



Cultural Dimensions and Their Influence on Entrepreneurial Decision-Making: A Cross-Cultural Analysis

Hamdan¹, Yoga Adiyanto², Deni Sunaryo³, Yusrotul Auroh⁴, Iman Hickmatullah⁵

¹²³⁴⁵Serang Raya University, Indonesia

Correspondent: hamdanunsera@gmail.com¹

Received : April 30, 2025

Accepted : June 12, 2025

Published : July 31, 2025

Citation: Hamdan., Adiyanto, Y., Sunaryo, D., Auroh, Y., Hickmatullah, I. (2025). Cultural Dimensions and Their Influence on Entrepreneurial Decision-Making: A Cross-Cultural Analysis. Ijomata International Journal of Management, 6(3), 1233-1250.

<https://doi.org/10.61194/ijjm.v6i3.1764>

ABSTRACT: This study investigates the nuanced influence of cultural factors on entrepreneurial behavior in the global business landscape, specifically examining how cultural dimensions shape decision-making processes and overall business strategies. Utilizing a mixed-methods approach that combines in-depth interviews and quantitative surveys across diverse cultural contexts, the research uncovers how dimensions such as individualism-collectivism and tolerance for uncertainty directly impact entrepreneurial practices. Key findings demonstrate that cultural values significantly modulate entrepreneurial behavior in critical domains, revealing that individualistic cultures tend to foster more independent and risk-taking decision-making, while collectivistic cultures prioritize consensus and group harmony. Additionally, the study shows that cultural orientation towards long-term or short-term perspectives substantially shapes innovation approaches, with long-term-oriented cultures more likely to invest in sustainable innovation. Furthermore, the research indicates that cultural tolerance for uncertainty correlates directly with entrepreneurs' willingness to experiment and adapt in volatile market environments. These insights provide valuable implications for entrepreneurs and policymakers, emphasizing the importance of culturally sensitive business strategies. By understanding how cultural factors systematically influence entrepreneurial behavior, organizations can develop more nuanced and context-specific approaches to international business development. Ultimately, this research contributes to a deeper understanding of how cultural contexts fundamentally shape entrepreneurial opportunities and challenges in today's interconnected global economy.

Keywords: Entrepreneurship, Culture, Business Behavior, Decision Making, Innovation



This is an open access article under the CC-BY 4.0 license

INTRODUCTION

Entrepreneurship has become one of the main pillars in driving global economic growth ([Alkharafi, 2024](#)). In this context, entrepreneurship is not only seen as an economic activity, but

also as a catalyst for innovation, job creation, and a driver of social development ([Sagar, 2024](#)). However, one aspect that is often overlooked in entrepreneurship studies is the influence of culture on business behavior ([Rodrigue & Kuyken, 2025](#)). Culture, as a system of values, norms, and beliefs adopted by a society, plays an important role in shaping individual mindsets, attitudes, and behaviors, including in business decision making ([Chowdhury, 2024](#)).

In the era of globalization, entrepreneurship is no longer limited to the local scope, but has expanded to the international market ([Usman et al., 2024](#)). This poses new challenges for entrepreneurs, especially in dealing with significant cultural differences between countries ([Tula et al., 2024](#)). For example, entrepreneurs from cultures with low tolerance for uncertainty, such as Germany, tend to be more cautious in taking business risks ([Ge, 2024](#)). In contrast, entrepreneurs from cultures with high tolerance for uncertainty, such as India, are more flexible and adaptive to market changes ([Holloway, 2025](#)).

Recent research has shown that cultural dimensions, such as individualism vs. collectivism, uncertainty avoidance, and long-term vs. short-term orientation, have a significant influence on entrepreneurial behavior ([Modrek, 2024](#)). For example, research by ([Kawaguchi, 2024](#)) found that collectivistic cultures encourage consensus-based decision making, while individualistic cultures encourage more innovation and risk taking. In addition, ([Paiva et al., 2024](#)) showed that local cultural values can influence entrepreneurial intentions and business sustainability.

However, although much research has been conducted on the influence of culture on organizations, studies that specifically link culture to entrepreneurial behavior, especially in an international context, are still limited ([Shirokova et al., 2024](#)). Therefore, this study aims to answer the question: How do cultural factors influence entrepreneurial behavior and business decision making in the global market? By understanding this relationship, this study is expected to provide strategic insights for entrepreneurs and policy makers to optimize opportunities in the international market ([Iriani et al., 2024](#)).

Entrepreneurship and Culture

Entrepreneurship is defined as the process of creating value through the development of innovative ideas and the management of resources to achieve business goals ([Risitano et al., 2025](#)). In the context of culture, ([Covaliov, 2024](#)) identified six relevant cultural dimensions, namely individualism vs. collectivism, power distance, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and indulgence vs. restraint. These dimensions influence how individuals behave in various aspects of life, including entrepreneurship ([Nurain et al., 2024](#)). Recent research by ([Lin & Lou, 2024](#)) confirms that Hofstede's cultural dimensions remain relevant in understanding cross-cultural business behavior. For example, individualistic cultures tend to encourage higher innovation and risk-taking, while collectivistic cultures focus more on group harmony and consensus-based decision-making ([Kawaguchi, 2024](#)). In addition, research by ([Fang et al., 2024](#)) shows that cultures with a long-term orientation are more likely to invest in sustainable innovation, while cultures with a short-term orientation are more focused on quick results.

The Influence of Culture on Business Behavior

Culture influences various aspects of business behavior, including decision-making, innovation, and risk management ([Li & Abdullah, 2024](#)). According to research by ([Paiva et al., 2024](#)), local cultural values can influence entrepreneurial intentions and business sustainability. In addition, research by ([Konieczny et al., 2024](#)) showed that entrepreneurs from cultures with high tolerance for uncertainty are more open to change and innovation, while entrepreneurs from cultures with low tolerance for uncertainty are more likely to avoid risk. Another study by ([Maheshwari, 2024](#)) showed that cultural and personality factors, such as attitude towards risk and future orientation, have a significant influence on entrepreneurial intentions. In addition, a study by ([Usman et al., 2024](#)) highlighted how cultural dynamics influence the adoption of modern management innovations and digitalization in the global business landscape.

Research Gap

Although much research has been conducted on the influence of culture on organizations, studies that specifically examine the relationship between culture and entrepreneurial behavior are still limited ([Tran et al., 2024](#)). Most previous studies have focused only on organizational aspects, without considering individual dynamics in the context of entrepreneurship ([Napier et al., 2024](#)). This study aims to fill this gap by linking the concept of culture to entrepreneurial behavior, providing new insights into the field of international entrepreneurship.

What remains underexplored is the role of individual-level behavior in cross-cultural entrepreneurial contexts. While existing research has extensively analyzed organizational structures and cultural dimensions at a macro level, there is a lack of focus on how individual entrepreneurs navigate and respond to cultural differences in real-world scenarios. For instance, how do entrepreneurs from different cultural backgrounds balance risk-taking and innovation when entering international markets? How do personal attitudes, shaped by cultural values, influence decision-making in diverse cultural settings? These questions remain largely unanswered in the current body of literature. By addressing these gaps, this study seeks to provide a deeper understanding of the interplay between individual behavior and cultural factors in global entrepreneurship.

The Literature Review

The literature review explores a wide range of sources and theoretical perspectives, including Hofstede's cultural dimensions, long-term vs. short-term orientation, and uncertainty avoidance. These frameworks provide a foundation for understanding the influence of cultural factors on entrepreneurial behavior. However, to enhance clarity and coherence, it is essential to structure the review around core themes and align these themes with the study's research framework and hypotheses. Below, the literature is reorganized into three primary themes: culture and decision-making, culture and innovation, and culture and risk management.

Culture and Decision-Making

Decision-making is a central aspect of entrepreneurship, and cultural values significantly influence how decisions are made in different societies. According to Hofstede's cultural dimensions, individualism vs. collectivism plays a crucial role in shaping decision-making approaches ([Covaliov,](#)

[2024](#)). Individualistic Cultures: Entrepreneurs in individualistic cultures tend to prioritize personal goals, take independent decisions, and are more inclined towards risk-taking and innovation ([Kawaguchi, 2024](#)). Collectivistic Cultures: In contrast, collectivistic cultures emphasize group harmony, collaboration, and consensus-based decision-making, which can lead to more cautious and deliberative decisions ([Paiva et al., 2024](#)). This distinction is critical for understanding how entrepreneurs from different cultural backgrounds approach decision-making, especially in cross-cultural settings where conflicts between personal and group priorities often arise.

Culture and Innovation

Innovation is a key driver of entrepreneurship, and cultural dimensions, such as long-term vs. short-term orientation, shape how entrepreneurs prioritize innovative activities. Long-Term Oriented Cultures: Entrepreneurs in long-term-oriented cultures are more likely to invest in sustainable innovation, focusing on gradual improvements and future benefits ([Fang et al., 2024](#)). Short-Term Oriented Cultures: Conversely, short-term-oriented cultures prioritize quick results, often valuing immediate market feedback over long-term strategic innovation ([Lin & Lou, 2024](#)). This dynamic underscores the importance of culture in influencing how entrepreneurs allocate resources and adapt their innovation strategies to meet market demands. For instance, entrepreneurs from long-term-oriented cultures may excel in industries requiring sustainable development, while those from short-term-oriented cultures may thrive in fast-paced, trend-driven markets.

Culture and Risk Management

The tolerance for uncertainty is a defining characteristic of entrepreneurial behavior, and uncertainty avoidance varies significantly across cultures ([Tula et al., 2024](#)). High Uncertainty Avoidance Cultures: Entrepreneurs from cultures with low tolerance for uncertainty, such as Germany, tend to adopt risk-averse strategies and rely heavily on careful planning and structured business models ([Ge, 2024](#)). Low Uncertainty Avoidance Cultures: In contrast, cultures with high tolerance for uncertainty, such as India, encourage flexibility, adaptability, and experimentation in business practices ([Holloway, 2025](#)). Understanding these differences is essential for entrepreneurs operating in global markets, as the ability to manage risk effectively often determines success in navigating unfamiliar cultural and market contexts.

Integration with the Research Framework

To clarify the study's contribution, it is essential to explicitly link the discussed themes to the research framework and hypotheses. This study builds on the theoretical foundations of Hofstede's cultural dimensions and aims to explore how these dimensions influence individual entrepreneurial behavior in cross-cultural contexts. The theme of culture and decision-making informs the hypothesis that individualistic and collectivistic values lead to different approaches to entrepreneurial decision-making. Additionally, the theme of culture and innovation supports the hypothesis that long-term and short-term cultural orientations shape entrepreneurial priorities and innovation strategies. Furthermore, the theme of culture and risk management underpins the hypothesis that uncertainty avoidance significantly affects risk tolerance and adaptability in entrepreneurial ventures. By synthesizing these themes, the study provides a conceptual framework

that highlights the interplay between cultural dimensions and specific entrepreneurial behaviors, thereby addressing the gaps identified in prior research.

Reorganizing the literature review around core themes and linking these themes to the research framework enhances the coherence and focus of the discussion. This approach not only clarifies the study's theoretical foundation but also strengthens its contribution to the field of international entrepreneurship. By addressing how cultural factors influence decision-making, innovation, and risk management, the study provides valuable insights for entrepreneurs and policymakers navigating the complexities of global markets.

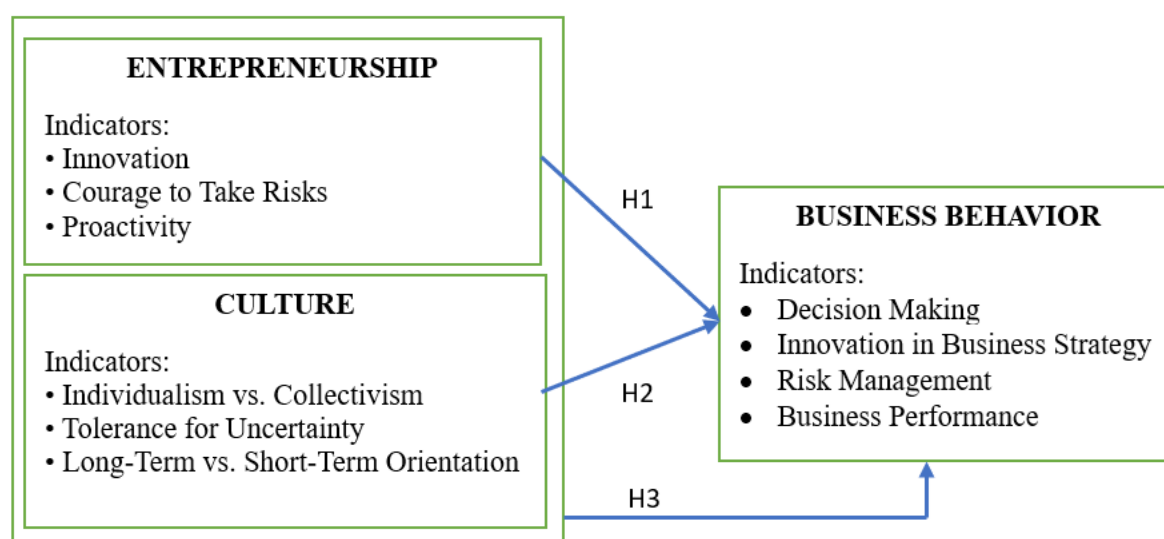
Based on the literature review and theoretical framework that has been explained, the research hypothesis is as follows:

H1: Entrepreneurship has a positive influence on Business Behavior.

H2: Culture has a positive influence on Business Behavior.

H3: The interaction between Entrepreneurship and Culture has a significant influence on Business Behavior.

Figure 1. Research Model



METHOD

This research uses a mixed approach. methods) that combine qualitative and quantitative analysis(Wu et al., 2024). Qualitative data were collected through in-depth interviews with entrepreneurs from various countries, while quantitative data were obtained through a survey involving 180 respondents based on the formula (Hair & Sarstedt, 2021). The research instrument included a questionnaire designed based on Hofstede's cultural dimensions, such as individualism vs. collectivism, attitude towards risk, and long-term orientation, and entrepreneurial dimensions such as innovation, risk-taking, proactivity and business behavior dimensions such as decision

making, innovation in business strategy, risk management, business performance (Zheng et al., 2025).

Qualitative data was analyzed using content analysis, while quantitative data were analyzed by regression and correlation using SPSS software (Adeniran & Onasanya, 2024). This study was conducted for 12 months, covering the preparation stage, data collection, analysis, and publication of results (Schuler et al., 2024).

RESULT AND DISCUSSION

The Influence of Culture on Business Decision Making

The results of the study indicate that culture has a significant influence on the way entrepreneurs make decisions, both individually and in groups (Muralidhar et al., 2024). Quantitative data analyzed through regression and correlation with SPSS software revealed that collectivist culture has a significant positive correlation ($r = 0.68$, $p < 0.01$) with consensus-based decision making (Noda et al., 2024). In contrast, individualist culture shows a greater influence on independent decisions with a significance level ($\beta = 0.72$, $p < 0.01$) (An et al., 2024).

Qualitative data analyzed using content analysis supports this finding (Salmona & Kaczynski, 2024). Interviews with entrepreneurs from Japan (a collectivist culture) showed that they tend to hold group discussions before making important decisions (Lyu & Zhu, 2024). This reflects collectivist values that emphasize harmony, agreement, and the participation of all team members in the decision-making process (Bansal et al., 2025). One respondent stated:

"We always seek consensus within the team before taking any major steps, as this reflects the principles of mutual trust and shared responsibility."

In contrast, entrepreneurs from the United States (individualist culture) prioritize fast and independent decision-making (van der Westerlaken, 2017). They tend to believe in the individual's ability to take risks and find solutions without having to rely on group approval (Afroogh et al., 2024). One respondent said:

"Quick decisions are the key to success in business. Long discussions will only hinder the momentum to seize market opportunities."

From these results, it can be concluded that the individualism-collectivism cultural dimension influences preferences in decision making (Potter & Favour Olaoye, 2024). Collectivist cultures tend to be suitable for companies that require stability and harmony, while individualist cultures are more supportive of organizations that move quickly and are responsive to market changes (Banovic, 2024).

The Influence of Culture on Innovation

This study also revealed that culture has a significant influence on the level of innovation in entrepreneurship ([Alateeg & Alhammadi, 2024](#)). Quantitative analysis shows that a culture with a long-term orientation has a significant positive correlation with investment in sustainable innovation ($r = 0.75$, $p < 0.01$), while a culture with a short-term orientation shows a greater correlation with innovation that produces quick results ($\beta = 0.68$, $p < 0.05$) ([Aksoy, 2024](#)). Through qualitative analysis, interviews with entrepreneurs from China (a long-term oriented culture) show a strong focus on sustainable innovation ([Wang et al., 2024](#)). They tend to allocate resources to research and development (R&D) to create innovative solutions that add value in the long term ([Zhu et al., 2024](#)). One respondent stated:

"We are not only looking for quick profits, but also investing in technology that can ensure the sustainability of our business in the future."

In contrast, entrepreneurs from Brazil (a culture with a short-term orientation) prioritize quick and immediate results ([Nikčević, 2025](#)). They tend to develop products or services that fit current market trends without investing too much in long-term innovation ([Sapiro, 2024](#)). A Brazilian respondent noted:

"Speed is key. We have to meet the needs of the market now, because customers are always looking for something new."

These results suggest that the time orientation dimension of culture influences innovation strategies ([Jahanshahi et al., 2025](#)). Cultures with a long-term orientation are more suitable for industries that require large investments in technology, such as manufacturing or renewable energy ([Chen et al., 2024](#)). In contrast, cultures with a short-term orientation are more relevant for fast-moving industries, such as fashion or consumer technology ([Armouch et al., 2024](#)).

Risk Management in a Cultural Context

The results also show that culture plays an important role in shaping entrepreneurs' approach to risk management ([Li & Abdullah, 2024](#)). Quantitative data show that cultures with low tolerance for uncertainty are negatively correlated with high risk taking ($r = -0.60$, $p < 0.01$), while cultures with high tolerance for uncertainty are positively correlated with flexible risk taking ($\beta = 0.70$, $p < 0.01$) ([Bate, 2022](#)).

Through qualitative interviews, entrepreneurs from Germany (a culture with low tolerance for uncertainty) stated that they tend to avoid risks by conducting in-depth analysis and developing backup plans before making decisions ([Ambarwati et al., 2024](#)). One respondent stated:

"We cannot take risks without careful calculation. Every decision must be based on valid data and a comprehensive risk evaluation."

In contrast, entrepreneurs from India (a culture with high tolerance for uncertainty) show a more flexible and adaptive attitude towards risk. They are more willing to take risks to seize opportunities, even without full certainty ([Benedict et al., 2025](#)). One respondent stated:

"Business is about opportunities. If you analyze for too long, you may miss a big opportunity. We learned to adapt to uncertain situations."

These results suggest that cultures with low tolerance for uncertainty are more suitable for businesses that require stability and security, such as the financial or banking sector ([Konieczny et al., 2024](#)). Meanwhile, cultures with high tolerance for uncertainty are more relevant for dynamic and opportunity-filled industries, such as technology or startups ([Kalpakchiev et al., 2025](#)).

Based on the results of qualitative and quantitative data analysis, it can be concluded that culture plays a significant role in shaping business behavior, especially in decision making, innovation, and risk management ([Li & Abdullah, 2024](#)). Collectivist and long-term orientation cultures encourage stability and sustainability, while individualist and short-term orientation cultures support speed and flexibility ([Nikčević, 2025](#)). These results provide important insights for entrepreneurs and policymakers to understand the role of culture in designing effective business strategies.

The Influence of Culture on Business Decision Making

Culture is a crucial factor that influences how individuals and organizations make business decisions ([Ghaleb, 2024](#)). One of the most influential dimensions of culture is the collectivism versus individualism dimension ([Mohamed & Ünsalan, 2024](#)).

Collectivist Culture

Collectivist cultures, such as those found in Japan and other East Asian countries, emphasize the importance of group harmony, consensus, and close social relationships in the decision-making process ([Z. Yang, 2024](#)). In these cultures, business decisions are usually made collectively, considering the interests of the group and avoiding open conflict ([Mazzucato, 2024](#)). Research shows that collectivist cultures tend to prioritize social stability and mutual agreement, so that the decision-making process can be slower but more inclusive and oriented towards the sustainability of relationships ([Kawaguchi, 2024](#)). For example, in a crisis situation, companies in collectivist cultures prioritize long discussions and mutual agreement before taking strategic steps ([Bansal et al., 2025](#)).

Individualistic Culture.

In contrast, individualistic cultures, such as those dominant in the United States and other Western countries, emphasize individual freedom, efficiency, and the courage to take risks independently ([Natarajan, 2021](#)). In these cultures, business decision-making is often faster and centered on individuals or leaders with authority ([Cyfert et al., 2022](#)). Decisions are made with personal gain and innovation in mind, so responses to market changes can be faster and more adaptive ([Shaikh, 2025](#)). However, this approach can also pose a risk of internal conflict and lack of consensus within the team.

Comparison and Implications in Business

These cultural differences affect leadership styles, management strategies, and team dynamics in international organizations(Wadhera, n.d.). Multinational companies operating in collectivist countries need to adjust their decision-making processes to be more participatory and value consensus, while in individualist countries, quick decisions and risk-taking are more valued ([van der Westerlaken, 2017](#)).

Tabel 1. Comparison and Implications in Business

Aspect	Collectivist Culture	Individualistic Culture
Focus on Decision Making	Group consensus and harmony	Efficiency and individual decisions
Speed of Decision Making	Slower, more inclusive	Faster, more individual-centered
Attitude towards Risk	Tend to avoid risks	Be more willing to take risks
Response to Market Changes	Slower, considering social impact	Faster and more adaptive

The Influence of Culture on Innovation

Culture has a significant influence on the level of innovation in entrepreneurship, especially through the dimensions of time orientation, namely long-term orientation and short-term orientation([Herli et al., 2024](#)). Entrepreneurs from cultures with a long-term orientation, such as in China, tend to focus on continuous innovation and long-term value building([Herli et al., 2024](#)). They are more patient in developing products or services, and pay more attention to continuity and adaptation to changes in the business environment ([Moşteanu, 2024](#)).

In contrast, entrepreneurs from short-term-oriented cultures, such as in Brazil, prioritize quick results and achieving short-term goals([Herli et al., 2024](#)). They tend to make decisions that produce immediate and immediate impacts, even though they sometimes sacrifice sustainable innovation ([Moşteanu, 2024](#)). This suggests that cultural time orientation influences innovation strategies and how entrepreneurs manage risks and opportunities in their businesses([Zhou & Li, 2024](#)).

Research also shows that long-term orientation can strengthen a country's innovation capability by moderating the relationship between uncertainty and innovation, so that countries with high long-term orientation are still able to innovate even though they have high levels of uncertainty avoidance ([Moşteanu, 2024](#)).

Risk Management in a Cultural Context

Culture influences how entrepreneurs and organizations manage business risk, particularly through the dimension of tolerance for uncertainty([Konieczny et al., 2024](#)). Entrepreneurs from cultures with low tolerance for uncertainty, such as Germany, tend to be more cautious and conservative in taking risks([Ge, 2024](#)). They typically prioritize careful planning, compliance with rules, and tight risk controls to minimize uncertainty in business([Covalliov, 2024](#)). This approach helps

maintain stability and avoid unwanted failures, although it can sometimes slow down the decision-making process ([Pattanayak et al., 2024](#)).

In contrast, entrepreneurs from cultures with a high tolerance for uncertainty, such as India, are more flexible and adaptive to market changes ([Emma, 2025](#)). They tend to be more open to risk and uncertainty, and are more prepared to make quick decisions in uncertain situations ([Covaliov, 2024](#)). This attitude allows them to be more innovative and responsive to new opportunities, even though the risk of failure is also higher ([Scuotto et al., 2024](#)).

These differences show that risk management in business does not only depend on economic or technical factors, but is also strongly influenced by cultural values that underlie attitudes towards uncertainty and risk ([Kessler et al., 2024](#)).

Critical Comparison Between Culture and Industry: Adaptation to Sector Business Needs

The findings reveal complex interactions between cultural dimensions and business practices that cannot always be fully explained by traditional cultural stereotypes. For instance, while collectivist cultures like Japan emphasize group consensus in decision-making, there are instances where individual decision-making is encouraged, particularly in industries that demand quick responses or specialized expertise, such as technology or emergency response sectors (Kawaguchi, 2024). This could be attributed to the need for efficiency in high-stakes contexts, where waiting for group consensus might jeopardize outcomes. One interview respondent from a collectivist culture noted, "While we value group harmony, in high-pressure situations, we often rely on the expertise of a single leader to make decisions swiftly." This suggests that collectivist cultures may adopt pragmatic flexibility when collective decision-making imposes operational constraints, particularly in industries requiring agility ([Kucharska, 2025](#)).

Similarly, while individualist cultures like the United States generally prioritize independent decision-making, sectors such as healthcare or large-scale manufacturing often necessitate collaborative approaches to ensure safety and quality. This indicates that cultural tendencies towards individualism or collectivism are not absolute but adapt to the specific demands of industries ([T. Yang et al., 2024](#)). For example, managers in healthcare organizations in the United States reported a higher reliance on team consultations for critical decisions, emphasizing the importance of collective expertise in ensuring patient safety.

An unexpected pattern also emerged in the relationship between time orientation and innovation. While cultures with long-term orientations, such as China, typically prioritize sustainable innovation, certain startups within these cultures have begun adopting short-term strategies to compete in fast-moving global markets. This anomaly may reflect the influence of globalization, where even traditionally long-term-oriented cultures must adapt to the fast-paced demands of international competition ([Hakim et al., 2025](#)). Conversely, short-term-oriented cultures like Brazil have shown increasing interest in sustainable practices, especially in industries such as renewable energy, driven by global environmental concerns. These deviations highlight the dynamic interplay

between cultural values and the external pressures of global markets, underscoring that cultural dimensions are not static but evolve in response to changing economic and social contexts.

Finally, the findings regarding uncertainty tolerance also reveal critical nuances. While cultures with low tolerance for uncertainty, such as Germany, generally prefer structured risk management, industries like startups within these cultures often embrace higher risks to drive innovation and remain competitive. This shift may be explained by the unique demands of specific industries, where even risk-averse cultures must adopt more flexible approaches to survive and succeed. Conversely, high-tolerance cultures like India, though generally open to risk-taking, may still exhibit cautious decision-making in sectors like finance, where stability is paramount. These findings demonstrate that cultural dimensions interact dynamically with industrial requirements, resulting in nuanced and sometimes contradictory behaviors that transcend traditional cultural archetypes ([Dziedzic, 2024](#)).

Practical Implications

Findings from various studies on the influence of culture on business decision-making, innovation, and risk management provide important insights for entrepreneurs and policy makers ([Iriani et al., 2024](#)).

First, a deep understanding of cultural dynamics is crucial in designing business strategies, especially for companies seeking to enter international markets ([Mhlongo et al., 2024](#)). Adapting strategies to local cultural values can improve decision-making effectiveness, strengthen business relationships, and minimize the risk of failure ([Shafizadeh, 2024](#)). For example, companies that understand the importance of consensus in collectivist cultures will be more successful in building long-term partnerships ([Sun et al., 2024](#)).

Second, cross-cultural training for entrepreneurs and managers is very important to improve their ability to adapt to cultural differences ([Mhlongo et al., 2024](#)). This training can help reduce misunderstandings, improve communication, and strengthen negotiation skills in a multicultural context (Kalem–Mehmet & Özerim, n.d.). Thus, entrepreneurs can be more effective in managing diverse teams and making decisions that are in accordance with cultural contexts ([Gavrić & Braje, 2024](#)).

Third, policymakers can use these findings to design policies that support culture-based entrepreneurship ([Kirsch, 2024](#)). Policies that are sensitive to local cultural values can foster a conducive business climate, increase entrepreneurial participation, and foster sustainable innovation ([Aguilar-Cruz & Campos-Sánchez, 2024](#)). For example, policies that support collaboration and consensus in countries with collectivist cultures can accelerate the growth of the small and medium enterprise sector ([Díaz-Arancibia et al., 2024](#)).

CONCLUSION

In summary, this study highlights the profound influence of culture on entrepreneurial behavior, particularly in decision-making, innovation, and risk management. By shaping values, norms, and thought processes, culture directly impacts how entrepreneurs navigate complex social and economic environments. A key contribution of this research lies in demonstrating how cultural understanding and adaptability can enhance business effectiveness and competitiveness, especially in the global marketplace.

From a practical perspective, the findings underscore the importance of integrating cultural awareness into entrepreneurial strategies. Entrepreneurs should prioritize cross-cultural training, incorporate cultural values into their business models, and develop culturally sensitive risk management systems. For policymakers, fostering culturally based entrepreneurial policies can create a supportive ecosystem that aligns with local values and encourages sustainable innovation.

However, this study is not without its limitations. The focus on broad cultural dimensions, such as individualism versus collectivism or long-term versus short-term orientation, may overlook the nuances within specific industries or subcultures. Additionally, the scope of the study is limited by the availability of data from certain cultural contexts, leaving room for further exploration. Future research should delve deeper into the interplay between culture and industry-specific practices, as well as investigate how global trends, such as digitalization and climate change, influence the relationship between culture and entrepreneurship.

By addressing these limitations and expanding the scope of the study, future research can provide even more actionable insights into the dynamic interaction between culture and business, thereby equipping entrepreneurs and policymakers with the tools to thrive in an increasingly interconnected world.

REFERENCE

- Adeniran, T. A., & Onasanya, S. A. (2024). Impact of e-learning on college of education lecturers' knowledge of quantitative data analysis in SPSS. *Indonesian Journal of Educational Research and Technology*, 4(2), 121–128.
- Afroogh, S., Akbari, A., Malone, E., Kargar, M., & Alambeigi, H. (2024). Trust in AI: progress, challenges, and future directions. *Humanities and Social Sciences Communications*, 11(1), 1–30.
- Aguilar-Cruz, P. D., & Campos-Sánchez, A. (2024). Fostering Sustainable Development Through Social Innovation: The Role of Cultural Values in Entrepreneurial Intentions. *Scientia et PRAXIS*, 4(08), 96–126.
- Aksoy, E. (2024). Investigating the effects of organizational long-term orientation and employees' pay satisfaction on turnover intentions. *Business and Economics Research Journal*, 15(3), 277–290.
- Alateeg, S., & Alhammadi, A. (2024). The impact of organizational culture on organizational innovation with mediation role of strategic leadership in Saudi Arabia. *Journal of Statistics Applications & Probability*, 13(2), 843–858.
- Alkharafi, N. (2024). The role of women in driving national innovation and entrepreneurship

- through entrepreneurial ecosystems. *Journal of Innovation & Knowledge*, 9(4), 100550.
- Ambarwati, R., Dijaya, R., & Anshory, I. (2024). A multi-method study of risk assessment and human risk control for power plant business continuity in Indonesia. *Results in Engineering*, 21, 101863.
- An, Z., Zou, Y., Wu, S., Tong, S., & Peng, K. (2024). Cross-cultural dynamics of narcissism and prosocial behavior: Unveiling the role of social status pursuit and collectivism. *Social and Personality Psychology Compass*, 18(10), e70010.
- Armouch, F., Paulin, M., & Laroche, M. (2024). Is it fashionable to swap clothes? The moderating role of culture. *Journal of Consumer Behaviour*, 23(5), 2693–2719.
- Banovic, M. (2024). THE IMPACT OF CULTURE ON MENAGEMENT PRACTICES IN INTERNATIONAL BUSINESS. *Montenegrin Journal for Social Sciences*, 8(2), 487–522.
- Bansal, A., Saini, D., Yaqub, M. Z., & Gupta, P. (2025). A study of c-suite leaders' individualistic and collectivistic decision-making styles: elaborating on leaders' efficacy during crises. *Journal of Knowledge Management*, 29(2), 663–704. <https://doi.org/10.1108/JKM-03-2024-0368>
- Bate, A. F. (2022). The nexus between uncertainty avoidance culture and risk-taking behaviour in entrepreneurial firms' decision making. *Journal of Intercultural Management*, 14(1), 104–132.
- Benedict, D. S. M., Alexander, P., Grace, G. E., & Angelique R, H. (2025). Navigating the Labyrinth of Risk: A Story of Certainty Equivalent and Risk Aversion. *Tamil Selvi P and Angelique R, Hamsa, Navigating the Labyrinth of Risk: A Story of Certainty Equivalent and Risk Aversion (April 19, 2025)*. <https://doi.org/10.2139/ssrn.5224290>
- Chen, L., Shen, Q., Yu, X., & Chen, X. (2024). Knowledge spillovers along the sustainable supply chain of China's listed companies: The role of long-term orientation. *Journal of Innovation & Knowledge*, 9(2), 100478.
- Chowdhury, E. K. (2024). Cultural norms and their effect on entrepreneurial endeavors: perspectives from Bangladesh. *Journal of Developmental Entrepreneurship*, 29(01), 2450007. <https://doi.org/10.1142/S1084946724500079>
- Covaliov, E. (2024). *Cultural Influences on Economic Decision-Making*.
- Cyfert, S., Szumowski, W., Dyduch, W., Zastempowski, M., & Chudziński, P. (2022). The power of moving fast: responsible leadership, psychological empowerment and workforce agility in energy sector firms. *Heliyon*, 8(10). <https://doi.org/10.1016/j.heliyon.2022.e11188>
- Díaz-Arancibia, J., Hochstetter-Diez, J., Bustamante-Mora, A., Sepúlveda-Cuevas, S., Albayay, I., & Arango-López, J. (2024). Navigating digital transformation and technology adoption: A literature review from small and medium-sized enterprises in developing countries. *Sustainability*, 16(14), 5946. <https://doi.org/10.3390/su16145946>
- Dziedzic, J. (2024). Kitsch in organisational culture: Challenges and opportunities in the work environment. *Management Aesthetics*, 31–53.
- Emma, L. (2025). *Entrepreneurial Culture as a Driver of Business Growth and Innovation in Emerging Markets*.
- Fang, Q., Wen, C., & Xu, H. (2024). Long-term oriented culture, performance pressure and corporate innovation: evidence from China. *Plos One*, 19(5), e0302148. <https://doi.org/10.1371/journal.pone.0302148>

- Gavrić, T., & Braje, I. N. (2024). Managing Cultural Diversity and Conflict in Family Businesses: An Organizational Perspective. *Administrative Sciences*, 14(1), 13. <https://doi.org/10.3390/admsci14010013>
- Ge, J. (2024). The Influence of Uncertainty Avoidance on Cultures and Business Practices. *Research and Commentary on Humanities and Arts*, 2(2).
- Ghaleb, B. D. S. (2024). The importance of organizational culture for business success. *Jurnal Riset Multidisiplin Dan Inovasi Teknologi*, 2(03), 727–735. <https://doi.org/10.59653/jimat.v2i03.1098>
- Hair, J. F., & Sarstedt, M. (2021). Explanation plus prediction—The logical focus of project management research. *Project Management Journal*, 52(4), 319–322. <https://doi.org/10.1177/8756972821999945>
- Hakim, M., Ns, S. K., Husnul Muamilah, S. E., & Padmanegara, R. D. D. (2025). *Decision-Making Excellence: Seni Mengambil Keputusan dalam Bisnis*. Takaza Innovatix Labs.
- Herli, M., Tjahjadi, B., & Hamidah, H. (2024). Business sustainability practices and financial performance in the creative economy sector in Indonesia: Moderating role of power distance and long-term orientation. *Intangible Capital*, 20(3), 531–550. <https://doi.org/10.3926/IC.2456>
- Holloway, S. (2025). Impact of Cultural Factors on Supply Chain Practices and Their Marketing Implications. *Available at SSRN 5122768*. <https://doi.org/10.2139/ssrn.5122768>
- Iriani, N., Agustianti, A., Sucianti, R., Rahman, A., & Putera, W. (2024). Understanding Risk and Uncertainty Management: A Qualitative Inquiry into Developing Business Strategies Amidst Global Economic Shifts, Government Policies, and Market Volatility. *Golden Ratio of Finance Management*, 4(2), 62–77. <https://doi.org/10.52970/grfm.v4i2.444>
- Jahanshahi, A. A., Sonmez Cakir, F., Adiguzel, Z., & Karaaslan, N. (2025). Strategic orientation and innovation culture: catalysts for success in the dynamic Turkish IT industry. *Journal of Business & Industrial Marketing*. <https://doi.org/10.1108/JBIM-01-2024-0024>
- Kalem-Mehmet, İ. Ö. K., & Özerim, E. B. G. (n.d.). COMMUNICATION SKILLS IN MULTICULTURAL ENVIRONMENTS. *EDITOR'S FOREWORD*, 95.
- Kalpakchiev, T., Jacobs, B., Fraundorfer, M., Martin-Ortega, J., & Cordell, D. (2025). Creating an Alternative Governance for Phosphorus Circularity Through Framings That Strengthen Intersectoral Policy Coherence in the EU: Constraints and Implementation Possibilities. *Sustainability*, 17(4), 1478. <https://doi.org/10.3390/su17041478>
- Kawaguchi, S. (2024). The Effect of Cultural Norms on Group Decision-Making in Japanese Corporations. *Frontiers in Management Science*, 3(5), 70–75. <https://doi.org/10.56397/FMS.2024.10.07>
- Kessler, M., Rosca, E., & Arlinghaus, J. (2024). Risk management behaviour in digital factories: the influence of technology and task uncertainty on managerial risk responses. *Supply Chain Management: An International Journal*, 29(2), 297–314. <https://doi.org/10.1108/SCM-06-2023-0296>
- Kirsch, K. M. (2024). *The Influence of National Culture on Entrepreneurial Decision-Making: Effectuation and Causation in the Estonian Context*. University of Twente.
- Konieczny, G., Kolisnichenko, P., Górska, M., & Górski, T. (2024). IDENTITY OF AN ENTERPRISE AS A DISTINCT VALUE IN A CULTURE OF HIGH TOLERANCE

- FOR UNCERTAINTY. *Economics, Finance and Management Review*, 3 (19), 100–109. <https://doi.org/10.36690/2674-5208-2024-3-100-109>
- Kucharska, W. (2025). *Organizational Intelligence for Change Adaptability: The Knowledge, Learning, and Collaboration Cultures Approach*. Taylor & Francis. <https://doi.org/10.4324/9781003485230>
- Li, N., & Abdullah, M. Y. (2024). Innovation and Risk-Taking in Small and Medium Enterprises (SMEs): How Cultural and Environmental Factors Influence Business Growth in China. *Uniglobal Journal of Social Sciences and Humanities*, 3(2), 376–386. <https://doi.org/10.53797/ujssh.v3i2.40.2024>
- Lin, H., & Lou, L. (2024). A Study on Cross-Cultural Business Communication Based on Hofstede's Cultural Dimensions Theory. *Open Journal of Social Sciences*, 12(9), 352–368.
- Lyu, Z., & Zhu, A. (2024). A Community Unimagined: The Influence of Individualistic Culture among Chinese Entrepreneurs in Ikebukuro, Tokyo. *Sociological Research Online*, 13607804241293340. <https://doi.org/10.1177/13607804241293339>
- Maheshwari, G. (2024). Influence of culture and personality factors in Vietnam: in view of theory of planned behaviour towards formation of entrepreneurial intentions. *International Journal of Innovation Science*. <https://doi.org/10.1108/IJIS-11-2023-0235>
- Mazzucato, M. (2024). Governing the economics of the common good: from correcting market failures to shaping collective goals. *Journal of Economic Policy Reform*, 27(1), 1–24. <https://doi.org/10.1080/17487870.2023.2280969>
- Mhlongo, N. Z., Olatoye, F. O., Elufioye, O. A., Ibeh, C. V., Falaiye, T., & Daraojimba, A. I. (2024). Cross-cultural business development strategies: A Review of USA and African. *International Journal of Science and Research Archive*, 11(1), 1408–1417. <https://doi.org/10.30574/ijrsra.2024.11.1.0233>
- Modrek, M. (2024). *Short-term oriented culture and decision-making in entrepreneurship: An Egypt-based study*. University of Twente.
- Mohamed, Z., & Ünsalan, M. (2024). The Impact of Individualism/Collectivism and Masculinity/Femininity on Brand Loyalty: A Mediation Role of Perceived Ease of Use. *Proceedings of The International Conference on Research in Business, Management and Economics*, 1. <https://doi.org/10.33422/icrbme.v1i1.191>
- Moşteanu, N. R. (2024). Adapting to the unpredictable: Building resilience for business continuity in an ever-changing landscape. *European Journal of Theoretical and Applied Sciences*, 2(1), 444–457. [https://doi.org/10.59324/ejtas.2024.2\(1\).37](https://doi.org/10.59324/ejtas.2024.2(1).37)
- Muralidhar, L. B., Lakshmi, K. V. N., Swapna, H. R., Rupani, J., Nethravathi, K., Pandey, B. K., & Pandey, D. (2024). Impact of organizational culture on the level of corporate social responsibility investments: an exploratory study. *Circular Economy and Sustainability*, 4(3), 2267–2285. <https://doi.org/10.1007/s43615-024-00371-9>
- Napier, E., Liu, S. Y. H., & Liu, J. (2024). Adaptive strength: Unveiling a multilevel dynamic process model for organizational resilience. *Journal of Business Research*, 171, 114334. <https://doi.org/10.1016/j.jbusres.2023.114334>
- Natarajan, A. (2021). Individualism and collectivism: Reconciling the values of freedom & equality. *Cadmus*, 4(5), 134–143.
- Nikčević, G. (2025). Culture as the Foundation of Entrepreneurial Success: Organizational and

- National Context. *Interdisciplinary Journal of Research and Development*, 12(1), 9. <https://doi.org/10.56345/ijrdv12n102>
- Noda, S., Okawa, S., Kasch, C., Vogelbacher, C., Lindsay, C. E., Nishiuchi, M., Kobayashi, M., & Hofmann, S. G. (2024). Development and validation of the Japanese version of the Auckland individualism and collectivism scale: relationship between individualism/collectivism and mental health. *Frontiers in Psychology*, 15, 1448461. <https://doi.org/10.3389/fpsyg.2024.1448461>
- Nurain, A., Chaniago, H., & Efawati, Y. (2024). Digital Behavior and Impact on Employee Performance: Evidence from Indonesia. *Journal of Technology Management & Innovation*, 19(3), 15–27. <https://doi.org/10.4067/S0718-27242024000300015>
- Paiva, L. E. B., Muñoz-Pascual, L., & Galende, J. (2024). Innovation and sustainability from the perspective of entrepreneurial intention: a cross-cultural approach. *Education+ Training*, 66(7), 831–850. <https://doi.org/10.1108/ET-07-2023-0279>
- Pattanayak, S., Murthy, P., & Mehra, A. (2024). *Integrating AI into DevOps pipelines: Continuous integration, continuous delivery, and automation in infrastructural management: Projections for future*. <https://doi.org/10.30574/ijjsra.2024.13.1.1838>
- Potter, K., & Favour Olaoye, L. D. (2024). *Exploring Cross-Cultural Differences in Consumer Decision-Making Processes*.
- Risitano, M., La Ragione, G., Turi, A., & Ferretti, M. (2025). Analysing the relevance of value creation in the interconnection amongst entrepreneurship, marketing and innovation: a systematic literature review. *International Journal of Entrepreneurial Behavior & Research*, 31(2/3), 781–809. <https://doi.org/10.1108/IJEBR-02-2022-0203>
- Rodrigue, T., & Kuyken, K. (2025). Revealing the research potential for the field of cross-cultural entrepreneurship: lessons from an integrative literature review. *Entrepreneurship & Regional Development*, 37(3–4), 483–502. <https://doi.org/10.1080/08985626.2024.2369614>
- Sagar, S. (2024). Entrepreneurship: Catalyst for innovation and economic growth. *Entrepreneurship: Catalyst for Innovation and Economic Growth*, 9(1), 12. <https://doi.org/10.5281/zenodo.10494931>
- Salmona, M., & Kaczynski, D. (2024). Qualitative data analysis strategies. In *How to conduct qualitative research in finance* (pp. 80–96). Edward Elgar Publishing. <https://doi.org/10.4337/9781803927008.00012>
- Sapiro, A. (2024). Entrepreneurship and innovation. In *Strategic management: Fundamental concepts for decision making and strategy execution* (pp. 373–399). Springer. <https://doi.org/10.1007/978-3-031-55669-2>
- Schuler, M., Cuppens, K., Plönes, T., Wiesweg, M., Du Pont, B., Hegedus, B., Köster, J., Mairinger, F., Darwiche, K., & Paschen, A. (2024). Neoadjuvant nivolumab with or without relatlimab in resectable non-small-cell lung cancer: a randomized phase 2 trial. *Nature Medicine*, 30(6), 1602–1611. <https://doi.org/10.1038/s41591-024-02965-0>
- Scuotto, V., Magni, D., Garcia-Perez, A., & Pironti, M. (2024). The impact of innovation failure: Entrepreneurship adversity or opportunity? *Technovation*, 131, 102944. <https://doi.org/10.1016/j.technovation.2023.102944>
- Shafizadeh, H. (2024). Decision-Making Under Uncertainty: How Organizations Adapt to

- Environmental Changes? *Journal of Resource Management and Decision Engineering*, 3(1), 4–10. <https://doi.org/10.61838/kman.jrmde.3.1.2>
- Shaikh, Z. P. (2025). Importance of Agility and Innovation Potential in Business: Transforming Organizational Structures and Processes. In *Business Transformation in the Era of Digital Disruption* (pp. 213–236). IGI Global. <https://doi.org/DOI: 10.4018/979-8-3693-7056-8.ch008>
- Shirokova, G., Galieva, N., Doktorova, D., White, J. V., & Marino, L. (2024). Strategic entrepreneurial behaviors and firm performance: the moderating role of narcissism and Machiavellianism. *Journal of Small Business and Enterprise Development*, 31(1), 191–225. <https://doi.org/10.1108/JSBED-10-2022-0409>
- Sun, P., Zuo, X., Huang, H., & Wen, M. (2024). Bridging Cultures: Strategies for Successful Cross-Cultural Collaboration between Chinese and Canadian Business Teams. *Sun, P., Zuo, X., Huang, H., & Wen, M. (2024). Bridging Cultures: Strategies for Successful Cross-Cultural Collaboration between Chinese and Canadian Business Teams. International Journal of Science and Business*, 32(1), 96–105. <https://doi.org/10.58970/IJSB.2298>
- Tran, V. H., Vu, T. N., Pham, H. T., Nguyen, T. P. T., & Duong, C. D. (2024). Closing the entrepreneurial attitude-intention-behavior gap: The direct and moderating role of entrepreneurship education. *Journal of International Education in Business*, 17(1), 107–132.
- Tula, S. T., Ofodile, O. C., Okoye, C. C., Nifise, A. O. A., & Odeyemi, O. (2024). Entrepreneurial ecosystems in the USA: A comparative review with European models. *International Journal of Management & Entrepreneurship Research*, 6(2), 451–466.
- Usman, F. O., Kess-Momoh, A. J., Ibeh, C. V., Elufioye, A. E., Ilojiana, V. I., & Oyeyemi, O. P. (2024). Entrepreneurial innovations and trends: A global review: Examining emerging trends, challenges, and opportunities in the field of entrepreneurship, with a focus on how technology and globalization are shaping new business ventures. *International Journal of Science and Research Archive*, 11(1), 552–569.
- van der Westerlaken, J. F. J. (2017). *Cultural Influences on Decision-Making in SMEs: A Cross-Sectional Study of Chinese and Western Firms*.
- Wadhwa, R. (n.d.). *CROSS-CULTURAL LEADERSHIP: MANAGING INTERNATIONAL TEAMS*.
- Wang, W., Zhang, Y., & Chen, S. (2024). The development of the sustainable innovation capabilities construct using grounded theory: evidence from Chinese equipment manufacturers. *European Journal of Innovation Management*, 27(8), 2483–2521.
- Wu, X., Du, Z., Ma, R., Zhang, X., Yang, D., Liu, H., & Zhang, Y. (2024). Qualitative and quantitative studies of phthalates in extra virgin olive oil (EVOO) by surface-enhanced Raman spectroscopy (SERS) combined with long short term memory (LSTM) neural network. *Food Chemistry*, 433, 137300.
- Yang, T., Gai, X., Wang, S., & Gai, S. (2024). The relationship between parenting behaviors and adolescent well-being varies with the consistency of parent–adolescent cultural orientation. *Behavioral Sciences*, 14(3), 193. <https://doi.org/10.3390/bs14030193>
- Yang, Z. (2024). How east Asian culture influences the personality traits of its residents: an exploration of cultural characteristics and the emphasis on interdependence. *Communications in Humanities Research*, 31, 44–50.

- Zheng, F., Zhao, C., Yasmin, F., & Sokolova, M. (2025). Hofstede's cultural dimensions and proactive behavior as the antecedents of entrepreneurial innovativeness. *Acta Psychologica*, 256, 104948.
- Zhou, S., & Li, R. (2024). Navigating Time and Strategy: The Role of Chairperson's Focus in Entrepreneurial Knowledge Flow. *Journal of the Knowledge Economy*, 1–37.
- Zhu, R., Xu, Q., Xiqiang, X., Sibt-e-Ali, M., Waqas, M., Ullah, I., & Anwar, A. (2024). Role of resources rent, research and development, and information and communication technologies on CO2 emissions in BRICS economies. *Resources Policy*, 93, 105072.