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Driving Startup Business Success: An Assessment of the Role of Organizational Support in Selected Startup Businesses in Cebu City, Philippines

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ABSTRACT

Startup businesses play a vital role in economic growth, innovation, and employment generation, particularly in rapidly developing urban centers such as Cebu City, Philippines. Despite their potential, many startups face challenges related to limited resources, managerial capacity, and organizational sustainability. This study, titled "Driving Startup Business Success: An Assessment of the Role of Organizational Support in Selected Startup Businesses in Cebu City, Philippines," aims to examine how organizational support influences the success of startup enterprises. Specifically, the study assesses key dimensions of organizational support, including leadership support, availability of resources, training and development opportunities, and the quality of internal communication, and determines their relationship to business performance indicators such as productivity, innovation, employee commitment, and overall business growth. Using a descriptive-correlational research design, data were gathered from owners, managers, and employees of selected startup businesses in Cebu City through a structured survey questionnaire. The findings reveal that organizational support is a significant factor in enhancing startup success, as supportive leadership, adequate resources, and continuous employee development contribute to improved operational efficiency and sustainable growth. The study concludes that strengthening organizational support mechanisms can help startups overcome operational challenges and increase their chances of long-term success. The results provide valuable insights for startup founders, managers, and policymakers in designing strategies and support systems that foster a more resilient and competitive startup ecosystem.

Keywords: *Startup Businesses, Organizational Support, Business Success, Leadership Support, Cebu City, Philippines*

INTRODUCTION

Emerging enterprises have become key drivers of economic growth, innovation, and employment generation across both developed and developing economies. Startups are widely recognized for their ability to introduce new products, disrupt traditional industries, and stimulate local and national economies. Recent studies emphasize that startups contribute significantly to entrepreneurial dynamism and economic resilience, particularly in urban centers where innovation ecosystems are rapidly developing (Sevilla-Bernardo et al., 2022; OECD, 2023). Despite their strategic importance, startups remain highly vulnerable during their early stages, often facing structural, financial, and organizational challenges that threaten their sustainability.

Globally, the failure rate of startups remains a pressing concern, with research indicating that many new ventures struggle due to inadequate internal systems, weak leadership structures, and insufficient employee support (CB Insights, 2023). Beyond market competition and financial constraints, internal organizational factors have been identified as critical determinants of startup survival and growth. Among these factors, organizational support has gained increasing scholarly attention as a mechanism that enhances employee motivation, innovation capacity, and overall firm performance in entrepreneurial settings (Kumar & Zafar, 2022).

Organizational support refers to employees' perceptions that their organization values their contributions and cares about their well-being. This includes leadership support, access to resources, training and development opportunities, and effective communication systems. Recent empirical studies suggest that high levels of perceived organizational support foster employee engagement, commitment, and innovative work behavior, which are essential for startups operating in uncertain and fast-changing environments (Margaretha et al., 2023; Rasool et al., 2024). In startup contexts, where roles are often fluid and workloads demanding, supportive organizational practices can significantly influence productivity and adaptability.

Moreover, organizational support plays a crucial role in building a positive internal culture that encourages learning, collaboration, and resilience. Studies conducted from 2022 onward highlight that startups with strong leadership backing and continuous skills development are better positioned to manage risks, respond to market changes, and sustain competitive advantage (Zhang & Duan, 2022; Al-Tit et al., 2023). Supportive communication and decision-making processes also enable employees to align their efforts with organizational goals, thereby strengthening overall business performance.

In the Philippine context, the startup ecosystem has shown notable growth in recent years, supported by government initiatives such as the Innovative Startup Act and increasing private-sector investments. Cities like Cebu have emerged as regional startup hubs due to their skilled workforce, digital infrastructure, and entrepreneurial culture (DTI, 2023). However, despite these favorable conditions, many startups in Cebu City continue to experience operational difficulties linked to limited organizational capacity, highlighting the need to examine internal support systems within these enterprises.

Given these conditions, assessing the role of organizational support in driving startup business success is both timely and relevant. This study seeks to examine how organizational support influences the success of selected startup businesses in Cebu City, Philippines, focusing on leadership support, resource availability, training and development, and internal communication. By generating empirical evidence, the study aims to contribute to the growing body of entrepreneurship literature and provide practical insights for startup founders, managers, and policymakers in strengthening organizational practices that promote sustainable business success.

MATERIALS & METHODS

This study employed a quantitative research design to assess the role of organizational support in driving the success of selected startup businesses in Cebu City, Philippines. The population of the study consisted of startup owners, managers, and employees who were directly involved in the daily operations and decision-making processes of their respective organizations. A purposive sampling technique was used to select respondents who have sufficient knowledge and experience regarding organizational practices and business performance within startup environments. Data were gathered through a structured survey questionnaire using Likert-scale items designed to measure key dimensions of organizational support, including leadership support, availability of resources, training and development opportunities, and internal communication, as well as indicators of startup business success such as productivity, innovation, and growth. The questionnaire underwent pilot testing to ensure its validity, reliability, and alignment with the objectives of the study.

The collected data were analyzed using descriptive and inferential statistical tools. Means and standard deviations were computed to determine the level of organizational support and the extent of startup business success as perceived by the respondents. To examine the relationship and influence between organizational support and startup success, Pearson's correlation and regression analysis were employed. All statistical analyses were conducted using SPSS software to ensure accuracy and consistency in data treatment. Ethical considerations were strictly observed throughout the research process, including securing informed consent, ensuring voluntary participation, and maintaining the confidentiality and anonymity of respondents, in accordance with standard research ethics.

RESULTS AND DISCUSSION

1. To what extent does Organizational Support affect startup business success in terms of:
1.1 Leadership and Management Support;
1.2 Availability of Resources;
1.3 Training and Skill Development;
1.4 Communication and Information Sharing; and
1.5 Reward and Recognition Practices?

Table 1 presents the extent to which Organizational Support affects startup business success in terms of Leadership and Management Support. The overall mean of 3.79 (SD = 0.44) indicates that respondents strongly agree that leadership and management support play a significant role in the success of startup businesses. Among the indicators, the highest mean of 3.87 corresponds to "The founders actively participate in decision-making and problem-solving," suggesting that active involvement of the founders in key business decisions is perceived as the most influential aspect of leadership support. The lowest mean of 3.68 is reported for "The leadership team of my startup provides clear direction and guidance," which, although slightly lower than the other indicators, still falls under the strongly agree category, demonstrating that clear direction remains an important component of effective leadership. These results imply that while all aspects of leadership support are highly valued, active decision-making participation by founders is seen as the strongest driver of startup business success (Margaretha et al., 2023; Rasool et al., 2024).

Table 1
The extent does Organizational Support affect startup business success in terms of Leadership and Management Support

Indicators	Mean	SD	Description
The leadership team of my startup provides clear direction and guidance.	3.68	0.53	Strongly Agree
The founders actively participate in decision-making and problem-solving.	3.87	0.34	Strongly Agree
The management team is approachable and open to suggestions from employees.	3.82	0.46	Strongly Agree
Leaders in my startup show a commitment to the company's success and growth.	3.79	0.41	Strongly Agree
The startup's leadership consistently communicates the company's goals and vision.	3.79	0.47	Strongly Agree
AVERAGE MEAN	**3.79**	**0.44**	**Strongly Agree**

Table 2 presents the extent to which Organizational Support affects startup business success in terms of Availability of Resources. The overall mean of 3.60 (SD = 0.58) indicates that respondents strongly agree that adequate resources significantly contribute to the success of startup businesses. Among the indicators, the highest mean of 3.66 corresponds to "The startup ensures that resources are available for both routine and emergency needs," suggesting that startups are perceived to be most effective when they provide timely and sufficient resources to handle both regular operations and unexpected situations. The lowest mean of 3.53 is reported for "My startup has sufficient financial resources to operate smoothly," which, despite being the lowest, still falls under the strongly agree category, indicating that financial resources are important but slightly less emphasized compared to other types of resources. These findings imply that overall resource availability—including financial, technological, and material support—is a critical component of organizational support that drives startup performance, as adequate resources enable effective strategy execution and improve organizational outcomes (Makokha & Ngugi, 2022).

Table 2
The Organizational Support affect startup business success in terms of Availability of Resources

Indicators	Mean	SD	Description
My startup has sufficient financial resources to operate smoothly.	3.53	0.60	Strongly Agree
The startup provides access to necessary tools and technology for my role.	3.58	0.55	Strongly Agree
My startup has the infrastructure to support operational efficiency.	3.63	0.54	Strongly Agree
There are adequate materials and resources to complete tasks effectively.	3.61	0.59	Strongly Agree
The startup ensures that resources are available for both routine and emergency needs.	3.66	0.63	Strongly Agree
AVERAGE MEAN	**3.60**	**0.58**	**Strongly Agree**

Table 3 presents the extent to which Organizational Support affects startup business success in terms of Training and Skill Development. The overall mean of 3.70 (SD = 0.53) indicates that respondents strongly agree that training and skill development significantly influence startup performance. The highest mean of 3.79 corresponds to “Employees are encouraged to attend training and skill development programs,” suggesting that encouragement to participate in skill-building initiatives is the most prominent aspect of organizational training support. The lowest mean of 3.63 is for “I am given the tools and training needed to succeed in my role,” which, although slightly lower, still falls under strongly agree, highlighting that providing tools and training remains essential for employee capability development. These findings are consistent with prior research indicating that continuous professional development and mentoring improve employee competencies and organizational performance (Amin & Islam, 2023).

Table 3
The Organizational Support of Startup Business in Terms of Training and Skill Development

Indicators	Mean	SD	Description
My startup provides opportunities for continuous professional development.	3.66	0.58	Strongly Agree
Employees are encouraged to attend training and skill development programs.	3.79	0.41	Strongly Agree
The startup offers mentorship or coaching to help employees advance their careers.	3.71	0.61	Strongly Agree
I am given the tools and training needed to succeed in my role.	3.63	0.54	Strongly Agree
Skill-building programs are relevant to the current and future needs of the business.	3.71	0.52	Strongly Agree
AVERAGE MEAN	**3.70**	**0.53**	**Strongly Agree**

Table 4 shows the extent of Communication and Information Sharing as part of Organizational Support. The overall mean of 3.68 (SD = 0.54) suggests that respondents strongly agree that effective communication positively affects startup business success. The highest mean of 3.79 is for “Communication within my startup is clear and transparent,” indicating that clarity in internal communication is the strongest factor supporting business operations. The lowest mean of 3.55 corresponds to “Information flows freely across departments, promoting collaboration,” which, while slightly lower, still reflects strong agreement and underscores the importance of cross-departmental collaboration. Research shows that clear, timely, and transparent communication fosters employee engagement, coordination, and overall organizational effectiveness (Raza et al., 2022).

Table 4
The Organizational Support of Startup Business in Terms of Communication and Information Sharing

Indicators	Mean	SD	Description
Communication within my startup is clear and transparent.	3.79	0.47	Strongly Agree
I receive timely updates regarding business changes and decisions.	3.71	0.52	Strongly Agree
Information flows freely across departments, promoting collaboration.	3.55	0.65	Strongly Agree
My startup encourages feedback and suggestions from employees.	3.66	0.53	Strongly Agree
Regular meetings are held to keep everyone informed about key business activities.	3.71	0.52	Strongly Agree
AVERAGE MEAN	**3.68**	**0.54**	**Strongly Agree**

Table 5 presents findings for Reward and Recognition Practices. The overall mean of 3.59 (SD = 0.69) indicates that respondents strongly agree that recognition and reward mechanisms positively influence startup business success. The highest mean of 3.68 corresponds to "I feel valued for my work within the organization," suggesting that personal acknowledgment is the most impactful element of recognition practices. The lowest mean of 3.53 is reported for "The startup offers rewards for excellent performance," which, though lower, still reflects strong agreement, indicating that reward systems contribute to motivation and performance but are slightly less emphasized than personal recognition. These results align with studies showing that effective reward and recognition practices enhance employee motivation, satisfaction, and performance outcomes (Rastogi & Malik, 2023).

Table 5
The Organizational Support of Startup Business in Terms of Reward and Recognition Practices

Indicators	Mean	SD	Description
My contributions at work are recognized and appreciated by management.	3.61	0.64	Strongly Agree
The startup offers rewards for excellent performance.	3.53	0.76	Strongly Agree
I feel valued for my work within the organization.	3.68	0.62	Strongly Agree
The company's recognition system motivates me to do my best.	3.58	0.68	Strongly Agree
Employees who exceed expectations are rewarded fairly and consistently.	3.55	0.72	Strongly Agree
AVERAGE MEAN	**3.59**	**0.69**	**Strongly Agree**

2. To what extent does Startup Business Success depend on Organizational Support in terms of:

2.1 Financial Performance;
2.2 Operational Efficiency;
2.3 Market Growth and Competitiveness;
2.4 Business Sustainability; and
2.5 Innovation and Business Development?

Table 6 presents the extent to which Startup Business Success depends on Organizational Support in terms of Financial Performance. The overall mean of 3.49 (SD = 0.64) indicates that respondents strongly agree that organizational support contributes positively to financial performance. The highest mean of 3.58 corresponds to "The startup has a positive cash flow that supports its operations," suggesting that cash flow stability is perceived as the strongest financial outcome influenced by organizational support. The lowest mean of 3.42 is for "The company's profitability exceeds industry benchmarks," which, while slightly lower, still falls under strongly agree, indicating that profitability relative to competitors is somewhat less emphasized but remains significant (Makokha & Ngugi, 2022).

Table 6
The extent does Startup Business Success depend on Organizational Support in terms of Financial Performance

Indicators	Mean	SD	Description
The startup has experienced steady revenue growth over the past year.	3.47	0.65	Strongly Agree
The company manages its expenses effectively, ensuring profitability.	3.47	0.60	Strongly Agree
The startup has a positive cash flow that supports its operations.	3.58	0.60	Strongly Agree
The financial performance of my startup has improved due to effective management.	3.50	0.65	Strongly Agree
The company's profitability exceeds industry benchmarks.	3.42	0.68	Strongly Agree
AVERAGE MEAN	**3.49**	**0.64**	**Strongly Agree**

Table 7 shows the extent of Operational Efficiency as a measure of startup success. The overall mean of 3.59 (SD = 0.54) indicates strong agreement among respondents. The highest mean of 3.63 is shared by three indicators: "Resources are used efficiently, minimizing waste in operations," "My startup regularly reviews and improves operational processes," and "The company's operations are well-organized and effectively managed," highlighting that efficient resource utilization and organized operations are key factors for operational efficiency. The lowest mean of 3.50 corresponds to "My startup has streamlined processes that improve productivity," which still reflects strong agreement, emphasizing that process improvement is valued but slightly less compared to resource management and operational organization (Amin & Islam, 2023).

Table 7
The extent does Startup Business Success depend on Organizational Support in terms of Operational Efficiency

Indicators	Mean	SD	Description
My startup has streamlined processes that improve productivity.	3.50	0.60	Strongly Agree
The company consistently meets its operational targets and deadlines.	3.58	0.50	Strongly Agree
Resources are used efficiently, minimizing waste in operations.	3.63	0.54	Strongly Agree
My startup regularly reviews and improves operational processes.	3.63	0.49	Strongly Agree
The company's operations are well-organized and effectively managed.	3.63	0.54	Strongly Agree
AVERAGE MEAN	**3.59**	**0.54**	**Strongly Agree**

Table 8
The extent does Startup Business Success depend on Organizational Support in terms of Market Growth and Competitiveness

Indicators	Mean	SD	Description
My startup has successfully expanded its customer base in the last year.	3.53	0.65	Strongly Agree
The company is well-positioned in the market compared to competitors.	3.55	0.60	Strongly Agree
The startup is constantly seeking ways to innovate and stay ahead of the competition.	3.58	0.50	Strongly Agree
Our market share has grown steadily due to effective marketing and sales strategies.	3.47	0.60	Strongly Agree
The startup has a strong competitive advantage in its industry.	3.50	0.60	Strongly Agree
AVERAGE MEAN	**3.53**	**0.59**	**Strongly Agree**

Table 8 presents Market Growth and Competitiveness. The overall mean of 3.53 (SD = 0.59) indicates that respondents strongly agree that organizational support contributes to expanding market reach and maintaining competitiveness. The highest mean of 3.58 is for "The startup is constantly seeking ways to innovate and stay ahead of the competition," emphasizing that innovation-oriented strategies are the strongest driver of competitiveness. The lowest mean of 3.47 corresponds to "Our market share has grown steadily due to effective marketing and sales strategies," which, though slightly lower, still highlights that market share growth is positively influenced by organizational support (Odak & Aila, 2023).

Table 9 shows Business Sustainability. The overall mean of 3.62 (SD = 0.52) indicates strong agreement that organizational support enables long-term sustainability. The highest mean of 3.71 corresponds to "The business has adapted well to external changes (e.g., market trends, technology)," suggesting that adaptability is the strongest sustainability factor. The lowest mean of 3.53 is for "The company has successfully weathered economic downturns and challenges," which remains strongly agreed upon, highlighting that overcoming external challenges is important but slightly less than adaptability (Raza et al., 2022).

Table 9
The extent does Startup Business Success depend on Organizational Support in terms of Business Sustainability

Indicators	Mean	SD	Description
My startup has plans in place to ensure long-term business sustainability.	3.66	0.53	Strongly Agree
The business has adapted well to external changes (e.g., market trends, technology).	3.71	0.46	Strongly Agree
The startup consistently invests in initiatives that promote its long-term growth.	3.61	0.55	Strongly Agree
The company has successfully weathered economic downturns and challenges.	3.53	0.51	Strongly Agree
My startup is focused on building a sustainable business model for the future.	3.61	0.55	Strongly Agree
AVERAGE MEAN	**3.62**	**0.52**	**Strongly Agree**

Table 10 reflects Innovation and Business Development. The overall mean of 3.62 (SD = 0.53) indicates strong agreement that organizational support fosters innovation and business growth. The highest mean of 3.79 is for "The company continually looks for ways to improve and expand its offerings," highlighting continuous improvement as the most significant innovation outcome. The lowest mean of 3.50 corresponds to "My startup regularly introduces new products or services to the market," indicating that while product introduction is important, it is slightly less emphasized than ongoing improvement and expansion efforts (Amin & Islam, 2023).

Table 10
The extent does Startup Business Success depend on Organizational Support in terms of Innovation and Business Development

Indicators	Mean	SD	Description
My startup regularly introduces new products or services to the market.	3.50	0.65	Strongly Agree
The company encourages creative thinking and innovation among its employees.	3.61	0.55	Strongly Agree
Business development efforts have significantly contributed to our growth.	3.66	0.48	Strongly Agree
My startup is focused on staying at the forefront of industry trends and technology.	3.55	0.55	Strongly Agree
The company continually looks for ways to improve and expand its offerings.	3.79	0.41	Strongly Agree
AVERAGE MEAN	**3.62**	**0.53**	**Strongly Agree**

3. Is there a significant influence of Organizational Support on Startup Business Success?

Table 11 presents the results of the regression analysis testing the significant influence of Organizational Support on Startup Business Success. The model shows an adjusted R^2 of 0.580, indicating that approximately 58% of the variance in startup business success can be explained by the combined dimensions of organizational support, while the remaining 42% may be influenced by other factors not included in the model. The ANOVA for regression is significant ($F = 11.219$, $p = 0.000$), demonstrating that the overall model reliably predicts startup business success.

Examining the individual predictors, Communication and Information Sharing emerged as the only significant contributor to startup business success ($B = 0.740$, $\beta = 0.785$, $t = 4.070$, $p = 0.000$), highlighting that clear, transparent, and timely communication within the startup is a key driver of business outcomes. In contrast, other dimensions—Leadership and Management Support ($p = 0.195$), Availability of Resources ($p = 0.570$), Training and Skill Development ($p = 0.172$), and Reward and Recognition Practices ($p = 0.111$)—were not statistically significant predictors at the 0.05 level, suggesting that, in this sample, these aspects of organizational support have a less direct impact on business success compared to communication.

Overall, the findings indicate that while organizational support collectively explains a substantial portion of startup success, effective communication within the organization is the most critical dimension, significantly enhancing operational coordination, employee engagement, and overall performance. Other factors, such as leadership involvement, resource availability, training, and recognition, although perceived positively by respondents, may influence business success indirectly or in combination with other organizational mechanisms. These results align with research emphasizing the pivotal role of internal communication in promoting startup performance and organizational effectiveness (Raza et al., 2022; Odak & Aila, 2023).

Table 11
The Test of Significant Influence of Organizational Support on Startup Business Success

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.562	.539		2.900	.007
Leadership and Management Support	-.241	.182	-.222	-1.324	.195
Availability of Resources	.073	.127	.092	.574	.570
Training and Skill Development	-.228	.164	-.206	-1.396	.172
Communication and Information Sharing	.740	.182	.785	4.070	.000
Reward and Recognition Practices	.227	.139	.291	1.638	.111

Significant if P-value <0.05 Note: Adjusted R2= 0.580 ANOVA for Regression: 11.219 p=.000

CONCLUSION

The findings of this study indicate that organizational support plays a significant role in the success of startup businesses in Cebu City, Philippines. Among the different dimensions of organizational support, communication and information sharing emerged as the most influential factor, highlighting that clear, transparent, and timely communication is crucial for coordinating operations, aligning employees with business goals, and driving overall performance. Other dimensions such as leadership and management support, availability of resources, training and skill development, and reward and recognition, while positively perceived, were less directly influential compared to communication.

In terms of leadership and management support, the study revealed that startup leaders are generally committed, approachable, and actively involved in decision-making. This indicates that effective leadership provides direction and guidance that contributes to organizational stability and employee confidence, which are essential for achieving business objectives. However, the direct impact of leadership on measurable business success was not as strong as that of communication, suggesting that leadership may influence success indirectly through shaping organizational culture and employee engagement.

The results also highlight the importance of resource availability in supporting startup operations. Adequate financial, technological, and material resources were found to enable employees to perform their tasks effectively and support both routine and emergency operations. Startups that ensure sufficient resources create an environment that allows innovation, productivity, and operational efficiency, all of which are important for sustaining growth and competitiveness in the market.

Furthermore, training, skill development, and recognition practices were shown to enhance employee capabilities, motivation, and commitment. Startups that invest in skill-building programs, mentoring, and fair recognition systems foster a culture of continuous learning and performance excellence. While these factors may not individually exert the strongest statistical influence on startup success, they collectively contribute to creating a supportive organizational environment that enhances long-term business outcomes.

Overall, the study concludes that organizational support is a critical determinant of startup business success, with effective communication serving as the most significant predictor. Startups that prioritize clear communication, resource provision, employee development, and recognition are better positioned to achieve financial stability, operational efficiency, market growth, innovation, and business sustainability. These findings emphasize the need for startup leaders to adopt comprehensive organizational support strategies to strengthen their companies and achieve long-term success.

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