

# Dampak Entrepreneurial Orientation dan Digital Platform Capability Terhadap Startup Performance di Indonesia Melalui Peran Network Capability dan Strategic Flexibility = The Impact of Entrepreneurial Orientation and Digital Platform Capability on Startup Performance in Indonesia Through the Role of Network Capability and Strategic Flexibility

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## Abstrak

Digitalisasi menawarkan kesempatan yang besar untuk lingkungan bisnis, tak terkecuali untuk perusahaan rintisan (startup). Menanggapi desakan teknologi, banyak perusahaan rintisan yang menggunakan platform digital sebagai strategi bisnis mereka. Namun kenyataannya, banyak perusahaan rintisan yang gugur karena tidak adanya entrepreneurial orientation dan digital platform capability yang sebanding. Selain itu, perusahaan rintisan menghadapi tantangan yang unik karena sumber daya mereka yang terbatas maka perusahaan rintisan harus mampu mengelola hubungan internal dan eksternal mereka sehingga dibutuhkan network capability yang baik. Dalam mengelola hubungan tersebut, perusahaan juga harus mampu mengembangkan pendekatan strategic flexibility mereka. Karena skala perusahaan yang kecil, maka dibutuhkannya kemampuan untuk mengambil tindakan yang fleksibel dan cepat dalam menanggapi perubahan lingkungan. Dengan adanya kapabilitas dan orientasi tersebut diharapkan bahwa perusahaan rintisan dapat meningkatkan startup performance mereka.

Penelitian ini bertujuan untuk menguji secara empiris pengaruh entrepreneurial orientation dan digital platform capability yang dipengaruhi network capability dan strategic flexibility terhadap startup performance. Survey dilakukan terhadap 124 perusahaan rintisan berbasis digital dalam bidang jasa di Indonesia. Selanjutnya hasil survey dianalisis menggunakan structural equation modelling-partial least square (SEM-PLS) untuk menguji hipotesisnya.

Hasilnya, entrepreneurial orientation dan digital platform capability berpengaruh secara langsung terhadap network capability dan tidak langsung terhadap startup performance melalui peran network capability dan strategic performance. Namun berdasarkan penelitian ini bahwa pengaruh network capability terhadap startup performance tidak didukung data

.....Digitization offers great opportunities for the business environment, and there are no exceptions for startup companies. Responding to the pressure of technology, many startup companies are using digital platforms as their business strategy. However, in reality, many startups fail due to the lack of an entrepreneurial orientation and comparable digital platform capability. In addition, startups face unique challenges because of their limited resources, so startups must be able to manage their internal and external relationships hence good network capability is needed. In managing these relationships, companies must also be able to develop their strategic flexibility approach. Due to the small scale of the company, it requires the ability to take flexible and fast actions in response to environmental changes. With this capability and orientation, it is hoped that startup companies can improve their startup performance.

This study aims to empirically examine the influence of entrepreneurial orientation and digital platform capability that effect network capability and strategic flexibility on startup performance. The survey was

conducted on 124 digital-based startups in the service sector in Indonesia. Furthermore, the survey results were analyzed using the structural equation modeling-partial least square (SEM-PLS) to test the hypothesis. As a result, entrepreneurship orientation and digital platform capabilities have a direct effect on network capabilities and indirectly on startup performance through the role of network capabilities and strategic flexibility. However, based on this research, the effect of network capability on startup performance is not supported by data.