2018) and Segreto (2023), which disclosed that most network marketers find it challenging to earn money by selling their products or services to others. It also conflicts with the article posts of Martin (2014) and Ladish (2020), who claimed that many multi-level marketing (MLM) members need help recruiting and pitching their NMB to potential clients.

Confidence

The second indicator, on the other hand, scored a high category mean of 3.96 (evident), indicating that network marketers demonstrated high certainty of success and expertise, a conviction of effectively communicating with others, and surety of developing new leaders in their NMOs. The result validates a recent study finding by Pearce (2023) that network marketers who possessed higher levels of self-confidence were more knowledgeable and experts in their NMBs. It also corroborates the study findings of McGee and Peterson (2017) and Rey (2024), which highlighted that individuals gained higher self-confidence as entrepreneurs due to their firm belief in communicating with others and have achieved inevitable success after completing numerous activities effectively.

3.2 Extent of Entrepreneurial Commitment

The data on entrepreneurial commitment presented in Table 2 yielded an overall mean score of 3.82 (evident), which is described as high. This result indicates that network marketers are committed to supporting and participating in their NMBs' new business creation efforts.

Table 2. *The extent of the entrepreneurial commitment of the network marketers*

Indicators	Mean	SD	Description
Affective			
1 Starting an NMB is much more desirable than other career opportunities they have.	3.80	0.99	High
2 Starting an NMB will help them achieve other important objectives in their life.	4.01	1.00	High
3 Having skills and abilities will help them start an NMB.	4.01	0.98	High
4 Being confident can induce setting up the effort required to launch an NMB.	3.99	0.98	High
<i>Category Mean</i>	3.95	0.90	<i>High</i>
Behavioral			
5 No restriction exists on how long they can devote supreme effort to establishing their NMB.	4.01	0.97	High
6 Their philosophy is to "do whatever it takes" to establish their own NMB.	4.06	0.93	High
<i>Category Mean</i>	4.04	0.91	<i>High</i>
Continuance			
7 If the NMB idea is unsuccessful, they are ready to do a job for another person.	3.48	1.17	High
8 Even if the NMB venture is unsuccessful, it will never work for someone else.	3.17	1.31	Moderate
<i>Category Mean</i>	3.33	0.92	<i>Moderate</i>
Overall Mean	3.82	0.77	High

The result of the high degree of entrepreneurial commitment is consistent with the findings of the studies of Chatzopoulou and Santouridis (2018) and Selamet and Prabowo (2020), which determined that network marketers with higher levels of entrepreneurial commitment support and participate in their business creation efforts, such as achieving superior sales performance and accomplishing business objectives. It also agrees with the assertions made in a study by Jaeger and Schultz (2017) that entrepreneurs with a high degree of commitment advance their new business creation efforts, which include outlining the development of core ideas and new products, spotting market opportunities, forging strong bonds with investors, fostering a contemporary environment, and preparing entrepreneurs to respond to remarkable market trends.

Affective Commitment

This dimension generated a high category mean of 3.95 (evident). It denotes that when network marketers start their NMBs, their core motivation, self-assured passion, goal-oriented values, and jovial personalities impact their commitment. This result supports Alqudah et al.'s (2022) and Yuh's (2022) finding that affectively committed employees usually display positive organizational personalities and attitudes. It also corresponds with Jiang and Johnson's (2018) and Pahos and Galanaki's (2022) studies, which found that individuals' core motivations at work will stimulate and develop high affective commitment and genuine concern for their organization.

Behavioral Commitment

In terms of the second dimension, behavioral commitment acquired a high category mean of 4.04 (evident), signifying that network marketers' commitment is indeed shaped by their devoted maximum efforts and responsibility, which are considered in their NMBs. The result of a high degree of behavioral commitment reinforces Cordell's (2018) and Williams' (2018) findings that network marketers tend to exhibit a high level of behavioral commitment in their full efforts devoted to their NMBs. It also supports the claims of Wang et al. (2017) and Purcaru et al. (2022) that entrepreneurs' strong behavioral commitment is evidenced by the responsibility they consider in achieving their goals and long-term success in the MLM business.

Continuance Commitment

Interestingly, out of the three dimensions of the variable entrepreneurial commitment, only continuance commitment displayed a moderate category mean of 3.33 (fairly evident). This analysis indicates that respondents had an acceptable degree of continuance commitment, further suggesting that network marketers are willing to work for or not for others if their NMB idea fails. Consequently, the network marketers in this study are just as reasonably invested in their NMBs. The result of an average level of continuance commitment infers that when the studies of Radosavljevic et al. (2017) and Kasogela (2019) are mirrored by this study's finding, network marketers will only neutrally stay with their NMOs and put forth mere time, effort, and resources into MLM success, which increases the likelihood that they may commit or not commit themselves to their NMBs.

Moreover, this result explication is probably because continuance commitment is more frequently the result of a more rational cost-benefit analysis, according to Fernández-Mesa et al. (2020). It reflects the findings of the studies by Uppal (2017) and Zainuddin and Noor (2019) that those employees with scarcer employment choices may develop higher continuance commitment, or otherwise, the claims of Li et al. (2015) that individuals who usually exhibit lesser continuance commitment have higher organizational experiences and are thus more willing to explore alternative career paths.

3.3 Level of Entrepreneurial Orientation

Furthermore, the figures in Table 3 refer to the level of entrepreneurial orientation demonstrated by the network marketers. As it stands, the entrepreneurial orientation level reached a high overall mean of 3.82 (manifested). This data means network marketers are inclined to engage in risk-taking, innovation, and proactive opportunity-seeking. This result of a high level of entrepreneurial orientation amplifies the study findings of Covin and Wales (2019) and Huang et al. (2022) that people with high levels of entrepreneurial orientation frequently possess the three traits that make up the components of being proactive, being innovative, and being risk-takers. In addition, this result supports the findings of Mulyana and Hendar (2020) that persons with high levels of risk, innovation, and proactiveness attributes had higher degrees of entrepreneurial orientation.

Table 3. *The level of entrepreneurial orientation of the network marketers*

Indicators	Mean	SD	Description
Risk-Taking			
1 Like to bravely step into the unknown.	3.68	1.01	High
2 Spend a lot of time and/or money on something that might yield a high return willingly.	3.86	0.97	High
3 Tend to respond "boldly" in risky circumstances.	3.69	1.00	High
<i>Category Mean</i>	3.74	0.88	High
Innovativeness			
4 Like to participate in unique, unconventional, albeit not necessarily risky, activities.	3.71	0.93	High
5 A place to capitalize on original, one-of-a-kind ideas in projects rather than reusing previously utilized, tried, and effective approaches.	3.75	0.86	High
6 Desire to explore with their special approach rather than following what others are doing when learning anything new.	3.90	0.88	High
7 They favor exploration and innovative alternatives instead of utilizing other people's strategies to solve their issues and problems.	3.73	0.90	High
<i>Category Mean</i>	3.77	0.77	High
Proactiveness			
8 Perform in expectation of forthcoming problems, needs, or changes.	3.77	0.91	High
9 Tend to plan on tasks.	3.98	0.94	High
10 Urge to "step up" and initiate tasks rather than wait for others to do it.	4.09	0.96	High
<i>Category Mean</i>	3.95	0.85	High
Overall Mean	3.82	0.76	High

Risk-Taking

The first domain, risk-taking, garnered a high category mean of 3.74 (manifested), deducing that network marketers are willing to take risks and usually invest a lot of time and money into their NMBs, which they perceive will yield them high returns and great rewards. This result of a high level of risk-taking behavior mirrors the research of Durand (2014) and Chechi (2024), which found that an entrepreneur would be willing to take high risks in chasing opportunities that would generally provide them with more time freedom and a high profit. It likewise underpins the findings of the studies of Josien (2012) and Putniņš and Sauka (2020), which revealed that entrepreneurs' high and significant risk propensity emulates their willingness to invest in trade-offs that will greatly reciprocate them with high financial returns.

Innovativeness

Regarding the second domain, innovativeness obtained a category mean of 3.77 (manifested), which is considered high. This suggests that network marketers are highly predisposed to introducing new products and services and creating unique problem-solving methods. This result of a high level of innovativeness conforms to the studies of Rafiei (2014) and Putniņš and Sauka (2020), which reported that highly innovative entrepreneurs were more likely to show a high tendency to create unique and advanced solutions for solving complex problems. It also supports the study finding of Choi and Williams (2016) that a highly innovative mindset among entrepreneurs is achieved through developing new ideas based on knowledge, such as introducing new products and services, and the emergence of new skills or the upgrading of existing ones. The result further strengthens the emphasis of Patel et al. (2015) and Manzano-García and Ayala-Calvo (2020) that it is due to entrepreneurs' highly innovative behavior that entrepreneurial orientation can also result in significant gains despite the potential for losses.

Proactiveness

It can be observed that the third domain, proactiveness, acquired the highest category mean of 3.95 (manifested). It connotes that network marketers explicitly act in anticipation of future issues, needs, or changes and subsequently tend to plan. They also prefer to "step up" and start tasks rather than wait for someone else to do them. This high average result of proactiveness behavior fortifies the research finding of Liang et al. (2019) that MLM sales executives' high level of proactiveness increases their tendency to plan. It also confirms the claims of Lee and Chu (2013) and Saihood and Al-Jader (2021) that organizations with a high level of proactive behavior usually act by sensing future needs and changes and seizing business opportunities. Equally, the result reiterates the notion made by Walter (2021) in her article, who stated that being highly proactive will help network marketers step ahead and anticipate future problems in running NMBs successfully.

3.4 Level of Social Cohesion

The data in Table 4 illustrate the level of social cohesion among the network marketers. The collected data exposed a high overall mean of 3.99 (evident), which indicates a great deal of trust, cooperation, dependability for advice regarding distributorships, and support for each other's work among the network marketers in NMOs.

Table 4. *The level of social cohesion of the network marketers*

Statements	Mean	SD	Description
1 There is much mutual trust among members.	3.92	0.99	High
2 Cooperation amongst NMO members is quite strong.	3.97	0.96	High
3 NMO members feel they can rely on one another for guidance and advice in their distributorships.	3.98	0.93	High
4 NMO participants support one another in their work.	4.09	0.92	High
Overall Mean	3.99	0.87	High

The result on the high level of social cohesion concurs with the studies of Alshwayat et al. (2021) and Kumar and Kumar Satsangi (2021), which identified that teams with a high level of social cohesion are more likely to engage in network marketing, enjoying a significant level of trust, collaboration, and support for each other. Subsequently, it ratifies Blackman's (2021) research, which found that NMBs emphasizing a strong level of social cohesion, which includes encouraging friendships among salespeople and regular communication between a distributor and their upline, transform MLMs into primarily social activities with high dependability for advice and support from one another regarding distributorships. Contrariwise, the high-level social cohesion result refutes the findings of Delfgaauw et al. (2020), which exposed that team support and cooperation have no bearing on social cohesion in and of themselves.

3.5 Level of Entrepreneurial Performance

The data provided in Table 5 relates to the network marketers' level of entrepreneurial performance. The data resulted in a total mean of 3.91 (favorable), which is considered high. This result implies that network marketers are experiencing increased production, creating new business units, raising sales, and generating profit.

Table 5. *The level of entrepreneurial performance of the network marketers*

Indicators	Mean	SD	Description
Increased Production			
1 The acceptance of their NMBs has increased in the last 3 years.	3.85	1.00	High
2 Their NMBs are experiencing increased production capacity.	3.89	0.96	High
3 Their NMBs are experiencing an increase in sales volume.	3.94	0.97	High
<i>Category Mean</i>	3.89	0.90	<i>High</i>
Business Unit Development			
4 They are adding NMB unit/s.	3.47	1.16	High
5 They can achieve the target amount and quality of production.	3.87	0.98	High
6 Their NMBs have new product innovations.	4.06	0.95	High
7 Their loyal customers increase.	4.09	0.95	High
8 Their NMB production capacity can meet consumer demand with inventory.	3.98	0.97	High
<i>Category Mean</i>	3.89	0.83	<i>High</i>
Increase in Sales Amount			
9 They provide after-sales service for customer satisfaction	3.98	0.96	High
10 Many new clients are purchasing their products.	4.00	0.98	High
<i>Category Mean</i>	3.99	0.92	<i>High</i>
Business Profit Earned			
11 The annual sales quota they set was achieved.	3.84	1.00	High
12 The significant increase in customers has increased operating profit.	3.93	0.99	High
<i>Category Mean</i>	3.89	0.96	<i>High</i>
Overall Mean	3.91	0.84	High

The result of the high level of entrepreneurial performance aligns with the articles written by AARP (2018) and Skander (2023), which show that network marketers' high level of performance is proven, with most members turning a profit within their start-up months and top performers generating impressive revenue earnings. It similarly supplements a 2016 study by Uppalury and Vedula, which indicated that network marketers who exhibited higher entrepreneurial performance experienced launching new business units, growing sales volumes, and acquiring greater monetary rewards. Moreover, the finding is consistent with the studies conducted by Grade (2019) and Uzochukwu (2021), which discovered that a positive indication of high-performing network marketers is foremost manifested with a significant increase in customer loyalty; thus, statement 7's compelling rating of 4.09 pinned increased customer loyalty.

Increased Production

The first indicator resulted in a category mean of 3.89 (favorable), which appears to be high. This data hints that network marketers are experiencing increased production, sales, and market acceptance. The high level of increased production supports the findings of Sariwulan et al. (2020), which revealed that entrepreneurs experiencing higher production capacity benefit from increased business acceptance and sales volume. It also adheres to the conclusions of Ezekiel O's research (2018) and Teruel-Sánchez et al. (2021), which underscore that improving an entrepreneur's performance is seen as increasing production capacity and producing more.

Business Unit Development

The overall mean for the second indicator, business unit development, generated a category mean of 3.89 (evident), regarded as high. This result implies that network marketers are expanding their commercial operations, meeting targeted amounts and quality production capacities, developing new product innovations, and increasing customer loyalty. The result of a high level of business unit development parallels the article by Rioux (2020), which claims that organizations that heavily invest in business unit development ultimately achieve their goals of meeting sales targets, encouraging customer loyalty, and retaining customers. It also bolsters the conclusions of Gallo (2014), Freedman (2023), and Holland (2023) that a high level of business unit development, along with product innovation and client-based growth, resembles optimizing customer retention rates through customer loyalty.

Increase in Sales Amount

Regarding the third indicator, the increase in sales amount, we obtained a high categorical mean of 3.99 (favorable). This finding implies that network marketers' sales increased due to more satisfied customers and new customers buying more products. The result of a high level of increase in sales amount stands in line with the realization from the studies of Sebikari (2019) and Sariwulan et al. (2020) that a high amount of sales in entrepreneurship – which can be gauged by ROI, market share percentage, profitability ratios, and sales growth – proves high customer satisfaction. In the MLM context, this result also corresponds to Rezvani et al.'s (2017) research findings that network marketers' high-performance levels manifest sales increases in urging new clients to purchase their offered goods and services.

Business Profit Earned

The fourth indicator, business profit earned, got a category mean of 3.89, proving that network marketers' high entrepreneurial performance was sufficiently remunerated with the achievement of their annual sales targets and a significant increase in customer base, leading to a much higher operational profit. This result complements Sebikari's (2019) and Jayathilaka's (2020) emphasis on performance nearing the company's financial targets, which is evident in improved production, sales, and operating profit. Similarly, it also harmonizes with the International Res Jour Managt Socio Human's (2014) discovery that top sales performers receive compensation for their sales and the income generated by recruited salespeople, resulting in significantly higher business profit earned.

3.6 Correlation between Variables

The correlation analysis results are shown in Table 6. This study's independent variables – self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion – are statistically correlated with entrepreneurial performance ($p < .05$). When these factors improve, entrepreneurial performance behavior is also enhanced.

Table 6. *Correlation between variables*

Variables Paired with Entrepreneurial Performance	R	p-value	Remarks
Self-Efficacy	.79	.00	Significant
Entrepreneurial Commitment	.82	.00	Significant
Entrepreneurial Orientation	.76	.00	Significant
Social Cohesion	.8	.00	Significant

This statistically significant correlational result verifies several studies. For instance, the result supports the studies of Hallak et al. (2012), Kregar and Antončič (2015), and Hermiö (2023), which revealed a strong correlation between self-efficacy and entrepreneurial performance, recognizing that a great deal of attention should be put on increasing an entrepreneur's self-efficacy. It also reinforces earlier research investigations by Ezekiel (2018) and Labausa (2018) that found a direct relationship between entrepreneurial commitment and performance.

Meanwhile, the result also supports the studies of Lindsay et al. (2014), Bucktowar et al. (2015), and Liang et al. (2019), which reported a positive relationship between network marketers' entrepreneurial orientation and entrepreneurial performance outcomes. More so, as to the inquiry on the association of social cohesion with the entrepreneurial performance of network marketers in the MLM industry, the result of this study's correlational analysis affirms the study findings of Dai et al. (2016) and Blackman (2021) that network marketers who experienced higher social cohesion achieved better performance results, including sales volume and team success; hence, there is a significant connection between social cohesion and entrepreneurial performance. Collectively, this study's findings jive with those of prior studies, proving that network marketers' entrepreneurial performance is significantly correlated with their self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion.

3.7 Influencers of Entrepreneurial Performance

The regression analysis results, as shown in Table 7, revealed that among the four independent variables, entrepreneurial commitment, entrepreneurial orientation, and social cohesion could significantly affect entrepreneurial performance in their singular capacity ($p < .05$). It implies that self-efficacy needs the assistance of other variables to influence entrepreneurial performance. These factors, with beta coefficients of .25, .37, .19, and .36, indicate that a unit increase in self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and

social cohesion results in a .25, .37, .19, and .36 improvement in the entrepreneurial performance of the network marketers, respectively.

Table 7. *Influencers of entrepreneurial performance*

Variables	B	p-value	T	Remarks
Self-Efficacy	.25	.00	5.01	Significant
Entrepreneurial Commitment	.37	.00	6.66	Significant
Entrepreneurial Orientation	.19	.00	3.84	Significant
Social Cohesion	.36	.00	7.42	Significant

Note: $r^2 = .763$, $p = .00$, $F = 254.62$

The statistically significant influence of self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion on network marketers' entrepreneurial performance accords with the findings of several studies. For example, it resonates with the study findings of Kregar and Antončič (2015), Khalil et al. (2021), and Hermiö (2023) that self-efficacy had been proven to be a strong predictor of entrepreneurial performance. Similarly, the result of a significant influence of entrepreneurial commitment on entrepreneurial performance affirms the studies of Clouse (2014), Murnieks et al. (2014), and Ahmad et al. (2022), which concluded that an entrepreneur's commitment is one of the most significant antecedents of the best possible entrepreneurial performance. Furthermore, the result of a positive impact of entrepreneurial orientation on entrepreneurial performance aligns with the study reports of Cuevas et al. (2019), Mulyana and Hendar (2020), and Huang et al. (2022), which found that entrepreneurial orientation is considered an independent variable influencing the performance of entrepreneurs and that the risk-taking, innovative, and proactive' components of entrepreneurial orientation serve as the key drivers of entrepreneurial performance.

Nonetheless, the significant influence of social cohesion on entrepreneurial performance supports the studies of Dai et al. (2016) and Blackman (2021), which identified social cohesion as a significant determinant that advantageously motivates entrepreneurs' performance in the NMO sector. Regarding the regression model, the r^2 of .763 indicates that 76.3 percent of the variation in network marketers' entrepreneurial performance could be attributed to the combined influence of self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion.

4.0 Conclusion

The findings of this study demonstrate that self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion are critical factors influencing the entrepreneurial performance of network marketers. Network marketers with high self-efficacy are better equipped to achieve challenging goals, persist through difficulties, and apply effective marketing strategies, ultimately boosting sales and entrepreneurial success. Their strong entrepreneurial commitment—encompassing affective, behavioral, and continuance commitment—further enhances their likelihood of succeeding in MLM ventures. The study also highlights the importance of entrepreneurial orientation, with network marketers showing a propensity for risk-taking, innovation, and proactive behaviors, all of which contribute positively to their entrepreneurial performance. Similarly, social cohesion within network marketing teams plays a crucial role, as strong bonds, trust, and effective communication foster collaboration, knowledge sharing, and problem-solving, leading to improved outcomes.

The results reveal a high level of entrepreneurial performance among network marketers, reflected in increased production, new business creation, higher sales, and profitability. The correlation analysis confirms that self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion are significantly related to entrepreneurial performance. These findings align with Ajzen and Fishbein's Theory of Reasoned Action, which emphasizes the role of attitudes, intentions, and social norms in driving positive outcomes. Moreover, regression analysis underscores the combined influence of the four variables, explaining 76.3% of the variation in entrepreneurial performance. This supports Vroom's Expectancy Theory, highlighting how self-efficacy, commitment, entrepreneurial orientation, and social cohesion enhance effort, persistence, and performance toward achieving desired rewards. This study establishes that the interplay of self-efficacy, entrepreneurial commitment, entrepreneurial orientation, and social cohesion significantly impacts network marketers' entrepreneurial performance, offering valuable insights for optimizing success in MLM ventures.

5.0 Contributions of Author

The author indicates contributions to each section. The author confirms to have conceptualized, designed, analyzed, drafted, and revised the manuscript.

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7.0 Conflict of Interests

The author declares no conflict of interest about the publication of this paper.

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