

# IDENTIFYING ENVIRONMENTAL FACTORS AFFECTING THE FORMATION OF ENTREPRENEURIAL ENVIRONMENTAL MENTALITY IN ORGANIZATIONS FROM THE PERSPECTIVE OF TOP IRANIAN ENTREPRENEURS

Fatemeh Kavossi Rad, University of Tehran  
Mohammad Hassan Mobaraki, University of Tehran  
Hossein Sadeghi, University of Tehran

## ABSTRACT

*In recent decades, entrepreneurship has been recognized as a key factor in economic and social development. Organizations are also striving to strengthen an entrepreneurial mindset within their organizations, given the ongoing changes in the business environment. An entrepreneurial mindset refers to a set of characteristics, skills, and attitudes that enable individuals to shape innovative ideas and put them into action. However, the formation of an entrepreneurial mindset within organizations is influenced by multiple factors. Many studies have been conducted to identify and recognize these factors. Examining these factors from the perspective of top Iranian entrepreneurs, due to their experiences and knowledge in the field of entrepreneurship, can lead to valuable and usable insights for organizations. Therefore, the aim of this study is to identify the influential factors in the formation of an entrepreneurial mindset within organizations from the viewpoint of top Iranian entrepreneurs. By examining these factors, organizations can develop appropriate strategies to strengthen the entrepreneurial mindset within their organizations and achieve better results in the field of entrepreneurship. The study's sample population consisted of 12 top Iranian organizational entrepreneurs. The research method used in this study is qualitative and based on an interpretive paradigm. Results: Environmental factors are considered as one of the main dimensions in the formation of entrepreneurial mindset in organizations from the perspective of top Iranian entrepreneurs. These dimensions include: 1. Acceptance and management of risk. 2. Control skills in crisis situations. Acceptance and management of risk, as the first component of the environmental factors, plays a very important role in the formation of an entrepreneurial mindset in organizations from the perspective of top Iranian entrepreneurs.*

**Keywords:** Environmental Factors, Entrepreneurial Mind-set, Organizations, Iranian Entrepreneurs

## INTRODUCTION

The understanding of why some individuals are more entrepreneurial than others and why some organizations are more entrepreneurial than others is significant (Hamzah & Othman, 2023). For example, researchers who analyze entrepreneurship at an individual level and use a cognitive lens have suggested that individuals who act more have a more entrepreneurial mindset in terms of entrepreneurship (Bastian & Zucchella, 2022). Researchers focused on entrepreneurship at the organizational level, and by adopting the organizational entrepreneurship lens, have suggested that organizations that act more entrepreneurially have a stronger entrepreneurial culture (Shiferaw et al., 2023). Although these studies demonstrate the relationship between entrepreneurial mindset and organizational culture, they also indicate which individuals and organizations are more entrepreneurial (Jiatong et al., 2021).

Today, companies have realized the necessity of entrepreneurship, and entrepreneurial thinking has permeated administrative structures. This is because the growth, dynamism, and survival of modern organizations depend on the implementation of organizational entrepreneurship (Shir & Ryff, 2022). As a result, most

organizations today require organizational entrepreneurial development for growth and survival (Kritikos, 2014). On the other hand, entrepreneurial mindset is the key factor in creating and developing an entrepreneurial organization (Davis et al., 2016). Therefore, the existence of an entrepreneurial mindset is considered an important and vital factor for organizational entrepreneurship (Jabeen et al., 2017). Hence, the significance of this research lies in identifying the effective factors in the formation of an entrepreneurial mindset through gathering information using various methods (Pidduck et al., 2023). This can help organizations support organizational entrepreneurship by shaping an entrepreneurial mindset (Kuratko et al., 2023). Many successful companies attribute their success to an entrepreneurial mindset. Companies that embrace a strong entrepreneurial mindset generally perform better (Mawson et al., 2023). The entrepreneurial mindset is both an individual and collective phenomenon, and it is important for both individual entrepreneurs and the managers and employees of a company to benefit from an entrepreneurial mindset in order to think and act entrepreneurially (Jabeen et al., 2017).

Given the significance of entrepreneurial mindset, this research aims to evaluate and assess its influence on organizational entrepreneurship in Iranian organizations by identifying the factors that shape entrepreneurial mindset (Mukhtar et al., 2021). To achieve this goal, interviews will be conducted with top Iranian entrepreneurs, and based on their opinions and existing studies, a model will be proposed to illustrate the impact of influential factors on the formation of entrepreneurial mindset in Iranian organizations (Ershadi & Eskandari, 2019). Currently, one of the most significant challenges we face is the lack of entrepreneurial mindset in organizations (Yan et al., 2023). In other words, organizational human resources function like pre-programmed robots, and their creativity and value creation are not significantly observed (Jinzhong Song et al., 2023). Often, many new ideas will not develop due to current organizational implementers hindering their identification and introduction (Hannes Lindkvist et al., 2023). Such issues are neither new nor unique; therefore, companies and organizations with an entrepreneurial mindset exhibit high levels of creative, impactful, and risk-taking behaviors (Abdelmegeed Abdelwahed & Abdulrahman Alshaikhmubarak, 2023).

To achieve entrepreneurial mindset in organizations, it is essential to first define and clarify this concept. Subsequently, the factors and barriers influencing the formation of entrepreneurial mindset are examined and evaluated. To obtain reliable data, interviews will be conducted with top Iranian entrepreneurs, and their views on the formation of entrepreneurial mindset in organizations will be assessed. The concept of entrepreneurial mindset, regardless of its type and size, is of great importance. Studies have extensively proven the impact of entrepreneurial mindset on improving performance and the growth of businesses. Empirical evidence also indicates that entrepreneurial mindset contributes to the improvement, growth, and survival of organizations. Therefore, neglecting this concept and its influential factors can lead to organizational stagnation. The aim of this research is to find answers to the question: Which environmental factors influence the formation of entrepreneurial mindset in organizations from the perspective of top Iranian entrepreneurs?

## LITERATURE REVIEW

The historical theories of entrepreneurship have been focused on defining the personal or behavioral characteristics of an entrepreneurial mindset (Morris & Tucker, 2023). Initially, it was assumed that this way of thinking is inherent to entrepreneurs, and as a result, the first researchers in the field of entrepreneurship acted on the belief that there are specific personality traits possessed by entrepreneurs that distinguish them from non-entrepreneurs (Acharya & Berry, 2023). The entrepreneurial mindset is a specific way of thinking about facing challenges, mistakes, and problem-solving. Entrepreneurs transform the earth into a better place by creating job opportunities and innovating in products and services (Tram T. M. Nguyen, 2023). They also play a determining and influential role in driving the economic wheels of countries and economic development. Entrepreneurship necessitates the presentation of new ideas and thinking outside the box to establish a successful business (Al-Qadasi et al., 2023). The first step in the entrepreneurial process is the intention and decision to engage in entrepreneurship and to exhibit entrepreneurial behaviors. In current conditions, one of the factors that leads to the transformation of a country's economic, social, and industrial conditions is the possession of an entrepreneurial spirit, entrepreneurial activities, and ultimately, entrepreneurship (Păunescu & Molnar, 2020).

The entrepreneurial mindset relates to entrepreneurial perceptions such as entrepreneurial capability, entrepreneurial opportunity recognition, fear of failure, and entrepreneurial intention. It seeks to identify the characteristics and skills that distinguish an individual in entrepreneurship (Doanh Duong, 2022). Entrepreneurial behavior is defined as motivation and actions that enable the entrepreneur to implement decisions regarding the creation of profits from opportunities and the exploitation of opportunities (Alessa & East College, 2021). The entrepreneurial mindset, as a concept, is gradually emerging in the field of entrepreneurship and plays a significant role in developing the entrepreneurial skills and abilities of individuals. Researchers have conducted a considerable volume of research on the entrepreneurial mindset to assist individuals and organizations in overcoming their entrepreneurial challenges to become more entrepreneurial and increase their entrepreneurial results and activities (Jung & Lee, 2020). Studies on the entrepreneurial mindset and organizational culture facilitate the identification of individuals and organizations that are predisposed to entrepreneurship and are more likely to participate in entrepreneurial activities (Jiatong et al., 2021). The inclination to discover, evaluate, and exploit opportunities points to the entrepreneurial mindset. Furthermore, understanding the entrepreneurial mindset is inherent in the ability to sense, act, and mobilize quickly in uncertain conditions. This mental state is one in which an entrepreneur is able to analyze the world and the opportunities it presents (Naumann, 2017).

The entrepreneurial mindset requires being creative and highly motivated in order to succeed, while also being able to tolerate risks and failures (Hamid Abdelmegeed Abdelwahed & Abdulrahman Alshaikhmubarak, 2023). This concept alone cannot lead to the ultimate aspect of entrepreneurship, which is success. Success requires the entrepreneur to have unique qualities to integrate and exploit ideas for the realization of a successful and effective venture (Lee et al., 2022). Therefore, an entrepreneur must possess a combination of skills and characteristics to achieve success (Rosado-Cubero et al., 2022). The entrepreneurial mindset consists of elements such as: identifying entrepreneurial opportunities, entrepreneurial alertness, rational decision-making, and an entrepreneurial framework. Recognizing entrepreneurial opportunities is a key activity for generating growth and wealth, and is a common consequence of an entrepreneurial mindset (Kouakou et al., 2019). Recent research has provided a more detailed examination of the entrepreneurial mindset in individuals, describing the main elements involved in this mode of thinking. The first aspect is cognitive: how entrepreneurs use mental models for thinking. The second aspect is behavioral: how entrepreneurs engage with or act on opportunities. The third aspect is emotional: what entrepreneurs feel in entrepreneurship. One of the tools for developing an entrepreneurial mindset is personal creativity, which helps individuals develop new ideas and, as a result, create innovative solutions for organizations (Samanta, 2022).

The entrepreneurial mindset has a positive impact on organizational entrepreneurship, and creativity itself also has a positive impact on corporate entrepreneurship (Kooskora, 2021). Additionally, the link between the entrepreneurial mindset and corporate entrepreneurship is crucial. The variables under study are the elements of entrepreneurial mindset and ethical leadership in the work environment, which are among the most important criteria for long-term competition, sustainability, and achieving organizational goals. The organizational environment can serve as a valuable platform for fostering and supporting the development of an entrepreneurial mindset in every employee (Asenge et al., 2018). Therefore, if companies pursue a corporate entrepreneurial strategy, they should cultivate the entrepreneurial mindset of their employees. The technologies offered by entrepreneurs are driving forces for revitalizing competition. They also pose a challenge to existing operations and encourage continuous economic development. In order to face this challenge and rejuvenate their competitiveness, existing companies must improve and maintain internal entrepreneurial activities. Evidence shows that organizational ignorance and learning deter innovation and hinder employee communication, posing a barrier to the development of new organizations and negotiation about existing ideas (Drejeris & Drejeriene, 2022).

## METHODOLOGY

Scientific research can be categorized based on the objective and method of data collection. The aim of this study is to identify the factors influencing entrepreneurial mindset formation in organizations from the perspective of Iranian top entrepreneurs; therefore, it is a developmental research in terms of its objective. In this study, both

library research methods and field methods such as interviews were used for data collection, making it a descriptive-survey research. To describe the research framework, a six-layered model has been used, which is elaborated on in a step-by-step process. This model, referred to as the "research onion," was proposed by Saunders et al. (2009). The current study's research onion includes: 1) Philosophical foundation of the research: This layer represents the researcher's worldview and approach to the world. The current study is based on an interpretivist philosophy. 2) Research approach: The approach of this research is inductive (from specific to general). 3) Research strategy: The strategy used in this research is content analysis. 4) Type of data: In terms of method, this study was conducted using qualitative research (interviews). 5) Research timeframe: Studies can be conducted within a specific time frame or over a long-term period. In this study, a qualitative cross-sectional content analysis method was used. 6) Data collection tools: The primary data collection tool is semi-structured interviews.

In this research, four methods were used to examine the validity of the questionnaire. If necessary, the examiner must retain the raw data and all notes, documents, and recordings for subsequent review. At this stage, the examination of the quality of findings, interpretations, and peer review is vital. In qualitative methods, there are criteria for evaluating the qualitative design. Interpretive qualitative research is evaluated based on a criterion called "trustworthiness." The criteria for trustworthiness in content analysis include credibility, dependability, confirmability, and transferability (Danaifard et al., 2014). The Holst coefficient was used for the validation and reliability of the qualitative section. For this purpose, the text of the interviews conducted was coded in two stages. Then, using the observed percentage agreement (PAO) formula, the agreement percentage was calculated:

Equation 1-3: Percentage of observed agreement

$$PAO = \frac{2M}{N1 + N2} = \frac{2 * 245}{295 + 288} = 0.840$$

In the above formula, M represents the number of shared coding instances between two coders. Additionally, N1 and N2 denote the respective number of codes opened by the first coder and the second coder. The value of PAO ranges between zero (no agreement) and one (complete agreement), and if it is greater than 0.60, it is desirable. The value of PAO in this study was found to be 0.840, which is greater than 0.60; therefore, the reliability of the qualitative section is desirable. In this research, the qualitative data analysis was performed using the method of qualitative content analysis. Content analysis was conducted using the statistical software Maxqda 2020.

## RESULTS

The demographic description in the present study shows that 30% of the research sample hold a master's degree, 40% hold a bachelor's degree, 20% hold a diploma, and 10% hold a doctorate. Furthermore, 60% of them are female, and 40% are male. After conducting interviews with the participants, the complete interview texts were transcribed from the recorded audio files, and this provided the raw data for coding. The steps of the analysis include: open coding, which is the identification of evidence from the transcribed interviews, axial coding, which is the identification of indicators from the interviews, and finally, the identification and classification of categories. In this study, the influential factors on the formation of entrepreneurial environmental mindset among entrepreneurs in Iran include the following aspects:

Environmental factors are considered one of the main dimensions in the formation of entrepreneurial mindset in organizations from the perspective of top Iranian entrepreneurs. These dimensions include: 1. Risk acceptance and management. 2. Control skills in critical conditions. Risk acceptance and management, as the first component of environmental factors, plays a very important role in the formation of an entrepreneurial mindset in organizations from the perspective of top Iranian entrepreneurs. Top Iranian entrepreneurs face high risks when starting a business and must be able to accept and manage these risks effectively. In organizations, the acceptance and management of risks as an important process increases reliability and trust in the organization and encourages entrepreneurs to accept new risks and act on their creative ideas. Furthermore, risk acceptance and management as

an important process in the organization increases reliability and trust in the organization and encourages entrepreneurs to accept new risks and act on their creative ideas. As a result, risk acceptance and management as a fundamental component in the formation of an entrepreneurial mindset in organizations will promote the development of an entrepreneurial culture, increase innovation, and improve organizational performance.

The control skills in critical situations, as the second component of environmental factors, play a very important role in the formation of entrepreneurial mindset in organizations from the perspective of Iranian top entrepreneurs. In critical situations, control skills include abilities such as stress management, decision-making under pressure, and prediction and management of risks. These skills increase the ability of entrepreneurs to cope with unfavorable conditions and predict and manage potential risks. Furthermore, control skills in critical situations increase the confidence and decision-making power of entrepreneurs. With these skills, entrepreneurs can make the best decisions in unfavorable conditions and contribute to the progress and growth of their organization. Given that critical situations in organizations are not always predictable, entrepreneurs must acquire these skills and be prepared to face unfavorable conditions.

Since the concept of entrepreneurial mindset formation in organizations is the main issue of the present research, it is observed that the interrelation of decision-making based on information and previous experiences, acceptance and management of risk, organizational creativity and innovation, appropriate administrative infrastructure in the organization, self-confidence and entrepreneurial spirit, entrepreneurship education, networking and communication, organizational policies and infrastructure, motivation and rewards, digital transformation in the organization, control skills in critical conditions, and the existence of organizational order constitute an abstract (central) or pivotal issue, which is read as the influential factors on the formation of entrepreneurial mindset in organizations. In other words, the influential factors on the formation of entrepreneurial mindset in organizations are extracted from interviews, observations, focus groups, etc., in the form of a process of coding. This concept is well represented in the tree diagram "maxmap" output from the software, depicting a pattern of inductive-exploratory movement.

## DISCUSSION AND CONCLUSIONS

The first step in the entrepreneurship process is the intention and decision to engage in entrepreneurship and the emergence of entrepreneurial behaviors. In current circumstances, one of the factors that leads to the transformation of a country's economic, social, and industrial conditions is the possession of entrepreneurial spirit, entrepreneurial activities, and ultimately

Entrepreneurship Entrepreneurial attitudes are related to entrepreneurial perceptions such as the perception of entrepreneurial capability, the perception of entrepreneurial opportunity, fear of failure, and entrepreneurial intent. It seeks to identify the characteristics and skills that are influential in an individual's entrepreneurship and set them apart from others. Entrepreneurial behavior is defined as motivations and actions that enable the entrepreneur to make decisions regarding seizing opportunities and taking advantage of them. Entrepreneurial mindset, as a concept, is gradually emerging in the field of entrepreneurship and plays a significant role in developing individuals' entrepreneurial skills and capabilities. Researchers have conducted a considerable amount of research on the concept of entrepreneurial mindset to help individuals and organizations overcome their entrepreneurial challenges, become more entrepreneurial, and increase their entrepreneurial outcomes and activities. Studies on entrepreneurial mindset and organizational culture make it easier to identify individuals and organizations that are inclined toward entrepreneurship and are more likely to participate in entrepreneurial activities. The inclination to discover, evaluate, and take advantage of opportunities indicates an entrepreneurial mindset. Additionally, the understanding of the entrepreneurial mindset is hidden in the ability to feel, act, and mobilize quickly in uncertain conditions. This mental state creates an entrepreneur who is able to analyze the world, opportunities, and resources it offers.

The success in entrepreneurship requires a combination of entrepreneurial mindset, creativity, and tolerance for risks and failures. However, these are only aspects of entrepreneurship. To achieve success, an entrepreneur must possess unique characteristics and be able to effectively integrate ideas and use them to

realize a successful and impactful business. Therefore, a combination of skills and qualities is essential for success in entrepreneurship. The entrepreneurial mindset includes important elements such as identifying entrepreneurial opportunities, entrepreneurial alertness, realistic decision-making, and an entrepreneurial framework. Identifying entrepreneurial opportunities is a vital activity for generating growth and wealth, and these factors together, as an entrepreneurial mindset, have a collective impact on achieving success.

Recent research indicates that entrepreneurial mindset in individuals is formed by three important aspects. The first aspect is cognitive, which shows how entrepreneurs use mental models for thinking. The second aspect is behavioral, which demonstrates how entrepreneurs engage with and act upon opportunities. The third aspect is emotional, which addresses what entrepreneurs feel about entrepreneurship. One of the tools for developing entrepreneurial mindset is personal creativity, which helps individuals develop new ideas and consequently create innovative solutions for organizations. The use of personal creativity can help entrepreneurs easily come up with new ideas for their businesses. By using this tool, individuals can seek innovative and creative solutions to face the challenges of their businesses. As a result, the development of personal creativity can lead to a significant improvement in business performance as well as its growth and development. Additionally, entrepreneurial mindset has a positive impact on organizational entrepreneurship, and creativity, in turn, has a positive impact on corporate entrepreneurship. Furthermore, there is a relationship between entrepreneurial mindset and corporate entrepreneurship. Examining the elements of entrepreneurial mindset and ethical leadership in the workplace is one of the most important criteria for long-term competition, sustainability, and achieving organizational goals.

The organizational environment serves as a valuable platform for enhancing and supporting the intellectual development of entrepreneurship among employees. In the event that companies pursue a corporate entrepreneurship strategy, they must strengthen the entrepreneurial mindset of individuals. The technologies offered by entrepreneur's act as a driving force for revitalizing competition and encouraging continuous economic development. To confront challenges and rejuvenate competitiveness, existing companies must improve and maintain internal entrepreneurial activities. Evidence shows that organizational unawareness and learning discourage the company from innovation and hinder communication among workers. This also poses a barrier to the development of new organizations and negotiation about existing ideas.

Today, companies have realized the necessity of entrepreneurship, and entrepreneurial thinking has permeated administrative structures. This is because the growth, dynamism, and survival of modern organizations depend on the implementation of organizational entrepreneurship. Therefore, today, most organizations need organizational entrepreneurship for growth and survival. On the other hand, entrepreneurial mindset is the main and crucial factor in creating and developing an entrepreneurial organization. Therefore, for organizational entrepreneurship, the presence of an entrepreneurial mindset seems to be an important and vital factor. The importance of this research lies in identifying the influential factors on the formation of an entrepreneurial mindset through collecting information using various methods, in order to help organizations with organizational entrepreneurship by shaping an entrepreneurial mindset. Successful companies attribute their highest level of success to an entrepreneurial mindset. Companies with a strong entrepreneurial mindset generally have better performance. The entrepreneurial mindset is an individual and collective phenomenon. For entrepreneurs as individuals, as well as for managers and employees of a company, the use of an entrepreneurial mindset is very important in both thinking and acting in an entrepreneurial manner.

The importance of entrepreneurial mindset is the focus of this research, aiming to evaluate its impact on organizational entrepreneurship in Iranian organizations by identifying the influential factors shaping the entrepreneurial mindset. To achieve this goal, interviews will be conducted with top Iranian entrepreneurs and based on their opinions and existing studies, a model will be proposed to demonstrate the impact of influential factors on the formation of the entrepreneurial mindset in Iranian organizations. Currently, one of the most significant challenges we face is the lack of an entrepreneurial mindset in organizations. In other words, organizational human resources operate like pre-programmed robots, with little observable creativity and value creation. Many new ideas often fail to develop due to resistance from current organizational executives. Such problems are not new or unique, and organizations with an entrepreneurial mindset exhibit high levels of

creative, impactful, and risk-taking behaviors.

To achieve an entrepreneurial mindset in organizations, it is necessary to first define and clarify this concept. In the next step, the factors and obstacles influencing the formation of the entrepreneurial mindset will be examined and evaluated. For this purpose, interviews will be conducted with top Iranian entrepreneurs to obtain reliable data, and their opinions on the formation of the entrepreneurial mindset in organizations will be evaluated. The concept of an entrepreneurial mindset, regardless of its type and size, is significant. Research results indicate that entrepreneurial mindset has a considerable impact on improving the performance and growth of businesses. Empirical evidence shows that an entrepreneurial mindset facilitates the improvement of organizational performance, growth, and survival. Therefore, ignoring this concept and its influential factors can lead to organizational stagnation. Based on the concepts mentioned, the aim of this research was to identify the influential factors shaping the entrepreneurial mindset in organizations from the perspective of top Iranian entrepreneurs. The study population consisted of 12 top Iranian entrepreneurs. The present research is a qualitative study with a content analysis approach. The following section will focus on examining the qualitative research results.

Environmental factors are one of the main dimensions in shaping the entrepreneurial environmental mindset in organizations, according to top Iranian entrepreneurs. These dimensions include: 1. Risk acceptance and management. 2. Control skills in critical situations.

Risk acceptance and management, as the first component of environmental factors, plays a very important role in shaping the entrepreneurial environmental mindset in organizations from the perspective of top Iranian entrepreneurs. Top Iranian entrepreneurs are faced with high risks when launching a business and must be able to accept and manage these risks effectively. In organizations, the acceptance and management of risks as an important process increases reliability and trust within the organization, encouraging entrepreneurs to embrace new risks and act on their creative ideas. As a result, risk acceptance and management as a fundamental component in shaping the entrepreneurial environmental mindset in organizations will lead to the development of an entrepreneurial culture, increased innovation, and improved organizational performance.

Control skills in critical situations, as the second component of environmental factors, also play a very important role in shaping the entrepreneurial environmental mindset in organizations from the perspective of top Iranian entrepreneurs. In critical situations, control skills include abilities such as stress management, decision-making under pressure, and prediction and management of risks. These skills increase the ability of entrepreneurs to deal with unfavorable conditions and predict and manage potential risks. Furthermore, control skills in critical situations increase the confidence and decision-making power of entrepreneurs. With these skills, entrepreneurs can make better decisions in unfavorable conditions and contribute to the progress and growth of their organization. Since critical situations in organizations are not always predictable, entrepreneurs must acquire these skills and be prepared to face unfavorable conditions.

The findings of the present study are in line with the findings of studies such as Vaezi and Ziodar (2021) titled "A Study of the Factors Influencing the Formation of Entrepreneurial Behavior among Students of Sistani and Baluchistan University", Ayadi et al. (2018) titled "An Analysis of Organizational Entrepreneurship Factors with a Combined Approach of Fundamental Theory and Fuzzy Cognitive Mapping", and Maleki et al. (2016) titled "Identification and Categorization of Entrepreneurial Mindset Regarding Entrepreneurial Marketing Using the Q Method". These studies have contributed to the understanding of entrepreneurial behavior and organizational entrepreneurship factors, providing valuable insights into the field of management.

Title: Future trends can become increasingly important in shaping organizational mentalities by evolving societal values, entrepreneurial thinking, Social consciousness, sustainability, and ethical business practices. Hence studies on proper Evaluation of the education system, working conditions modules, economic trends and its role in fostering entrepreneurial skills can play a significant role on the mindset among the workforce

Based on the findings of the current research, the following suggestions are proposed for future researchers regarding the topic "*Identification of Factors Influencing the Formation of Entrepreneurial Mindset in Organizations from the Perspective of Iranian Top Entrepreneurs*":

- Investigating the impact of knowledge management on the formation of entrepreneurial mindset in organizations and proposing suitable models for its development.
- Comparing entrepreneurial mindset in governmental and private organizations and their influencing factors.
- Evaluating the role of organizational culture, creativity, innovation, and risk orientation in the formation of entrepreneurial mindset in organizations.
- Analyzing the relationship between entrepreneurial mindset and organizational performance, as well as its economic and social effects.
- Identifying the challenges and obstacles to the formation of entrepreneurial mindset in organizations and providing practical solutions to overcome them.
- Suggestions for Future Researchers:
- Research Limitations:

### ***Type 1 Limitation (Research Constraints):***

It should be noted that in research, controlling or completely eliminating all interfering variables is impossible. However, researchers attempt to predict and identify these factors as much as possible and take all necessary precautions to reduce them. Every research, alongside its novelty and strengths, has some limitations in its methodological approach. It should be noted that research limitations do not imply the inadequacy of research in the stages of formulation, implementation, analysis, and interpretation of results. In other words, from a methodological perspective, the applied limitations indicate the research's capability. In the present study, there were some limitations as follows:

This research was conducted in a cross-sectional manner. For this reason, drawing conclusions about causation is difficult.

### ***Type 2 Limitation (Researcher Constraints):***

Since the analysis of qualitative data is based on an interpretive paradigm, the researcher's subjectivity in extracting components may have had an impact on the qualitative data analysis section. In qualitative research, the possibility of preconceptions and biases of the researcher can undermine the research findings and results, which the researcher in the present study tried to address without bias and only focused on observing the experiences and perspectives of the interviewees.

One of the limitations that appears to have existed in the current study is the respondents' conservatism in responding and their effort to align their responses with an external perspective that they consider credible. In fact, most individuals, due to common human traits, cannot free themselves from their own preconceptions and tend to present what they may perceive positively as a reality.

## **REFERENCES**

- Abdelwahed, N. A. A., & Alshaikhmubarak, A. (2023). Developing Female Sustainable Entrepreneurial Intentions through an Entrepreneurial Mindset and Motives. *Sustainability*, *15*(7), 6210.
- Acharya, K., & Berry, G. R. (2023). Characteristics, traits, and attitudes in entrepreneurial decision-making: current research and future directions. *International Entrepreneurship and Management Journal*, 1-48.
- Alessa, A. A. (2021). Impact of Self-Efficacy, Motivation, and Opportunities, On Entrepreneurial Behaviour among Shop-On-Wheel Business. *International Journal of Entrepreneurship*, *25*(1), 1-19.
- Al-Qadasi, N., Zhang, G., Al-Awlaqi, M. A., Alshebami, A. S., & Aamer, A. (2023). Factors influencing entrepreneurial intention of university students in Yemen: The mediating role of entrepreneurial self-efficacy. *Frontiers in Psychology*, *14*, 1111934.



- Asenge, E. L., Diaka, H. S., & Soom, A. T. (2018). Entrepreneurial mindset and performance of small and medium scale enterprises in Makurdi Metropolis, Benue State-Nigeria. *International journal of Innovation*, 6(2), 124-146.
- Bastian, B., & Zucchella, A. (2022). Entrepreneurial metacognition: a study on nascent entrepreneurs. *International Entrepreneurship and Management Journal*, 18(4), 1775-1805.
- Davis, M. H., Hall, J. A., & Mayer, P. S. (2016). Developing a new measure of entrepreneurial mindset: Reliability, validity, and implications for practitioners. *Consulting Psychology Journal: Practice and Research*, 68(1), 21.
- Drejeris, R., & Drejeriene, E. (2022). Novel Approach to the Actions for Causes Elimination of Staff Resistance to Innovative Change. *Journal of Multidisciplinary Healthcare*, 1011-1022.
- Duong, C. D. (2022). Entrepreneurial fear of failure and the attitude-intention-behavior gap in entrepreneurship: A moderated mediation model. *The International Journal of Management Education*, 20(3), 100707.
- Ershadi, M. J., & Eskandari Dehdazzi, R. (2019). Investigating the role of strategic thinking in establishing organizational excellence model: A moderating role of organizational forgetting. *The TQM Journal*, 31(4), 620-640.
- Hamzah, M. I., & Othman, A. K. (2023). How do locus of control influence business and personal success? The mediating effects of entrepreneurial competency. *Frontiers in Psychology*, 13, 958911.
- Haynie, M., & Shepherd, D. A. (2009). A measure of adaptive cognition for entrepreneurship research. *Entrepreneurship Theory and Practice*, 33(3), 695-714.
- Jabeen, F., Faisal, M. N., & I. Katsioloudes, M. (2017). Entrepreneurial mindset and the role of universities as strategic drivers of entrepreneurship: Evidence from the United Arab Emirates. *Journal of Small Business and Enterprise Development*, 24(1), 136-157.
- Jiatong, W., Murad, M., Bajun, F., Tufail, M. S., Mirza, F., & Rafiq, M. (2021). Impact of entrepreneurial education, mindset, and creativity on entrepreneurial intention: mediating role of entrepreneurial self-efficacy. *Frontiers in Psychology*, 12, 724440.
- Jung, E., & Lee, Y. (2020). College students' entrepreneurial mindset: Educational experiences override gender and major. *Sustainability*, 12(19), 8272.
- Kooskora, M. (2021). The role of an entrepreneurial mindset in digital transformation-case study of the estonian business school. *Digital Entrepreneurship*, 143.
- Kouakou, K. K. E., Li, C., Akolgo, I. G., & Tchamekwen, A. M. (2019). Evolution view of entrepreneurial mindset theory. *International Journal of Business and Social Science*, 10(6), 116-129.
- Kritikos, A. S. (2014). Unternehmertum, Beschäftigung und Wirtschaftswachstum. *IZA World of Labor*.
- Kuratko, D. F., Hornsby, J. S., & McKelvie, A. (2023). Entrepreneurial mindset in corporate entrepreneurship: Forms, impediments, and actions for research. *Journal of Small Business Management*, 61(1), 132-154.
- Lee, S., Kang, M. J., & Kim, B. K. (2022). Factors influencing entrepreneurial intention: Focusing on individuals' knowledge exploration and exploitation activities. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 165.
- Lindkvist, H., Lind, F., & Melander, L. (2023). Actor roles and public-private interaction in transitioning networks: the case of geofencing for urban freight transport in Sweden. *Journal of Business & Industrial Marketing*, 38(6), 1376-1389.
- Mawson, S., Casulli, L., & Simmons, E. L. (2023). A competence development approach for entrepreneurial mindset in entrepreneurship education. *Entrepreneurship Education and Pedagogy*, 6(3), 481-501.
- Morris, M. H., & Tucker, R. (2023). The entrepreneurial mindset and poverty. *Journal of Small Business Management*, 61(1), 102-131.
- Mukhtar, S., Wardana, L. W., Wibowo, A., & Narmaditya, B. S. (2021). Does entrepreneurship education and culture promote students' entrepreneurial intention? The mediating role of entrepreneurial mindset. *Cogent Education*, 8(1), 1918849.
- Naumann, C. (2017). Entrepreneurial mindset: A synthetic literature review. *Entrepreneurial Business and Economics Review*, 5(3), 149-172.
- Nguyen, T. T. (2023). Exploring Language-Majored Undergraduates' Needs of Entrepreneurial Mindset Competencies for an Effective Workplace Preparation Course in Vietnam. *Entrepreneurship Education and Pedagogy*, 6(3), 436-457..
- Păunescu, C., & Molnar, E. (2020). Country's entrepreneurial environment predictors for starting a new venture—evidence for Romania. *Sustainability*, 12(18), 7794.
- Pidduck, R. J., Clark, D. R., & Lumpkin, G. T. (2023). Entrepreneurial mindset: Dispositional beliefs, opportunity beliefs, and entrepreneurial behavior. *Journal of Small Business Management*, 61(1), 45-79.
- Rosado-Cubero, A., Freire-Rubio, T., & Hernández, A. (2022). Entrepreneurship: What matters most. *Journal of business research*, 144, 250-263.
- Samanta, S. (2022). Entrepreneurial Mindset –Interplay of Innovation & Creativity.
- Shiferaw, R. M., Birbirs, Z. A., & Werke, S. Z. (2023). Entrepreneurial leadership, learning organization and organizational culture relationship: a systematic literature review. *Journal of Innovation and Entrepreneurship*, 12(1), 38.
- Shir, N., & Ryff, C. D. (2022). Entrepreneurship, self-organization, and eudaimonic well-being: A dynamic approach. *Entrepreneurship theory and practice*, 46(6), 1658-1684.

- Song, J., Gao, Y., Huang, Y., & Chen, L. (2023). Being friendly and competent: Service robots' proactive behavior facilitates customer value co-creation. *Technological Forecasting and Social Change*, *196*, 122861.
- Yan, J., Huang, T., & Xiao, Y. (2023). Assessing the impact of entrepreneurial education activity on entrepreneurial intention and behavior: role of behavioral entrepreneurial mindset. *Environmental Science and Pollution Research*, *30*(10), 26292-26307