Types of Organization Culture that is Important and Relevant for the Success of SME's Entrepreneur (Case Study in the Creative Economy Entrepreneurs in Jakarta)

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ABSTRACT: An organization is a group of people as members that accepts, respects and implements certain same values or norms called organizational culture. MSMEs as business also have organizational culture. Organizational culture is the key to the success because positive organizational culture will form the positive individual character of the organization and vice versa. and the better cultural values in the organization, the better the organization performance. This article will observe the organizational culture that determines business success among creative economy entrepreneurs in Jakarta. This research is descriptive research with quantitative and qualitative data analysis. Quantitative data was obtained through the distribution of questionnaires to 150 respondents of creative economy entrepreneurs in Jakarta. Qualitative data was obtained through interviews to 15 selected informants. The results of the quantitative analysis showed that the dimension of attention to detail and team orientation have the highest scores, besides that, respondents also considered stability as an important aspect to achieve success. In line with the quantitative analysis, qualitative analysis also shows that teamwork is important because businesses cannot be successful if they rely on individual performance or achievements.

Keywords: Organization Culture, Creative Economy, SME's Entrepreneur, Jakarta

INTRODUCTION

Syarief (2022) said that an organization is a group of people as members of an organization that interact with each other, carrying out work and other activities together. The interaction will take place harmoniously if each member of the organization accepts, respects and implements certain same values or norms in the organization. These values or norms then become organizational culture.

According to the Great Dictionary of the Indonesian Language (Kamus Besar Bahasa Indonesia/KBBI), an organization is cooperation a group of people that is held to achieve a

common goal. According to the criteria from the Central Agency of Statistics (Badan Pusat Statistik/BPS) quoted from Salsabila (2022), Micro, Small and Medium Enterprises (MSMEs) are businesses with a workforce of up to 100 people. Looking at these two definitions, MSMEs no matter how small they are, even though they are on a micro scale, can still be said as an organization. Therefore, MSMEs as business organizations also have certain values and norms called organizational culture (Blouin et al., 2019; Maesschalck & Paesen, 2021).

Suryana (2003) said that seen from the scope, entrepreneurship has 2 functions, i.e: macro functions and micro functions. Hasbullah et al. (2022) said that on a macro level, entrepreneurship plays a role as a controller and driver of a nation's economy. Meanwhile, at the micro level, the role of entrepreneurs is to bear risks and uncertainties, combining resources into new and different ways to create added value and new ventures. Usman in Suryana (2003) said that in performing their functions on a micro level, entrepreneurs carry out two roles, i.e: as inventors (innovators) and as planners (Aranki et al., 2019; Baird, 2016; Schneider et al., 2013).

Schein & Schein (2017) said that organizational culture is developed by a group regarding the right way of thinking to solve a problem. This organizational culture influences the way of thinking and acting and influences the character of individuals at all levels within the organization. This organizational culture is the key to the success of an organization. A positive organizational culture will form the positive individual character of the organization and vice versa. In relation to one of the roles of entrepreneurs as planners, is to manage their business/corporate organization. Implementing a positive organizational culture is certainly one aspect of the management to achieve the goals of the business organization that have been set, that is the success of the business (Nikpour, 2017; Sumardjo & Supriadi, 2023; Verma et al., 2024).

To support this argument, we try to look at various previous studies on organizational culture and entrepreneurship or entrepreneur. A study from Anjasuta (2024) states that organizational culture has a significant and positive influence on entrepreneurial intention. Masri (2021) examined the relationship between organizational culture and management practices and concluded that organizational culture increases self-confidence, increases passion to success and contribution in decision-making and initiative action in problem solving. Lestari et al. (2021) examined the performance of MSMEs viewed from organizational culture and concluded that organizational culture affects business performance, where a positive organizational culture will create a comfortable work environment that will encourage work effectiveness which then has an impact on improving business performance. The better cultural values in the organization, the better the organization performance. Judijanto et al. (2024) underlines the importance of developing a positive organizational culture as a fundamental element for the success of startups in Indonesia.

The various studies above emphasize the importance of organizational culture in achieving the success or success of a business organization. However, research on what kind of organizational culture is the most important and relevant to achieve business success, has not much been done. Research from Gunawan et al. (2017) examined organizational culture that determines business success according to young entrepreneurs in Jakarta, conclude that innovation and risk-taking are considered the most important thing. We noticed that most young people run their business in the creative economy. Will it conclude the same that innovation and risk-taking as the most important things? This research gap that this article will continue Gunawan et.al research by observing the

organizational culture that determines business success among creative economy entrepreneurs in Jakarta.

Culture is the knowledge and characteristics of a group of people that include social customs, traditions, etc. and it is also what people believe in how true and false things are in their society (Zagaria et al., 2021). Schein & Schein (2017) divided culture into macro and micro cultures. Macro cultures are national culture, ethnic culture, professional culture, large organization culture, and religion culture. Micro cultures are culture in start-up companies, culture in a division of large organization, etc. This article will focus on the owner of MSMEs creative economy industries, which have micro cultures of entrepreneurs' culture and micro culture of large organization culture of creative economy industries.

An organization is a group of people working in a specific place, activity to target goal that contains a set of human and practical relationships that regulate the workflow within the organization to achieve the objectives of employees and the organization together (Mithani & O'Brien, 2021). What is said by Mithani and O'Brien about practical relationships that regulate the workflow within the organization to achieve personal and organizational objectives similar with definition of organizational culture from Başar. Başar et al. (2022) said that organizational culture is a set of values and beliefs in the organization that affects the behaviour of individuals, work, and the relationship of individuals within the organization.

Meanwhile, according to Schneider et.al, as cited from Fridayani & Kusuma (2024), organizational culture defined as shared values and basic assumptions that explain why organizations do what they do and focus on what they focus on. That definition has similarity with definition of organizational culture by Farashah & Blomqusit. Farashah & Blomqusit (2021) said, organizational culture is a set of shared value and perceptions that influence all aspects of organizations, such as their structure, strategy, leadership, and processes that is a significant factor to examine in organizational life. Akpa et al. (2021) also said that organizational culture is a system of values that subconsciously and silently drive people to make each choice and decision in the organization. Lubis & Hanum (2020) also said, organizational culture is a system that is believed, and values developed by the organization that brings the organization to success and organizational culture outlines a rule.

A little bit different with all those organizational definitions, Daft (2021)said that organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Actually, system of shared meaning that mentioned by Daft is shared values. Same as Daft, definition of organizational culture by Gorzelany et al. also a little bit different. Gorzelany et al. (2021) said that organizational culture is a collective programming of the mind, as the sharing of values among the members of the organization becomes the force in building the organized culture within clear goals that everyone seeks to achieve.

The main function of organizational values, industrial demand and methods of doing business are guiding the newcomers (Schein & Schein, 2017). From the definition above and earlier discussion organizational culture as the shared values, beliefs, norms, and practices that guide behaviour and form the interactions among members of an organization. It encompasses the collective social environment that influences how work is conducted, how decisions are made, and how employees relate to one another and to the organization. Those definitions integrate recent scholarly

perspectives on how organizational culture influences and reflects the inner workings and effectiveness of organizations.

Daft (2021) said, organizational culture exists at two levels. On the surface are visible artifacts and observable behaviors (the way people dress and act; type of control systems; organizational structure; symbols, stories, and ceremonies organization members share). The invisible elements of culture reflect deeper values in the minds of organization members (values, assumptions, beliefs, and thought processes operate unconsciously to define the culture). Those deeper values in the minds of organizational members are the invisible elements of culture that reflect the inner working and effectiveness of organizations.

Robbins & Judge (2019) said, those are seven primary characteristics seem to capture the essence of an organization's culture:

1. Innovation and risk taking. The degree to which employees are encouraged to be innovative and take risks.
2. Attention to detail. The degree to which employees are expected to exhibit precision, analysis, and attention to detail.
3. Outcome orientation. The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.
4. People orientation. The degree to which management decisions consider the effect of outcomes on people within the organization.
5. Team orientation. The degree to which work activities are organized around teams rather than individuals.
6. Aggressiveness. The degree to which people are aggressive and competitive rather than easygoing.
7. Stability. The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Organizational culture has some functions in a company or organization. Daft (2021) said, cultures serve two critical functions in organizations: 1) to integrate members so that they know how to relate to one another and 2) to help the organization adapted to the external environment. Meanwhile, Robbins & Judge (2019) said some functions of cultures in more comprehensive ways. They said:

1. Culture in an organization has a boundary-defining role. Culture creates distinctions between organizations.
2. Organizational culture conveys a sense of identity for organization members.
3. Organizational culture facilitates commitment to something larger than individual self-interest.
4. Organization culture enhances the stability of the social system because culture is the social glue that helps hold the organization together by providing standards for what employees should say and do.
5. Culture in an organization is a sense-making and control mechanisms that guide and shapes employees' attitudes and behavior.

From the explanation above, we can see that organizational culture plays an important role in determining the success of an organization. So as the research objective researchers want to analyze

organizational culture among creative economy entrepreneurs in Jakarta based on seven characteristics from [Robbins & Judge (2019)](#).

METHOD

This is a descriptive study combining quantitative and qualitative data analysis.

Quantitative primary data gathered by distributing questionnaires through 150 respondents which were creative economy entrepreneurs in Jakarta. The sampling technique used for determining respondents is purposive, quota and accidental sampling. Purposive sampling was used to determine creative economy entrepreneur respondents according to 17 creative economy subsectors. Quota sampling was used to get respondents in 5 regions of Jakarta, i.e North, East, West, South and Central Jakarta with 30 respondents in each region. Accidental sampling was used to find respondents willing to fill in the questionnaire.

Qualitative primary data gathered through interview to 15 selected informants. The sampling technique used to select these 15 informants was convenience and purposive sampling. Informants should have employees as its purposive criteria and voluntarily willing to be interviewed (convenience).

The quantitative data analysis used is by using mean score technique. Respondents were asked to rate each statement in the questionnaire according to their opinion/perception in 1-5 scale. Description for each scale as follows:
1 = strongly disagree/not important,
2 = disagree/not too important,
3 = quite agree/quite important,
4 = agree/important,
5 = strongly agree/very important.
Each statement will calculate the mean score, then it will combine to calculate overall mean score for each characteristic. The mean score and overall mean score can be interpreted as follows:
Score 4.21 – 5.00   : strongly agree/very important
Score 3.41 – 4.20   : agree/important
Score 2.61 – 3.40   : quite agree/quite important
Score 1.81 – 2.60   : disagree/not too important
Score 1.00 – 1.80   : strongly disagree/not important
While for qualitative data analysis is used the content analysis. The purpose of qualitative data analysis is to obtain data in more depth to complete quantitative data analysis.

In this research, researchers refers to the theory of [Robbins and Judge (2014)](#) that grouping organizational culture into 7 characteristics i.e:
Innovation and risk taking
We developed several statements to represent this characteristic, they are:
- I am always looking ways to innovate periodically
- I always support the implementation of new ideas in business even if it is risky
- I provide a work ambience that supports creativity
- I allow employees to get the job done with their own way

Attention to detail
We developed several statements to represent this characteristic, they are:

- The company work needs precision

- I expect employees to pay attention to the details in their daily work

- I teach employees to pay attention to certain details in their work

- I will give important tasks to employees who pay attention to details

Outcome orientation
We developed several statements to represent this characteristic, they are:

- I clearly communicate to the employee about the goals or expected result of their job

- I appreciate the job result more than the job process

- I don't mind employees taking the initiative in doing their jobs rather than following procedures

- I give rewards to employees directly related to the results they achieve

People orientation
We developed several statements to represent this characteristic, they are:

- I wish all employees could work independently

- The company must be able to fulfil the employee needs

- Company must be quick to respond to the employee problems

- If the company gets a higher profit or achieves the target, then the employee will get bonus

Team orientation
We developed several statements to represent this characteristic, they are:

- I wish all employees could work in a team or group

- I inform to the employees that working together is better than competing each other

- I often form teams or working groups to complete certain tasks

- I prioritize team or workgroup assignments over individual assignments to do the work tasks

Aggressiveness
We developed several statements to represent this characteristic, they are:

- I develop a healthy competitive circumstance in the company

- I encourage employees to learn new things beyond of their routine work to have boarder insight

- I hope employees are willing to learn new things

- I highly appreciation to aggressive employees

Stability
We developed several statements to represent this characteristic, they are:

- I encourage to have stability in the company

- I want employees to feel happy and comfortable at work

- I prefer long standing employees comparing to new employees

- My company had consistent values or culture since the long time ago

RESULT AND DISCUSSION

Profile of majority respondents can be described as follows:

- Gender: male (53%)
- Education background: less than or equal to senior high school or equivalent (51%)
- Age: above 30 years (51%)
- Marital status: married (61%), where 48% also having spouse that doing business while the rest 13% with spouse not doing any business
- Experience: 67% worked as employee before become entrepreneur and 54% already doing business for more than 5 years
- Business scale: 61% employed less than 5 employees

Table 1
Mean Score of Respondent Perception About The Organizational Culture That Applied in Their Business Organization

No	Statements	Mean Score	Interpretation
1	I am always looking ways to innovate periodically	4.35	Strongly Agree
2	I always support the implementation of new ideas in business even if it is risky	3.73	Agree
3	I provide a work ambience that supports creativity	4.21	Strongly Agree
4	I allow employees to get the job done with their own way	3.49	Agree
5	The company work needs precision	4.26	Strongly Agree
6	I expect employees to pay attention to the details in their daily work	4.16	Agree
7	I teach employees to pay attention to certain details in their work	4.07	Agree
8	I will give important tasks to employees who pay attention to details	3.97	Agree
9	I clearly communicate to the employee about the goals or expected result of their job	4.21	Strongly Agree
10	I appreciate the job result more than the job process	3.53	Agree
11	I don't mind employees taking the initiative in doing their jobs rather than following procedures	3.10	Quite Agree
12	I give rewards to employees directly related to the results they achieve	4.09	Agree
13	I wish all employees could work independently	4.25	Strongly Agree
14	The company must be able to fulfil the employee needs	3.61	Agree
15	Company must be quick to respond to the employee problems	4.08	Agree

No	Statements	Mean Score	Interpretation
16	If the company gets a higher profit or achieves the target, then the employee will get bonus	4.34	Strongly Agree
17	I wish all employees could work in a team or group	4.37	Strongly Agree
18	I inform to the employees that working together is better than competing each other	4.39	Strongly Agree
19	I often form teams or working groups to complete certain tasks	3.91	Agree
20	I prioritize team or workgroup assignments over individual assignments to do the work tasks	3.75	Agree
21	I develop a healthy competitive circumstance in the company	3.94	Agree
22	I encourage employees to learn new things beyond of their routine work to have boarder insight	4.04	Agree
23	I hope employees are willing to learn new things	4.20	Agree
24	I highly appreciation to aggressive employees	3.66	Agree
25	I encourage to have stability in the company	4.26	Strongly Agree
26	I want employees to feel happy and comfortable at work	4.53	Strongly Agree
27	I prefer long standing employees comparing to new employees	2.63	Quite Agree
28	My company had consistent values or culture since the long time ago	3.53	Agree

Table 2
Mean Score of 7 Characteristics of Organizational Culture

No	Characteristic	Mean Score	Interpretation
1	Innovation and risk taking	3.95	Agree
2	Attention to detail	4.12	Agree
3	Outcome orientation	3.73	Agree
4	People orientation	4.07	Agree
5	Team orientation	4.10	Agree
6	Aggressiveness	3.96	Agree
7	Stability	3.74	Agree
	Overall Mean Score	**3.95**	**Agree**

Table 1 above present the average mean score and interpretation of the respondents' perception of the organizational culture applied by entrepreneurs in managing their business. It can be seen that from the 28 statements tested, there are 10 statements get a "strongly agree" scale, then 16 statements get a "agree" scale while 2 statements get a "quite agree" scale. Top three statements are: ” I want employees to feel happy and comfortable at work”, “ I inform to the employees that

working together is better than competing each other" and "I wish all employees could work in a team or group". While bottom two statements are "I don't mind employees taking the initiative in doing their jobs rather than following procedures" and "I prefer long standing employees comparing to new employees".

Table 2 showed the mean score for 7 characteristics of organizational culture. All those 7 characteristics being tested showed at "agree" scale. Thus, the overall mean score for those 7 characteristics also showed at "agree" scale. The characteristic that has the highest mean score is "attention to detail", while the lowest one is "outcome orientation". If we compare the result from table 1 and table 2, then we see some inconsistency. Top three statements on table 1, none of them are from "attention to detail" characteristic. While the statement with lowest mean score on table 1 "I prefer long standing employees comparing to new employees ", is not part of "outcome orientation" characteristic that has lowest mean score.

If we observe closely, the seven organizational culture characteristics proposed by Robbins and Judge (2019) are essentially the intangible elements of organizational culture. These intangible elements play a more significant role in determining an organization's success compared to the tangible aspects of organizational culture. While visible elements such as structures and policies are important, it is the underlying values, beliefs, and assumptions that truly shape an organization's effectiveness and long-term sustainability. These intangible factors influence how employees interact, make decisions, and align with the organization's mission, making them crucial for fostering a thriving and adaptive organizational environment."

Daft (2021) explained that the invisible elements of organizational culture are the deeper values embedded in the minds of organizational members. These deeper values, which often go unnoticed, serve as the foundation of an organization's culture and influence the behaviors, attitudes, and decision-making processes of its members. They represent the core beliefs and assumptions that shape how individuals perceive their roles, interact with one another, and respond to challenges within the organization. By reflecting the inner workings and overall effectiveness of the organization, these intangible cultural elements play a critical role in determining its ability to adapt, innovate, and achieve long-term success.

The red line from quantitative analysis is that those 7 organizational characteristics are needed for the running of the business. This is in line with Costanza et al. (2016) that found out organization with adaptive cultures were more likely to survive. Zeyada (2018) findings that the strong organization culture will be benefit for the organization and strengthen organizational culture, making it a source of competitive advantages for the organization. This is also in line with this article finding.

To get information more deeper and detail, we sharpen the quantitative analysis with qualitative data analysis. The interview showed that according to the informants, they thought "team orientation" is the most important one. Teamwork will make the target or objective can be achieved. Informants considered that it was impossible for the organization to success if rely on individuals. Another interesting thing that informants said "stability" is also important to support teamwork. Stability is important to make employees secure and comfortable therefore they can work comfortably with others as a team. The informant's explanation highlights those two characteristics of organizational culture—team orientation and stability—are viewed as the most

critical factors in driving success. The informant believes that a strong sense of teamwork fosters collaboration, enhances communication, and boosts productivity, all of which are key to meeting the organization's objectives. Meanwhile, stability provides a sense of security and consistency, ensuring that the organization remains focused and resilient in its pursuit of long-term goals. Together, these cultural elements create a solid foundation that supports the realization of the targets established by the organization. The findings reveal a strong alignment between the theoretical insights presented by Robbins and Judge in *Organizational Behavior* (2019) and the observed realities in practice. Specifically, the two characteristics—team orientation and stability—are shown to have a significant impact on organizational performance. Robbins and Judge emphasize that these cultural traits foster an environment conducive to productivity, collaboration, and sustained success. The field evidence corroborates this view, highlighting how team orientation enhances collective effort and shared accountability, while stability ensures a consistent framework for strategic planning and execution. Together, these characteristics play a pivotal role in shaping and improving overall organizational outcomes.

There is a discrepancy between the results of the questionnaire and the interview findings. This difference arises because the respondents selected as informants during the interview process might have provided answers that were not entirely consistent with their responses on the questionnaire. As a result, the qualitative data derived from the interview analysis produced findings that differed from the quantitative data obtained from the questionnaire analysis. This discrepancy highlights the distinct nature of qualitative and quantitative approaches, where qualitative data often captures deeper insights and contextual nuances, while quantitative data emphasizes standardized patterns and statistical trends. Such differences underscore the importance of integrating both methods to achieve a comprehensive understanding of the research subject.

CONCLUSION

Organizational culture is considered as the factor that distinguished one organization from others and brings the organization to success. From the discussion above, culinary entrepreneurs in Jakarta showed seven characteristics of organizational culture implemented in the business organization. Even though in quantitative data attention to detail is the most important characteristic, researchers gain different results from interview results. Informants think that team orientation is the most important factor since the success of the business is the result of teamwork not individual work. Actually, researchers' kind of expected this result because of the nature of the culinary industry. In culinary industries, a work team is a must. Even though they have a great chef but have unfriendly and bad attitude of servant, then the customer will not come to revisit. Therefore, the working atmosphere should be maintained to ensure the teamwork runs well.

The second important thing of organizational culture characteristics is stability. All informants want their staff to stay with them for a long period of time. These results have consistency with the most important organizational culture characteristics, i.e. team orientation. Team orientation will occur more easily if organizational members do not change quickly because they get to know each other better.

However, this does not mean that others organizational culture characteristics are not important. Due to this research only using small sample, result reflects only the perception of creative entrepreneurs in Jakarta, and result may be different in another community. These might be this article limitation. There are still many things that can be studied on organizational culture and MSMEs in economic creative industries. A suggestion for future research is to do research using the same indicator but by using different techniques of analysis.

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