Journal of Innovative and Creativity
Journal Homepage: https://joecy.org/index.php/joecy
e-mail: journaljoecy@gmail.com

Faculty of Education
University of Pahlawan Tuanku Tambusai
ISSN 2775-771X (Online)
ISSN 2962-570X **(Printed)**
5 (3) 2025, Page: 28673-28681

Analysis of the Role of Motivation and Creativity in Local Startups to Encourage Entrepreneurial Success

Elis Anita Farida[1]*, Fitri Amelyawati[1], Akhmad Aziz Setia Hadi[1], Rizma Maulidia Putri[1]
Anwar Media University
Corresponding Author Elis Anita Farida, E-Mail: elisanitafarida@uam.ac.id

Published: Oktober, 2025

ABSTRACT

This study aims to analyze the role of motivation and creativity as psychological factors that drive entrepreneurial success in local startups. Using a mixed methods approach, this study combines a quantitative survey of 50 startup founders and in-depth interviews with 10 informants in Sidoarjo. The results show that intrinsic motivation, such as the desire to achieve financial freedom and create social impact, has a stronger influence than extrinsic motivation in maintaining long-term commitment. Creativity, on the other hand, allows entrepreneurs to identify new opportunities, develop innovative solutions, and overcome operational challenges, especially in conditions of limited resources. The interaction between motivation and creativity creates significant synergy, where motivation triggers energy for creative thinking, and creativity strengthens motivation through a sense of achievement and pride. In addition, supporting factors such as environmental support, access to resources, and organizational culture that encourages innovation also play an important role in maintaining entrepreneurial motivation and creativity. Theoretically, these findings enrich the entrepreneurship literature by emphasizing the importance of the interaction between psychological factors and the external environment. Practically, this study provides recommendations for entrepreneurs to focus on developing intrinsic motivation and creativity, and for policymakers to provide resource support and training to create an inclusive and sustainable startup ecosystem.

Keywords: Motivation, Creativity, Entrepreneurial, Success, Startups

© The Author(s). 2021 Open Access This article is licensed under a Creative Commons Atibution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made. The images or other third party material in this article are included in the article's Creative Commons licence, unless indicated otherwise in a credit line to the material. To view a copy of this licence, visit http://creativecommons.org/licenses/by/4.0

INTRODUCTION

In the era of globalization and digital transformation, entrepreneurship has become one of the main pillars in driving economic growth and innovation in various countries, including Indonesia. Local startups, as one form of modern entrepreneurship, startup success, there are psychological factors that are often the main key in determining the success of an entrepreneur. Among these factors, motivation and creativity occupy a central position as the main drivers in facing challenges and taking advantage of opportunities in the competitive business world. Motivation, as an internal force that drives individuals to achieve goals, has long been the focus of research in the context of entrepreneurship. According to Shane et al. (2019), intrinsic motivation, such as the desire to achieve financial freedom, social recognition, and self-actualization, is often the main driver for entrepreneurs to start and grow their businesses. Meanwhile, extrinsic motivation, such as financial incentives and support from the social environment, also plays an important role in maintaining entrepreneurial commitment in the long term. However, recent research shows that the interaction between intrinsic and extrinsic motivation can have

a greater impact on entrepreneurial success, especially in the context of startups facing high uncertainty and risk (Gielnik et al., 2020).

Creativity as the ability to generate new ideas and innovative solutions is also a critical factor in entrepreneurial success. In the context of startups, creativity is not only limited to the creation of new products or services, but also includes the ability to identify market opportunities, develop unique business strategies, and overcome obstacles in unconventional ways. According to Amabile (2017), creativity in entrepreneurship is often triggered by a supportive environment, such as access to resources, social networks, and an organizational culture that encourages experimentation and learning. However, recent research by Zhou and Shalley (2021) shows that creativity is also greatly influenced by individual psychological factors, such as self-confidence, tolerance for ambiguity, and divergent thinking skills. Although motivation and creativity have been widely studied separately, the interaction between the two factors in the context of entrepreneurship is still relatively underexplored. In fact, the combination of strong motivation and high creativity can produce significant synergy in facing challenges and exploiting opportunities in the startup world. For example, an entrepreneur who has high intrinsic motivation to achieve financial success and social recognition, as well as creative abilities that enable him to develop innovative solutions, tends to be more able to survive and thrive in a competitive business environment (Obschonka et al., 2020). Therefore, this study aims to analyze the role of motivation and creativity as psychological factors that drive entrepreneurial success, with a focus on local startups in Indonesia.

Indonesia, as one of the fastest growing startup countries in Southeast Asia, provides an interesting context to explore the role of motivation and creativity in entrepreneurship. According to a report by Google, Temasek, and Bain & Company (2021), the startup ecosystem in Indonesia has experienced significant growth in recent years, with the digital economy projected to reach USD 146 billion by 2025. However, behind this rapid growth, challenges such as intense competition, limited access to funding, and complex regulations remain major barriers for many local startups. In this context, psychological factors such as motivation and creativity become increasingly relevant as internal resources that can help entrepreneurs overcome these challenges and achieve success. Several aspects of the approach and context used in this study. First, this study does not only view motivation and creativity as stand-alone factors, but also explores the interaction between the two in the context of entrepreneurship. Second, this study uses a qualitative approach with case studies on several local startups in Indonesia, which allows for a deeper understanding of how motivation and creativity play a role in real practice. Third, this study also considers external factors, such as environmental support and access to resources, which may influence the relationship between motivation, creativity, and entrepreneurial success.

Theoretically, this study is expected to contribute to the entrepreneurship literature by broadening the understanding of the role of psychological factors in entrepreneurial success, especially in the context of local startups. Practically, the findings of this study can provide valuable insights for entrepreneurs,

educators, and policy makers in developing strategies and programs that can encourage the growth and sustainability of local startups in Indonesia. Thus, this study is not only relevant for academics and practitioners in the field of entrepreneurship, but also for the wider community who are interested in understanding the dynamics and challenges in developing startups in the digital era. This study will adopt a multi-method approach that combines quantitative and qualitative analysis. Quantitative data will be collected through surveys of founders and team members from various local startups in Indonesia, while qualitative data will be obtained through in-depth interviews and case studies. Thus, this study is expected to provide a comprehensive picture of how motivation and creativity interact to drive entrepreneurial success in the context of local startups.

This study aims to answer the main question: How do motivation and creativity play a role in driving entrepreneurial success in local startups in Indonesia. Based on this, this research was conducted to provide a significant contribution to our understanding of the psychological factors underlying entrepreneurial success, as well as to provide practical recommendations for stakeholders in developing a more inclusive and sustainable startup ecosystem in Indonesia.

MATERIALS AND METHODS

Research Design

This study was designed as an explanatory study with a sequential explanatory design approach. The first stage used quantitative methods to examine the relationship between motivation, creativity, and entrepreneurial success. The second stage used qualitative methods to explain and deepen the findings from the quantitative stage through in-depth interviews and case studies (Creswell & Plano Clark, 2018).

Population and Sample

The population in this study were the founders and team members of local startups operating in Sidoarjo. Sidoarjo was chosen as the research locus because it has a rapidly growing startup ecosystem, supported by local economic growth and support from the local government (BPS Sidoarjo, 2023). The sample was taken using a purposive sampling technique with the following criteria: (1) startups that have been operating for at least 2 years, (2) have a core team of at least 3 people, and (3) show significant growth in financial or innovation aspects. The targeted sample size was 50 respondents for the quantitative stage and 10 informants for the qualitative stage.

Data Collection Techniques

Data were collected through two main methods: surveys and in-depth interviews. Surveys were used to collect quantitative data on the level of motivation, creativity, and entrepreneurial success. The survey instrument was developed based on scales that have been validated in previous studies, such as

the entrepreneurial motivation scale from Gielnik et al. (2020) and the creativity scale from Zhou and Shalley (2021). Meanwhile, in-depth interviews were conducted to explore the experiences, challenges, and strategies of entrepreneurs in utilizing motivation and creativity to achieve success.

Research Instruments

The research instrument consisted of a questionnaire and an interview guide. The questionnaire was divided into three main parts: (1) demographic data, (2) entrepreneurial motivation scale, and (3) creativity scale. The entrepreneurial motivation scale measures intrinsic motivation (such as the desire to achieve financial freedom and self-actualization) and extrinsic motivation (such as financial incentives and social support). The creativity scale measures divergent thinking skills, tolerance for ambiguity, and the ability to generate innovative solutions. In addition, entrepreneurial success is measured through indicators such as revenue growth, market expansion, and level of innovation (Obschonka et al., 2020).

Data Analysis

Quantitative data were analyzed using descriptive and inferential statistical techniques. Descriptive analysis was used to describe the characteristics of respondents and the distribution of research variables. Meanwhile, inferential analysis used multiple linear regression to test the relationship between motivation, creativity, and entrepreneurial success. This analysis was conducted with the help of SPSS software version 25. Meanwhile, qualitative data were analyzed using thematic analysis techniques developed by Braun and Clarke (2006). The analysis process includes: (1) transcription of interview data, (2) coding of data, (3) identification of themes, and (4) interpretation of findings. This analysis aims to identify patterns and relationships between motivation, creativity, and entrepreneurial success in the specific context of local startups in Sidoarjo..

RESULTS AND DISCUSSION

The Role of Motivation in Entrepreneurial Success

Motivation is a key factor in determining the success of entrepreneurs in building and developing local startups. A study conducted by Shane and Venkataraman (2000) confirmed that individuals who are highly motivated tend to be more resilient to business challenges and have a strong determination to achieve success. Motivation in the context of entrepreneurship is often associated with two main aspects, namely intrinsic and extrinsic motivation. Motivation, both intrinsic and extrinsic, has been shown to be a key factor in driving entrepreneurial success. The results of the quantitative analysis show that intrinsic motivation has a strong positive correlation with entrepreneurial success ($r = 0.72$, $p < 0.01$). This is in line with the findings of Gielnik et al. (2020) which states that intrinsic motivation, such as the desire to achieve financial freedom and self-actualization, is the main driver for entrepreneurs to overcome

challenges and achieve their business goals. In in-depth interviews, several startup founders revealed that their intrinsic motivation comes from the desire to create a social and economic impact in the local community. For example, a startup founder in the field of educational technology stated, "I want to ensure that children in rural areas have the same access to quality education as those in big cities. This is what keeps me motivated despite the many obstacles." This statement shows that intrinsic motivation plays a role not only in starting a business but also in maintaining long-term commitment. This shows that intrinsic motivation plays a role not only in starting a business but also in maintaining long-term commitment, especially when facing complex challenges (Shepherd et al., 2021).

Meanwhile, extrinsic motivation also has a significant effect, although lower than intrinsic motivation ($r = 0.54$, $p < 0.05$). Extrinsic motivation, such as financial incentives and support from the social environment, tends to be more influential in the early stages of starting a startup. One informant said, "Initially, I was motivated because I saw my friends succeed with their businesses. I wanted to prove that I could do it too." However, this extrinsic motivation is often not enough to maintain entrepreneurial commitment in the long term, especially when facing complex challenges. Financial support and support from the social environment tend to be more influential in the early stages of starting a startup. However, this study found that extrinsic motivation is often not enough to maintain entrepreneurial commitment in the long term. One informant revealed that extrinsic motivation, such as the desire to emulate the success of friends, only provides a temporary boost. This finding supports the research of Obschonka et al. (2020) which states that extrinsic motivation tends to be less effective in facing challenges that require resilience and long-term commitment.

Motivation is the main psychological factor that determines the success of an entrepreneur in developing a startup. According to Deci and Ryan (2020), intrinsic motivation, which comes from within the individual, has a more significant impact than extrinsic motivation in maintaining a business in the long term. Another study by Shane (2021) shows that entrepreneurs with high levels of motivation tend to have better resilience to business pressure and risk. The results of a study conducted by Wijaya et al. (2022) on 200 local startups in Indonesia showed that 75% of startups founded by individuals with high motivation survived for more than 3 years. Meanwhile, startups whose founders had low motivation had a failure rate of 60% in the same period. This shows that internal drive to achieve success plays an important role in business resilience. According to Bandura (2019), the main factors that influence an entrepreneur's motivation are self-efficacy, social support, and goal orientation. A study by Prasetyo and Handayani (2023) found that entrepreneurs who have high self-confidence in facing business challenges are more likely to continue developing their startups. In addition, support from the social environment, such as family and business communities, also plays a role as a motivator. Research from Lestari and Nugroho (2024) states that business incubation programs that offer guidance and initial funding increase the motivation of novice entrepreneurs. Data shows that 80% of startups that participate in incubation

programs successfully reach the expansion stage in the first 5 years, compared to 40% of startups that do not participate in similar programs.

The Role of Creativity in Entrepreneurial Success

Creativity has also been shown to be an important factor in entrepreneurial success. The results of the quantitative analysis show that creativity has a significant positive correlation with entrepreneurial success ($r = 0.68$, $p < 0.01$). This finding is in line with Zhou and Shalley's (2021) research which states that creativity allows entrepreneurs to identify new opportunities, develop innovative solutions, and create competitive advantages. In the context of local startups, creativity often emerges as a response to resource constraints. For example, a culinary startup founder said, "We don't have a lot of capital, so we have to be creative in utilizing local ingredients and packaging them in an attractive way." This approach not only helps the startup survive in a competitive market but also builds a strong brand identity. In addition, creativity also plays a role in overcoming operational challenges. An informant from a technology startup explained, "We often face unexpected technical problems. By thinking creatively, we can find temporary solutions while looking for permanent solutions."

This ability is very important in a dynamic and uncertain business environment. This finding supports Amabile's (2017) research which states that resource constraints can trigger creativity by encouraging entrepreneurs to seek alternative solutions. In addition, creativity also plays a role in overcoming operational challenges. An informant from a technology startup explained that the ability to think creatively helps them find temporary solutions to unexpected technical problems. This ability is very important in a dynamic and uncertain business environment. This finding is in line with research by Anderson et al. (2020) which states that creativity is the key to adapting to change and uncertainty in the business world. Lestari and Nugroho (2024) stated that business incubation programs that offer guidance and initial funding increase the motivation of novice entrepreneurs. Data shows that 80% of startups that participate in incubation programs successfully reach the expansion stage in the first 5 years, compared to 40% of startups that do not participate in similar programs. The results of a study conducted by Wijaya et al. (2022) on 200 local startups in Indonesia show that 75% of startups founded by highly motivated individuals survive for more than 3 years. Meanwhile, startups whose founders have low motivation have a failure rate of 60% in the same period. This shows that the internal drive to achieve success plays a major role in business resilience.

The role of motivation in the success of local startups is influenced by two things, namely 1) The influence of motivation on business sustainability. The influence of motivation is the main psychological factor that determines the success of an entrepreneur in developing a startup. According to Deci and Ryan (2020), intrinsic motivation, which comes from within the individual, has a more significant impact than extrinsic motivation in maintaining a business in the long term. Another study by Shane (2021)

shows that entrepreneurs with high levels of motivation tend to have better resilience to business pressure and risk. 2) Factors that Influence Entrepreneurial Motivation. Influence in this case according to Bandura (2019), the main factors that influence an entrepreneur's motivation are self-efficacy, social support, and goal orientation. A study by Prasetyo and Handayani (2023) found that entrepreneurs who have high self-confidence in facing business challenges are more likely to continue developing their startups. In addition, support from the social environment, such as family and the business community, also plays a role as a motivator.

Interaction between Motivation and Creativity

One of the interesting findings of this study is the interaction between motivation and creativity in driving entrepreneurial success. Regression analysis shows that the interaction between the two factors has a greater influence on entrepreneurial success than the individual influence of each factor ($\beta = 0.82$, $p < 0.01$). This finding supports the research of Obschonka et al. (2020) which states that the combination of strong motivation and high creativity can produce significant synergy in facing business challenges. In in-depth interviews, several informants revealed that their motivation is often a source of energy for creative thinking. For example, a fashion startup founder stated, "When I feel tired or frustrated, I always remember the original reason I started this business. That's what keeps me looking for new ideas." This statement shows that intrinsic motivation can trigger creativity, especially in challenging situations. On the other hand, creativity can also strengthen motivation by providing a sense of achievement and pride. An informant from a technology startup said, "Every time we succeed in creating a new product or solving a problem, I feel very proud and motivated to achieve more." Thus, motivation and creativity reinforce each other in creating a positive cycle that drives entrepreneurial success. This finding is in line with research by Deci and Ryan (2017) which states that intrinsic motivation can increase creativity by providing a sense of purpose and meaning. Creativity can also strengthen motivation by providing a sense of achievement and pride. An informant from a technology startup revealed that every time they succeeded in creating a new product or solving a problem, they felt very proud and motivated to achieve more.

Motivation and creativity reinforce each other in creating a positive cycle that drives entrepreneurial success. This finding supports research by Gielnik et al. (2020) which states that the interaction between motivation and creativity can have a greater impact on entrepreneurial success. A study by Sarasvathy (2021) shows that there is a close relationship between motivation and creativity in entrepreneurial success. High motivation encourages individuals to continue to seek innovative solutions, while creativity provides a way for motivation to develop through the realization of new ideas. The results of a survey conducted by Fadilah and Suryanto (2023) on 150 startups in the creative economy sector showed that entrepreneurs with high levels of motivation and creativity have an 85% chance of success,

while those with high creativity but low motivation only have a 55% chance of success. This shows that both factors must go hand in hand to achieve optimal success.

CONCLUSIONS

This study reveals that motivation and creativity are key psychological factors that drive entrepreneurial success in local startups. Intrinsic motivation, such as the desire to achieve financial freedom and create social impact, is proven to have a stronger influence than extrinsic motivation in maintaining long-term commitment. Meanwhile, creativity allows entrepreneurs to identify new opportunities, develop innovative solutions, and overcome operational challenges, especially in conditions of limited resources. The interaction between motivation and creativity creates significant synergy, where motivation triggers energy for creative thinking, and creativity strengthens motivation through a sense of achievement and pride. In addition, these findings enrich the entrepreneurship literature by emphasizing the importance of the interaction between psychological factors and the external environment. Practically, this study provides recommendations for entrepreneurs to focus on developing intrinsic motivation and creativity, and for policymakers to provide resource support and training to create an inclusive and sustainable startup ecosystem. Thus, the combination of motivation, creativity, and environmental support is the main key to achieving entrepreneurial success in local startups.

REFERENCES

Amabile, T. M. (2017). Creativity and innovation in organizations. Harvard Business School.

Amabile, T. M. (2020). Creativity in Context: Update to the Social Psychology of Creativity. Westview Press.

Ananda, R., & Setiawan, B. (2023). Innovation Ecosystem and Startup Growth in Indonesia. Journal of Entrepreneurship and Business, 15(2), 120-135.

Anderson, N., Potočnik, K., & Zhou, J. (2020). Innovation and creativity in organizations: A state-of-the-science review and future research agenda. Journal of Management, 40(5), 1297-1333. https://doi.org/10.1177/0149206314527128

Bandura, A. (2019). Self-Efficacy: The Exercise of Control. W.H. Freeman.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77-101. https://doi.org/10.1191/1478088706qp063oa

Bryman, A. (2016). Social research methods (5th ed.). Oxford University Press.

Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). Sage Publications.

Creswell, J. W., & Plano Clark, V. L. (2018). Designing and conducting mixed methods research (3rd ed.). Sage Publications.

Csikszentmihalyi, M. (2019). Creativity: Flow and the Psychology of Discovery and Invention. Harper Perennial.

Deci, E. L., & Ryan, R. M. (2017). Self-determination theory: Basic psychological needs in motivation, development, and wellness. Guilford Publications.

Deci, E. L., & Ryan, R. M. (2020). Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness. Guilford Publications.

Fadilah, N., & Suryanto, A. (2023). The Role of Motivation and Creativity in Startup Success: A Survey Study. Journal of Business Research, 18(3), 200-215.
Gielnik, M. M., Frese, M., Graf, J. M., & Kampschulte, A. (2020). Creativity in the opportunity identification process and the moderating effect of diversity of information. Journal of Business Venturing, 35(2), 105943. https://doi.org/10.1016/j.jbusvent.2019.105943
Google, Temasek, & Bain & Company. (2021). e-Conomy SEA 2021 report. https://www.bain.com/insights/e-conomy-sea-2021/
Kementerian Koperasi dan UKM. (2024). Laporan Ekosistem Startup Indonesia 2024. Kementerian Koperasi dan UKM RI.
Lestari, P., & Nugroho, H. (2024). Business Incubation and Entrepreneurial Motivation: A Case Study of Startup Development. Indonesian Journal of Economics and Business, 12(1), 45-60.
Obschonka, M., Moeller, J., & Goethner, M. (2020). Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur. Academy of Management Review, 45(1), 132-152. https://doi.org/10.5465/amr.2018.0157
Polit, D. F., & Beck, C. T. (2017). Nursing research: Generating and assessing evidence for nursing practice (10th ed.). Wolters Kluwer.
Prasetyo, D., & Handayani, M. (2023). Entrepreneurial Self-Efficacy and Business Resilience: A Study on Startup Founders in Indonesia. Journal of Applied Psychology, 10(4), 300-315.
Rahmawati, S., Sudarman, K., & Wijaya, T. (2023). Technological Innovation and Customer Retention in Indonesian Startups. Journal of Marketing and Innovation, 9(2), 80-95.
Sarasvathy, S. D. (2021). Effectuation: Elements of Entrepreneurial Expertise. Edward Elgar Publishing.
Shane, S. (2021). Why Entrepreneurs Fail: The Science Behind Startup Success and Failure. Yale University Press.
Shepherd, D. A., Williams, T. A., & Patzelt, H. (2021). Thinking about entrepreneurial decision making: Review and research agenda. Journal of Management, 47(1), 11-42. https://doi.org/10.1177/0149206320914545
Susanto, J., & Widodo, F. (2021). The Impact of Creativity on Business Growth: Evidence from Indonesian Startups. Journal of Creative Economy, 7(1), 50-65.
Wijaya, B., et al. (2022). Entrepreneurial Motivation and Startup Sustainability: A Longitudinal Study in Indonesia. Asia Pacific Journal of Business, 14(3), 175-190.
Zhou, J., & Shalley, C. E. (2021). Deepening our understanding of creativity in the workplace: A review of different approaches to creativity research. Annual Review of Organizational Psychology and Organizational Behavior, 8(1), 279-308. https://doi.org/10.1146/annurev-orgpsych-012420-062228