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The Role of Entrepreneurial Mindset and Innovation Capacity in Driving Entrepreneurial Success

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Abstract: *Entrepreneurship is the catalyst for economic growth, stimulating innovation, creating jobs, and turning ideas into successful ventures. This study investigates the role of entrepreneurial mindset and innovation capacity in achieving entrepreneurial success. We reviewed the existing literature to deepen the understanding of the concepts and established the study's theories. Additionally, we used quantitative research and structured questionnaires to gather data from 103 individual entrepreneurs across different sectors. The main goal of the research was to establish how growth and fixed mindsets, as well as technical and non-technical innovation skills, affect the performance of entrepreneurs. We also conducted a critical data analysis using statistical techniques, like regression analysis, descriptive and correlation statistics, through IBM SPSS software. Results revel that a growth mindset has powerful positive impacts in enhancing entrepreneurial success by fostering innovation, creativity, and adaptability, while a fixed mindset has adverse impacts. Moreover, technical and non-technical innovations both play innermost roles, with non-technical skills such as leadership and organizational adaptability as key drivers. These results provide actionable insights for policymakers and entrepreneurs, emphasizing the importance of cultivating growth mindsets and leveraging innovation capacities to stay competitive in dynamic markets.*

Keywords: Entrepreneur, Entrepreneurial mindset, Growth and fixed mindsets, Innovation capacity, Entrepreneurial success, Entrepreneurship

1. Introduction

Entrepreneurship is a cornerstone of economic growth, driving societal progress and innovation. In economies where entrepreneurs are empowered to refine their ideas and pursue profits freely, the resulting benefits to society are significantly amplified (Zemlyak, 2022). By creating employment opportunities and developing innovative products and services, entrepreneurs contribute not only to economic advancement but also to improving the overall quality of life worldwide (Altahat, 2021; Wu, 2022). At its core, entrepreneurial success depends on both internal and external factors, including individual traits and organizational capacities (Hoti, 2024). Entrepreneurship is among the key drivers of economic growth, leading to societal innovation. In economics, where entrepreneurs can come up with their ideas and pursue returns on their ventures without limitations, the net benefit to society is significantly enhanced (Zemlyak, 2022). Through employment and innovation-driven goods and services, entrepreneurs emerge as agents of both economic growth and improved standard of living in the world (Altahat, 2021; Wu, 2022). In its foundation, entrepreneurial success is based on external and internal factors like personal traits and organizational competencies (Hoti, 2024).

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The concept of the entrepreneurial mindset, particularly the differentiation between growth and fixed mindsets, plays a vital role in understanding entrepreneurial behaviors (Daspit, 2023). Growth mindset entails the acceptance of the potential to learn and develop skills through effort and learning, as compared to fixed mindset, which is a belief in innate abilities (Jiatong, 2021; Shetty, 2024). Additionally, the entrepreneurial mindset, which includes both growth and fixed mindsets, is crucial in influencing how entrepreneurs perceive and react to challenges and opportunities. A growth mindset empowers one to accept learning and flexibility, promoting creative thinking (Junça-Silva, 2024). On the other hand, a fixed mindset does not allow for creativity and coping with change. Studies also suggest that a process of entrepreneurial orientation, complemented by creativity and flexibility, is required to effectively navigate through dynamic business environments (Daspit, 2023). Together, the creative mindset and innovation capacity form a dynamic interplay. Innovation capacity, split into technical (e.g., product innovation, technological advancements) and non-technical (e.g., leadership, organizational culture), determines how well an entrepreneur or organization can transform ideas into marketable solutions. Entrepreneurial mindset and innovation capacity collectively form an interactive dynamic relationship that effectively enables entrepreneurial success through innovation, competitive advantage in the marketplace, and sustainable business outcomes (Novillo-Villegas, 2022) that directly influence entrepreneurial success (Strayhorn, 2023). However, the mechanism by which these variables interact and contribute to entrepreneurial outcomes remains underexplored. This study investigates how the entrepreneurial mindset builds innovation capacity and how all these variables together result in entrepreneurial success. From an examination of the dynamic process between creative mindsets and innovation, the research aims to uncover the mechanisms that enable entrepreneurs to transform their mindset into effective growth and competitiveness strategies. This study also endeavors to identify the specific ways in which innovation capacity, both technical and non-technical, acts as a bridge between mindset and entrepreneurial outcomes, as well as obtain insights about drivers that explain business sustainable success. Finally, this study aims to fill some essential knowledge gaps and offer practical advice for leveraging mindset and innovation for enhancing entrepreneurial performance in fast-paced and competitive environments.

1.1 Problem Statement

Despite the growing recognition of the importance of mindset in entrepreneurship, there is still a significant gap in understanding the contribution of innovative mindsets and innovation capacity to entrepreneurial success. To be a successful entrepreneur in a highly dynamic and competitive business environment demands innovation in addition to a strategic mindset (Daspit, 2023). However, the dynamic among mindset, innovation, and success is not thoroughly explored, leading to an essential theoretical and practical gap in understanding. Specifically, while creative mindsets, such as growth and fixed mindsets (Burnette, 2020), play critical roles in shaping entrepreneurial outcomes, how these variables work through mechanisms that cross-interact with innovation capacity, both technical and non-technical, remains insufficiently understood. For instance, there is limited understanding of how growth and fixed mindsets, along with technical and non-technical innovation capacities, can either hinder or enhance these factors and how, in turn, both mindsets and capacities contribute to entrepreneurial success (Widjaya, 2023). This gap highlights the necessity of a comprehensive framework to explore the dynamic relationship between mindset, innovation capacity, and entrepreneurial outcomes. Such a framework could provide valuable insights to help entrepreneurs leverage their mindsets and innovation capacities more effectively, thereby

enhancing entrepreneurial success and contributing to sustainable economic development in a competitive global economy.

1.2 Research Objectives

This research study is aimed at the following specific objectives:

- The main objective is to analyze how entrepreneurs with a growth mindset achieve greater success compared to those with a fixed mindset.
- Investigate how entrepreneurial mindsets (growth and fixed) influence entrepreneurial success in entrepreneurs.
- Analyze the relationship between innovation capacity and entrepreneurial success.
- Address gaps in understanding the interplay between mindsets, innovation capacities, and entrepreneurial outcomes.

1.3 Research Questions

This study seeks to fill the identified research gaps in the conceptualization of entrepreneurial mindset, including growth and fixed mindsets, innovation capacity, and entrepreneurial success. Consequently, the developed research model examines the subsequent questions:

- RQ1. How does a growth mindset impact entrepreneurial success among entrepreneurs?
- RQ2. How does a fixed mindset affect the relationship between innovation capacity and entrepreneurial success?
- RQ3. What is the relative importance of technical and non-technical innovation capacities in driving entrepreneurial success?

1.4 Significance of the Study

This study holds theoretical significance by contributing to the literature on entrepreneurial success, mindset, and innovation. It provides a deeper understanding of the mechanisms through which mindsets influence entrepreneurial outcomes. Practically, the study offers actionable insights for entrepreneurs and businesses to enhance innovation capacity and success by fostering appropriate mindsets. We structure the paper as follows.

The introduction outlines the background, research problem, objectives, and significance. Section 2 presents the conceptual framework, focusing on the influence of growth and fixed mindsets on innovation capacities and entrepreneurial success. Section 3 outlines the research design, data collection, sampling, and ethical considerations. Section 4 provides the study's findings, analyzing relationships among variables and interpreting them against the hypotheses and literature. Finally, Section 5 summarizes key findings, provides recommendations, and highlights limitations with suggestions for future research.

2. Literature Review

We will organize the literature review thematically based on the main variables examined in the present study.

2.1 The Concept of Entrepreneurial Mindset

Fortin (1996) described that “Entrepreneurship is a mindset, an attitude that compels an individual, independently or collaboratively, to initiate a new venture.” Similarly, Kanter (1984) defined it as a spirit, a mindset linked to an integrative approach to problem-solving and decision-making. Creating intention is the first step in fostering entrepreneurship, followed by

facilitating the shift to action (Benouadni, 2020). Equipping young people with the necessary attitudes, behaviors, and mindsets is crucial for developing entrepreneurial skills. Stoltz (2011) also corroborated the entrepreneurial mindset as a mental state that enables an individual to identify possibilities and opportunities for success. An entrepreneurial mindset encompasses the analysis of the world, the identification of opportunities, and the comprehension of others' perspectives. The entrepreneurial mindset stimulates ecosystem growth by changing intentions into actions (Ferrero, 2014). According to Dhliwayo (2007), adopting an entrepreneurial attitude within an organization has become both an asset and a necessity for commercial success. Consequently, a business that fails to adopt an entrepreneurial mindset is more prone to failure than to success. Recent research highlighted the critical role of the entrepreneurial mindset in driving the establishment and growth of business ventures. As such, Zemlyak (2022) described the entrepreneurial mindset as the capacity to identify, evaluate, and exploit opportunities to generate long-term business outcomes. Entrepreneurs are continually seeking new concepts for improving their enterprises and uncovering new opportunities for growth, demonstrating a continuous search for betterment and resilience in fluctuating circumstances (Katada, 2022). The entrepreneurial mind is complemented by a positive attitude towards life, self-esteem, and a forward-looking approach to achievement. It facilitates thinking beyond conventional boundaries, encourages creativity, and a willingness to take calculated risks (Widjaya, 2023). According to Daspit (2023), the entrepreneurial mindset combines the most important traits, such as resilience, risk-taking, and proactive learning that form a platform for sustainable entrepreneurial success. Hoti (2024) emphasized that the entrepreneurial mindset involves not only self-motivation but also the ability to inspire and motivate others. This mindset enables individuals to create innovative solutions and navigate challenges with confidence, often disregarding external skepticism in favor of pursuing their convictions. Such entrepreneurs possess a great deal of confidence in their ideas, ensuring progress despite challenges. The entrepreneurial mindset is a specific state of mind that drives individuals toward entrepreneurial careers and outcomes. It encompasses the propensity to identify opportunities, foster innovation, and generate value within dynamic business environments. Entrepreneurs with this mindset are characterized by their willingness to calculate risks, embrace uncertainty, and adapt to change, demonstrating a strong commitment to entrepreneurial activities. This mindset integrates risk-taking tendencies, achievement orientation, and the drive to establish and manage enterprises to achieve entrepreneurial goals (Caputo, 2025). A significant aspect of the entrepreneurial mindset lies in its capacity to inspire creative and innovative thinking, enhancing problem-solving skills and boosting self-confidence in addressing challenges related to business growth. Junça-Silva (2024) indicated that entrepreneurial mindset traits such as adaptability, resilience, and opportunity recognition play a pivotal role in navigating the complexities of entrepreneurial ventures. This mindset not only promotes innovation but also underpins the ability to leverage resources effectively to drive organizational success. Research has examined the various dimensions of the entrepreneurial mindset, including knowledge, skills, creativity, experience sharing, and attitudes toward entrepreneurship (Altahat, 2021). Furthermore, Daspit (2023) highlighted the critical role of meta-cognitive attributes, which form the foundation of an entrepreneurial mindset. These attributes enable entrepreneurs to develop higher-order strategies to achieve their objectives, positioning the mindset as both a cognitive and behavioral framework essential for entrepreneurial success. The entrepreneurial mindset is also influenced by cultural and contextual factors. Morris (2021) argued that adaptability is crucial when applying the entrepreneurial mindset to specific socio-economic challenges, such as poverty alleviation. Similarly, Corbett (2023) described the duality of the entrepreneurial mindset as both solution-oriented and action-driven, requiring integration of implicit and explicit beliefs to bridge the gap between thought and behavior.

2.1.1 Growth Mindset

A growth mindset, as articulated by psychologist Carol Dweck, is the conviction that abilities and intelligence can be cultivated through commitment, effort, and education (Dweck, 2006). Entrepreneurs possessing a growth mindset perceive setbacks as opportunities for development rather than impediments. This viewpoint cultivates resilience, creativity, and a proactive problem-solving approach, which are vital characteristics for managing the intricacies of entrepreneurship (Picard, 2024). A creative mindset encompasses a set of beliefs related to the perceived nature of creativity, reflecting whether it is seen as fixed (stable) or growth-oriented (malleable). According to Implicit Theories of Intelligence (IPT) (Martin, 2017), these beliefs are shaped by two primary orientations: the Entity Belief System of Intelligence (EBSI), which contributes to a fixed mindset, and the Incremental Belief System of Intelligence (IBSI), which aligns with a growth mindset. Entrepreneurs with a fixed mindset often perceive personal attributes such as creative skills and intelligence as inherent and unchangeable. In contrast, those with a growth mindset believe that creativity can be cultivated and enhanced through deliberate effort, knowledge acquisition, and the implementation of effective practice strategies (Karwowski, 2014).

2.1.2 Fixed Mindset

A fixed mindset is the belief that abilities, intelligence, and talents are natural and cannot change much. People with this mindset often avoid challenges and give up easily when things get hard. They may think effort is useless if they don’t succeed right away. Failure is seen as proof of their limits rather than a chance to learn. In contrast, a growth mindset sees challenges as opportunities to improve and grow (King, 2016). Burnette (2020) observed that individuals with a fixed mindset may limit their creative potential, as they often associate creativity with innate talent rather than continuous learning and development. This perception can negatively impact self-assessed everyday creativity. Conversely, the growth mindset empowers entrepreneurs to embrace challenges, learn from failures, and develop innovative solutions. It encourages adaptability and fosters technical and non-technical innovation capacities, which are critical for entrepreneurial success.

2.2 Innovation Capacity

In order to establish an effective competitive edge, companies must regularly engage in innovation and prioritize innovation capacity (IC) as a core competency (Wang, 2017). IC refers to the knowledge, skills, and abilities that can drive and execute successful innovation initiatives. Existing literature asserts that entrepreneurship plays a crucial role in stimulating economic growth and highlights how entrepreneurs effectively improve employee performance and productivity through the adoption of innovative technology (Ferreira, 2019). Therefore, companies view innovation as a crucial strategy for long-term operational sustainability. Based on an innovation-based viewpoint, entrepreneurs are inventors who combine organizational resources to develop new ideas aimed at enhancing business performance and market potential. According to Farmaki (2020), business owners are empowered to increase technology's influence in the relationship between IC and company performance. Others believe that in order to measure and evaluate business performance, organizations require additional empirical data regarding innovation. The aspiration to develop an IC that speeds up a company's operations will generate the essential organizational culture and knowledge acquisition required to attain and sustain its performance. The IC is considered a one-dimensional construct consisting of technical and non-technical innovation capabilities.

2.2.1 Technical Innovation Capability

Technical innovation capability (TIC) refers to key assets or resources such as knowledge, technology, products, and operational processes. The TIC includes both product and process innovations that drive the development of new technologies, products, and knowledge. Product and process innovations are also capable of improving the connection between the development and use of new technologies (Geldes, 2017). Technological Innovation Capabilities are recognized as one of the main causes of competitive advantage. TIC refers to the capacity to effectively respond to unexpected technological shifts, create innovative goods, and implement new technological methods to fulfill present and expected future requirements. TIC, also known as unique business assets, enable and strengthen an organization's goals of technological innovation (Burgelman, 1996).

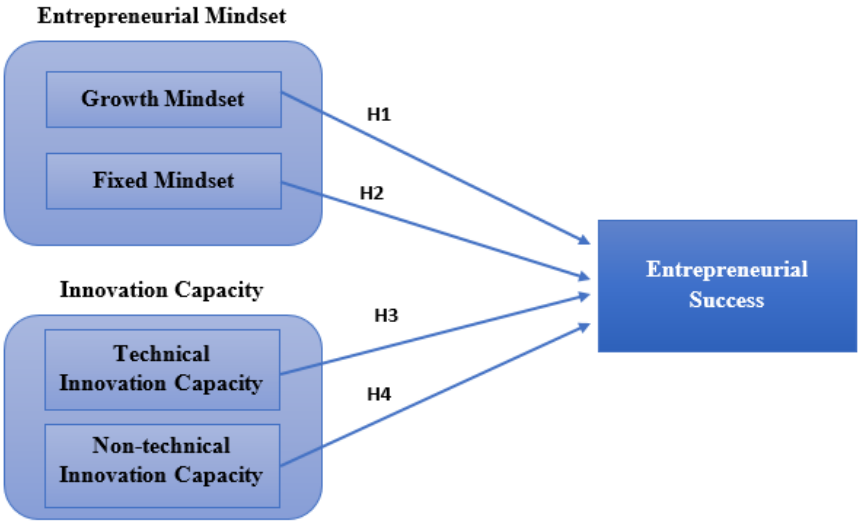
2.2.2 Non-Technical Innovation Capability

Non-technical innovation capability (NTIC) refers to a company's ability to achieve higher productivity and more effective operational efficiency through marketing and organizational innovations. Companies can apply the NTIC to both new organizational approaches and innovative marketing strategies (Geldes, 2017). Improving relevant skills can help establish a long-term competitive edge, thus increasing the company's growth and performance. As a result, companies that prioritize technological and non-technological innovation capabilities will enhance their competitive edge in the market, ensuring sustained success.

2.3 Conceptual Framework and Hypothesis Development

2.3.1 Research Model

Figure 1: Conceptual Model



Source: Authors' Compilation.

2.4 Hypothesis Development

2.4.1 Growth Mindset and Entrepreneurial Success

Based on the Implicit Person Theory (IPT) (Martin, 2017), having a growth mindset, the ability to develop one's capabilities and intelligence significantly supports the creative process and future success, hence influencing technological invention (Dweck, 2006). Entrepreneurship encourages innovation through embracing challenges and persevering even when faced with setbacks, eventually resulting in the production of new goods and services. For instance,

entrepreneurs focused on growth are more inclined to adopt and integrate new technologies, such as e-marketing tools, in order to enhance operational efficiency and customer interactions. This adaptability not only improves business performance but also improves inter-relationships throughout the company through a culture of continuous learning and networking. Recent studies have highlighted the importance of a growth mindset in driving innovation and entrepreneurial success. For instance, Ingle (2023) emphasizes that embracing a growth mindset fuels innovation by fostering adaptability and openness to change. Empirical studies, such as Daspit (2023), confirmed that growth-minded entrepreneurs are more likely to innovate and adapt to changing conditions, resulting in improved entrepreneurial success. This aligns with the hypothesis (H1) that a growth mindset positively influences entrepreneurial success, making it a critical factor for sustainable business performance in competitive environments. Therefore, we propose the following hypotheses:

H1: A growth mindset positively influences entrepreneurial success.

2.4.2 Fixed Mindset and Entrepreneurial Success

Entrepreneurs with a fixed mindset and who think that their intelligence and capabilities are innate will be less inclined towards taking technological change or trying out novel solutions. This constraint adversely affects their entrepreneurial performance, such as learning new technology, improving business processes, and creating innovative products (King, 2016). For example, in competitive entrepreneurial setups, individuals with a fixed mindset can shun the application of improvements such as automation or online marketing platforms, thus missing out on efficiency and technological leadership. Therefore, we propose the following hypotheses:

H2: A fixed mindset negatively influences entrepreneurial success.

2.4.3 Innovation Capacity and Entrepreneurial Success

Innovation capacity, encompassing both technical and non-technical innovation capacity, is important for entrepreneurial success. Technical innovation capacity (TIC) entails creating new products and adopting advanced technologies, which allow entrepreneurs to improve operational effectiveness and address changing market needs. Non-technical innovation entails leadership skills, creating an innovative culture, and formulating adaptive marketing strategies, which all allow a firm to deal with competitive circumstances. All these skills collectively enable the entrepreneur to generate value, develop market competitiveness, and realize sustainable growth, which directly results in the success of his/her business (Rodríguez-López, 2020). Non-technical innovation capacity (NTIC), such as leadership, organizational agility, and market strategy, thrives in a climate of openness to newness and co-creation. Fixed-mindset entrepreneurs, however, are averse to change and fail to excel in innovation collaboration, undermining their ability to innovate in non-technical dimensions. The mindset stifles the development of innovative business models, adaptive management styles, and market-based strategies, which are essential in sustaining entrepreneurial competitiveness amidst turbulent and evolving industries (Yodchai, 2022). Therefore, we propose the following hypotheses:

H3: Technical innovation capacity positively impacts entrepreneurial success.

H4: Non-technical innovation capacity moderately impacts entrepreneurial success.

3. Research Methodology

3.1 Research Design

A structured quantitative approach will test the hypotheses derived from the conceptual model. Data will be collected through a survey using validated instruments to measure key constructs such as growth and fixed mindsets, technical and non-technical innovation capacities, and entrepreneurial success indicators. The conceptual framework presented in the research design illustrates the relationship between the independent variables "Entrepreneurial Mindset and Innovation Capacity" and the dependent variable, "Entrepreneurial Success", aligning with the paper's focus on the role of entrepreneurial mindset and innovation capacity in driving success. A creative mindset, encompassing growth and fixed mindsets, influences how entrepreneurs approach challenges and opportunities, with a growth mindset fostering adaptability and innovation. Innovation capacity, divided into technical (e.g., product innovation) and non-technical (e.g., leadership, organizational culture) dimensions, serves as a mechanism for transforming ideas into successful business outcomes. Together, these variables are hypothesized to positively impact entrepreneurial success, measured through financial growth, market impact, and sustainability, demonstrating how creative mindsets and innovation collectively enhance entrepreneurial performance.

3.2 Sampling and Data Collection Methods

This study employed a quantitative survey research design, deemed essential for formulating future conclusions regarding the research variables and the linkages delineated in the conceptual framework (Zariyawati & Reyad, 2022). The study used primary data collected from entrepreneurs and business representatives actively involved in Micro Enterprises, Small and Medium-sized Enterprises (SMEs), Tech Startups, Gig or Freelance Businesses, Family-Owned Businesses (FOB), Multinational Corporations (MNCs), Medium Enterprises, and Large Enterprises. The population included businesses across various sectors that had demonstrated sustainable operations for at least the last two months. The targeted respondents were entrepreneurs, business owners, and individuals in managerial positions such as Chief Executive Officer (CEOs), business managers, and supervisors, who could provide insights into the entrepreneurial mindset, innovation capacity, and success within their ventures.

3.3 Data Analysis

The study adopts a quantitative research approach to investigate the relationships between entrepreneurial mindsets, innovation capacities, and entrepreneurial success. Data analysis is conducted using IBM SPSS (Version 25) to ensure rigorous and systematic evaluation (Morgan, 2019). Descriptive statistics are utilized to summarize key variables and provide an overview of the dataset (Zariyawati et al., 2023). Reliability analysis is employed to assess internal consistency, while correlation analysis examines the relationships between variables. To test the proposed hypotheses and validate the conceptual model, regression analysis is conducted, allowing for the evaluation. These methodological choices ensure a comprehensive and robust understanding of the interactions between entrepreneurial mindsets, innovation capacities, and their collective impact on entrepreneurial success.

3.4 Validity and Reliability

To ensure validity, the survey instrument will undergo a small sample to refine the questionnaire. Content validity will be verified by experts in entrepreneurship and innovation. Reliability will be measured using Cronbach's Alpha to confirm internal consistency across constructs (Bravo, 1991).

4. Results and Discussion

The descriptive statistics of the variables, including demographic characteristics and business-related factors, were evaluated to provide insights into the respondents' profiles, as summarized in Table 4.1. The data suggest that the sample predominantly 103 individual entrepreneurs across diverse sectors, with many actively involved in early-stage entrepreneurship. A significant focus was observed in the technology sector, reflecting its prominence among entrepreneurial ventures.

4.1 Key Results Analysis

Table 4.1: Demographic Information of the Respondents

Characteristic	Variables Category	Frequency	Percentage (%)
Gender	Male	81	78.6%
	Female	22	21.4%
Age (years)	Under 20	1	5.8%
	21-25	45	43.7%
	26-30	19	18.4%
	31-35	26	25.2%
	36-40	6	5.8%
	41 and above	6	5.8%
Educational Background	High School	6	5.8%
	Associate Degree	1	1.1%
	Bachelor's Degree	61	59.2%
	Master's Degree	33	32%
	Doctorate	2	1.9%
Are you an entrepreneur	Yes	62	60.2%
	No	41	39.8%
Current Employment Status	Student	45	43.7%
	Employed full-time	29	28.2%
	Employed part-time	8	7.8%
	Self-employed	41	39.8%
	Unemployed	9	8.7%
Type of Business	Technology	37	35.9%
	Healthcare	5	4.8%
	Education	20	19.4%
	Retail	14	13.5%
	Finance	3	2.9%
	Others	24	23.3%
Years of experience in Entrepreneurship	Less than 1 year	50	48.5%
	1-3 years	23	22.3%

	4-6 years	12	11.7%
	7-10 years	7	6.8%
	More than 10years	11	10.7%
Business Stage	Idea Stage	38	36.9%
	Startup (0-2 years)	31	30.1%
	Growth stage (2-5 years)	15	14.6%
	Established (5+ years)	19	18.4%

Source: Primary Data, Total Responses, n = 103

The study provided a comprehensive evaluation of descriptive statistics from Table 4.1 for 103 respondents, covering demographic characteristics and business-related variables. Regarding gender, the sample was predominantly male, representing 78.6% (n=81), while females accounted for 21.4% (n=22), indicating a gender disparity in the entrepreneurial landscape. Furthermore, Age distribution revealed that the largest group, 21–25 years, made up 43.7% (n=45), highlighting the youthful nature of the entrepreneurial pool. This was followed by respondents aged 31–35 years at 25.2% (n=26), and 26–30 years at 18.4% (n=19). Smaller proportions included those aged 36–40 and 41+ years, each comprising 5.8% (n=6), showcasing diversity across age brackets but with a concentration in younger groups. Moreover, in terms of educational background, most respondents were highly educated, with 50.2% (n=61) holding a Bachelor's degree, followed by 32% (n=33) with Master's degrees. Those with a high school diploma represented 5.8% (n=6), Associate degrees accounted for 1.1% (n=1), and Doctorate degrees constituted 1.9% (n=2). This reflects a sample with a strong academic foundation, which may correlate with innovation and entrepreneurial tendencies. Entrepreneurial status indicated that 60.2% (n=62) of respondents were active entrepreneurs, while 39.8% (n=41) were non-entrepreneurs, offering a balanced view of perspectives from both practitioners and aspiring businesspeople. Employment status represented a variety of different backgrounds, including 43.7% (n=45) students, 28.2% (n=29) full-time employees, and 39.8% (n=41) self-employed. Furthermore, 8.7% (n=9) worked part-time and 9.7% (n=10) were without employment, showing the different employment statuses of responders. In addition, the type of business was varied, with technology being the most represented sector at 35.9% (n=37). Other notable sectors included Education (19.4%, n=20), Retail (13.5%, n=14), Healthcare (4.8%, n=5), and Finance (2.9%, n=3), with 23.3% (n=24) falling under lower ratio of different type of sectors such as agriculture, tourism business, interior design & service provider manufacturing, beauty products, real-state developing, export import etc. This highlights a strong technological focus in entrepreneurial activities, with representation across multiple industries. Also, years of entrepreneurial experience revealed that nearly half of the respondents, 48.5% (n=50), had less than one year of experience, indicating a significant proportion of early-stage entrepreneurs. Those with 1–3 years of experience accounted for 22.3% (n=23), while 11.7% (n=12) reported 4–6 years, and 6.8% (n=7) had 7–10 years. A smaller but notable group of 10.7% (n=11) had more than 10 years of experience, showcasing a mix of novice and seasoned entrepreneurs.

Table 4.2: Descriptive Interpretation of Creative Mindset

Item Statement	Questionnaires	SA	A	N	D	SD	M	Std. Dev.
GM1	I believe that effort can improve my business skills.	69 (67%)	31 (30.1%)	3 (2.9)	0	0	4.64	0.50
GM2	I actively seek opportunities for growth and improvement in my business.	82 (79.6)	11 (10.7%)	7 (6.8%)	1 (1.0%)	2 (1.9%)	4.65	0.813
GM3	When my business faces failure, I focus on finding solutions rather than dwelling on problems.	66 (64.1%)	18 (17.5%)	9 (8.7%)	5 (4.9%)	5 (4.9%)	4.31	1.129
FM1	How do you usually respond to feedback or criticism?	0	4 (3.9%)	2 (1.9%)	24 (23.3%)	73 (70.9%)	1.39	0.717
FM2	Do you tend to stay within your comfort zone when making business decisions?	Yes: 52 (50.5%)			No: 51 (49.5%)		1.50	0.502
FM3	Do you feel that success is based more on natural talent than hard work?	22 (21.4%)	19 (18.4%)	21 (20.4%)	33 (32%)	8 (7.8%)	3.14	1.291

Source: Authors' Computation, **Note:** N= 103. Here, GM = Growth Mindset, FM = Fixed Mindset, SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree, M= Mean, Std. Dev. = Standard Deviation.
Decision: Weighted average = 19.63/6=3.27, which is the threshold value for decision making.

Finally, business stages indicated that 36.9% (n=38) were in the Idea Stage, followed by 30.1% (n=31) in the Startup Stage, 14.6% (n=15) in the Growth Stage, and 18.4% (n=19) in the Established Stage. This distribution reflects a concentration in the earlier phases of business development, suggesting an emphasis on nurturing innovative ideas and emerging ventures. These comprehensive findings provide a detailed snapshot of the demographic and business profiles of the study population. Table 4.2 provides insights into how creative mindsets—categorized into growth and fixed mindsets influence entrepreneurial behavior. Respondents with a growth mindset showed strong positive responses across all items, emphasizing beliefs in effort, adaptability, and resilience. Items like "I believe that effort can improve my business skills" (M = 4.64) and "I actively seek opportunities for growth" (M = 4.65) highlight the critical role of continuous improvement and solution-focused thinking in entrepreneurship. A growth mindset positively impacts entrepreneurial outcomes and supports risk-taking, learning, and innovation. Conversely, fixed-mindset responses revealed predominantly negative influences, with items such as "How do you usually respond to feedback or criticism?" scoring low (M = 1.39), indicating avoidance of constructive feedback. Other fixed mindset tendencies, like staying within a comfort zone (M = 1.50), further demonstrate resistance to growth and risk-taking behaviors. A fixed mindset negatively impacts entrepreneurial behaviors, discouraging risk-taking and innovation. The findings underscore the importance of fostering a growth mindset to drive entrepreneurial success.

Table 4.3: Descriptive Interpretation of Innovation Capacity

Item Statement	Questionnaires	SA	A	N	D	SD	M	Std. Dev.
TIC1	How often do you introduce new ideas or innovations in your business?	9 (8.7%)	51 (49.5%)	25 (24.3%)	13 (12.6%)	5 (4.9%)	3.45	0.987
TIC2	I stay updated with technological trends relevant to my business	60 (58.3%)	27 (26.2%)	12 (11.7%)	1 (1.0%)	3 (2.9%)	3.36	0.938
TIC3	My business frequently experiments with new processes or technologies.	47 (45.6%)	29 (28.2%)	19 (18.4%)	4 (3.9%)	4 (3.9%)	4.08	1.073
TIC4	What resources do you utilize to foster innovation in your business?	28 (27.2%)	16 (15.5%)	25 (24.3%)	18 (17.5%)	16 (15.5)	2.79	1.419
NTIC1	How frequently do you experiment with new business strategies or processes (e.g., marketing, customer service)?	12 (11.7%)	47 (45.6%)	27 (26.2%)	12 (11.7%)	5 (4.9%)	3.48	1.008
NTIC2	Do you believe that creativity in non-technical areas (like customer relations or branding) plays a significant role in your business growth?	42 (40.8%)	41 (39.8%)	18 (17.5%)	2 (1.9%)	0	4.19	0.793
NTIC3	We implement organizational changes to improve efficiency or employee satisfaction	43 (41.7%)	21 (20.4%)	32 (31.1%)	4 (3.9%)	3 (2.9%)	3.94	1.074
NTIC4	Feedback from customers plays a major role in driving our innovation efforts	43 (41.7%)	39 (37.9%)	6 (5.8%)	2 (1.9%)	1 (1.0%)	4.41	.773

Source: Authors' Computation, **Note:** N= 103, TIC = Technical Innovation Capability, NTIC = Non-Technical Innovation Capability, SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree, M= Mean, Std. Dev. = Standard Deviation.
Decision: Weighted average = 29.70/8= 3.71, which is the threshold value for decision making.

The analysis of Table 4.3 reveals several aspects of innovation capacity that positively influence entrepreneurial success. In the dimension of technical innovation capacity (TIC), staying updated with technological trends (TIC2, M = 4.36) and frequent experimentation with new processes or technologies (TIC3, M = 4.08) demonstrate strong positive contributions. Similarly, in the dimension of non-technical innovation capacity (NTIC), key drivers include the belief in creativity as a critical factor for business growth (NTIC2, M = 4.19), implementing organizational changes for improved efficiency or employee satisfaction (NTIC3, M = 3.94), and leveraging customer feedback to drive innovation efforts (NTIC4, M = 4.41). These findings highlight the importance of both technological advancements and creative organizational strategies in fostering entrepreneurial success.

Table 4.4: Descriptive Interpretation of Entrepreneurial Success

Item Statement	Questionnaires	SA	A	N	D	SD	M	Std. Dev.
ES1	How do you define success in your entrepreneurial journey?	13 (12.6%)	6 (5.8%)	17 (16.5%)	28 (27.2%)	39 (37.9%)	2.28	1.361
ES2	Rate your current level of success in achieving your entrepreneurial goals	10 (9.7%)	32 (31.1%)	54 (52.4%)	3 (2.9%)	4 (3.9%)	3.40	0.856
ES3	In your opinion, how important is your mindset in achieving entrepreneurial success?	60 (58.3%)	30 (29.1%)	12 (11.7%)	0	1 (1.0%)	4.44	0.775
ES4	To what extent do you believe that innovation (both technical and non-technical) has contributed to your business success?	37 (35.9%)	51 (49.5%)	12 (11.7%)	1 (1.0%)	2 (1.9%)	4.17	0.818

Source: Authors' Computation**, Note:** ES = Entrepreneurial Success, SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree, M= Mean, Std. Dev. = Standard Deviation.
Decision: Weighted average = 10.89/4= 2.72, which is the threshold value for decision making

The analysis of Table 4.4 highlights several factors that positively influence entrepreneurial success. Respondents rated the importance of mindset in achieving entrepreneurial success highly (ES3, M = 4.44), indicating that a positive and adaptive mindset is crucial for entrepreneurial outcomes. Additionally, the role of innovation (both technical and non-technical) in contributing to business success was strongly acknowledged (ES4, M = 4.17), emphasizing the value of creative and innovative efforts in driving growth and competitiveness. The current level of success in achieving entrepreneurial goals (ES2, M = 3.40) also reflects a positive influence, showing moderate satisfaction with progress in entrepreneurial endeavors. These findings underscore the significance of mindset, innovation, and goal achievement as key contributors to entrepreneurial success.

Table 4.5: Descriptive Statistics

Survey Type	Subscale	N	Minimum	Maximum	Mean	Std. Deviation
Growth Mindset	GM1	103	3	5	4.64	0.540
	GM2	103	1	5	4.65	0.813
	GM3	103	1	5	4.31	1.129
Fixed Mindset	FM1	103	1	4	1.39	0.717
	FM2	103	1	2	1.5	0.502
	FM3	103	1	5	3.14	1.291
Technical Innovation Capability	TIC1	103	1	5	3.45	0.987
	TIC2	103	1	5	4.36	0.938
	TIC3	103	1	5	4.08	1.073
	TIC4	103	1	5	2.79	1.419
	NTIC1	103	1	5	3.48	1.008

Non-technical Innovation Capability	NTIC2	103	2	5	4.19	0.793
	NTIC3	103	1	5	3.94	1.074
	NTIC4	103	1	5	4.41	0.773
Entrepreneurial Success	ES1	103	1	5	2.28	1.361
	ES2	103	1	5	3.40	0.856
	ES3	103	1	5	4.44	0.775
	ES4	103	1	5	4.17	0.818
Valid N (listwise) = 103						

Source: Authors' Computation, **Note:** Here, GM = Growth Mindset, FM = Fixed Mindset, TIC = Technical Innovation Capability, NTIC = Non-Technical Innovation Capability, ES = Entrepreneurial Success.

Table 4.5 presents the descriptive statistics for key variables, highlighting high mean values for growth mindset (GM1: 4.64, GM2: 4.65), technical innovation capacity (TIC2: 4.36), and entrepreneurial success (ES3: 4.44). To compare with the hypotheses by showing high scores for growth mindset (GM1: 4.64) and innovation capacities (TIC2: 4.36, NTIC4: 4.41), highlighting their positive influence on entrepreneurial success. Conversely, low fixed mindset scores (FM1: 1.39) confirm its negative impact, aligning with the study's conceptual framework. These results emphasize the strong influence of positive mindsets and innovation on entrepreneurial outcomes, with lower means for fixed mindset items reflecting their negative impact.

Table 4.6: Reliability Analysis

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.612	0.677	18

Source: Authors' Computation.

Table 4.6 Reliability Analysis evaluates the internal consistency of the survey instrument (Arteaga, 2014), with a Cronbach's Alpha of 0.612, indicating acceptable reliability for the constructs under study. This suggests that the items used to measure entrepreneurial mindsets, innovation capacities, and entrepreneurial success are sufficiently consistent for research purposes (Bravo, 1991).

Table 4.7: Intraclass Correlation Coefficient

	Intraclass Correlation[b]	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	0.081	0.052	0.121	2.580	102	1734	0.000
Average Measures	0.612	0.494	0.713	2.580	102	1734	0.000

Source: Authors' Computation.

Table 4.7 represents the Intraclass Correlation Coefficient (ICC), which assesses the consistency of responses across multiple items (Baumgartner, 2001). The ICC for average measures is 0.612, with a statistically significant F-value (p = 0.000), indicating moderate

reliability and agreement among responses. These results confirm that the survey instrument is reliable for assessing the relationships in the conceptual model.

4.2 Correlation Analysis

Table 4.8: Correlations (Creative Mindset)

		1	2	3	4	5	6
1. GM1	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	103					
2. GM2	Pearson Correlation	0.337**	1				
	Sig. (2-tailed)	0.001					
	N	103	103				
3. GM3	Pearson Correlation	0.201**	0.365**	1			
	Sig. (2-tailed)	0.042	.000				
	N	103	103	103			
4. FM1	Pearson Correlation	-.244**	-.471**	-.332**	1		
	Sig. (2-tailed)	0.013	.000	0.001			
	N	103	103	103	103		
5. FM2	Pearson Correlation	0.229*	-0.004	-0.049	-0.131	1	
	Sig. (2-tailed)	.020	0.966	0.622	0.188		
	N	103	103	103	103	103	
6. FM3	Pearson Correlation	0.057	-0.001	-0.090	0.038	-0.150	1
	Sig. (2-tailed)	0.570	0.992	0.367	0.705	0.130	
	N	103	103	103	103	103	103

Source: Authors' Computation, ** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
Note: GM= Growth Mindset, FM= Fixed Mindset.

Table 4.8, Correlations (Creative Mindset) demonstrates significant positive relationships among growth mindset items (GM1, GM2, GM3), reflecting their mutual reinforcement in fostering creativity and adaptability. Conversely, fixed-mindset items (FM1, FM2) show negative correlations with growth mindset measures, indicating their opposing influence on entrepreneurial behavior (Bravo, 1991).

Table 4.9: Correlations (Innovation Capacity)

		1	2	3	4	5	6	7	8
1. TIC1	Pearson Correlation	1							
	Sig. (2-tailed)	.001							
	N	103							
2. TIC2	Pearson Correlation	0.333**	1						
	Sig. (2-tailed)	0.001	.000						
	N	103	103						

3. TIC3	Pearson Correlation	.411**	0.576**	1					
	Sig. (2-tailed)	.000	.000	.010					
	N	103	103	103					
4. TIC4	Pearson Correlation	-0.232*	-0.200*	-0.253**	1				
	Sig. (2-tailed)	0.018	0.043	0.010	0.056				
	N	103	103	103	103				
5. NTIC1	Pearson Correlation	0.631**	0.315**	0.527**	-0.189	1			
	Sig. (2-tailed)	.000	0.001	.000	0.056				
	N	103	103	103	103	103			
6. NTIC2	Pearson Correlation	0.314**	0.169	0.132	-0.102	0.227*	1		
	Sig. (2-tailed)	0.001	0.088	0.184	0.304	0.021			
	N	103	103	103	103	103	103		
7. NTIC3	Pearson Correlation	0.432**	0.478**	0.310**	-0.098	0.334**	0.267**	1	
	Sig. (2-tailed)	.000	.000	.001	0.323	0.001	0.006		
	N	103	103	103	103	103	103	103	
8. NTIC4	Pearson Correlation	0.183	0.378**	0.269**	0.018	0.277**	0.222*	0.561**	1
	Sig. (2-tailed)	0.064	0.000	0.006	0.860	0.005	0.024	.000	
	N	103	103	103	103	103	103	103	103

Source: Authors' Computation, ** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Note: TIC = Technical Innovation Capability, NTIC = Non-Technical Innovation Capability.

Table 4.9, Correlations (Innovation Capacity) highlights strong positive correlations between technical innovation capacity (TIC) and non-technical innovation capacity (NTIC) items, such as TIC3 and NTIC4, emphasizing their complementary roles in driving innovation. However, some negative correlations, like TIC4 with other TIC items, suggest potential inefficiencies in resource utilization.

Table 4.10: Correlations (Entrepreneurial Success)

		1	2	3	4
1. ES1	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	103			
2. ES2	Pearson Correlation	-.089	1		
	Sig. (2-tailed)	0.372			
	N	103	103		
3. ES3	Pearson Correlation	-.257**	0.149	1	
	Sig. (2-tailed)	0.009	0.133		
	N	103	103	103	
4. ES4	Pearson Correlation	-0.307**	0.213*	0.504**	1

	Sig. (2-tailed)	0.002	0.030	.000	
	N	103	103	103	103

Source: Authors' Computation, ** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
Note: ES = Entrepreneurial Success

Table 4.10, Correlations (Entrepreneurial Success), reveals that mindset (ES3) and innovation (ES4) are strongly correlated with entrepreneurial success, confirming their significant contributions. Negative correlations, such as ES1 with other variables, indicate inconsistencies in defining success, suggesting varied respondent perspectives. Overall, these tables validate the interconnections between mindset, innovation capacity, and entrepreneurial outcomes in the study model.

4.3 Regression Analysis

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.351[a]	0.124	0.088	1.80140	0.124	3.453	4	98	0.011

Source: Authors' Computation, **Predictors:** (Constant), GM, FM, TIC, NTIC.
Note: GM = Growth Mindset, FM = Fixed Mindset, TIC = Technical Innovation Capability, NTIC = Non-Technical Innovation Capability.

Table 4.11, Model summary highlights the combined impact of growth mindset (GM), fixed mindset (FM), technical innovation capacity (TIC), and non-technical innovation capacity (NTIC) on entrepreneurial success (ES). The regression model demonstrates a moderate correlation ($R = 0.351$) and explains 12.4% of the variance in entrepreneurial success ($R^2 = 0.124$), with an adjusted variance of 8.8% (Adjusted $R^2 = 0.088$). The standard error (1.80140) indicates moderate prediction accuracy, while the significant F-change ($p = 0.011$) validates the model's statistical significance. These findings emphasize the importance of fostering growth mindsets and leveraging innovation capacities to enhance entrepreneurial outcomes, though other external factors may also influence success.

Table 4.12: Anova[a]

Model		Sum of Squares	Mean Square	df	F	Sig.
1	Regression	44.821	11.205	4	3.453	0.011
	Residual	318.014	3.245	98		
	Total	362.835		102		

Source: Authors' Computation, **a. Dependent Variable:** ES,
b. Predictors: (Constant), GM, FM, TIC, NTIC.
Note: GM = Growth Mindset, FM = Fixed Mindset, TIC = Technical Innovation Capability, NTIC = Non-Technical Innovation Capability.

Table 4.12 ANOVA evaluates the statistical significance of the regression model, analyzing the impact of growth mindset (GM), fixed mindset (FM), technical innovation capacity (TIC), and non-technical innovation capacity (NTIC) on entrepreneurial success (ES). The regression sum of squares (44.821) reflects the variance in entrepreneurial success explained by the

predictors, while the residual sum of squares (318.014) represents the unexplained variance. The total sum of squares (362.835) combines both explained and unexplained variations, highlighting overall variability. The F-statistic (3.453) and its significance value (p = 0.011) confirm that the model is statistically significant, indicating that these predictors collectively influence entrepreneurial success and validating the conceptual framework of the study. Table 4.13 evaluates the influence of Growth Mindset (GM), Fixed Mindset (FM), Technical Innovation Capability (TIC), and Non-Technical Innovation Capability (NTIC) on Entrepreneurial Success (ES), with a focus on their significance values. The constant (B = 11.364, p = 0.000) is highly significant, indicating the baseline value of ES when all predictors are zero. The results also indicate that GM, with a positive coefficient (B = 0.003), has a statistically significant effect (p = 0.019) at the 5% level, highlighting its contribution to entrepreneurial success. FM, on the other hand, has a negative coefficient (B = -0.177) and a significant value (p = 0.041), confirming its detrimental impact on success, consistent with its association with limited adaptability and creativity.

Table 4.13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.364	1.834		6.196	0.000***
	GM	0.003	0.122	0.003	0.026	0.019**
	FM	-0.177	0.125	-0.140	-1.412	0.041**
	TIC	0.081	0.093	0.103	0.874	0.034**
	NTIC	0.171	0.092	0.233	1.859	0.066*

Source: Authors' Computation, **a. Dependent Variable:** ES
Note: GM = Growth Mindset, FM = Fixed Mindset, TIC = Technical Innovation Capability, NTIC = Non-Technical Innovation Capability.
Common thresholds for significance: ***p ≤ 0.01: Highly Significant, Significant **p ≤ 0.05: Significant, *p ≤ 0.10: Marginally Significant.

TIC shows a modest positive influence (B = 0.081) with a significant value (p = 0.034) at the 5% level, underscoring the importance of technical innovation in driving business outcomes. NTIC emerges as the strongest predictor with the highest coefficient (B = 0.171, Beta = 0.233), however, its marginal significance (p = 0.066) suggests that its role in entrepreneurial success, particularly through leadership and organizational adaptability, warrants further exploration despite being only marginally significant at the 10% level. These findings highlight the critical roles of fostering a growth mindset, mitigating the impact of a fixed mindset, and leveraging both technical and non-technical innovation capacities to achieve entrepreneurial success while emphasizing the potential of NTIC as a key driver for sustainable growth.

4.4 Discussion

The hypothesis H1 is supported as the result is positive and significant. From Table 4.13, the growth mindset (GM) coefficient (B = 0.003) indicates a positive relationship with entrepreneurial success, and its significance (p = 0.019) at the 5% level suggests that while a growth mindset theoretically enhances entrepreneurial outcomes. Recent studies, such as Daspit (2023) and Junça-Silva (2024), emphasized that a growth mindset fosters adaptability

and resilience, leading to innovation and sustainable success in entrepreneurship. This aligns with the findings, reinforcing the importance of fostering growth mindsets in entrepreneurial education and practice. The hypothesis H2 is also supported, as the result is negative and significant. Table 4.13 shows that the fixed mindset (FM) has a negative coefficient (B = -0.177), indicating its potential to hinder entrepreneurial outcomes. However, its significance level (p = 0.041) suggests the impact is not statistically robust. Previous research by Burnette (2020) highlighted that a fixed mindset limits creativity and adaptability, impeding innovation capacity. These findings are consistent with the literature but suggest that the negative impact of a fixed mindset might be moderated by other factors like organizational culture or external support (Table 4.14).

Table 4.14: Hypotheses Results

Hypotheses	Result	Supported/Not Supported
H1: A growth mindset positively influences entrepreneurial success.	Positive and Significant	Supported
H2: A fixed mindset negatively influences entrepreneurial success.	Negative and Significant	Supported
H3: Technical innovation capacity positively impacts entrepreneurial success.	Positive and Significant	Supported
H4: Non-technical innovation capacity moderately impacts entrepreneurial success.	Moderate and Significant	Supported

Source: Authors' Compilation.

The hypothesis H3 is supported, with the results indicating a positive (which is negatively influences entrepreneurial success) and significant effect. In Table 4.13, technical innovation capability (TIC) has a coefficient of 0.081 (p = 0.034), suggesting a positive but not highly significant impact. This aligns with (Rodríguez-López, 2020), who emphasized that technical innovation drives operational efficiency and market competitiveness, critical components of entrepreneurial success. Despite its moderate effect, the findings highlight the need for entrepreneurs to invest in technical resources and processes to foster business growth. This hypothesis, H4, is also supported, showing a moderate and significant impact. As per Table 4.13, non-technical innovation capability (NTIC) has the strongest effect among the predictors, with a coefficient of 0.171 and near-significance (p = 0.066). Studies like (Novillo-Villegas, 2022; Yodchai, 2022) emphasized the critical role of non-technical innovations, such as leadership, organizational adaptability, and strategic marketing, in achieving entrepreneurial success. These findings suggest that non-technical aspects of innovation are equally, if not more, important than technical ones in sustaining business growth.

5. Conclusion

This study explores the intricate relationship between entrepreneurial mindsets, innovation capacities, and entrepreneurial success, providing both theoretical insights and practical recommendations. The research emphasizes how a growth mindset positively influences innovation capacities, leading to enhanced entrepreneurial success, while a fixed mindset negatively impacts these capacities, limiting success. The mediating role of innovation

capacities in bridging mindsets and entrepreneurial outcomes is also confirmed (Wang, 2017). Set in the entrepreneurial landscape, particularly within the context of fostering innovation and growth, the study aimed to assess the roles of growth and fixed mindsets in driving entrepreneurial success, including innovation capacities. The objective was to validate these relationships through empirical analysis.

5.1 Theoretical Implications

This study contributes significantly to the understanding of how entrepreneurial mindsets, specifically growth and fixed mindsets, interact with innovation capacities (technical and non-technical) to influence entrepreneurial success. The research emphasizes the entrepreneurial mindsets and innovation capacity in translating creative mindsets into tangible business outcomes by employing Implicit Person Theory (IPT) (Dweck, 2006). The findings extend to the literature by demonstrating that a growth mindset fosters both technical and non-technical innovation, while a fixed mindset hinders these capabilities. Additionally, this research illustrates the importance of perceiving views and perspectives as dynamic constructs, providing a comprehensive explanation of their impact on entrepreneurial behavior. The contributions promote theoretical frameworks in entrepreneurship by bridging cognitive psychology with innovation and business performance (Staniewski, 2018).

5.2 Practical Implications

From a practical point of view, the study highlights that entrepreneurs must develop a growth mindset to increase their innovation ability. Entrepreneurs and business leaders can implement training programs for building flexibility, resilience, and creativity. Organizations must invest in technical innovation, such as new technology, and non-technical innovation, such as leadership and strategic marketing. These findings can be used by policymakers and educators to formulate policy and curricula aimed at fostering entrepreneurial mindsets, focusing on real-world applications to stimulate economic growth. Additionally, resource planning initiatives ought to foster organizational performance (Desai, 2020).

5.3 Limitations and Future Research Directions

This research has a number of limitations that present opportunities for further study. The generalizability of the results is limited by the focus on a single industry or geographic area, and the use of self-reported data can lead to bias. Furthermore, the cross-sectional nature of snapshots in time with limited possibilities for longitudinal research to examine changing relationships and moderating factors, including market conditions or organizational culture, was not considered. The innovation skills and entrepreneurial attitudes is underscored by the research, despites its limitations. Future studies should expand the dataset across a range of industries and global contexts, add objective performance measures, and examine the moderating influences of several variables. Programs like mindset development programs and innovation training can be experimentally tested for impact, and longitudinal designs can reveal the development of these dynamics across time (Prem, 1995). Investigating demographic influences, like gender and education, could also offer deeper insights into how entrepreneurial success is shaped. These recommendations provide a roadmap for enhancing the understanding and application of entrepreneurial mindsets and innovation strategies.

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