



Transforming Passion into Business: A Literature Review of Intrinsic Motivation and Creative Ideas in Entrepreneurial Venture Creation

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ABSTRACT

Digitalization has become an unavoidable trend for Micro, Small, and Medium Enterprises (MSMEs) to ensure business sustainability and competitiveness in both domestic and international markets. However, MSMEs face significant organizational and technological barriers, including limited financial resources, lack of management support, and inadequate infrastructure. This study aims to analyze the influence of digital transformation, entrepreneurial motivation, and creativity on the market competitiveness of MSMEs. Using a qualitative literature review methodology, this research explores how technologies such as Artificial Intelligence (AI) and strategic agility function as enablers for innovation. The results indicate that digital transformation creates a new digital entrepreneurial ecosystem that enhances operational efficiency and market reach. Furthermore, intrinsic motivation and creativity are crucial internal factors that significantly drive the interest and success of entrepreneurs in navigating market uncertainties. The findings suggest that a synergy between visionary leadership, a supportive organizational culture, and robust technological infrastructure is essential for successful digital adaptation.

Keywords : *Digital Transformation, Entrepreneurial Motivation, Creativity, MSMEs, Market Competitiveness*

1. Introduction

In an era of rapid digital transformation and increasingly intense global competition, entrepreneurship has become a critical driver of economic growth, innovation, and employment generation. Entrepreneurship not only contributes to national economic resilience but also serves as an effective strategy to address unemployment, particularly among university graduates. Despite continuous efforts by governments and higher education institutions to promote entrepreneurial activities, the number of graduates choosing entrepreneurial careers remains relatively low compared to those seeking salaried employment. In Indonesia, entrepreneurial interest among young people continues to face various challenges, including limited entrepreneurial motivation, inadequate creativity, insufficient business knowledge, and restricted access to resources (Wardani & Dewi, 2021; Wijaya & Nuringsih, 2024; Nuraini et al., 2026).

Recent studies indicate that entrepreneurial motivation significantly influences entrepreneurial intention because individuals with stronger intrinsic motivation tend to possess greater persistence, self-confidence, and willingness to take calculated risks in pursuing business opportunities (Safrizal et al., 2024; Hardillah et al., 2025). Likewise, creativity has been recognized as one of the most important determinants of entrepreneurial success because creative individuals are more capable of identifying market opportunities, developing innovative products, and adapting to dynamic business environments (Karami et al., 2025; Permana et al., 2024). Furthermore, the rapid advancement of digital technologies has transformed entrepreneurial ecosystems by enabling entrepreneurs to commercialize creative ideas through digital platforms

and innovative business models, thereby increasing business competitiveness (Solechan et al., 2023; Kusetogullari et al., 2025).

Although previous studies have extensively examined entrepreneurial intention, most have focused on isolated determinants such as entrepreneurial motivation (Nuraini et al., 2026; Hardillah et al., 2025), entrepreneurial creativity (Permana et al., 2024), entrepreneurial knowledge (Wijaya & Nuringsih, 2024), or digital transformation (Solechan et al., 2023). Other studies have explored entrepreneurial orientation, opportunity recognition, and innovation capabilities independently (Martin-Navarro et al., 2023; Chen et al., 2017; Karami et al., 2025). However, limited attention has been given to understanding how intrinsic motivation and creative ideas interact simultaneously to transform personal interests into sustainable commercial ventures. Existing literature generally emphasizes entrepreneurial intention rather than explaining the entire transformation process from personal passion to business commercialization. Moreover, previous reviews have rarely integrated psychological factors, creativity, and digital entrepreneurship into a single conceptual framework, creating a significant research gap.

This gap becomes increasingly important in the context of Industry 4.0 and artificial intelligence (AI), where entrepreneurs are required not only to possess high intrinsic motivation but also to continuously generate creative ideas and utilize digital technologies to remain competitive. Digital transformation enables entrepreneurs to validate business ideas, analyze customer behavior, and commercialize innovations more efficiently than traditional business approaches (Solechan et al., 2023; Lu et al., 2026). Therefore, understanding the combined influence of intrinsic motivation and creativity is essential for developing effective entrepreneurial education, innovation policies, and sustainable entrepreneurial ecosystems.

The novelty of this study lies in providing a comprehensive literature review that synthesizes findings from entrepreneurship, creativity, motivational psychology, and digital transformation studies into an integrated conceptual framework explaining how intrinsic motivation and creative ideas jointly facilitate the transformation of personal interests into commercial ventures. Unlike previous studies that primarily investigate entrepreneurial intention or creativity independently, this review proposes a holistic perspective by identifying the interrelationships among psychological drivers, creative capability, technological adaptation, and commercialization processes.

Accordingly, this study aims to systematically review and critically synthesize existing literature regarding the influence of intrinsic motivation and creative ideas in transforming personal interests into commercial ventures. Specifically, this review seeks to identify the key determinants, supporting factors, barriers, and future research directions that contribute to successful entrepreneurial commercialization in the digital era.

2. Research Methods

This study employed a qualitative research approach using a literature review method to synthesize existing knowledge on the influence of intrinsic motivation and creative ideas in transforming personal interests into commercial ventures. A literature review was selected because it enables researchers to critically evaluate, compare, and integrate findings from previous studies to develop a comprehensive understanding of the research topic.

The literature search was conducted systematically using several reputable academic databases, including **Scopus**, **Web of Science**, **ScienceDirect**, **SpringerLink**, **Emerald Insight**, **Google Scholar**, and **Crossref**. The search process focused on publications published between **2020 and 2025** to ensure that the review reflects recent developments in entrepreneurship and innovation research. The keywords used in the search included *intrinsic motivation*, *creative ideas*, *creativity*, *entrepreneurial intention*, *entrepreneurial motivation*, *commercial venture*, *business innovation*, *digital entrepreneurship*, and *commercialization*.

The inclusion criteria consisted of (1) peer-reviewed journal articles published in English or Indonesian, (2) studies discussing intrinsic motivation, creativity, entrepreneurial intention, innovation, or business commercialization, and (3) articles providing empirical or conceptual contributions relevant to the research objectives. Conversely, conference abstracts, duplicate

publications, non-peer-reviewed documents, and studies that were not directly related to the research topic were excluded from the review.

The selected literature was analyzed using **thematic content analysis**. Each article was reviewed to identify key concepts, theoretical perspectives, research findings, and relationships among intrinsic motivation, creativity, entrepreneurial intention, and commercial venture development. The findings were subsequently categorized into several major themes, including motivational factors, creativity and innovation, digital transformation, commercialization processes, supporting factors, and barriers to entrepreneurship. Finally, the synthesized findings were interpreted to develop an integrated conceptual understanding of how intrinsic motivation and creative ideas contribute to transforming personal interests into sustainable commercial ventures.

3. Results and Discussions

The Dynamics of Intrinsic Motivation in Shaping Entrepreneurial Intentions

The literature review demonstrates that intrinsic motivation is one of the most influential psychological factors in encouraging individuals to transform personal interests into entrepreneurial activities. Across the reviewed studies, intrinsic motivation consistently emerged as a significant predictor of entrepreneurial intention because it encourages persistence, self-confidence, independence, and the willingness to overcome uncertainty (Safrizal et al., 2024; Hardillah et al., 2025; Nuraini et al., 2026). Individuals with high intrinsic motivation are more likely to pursue entrepreneurship not merely for financial rewards but also for personal achievement, self-actualization, and autonomy.

Several empirical studies conducted among university students indicate that entrepreneurial motivation positively influences entrepreneurial intention (Wardani & Dewi, 2021; Wijaya & Nuringsih, 2024). The desire for independence, flexibility, and self-development motivates students to shift their career orientation from becoming job seekers toward becoming job creators. This finding is consistent with McClelland's Need for Achievement Theory, which suggests that individuals possessing strong achievement motivation tend to seek challenging tasks, accept calculated risks, and strive for continuous improvement.

The reviewed literature also reveals that intrinsic motivation contributes to entrepreneurial resilience. Highly motivated individuals demonstrate greater perseverance when facing financial limitations, market uncertainty, and business failure. Instead of perceiving obstacles as barriers, they regard them as opportunities for learning and self-development (Hardillah et al., 2025). Consequently, intrinsic motivation serves not only as the initial trigger of entrepreneurial intention but also as a sustaining force that enables entrepreneurs to continuously improve business performance.

Furthermore, entrepreneurial education plays a significant role in strengthening intrinsic motivation. Educational programs that expose students to entrepreneurial experiences, mentoring, and business incubation increase students' confidence and entrepreneurial aspirations (Nuraini et al., 2026). Therefore, strengthening intrinsic motivation should become a strategic priority within higher education institutions seeking to produce graduates capable of creating sustainable commercial ventures.

The Manifestation of Creative Ideas in Value Creation and Product Innovation

The reviewed studies consistently identify creativity as the foundation of entrepreneurial innovation. Creativity enables entrepreneurs to recognize opportunities, generate valuable ideas, and transform existing resources into products or services that provide competitive advantages (Karami et al., 2025; Permana et al., 2024). Rather than representing spontaneous inspiration, creativity is viewed as a continuous cognitive process involving observation, experimentation, and problem-solving.

Several studies report that creativity significantly influences entrepreneurial intention because individuals with higher creative abilities are more confident in identifying business opportunities and designing innovative business models (Wardani & Dewi, 2021; Wijaya & Nuringsih, 2024). Creative entrepreneurs are capable of identifying unmet customer needs and

developing unique value propositions that distinguish their products from competitors. This capability ultimately contributes to business sustainability and long-term competitiveness.

The literature further indicates that creativity alone is insufficient to establish successful commercial ventures. Creative ideas must be accompanied by entrepreneurial knowledge, managerial competencies, and opportunity recognition skills to ensure effective commercialization (Martin-Navarro et al., 2023). Entrepreneurs who possess both creativity and business knowledge are better equipped to evaluate market feasibility, formulate business strategies, and convert innovative ideas into profitable products.

Moreover, creativity stimulates continuous innovation within organizations. Product innovation, service innovation, and organizational innovation enable firms to respond effectively to changing customer preferences and technological developments (Permana et al., 2024). Therefore, creativity should be regarded not only as an individual capability but also as a strategic organizational resource supporting long-term business growth.

The Synergy of Creativity, Digital Transformation, and Artificial Intelligence

Another major finding emerging from this literature review is the increasing importance of digital technology in facilitating entrepreneurial creativity. The rapid advancement of digital technologies has fundamentally transformed entrepreneurial processes, enabling entrepreneurs to validate ideas, access wider markets, and optimize operational efficiency through digital platforms (Solechan et al., 2023).

Artificial Intelligence (AI) represents one of the most significant technological developments supporting entrepreneurial innovation. Recent studies suggest that AI enables entrepreneurs to analyze consumer behavior, predict market trends, automate business operations, and support strategic decision-making through data-driven insights (Kusetogullari et al., 2025; Lu et al., 2026). Consequently, AI accelerates product development while reducing uncertainty during commercialization processes.

The reviewed literature also highlights that digital transformation strengthens the relationship between creativity and innovation. Entrepreneurs who effectively integrate digital technologies with creative thinking are more capable of developing personalized products, improving customer experiences, and expanding market reach beyond geographical boundaries (Permana et al., 2024; Solechan et al., 2023). Digital platforms facilitate collaboration, knowledge sharing, and rapid experimentation, allowing entrepreneurs to refine business ideas based on real-time customer feedback.

However, digital transformation requires strategic agility. Organizations must continuously adapt to technological changes while maintaining innovation capabilities. Strategic agility enables firms to respond rapidly to market dynamics without compromising long-term objectives. Therefore, digital literacy, technological competence, and continuous learning have become essential competencies for entrepreneurs operating in increasingly competitive digital ecosystems.

Transforming Personal Interests into Commercial Ventures: Challenges and Mitigation Strategies

Although intrinsic motivation and creativity provide strong psychological foundations for entrepreneurship, the reviewed literature identifies several barriers that frequently hinder the commercialization process. Financial constraints remain one of the most commonly reported obstacles, particularly among students and novice entrepreneurs who have limited access to investment capital (Wardani & Dewi, 2021; Nuraini et al., 2026). Insufficient financial resources often prevent entrepreneurs from transforming promising ideas into market-ready products.

Another significant challenge concerns managerial capability. Many aspiring entrepreneurs possess creative ideas but lack competencies related to business planning, financial management, digital marketing, and technology adoption (Permana et al., 2024; Solechan et al., 2023). Without adequate managerial knowledge, innovative ideas frequently fail during commercialization despite their technical feasibility.

The literature further identifies technological readiness as an emerging challenge in the era of digital entrepreneurship. Although AI and digital technologies provide substantial

competitive advantages, many SMEs continue to experience difficulties adopting advanced technologies because of limited digital literacy, inadequate infrastructure, and organizational resistance to change (Kusetogullari et al., 2025; Lu et al., 2026). Consequently, entrepreneurs require continuous capacity building to successfully integrate technological innovations into their business operations.

To address these challenges, previous studies recommend collaborative support involving universities, governments, financial institutions, and industry partners. Entrepreneurial education should integrate business incubation, mentorship programs, digital entrepreneurship training, and innovation-based learning to strengthen entrepreneurial competencies (Wijaya & Nuringsih, 2024; Nuraini et al., 2026). Simultaneously, governments should improve entrepreneurs' access to financing, digital infrastructure, and business advisory services.

Overall, this literature review demonstrates that transforming personal interests into sustainable commercial ventures is a multidimensional process. Entrepreneurial success depends not only on strong intrinsic motivation or creative ideas but also on entrepreneurial knowledge, digital capabilities, strategic agility, and institutional support. The synthesis of previous studies suggests that sustainable entrepreneurial ecosystems are created through the interaction of psychological, technological, organizational, and environmental factors rather than by any single determinant alone. This integrated perspective constitutes the principal contribution of the present review by explaining how intrinsic motivation and creative ideas collectively facilitate entrepreneurial commercialization in the digital economy.

4. Conclusion

The transformation of a personal interest into a tangible and sustainable commercial venture is a complex process that heavily relies on the synergy between an individual's internal factors and adaptation to the external environment. Intrinsic motivation and creative ideas have consistently proven to be the primary driving forces in shaping entrepreneurial intent or interest. Strong motivation, particularly the desire to achieve financial independence and personal fulfillment, gives individuals the courage to face business risks and shift their mindset from job seekers to job creators.

On the other hand, creativity serves as a pillar of innovation that enables entrepreneurs to identify unique opportunities and design products or services that offer added value in the market. In the Industry 4.0 era, this transformation process can no longer rely solely on mental drive but also requires integration with digital transformation. The use of advanced technologies such as Artificial Intelligence (AI) and big data has proven to accelerate the innovation cycle, enhance service personalization, and expand market reach internationally.

Although the growth potential is enormous, this study also identifies significant barriers that are frequently encountered, such as limited business capital, a lack of practical experience, and barriers related to infrastructure and technological knowledge. Therefore, successfully transforming interests into commercial ventures requires the support of a holistic ecosystem, which includes visionary leadership, an organizational culture that is adaptable to technological change (strategic agility), as well as government and educational institution policies that facilitate easy access to capital and technical guidance.

Overall, strengthening motivation and creativity alongside digital literacy is key for aspiring entrepreneurs to build resilient and competitive businesses in an increasingly dynamic global market.

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