
Study on the Organizational Culture that Drive Success for Start-up Young Entrepreneurs in Jakarta

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Abstract.

Start-ups in Indonesia have grown rapidly over the last few years, becoming the leading players in Southeast Asia and ranking third globally. However, the failure rate of start-ups remains very high during their early stages. This is due to business instability, which raises concerns regarding organizational culture. This study examines the organizational culture characteristics that influence business achievement among young start-up entrepreneurs in Jakarta, utilizing both quantitative and qualitative approaches. The quantitative data were collected through the dissemination of questionnaires and analyzed using the mean score technique, whereas the qualitative data were gathered through interviews and interpreted using content analysis. The results show that attention to detail, innovation, and risk-taking emerge as the prominent organizational culture characteristics that respondents perceive as driving factors for their business success. The findings reveal that successful young entrepreneurs strategically balance operational precision with adaptive innovation during critical early business stages. These results have important implications for multiple stakeholders: they provide young entrepreneurs with evidence-based guidance on which cultural characteristics to prioritize, inform business incubators and accelerators in designing effective training programs, offer policymakers empirical evidence for entrepreneurship support initiatives, and enable investors to better assess the organizational readiness of start-up ventures, ultimately contributing to reducing start-up failure rates and strengthening Indonesia's entrepreneurial ecosystem.

Keywords: Jakarta; organizational culture; start-up; young entrepreneur.

INTRODUCTION

Indonesia is a country with many capabilities that inspire the creation of entrepreneurial activity in numerous fields (Anggadwita & Palalić, 2020). The Indonesian government encourages entrepreneurial activity by supporting the growth of Micro, Small, and Medium Enterprises (MSMEs) (TAMBUNAN, 2007). 63 million MSMEs are developing in Indonesia; thus, MSMEs can increase national economic growth in Indonesia (Surya et al., 2021). MSMEs are a good platform for creating job opportunities, allowing them to absorb labour from diverse backgrounds. Furthermore, MSMEs also contribute to enhancing the local economy by empowering the surrounding community, making them play a strategic role in supporting national economic growth (Asyifah Fauzah Delfira et al., 2025).

Suryana, as cited in A. S. Gunawan & Cahayani (2024), said that from its scope, entrepreneurship can be viewed as having two primary functions, namely the macro function and the micro function. At the micro level, Suryana said, entrepreneurs carry out two roles, one of which is as a planner. In relation to their roles as planners, it is to manage their business organization. Schein, as cited in Diwanti et al. (2021), said that organizational culture originates from the vision and mission established by the founder. The competence possessed by human resources will influence the cultural climate within an organization. In terms of MSMEs, the

organizational culture is influenced by the entrepreneurs as the founding fathers or owners. It can be said that organizational culture is the role of entrepreneurs as planners.

MSMEs in Indonesia are still facing many difficulties, such as a lack of access to resources, low quality of human resources, low productivity, and high administrative costs (Sunarjanto, 2018). Two major problems faced by Indonesian MSMEs are first related to MSME actors, and the second is related to capital and financial problems (TAMBUNAN, 2007). (Niode, 2009) said that besides financial issues, non-financial problems faced by Indonesian SMEs are related to management and organization. Although MSMEs have implemented a good business strategy, several problems can still occur, causing instability for the business. These problems were raised regarding the organizational culture implemented by MSMEs (Cahya & Firdaus, 2024).

Schein, a pioneer in organizational framework, defines organizational culture as a shared system of values, behaviors, norms, attitudes, assumptions, and beliefs held collectively by members of the organization (Tadesse Bogale & Debela, 2024). Denison & Mishra, Kreitner et.al, as cited in (Cahya & Firdaus, 2024) believe that organizational culture influences employee commitment, stability of work environment, and hence plays an important part in helping the organization adapt to external and internal challenges. Many studies have been done about how important the organizational culture. Organizational culture is positively associated with organizational performance (Ralahallo et al., 2023) (A. Aziz et al., 2019) (R. A. Aziz et al., 2017) (Rasyid et al., 2023). Organizational culture can improve employee performance (Arfah et al., 2024), and organizational culture exerts a positive and significant impact on employee performance.(Kuswati, 2020). Another study from (Mohsen et al., 2020) organization culture has a relationship and influences employee performance as a whole. (Pathirana, 2019) found that organizational culture has a profound impact on an organization's processes, employees, and performance.

How about the relationship between organizational culture and business success? Taheri et al. (2015) demonstrated that organizational culture has a direct effect on organizational success, indicating that strengthening cultural values can further enhance overall achievement. Ghaleb (2024) emphasizes that a positive and adaptive culture not only fosters organizational resilience but also acts as a sustainable source of competitive advantage. His research underscores the importance of businesses intentionally cultivating and continuously adapting their culture in order to achieve success within a dynamic market environment. The results indicate that a clear and positive organizational culture plays a crucial role in ensuring long-term business success. Organizational culture is a fundamental aspect that can enhance a company's effectiveness, which is the cornerstone for successful and resilient business (Druhova & Xia, 2024). Therefore, building and managing organizational culture is the key task for the entrepreneur as the leader.

Around twenty-five percent of the world population is the young generation. Nevertheless, the level of labour market participation among these young individuals remains relatively low. In emerging countries, like Indonesia, the participation rate is quite low, about 30% (J. Gunawan & Fraser, 2016). To enhance employment prospects and create broader opportunities, the United Nations has identified youth entrepreneurship as a key strategy for promoting social and economic development. That is why young entrepreneur plays an important part in the Indonesian economy.

Many studies have proved that the first 5 years are the most critical period for a start-up business. About 50% of small start-up businesses fail within the first 5 years (Pai, 2017) (Perry et al., 2018). Capizzi and Carluccio as cited in Lange et al. (2024) start-ups often follow a four-stage growth pattern in the company's life cycle approach, and the early stage lasts 2 to 5

years. The growth of startups in Indonesia has been relatively fast since the last few years. The Global Start-ups Ecosystem Annual Report in an article published by CNN Indonesia, Indonesia occupies the third position worldwide in terms of start-up ecosystem development, while simultaneously holding the foremost rank within the Southeast Asian region. This achievement reflects the country's rapid entrepreneurial growth, positioning it as a key player in the global start-up landscape and underscoring its strategic role in driving innovation and economic transformation across the region (Samiono & Nurlatifah, 2021). Fitria & Hakim (2022) said the start-up failure rate reaches 95% and critical times during the last five years since the company was founded.

Based on the high failure rate described above, even though young people become start-up entrepreneurs, these young start-up entrepreneurs need to build an organizational culture framework (Khangembam, 2022). Entrepreneurship could be a part of the solution for the unemployment rate among young people, but In order for this to be undertaken, it must create a suitable organizational structure, as well as build a suitable organizational culture, which could provide entrepreneurial behaviour (Milosavljev et al., 2019). Furthermore, Milosavljev et al. (2019) concluded that organizational culture is a force that keeps the members of an organization together and leads them towards success. Organizational culture is regarded as a key factor that differentiates one organization from another and serves as a driving force for achieving success (A. S. Gunawan & Cahayani, 2025). This article will continue the research that was conducted by A. S. Gunawan & Cahayani, (2025) by examining the role of organizational culture in shaping business success among young start-up entrepreneurs in Jakarta.

This study aims to identify and analyze the organizational culture characteristics that are most prominent and influential in driving the success of young start-up entrepreneurs in Jakarta, specifically focusing on entrepreneurs aged 16-35 years who are operating businesses in their early stage of development. The research seeks to provide comprehensive insights into how specific cultural dimensions such as innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability manifest within young start-up organizations and contribute to their business performance and sustainability. The findings of this research are expected to yield multiple benefits across various stakeholder groups. For young entrepreneurs and start-up founders, this study provides evidence-based guidance on which organizational culture characteristics should be prioritized and cultivated to enhance their likelihood of success during the critical early years of business operation. For business incubators, accelerators, and entrepreneurship development programs, the research offers valuable insights that can inform the design of more effective training curricula, mentoring approaches, and organizational development interventions tailored to the needs of young start-up ventures. For policymakers and government agencies responsible for supporting the entrepreneurial ecosystem, this study contributes empirical evidence that can guide policy formulation regarding start-up support programs, entrepreneurship education initiatives, and economic development strategies targeting youth employment and innovation. For academic researchers and scholars in entrepreneurship and organizational behavior fields, this research advances theoretical understanding of how organizational culture operates in start-up contexts and provides a foundation for future comparative studies across different geographical regions, industries, or entrepreneurial demographics. Furthermore, the practical implications extend to investors, venture capitalists, and business mentors who can utilize these findings to better assess the organizational readiness and cultural foundations of start-up ventures seeking funding or

support, thereby making more informed investment decisions. Ultimately, by illuminating the organizational culture characteristics that drive start-up success, this research contributes to reducing the high failure rates among young entrepreneurial ventures, fostering more sustainable business development, and strengthening Indonesia's position as a leading start-up ecosystem in Southeast Asia and globally.

METHODOLOGY

This descriptive study employed a mixed-method approach. Quantitative data were obtained through questionnaires distributed to 150 young start-up entrepreneurs in Jakarta, selected using purposive, quota, and accidental sampling techniques. For "young" terminology researcher refer to the United Nation youth definition and Indonesia Law number 40 of 2009 about youth in Indonesia, that is age 16-35. In terms of "start-up", researcher refer to early stage as a critical period, which is below 5 years. Quota sampling was applied to obtain respondents from five regions of Jakarta, with 30 participants drawn from each region. Meanwhile, accidental sampling was employed to identify individuals who were willing to complete the questionnaire. In addition, qualitative data were collected through interviews with 15 purposively selected informants. To determine 15 informants, researchers use convenience sampling, that is, informants that are still start-ups with doing the business not longer than 5 years, and are willing to be interviewed.

The quantitative data were analyzed using the mean score technique. Respondents evaluated each questionnaire item based on their opinions or perceptions using a five-point scale. The mean score for each item was calculated and subsequently aggregated to determine the overall mean score for each characteristic. The interpretation of both the mean score and the overall mean score is as follows:

- a. A score ranging from 4.21 to 5.00 indicates a response of *strong agreement* (very agree) or that the item is considered *very important*.
- b. A score ranging from 3.41 to 4.20 indicates a response of *agreement* (agree) or that the item is considered *important*.
- c. A score ranging from 2.61 to 3.40 indicates a response of *quite agreement* (quite agree) or that the item is considered *quite important*.
- d. A score ranging from 1.81 to 2.60 indicates a response of *disagreement* (not agree) or that the item is considered *not important*.
- e. A score ranging from 1.00 to 1.80 indicates a response of *strong disagreement* (very not agree) or that the item is considered *very not important*.

Qualitative data were analyzed using content analysis, aiming to generate more in-depth insights that complement the findings from the quantitative analysis.

Researchers use Robbins and Judge's theory (2024) that grouping organizational culture into seven features, i.e.:

1. Innovation and risk-taking

This characteristic reflects the extent to which employees are encouraged to engage in innovation and take risks. To capture this dimension, the researchers presented several statements, such as:

- a. I consistently seek opportunities to introduce periodic innovations.
- b. I actively encourage the application of new business ideas, even when they involve risks.
- c. I create a workplace environment that fosters creativity.

- d. I give employees the freedom to accomplish tasks in their own manner.
2. Attention to detail
This characteristic is the degree to which employees are expected to exhibit precision, analysis, and attention to detail. To represent these characteristics, researchers asked for several statements, i.e.:
 - a. The company's operations require accuracy.
 - b. I expect employees to be attentive to details in their daily tasks.
 - c. I train employees to focus on specific details in their work.
 - d. I assign critical tasks to employees who demonstrate attention to detail.
3. Outcome orientation
This characteristic refers to the extent to which management emphasizes results or outcomes over the methods and processes employed to attain them. To operationalize this characteristic, the researchers included several statements, such as:
 - a. I provide clear communication to employees regarding the goals or expected
 - b. outcomes of their work.
 - c. I value the results of the job more than the process undertaken.
 - d. I welcome employees' initiatives in completing their tasks, even if they deviate from established procedures.
 - e. I offer rewards to employees that are directly linked to the results they accomplish.
4. People orientation
This characteristic refers to the degree to which management decisions consider the impact of outcomes on individuals within the organization. To represent these characteristics, researchers asked for several statements, i.e.:
 - a. I expect all employees to be capable of working independently.
 - b. The company should be able to meet the needs of its employees.
 - c. The company must respond promptly to employee-related issues.
 - d. When the company earns higher profits or achieves its targets, employees receive bonuses.
5. Team orientation
This characteristic reflects the extent to which work activities are structured around teams, rather than being centred on individuals. To represent these characteristics, researchers asked for several statements, i.e.:
 - a. I expect all employees to be able to work collaboratively in teams or groups.
 - b. I emphasize to employees that cooperation is more valuable than competition.
 - c. I frequently organize teams or workgroups to accomplish specific tasks.
 - d. I give priority to team-based or group assignments rather than individual tasks.
6. Aggressiveness
This characteristic represents the extent to which individuals exhibit aggressive and competitive behaviour as opposed to being relaxed and easy going. To represent this characteristic, researchers asked for several statements, i.e.:
 - a. I foster a healthy atmosphere of competition within the company.
 - b. I motivate employees to acquire knowledge beyond their routine tasks to broaden their perspectives.
 - c. I expect employees to be open and willing to learn new things.
 - d. I greatly value employees who demonstrate strong drive and proactivity.
7. Stability
This characteristic reflects the extent to which organizational activities prioritize

preserving the status quo rather than pursuing growth. To represent these characteristics, researchers asked for several statements, i.e:

- a. I promote the importance of maintaining stability within the company.
- b. I want employees to experience happiness and comfort in their workplace.
- c. I value long-term employees more than newly hired ones.
- d. My company has upheld consistent values and culture for a long period of time.

RESULTS AND DISCUSSION

Quantitative Analysis

The profile of most respondents can be outlined as follows:

- Gender: Predominantly female (54%).
- Educational background: At least senior high school or equivalent (56%).
- Age: Largely between 16 and 30 years (70%), with 56% being unmarried.
- Work and business experience: A total of 67% had prior employment experience before becoming entrepreneurs, and 72% had previously experienced business failure.

Table 1. Respondent Perception of Organizational Culture in Their Organization

No	Statements	Mean Score	Interpretation
1	I consistently seek opportunities to introduce periodic innovations.	4.48	Strongly Agree
2	I actively encourage the application of new business ideas, even when they involve risks.	3.88	Agree
3	I create a workplace environment that fosters creativity.	4.13	Agree
4	I give employees the freedom to accomplish tasks in their own manner.	3.50	Agree
5	The company's operations require accuracy.	4.12	Agree
6	I expect employees to be attentive to details in their daily tasks.	4.09	Agree
7	I train employees to focus on specific details in their work.	4.03	Agree
8	I assign critical tasks to employees who demonstrate attention to detail.	4.03	Agree
9	I provide clear communication to employees regarding the goals or expected outcomes of their work.	4.35	Strongly Agree
10	I value the results of the job more than the process undertaken.	3.22	Quite Agree
11	I welcome employees' initiatives in completing their tasks, even if they deviate from established procedures.	3.23	Quite Agree
12	I offer rewards to employees that are directly linked to the results they accomplish.	4.07	Agree
13	I expect all employees to be capable of working independently.	4.21	Strongly Agree
14	The company should be able to meet the needs of its employees.	3.55	Agree
15	The company must respond promptly to employee-related issues.	3.82	Agree
16	When the company earns higher profits or achieves its targets, employees receive bonuses.	4.18	Agree
17	I expect all employees to be able to work collaboratively in teams or groups.	4.24	Strongly Agree

18	I emphasize to employees that cooperation is more valuable than competition.	4.08	Agree
19	I frequently organize teams or workgroups to accomplish specific tasks.	3.77	Agree
20	I give priority to team-based or group assignments rather than individual tasks.	3.52	Agree
21	I foster a healthy atmosphere of competition within the company.	3.73	Agree
22	I motivate employees to acquire knowledge beyond their routine tasks to broaden their perspectives.	3.93	Agree
23	I expect employees to be open and willing to learn new things.	4.15	Agree
24	I greatly value employees who demonstrate strong drive and proactivity.	3.64	Agree
25	I promote the importance of maintaining stability within the company.	4.27	Strongly Agree
26	I want employees to experience happiness and comfort in their workplace.	4.49	Strongly Agree
27	I value long-term employees more than newly hired ones.	2.83	Quite Agree
28	I value long-term employees more than newly hired ones.	3.57	Agree

Source: Processed primary data from questionnaire survey, 2025

Table 2. Mean Score of Characteristics of Organizational Culture

No	Characteristic	Mean Score	Interpretation
1	Innovation and risk taking	4.00	Agree
2	Attention to detail	4.07	Agree
3	Outcome orientation	3.72	Agree
4	People orientation	3.94	Agree
5	Team orientation	3.90	Agree
6	Aggressiveness	3.86	Agree
7	Stability	3.79	Agree
Overall Mean Score		3.90	Agree

Source: Processed primary data from questionnaire survey, 2025

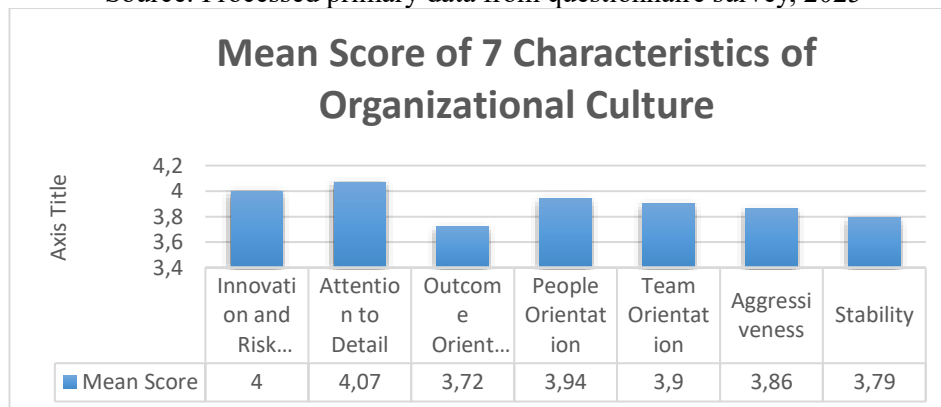


Figure 1. Mean Score of 7 Characteristics of Organizational Culture

Table 1 shows that, of the 28 statements assessed, six received a rating of *strongly*

agree, three were rated as *quite agree*, while the remainder fell into the *agree* category. The top three statements in terms of mean score are: "I want employees to feel happy and comfortable at work", "I am always looking for ways to innovate periodically", and "I clearly communicate with the employees about the goals or expected results of their job". The statement with the lowest mean score was "I prefer long-standing employees compared to new employees". Meanwhile, Table 2 indicates that all seven characteristics were rated at the *agree* level, with the overall mean score for all characteristics also falling within this category. Among these, *attention to detail* recorded the highest mean score, whereas *outcome orientation* had the lowest. Interestingly, these results reveal an inconsistency. The top three statements with the highest mean score are from "attention to detail," which is the highest mean score characteristic. While the lowest mean score statement is not the part of the characteristic that has the lowest mean score.

Young start-up entrepreneurs emphasize detail in their business operations, believing that being meticulous and delivering high-quality work will build trust with customers and investors. They build a foundation for early business success. In contrast, "outcome orientation" had the lowest mean score, which may reflect that young start-up entrepreneurs focus more on learning and survival rather than achieving specific outcomes.

Qualitative Analysis

The results of the interview revealed that the informants emphasized "innovation and risk-taking" as the most crucial organizational characteristic. They argued that without continuous innovation, an organization would struggle to grow, fail to adapt to changing market demands, and eventually lose its competitive edge. Innovation, combined with the willingness to take calculated risks, was seen as the driving force that ensures organizational sustainability in dynamic environments. In addition to this, the informants also highlighted the importance of "outcome orientation" and "team orientation." Outcome orientation reflects the organization's commitment to achieving tangible results and maintaining accountability for performance, while team orientation underscores the significance of collaboration, collective effort, and synergy among members in reaching organizational goals. Together, these characteristics form the foundation for building a resilient and competitive organization.

The findings reflect an aspirational mindset among the informants, suggesting that maintaining competitiveness requires a willingness to innovate and to engage in calculated risk-taking. Innovation is not merely perceived as a strategic option but rather as a necessity for sustaining relevance in a dynamic and uncertain environment. Risk-taking, in this sense, is understood not as reckless behavior but as a deliberate and measured approach to pursuing opportunities that can yield long-term benefits.

A deeper examination reveals that this perspective resonates with the quantitative data, which indicate that young start-up entrepreneurs tend to prioritize continuous learning and survival strategies. Their emphasis on taking calculated risks serves as a pathway to foster innovation, thereby allowing them to establish a strong organizational foundation. This dual focus on learning and risk-managed innovation underscores the adaptive capacity of start-up entrepreneurs to navigate competitive pressures while simultaneously positioning their ventures for sustainable growth and long-term success.

CONCLUSIONS

This study examining organizational culture characteristics that drive success among

young start-up entrepreneurs in Jakarta reveals that attention to detail and innovation with risk-taking emerge as the most prominent cultural dimensions influencing business achievement, demonstrating that young entrepreneurs strategically balance operational precision with adaptive innovation to establish competitive foundations during critical early business stages. The convergence between quantitative emphasis on attention to detail and qualitative prioritization of innovation reflects the dual challenge faced by start-up ventures of establishing operational excellence while maintaining adaptive capacity for sustainable growth, thereby extending organizational culture theory beyond traditional frameworks that position these dimensions as competing values. These findings contribute practical guidance for young entrepreneurs on which cultural characteristics should be prioritized, inform business incubators and accelerators in designing effective training curricula, provide policymakers with empirical evidence for entrepreneurship support programs, and offer investors frameworks for assessing organizational readiness of start-up ventures. Future research should conduct longitudinal studies examining how organizational culture characteristics evolve as start-ups mature, pursue comparative research across different geographical contexts and industries to illuminate how regional ecosystems moderate relationships between culture and success, employ quantitative methods with larger samples to test causal relationships with objective performance indicators, utilize ethnographic approaches to understand daily practices through which entrepreneurs enact cultural values, and evaluate intervention programs designed to cultivate specific cultural characteristics among nascent entrepreneurs, ultimately contributing to reducing start-up failure rates and strengthening Indonesia's entrepreneurial ecosystem..

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