Analysis of the Influence of Social Capital on Entrepreneurial Orientation and Entrepreneurial Behavior: A Study on Startups in Jabodetabek

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ABSTRACT

Purpose: The purpose of this study is to analyze the impact of social capital on entrepreneurial orientation and entrepreneurial behavior of startup owners in the greater area of Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek).

Design/methodology/approach: This study applies a quantitative approach. The data collection was done via online questionnaire from April 2024 to June 2024 The 376 respondents were startup owners whose business was domiciled in Jabodetabek. SEM PLS was used to develop a model and analyze the data.

Findings: The study finds that social capital significantly affected both entrepreneurial orientation and entrepreneurial behavior of startup owners, partially and simultaneously.

Research implications: Social capital, in the form of robust social networks, plays an important role in enhancing entrepreneurial orientation and behavior, including proactiveness, innovation, and risk taking.

Practical implications: This study shows the importance of strengthening social networks to support an entrepreneurial mindset and attitude. Entrepreneurs can leverage social capital to access information, resources, and opportunities.

Originality/value: This study expands the understanding of how social networks, trust, and norms influence innovation, risk taking, and proactivity, providing practical value for entrepreneurs, organizations, and policymakers to optimize social capital in enhancing entrepreneurial mindset.

Paper type: Research paper

I. INTRODUCTION

The development of technology and digitalization has created an increasingly dynamic and competitive business environment (Rachinger et al 2018). Technology advances, especially in the field of information and communication technology, have enabled companies to operate more efficiently, reach wider markets, and offer more innovative products or services (Kagermann 2014). In addition, digitalization has opened up new opportunities for companies to interact with customers, understand customer needs, and provide more personalized and relevant solutions (Lenka et al 2017). Amid these changes, the OECD (2020) explains that start-ups have emerged as one of the main forces in the global economy, with the ability to adapt quickly to change, start-ups have succeeded in challenging the status quo and changing traditional ways of doing business to be more modern. Start-ups have succeeded in bringing innovation and creativity to the market, and often changing industries and opening up new opportunities. Start-ups are companies that have just been established and operating for a short period of time with the aim of developing innovative products or services that can change the way we live, work, or interact (Smith 1998). Startups are usually founded by a group of entrepreneurs who have a vision

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to create something new and different, with a focus on innovation and rapid growth, startups are often able to challenge large companies and gain significant market share.

Indonesia, as a developing country, has the largest number of startups in Southeast Asia. According to Annur (2023), the number of startups in Indonesia is the highest in Southeast Asia in 2023. This reflects the potential that Indonesia has to become a centre of innovation and economic growth in the Southeast Asia region. Some unicorns from Indonesia, such as Gojek, Tokopedia, and Bukalapak, have succeeded in changing the behaviour of Indonesian people in business transactions, communication, and access information. Of cities and provinces across Indonesia itself, startups in Jabodetabek continue to grow in numbers whereby 80% of the recorded startups are 1 to 10 years old.

According to Lumpkin and Dess (2001) an entrepreneur who has a strong orientation towards opportunities may be more likely to take risks in their business, while those who have a strong orientation towards achieving goals may be more focused on the growth and scalability of their company (Gorgievski et al 2011). Entrepreneur Orientation (EO) is defined as the approach taken by business leaders to apply business strengths to current and long-term market needs to enable sound entrepreneurial decisions and actions (Fellnhofer et al., 2016; Rauch et al., 2009). There are two views regarding the important factors that support entrepreneurial orientation. The research conducted by Lumpkin and Dess (1996) established five dimensions of entrepreneurial orientation, namely innovation, risk-taking, proactiveness, competitive aggressiveness, and autonomy. Furthermore, there is research that limits their study to the dimensions of entrepreneurial orientation as established by other researchers, namely innovativeness, proactiveness, and risk-taking (D'Angelo and Presutti 2019; Diabate et al. 2019).

EO refers to the processes, structures, and behaviors of a company characterized by three main dimensions: innovation, proactiveness, and risk-taking (Covin and Slevin 1989; Miller 1983). Innovativeness is a broad concept that involves a company's tendency to create something new (Salavou 2004). Innovation is the willingness to try new things or experiment with various elements with the aim of mastering new products or technologies. An innovative orientation is often necessary to change the company culture, which will ultimately enhance performance (Leal-Rodríguez et al. 2014). Proactiveness is the tendency to anticipate and act on new opportunities related to future demand, as well as taking the initiative to try to improve the current situation or create a new one. At the organizational level, proactive behavior reflects an attitude of anticipating and acting on future market deficiencies and needs, thereby creating an advantage over other competitors by being the first to act. It is crucial for companies to shift towards more proactive and sustainable engagement with stakeholders to maintain a competitive advantage (Jiménez-Barrionuevo et al. 2019). Risk taking refers to the willingness of a company to seize opportunities in an uncertain business environment (Pratono 2018). Risk-taking propensity refers to an individual's tendency to exhibit risk-taking or risk-avoidance behavior when faced with risky situations. The main factor in distinguishing entrepreneurs from employed workers is the uncertainty and risk taken by the former workers (Gürol and Atsan 2006).

Factors such as economic motivation, personal aspirations, and the social environment can influence this intention. Although the number of startups in Indonesia continues to grow, the challenges for startups will continue to grow. One of them is getting access to sufficient capital to develop their business, where 34.1% of startups feel that access to capital is a crucial problem (MIKTI, 2021). In addition, they must also be able to adapt quickly to survive and thrive amidst fierce competition. This requires the ability to think creatively, take risks, and learn from failure. Therefore, it is important for start-up entrepreneurs to have good management skills and get support from mentors, investors, and a wide business network.

In running their business, start-ups are faced with various challenges and opportunities. To be able to make good business decisions, start-ups that is represented by the owners must have a deep understanding of the market, customers, and competitors. Start-ups must also be able to carefully evaluate risks and opportunities and create realistic and implementable business plans. In addition, the ability to adapt quickly to changes in the business environment is also very important for the success of start-ups. Success or failure in making business decisions can have a significant impact on the future of the company (Schwenk 1993). Farooq (2018) presents a framework for understanding Entrepreneurial Behavior (EB) by categorizing it into several key dimensions. The business planning dimension refers to the strategic aspects of entrepreneurship, including business model development, market analysis, competitive strategy, and operational planning. The financing of a new firm dimension focuses on the financial aspects of starting a new venture, such as identifying potential sources of capital, financial planning, risk assessment, and investment strategies. Finally, the interaction with external environmental dimension relates to how entrepreneurs interact with the external business environment, including networking, building relationships with stakeholders, understanding market trends, and responding to regulatory and economic conditions. Each of these dimensions plays a critical role in shaping entrepreneurial behavior and contributing to the success of entrepreneurial ventures.

One factor that has emerged as a focus of research is social capital. Mahfud et al (2020) consider social capital as an important resource that provides access to various other assets, including finance, market information, and clients. This includes aspects such as trust, social norms, access to information, and social support. Nahapiet

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and Ghoshal (1998) grouped social capital into three dimensions, namely structural, cognitive, and relational dimensions. The structural dimension refers to the existence of networks that provide access to people and resources. This dimension includes the relationships between actors, network configurations, and the roles, rules, precedents, and procedures present within the network. The cognitive dimension refers to the subjective interpretation of shared understanding. This includes aspects such as shared language, codes, and narratives, as well as shared values, attitudes, and beliefs. This dimension also encompasses shared goals, objectives, and vision. The relational dimension refers to the nature and quality of relationships between actors in the network. This includes aspects such as trust and reliability, norms and sanctions, as well as obligations and expectations. This dimension also includes identity and identification.

Previous research on social capital has shown that it can play an important role in business development and decision making. Jamaluddin et al (2020) explained that social capital, especially trust and networks, has a direct influence on decision making for the welfare of women micro-entrepreneurs in the Kendari Korem Market. The similar thing was also found in the research of Wang et al (2021) that there was a significant relationship between the cognitive dimension of social capital from the family and entrepreneurial decision making. However, studies exploring the influence of social capital on the entrepreneurial orientation and behaviours in making business decisions for start-up businesses are still scarce.

Therefore, this study aims to analyze the influence of social capital on entrepreneurial orientation and entrepreneurial behaviour of start-up business owners. In this context, social capital can have a complex impact on start-up entrepreneurs, both positively and negatively. By understanding the complexity of the interaction between social capital and contextual factors, this study is expected to provide deeper insights into how business decision-making in start-up environments can be shaped by social capital and external factors.

II. METHODS

A. Research Approach

This study uses a quantitative approach, which aims to test hypotheses based on existing theory and concepts. Neuman (2015) stated that knowledge on the positivist paradigm is learned and verified through observation and experience (Neuman, 2015). This study applies social capital as exogenous variable and both entrepreneurial intention and behavior as endogenous variables.

B. Type of Research

Based on its purpose, this study is explanatory research, which aims to explain the causal relationship between variables: social capital, entrepreneurial orientation, and entrepreneurial intentions. This research is pure research that describes the relationship between theory and reality. The study was conducted cross-sectionally, with data collection carried out at one time.

C. Data Collection

The research data consists of primary and secondary data. Secondary data is collected from literature studies, while primary data is collected through surveys with the use of a questionnaire. The research respondents were start-up owners in Jabodetabek, with a total sample of 376 people, determined using the Slovin formula with a margin of error of 5%. The instrument uses the Likert scale to measure the level of respondent agreement. Validity testing was carried out using Pearson correlation analysis, while reliability testing used Cronbach's alpha (Sekaran and Bougie, 2017).

D. Data Analysis

The data were analyzed using the Structual Equation Model Partial Least Squares (SEM PLS) technique. The measurement model (outer model) was tested through convergent validity, discriminant validity, and composite reliability, while the structural model (inner model) was analyzed using the coefficient of determination (R^2) and predictive relevance (Q^2). The relationship between variables is depicted through a path diagram, and hypothesis testing is carried out by comparing the t-statistic value with the t-table (Hair et al., 2019).

E. Hyphotesis

Based on the previous section, this study is based on three hypotheses, namely:
H1: Social Capital (X1) affects Entrepreneurial Orientation (Y1)
H2: Social Capital (X1) affects Entrepreneurial Behavior (Y2)
H3: Social Capital (X1) affects both Entrepreneurial Orientation (Y1) and Entrepreneurial Behavior (Y2)

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III. RESULTS AND DISCUSSION

A. Research Instrument Validity Test

The validity test was conducted by measuring the relationship between the total score and the score of each item. An item is considered valid if the Pearson correlation value (r-count) is greater than the r-table of 0.361 for a sample of 30 respondents. The following are the results of the validity analysis of each variable:

1. Social Capital (X1)
    This variable has 8 question items covering the structural dimensions (SC1–SC4) and relational dimensions (SC5–SC8). Based on the results of the validity test (Table 1)all items have an r-count value greater than 0.361, so they are declared valid.

Table 1. Social Capital Validity

Variable	ITEM	R-COUNT	R-TABLE	Description
Social Capital (X1)	SC1	0,790	0,361	Valid
	SC2	0,720	0,361	Valid
	SC3	0,773	0,361	Valid
	SC4	0,492	0,361	Valid
	SC5	0,778	0,361	Valid
	SC6	0,827	0,361	Valid
	SC7	0,665	0,361	Valid
	SC8	0,546	0,361	Valid

2. Entrepreneurial Orientation (Y1)
    This variable consists of 14 items grouped into three dimensions: innovativeness (EO1–EO6), proactiveness (EO7–EO11), and risk-taking (EO12–EO14). The results of the validity test show that all items have an r-count value above 0.361 (Table 2), so they are valid for use in research.

Table 2. Validity Entreprnurial Orientation

Item	R-Count	R-Table	Description
EO1	0,768	0,361	Valid
EO2	0,633	0,361	Valid
EO3	0,728	0,361	Valid
EO4	0,720	0,361	Valid
EO5	0,693	0,361	Valid

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EO6	0,522	0,361	Valid
EO7	0,700	0,361	Valid
EO8	0,666	0,361	Valid
EO9	0,721	0,361	Valid
EO10	0,537	0,361	Valid
EO11	0,732	0,361	Valid
EO12	0,720	0,361	Valid
EO13	0,813	0,361	Valid
EO14	0,535	0,361	Valid

3. Entrepreneurial Behavior (Y2)

   This variable involves 21 items covering three main dimensions: business planning (EB1–EB7), financing the new firm (EB8–EB14), and interaction with external environment (EB15–EB21). Based on the analysis, all items have an r-count value greater than 0.361 (Table 3), so all indicators are declared valid.

Table 3. Validiy Entreprenurial Behaviour

ITEM	R-COUNT	R-TABLE	Description
EB1	0,494	0,361	Valid
EB2	0,611	0,361	Valid
EB3	0,490	0,361	Valid
EB4	0,480	0,361	Valid
EB5	0,666	0,361	Valid
EB6	0,648	0,361	Valid
EB7	0,541	0,361	Valid
EB8	0,541	0,361	Valid
EB9	0,459	0,361	Valid
EB10	0,706	0,361	Valid

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EB11	0,515	0,361	Valid
EB12	0,552	0,361	Valid
EB13	0,547	0,361	Valid
EB14	0,589	0,361	Valid
EB15	0,535	0,361	Valid
EB16	0,417	0,361	Valid
EB17	0,664	0,361	Valid
EB18	0,604	0,361	Valid
EB19	0,535	0,361	Valid
EB20	0,548	0,361	Valid

B. Reliability Test of Research Instruments

Reliability is tested using the Cronbach's Alpha method. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.6. The results of the reliability test are as follows:

1. Social Capital (X1)

   This variable has a Cronbach's Alpha of 0.849 for 8 items, indicating that this instrument is reliable.

Table 4. Social Capital Reability

Variabel	Cronbach Alpha	Item	Description
Social Captal (X1)	0,849	8	Reliable

2. Entrepreneurial Orientation (Y1)

   With a Cronbach's Alpha value of 0.909 for 14 items, this variable is stated to have high internal consistency.

Table 5. Entrepreneurial Orientation Reability

Variabel	Cronbach Alpha	Item	Description
Entreprnurial Orientation (Y1)	0,909	14	Reliable

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3. Entrepreneurial Behavior (Y2)
    This variable shows a Cronbach's Alpha value of 0.885 for 21 items, indicating high reliability.

Table 6. Entrepreneurial Behaviour Reability

Variabel	Cronbach Alpha	Item	Description
Entreprnurial Behaviour (Y2)	*0,885*	*21*	*Reliable*

Based on the results of the validity and reliability tests, all of these research instruments have met the requirements for use in primary data collection.

C. Descriptive Statistical Analysis
1. Social Capital

Social Capital in this study was analyzed through two dimensions, namely structural and relational, each of which is represented by eight indicators (SC1 to SC8). The structural dimension measures aspects of communication and direct relationships with customers, while the relational dimension assesses interpersonal interactions, mutual respect, and trust. Based on the results of the descriptive analysis, all social capital indicators are in the "very high" category with an overall average score of 5.224. The indicator with the highest average score is SC8, which is 5.252, which describes personal friendships with key customers as an important element in social capital. In contrast, indicator SC1 has the lowest average score, which is 5.197, although it remains in the "very high" category. The frequency distribution of answers shows that the majority of respondents gave scores on a high scale (5 and 6), reflecting a very strong level of trust, social involvement, and social networks.

Table 7. Social Capital Average Score

Variable	Indicator	1	2	3	4	5	6	Average Score	Categories
Social Capital	SC1	0.000	0.526	3.158	12.368	40.263	43.684	5.197	Very High
	SC2	0.263	0.789	3.684	14.211	36.579	44.211	5.250	Very High
	SC3	0.000	0.263	2.895	13.947	39.473	43.947	5.213	Very High
	SC4	0.000	0.000	3.684	15.263	37.105	43.526	5.210	Very High
	SC5	0.526	0.789	2.368	12.632	38.684	44.211	5.229	Very High
	SC6	0.000	0.526	3.421	14.474	37.105	45.263	5.234	Very High
	SC7	0.000	0.789	2.632	13.947	38.947	43.526	5.213	Very High
	SC8	0.263	0.684	3.263	14.579	36.263	45.526	5.252	Very High
	Average Score							5.224	Very High

This finding indicates that the individuals or groups studied have solid social relationships, which can contribute positively to the success of their collaboration and social welfare.

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2 Entrepreneurial Orientation

Entrepreneurial Orientation (EO) is measured through three main indicators: innovativeness, proactiveness, and risk-taking. Each indicator covers various aspects such as product and technological innovation, initiative in competition, and courage to take risks. The results of the analysis show that the average score of all EO indicators is in the "high" category with an average value of 4.678. Indicator EO1, which emphasizes research and development, has the highest score of 4.902, indicating the importance of innovation in supporting startup businesses. In contrast, indicators EO2 and EO5 have the lowest average scores of 4.508, which may reflect differences in technology needs in various startup industries. The frequency distribution of answers confirms that the majority of respondents gave a positive assessment of each EO indicator. This indicates that a strong entrepreneurial orientation, including creativity, courage to take risks, and competitive advantage, has been widely accepted and appreciated.

Table 8. Enteprenurial Orientation

Variable	Indicator	1	2	3	4	5	6	Average Score	Description
	EO1	1,596	2,926	4,521	19,681	37,234	34,043	4,902	High
	EO2	1,596	2,394	8,777	35,372	34,574	17,287	4,508	High
	EO3	0,798	2,128	5,053	27,660	41,489	22,872	4,755	High
	EO4	3,989	3,457	4,521	23,670	37,500	26,862	4,678	High
Entrepreneurial Orientation	EO5	2,926	2,394	5,319	39,362	30,319	19,681	4,508	High
	EO6	0,798	1,330	9,574	28,989	35,904	23,404	4,681	High
	EO7	2,394	1,596	6,383	23,670	42,021	23,936	4,731	High
	EO8	3,723	1,862	8,777	30,851	34,840	19,947	4,511	High
	EO9	1,862	2,660	5,053	27,394	40,426	22,606	4,697	High
	EO10	2,660	1,862	6,117	29,255	37,500	22,606	4,649	High

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	2,660	*4,255*	*6,649*	*27,660*	*35,904*	*22,872*	*4,585*	*High*
EO11								
	0,798	*1,862*	*5,851*	*28,191*	*39,894*	*23,404*	*4,747*	*High*
EO12								
	0,266	*1,596*	*6,649*	*25,266*	*42,287*	*23,936*	*4,795*	*High*
EO13								
	0,000	*1,862*	*5,585*	*27,660*	*45,745*	*19,149*	*4,747*	*High*
EO14								
	Average Score						*4,678*	*High*

3. Entrepreneurial Behavior

Entrepreneurial Behavior (EB) in this study covers three aspects: business planning, financing the new firm, and interaction with the external environment. A total of 21 indicators are used to measure entrepreneurial behavior, including business planning, financial investment, and interaction with the external environment. The average score of all EB indicators is 4.788, which is in the "high" category. Indicator EB1, which is related to business plan preparation, has the highest score of 5.154. Meanwhile, indicators EB13 and EB14, which are related to government funding, have lower scores of 4.537 and 4.540, respectively, although they remain in the "high" category. The majority of respondents gave scores on a high scale (5 and 6), reflecting a positive perception of the entrepreneurial behavior studied. High average scores on indicators such as EB9 (4.904) and EB20 (4.888) confirm the appreciation of the dedication and success of startup businesses that have achieved tangible results, such as receiving the first payment and net profit.

Overall, the results of the analysis show that both social capital, entrepreneurial orientation, and entrepreneurial behavior are at a very good level. This reflects the great potential of the individuals or groups studied in managing social networks, innovating, taking risks, and carrying out entrepreneurial behavior effectively.

D. Inferential Statistical Analysis
1. Outer Model Evaluation Results

At the convergent validity test stage, it was found that the outer loading value for each indicator in the Entrepreneurial Behavior, Entrepreneurial Orientation, and Social Capital variables showed a figure of more than 0.70, as suggested by Hair et al. (2017). This proves that these indicators are valid for measuring their respective constructs. Thus, the convergent validity in this study can be accepted.

Table 10. Enteprenurial Behaviour

Variable	Indcator	1	2	3	4	5	6	Avarage Score	Description
Enteprenurial Behaviour	*EB1*	*0,532*	*1,330*	*2,926*	*14,096*	*39,628*	*41,489*	*5,154*	*Very High*
	EB2	*0,000*	*1,064*	*6,915*	*31,383*	*41,489*	*19,149*	*4,707*	*High*
	EB3	*0,798*	*2,128*	*5,319*	*25,532*	*40,691*	*25,532*	*4,798*	*High*

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EB4	0,000	1,862	3,989	27,926	45,745	20,479	4,790	High
EB5	0,266	1,862	5,585	27,926	39,362	25,000	4,793	High
EB6	0,266	1,596	6,649	19,947	40,691	30,851	4,918	High
EB7	0,266	3,457	4,521	25,798	40,160	25,798	4,795	High
EB8	0,000	2,394	4,521	29,787	40,426	22,872	4,769	High
EB9	0,000	1,064	3,191	25,798	44,149	25,798	4,904	High
EB10	0,532	1,862	5,319	25,000	40,426	26,862	4,835	High
EB11	1,862	1,064	7,713	30,319	36,968	22,074	4,657	High
EB12	3,723	2,394	5,053	26,064	39,894	22,872	4,646	High
EB13	5,851	1,596	6,649	27,660	35,372	22,872	4,537	High
EB14	4,787	2,660	6,649	26,862	37,766	21,277	4,540	High
EB15	1,862	1,596	7,979	28,989	35,904	23,670	4,665	High
EB16	0,532	2,660	6,117	24,468	41,223	25,000	4,782	High
EB17	0,532	2,660	3,723	25,798	38,564	28,723	4,854	High
EB18	0,532	0,798	5,585	24,734	42,819	25,532	4,851	High
EB19	0,266	1,064	2,926	29,521	42,021	24,202	4,846	High
EB20	0,532	1,330	3,191	27,128	39,362	28,457	4,888	High
EB21	1,862	1,064	4,787	23,670	42,819	25,798	4,819	High
Avarage Score							4,788	High

The Cronbach's Alpha and Composite Reliability values for all variables were above the threshold of 0.6. Entrepreneurial Behavior has a Cronbach's Alpha value of 0.816 (very reliable), while Entrepreneurial Orientation and Social Capital each have values of 0.744 and 0.734 (reliable). These results indicate that the data in this study are reliable.

Table 11. Convergent Validity Value

Indicators and Variables	Outer loadings
EB1 <- Enteprenurial Behaviour	0,933
EB10 <- Enteprenurial Behaviour	0,935
EB11 <- Enteprenurial Behaviour	0,801
EB12 <- Enteprenurial Behaviour	0,906
EB13 <- Enteprenurial Behaviour	0,922
EB14 <- Enteprenurial Behaviour	0,906
EB15 <- Enteprenurial Behaviour	0,916
EB16 <- Enteprenurial Behaviour	0,964
EB17 <- Enteprenurial Behaviour	0,899
EB18 <- Enteprenurial Behaviour	0,949
EB19 <- Enteprenurial Behaviour	0,948
EB2 <- Enteprenurial Behaviour	0,847
EB20 <- Enteprenurial Behaviour	0,924
EB21 <- Enteprenurial Behaviour	0,740
EB3 <- Enteprenurial Behaviour	0,927
EB4 <- Enteprenurial Behaviour	0,918
EB5 <- Enteprenurial Behaviour	0,970
EB6 <- Enteprenurial Behaviour	0,951
EB7 <- Enteprenurial Behaviour	0,860
EB8 <- Enteprenurial Behaviour	0,925
EB9 <- Enteprenurial Behaviour	0,917
EO1 <- Enteprenurial Orientation	0,925

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EO10 <- Enteprenurial Orientation	*0,917*
EO11 <- Enteprenurial Orientation	*0,880*
EO12 <- Enteprenurial Orientation	*0,896*
EO13 <- Enteprenurial Orientation	*0,917*
EO14 <- Enteprenurial Orientation	*0,829*
EO2 <- Enteprenurial Orientation	*0,926*
EO3 <- Enteprenurial Orientation	*0,904*
EO4 <- Enteprenurial Orientation	*0,882*
EO5 <- Enteprenurial Orientation	*0,917*
EO6 <- Enteprenurial Orientation	*0,880*
EO7 <- Enteprenurial Orientation	*0,896*
EO8 <- Enteprenurial Orientation	*0,917*
EO9 <- Enteprenurial Orientation	*0,829*
SC1 <- Social Capital	*0,949*
SC2 <- Social Capital	*0,948*
SC3 <- Social Capital	*0,847*
SC4 <- Social Capital	*0,924*
SC5 <- Social Capital	*0,880*
SC6 <- Social Capital	*0,896*
SC7 <- Social Capital	*0,917*
SC8 <- Social Capital	*0,829*

2. Inner Model Evaluation

The results of the R-Square evaluation show that Entrepreneurial Behavior has a value of 0.429 or 42.9%, which indicates a moderate category. Meanwhile, Entrepreneurial Orientation has an R-Square value of 0.161 or 16.1%, which is included in the weak category.

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Table 12. Cross Loading Value

Variabel	Enteprenurial Behaviour	Enteprenurial Orientation	Social Capital
Enteprenurial Behaviour			
Enteprenurial Orientation	0,857		
Social Capital	0,425	0,470	

For the predictive relevance test (Q-Square), the Q-Square value for the Entrepreneurial Behavior variable is 0.742, which indicates good observation with positive predictive relevance (Q-Square > 0). This indicates that the research model has adequate predictive quality.

Table 13. Reliability Test

Variable	Cronbach's alpha	Description
Enteprenurial Behaviour	0,816	Very Reability
Enteprenurial Oriental	0,744	Reability
Social Capital	0,734	Reability

3. Model Fit and Path Diagram

The research model shows a causal relationship between exogenous variables (social capital) and endogenous variables (entrepreneurial behavior and entrepreneurial orientation).
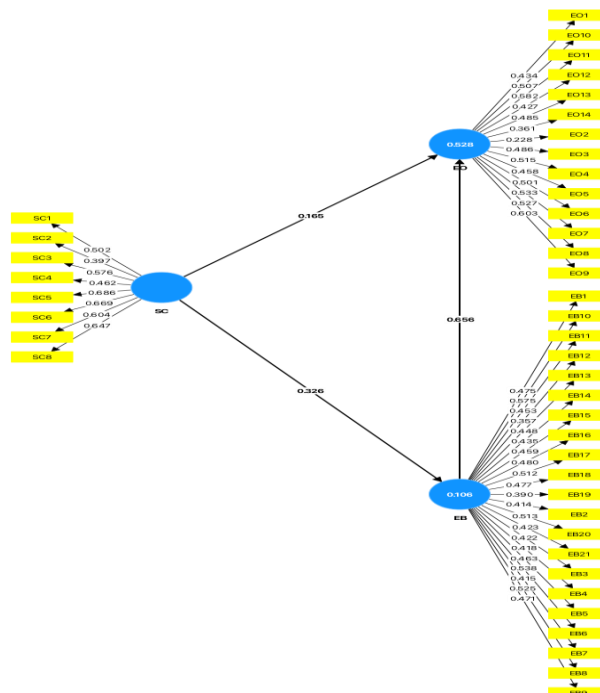

Figure 1. Model Fit and Diagram Path

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4. Hypothesis Testing

Based on the results of hypothesis testing:

Table 16. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EB -> EO	0,656	0,669	0,044	14,899	0,000
SC -> EB	0,326	0,347	0,069	4,734	0,000
SC -> EO	0,165	0,163	0,063	2,621	0,009

Social Capital has a significant direct influence on Entrepreneurial Orientation with a path coefficient of 0.165 and a p-value of 0.009.

Social Capital also has a significant direct influence on Entrepreneurial Behavior with a path coefficient of 0.326 and a p-value of 0.000.

5. Simultaneous Test Results with MANOVA

The MANOVA results show that the P-values for all multivariate statistics (Pillai's Trace, Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root) are 0.000 (p <0.05). This shows that Social Capital has a significant simultaneous influence on Entrepreneurial Behavior and Entrepreneurial Orientation.

Table 17. Manova Test

Multivariate Testsa

	Effect	Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.974	6567.585b	2.000	345.000	.000
	Wilks' Lambda	.026	6567.585b	2.000	345.000	.000
	Hotelling's Trace	38.073	6567.585b	2.000	345.000	.000
	Roy's Largest Root	38.073	6567.585b	2.000	345.000	.000
SC	Pillai's Trace	.474	3.707	58.000	692.000	.000
	Wilks' Lambda	.561	3.989b	58.000	690.000	.000
	Hotelling's Trace	.721	4.276	58.000	688.000	.000
	Roy's Largest Root	.621	7.405c	29.000	346.000	.000

a. Design: Intercept + SC
b. Exact statistic
c. The statistic is an upper bound on F that yields a lower bound on the significance level.

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From all of these analyses, it can be concluded that this research model is valid, reliable, and has a significant causal relationship between the variables tested.

E. Research Implications

According to the findings of this study, social capital significantly influences entrepreneurial orientation and entrepreneurial behavior, separately. This means that the entrepreneurial tendencies of individuals or organizations will increase along with their level of social capital. Aspects of entrepreneurial orientation include risk-taking, proactiveness, and innovativeness. When it comes to fostering innovation in an entrepreneurial environment, social capital is crucial. The creation of new concepts and cutting-edge products relies on easy access to information and related resources, which is enabled by strong social networks. A study conducted by De Carolis and Saparito (2017) found that social networks with trust and positive interactions enable people and organizations to share knowledge more effectively and openly, which in turn drives innovation.

A key component of entrepreneurial orientation, proactiveness, is also influenced by social capital. Social networks offer the necessary assistance to identify and exploit market opportunities before competitors. Organizations with high social capital are more likely to actively seek out new business prospects, according to a study conducted by Prashantham and Dhanaraj (2020). This is because these organizations can rely on information from their networks to help them make decisions faster and smarter.

In addition, social capital contributes to increasing the capacity of individuals or organizations to take risks. Strong interpersonal ties and mutual trust make entrepreneurs more confident in taking opportunities that can generate profits. Research by Lin et al. (2017) shows that trust developed through social capital can encourage entrepreneurs to take more opportunities by reducing uncertainty and fear of failure (Lin et al., 2017). Overall, social capital provides a strong foundation for the growth of an entrepreneurial mindset. Social networks make it easier for people and organizations to obtain important information, receive support, and feel more comfortable taking risks because of the trust and conventions they have created. Entrepreneurial orientation is characterized by greater discovery, proactiveness, and risk-taking abilities, all of which are influenced by these characteristics. Therefore, social capital encourages dynamic and enduring entrepreneurial behavior in addition to increasing social ties.

Not only that, according to this study, social capital significantly increases entrepreneurial behavior. This shows that the tendency of individuals or organizations to act entrepreneurially increases with the amount of social capital they have. Among the many tasks that shape entrepreneurial behavior are opportunity recognition, resource mobilization, decision making, and business management.

Social capital makes opportunities easier to identify by giving people access to useful and relevant information. Extensive social networks provide entrepreneurs with access to knowledge about customer demand, industry trends, and technological advances that they cannot obtain through traditional news sources. Research conducted by Stam, Arzlanian, and Elfring (2014) shows that people's capacity to identify business opportunities is enhanced by social network involvement and trust because they can rely on advice and information from their networks (Stam et al, 2014).

An important component of entrepreneurial behavior is resource enhancement. Social capital makes resources such as money, labor, and technology accessible. Entrepreneurs with strong networks can attract investors, business partners, and other resource suppliers. According to a study conducted by Pratono (2018), social capital facilitates entrepreneurs' access to funding and other resources through social networks, which in turn increases their capacity to launch and grow their businesses (Pratono, 2018).

Entrepreneurs often use comments and information from their social networks to inform their decisions. Social capital offers a platform for entrepreneurs to exchange ideas, get feedback, and gain insights from the experiences of others. Sequeira, Mueller, and McGee (2018) found that interactions in social networks facilitate better decision-making for entrepreneurs because they allow them to leverage the aggregate knowledge and experience of their network members.

In general, social capital provides a solid foundation for the growth of entrepreneurial mindsets and behaviors. Individuals and organizations can obtain the knowledge, assets, and assistance needed to innovate, take initiatives, and run businesses successfully through social networks, trust, and supportive norms. As a result, social capital encourages dynamic and beneficial business activities and orientations in addition to increasing social interactions.

Based on the explanation given above, this study has significant consequences for our understanding of how social capital influences the entrepreneurial orientation and behavior of startup owners. It has been shown that social capital is very important in encouraging an entrepreneurial mindset that requires taking calculated risks and having a proactive and creative attitude. Strong social networks make it easier for people to obtain knowledge, resources, and market opportunities. This encourages entrepreneurs to be creative and proactive. In addition, social capital fosters self-confidence and reduces uncertainty, making people and organizations more likely to take advantage of existing opportunities.

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This study also shows how a broad social network helps opportunity recognition, resource mobilization, and decision making related to entrepreneurship. One of the main advantages of having large social capital is having better access to financial resources and information about business and technological breakthroughs. Decisions made by entrepreneurs are also influenced by feedback and encouragement from social networks, thus enhancing the decision-making process. As a result, social capital serves as a catalyst to guide individuals or organizations towards entrepreneurial success in addition to supporting commercial operations. The findings of this study highlight the importance of creating and maintaining strong social networks for business owners and organizations seeking to enhance their entrepreneurial mindset and behavior. An environment that fosters entrepreneurship can be created by policies and initiatives that foster social capital, such as business forums, networking training, and entrepreneurial communities.

IV. CONCLUSION

This study aims to analyze the influence of Social Capital on Entrepreneurial Orientation and Entrepreneurial Behavior in startups in JABODETABEK. Of all the questioners distributed, 376 respondents were selected as samples. Analysis using the SEM method with SmartPLS shows that Social Capital has a positive effect on both Entrepreneurial Orientation and Entrepreneurial Behavior, and simultaneously influences both significantly. Based on the findings of the study, it is recommended that the government support the strengthening of social capital through business incubator programs, co-working spaces, and networking events, as well as providing community-based training and incentives. Start-up entrepreneurs are advised to build professional networks by joining business associations or entrepreneurial communities, strengthening relationships with business partners, and taking advantage of opportunities from social capital for access to information and social support. Academically, further research can explore the impact of social capital on different startup sectors or use a longitudinal approach to understand its influence on various stages of startup development. In addition, from a technical perspective, business actors can utilize social network analysis to evaluate influential connections and identify new opportunities, thereby maximizing the impact of social capital on their business performance.

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