



Three Pillars of the Organizational Cultural Framework and Interpersonal Skill of Creative Economy Entrepreneurs in Jakarta

Aristo Surya Gunawan *¹, Ati Cahayani²

Business Administration Department, Atma Jaya Catholic University of Indonesia

Corresponding Author: Aristo Surya : aristo.surya@atmajaya.ac.id

ARTICLE INFO

Keywords: : Organization Culture, Interpersonal Skills, Creative Economy

Received : 20, December

Revised : 22, January

Accepted: 12, February

©2026 Gunawan, Cahyani (s): This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Organizational culture and interpersonal skills influence organizational or entrepreneurial performance. Meanwhile creative economy emerges as one pillar of Indonesian economy. This article aims to exercise three pillars of organization culture and interpersonal skills that are important for entrepreneurs in creative industry. This research is using qualitative methodology and 15 informants of creative economy entrepreneurs in Jakarta. As the result these three organization culture pillars are closely linked to the four indicators of interpersonal skills. These interpersonal skills play a crucial role in reinforcing organizational culture and ensuring those cultural pillars are maintained in daily business operations.

INTRODUCTION

Creative economy is a concept in the new economic era that intensifies information and creativity by relying on ideas and knowledge from human resources as the main production factor (Adawiah et al., 2022). Both the entrepreneurship concept and the creative economy concept share a common thread, namely creativity and innovation (Winarni & Mahsun, 2021). Essentially entrepreneurship talks about realizing innovative ideas into the business. Business requires the implementation of creativity to take advantage of existing market opportunities. Therefore, entrepreneurs must possess high creativity in order to win the competition.

The creative industry can be said to be a key pillar in developing the creative economy sector (Sadilah, 2010). (Fahmi et al., 2016) said the term creative industries first emerged in Indonesia when young creative people established *indie* music and clothing industries ('distro') in Bandung in early 2000's. These youngsters, supported by the British Council, then attempted to develop Bandung as a 'creative city'. Later, the national government had the idea that creative industries could also be established in other localities. Creative industries whose main elements are creativity, will be able to improve Indonesian's economy (Ismail, 2016).

The role of an entrepreneur can be viewed from two perspectives, i.e micro and macro perspective. One of the main roles of entrepreneur from the micro perspective is as a planner. As a planner, the entrepreneur designs various strategic plans to build the business, develop business plan, and build new organizational structures to achieve success (Baehaqi et al., 2025). Previous study showed that entrepreneurial characteristics play important role to determine the business success (Cahayani et al., 2016) (Gunawan & Cahayani, 2023). A literature review of entrepreneurial competencies, identify characteristics of entrepreneurs and develop a framework of entrepreneurial competencies consists of five dimensions. Personal competencies emerged as one from those five dimensions (Lee et al., 2016).

Study from (Robles & Zárraga-Rodríguez, 2015) summarized from literature review the 20 competencies that are considered important and influential for achieving entrepreneurship effectiveness. Many of those competencies related to interpersonal skills such as communication skill, negotiation and leadership. Interpersonal skills are a person's skills in dealing with others. Study from (Anggraeni & Tarmidi, 2021) showed that interpersonal skills possessed by micro business actors enabled them to overcome economic problems. (Liu et al., 2022) said that interpersonal skills are very necessary to build social networks and gain entrepreneurial resources. Also, interpersonal skills have a certain influence to entrepreneurial performance.

As society changes, the values and culture of its members change with it. Therefore, businesses need to adapt their organization to these changes in culture in order to be successful (Krouse, 2012). Another study showed the importance of entrepreneurial culture in organizational culture. It enables to drive innovation (Ahmetoglu et al., 2018), had positive relationship to organizational performance (Behram & Özdemirci, 2014).

Organizational culture has a positive and significant effect on competitive advantage of small and medium enterprises (Abdullah et al., 2017).

(Gunawan & Cahayani, 2025) believe organizational culture is the key to success because positive organizational culture will form the positive individual character of the organization and vice versa. The better cultural values in the organization, the better the organization performance. Besides that, interpersonal skills is necessary and crucial to determine success of the business (Gunawan & Cahayani, 2024).

Looking at the facts described above, the sustainability of entrepreneurs, especially in creative economy, need to be supported by interpersonal skills and organizational culture. Only the entrepreneurs who possess strong interpersonal skills and able to implement a positive organizational culture will survive and success in the industry. (Gunawan & Cahayani, 2025) showed there were 3 crucial pillars for organization culture i.e.: attention to detail, team orientation and stability. While related to interpersonal skills, research from (Gunawan & Cahayani, 2024) showed that all dimensions of interpersonal skills were necessary and there was no prominent one. This article aims to exercise further those three pillars that will form positive organization culture and exercise deeper the interpersonal skills that are important and need to be undertaken for entrepreneurs within the creative industry.

THEORETICAL REVIEW

Organizational Culture

Organizational culture is the shared nature of the beliefs, philosophies, and norms that affects the behaviour of individuals, work, and the relationship of individuals within the organization (Idowu, 2016) (Başar et al., 2022). (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. Robbins and Judge as cited from (Andriyanti & Putri, 2025) define organizational culture as a system of shared meanings held by members that distinguishes one organization from another. Organizational culture provides identity and can also maintain the main character of the organization (Ralahallo et al., 2023).

(Robbins & Judge, 2018) 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 easy going.
7. Stability. The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Interpersonal Skill

Interpersonal skills are those essential skills involved in dealing with and relating to other people largely on a one-on-one basis (McConnell, 2004). Gunawan & Cahyani (2024) said that interpersonal skills are the ability to interact with other people therefore no success can be achieved alone, everything requires the help of others. Some interpersonal skills that necessary for micro, small business entrepreneurs are the ability to motivate, presentation skills, communication skills, the ability to make relationships, and the ability to lead or teamwork (Anggraeni & Tarmidi, 2021). Interpersonal skills are very necessary for entrepreneurs to build social networks and gain entrepreneurial resources, the level of entrepreneur's interpersonal skills has a certain influence on their entrepreneurial performance (Liu et al., 2022).

Why are some entrepreneurs more successful than others? The answer to this question relies on the personality traits of individual entrepreneurs or on entrepreneur's social skills that is specific competencies that help them interact effectively with others – may also play a role in their success (Baron & Markman, 2000). Furthermore Umoru & Ademiluyi (2024) said that among the qualities which may be required by entrepreneurs to succeed is interpersonal relationship. This refers to the ability to establish good rapport with business associates and acquaintances. Interpersonal relationship used by people to interact and communicate properly with individuals and groups in an organizational environment.

From organization perspectives interpersonal skills significantly impact organizational behaviour and workplace culture. It is enhancing employee morale and productivity. Study from Modric et al. (2024) concludes that interpersonal skills are crucial for effective management, as they foster better team dynamics, improve organizational behaviour, and lead to the successful achievement of business goals. Tadege Shiferaw (2024) also underscore the crucial role of interpersonal skills in project success, a role that becomes more significant as projects increase in size and complexity. (Susanne C. De Janasz et al., 2009) framework for interpersonal skills breaks them into four key areas: understanding and working with diverse others, importance and skill of listening, conveying verbal messages, persuading individuals and audiences.

METHODOLOGY

This research used qualitative methodology. According to Lim (2024), qualitative methodology is a that emphasizes the depth and richness of context and voice in understanding social phenomena.

Population of this research was all entrepreneurs in Jakarta area who has creative business. As cited by Willie (2024), Martinez-Mesa et al. said that a population is a foundation in research methodology, capturing a collective of

individuals who exhibit shared characteristics within a defined geographic or institutional domain. Researchers used purposive and convenience sampling to choose informants for this research. Purposive sampling is the intentional selection of specific units (such as individuals, cases, or events) based on their relevance to the research question, which enables the researchers to gain deep insights into complex phenomena (Tajik et al., 2024). The specific criteria to be informants in this research is they are having employee in their business. Rahi, as cited by Golzar, Tajik and Noor (2022), said that convenience sampling describes the data collection process from a research population that is effortlessly reachable to the researcher.

Research indicators that have been used in this research for interpersonal skills are cited from Susanne C. De Janasz et al. (2009). These are those indicators:

1. skill to understand and cooperate with other
2. listening skill
3. communication skill
4. skills to influence other

Research indicators for organizations culture are cited from (Robbins & Judge, 2018). As explained in introduction section, researchers only use 3 indicators of organizational culture in this research: team orientation, innovation and risk taking, and stability.

This research used content analysis. Krippendorff as cited by Willie (2024) said that content analysis is “a research technique for making replicable and valid inferences from text (or other meaningful matter) to the contexts of their use”.

RESULTS

Three pillars of organizational culture

These are the findings of three pillars of organizational culture in this research:

No.	Indicators	Findings
1.	Innovation and risk taking	Informants who have start-up business (less than 5 years) said that this indicator is the most important thing in organizational culture to win the competition
2.	Comfort and stability	Informants who have had business for more than 5 years said that this indicator is the most important for their business.
3.	Team orientation	Most informants said that this indicator is the most important thing in organizational culture because all job processes can be done by a team or by cooperative working teams, not by individual.

Interpersonal skill

After researchers conducted interviews with 15 informants, researchers tried to write down those findings:

No.	Indicators	Findings
1.	Skill to understand and cooperate with other	<ul style="list-style-type: none"> • All informants said that all conflict must be resolved and talked about. They also said, they want win-win solution. • There were three informants that implicitly admit that they do not have good skill to understand other, but tried hard to cooperate with other • One informant gave additional information. This informant said that standard operating procedure (SOP) is a must to develop to prevent conflict about job process
2.	Listening skill	<ul style="list-style-type: none"> • All informants said that they are willing to hear input from customers, clients, suppliers, employees. • All informants are not antipathetic to criticism. They want to listen that criticism, but they must first see whether the criticism is objective (based on fact) or subjective.
3.	Communication skill	<ul style="list-style-type: none"> • All those informants have different level of communication skills. • All informants said that they are more confident to use face to face communication because it could minimize misunderstood. • All informants said that to resolved conflict in their business, they do discussion and negotiation with each party.
4.	Skills to influence other	<ul style="list-style-type: none"> • All informants said that skill to influence other is the most important skill from these four interpersonal skills. • All informants said that they must have influence of their staff so they could intervene if their employee have conflict. • All informants said that they used money or financial incentives to motivate and influence their subordinates.

In table below, it can be seen ranking of interpersonal skills from most needed to least needed in each of the 3 pillars of organizational culture according to 15 informants.

No	Innovation and Risk Taking	Comfort and Stability	Team Orientation
1.	Skill to influence other	Skill to understand and cooperate with other	Communication skill
2.	Communication skills	Listening skill	Listening skill
3.	Listening skill	Communication skill	Skill to understand and cooperate with other
4.	Skill to understand and cooperate with other	Skill to influence other	Skill to influence other

DISCUSSION

First pillar of organizational culture is innovation and risk taking. Innovation and risk taking are considered as the most important thing in organizational culture for informants who owned business less than 5 years or start-up business. In organization life cycle theory, the birth stage of an organization, under Boulding's typology, is primarily a struggle to survive (Ford, 2016). In that article, Ford also said that young organization fighting for market share, attracting human capital, and developing organizational norms in its internal and external audience management practices (2016). Meanwhile, Greiner as cited by Ford (2016) said that at first phase of organizational life is a creativity phase. In business, the terms creativity and innovation are used almost interchangeably although those are two different things. Creativity is defined as generation of new ideas and innovation as implementation of the ideas in the innovation process (Fetrati and Nielsen, 2018). So, if you do not have creativity, you could not create idea, and there is no implementation of idea in the innovation process. From that explanation, it can be said that in start-up business, it is important for the owner to encourage his employees to dare to take risks to implement new ideas and seize new opportunities.

Second pillar of organizational culture is comfort and stability. For those informants who own business more than 5 years, this pillar is the most important things. According to Boulding's typology, after passed birth stage, organization enter maturation stage. Maturation occurs after an organization has established a foothold into the marketplace. In this stage, organizations develop external reputations and internal management systems. To develop good internal management systems, organization must have stability in every aspect, such as production process and division of labour. Stability makes internal management system does not keep changing, thus hindering the organization from producing optimally. Comfort in mature organization also important because organization

with comfort employees will have good productivity, good performance, and low turn-over rate. At the end, this condition can make good external reputation.

Third pillar of organizational culture is team orientation. Either in birth or mature business stage, team orientation is an important thing, because all job processes only can be done by a team or by cooperative working teams, not by individual. In team orientation, people have interdependent relationships. Interdependence is one of the characteristics of collectivism, a cultural value that emphasizes group harmony, cooperation, and shared responsibility over individual autonomy. Collectivism is one of Hofstede's national culture dimensions (Hofstede, et al. 2010).

From four interpersonal skills indicators, all informants said that skill to influence others is a skill that entrepreneur must have and the most important skills. In various ways, they said that entrepreneurs must have leadership spirit as a leader of their business and as a leader, they must have skill to influence other. As Yukl (2021) said, influence is the essence of leadership and with influence, you can have power over others. All those informants said that with influence skill, they also can intervene and resolve conflict about business that happen between them as the business owner and their employee or between them and their stakeholders. These fifteen informants used various ways to influence their employee, but all of them use money or financial incentive to influence their employee. Lewitcki et al. (2020) said, information is the form of influence that is necessary to win negotiations. Despite the type of influence that gives by owner to their employees, if it is not solely motivated by leader's personal needs, then those act to influence employee will give good benefit either to employee or business (Yukl, 2021).

Communication skills and listening skills are interrelated. Taylor (1999) in agreement with (Moses et al., 2022), as cited by Nancy et al (2024), said that communication skill should be accompanied by listening skills because listening is the primary skill in business communication so there is no need for someone to talk while no one listens. Listening is one of the primary skills that is crucial for effective communication in our daily life, jobs and academic pursuits (Ismatovna, 2020). What we mean by listening is an active listening, not just hearing (or passive activities to listen something).

Informants said that they willing to hear input from their stakeholders. If what they meant by "hear" is "listen", then they can get the benefit of that input because they give full attention and effort to listen it. Criticism and input are useless if the listener doesn't fully understand them. Without a strong understanding, criticism and input cannot be effectively acted upon.

Regarding communication skills as interpersonal skill indicator, none of the informants provided a clear or specific explanation of their actual level of communication competence. Instead of assessing their skills directly, they emphasized their preference for oral communication, particularly face-to-face interactions, rather than written forms of communication. According to the informants, direct verbal communication allows them to express ideas more effectively, observe nonverbal cues, and seek immediate clarification, which they believe helps reduce the risk of misinterpretation and misunderstanding. This

preference suggests that they perceive face-to-face communication as a more reliable and efficient means of conveying messages accurately.

About indicator skill to understand and cooperate to other, only three of fifteen informants implicitly admit that they do not have good skill to understand other but tried hard to cooperate with other. Gardner, as cited by Morgan (2021), said that people who do not have interpersonal intelligence could not understand other and people who strong in interpersonal intelligence can detect other people's moods, intentions, and desires. So, it could be said that most informants have interpersonal intelligence. As the business owner, it's common for entrepreneurs to face conflicts with their employee or other stakeholders. All informants said that all conflict must be resolved and talked about. To resolve conflicts, entrepreneurs need to understand needs and intentions of the conflicting parties. This answer is in line with the previous answer about the ability to understand people, where there were only 3 informants who did not have the ability to understand other people. About conflict that informants face, all informants resolved their conflict by doing discussion and negotiation with each party. Negotiation is a process by which two or more parties attempt to resolve their opposing interests (Lewicki et al., 2020). From research finding, all informants said that they want win-win solution of conflict that they had face. It can be said that they are doing collaborating resolution style of conflict. In this collaborating resolution style of conflict, both parties work together to achieve the goals and objectives, and everyone involved in it (Tabassum, 2020).

From explanation above, it can be said that those 4 indicators of interpersonal skills have important relation with 3 pillars of organizational culture. This are the explanation:

1. If entrepreneurs think that innovation and risk taking are important indicator of culture in their organization, they must have skill to influence subordinates to accept new idea and want to take risk of innovation in organizations. To influence other, they must have communication skills to convey their new ideas. Entrepreneurs also must have skill to listen about feedback or concern from their employees about their new ideas and also want to understand their employee's perspectives.
2. If entrepreneurs think that comfort and stability is the most important indicator of culture in their organization, they must have interpersonal skill that can minimize or resolve conflict, i.e. skill to understand and cooperate with other people and skill to listen other perception or idea. After they are listening to others, they also must have skill to convey their messages properly and clearly with purpose to influence other party. To influence other party, entrepreneurs must have skill to influence other.

If entrepreneurs think that team orientation is the important indicator of three pillars of culture in their organization, they must have skill to communicate their idea or messages and have skill to listen about messages that said by other party. Beside those two skills, entrepreneurs also must have skill to understand and cooperate with other party to have effective teamwork. And to lead that teamwork, entrepreneurs also must have skill to influence other.

CONCLUSIONS AND RECOMMENDATIONS

Three pillars of organization culture should be noticed by entrepreneurs especially in creative economy. When they start a new venture they need to look for differentiation that will differentiate their business with other. They have to keep to innovate by looking the differentiation. This effort is risk taking since that point of differentiation not always accepted by the customer/market. However, this cycle of “risk taking-innovate” should be done until the business survive at the early stage. At the next phase of the business organization, entrepreneurs need to establish stability. This “stability” culture necessary to give comfort to all organization member so they can grow and expand together with the business organization. Adding up these two pillars, the third pillar “team orientation” is necessary since the organization since very beginning, even as small organization, is a group of people that working together to achieve common objective. So to build team orientation culture will become necessity. All of interpersonal skills are in line with this team orientation. Ability to understand and cooperate with others, listening and communication skill and ability to influence others are some kind of requirement to build team orientation.

It can be concluded that all informants consistently acknowledge the importance of the three cultural pillars within their respective businesses. Furthermore, the findings indicate that the sustainability and effective implementation of these cultural pillars are closely linked to the presence of four key indicators of interpersonal skills. These interpersonal skills play a crucial role in reinforcing organizational culture and ensuring that the established cultural pillars are maintained and practiced effectively in daily business operations.

FURTHER STUDY

This research has limitation that limited to 15 respondents only. Researchers suggest for future research can be conducted to expand numbers of respondents and perhaps clustering the respondents based on specific criteria, i.e: business experience, area. Thus, we can get further description and comparison about organizational culture framework and interpersonal skills for those specific groups. This will enrich the knowledge and bring us to develop new model of organizational culture and interpersonal skills that entrepreneurs should emphasize for building sustainable business organization.

REFERENCES

- Abdullah, S., Musa, C. I., & Azis, M. (2017). The Effect of Organizational Culture on Entrepreneurship Characteristics and Competitive Advantage of Small And Medium Catering Enterprises in Makassar. *International Review of Management and Marketing*, 7(2), 409–414.
- Adawiah, A., Surlanti, S., & Fausiah, N. (2022). SettingsPengaruh Kompensasi Terhadap Kinerja Karyawan pada Perusahaan Daerah Air Minum (PDAM) Kabupaten Soppeng. *Jurnal Ilmiah Metansi (Manajemen Dan Akuntansi)*, 5(1), 1–8. <https://doi.org/10.57093/metansi.v5i1.149>.
- Ahmetoglu, G., Akhtar, R., Tsivrikos, D., & Chamorro-Premuzic, T. (2018). The entrepreneurial organization: The effects of organizational culture on innovation output. *Consulting Psychology Journal: Practice and Research*, 70(4), 318–338. <https://doi.org/10.1037/cpb0000121>.
- Andriyanti, A., & Putri, Y. S. (2025). Analysis of the Influence of Work Environment and Organizational Culture on Employee Commitment in the MSME Sector. *Artikel Manajemen Dan Bisnis*, 1(2), 18–26.
- Anggraeni, T., & Tarmidi, D. T. (2021). Analysis of Intrapersonal Skills and Interpersonal Skills on the Welfare of Micro Entrepreneurs in the COVID-19 Era. *International Journal of Economics, Business and Accounting Research*, 5(4), 1111–1119.
- Baehaqi, S., Baedhowi, K., & Kurniati, E. D. (2025). TEACHERPRENEUR SEBAGAI WUJUD INOVASI PENDIDIKAN BERBASIS KEWIRAUSAHAAN. *TEACHING: Jurnal Inovasi Keguruan Dan Ilmu Pendidikan*, 5(2). <https://doi.org/10.51878/teaching.v5i2.5685>.
- Baron, R. A., & Markman, G. D. (2000). Beyond social capital: How social skills can enhance entrepreneurs' success. *Academy of Management Perspectives*, 14(1), 106–116. <https://doi.org/10.5465/ame.2000.2909843>.
- Başar, P., İlkan, E., & Mutair, F. (2022). Cameron And Quinn's Model of Organizational Culture: A Case Study in CAC Bank. *Journal of Organizational Behavior Research*, 7(2), 259–266. <https://doi.org/10.51847/NsL9E5rPjr>.
- Behram, N. K., & Özdemirci, A. (2014). The Empirical Link between Environmental Conditions, Organizational Culture, Corporate Entrepreneurship and Performance: The Mediating Role of Corporate Entrepreneurship. *International Journal of Business and Social Science*, 5(2), 264–276.
- Cahayani, A., Gunawan, A. S., & Kurnianing, I. (2016). The Dimension of Entrepreneurial Characteristics in Young Entrepreneurs in the Creative Industry Field in Jakarta. *China-USA Business Review*, 15(7). <https://doi.org/10.17265/1537-1514/2016.07.002>.
- Fahmi, F. Z., Koster, S., & van Dijk, J. (2016). The location of creative industries in a developing country: The case of Indonesia. *Cities*, 59, 66–79. <https://doi.org/10.1016/j.cities.2016.06.005>.
- Farashah, A., & Blomquist, T. (2021). Organizational culture and cultural diversity: an explorative study of international skilled migrants in Swedish

- firms. *Journal of Global Mobility: The Home of Expatriate Management Research*, 9(2), 289–308. <https://doi.org/10.1108/JGM-11-2020-0072>.
- Fetrati, Mahdiah & Nielsen, Anders. (2018). The association between creativity and innovation: A literature review. This paper was presented at The ISPIM Innovation Conference – Innovation, The Name of The Game, Stockholm, Sweden on 17-20 June 2018.
- Ford, Michael. (2016). Organizational Life Cycles. 10.1007/978-3-319-31816-5_15-1.
- Golzar, Jawad & Tajik, Omid & Noor, Shagofah. (2022). Convenience Sampling. 1. 72-77. 10.22034/ijels.2022.162981.
- Gunawan, A. S., & Cahyani, A. (2023). Analysis Entrepreneurial Characteristic that Supports Culinary Entrepreneurs to Survive During Covid-19 Pandemic. *Syntax Literate; Jurnal Ilmiah Indonesia*, 8(11). <https://doi.org/10.36418/syntax-literate.v8i11.13943>.
- Gunawan, A. S., & Cahyani, A. (2024). Interpersonal Skill Overview in the Creative Economy Entrepreneurs in Jakarta. *Ilomata International Journal of Management*, 5(4), 1265–1277. <https://doi.org/10.61194/ijjm.v5i4.1300>.
- Gunawan, A. S., & Cahyani, A. (2025). 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). *Ilomata International Journal of Management*, 6(3), 1021–1033. <https://doi.org/10.61194/ijjm.v6i3.1587>.
- Hofstede, G., Gert Jan, & Minkov, M. (2010). *Cultures and Organizations: Software of The Mind*. McGraw-Hill Education.
- Idowu, O. E. (2016). Understanding Organisational Culture and Organisational Performance: Are They Two Sides of the Same Coin? *Journal of Management Research*, 8(4), 12. <https://doi.org/10.5296/jmr.v9i1.10261>.
- Ismail, T. (2016). Culture control, capability and performance: evidence from creative industries in Indonesia. *Asian Review of Accounting*, 24(2). <https://doi.org/10.1108/ARA-01-2014-0014>.
- Ismatovna, Daminova Gulabza (2020). The Active Listening in Communication and Its Importance As Well As Second Language Acquisition. Steps To Improve Active Listening Skills to Reach Effective and Successful Interpersonal Interactions. *International Journal of Engineering and Information Systems (IJEAIS)* ISSN: 2643-640X Vol. 4 Issue 10, October – 2020, Pages: 134-138 www.ijeais.org/ijeais.
- Krouse, H. (2012). Organizational Culture and Entrepreneurship. *International Review*, 3(4), 27–31.
- Lee, H., Lee, J., Shim, K., & Lee, H. (2016). ENTREPRENEURIAL CHARACTERISTICS: A SYSTEMATIC LITERATURE REVIEW. *Pacific Asia Conference on Information Systems (PACIS)*, 81.
- Lewicki, Roy J.; Barry, Bruce; and Saunders, David M (2020). *Negotiation*. 8th ed. NY: McGraw-Hill Education.
- Lim, W. M. (2024). What Is Qualitative Research? An Overview and Guidelines. *Australasian Marketing Journal*, 33(2), 199-229.

- <https://doi.org/10.1177/14413582241264619> (Original work published 2025).
- Liu, H., Dong, Y., & Li, L. (2022). The Correlation Between College Students' Interpersonal Skills and Their Entrepreneurial Performance. *International Journal of Emerging Technologies in Learning (IJET)*, 17(19), 291–304. <https://doi.org/10.3991/ijet.v17i19.34515>.
- McConnell, C. R. (2004). Interpersonal skills: What they are, how to improve them, and how to apply them. *The Health Care Manager*, 23(2), 177–187.
- Modric, P., Samardzija, J., & Vejzagic, V. (2024). THE ROLE OF INTERPERSONAL SKILLS IN EFFECTIVE MANAGEMENT. In B. Rassameethes, S. Meeampol, & P. Suwannarat (Eds.), *112th International Scientific Conference on Economic and Social Development - "Creating a unified foundation for Sustainable Development: Interdisciplinarity in Research and Education"*. Varazdin Development and Entrepreneurship Agency.
- Morgan, H. (2021). Howard Gardner's Multiple Intelligences Theory and his Ideas on Promoting Creativity. In F. Reisman (Ed.), *Celebrating Giants and Trailblazers: A-Z of Who's Who in Creativity Research and Related Fields* (pp.124-141). London, UK: KIE Publications.
- Nancy, Musiimenta & Research Repository Extension, Avance International University & Sarah, Akampurira. (2024). The Effect of Communication Skills on The Entrepreneurial Performance of Small-Scale Enterprises in Kyengera Town Council. 3. 185-191.
- Ralahallo, F. N., Titioka, B. M., & Djari, L. H. (2023). The Influence of Organizational Culture on Organizational Performance through Integrated Quality Management in Culinary MSMEs. *Devotion : Journal of Research and Community Service*, 4(4), 1033–1042. <https://doi.org/10.36418/devotion.v4i4.462>.
- Robbins, S. P., & Judge, T. A. (2018). *Essentials of Organizational Behavior* (14th ed.). Pearson.
- Robles, L., & Zárraga-Rodríguez, M. (2015). Key Competencies for Entrepreneurship. *Procedia Economics and Finance*, 23, 828–832. [https://doi.org/10.1016/S2212-5671\(15\)00389-5](https://doi.org/10.1016/S2212-5671(15)00389-5).
- Sadilah, E. (2010). Industri Kreatif Berbasis Ekonomi Kreatif. *Ekonomi Kreatif*, 720. *Jantra, Jurnal Sejarah Dan Budaya*, 5(9), 720–728.
- Susanne C. De Janasz, Down, B. Z., & Karen O. Schneider. (2009). Interpersonal Skills in Organizations. *Journal of European Industrial Training*, 33(5), 472–474. <https://doi.org/10.1108/03090590910966616>.
- Tabasum, Lubna (2020). The importance of negotiation and conflict management. *Journal of Management and Science*. 10 (2) (2020) 15-19 DOI: 10.26524/jms.2020.2.4.
- Tadege Shiferaw, A. (2024). Unlocking project success: The crucial role of interpersonal skills in project management. *IOP Conference Series: Earth and Environmental Science*, 1389(1), 012026. <https://doi.org/10.1088/1755-1315/1389/1/012026>.

- Tajik, Omid & Golzar, Jawad & Noor, Shagofah. (2024). Purposive Sampling. 2. 1-9. 10.22034/ijels.2025.490681.1029.
- Umoru, Titus. A., & Ademiluyi, A. B. (2024). INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND INTERPERSONAL RELATIONSHIP COMPETENCIES AND QUALITIES NEEDED FOR SUCCESSFUL FEMALE ENTREPRENEURSHIP. *KWASU JOURNAL OF THE BUSINESS OF EDUCATION*, 4(1), 139-149.
- Yukl, Gary and Gardner, William L III (2021). *Leaderships in Organization*, 9th ed., Essex: Pearson Education Limited.
- Willie, Michael. (2024). Population and Target Population in Research Methodology. *Golden Ratio of Social Science and Education*. 4. 75-79. 10.52970/grsse.v4i1.405.
- Winarni, E., & Mahsun, A. (2021). Faktor-Faktor yang Mempengaruhi Keberhasilan Usaha Mikro Kecil Berbasis Ekonomi Kreatif di Kota Sidoarjo. *YOS SOEDARSO ECONOMICS JOURNAL (YEJ)*, 3(3), 51-66.