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Expanding the Theory of Planned Behavior with Entrepreneurial Intent as a Key Driver in Medan

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A B S T R A C T

Entrepreneurship is vital for economic growth, yet Indonesia's entrepreneurial rate remains low. This study extends the Theory of Planned Behavior (TPB) by integrating self-confidence and entrepreneurial intent as mediating variables. Using a case study in Medan, data from 400 entrepreneurs were collected via questionnaires and analyzed using Smart PLS 4.0. The findings confirm that entrepreneurial attitude, subjective norms, and perceived behavioral control positively influence entrepreneurial intent and behavior. Self-confidence significantly affects entrepreneurial intent but does not directly impact entrepreneurial behavior. However, entrepreneurial intent mediates the relationship between self-confidence and entrepreneurial behavior, emphasizing the critical role of intent in translating psychological and social factors into entrepreneurial action. These results highlight the need for a supportive entrepreneurial ecosystem encompassing education, industry collaboration, and policy interventions. Practical implications suggest entrepreneurship training programs emphasizing business simulations, mentorship, and confidence-building strategies. Additionally, access to financial resources, social support, and favorable regulatory frameworks is essential for fostering entrepreneurial success. By refining the TPB framework with self-confidence and entrepreneurial intent, this study provides both theoretical insights and practical strategies for strengthening entrepreneurship in Medan and beyond. Future research should explore longitudinal data and comparative regional studies to deepen the understanding of entrepreneurial decision-making.

1. INTRODUCTION

Entrepreneurship is a crucial driver of economic growth, innovation, and job creation. However, Indonesia's entrepreneurship rate remains relatively low, limiting opportunities for economic and social progress. While many individuals, especially young people, express interest in entrepreneurship, various challenges—such as limited access to capital, financial literacy gaps, and societal stigma surrounding business failure—often prevent them from turning their ambitions into reality.

This issue is particularly relevant in the context of the United Nations' Sustainable Development Goals (SDGs), which emphasize the importance of inclusive economic growth and innovation. Entrepreneurship contributes directly to several SDGs, including poverty reduction (SDG 1), decent work and economic growth (SDG 8), and industry, innovation, and infrastructure (SDG 9). Strengthening Indonesia's entrepreneurial ecosystem not only supports economic development but also fosters resilience, social mobility, and long-term sustainability.

Attitude toward behavior reflects an individual's evaluation of a particular action, whether positive or negative. In the context of entrepreneurship, this attitude is influenced by beliefs about the benefits and risks of starting a business. Subjective norms refer to the social pressures individuals perceive from significant others, such as family, friends, or colleagues, regarding their entrepreneurial choices. Perceived behavioral control represents the extent to which individuals believe they can manage their behavior, influenced by internal factors like skills and competencies, as well as external factors such as resources and opportunities.

The Theory of Planned Behavior (TPB), developed by Ajzen (2020a) provides a useful framework for understanding entrepreneurial decision-making. According to TPB, an individual's intention to engage in a specific behavior—such as starting a business—is shaped by three key factors: attitude toward the behavior, subjective norms, and perceived behavioral control. In the context of entrepreneurship, attitude toward the behavior reflects an individual's perception of the benefits and risks of running a business. A positive attitude, shaped by factors such as financial rewards, personal fulfillment, and societal impact, increases the likelihood of pursuing entrepreneurship. Subjective norms refer to the influence of important social circles—such as family, friends, and mentors—on an individual's decision to become an entrepreneur. When the surrounding environment is supportive of entrepreneurship, individuals are more inclined to develop entrepreneurial intentions. Perceived behavioral control represents the extent to which individuals believe they have the necessary skills, knowledge, and resources to succeed. The stronger their sense of control over entrepreneurial challenges, the more confident they are in their ability to start and sustain a business.

While TPB provides a strong foundation for explaining entrepreneurial intentions and behavior, it does not explicitly account for self-confidence—a crucial psychological factor that can reinforce these relationships. Self-confidence strengthens perceived behavioral control, as

individuals with greater belief in their own abilities are more likely to take risks and persist through challenges. It also enhances attitude toward entrepreneurship, as confidence in one's skills can lead to a more optimistic outlook on business opportunities. Additionally, self-confidence can mitigate the negative effects of unsupportive subjective norms, enabling individuals to pursue entrepreneurship even in the absence of strong external encouragement.

Understanding the role of entrepreneurial intent within TPB not only provides deeper insights into the factors shaping entrepreneurial behavior but also has practical implications for entrepreneurship policies. Recognizing entrepreneurial intent as a mediator helps clarify how psychological and social influences interact to form entrepreneurial intention and behavior.

Previous studies highlight the crucial role of entrepreneurial intent as a mediating factor in the relationship between psychological and behavioral determinants of entrepreneurship. According to the Theory of Planned Behavior (Ajzen, 2020a), intention is the strongest predictor of actual behavior, as individuals must first develop a strong entrepreneurial intention before taking concrete steps toward business creation. Anwar et al. (2021) found that entrepreneurial intent significantly mediates the relationship between attitude, subjective norms, perceived behavioral control, and self-confidence with entrepreneurial behavior. This aligns with Baron (1998), who emphasized that intention acts as a cognitive commitment that bridges personal and external influences with entrepreneurial action. Similarly, research by Sulaiman et al. (2023), and Esfandiar et al. (2019) confirms that entrepreneurial intent functions as a key mechanism translating psychological predispositions and social influences into actual entrepreneurial behavior. Without strong intent, even individuals with favorable attitudes, external support, and perceived capability may hesitate to take action due to uncertainty or fear of failure.

Despite Indonesia’s vast entrepreneurial potential, significant challenges persist in launching and sustaining new businesses, particularly among millennials. Research indicates that entrepreneurial intent can be weakened by external constraints such as limited access to capital, financial literacy gaps, and societal stigma surrounding business failure (Singh et al., 2015). Additionally, the lack of entrepreneurial education further reduces individuals' confidence in their ability to pursue and sustain a business (Hamilton & Darity, 2017). Given these barriers, strengthening entrepreneurial intent through targeted interventions—such as entrepreneurship education, mentorship programs, and access to financial resources—is essential for increasing entrepreneurial participation in Indonesia.

Indonesia classifies entrepreneurs into two main categories: established entrepreneurs and novice entrepreneurs. Although many individuals express interest in starting a business, they often face various difficulties, making entrepreneurship appear risky. The growth trends of novice and established entrepreneurs in Indonesia from February 2020 to February 2024 are presented in the following table:

Table 1 Growth of Novice and Established Entrepreneurs in Indonesia (February 2020 – February 2024)

Period	Novice Entrepreneurs	Established Entrepreneurs	Percentage (%)
Feb-20	47,218,590	4,905,664	10.38
Aug-20	46,247,463	4,050,688	8.75
Feb-21	47,259,645	4,397,238	9.30
Aug-21	46,502,561	4,053,710	8.71
Feb-22	49,189,654	4,483,950	9.11
Aug-22	49,608,822	4,108,027	8.28
Feb-23	51,012,046	4,905,674	9.61
Aug-23	52,001,901	4,490,378	8.64
Feb-24	51,550,000	5,010,000	9.01

As shown in the table, in February 2024, Indonesia had 51.55 million novice entrepreneurs. Of these, 29.11 million operated their businesses independently, while 22.44 million relied on temporary or unpaid labor. The number of novice entrepreneurs in February 2024 decreased by 0.869% compared to August 2023 but increased by 1.055% compared to February 2023. Meanwhile, the number of established entrepreneurs reached 5.01 million in February 2024, marking an 11.57% increase from August 2023 and a 2.12% increase from February 2023. However, only 9.08% of novice entrepreneurs successfully transitioned into established entrepreneurs, while 90.92% failed.

Presidential Regulation No. 2 of 2022 sets a target for Indonesia's entrepreneurship ratio to reach 3.95% by 2024 as part of efforts to strengthen the national economic structure. Currently, Indonesia's entrepreneurship ratio remains at 3.47%, significantly lower than neighboring countries such as Singapore (8.76%), Thailand (4.26%), and Malaysia (4.74%). To achieve developed nation status, Indonesia must raise its entrepreneurship ratio to at least 4%. Consequently, increasing the number of entrepreneurs is a government priority to support economic growth and national competitiveness.

However, entrepreneurship in Indonesia faces challenges such as a workforce preference for salaried employment, low human resource quality, unfavorable regulations, and limited access to capital. Therefore, enhancing entrepreneurial quality through education and training is essential to overcome these barriers. According to Indonesia's Central Bureau of Statistics (BPS), 30.52% of entrepreneurs have only completed primary education, while the number of highly educated entrepreneurs remains relatively low. Thus, entrepreneurship education strategies should focus on developing attitudes and behaviors that foster an entrepreneurial mindset. This approach is crucial to ensuring that entrepreneurs are not only prepared to face challenges but also capable of leveraging available resources to grow their businesses.

While previous studies have expanded the Theory of Planned Behavior (TPB) to include additional psychological factors, research specifically incorporating self-confidence as an integral component remains limited. Some studies, such as those by Bris et al. (2021), have

explored the role of self-efficacy in entrepreneurial intention. However, these studies often treat self-confidence as a secondary factor rather than directly integrating it into the TPB framework. This study addresses this gap by systematically positioning self-confidence within TPB, examining its role in reinforcing the relationships between attitude, subjective norms, perceived behavioral control, and entrepreneurial behavior. By doing so, it provides a more comprehensive psychological model that captures both cognitive and emotional aspects of entrepreneurial decision-making.

Additionally, this study focuses on Medan, a major economic hub in Indonesia, to provide contextual insights into entrepreneurial behavior. Medan was selected due to its growing yet underdeveloped entrepreneurial ecosystem, characterized by a high number of micro and small enterprises but relatively low entrepreneurial success rates. The city's diverse population, strong commercial activity, and strategic location as a trade center make it an ideal setting to explore the challenges and opportunities of entrepreneurship. Moreover, Medan has one of the highest youth unemployment rates in Indonesia, further emphasizing the importance of fostering entrepreneurial intent as a viable career pathway (BPS Medan, 2023). By focusing on this region, the study offers policy-relevant insights that can contribute to more targeted entrepreneurship development strategies in Medan and similar urban economies across Indonesia.

Given these considerations, this study seeks to answer the following research questions:

1. How do entrepreneurial attitude, subjective norms, perceived behavioral control, and self-confidence influence entrepreneurial intent and behavior?
2. Does entrepreneurial intent mediate the relationships between these psychological factors and entrepreneurial behavior?
3. To what extent does self-confidence enhance the predictive power of TPB in explaining entrepreneurial behavior in Medan?

Theory of Planned Behavior (TPB). The Theory of Planned Behavior (TPB), developed by Ajzen (1985), extends the Theory of Reasoned Action (TRA) by incorporating perceived behavioral control as a determinant of intention and behavior. TPB posits that human behavior is driven by three key factors: (1) Attitude toward the behavior, which reflects an individual's positive or negative evaluation of performing a specific action; (2) Subjective norms, which refer to perceived social pressure from significant others regarding the behavior; and (3) Perceived behavioral control, which denotes an individual's perception of their ability to perform the behavior, influenced by both internal and external factors (Ajzen, 2020a).

In the context of entrepreneurship, TPB provides a useful framework for understanding how individuals develop entrepreneurial intentions and translate them into concrete actions (Awa et al., 2015). A positive attitude toward entrepreneurship, shaped by factors such as financial rewards, autonomy, and personal growth, increases the likelihood of entrepreneurial intent.

Subjective norms, such as encouragement from family, mentors, or societal expectations, can either foster or hinder an individual's entrepreneurial aspirations. Meanwhile, perceived behavioral control plays a crucial role, as individuals who feel capable of managing business-related challenges are more likely to take action.

Despite its strengths, one key limitation of TPB is its lack of consideration for additional psychological factors that may influence entrepreneurial behavior. Self-confidence, for example, plays a crucial role in overcoming both psychological and external barriers that entrepreneurs face, such as fear of failure, uncertainty, and financial risk (Otache, 2020). High self-confidence can enhance perceived behavioral control, strengthening an entrepreneur's resilience and willingness to take risks. While TPB explains why people form entrepreneurial intentions, integrating self-confidence into the model provides a more comprehensive perspective on how individuals persist and succeed in entrepreneurship despite obstacles. This study aims to bridge this gap by incorporating self-confidence into TPB to better understand its role in shaping entrepreneurial behavior.

Entrepreneurial Intent and Behavior. Entrepreneurial intent refers to an individual's conscious commitment to starting a business in the future (Awa et al., 2014). Studies have shown that entrepreneurial intent is a strong predictor of entrepreneurial behavior, as individuals with high intent are more likely to take concrete steps toward establishing a business (Okorie Awa et al., 2012).

Research highlights that psychological factor, such as self-efficacy and motivation, play a crucial role in shaping entrepreneurial intent (Abbasianchavari & Moritz, 2021). Self-confidence enhances entrepreneurial intent by increasing an individual's belief in their ability to create and manage a business successfully. Entrepreneurs who exhibit higher levels of self-confidence are more likely to persist in the face of challenges, take risks, and actively seek opportunities (Bazan et al., 2020). Moreover, empirical evidence supports the mediating role of entrepreneurial intent between TPB variables and actual entrepreneurial behavior (Chauhan et al., 2022).

Additionally, self-confidence influences decision-making processes, risk assessment, and the ability to adapt to market conditions. Entrepreneurs with greater confidence tend to exhibit pro-active behavior, leading to business growth and long-term success. The ability to trust one's skills and judgments fosters a resilient mindset, enabling entrepreneurs to handle uncertainty and competition more effectively (Lakshmi, 2020).

The Role of Self-Confidence in Entrepreneurship. Self-confidence, or self-efficacy, is the belief in one's ability to succeed in specific tasks (Kolzow et al., 2021). In entrepreneurship, self-confidence has been linked to risk-taking, innovation, and persistence (Kolzow et al., 2021). Entrepreneurs with high self-confidence are more likely to perceive challenges as

opportunities rather than obstacles, making them more willing to experiment with new ideas and business strategies.

Laub (1999) found that individuals with high self-confidence are more likely to develop entrepreneurial intentions and overcome obstacles in business creation. A strong sense of self-efficacy enables entrepreneurs to take calculated risks and persist despite setbacks. Moreover, research suggests that self-confidence moderates the relationship between perceived behavioral control and entrepreneurial intention (Margahana & Garaika, 2019). Entrepreneurs who believe in their ability to control business-related challenges are more likely to transform their intentions into tangible entrepreneurial actions.

Furthermore, self-confidence plays a significant role in business sustainability. While external factors such as financial resources and networking are critical for entrepreneurial success, an individual's confidence in their ability to utilize these resources effectively determines long-term viability. Entrepreneurs with high self-confidence are more likely to make strategic decisions, adapt to changing market conditions, and innovate to maintain competitiveness. Training programs that enhance self-confidence through mentorship, business simulations, and skill-building exercises can further strengthen the entrepreneurial mindset and improve business outcomes (Garaika & Margahana, 2019).

RESEARCH METHOD

Research Design. This study employs a quantitative approach using a survey method. The theoretical model is based on an extension of the Theory of Planned Behavior (TPB) by incorporating self-confidence as an additional variable. Data analysis is conducted using Partial Least Squares - Structural Equation Modeling (PLS-SEM) to examine relationships among variables.

Population and Sample The population of this study consists of entrepreneurs in Medan City, which has an estimated total population of approximately 2,540,000 individuals. Given the vast number of potential respondents, a representative sample was determined using Slovin's formula, which is commonly applied to calculate sample sizes in large populations while maintaining a desired level of accuracy. The formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

where:

- n = required sample size
- N = total population (2,540,000)
- e = margin of error (0.05 or 5%)

Substituting the values:

$$n = \frac{2,540,000}{1 + (2,540,000 \times 0.05^2)}$$

$$n = \frac{2,540,000}{1 + (2,540,000 \times 0.0025)}$$

$$n = \frac{2,540,000}{1 + 6,350}$$

$$n = \frac{2,540,000}{6,351} \approx 400$$

Thus, the required sample size is 400 respondents, which is sufficient to ensure statistical reliability and represent the broader entrepreneurial population in Medan City.

The selected sample comprises entrepreneurs actively engaged in various sectors, including trade, services, culinary, and automotive industries. These respondents were chosen to reflect the diversity of businesses operating in Medan, ensuring a comprehensive analysis of factors influencing entrepreneurial behavior. The study aims to capture insights from both emerging and established entrepreneurs, providing a balanced perspective on the entrepreneurial landscape in Medan City.

Sampling Technique This study employs purposive sampling, a non-probability sampling method that allows for the selection of respondents based on specific criteria relevant to the research objectives. Purposive sampling is used because it enables the selection of individuals with relevant entrepreneurial experience, ensuring that the data collected accurately represents the targeted entrepreneurial population. This approach is particularly useful in entrepreneurship research, as it focuses on respondents who have firsthand knowledge of business operations, decision-making, and challenges in the field.

The inclusion criteria for respondents are as follows:

1. Running a business for at least one year.
2. Operating in the trade, service, culinary, automotive, or other business sectors.
3. Willing to participate in the study by completing the questionnaire.

Research Instrument A structured questionnaire is used to collect data, consisting of two main components. The first component gathers demographic information, including age, gender, education level, business duration, sector, scale, model, location, and funding source. The second component focuses on study variables, which include Attitude toward Entrepreneurship (Ab), Subjective Norm (SN), Perceived Behavioral Control (PBC), Self-Confidence (ES), Entrepreneurial Intention (BI), and Entrepreneurial Behavior (B). All variables are measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Collection Techniques Data collection is conducted through two primary methods. The first method involves administering a questionnaire, either online or in printed form, to gather responses from selected entrepreneurs. The second method utilizes documentation, which

involves the collection of secondary data from business reports, official publications, and relevant entrepreneurial records in Medan City.

Data Analysis Method Data analysis follows a two-step approach to ensure a comprehensive understanding of the factors influencing entrepreneurial intention and behavior. First, descriptive analysis is conducted to summarize the demographic characteristics of respondents and key study variables, providing an overview of data distribution, trends, and patterns. Second, inferential analysis is performed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0. PLS-SEM is selected due to its ability to handle complex models with latent variables, small-to-moderate sample sizes, and non-normal data distributions (Hair et al., 2019). The inferential analysis consists of two key assessments. The measurement model assessment (outer model) evaluates construct reliability (Cronbach's alpha, composite reliability) and validity (convergent and discriminant validity) to ensure the robustness of the measurement framework. The structural model assessment (inner model) examines path coefficients, R-square values, and hypotheses testing using bootstrapping procedures (t-statistics and p-values) to determine statistical significance. This methodological approach provides reliable insights into the relationships between entrepreneurial attitude, subjective norms, perceived behavioral control, self-confidence, and entrepreneurial behavior in Medan City.

2. RESULTS & DISCUSSION

Respondent Characteristics. The characteristics of the respondents are summarized in the following Table 2:

Table 2 Demographic and Business Characteristics of Respondents

Characteristics	Categories	Frequency	Percentage (%)
Age Group	30-39	56	14.0
	40-49	138	34.5
	50-59	158	39.5
	60-69	48	12.0
Gender	Male	187	46.75
	Female	213	53.25
Education Level	Primary School	58	14.50
	Junior High School	88	22.00
	High School/Vocational	129	32.25
	Diploma (D-3)	68	17.00
	Bachelor's Degree (S-1)	45	11.25
	Master's Degree (S-2)	12	3.00
Business Experience	< 5 years	127	31.75

	5-10 years	186	46.50
	> 10 years	87	21.75
Business Sector	Trade	132	33.00
	Culinary	106	26.50
	Services	72	18.00
	Food Production	56	14.00
	Automotive	18	4.50
	Others	16	4.00
Business Scale	Micro	252	63.00
	Small	116	29.00
	Medium	32	8.00
Business Model	Family-Owned	258	64.50
	Individual	114	28.50
	Partnership	28	7.00
Business Location	City Center	246	61.50
	Suburban	132	33.00
	Strategic Area	22	5.50
Funding Source	Own Capital	98	24.50
	Loans	284	71.00
	Grants	18	4.50

The demographic profile of respondents highlights key patterns in the entrepreneurial landscape of Medan City. The majority of respondents (74%) fall within the 40-59 age range, indicating that mid-career individuals dominate the entrepreneurial sector. Gender distribution shows a slightly higher representation of female entrepreneurs (53.25%), suggesting an increasing participation of women in business, particularly in flexible sectors such as culinary and retail.

Education levels vary, with a significant proportion (32.25%) having completed high school or vocational training, indicating that formal higher education is not a prerequisite for entrepreneurship. However, diploma and bachelor's degree holders contribute significantly, particularly in service-oriented and technology-driven businesses.

Regarding business experience, 46.50% of respondents have been operating for 5-10 years, demonstrating business stability and growth potential. The most dominant sectors are trade (33%) and culinary (26.5%), reflecting Medan's commercial and food industry prominence.

The business scale is primarily micro (63%), characterized by limited capital and workforce, followed by small enterprises (29%), which show greater financial capacity and managerial structure. Family-run businesses (64.5%) dominate, highlighting traditional entrepreneurial models and trust-based management structures.

Most businesses operate in city centers (61.5%), benefiting from higher consumer traffic and market accessibility. Funding sources indicate a heavy reliance on loans (71%), emphasizing the need for financial support and capital accessibility for entrepreneurs.

Hypothesis Testing. This study employs Structural Equation Modeling-Partial Least Squares (SEM-PLS) to examine the relationships between entrepreneurial attitudes, subjective norms, perceived behavioral control, self-efficacy, behavioral intention, and entrepreneurial behavior.

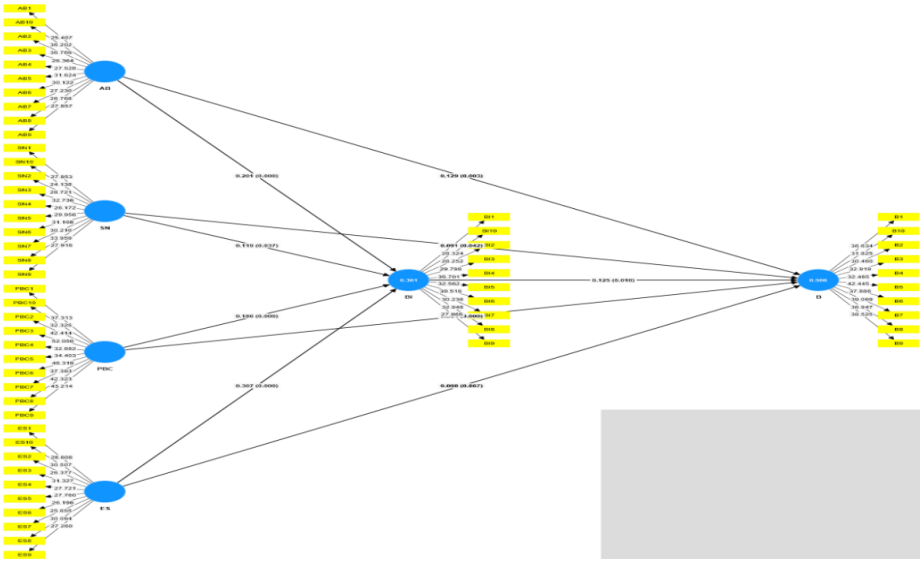

Figure 1 Structural Equation Modeling (SEM-PLS) Results: Path Analysis of Entrepreneurial Intentions and Behavior

The results of the direct and indirect effects analyses are presented below (see Figure 1).

Direct Effects Analysis. To assess the direct influence of entrepreneurial attitude (AB), subjective norms (SN), perceived behavioral control (PBC), and self-efficacy (ES) on entrepreneurial intention (BI) and entrepreneurial behavior (B), path coefficient values were examined. Table 3 summarizes these direct effects.

Table 3 Path Coefficients for Direct Effects

Variable / Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics	P-Value	Conclusion
AB → B	0.129	0.130	0.043	3.006	0.003	H2 Accepted
AB → BI	0.201	0.203	0.056	3.584	0.000	H1 Accepted
BI → B	0.125	0.124	0.049	2.576	0.010	H9 Accepted
ES → B	0.008	0.008	0.050	0.168	0.867	H8 Rejected
ES → BI	0.307	0.307	0.064	4.825	0.000	H7 Accepted
PBC → B	0.584	0.583	0.052	11.194	0.000	H6 Accepted
PBC → BI	0.186	0.186	0.046	4.043	0.000	H5 Accepted
SN → B	0.091	0.091	0.045	2.031	0.042	H4 Accepted
SN → BI	0.119	0.119	0.057	2.091	0.037	H3 Accepted

The results indicate that entrepreneurial attitude (AB) has a significant positive effect on both entrepreneurial intention (BI) ($\beta = 0.201$, $t = 3.584$, $p < 0.001$) and entrepreneurial behavior (B) ($\beta = 0.129$, $t = 3.006$, $p = 0.003$), supporting H1 and H2. Subjective norms (SN) also exhibit a significant positive influence on both entrepreneurial intention (BI) ($\beta = 0.119$, $t = 2.091$, $p = 0.037$) and entrepreneurial behavior (B) ($\beta = 0.091$, $t = 2.031$, $p = 0.042$), confirming H3 and H4.

Perceived behavioral control (PBC) significantly influences entrepreneurial intention (BI) ($\beta = 0.186$, $t = 4.043$, $p < 0.001$) and entrepreneurial behavior (B) ($\beta = 0.584$, $t = 11.194$, $p < 0.001$), thus supporting H5 and H6. Self-efficacy (ES) significantly affects entrepreneurial intention (BI) ($\beta = 0.307$, $t = 4.825$, $p < 0.001$), confirming H7. However, the effect of self-efficacy (ES) on entrepreneurial behavior (B) is insignificant ($\beta = 0.008$, $t = 0.168$, $p = 0.867$), leading to the rejection of H8. Lastly, entrepreneurial intention (BI) significantly influences entrepreneurial behavior (B) ($\beta = 0.125$, $t = 2.576$, $p = 0.010$), supporting H9.

Indirect Effects Analysis (Mediation). To examine the mediating role of entrepreneurial intention (BI) in the relationships between entrepreneurial attitude (AB), subjective norms (SN), perceived behavioral control (PBC), and self-efficacy (ES) with entrepreneurial behavior (B), an indirect effects analysis was conducted.

Table 4 presents these findings

Variable / Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics	P-Value	Conclusion
ES → BI → B	0.038	0.038	0.017	2.326	0.020	H13 Accepted
PBC → BI → B	0.023	0.024	0.012	1.925	0.054	H12 Rejected
SN → BI → B	0.015	0.015	0.009	1.578	0.115	H11 Rejected
AB → BI → B	0.025	0.025	0.012	2.060	0.039	H10 Accepted

Entrepreneurial intention (BI) mediates the positive and significant effect of entrepreneurial attitude (AB) on entrepreneurial behavior (B) ($t = 2.060$, $p = 0.039$), confirming H10. However, BI does not mediate the relationship between subjective norms (SN) and entrepreneurial behavior (B) ($t = 1.578$, $p = 0.115$), leading to the rejection of H11. Similarly, BI does not mediate the relationship between perceived behavioral control (PBC) and entrepreneurial behavior (B) ($t = 1.925$, $p = 0.054$), resulting in the rejection of H12. Lastly, BI fully mediates the relationship between self-efficacy (ES) and entrepreneurial behavior (B) ($t = 2.326$, $p = 0.020$), supporting H13.

The Influence of Entrepreneurial Attitudes on Entrepreneurial Intentions and Behavior. The results indicate that entrepreneurial attitudes have a positive and significant effect on entrepreneurial intentions (coefficient = 0.201, t-statistic = 3.584, p-value < 0.05). This finding suggests that individuals with a strong positive perception of entrepreneurship are more likely to develop the intention to start a business. A positive attitude toward entrepreneurship is often

shaped by perceived benefits, prior experiences, and cultural influences, which collectively reinforce an individual's motivation to pursue self-employment. This aligns with the cognitive framework of (Ajzen, 2020a) Theory of Planned Behavior (TPB), which posits that attitudes are a key driver of behavioral intentions. Empirical studies by Anwar et al. (2021) support this result, confirming that individuals with favorable attitudes toward entrepreneurship exhibit stronger entrepreneurial intentions.

Furthermore, entrepreneurial attitudes also significantly influence entrepreneurial behavior (coefficient = 0.129, t-statistic = 3.006, p-value = 0.003), indicating that a positive attitude alone can drive individuals to take entrepreneurial action. This suggests that individuals with optimistic perceptions of business opportunities and risks are more willing to initiate and sustain entrepreneurial activities. The self-perception theory (Mohebi & Bailey, 2020) supports this finding, as individuals who consistently view entrepreneurship favorably are more likely to engage in business-related activities. Studies by Woosnam et al. (2018) reinforce this conclusion, highlighting that attitude is not only a predictor of intention but can also directly influence behavior when external barriers (e.g., funding or market access) are minimal.

However, the relatively lower path coefficient for the direct relationship between entrepreneurial attitudes and entrepreneurial behavior suggests that attitude alone may not be sufficient to guarantee business initiation. While individuals with a positive attitude may be motivated to pursue entrepreneurship, additional factors such as financial support, mentorship, and access to resources are often required to translate this motivation into action. This aligns with Shapero's Entrepreneurial Event Theory (Roswag et al., 2023), which emphasizes that entrepreneurial behavior is triggered not only by attitude and intention but also by external enabling conditions.

Additionally, the mediation analysis (H10) confirms that entrepreneurial intention partially mediates the relationship between entrepreneurial attitude and entrepreneurial behavior. This suggests that a positive attitude fosters intention first, which then translates into actual behavior, but in some cases, attitude may lead directly to behavior without requiring intent as an intermediary. The presence of direct and indirect pathways highlights the complexity of entrepreneurial decision-making, where some individuals act impulsively based on their attitude, while others follow a more structured approach by first forming clear intentions before engaging in business activities.

The Influence of Subjective Norms on Entrepreneurial Intentions and Behavior. The findings indicate that subjective norms positively and significantly influence entrepreneurial intentions (coefficient = 0.121, t-statistic = 2.139, p-value = 0.032), suggesting that perceived social support from family, friends, mentors, and societal expectations encourages individuals to consider entrepreneurship. In collectivist cultures like Indonesia, where social networks play a central role in decision-making, family approval and peer encouragement are critical factors in shaping entrepreneurial aspirations. This finding aligns with Ajzen's (1991) Theory of Planned Behavior (TPB), which posits that subjective norms influence intentions by creating a sense of

obligation or expectation to engage in a particular behavior.

Previous research by Shi et al. (2020) confirms that subjective norms significantly influence entrepreneurial intentions, with path coefficients ranging from 0.29 to 0.38 ($p < 0.05$). These studies highlight that individuals who perceive greater social encouragement and role model influence are more likely to develop entrepreneurial aspirations. Furthermore, social capital theory (Lu & Wang, 2018) suggests that access to social networks enhances entrepreneurial intentions by providing resources, reducing perceived risks, and increasing self-confidence.

In addition to influencing intentions, subjective norms also positively and significantly impact entrepreneurial behavior (coefficient = 0.091, t-statistic = 2.031, p-value = 0.042). This indicates that perceived social expectations not only shape individuals' desire to become entrepreneurs but also motivate them to take action. Individuals who receive encouragement and validation from their social environment are more likely to persevere through challenges, seek guidance, and leverage their networks for business opportunities. These findings align with studies by Prawira & Hidayah (2021), all of which confirm the significant influence of subjective norms on entrepreneurial behavior.

Despite the significant effect of subjective norms on both intention and behavior, the relatively lower path coefficient (0.121 for intention, 0.091 for behavior) suggests that subjective norms may act more as a supportive rather than a determining factor. Unlike attitudes and perceived behavioral control, which directly shape entrepreneurial confidence and readiness, subjective norms function primarily as external motivational drivers. This means that while social encouragement can reinforce an individual's entrepreneurial aspirations, it may not be sufficient on its own to trigger entrepreneurial action unless paired with strong personal motivation and self-efficacy. Additionally, in some cases, strong subjective norms can have both positive and negative effects. While social encouragement fosters entrepreneurship, certain cultural expectations—such as a preference for stable employment over business ownership—can act as barriers to entrepreneurship.

The Influence of Perceived Behavioral Control on Entrepreneurial Intentions and Behavior. The results show that perceived behavioral control (PBC) positively and significantly influences entrepreneurial intentions (coefficient = 0.186, t-statistic = 4.043, p-value = 0.000). This suggests that individuals who believe they have the necessary skills, resources, and control over their entrepreneurial actions are more likely to develop the intention to start a business. According to Ajzen's (1991) Theory of Planned Behavior (TPB), PBC reflects an individual's confidence in their ability to perform a behavior, influenced by both internal factors (such as knowledge, experience, and problem-solving skills) and external factors (such as access to funding, mentorship, and market opportunities). The stronger an individual's perceived ability to navigate entrepreneurial challenges, the greater their motivation to pursue entrepreneurship.

These findings align with previous studies by Loria & Rodhiah (2020), all of which confirm that PBC is one of the strongest predictors of entrepreneurial intentions. Notably, Vamvaka et

al. (2020) found that PBC often surpasses attitudes and subjective norms in predicting entrepreneurial intentions, particularly in uncertain or high-risk environments where confidence in one's ability is crucial for decision-making.

Beyond intention, the results also show that PBC has a strong positive effect on entrepreneurial behavior (coefficient = 0.584, t-statistic = 11.194, p-value = 0.000). This indicates that individuals who perceive themselves as capable are significantly more likely to engage in entrepreneurial activities. In other words, having confidence in one's ability not only increases the desire to become an entrepreneur but also translates into real entrepreneurial action. These findings are consistent with studies by Saraswati et al. (2021), which demonstrate that PBC plays a crucial role in driving entrepreneurial behavior, particularly in environments where external uncertainties exist.

The high path coefficient (0.584) for PBC's effect on entrepreneurial behavior suggests that individuals who feel capable and resourceful are much more likely to act on their entrepreneurial intentions. This aligns with Bandura's (Stewart & Krivan, 2021) Social Cognitive Theory, which highlights self-efficacy—the belief in one's ability to succeed—as a key driver of human action. In an entrepreneurial context, self-efficacy is closely related to PBC, as both emphasize an individual's confidence in their ability to navigate the challenges of business ownership.

The Influence of Self- Efficacy on Entrepreneurial Intentions and Behavior. The findings indicate that self-efficacy positively and significantly influences entrepreneurial intentions (coefficient = 0.307, t-statistic = 4.825, p-value = 0.000). This suggests that individuals who have greater confidence in their ability to start and run a business are more likely to develop entrepreneurial intentions. Self-efficacy, which refers to a person's belief in their ability to perform specific tasks successfully (Bandura, 1986), plays a crucial role in shaping entrepreneurial aspirations. When individuals perceive themselves as capable of handling the uncertainties and challenges of entrepreneurship, they are more inclined to pursue business opportunities rather than opting for traditional employment.

These findings align with previous studies Lopes et al. (2023), which consistently highlight self-efficacy as a key determinant of entrepreneurial intention. Specifically, individuals with higher self-confidence are more likely to take calculated risks, persist in the face of obstacles, and proactively seek opportunities—all of which contribute to the formation of entrepreneurial intent. Additionally, research suggests that self-efficacy is particularly influential among first-time entrepreneurs, as it helps them overcome fear of failure and increases their willingness to take action (Woosnam et al., 2018).

However, the results reveal that self-efficacy does not significantly influence entrepreneurial behavior (coefficient = 0.008, t-statistic = 0.168, p-value = 0.867). This finding contradicts studies by Imen & Lassâd (2019), which have suggested that higher self-efficacy leads to more

entrepreneurial actions. One possible explanation is that while self-efficacy strengthens intention, actual entrepreneurial behavior depends on additional external and internal factors, such as financial resources, social support, and access to business networks.

The lack of a direct relationship between self-efficacy and entrepreneurial behavior suggests that confidence alone is not enough to translate intentions into action. This is consistent with Ajzen's (1991) TPB model, which posits that intention is the strongest predictor of behavior and that self-efficacy (as part of perceived behavioral control) may influence behavior only when external conditions allow.

Several factors may explain why self-efficacy does not directly impact entrepreneurial behavior:

The Influence of Entrepreneurial Intentions on Entrepreneurial Behavior. The results indicate that entrepreneurial intentions positively and significantly influence entrepreneurial behavior (coefficient = 0.125, t-statistic = 2.576, p-value = 0.010). This suggests that the stronger an individual's intention to become an entrepreneur, the more likely they are to engage in entrepreneurial activities. In other words, individuals who have a clear commitment to starting a business are more likely to take concrete steps such as developing business plans, seeking funding, or launching a venture. These findings align with Ajzen's (1991) Theory of Planned Behavior (TPB), which posits that intentions are the most immediate and reliable predictor of actual behavior. This study reinforces that entrepreneurial actions are not spontaneous but rather the result of deliberate cognitive processing, where individuals assess opportunities, weigh risks, and commit to pursuing entrepreneurship.

Previous research by Chen et al. (1998) supports this conclusion, demonstrating that individuals with high entrepreneurial intentions are more likely to engage in entrepreneurial behavior across different cultural and economic contexts. Notably, Boldureanu et al. (2020) found that entrepreneurial education and exposure to successful entrepreneurs further strengthen this relationship, as they enhance intention clarity and increase confidence in executing entrepreneurial actions.

The significant relationship between entrepreneurial intentions and behavior can be explained by several psychological and situational factors (1) Commitment and Psychological Readiness– Once individuals develop strong entrepreneurial intentions, they are more likely to invest time and effort into business-related activities. Research in goal-setting theory (Mansour et al., 2022) suggests that individuals with well-defined goals are more persistent and proactive in achieving them, which applies to entrepreneurs transitioning from intention to action, (2) Opportunity Recognition and Risk Assessment – Entrepreneurial intentions sharpen an individual's ability to identify business opportunities (Ahn et al., 2019). Those with strong intentions actively seek market gaps, evaluate business feasibility, and prepare for financial and operational risks, making them more likely to execute their business ideas, (3) Motivational Persistence – High entrepreneurial intentions often correlate with higher intrinsic motivation, meaning that individuals are willing to endure short-term setbacks for long-term business success (Nagle, 2021). This explains why individuals with strong entrepreneurial intentions are more resilient and adaptable

in the face of challenges.

Entrepreneurial intentions mediate the effect of entrepreneurial attitudes on entrepreneurial behavior. The results indicate that entrepreneurial intentions mediate the effect of entrepreneurial attitudes on entrepreneurial behavior (t-statistic = 2.060, p-value = 0.039). However, the Variance Accounted For (VAF) is only 16.736%, indicating a weak mediation effect (VAF < 20). This suggests that while entrepreneurial attitudes contribute to shaping entrepreneurial intentions, their ability to fully translate into entrepreneurial behavior through intention alone is limited. This finding aligns with studies by Shah (2014), which confirm that entrepreneurial attitudes significantly influence intentions, which in turn mediate their effect on entrepreneurial behavior. However, the weak mediation effect suggests that other factors—such as access to financial resources, risk perception, and the business environment—may have a stronger direct influence on entrepreneurial behavior.

A possible explanation for the weak mediation effect is that entrepreneurial attitudes may also directly influence behavior, reducing the reliance on intention as a mediator. Some individuals may act on their entrepreneurial attitudes spontaneously, particularly when opportunities arise, without necessarily undergoing a structured intention phase. Additionally, the intention-behavior gap in entrepreneurship literature *(Soomro & Shah, 2015)* highlights how external barriers—such as financial constraints, regulatory challenges, and lack of market access—can prevent individuals from acting on their entrepreneurial intentions, even when they have strong attitudes toward entrepreneurship. Furthermore, perceived behavioral control and external support play a crucial role in shaping entrepreneurial behavior. If individuals lack confidence in their ability to navigate business challenges or face unsupportive social and economic conditions, their attitudes and intentions may not be enough to drive actual entrepreneurial action.

The weak mediation effect of entrepreneurial intentions has important practical implications. To enhance the transition from intention to action, entrepreneurship education should focus not only on attitude formation but also on strengthening goal-setting, risk assessment, and business planning skills. Additionally, business incubation programs, early-stage funding opportunities, and structured mentorship initiatives can help individuals overcome external barriers and successfully launch their ventures. Future research should explore moderating variables such as financial literacy, access to digital entrepreneurship platforms, and psychological resilience to better understand the factors that strengthen or weaken the mediating role of entrepreneurial intentions.

Entrepreneurial intentions do not mediate the effect of subjective norms on entrepreneurial behavior. The results indicate that entrepreneurial intentions do not mediate the effect of subjective norms on entrepreneurial behavior (t-statistic = 1.578, p-value = 0.115), with a Variance Accounted For (VAF) of only 14.049%, suggesting that the mediation effect is not significant (VAF < 20%). This finding is consistent with prior research by Haddad et al. (2021),

all of which found that entrepreneurial intentions do not significantly mediate the relationship between subjective norms and entrepreneurial behavior.

A possible explanation for this lack of mediation is that social expectations and perceived pressures from significant others, such as family, mentors, or peers, may encourage individuals to consider entrepreneurship but are not sufficient to drive actual entrepreneurial action. While subjective norms may contribute to shaping entrepreneurial attitudes and intentions, they do not necessarily translate into concrete business activities unless accompanied by other reinforcing factors. This supports the argument that entrepreneurial behavior is a multifaceted process influenced by psychological readiness, perceived self-efficacy, and access to resources (Zhang et al., 2019).

Additionally, the cultural and economic context may play a role in moderating the relationship between subjective norms and entrepreneurial behavior. In some cases, strong social pressure to pursue entrepreneurship may create a sense of obligation rather than genuine motivation, leading individuals to develop entrepreneurial intentions without fully committing to actual business engagement. Conversely, in contexts where entrepreneurship is perceived as risky or uncertain, even strong social support may not be enough to overcome external barriers such as financial constraints, lack of business networks, or fear of failure.

The insignificant mediation effect has several practical implications. Policymakers and educators should focus not only on promoting social acceptance of entrepreneurship but also on strengthening individual competencies and reducing structural barriers. For example, rather than relying solely on mentorship programs and networking opportunities, initiatives should also incorporate financial literacy training, access to startup funding, and policy reforms that lower entry barriers for new entrepreneurs. Additionally, entrepreneurial education should emphasize personal agency and risk management, ensuring that individuals are not only influenced by social expectations but also equipped with the necessary skills and resources to act on their entrepreneurial aspirations.

Entrepreneurial intentions do not mediate the effect of perceived behavioral control on entrepreneurial behavior. The results indicate that entrepreneurial intentions do not mediate the effect of perceived behavioral control on entrepreneurial behavior (t-statistic = 1.925, p-value = 0.054), with a Variance Accounted For (VAF) of only 3.828%, signifying an insignificant mediation effect. This finding aligns with previous studies by *Maheshwari & Kha (2022)*, which similarly reported no significant mediation effect of entrepreneurial intentions in this relationship.

A possible explanation for this result is that perceived behavioral control (PBC) has a more direct influence on entrepreneurial behavior, bypassing the need for intention as a mediator. Individuals who perceive themselves as having high control over resources, skills, and opportunities may feel confident enough to take immediate action without necessarily forming a structured intention beforehand. This is consistent with Ajzen's (Ajzen, 2020b) Theory of Planned Behavior (TPB), which suggests that PBC can directly predict behavior, particularly

when individuals believe they have sufficient capability and autonomy to act.

Another explanation could be that individuals with high PBC may already be actively engaged in entrepreneurial activities, making intention formation less relevant. Unlike attitudes or subjective norms, which primarily shape cognitive and motivational aspects of entrepreneurship, PBC is strongly linked to action-oriented decision-making. This suggests that individuals who feel they have the necessary resources and confidence are more likely to move directly into entrepreneurship rather than remaining in an intention phase.

These findings highlight important practical implications for entrepreneurship development. Since PBC has a strong direct effect on entrepreneurial behavior, interventions should focus on enhancing individuals' perceived control through skill development, business training, and access to resources. Hands-on entrepreneurial experience, such as startup incubators, seed funding programs, and mentorship initiatives, can strengthen PBC and increase the likelihood of business creation. Furthermore, reducing bureaucratic barriers and improving access to financial support can further empower individuals who already feel confident in their entrepreneurial abilities to take action.

Entrepreneurial intentions fully mediate the effect of self-confidence on entrepreneurial behavior. The results indicate that entrepreneurial intentions fully mediate the effect of self-confidence on entrepreneurial behavior (t-statistic = 2.326, p-value = 0.020, VAF = 82.749%), demonstrating a strong mediation effect. This finding is consistent with previous studies by Sun et al. (2023), and Wakhidati et al. (2020) all of which found that self-efficacy influences entrepreneurial intentions, which subsequently mediate its effect on entrepreneurial behavior.

The strong mediation effect suggests that self-confidence alone is not enough to directly drive entrepreneurial behavior but must first translate into strong entrepreneurial intentions before influencing actual business engagement. This aligns with Ajzen's (1991) Theory of Planned Behavior (TPB), which posits that intentions serve as the most immediate predictor of behavior, while personal beliefs such as self-confidence primarily shape these intentions. Individuals who have high self-confidence may develop a positive mindset toward entrepreneurship, believe in their ability to succeed, and form strong intentions, but these intentions are the primary mechanism through which self-confidence impacts entrepreneurial action.

One explanation for this full mediation effect is that while self-confident individuals may be more willing to consider entrepreneurship, they still require a clear sense of direction, motivation, and goal-setting to turn that confidence into concrete actions. Intentions act as a bridge, helping individuals commit to business planning, seek resources, and prepare for the risks associated with entrepreneurship. Without strong intentions, even highly self-confident individuals may hesitate to engage in entrepreneurial behavior due to external uncertainties, lack of experience, or financial constraints.

3. CONCLUSION & SUGGESTION

Entrepreneurship is a key driver of economic growth, innovation, and job creation, making it essential to understand the factors that influence individuals' decisions to pursue entrepreneurial activities. This study examines the impact of entrepreneurial attitudes, subjective norms, perceived behavioral control, and self-confidence on both entrepreneurial intention and behavior. The findings confirm that a positive entrepreneurial attitude significantly enhances both intention and behavior, highlighting the importance of fostering a proactive and innovative mindset among aspiring entrepreneurs.

Additionally, subjective norms and perceived behavioral control positively influence entrepreneurial intention, but their direct impact on entrepreneurial behavior is less pronounced. This suggests that while social and psychological support encourages individuals to consider entrepreneurship, additional external enablers—such as financial access, business networks, and regulatory ease—are needed to translate intention into action. Self-confidence, although a strong predictor of entrepreneurial intention, does not directly influence entrepreneurial behavior, reinforcing the idea that external barriers can still hinder confident individuals from launching a business.

Moreover, entrepreneurial intention serves as a critical mediator between these psychological factors and entrepreneurial behavior, with self-confidence showing the strongest mediation effect. This implies that even if individuals possess the right attitudes and social support, their likelihood of engaging in entrepreneurship depends on the strength of their intention and access to enabling conditions.

Practical Implications. These findings have significant implications for policymakers, educators, and practitioners aiming to enhance entrepreneurial participation. One crucial aspect is fostering entrepreneurial attitudes and mindsets. Since positive entrepreneurial attitudes strongly influence both intention and behavior, policies and programs should prioritize proactive and innovative thinking. Business incubation programs that allow early-stage entrepreneurial experimentation can provide individuals with structured support, mentorship, and seed funding opportunities, helping them develop an entrepreneurial mindset. Additionally, universities and training institutions should integrate entrepreneurship courses with experiential learning methods, such as business simulations that expose students to decision-making in risk environments and entrepreneurship bootcamps where participants create real business models and receive feedback from industry mentors.

Another key consideration is bridging the intention-behavior gap through ecosystem support. The study underscores that self-confidence alone is insufficient to drive entrepreneurial behavior; external factors, including access to capital, policy support, and mentorship networks, play a crucial role. Governments and financial institutions can facilitate entrepreneurial activity by developing community-based microfinance schemes that offer low-interest startup capital for aspiring entrepreneurs. Furthermore, establishing entrepreneurial hubs and networking platforms can help individuals connect with investors, mentors, and potential business partners,

enhancing their access to critical resources. Public-private partnerships can also be leveraged to provide startup grants, accelerator programs, and business development services that support early-stage entrepreneurs in navigating the challenges of business establishment.

Enhancing social and cultural support is equally important, as subjective norms significantly influence entrepreneurial intention. Building a culture that values entrepreneurship requires strategic efforts, such as national and regional awareness campaigns that showcase success stories of local entrepreneurs. These initiatives can help reduce the social stigma surrounding business failure and encourage risk-taking. Additionally, schools and universities should incorporate entrepreneurial role models and alumni success stories into their curriculum, inspiring students from an early stage to consider entrepreneurship as a viable career path.

To ensure sustainable entrepreneurial growth, policymakers should focus on regulatory simplification, innovation-driven funding mechanisms, and structured mentorship programs. Streamlining business registration processes and providing tax incentives for new entrepreneurs can make it easier for startups to formalize their businesses. Establishing venture capital funds and innovation grants targeted at first-time entrepreneurs can help reduce financial risks associated with launching a new venture. Moreover, entrepreneurship mentorship programs should be developed through collaborations with successful entrepreneurs, investors, and industry experts, offering structured guidance and support for aspiring business owners.

While this study provides valuable insights, future research should explore additional variables that may moderate the relationship between entrepreneurial intention and behavior. For example, examining the role of economic conditions could reveal whether economic uncertainty strengthens or weakens the impact of entrepreneurial intention on behavior. Additionally, investigating the influence of digital entrepreneurship could shed light on how online platforms and e-commerce opportunities affect the intention-behavior relationship. Longitudinal studies that track entrepreneurs over time would also provide deeper insights into how entrepreneurial intentions evolve into sustained business success, contributing to a more comprehensive understanding of the entrepreneurial process.

This study underscores that entrepreneurial attitudes, self-confidence, and perceived control significantly shape entrepreneurial intention, while external support mechanisms are crucial in translating these intentions into action. By fostering entrepreneurial mindsets, bridging the intention-behavior gap, strengthening cultural support, and implementing concrete policy interventions, we can create an environment where more individuals successfully transition into entrepreneurship, driving economic innovation and sustainable business growth.

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