

A Study on The Inner Mindsets of Entrepreneurs ~ somethings behind their successful careers ~

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ABSTRACT

A successful enterprise in the contemporary economy requires appropriate skills and persons possessing an entrepreneurial mindset. The entrepreneurial mindset is crucial for achieving success in the company. The current degree of entrepreneurial mindsets within each group must be assessed by identifying the deficiencies that require modification to promote entrepreneurial success. This research examines successful entrepreneurs' inner mindset and characteristics and the variables contributing to their career achievements. The study's respondents consisted of four entrepreneurs from the Central Java region. The collected data were analysed following the seven steps of Interpretative Phenomenological Analysis (IPA) focusing on the participants' life experiences and their inner mindset, motivations, behaviours, and successful career in their entrepreneurship process. This study demonstrates that the components of an entrepreneurial mindset—such as (1) generally request themselves to be a good model in their community; (2) always searching for any opportunity to open their business; (3) tend to see failure as a learning process and as a self-development enhancing event; (4) tend to see and further facilitate their team development and company goals; (5) generally possess the capacity for leadership and communication skills —are integral to the three dimensions of an entrepreneur's inner mindset, which facilitates of successful careers.

INTRODUCTION

Entrepreneurship significantly influences the economy of developing countries. Consequently, the existence of these firms is vital for developing countries (Guerrero et al., 2021; Mohamad et al., 2021). Fostering job growth, potentially reducing poverty in the country, increasing gross domestic product (GDP), and promoting economic growth are all examples of entrepreneurial contributions to the development of a nation (Ellen et al., 2014). Although entrepreneurs are motivated by their desire to generate revenue, they can also generate advantages for society at large, including the establishment of new employment opportunities, the introduction of innovation, the expansion of competition, the enhancement of productivity, and the role of entrepreneurship in the promotion of sustainable local economic growth in developing nations (Carree, 2010). Nevertheless, the determinants of entrepreneurial success in developing countries have been a subject of little comprehension until recently (Lingelbach et al., 2011).

Entrepreneurship is a process that is characterized by numerous obstacles and setbacks. Only 40% of entrepreneurial firms survive for a decade, indicating that a significant number of them are susceptible to failure (Levy & Powell, 2005). Various variables, including inventive behavior (Mazzei, 2016) and efficient organizational strategy (Duncan, 2011), contribute to the survival of these companies (McCartan & Carson, 2003). Consequently, the survival of entrepreneurial companies is contingent upon the entrepreneurial mindset, which enables us to develop innovative concepts, problem-solve, and take action to pursue opportunities. The inner mindset of an entrepreneur suggests that one should consider the opportunity and capitalize on it in the face of uncertainty (Neneh, 2012). Scholars presume that "the successful future strategists

will exploit an entrepreneurial mindset...the ability to rapidly sense, act, and mobilize, even under uncertain conditions." Although entrepreneurial cognition researchers have primarily concentrated on cognitive processes that impede adaptive cognitions in the presence of complex, unpredictable conditions (Mitchell, 2000), decision heuristics (Alvarez, 2001), and overconfidence bias, the capacity to feel, act, and mobilize can be essential to entrepreneurship (Hayward, 2006). Adaptable cognitions are essential for attaining desirable outcomes from entrepreneurial behavior (Krauss, 2005). Consequently, this research investigates the inner mindset and the factors that contribute to entrepreneurial success.

Entrepreneurship development in Indonesia receives significant attention. Similar to numerous other developing nations, the quantity of entrepreneurs in Indonesia has recently increased. In Indonesia, the proportion of entrepreneurs has reached 3.1 percent of the overall population, which is around 260 million individuals. This figure surpasses the international standard by 2 percent (Siregar, 2019). Their presence enhances the nation's economy. However, there exist problem-oriented entrepreneurs that possess a limited perspective, exhibit a lack of openness to opportunities, and typically demonstrate inadequate skills in managing risk and uncertainty. The research aims to investigate the inner mindset and characteristics of their successful careers. This research will primarily examine the attitude and personal traits of successful entrepreneurs to comprehend the internal and environmental elements that contribute to their professional achievements. This research contributes to the literature by providing new insights into an entrepreneur's inner mindset and the factors influencing the success of an entrepreneurial career. The study examines the life narratives of entrepreneurs and the characteristics that contribute to entrepreneurial success. This research seeks to examine the internal mindsets of entrepreneurs during the inception of their businesses and the aspects that contribute to their successful careers. This analysis emphasizes on the primary questions necessary to achieve the research objectives: What are the inner mindsets of an entrepreneur that encourage the initiation of their entrepreneurial journey? What is the factor fostering entrepreneurial success?

It is identical to the entrepreneurial mindset and the manner in which they initiate their enterprises. The researcher employs the working model from Kuratko et al., (2020), from this perspective, which categorizes the entrepreneurial mindset into three components: cognitive, emotional, and behavioral. The researcher elucidates the appropriate perspective of each entrepreneur by employing it as a foundation for their work.

Some scholars examined the entrepreneurial mentality, providing a comprehensive grasp of their diverse perspectives, strengths, characteristics, and functions (Kuratko et al., 2020). The entrepreneurial mindset has three main parts, derived from the consolidation and synthesis of several literary perspectives on entrepreneurship. As depicted in Figure 1 below:

1. The cognitive aspect of entrepreneurs' utilization of mental models for thought processes. (self-regulating, dynamic, flexible, thoughts, intentions, motivations, learning, and intelligence)
2. The behavioral aspect of how entrepreneurs engage in seeking opportunities. (goal/vision, search for opportunities, social networking)
3. The emotional element of in entrepreneurship, what entrepreneurs think. (Enthusiastic, self-regulation, anticipation, optimistic)

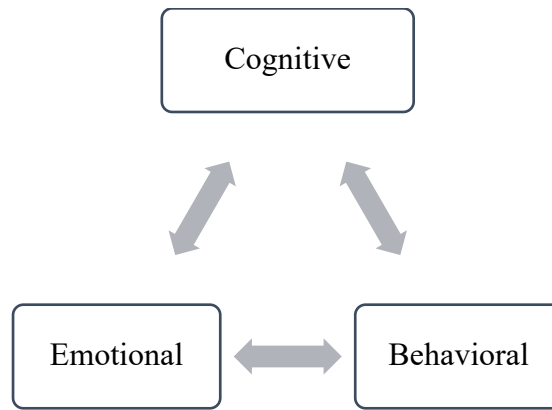


Figure 1. The triad mindset of the entrepreneur - modified from (Kuratko et al., 2020)

The acknowledgment that the three elements mentioned about the cognitive, the behavioural, and the emotional (Figure 1), do not function separately of each other is essential to understanding the entrepreneurial mindset; instead, they connect and enhance each other. The cognitive element focuses on entrepreneurial individuals' mental sense, ideas, and mental states (Estes, 1975), acts as an enabler of personal actions and feelings (Wood, 2012). It is widely acknowledged that actions and emotions are influenced by individual thoughts (Dweck, 1988).

Yet, the behavioural elements that entrepreneurs often influence their cognition and emotions as drivers and facilitators of individual behaviour and emotions. A person's thoughts and feelings are very receptive to what they are doing. Entrepreneurs will influence how they feel around them and start changing expectations by taking action (McMullen, 2006)

If people accept this mentality and appreciate the interactive essence of the three facets, they are likely to become much more entrepreneurial over time, while it would be more difficult for those people who do not use the interactive component of their entrepreneurial mindset. This research therefore focuses on whether these entrepreneurs accept this mentality and appreciate the collaborative essence of the three dimensions as represented by the entrepreneurial mindset (Kuratko et al., 2020)

THE COGNITION

The cognition of entrepreneur as “the knowledge structures that people use to make judgments, assessments, or decisions involving opportunity analysis, business creation, and increase”. (Mitchell, 2007). Therefore, the cognition of entrepreneurs is about how entrepreneurs use simple mental models to collect previously disconnected knowledge that helps them find and invent new services or products and gather the capital required to initiate and expand companies. In particular, then, the view of entrepreneurial cognitions explains how entrepreneurs think and "why" they do some things

While the study centred on entrepreneurial cognitions, a new flow of thought connects the ground of entrepreneurial mindset to cognitive adaptability, given the complicated and unpredictable task conditions, which can be definite as the ability to be flexible, dynamic, and self-regulation in one's cognitions. In achieving desirable results from entrepreneurial behaviour, adaptable cognitions are necessary (Haynie, 2010)

Entrepreneurship has been the right area to study the impacts of knowledge, experience, and expertise on opportunity recognition and success. General education is essential because there is a wide divergence in the schooling entrepreneurs have received, ranging from no/little schooling to college education in developing countries; findings suggest that it is less significant in developed countries (Unger et al, 2011). Furthermore, specific knowledge of entrepreneurial

tasks (e.g., industry and managerial experience) is more critical for entrepreneurial success than general knowledge. (Unger et al, 2011). Of particular importance is expertise, as it leads to superior performance in entrepreneurship (Unger et al, 2009)

Practical intelligence comprises knowing and doing; it demonstrates the experience of entrepreneurs-based skills and tacit knowledge and capabilities to implement these abilities and expertise to accomplish entrepreneurial tasks. Practical intelligence has a positive impact on enterprise growth through entrepreneurial actions (Baum et al, 2011). Practical intelligence helps entrepreneurs make rapid and precise decisions because it encompasses knowledge about concepts, procedures, and operational paths proven to be successful. Furthermore, practical intelligence provides the skills and expertise to take swift actions ahead of rivals to exploit unexpected opportunities or adopt new technologies. It also helps entrepreneurs continuously perform activities to improve the business in terms of process and product/ service innovations.

THE BEHAVIOURAL

Research has demonstrated that the extent to which entrepreneurs consider the possibility of selling new goods and services depends on their previous experience. (Gruber, 2013). Prior experience has been of great importance in illustrating facets of opportunity detection for entrepreneurs, often from a human capital viewpoint. Consequently, relevant prior experience is important to recognise an opportunity or entirely miss an opportunity (McKelvie, A., 2004). Once an opportunity is found, a company must then be developed by entrepreneurs.

Entrepreneurial action Entrepreneurial behaviour is the motivation (the approach of an individual) and motivated by information (what a person knows), which together contribute to an opportunity for a person (a chance for someone). Entrepreneurial behaviour is thus an outcome of a mechanism that is cognitive and motivational. A mentality has been seen as objective-oriented, stressing past experiences (Cohen, 2007),

Behavioural definitions of the mindset adapted from (Ireland, 2003) and (McMullen, 2006) is entrepreneurs stay alert to new opportunities, they pursue those opportunities that array with their scheme and as the “ability to rapidly sense, act, and mobilize in response to a judgmental decision under uncertainty about a possible opportunity for benefit.” The entrepreneurial mindset is the “ability to identify and exploit opportunities without regard to the resources currently under their control”.(McMullen, 2016). The mindset of the entrepreneur has also been affirmed as a dynamic mechanism implementation of new ideas and creative solutions (Kuratko et al., 2020)

THE EMOTIONAL

Dealing with stress, stress may generally be viewed as a feature of differences between expectations of a person and the ability to meet the needs and distinctions between personality and expectation of individuals. When the job requirements and demands of entrepreneurs surpass their ability to act as creator enterprises, they tend to encounter pressure (Kuratko et al., 2020). One research study found out how stress can arise from entrepreneurial positions and operating environments. Entrepreneurs must take many positions, such as salesperson, hirer, spokesperson, and mediator, lacking the depth of resources. These simultaneous requirements can lead to the overload of roles (deMol, 2018). Finally, entrepreneurs often handle the workload by themselves or with a limited number of employees. Therefore, they lack the assistance of co-workers in a large company that might be provided to the manager (Kariv, 2008).

RESEARCH METHODOLOGY

Phenomenology attempts to clarify the significance of various individuals' life experiences concerning a specific concept or phenomenon, encompassing their self-concept and worldview. In phenomenology, lived experiences serve as the fundamental data of reality (Creswell & Creswell, 2017). This research utilized Interpretative Phenomenological Analysis (IPA) as an

ideographic method, focusing on the detailed examination of individual cases before progressing to broader generalizations. IPA aims to understand participants' life experiences, emphasizing their perceptions of motivations and behaviors. IPA is typically utilized to thoroughly examine small samples to achieve comprehensive insights and reflective interpretations while attaining data saturation (Smith, 2004).

Using purposive sampling, the participants were recruited through a researchers' friend who was active in their business association. Entrepreneurs in Central Java are targeted for research purposes. In Central Java, there are enterprises in agriculture, culinary arts, and contracting. The researchers set the target sample size of four entrepreneurs for this analysis. In this case, researchers chose participants who met the following two criteria: (a) Entrepreneurs are required to possess their business and have it in operation for a minimum of 12 years. The operating age of the company indicates that the owner has successfully gone through the management, start-up, and design phases; (b) the business must have a minimum of five employees. Four entrepreneurs between the ages of 35 and 47 comprised the sample.

In this research, researcher need to collect several entrepreneurs' opinion related to life stories, inner mindset, and successful career in their entrepreneurship process, and the execution of all the interviews were done in September 2024. The open-ended interview questions were designed to produce data about an entrepreneur's inner attitude. For example, the researcher asked about their position in starting their organization, the difficulties they faced before and during the organization's start-up and running, and their plans for their organization by questioning the entrepreneurs about their life stories and experiences. Follow-up questions were posed during the interviews, which provided for in-depth investigation and clarification of answers (Spradley, 1979). Both interviews have been tape-recorded and then transcribed.

During this period, researchers recruited and interviewed participants while analysing the meanings of the observed phenomena as data saturation was achieved. The collected data were analysed following the seven steps of Interpretative Phenomenological Analysis (IPA) outlined in Smith et al. (2009) and by focusing on the participants' life experiences and their inner mindset, motivations, behaviours, and successful career in their entrepreneurship process.

Life-story interviews with entrepreneurs in Central Java were used to perform the first part of the data collection process. The life-story interview is entirely a first-person narrative during which the interviewee serves as a guide or a director as the storyteller and the interviewer. The interview requires an open-ended process that means the interviewer is never really in charge of the story being told. A timeline is used to incorporate an individual's key events, themes, and values into a whole. There was no inconsistency in the stories as these clarifications were produced.

As mentioned in Table 1, the fourth entrepreneurs included in the first phase of the study were operational entrepreneurship in Central Java. Interviews were performed with the person responsible for the business operation (here referred to as an entrepreneur), who was also the company's owner in most cases. Sampling was used based on geographic location and business features (e.g. experience of managers, gender, education, number of full-time employees, and product supply).

Table 1. Description of businesses featured in the life-story interviews.

	Type	Product	Number of full-time employees	Year of establishment
1	Agriculture	Mushroom	4	2012
2	Culinary	Food and beverage	4	2010

3	Contractor	Mechanical electrical	5	2010
4	Printing	Printing	5	2010

Source: The author's

FINDINGS

Based on the research purpose and its purview, three domains of the entrepreneurial mindset could be observed to reflect the characteristics and success of their business. In the results of data analyses, categorize the results as (1) Major factors facilitating the business successes, and (2) Their major characteristics on inner mindsets.

THEIR MAJOR CHARACTERISTIC ON INNER MINDSETS

It was found that the entrepreneur shows the following characteristics:

(1) They generally request themselves to be a good model in their community.

There is literature present that role models are fundamental in becoming entrepreneurs. Becoming an entrepreneur is positively correlated with having entrepreneurial parents, often interpreted as parental role models (Bosma et al., 2012). It is acknowledged that genetic heritage (Nicolaou et al, 2008), the effective potential for learning on the job granted by a family business (Fairlie & Robb, 2007) or funding support (Georgellis, et al, 2005) may as well underlie the ascertained association between the choice for entrepreneurship of parents and their children.

This businessman possesses a comprehensive understanding of his current enterprise, having been exposed to the family firm since childhood. As a child, my father frequently took me to the shop to identify his clients' requirements. My father consistently instilled in me the value of discipline. I developed an interest in the values my father had imparted to me. I aspire to establish my own business as a means of personal fulfillment and to serve as a role model for my family and community. (P3, 4)

Entrepreneurs typically derive lessons from their potential role models, including parents, family members, friends, teachers, or notable historical persons with whom they may not have intimate acquaintance. The influence of role models on human behavior pertains to identity and social learning theories.

(2) They are always searching for any opportunity to open their business.

Opportunities are not solely attained through strategic trading; they necessitate an aggressive, courageous, resilient, and fervent disposition. These are the characteristics that researchers have observed and experienced during their surveys and observations of numerous entrepreneurs. Self-efficacy is the confidence of a person to achieve the desired results (Bandura, 1986). Self-efficacy has been related to risk-taking and chance identification in entrepreneurship literature (Dickson, 1994). It is fundamental for the purposes of self-employment (Scherer, 1989) and a key element in the development of ventures (Koellinger, 2007). Recent research has shown that self-efficacy is positively linked to strong perseverance (Cardon, 2015) and new start-ups (Townsend, 2010). Self-efficacy is negatively linked to disengagement from the start-up process (Khan, 2014).

“Although they had been cultivating mushrooms for five years, I observed that the cultivators in my village had yet to progress. Consequently, I entertained the notion of establishing a mushroom business in order to assist in the expansion of their mushroom enterprise. From there, I began to seek information in a variety of media outlets and eventually visited one of the largest mushroom

cultivation companies in my village in order to acquire knowledge. I possess heightened awareness or sensitivity to emerging opportunities. (P1)

I engage with numerous communities where I can participate actively rather than passively; for instance, I am a food consultant and closely monitor all matters pertaining to food consultancy. I manage a series of economic ventures pertaining to agricultural and animal husbandry, and I engage with groups focused on these sectors. Firstly, I acquire enriching knowledge; secondly, I cultivate additional business relationships; thirdly, I obtain increased project opportunities (P2)

In line with the argument that the identification of opportunities reflects entrepreneurs' capacity to recognize possible market niches and customer preferences (Ardichvili, 2003), our findings suggest that entrepreneurs in these cases implemented experimentation by experimenting with novel methods and acquiring new capabilities to generate value. They encountered limitations within the current business model; but, their persistent pursuit of novel opportunities resulted in the identification and establishment of innovative methods, new partnerships, and revised objectives. The exploitation of networks to access new resources and customers appears to be a critical component of the implementation process, where opportunities and constraints are still unfolding and ambiguous. Understanding the complexities of the market and seeking suitable prospects are essential to the success of a new company. In sectors where he has little prior experience, this entrepreneur identifies fresh venture prospects. This entrepreneur is good at acknowledging possible new concepts about new markets, new products/services, new ways of organizing businesses and using resources, and is especially alert or receptive to new opportunities.

(3) They tend to see failure as a learning process and as a self-development enhancing event. The participants have shown that they tend to stay calm whenever they are in a challenging or difficult situation. It is possible to achieve this while being calm and through internal dialogues that are self-talk. They also tend to rationalize their failures to overcome some time in the future. That can be related to the avoidance of self-punishment and a tendency to use constructive thought strategies to develop themselves. (Observation participant 1,2,3,4)

"From a business point of view, I think failure can be a financial loss or damage in a business relationship. In general, failure is the consequence of falling short on the desired goals or expectations" (P1)

"In my opinion, failure can include various incidents. If I cannot provide high-quality service to my clients as I expected, then that is a failure." (P3)

I have been trying to learn from errors and not to focus too much on them. I have gained more awareness of how to market my company more efficiently. I have learned the power of web tagging and how I can use it to communicate with my future customers." (P2)

"The system of the business must be the primary focus when we embark on a venture. Our business journey to success will be facilitated and streamlined by implementing an effective business system. Our business will have a greater opportunity to attain maximum profit from this point forward. Various factors, including obstacles and failures, will significantly increase the business's weight and difficulty. Nevertheless, we will be better equipped to confront any challenges that may arise in our business if we consistently maintain a positive outlook, which includes cultivating a sense of optimism within ourselves." (P4)

This study found out how stress can arise from entrepreneurial positions and operating environments. Some participants describe that when the job requirements and demands of

entrepreneurs surpass their ability to act as creator enterprises, they tend to encounter pressure as mentioned by Kuratko et al., (2020). The entrepreneur's ego is engaged in the desire to succeed. Even though many entrepreneurs today assume that they live on the edge of presence, a strong desire to succeed despite the many obstacles keeps moving within them. The individual is motivated to succeed and is proud to show that achievement. A crucial element in the push towards success is the unceasing enthusiasm that originates from entrepreneurs (even during the dark times). Entrepreneurs retain a high degree of excitement that becomes an outward hope that encourages others, during difficult times, to believe in them.

(4) They tend to see and further facilitate their team development and company goals.

These findings indicate that visions of entrepreneur exert a positive effect on enterprise growth through the members. As another example, one entrepreneur linked long-term vision, personal goals, and emotional commitment, and product development decisions

"I am interested in establishing a clear direction for my ongoing growth. We scheduled an appointment with the client, but the assistance was unavailable. It is automatic that all tasks will be delayed, with deadlines. I perceive that it transpired at an unforeseen moment. the sole challenge in achieving it. I maintain communication with my colleagues regarding the most effective methods for mobilizing and utilizing existing capabilities to ensure that all of their needs are met (P1)

"Which initially, I could only open in one place, intend to open a broader place. in this way, one of the things I can do to motivate them that their performance has been paying off. "(P3)

The goal-setting theory proves that setting specific and challenging goals drives to more persistence and attempt. Eventually to better achievement than setting goals that are not challenging or not definite plans have a crucial action-setting function. (Locke & Latham, 2002). Entrepreneurs who fixed concrete and challenging growth goals for their business (e.g., relevant to employment and sales for the next three years) reached a larger growth rank over the three and seventh year periods (Baum et al, 2001)

(5) They generally possess the capacity for leadership and communication skills

Entrepreneurship becomes the essence of leadership (Leitch, 2017). Entrepreneurial leadership entails influencing and directing the performance of group members towards the achievement of organisational goals that involve recognising and exploiting entrepreneurial opportunities (Renko et al, 2015)

Participant 1 *"Every time something goes tremendously well or bad it is related to leadership"*. Leadership is also a required skill to create a team that intends to succeed. For Participant 2 example: *"Our leadership is an example that we provide to our employees. We all sat together and worked every day, so being beside the employees is paramount"*. Especially on new ventures, leadership may reflect on the company itself, as expressed by participant 3 –

"Leadership is always required, and it is required by everyone with who one relates, like partners, employees, clients, one is a reference at all time. Thus, to make things happen, one must be a leader and make others believe in him". (P4)

"For any entrepreneurial venture, having a proper direction is very important to survive or prosper and the leader is the one who gives that direction to the organization. I strongly believe that without having proper leadership skills. It is difficult to find a place in today's market". (P3)

Having raised these questions, we realized that leadership is seen as an essential tool to achieve or attain a certain level of maturity in the given framework. As mentioned earlier, having a vision seems to be a foundation for a leader to proceed that all the interviewees exhibited. In this case, the entrepreneur we interviewed put a lot of hard work to harness the resources to make their vision a reality.

MAJOR FACTOR FACILITATING THE ENTREPRENEURIAL SUCCESS

It is necessary to consider how the outcome, in this case, success, is determined when attempting to recognize success factors and constraints. Consequently, the interviews started to investigate how success was perceived by entrepreneurs, and the results support the widely held notion.

(1) Self-regulation and moral awareness

self-regulation is essential for the study of moral awareness since being conscious of circumstances' moral content can influence how an individual self-regulates the option of goals and a means of pursuing objective (Bryant, 2009). Self-regulation is commonly viewed as a structured mechanism of individual thinking and action within social cognition theories, including directing oneself and setting personal goals to achieve those objectives (Vancouver, 2005). Therefore, self-regulation plays an essential function in goal-oriented thinking and behaviour.

“There is an offer of funds from a partner, a loan to buy a machine, but work requires priority. I refused, but I still try to meet consumer demand as soon as possible”. (P3)

The study results indicate that self-regulation plays a vital role among entrepreneurs in deciding both the power of moral awareness and the intention of entrepreneurship. Moral awareness is described as "the determination of a person that a situation contains moral content and can be deemed legitimately from a moral perspective"(Reynolds, 2006). Therefore, an individual's attention to two traits of conditions promotes moral awareness: the existence of risk and the violation of behavioural standards. That means, if a problem is perceived to include harm or the breach of behavioural norms, then a person tends to realize that the condition comprises moral substance and will take it into account from an ethical content.

I will never compromise my integrity, no matter how difficult the decision is. Like being told to print illegal cigarette packets with printed notes, the price is relatively high, but the risk is also significant. I do not want to because it will be risky for my business in the future. I will never be dishonest.” While another participant said, *“I want to uphold individual business ethics and do good things, those things are important to me...”*

These self-regulatory features seem to underpin trade-off trends and nuanced moral reasoning, as entrepreneurs balancing the avoidance of harm against the pursuit of ought-to-be self from a prevention perspective and the prevention of breaches. Some of the entrepreneurs also have effective preventive initiatives. Nevertheless, these entrepreneurs pay heed to the breach of ethical expectations relating to should-be self-states and future losses when working from a prevention orientation and thus show moral knowledge of specific problems.

(2) Habit to work hard with intensive motivation and self-respect;

Entrepreneurs are inspired by passion—for example, pursuing self-actualization through entrepreneurial activities (Carland et al, 1995). Similarly, (Cardon, 2015) finds that enthusiasm is the main factor in the quest for entrepreneurial prospects. In adverse circumstances, it helps

persistence. Task orientation, involvement in an undertaking to learn expertise and skill, and achieve as well as possible, has been related to intrinsic motivation. (Nicholls, 1984). A sense of personal development is correlated with being highly task-oriented, trying harder and learning new things, instilling feelings of achievement and competence.

“To fulfil the needs of myself and my family, I have to work hard ... besides trying to satisfy customers and business partners, and it makes me even more excited to work even harder” (P1)

“Sales encompass not merely the quantification of products sold; rather, it is the number of benefits that can be provided to others. Risk is inherent in all things. Even if we remain stationary, let us begin to move from the sun's rising. (P2)

Motivation makes someone work hard and achieve their achievement. They will continue to chase him so that it all becomes a habit for them. On the other hand, motivation describes a whole psychological strength that directs one's behaviour in an organization, the level of one's efforts, and persistence in dealing with setbacks (Dunnette & Hough, 1990). Motivation helps entrepreneurs acquire abilities, knowledge, and skills, thus providing the drive and energy necessary to carry out actions. (Shane S, 2000).

(3) High sensibility to market changes;

From the view of entrepreneurial cognition assumptions (Mitchell, 2007), their ability and entrepreneurs' creativity to identify market opportunities are key to solving this dilemma.

“They would like to sell this product, but the problem is how they can do it. We brainstorm with the client, then. They have a high level of experience concerning the equipment they own with their experts.” (P3)

“We run through things. So, we always brainstorm together if the other party has sufficient expertise. If they do not have the expertise, it is a different story. They will declare, then, that they need this and that. Furthermore, we must start from scratch, brainstorm it ourselves, and present it to be like this, what changes you want, and what you want to be different.” (P4)

Some of the participants interviewed emphasize that suppliers with improved knowledge and long-standing experience could foresee the possible implications for the customer's company of various decisions, helping them make beneficial choices and discourage them from making unfavourable ones. As they expedite and increase the innovation and co-production of the solution by applying their professional expertise, collected experience, and professional objectivity, suppliers can act as value amplifiers.

(4) Indomitable spirits and working attitudes.

Passion suggests high motivation and strong feelings. In the early phase of starting a company, most entrepreneurs associate their perseverance with their excellent passion. (Frese & Gielnik, 2014). Therefore, the entrepreneurial spirit must be a driving force and energy source to work hard, learn new things, and spend hours with high exertion and persistence (Cardon et al, 2009). Entrepreneurs have the intuition to work and try, everyone has the power of imagination that can be used to think creatively, and can learn something that was not previously mastered.

“I possess no agricultural experience. However, I am interested in fostering mushroom cultivation in my community. I am adamant about commencing the project. I am in search of information and knowledge from the internet, specifically from periodicals that I have

downloaded from the website. Additionally, I acquire knowledge from a prominent organization in my vicinity.” (P2)

“I will be able to impart my expertise to individuals who aspire to establish a business if I am successful in my endeavors. It will have a positive effect on the advancement of my community. I can assist them in forming a collaborative effort to establish this agricultural enterprise, which they have been unable to do for an extended period of time. One of my aspirations is to assist them in the collaborative development of this agricultural enterprise that they have been unsuccessful in for an extended period.” (P1)

An entrepreneurial spirit that is highly motivated facilitates the attainment of more difficult objectives due to its optimistic emotions. It should increase the likelihood of entrepreneurial success. (Seo et al, 2004). Consequently, entrepreneurs' enthusiasm necessitates the establishment of more ambitious objectives, as they will not be satisfied with the completion of a modest or low-level objective. (Locke & Latham, 2002).

DISCUSSION AND CONCLUSIONS

THEIR MAJOR CHARACTERISTICS OF INNER MINDSETS

The way an entrepreneur feels and they face can influence how they think about the things and the actions they take. (Cardon, 2012). Therefore, there is a mutual cycle and self-reinforcement between various elements of an entrepreneurial mindset.(Haynie, 2010). Suppose people accept this mentality and become aware of the interactional traits of the three elements. In that case, they tend to become more entrepreneurial over time, while people who do not take advantage of their entrepreneurial mindset's synergistic elements may find it more challenging to capitalize on their perspective.

The entrepreneur's inner mindset such as (1) generally request themselves to be a good model in their community; (2) always searching for any opportunity to open their business; (3) tend to see failure as a learning process and as a self-development enhancing event; (4) tend to see and further facilitate their team development and company goals; and (5) generally possess the capacity for leadership and communication skills confirms the cognitive, behavioural, and emotional aspect "as vital aspect" for business performance.

MAJOR FACTOR FACILITATING THE ENTREPRENEURIAL SUCCESS

Several elements of factors facilitating entrepreneurial success are also found in the light of their value, deputed to (1) Self-regulation and moral awareness, (2) Habit to work hard with intensive motivation and self-respect, (3) High sensibility to market changes, and (4) Indomitable spirits and working attitudes. These are verified as relevant characteristics when analysing the role of creativity and innovation displayed by some of these entrepreneurs, thus leading to achieving positive results.

This theoretical framework of the entrepreneurial mindset provides perspective understanding into different findings and critical circumstances, such as the identification of opportunities, entrepreneurial action, the development of new ventures, etc. This paper presents entrepreneurial mindset and analysed using the theory by (Kuratko et al., 2020) to understand of inner mindset and characteristics of successful entrepreneurs, and to understand their internal factors and external ones facilitating their career successes and even administration on business. The objective was to answer the research questions such as "What are the inner mindsets of an entrepreneur to initiate their entrepreneurship?" and "What factors are facilitating the entrepreneurial success?" using the analysis of four entrepreneurs in Central Java.

Besides, specific knowledge about entrepreneurial tasks for successful entrepreneurship e.g., industrial and managerial experience is more important than general knowledge. (Unger et al, 2011). As experienced by several participants from their life stories, most of them have had quite

a long work experience. The prior entrepreneurial experience is one of the most dependable predictors of entrepreneurial performance in the future. Most literature studies have affirmed a positive correlation between previous entrepreneurial experiences, company growth, and business viability. From the work experience they get, over time, their skills begin to form. Expertise has a vital role because it drives excellent achievement in entrepreneurship. (Unger et al, 2009).

As revealed in (Dhliwayo & Vuuren, 2007) research, the entrepreneurial mindset is a critical success factor. Therefore, it is required to comprehend the mindset of entrepreneurial to foster entrepreneurial success in Central Java. In this case, recognizing that three aspects, namely cognitive aspects, behavioural aspects, and emotional aspects, are crucial to understanding the entrepreneurial mindset (Kuratko et al., 2020). This research emphasizes the mindset of entrepreneurial and characteristics of entrepreneurial success.

Thus, after identifying in various literature the three aspects, namely cognitive elements, behavioural elements, and emotional elements, therefore important to support the entrepreneur's mindset to encourage success in entrepreneurship in Central Java.

These findings include both theoretical and practical contributions to the literature on entrepreneurial thought, acknowledging that the cognitive element, the behavioural element, and the emotional element are the three elements mentioned above. (Kuratko et al., 2020). This research concentrated on the entrepreneur mindset, and the other personal characteristics facilitating entrepreneurial success.

And finally, this paper contributes to an understanding of an entrepreneur's inner mindsets to initiate their entrepreneurship and factor facilitating entrepreneurial success. How did they initiate the ideas from their life stories, and catch the opportunities to set up or transfer their entrepreneurship? The paper offers a depth understanding of how they perceive themselves and how they succeed. These understandings may contribute youngsters to develop their career values and prepare themselves to initiate entrepreneurship.

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