

# An Empirical Study on the Relevance of *Growth Mindset* in Indian MSME Organizations

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**Abstract** - Indian MSME Organizations have not yet explicitly studied the concept of Mindset, though many researchers have suggested the use of broader frameworks, especially in suggesting to develop a comprehensive rubric of subjective measures for measuring performance of Indian MSME organisations. Our Primary area of focus through this study had been to understand the relevance of Mindset from an Indian Organisational perspective, and thereby also test the feasibility of the role of mindset in the areas of challenges, failures and criticism faced by Indian professionals in the MSME sector. Accordingly, we decided to conduct an empirical study by contacting Indian MSME professionals through social media, in particular, viz – LinkedIn, a popular Social Networking Tool for networking among Indian professionals through the social media account of one of the authors. The research methodology deployed included a questionnaire approach, through weblink being given to the respective account and thereby the responses of Indian MSME professionals were sought on a voluntary basis. Our Study revolved around the 3 major constructs, namely “Challenges”, “Failures” and “Criticism” faced by Indian Professionals working in MSME organisations and their own mindsets impacting these variables in their respective workplaces. The Key Findings of this empirical study has been recognizing the influence of Growth Mindset among the Indian professionals in the MSME segment, especially in the way, they play a substantial role in influencing their respective belief systems while encountering challenges, failures and criticism in their workplace. The findings have also further highlighted the need to study the recruitment and performance management system prevailing in the Indian MSME sector from a Growth Mindset perspective, since acquiring and training the professionals with the Growth Mindset in the Indian MSME sector, will remain a key factor for achieving an exponential growth of this extremely Potential Segment in the Indian Economy.

**Keywords** - *Growth Mindset, Indian MSME, Challenges, Failures, Criticism*

## I. INTRODUCTION

Growth Mindset is a term popularized by Dr. Carol Dweck, through her pioneering research in the field of Mindset and well documented in her book, viz, *Mindset – The New Psychology of Success*. One of the most famous quotes from the book, states that “*Mindsets are Just Beliefs, that one, holds about his or her state of mind, at a particular moment*”. This quote summarises the approach of Dr. Dweck, who believes that the mindset can be learnt and imbibed by each individual irrespective of his or her background, which she and her colleagues have empirically tested across more than 2 decades of research in the area of mindset across the globe.

The Research around Mindset began when Dweck and her

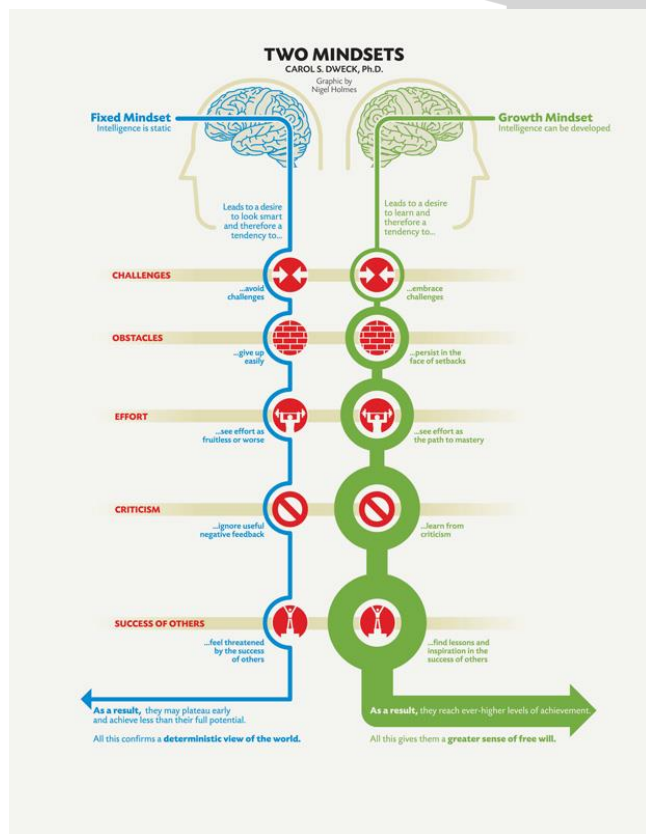
colleagues conceptualized (Dweck & Leggett, 1988) the Entity Theory. As per this initial research, fixed or inherent—entity theorists have a *fixed mindset*, which is further defined as the People with this Mindset believe that Intelligence and skill are innate. Its something that we are born with. We are either born gifted or not. There is no room for change. Basically, they believe, that intelligence is fixed from birth. Over a period of time, the Entity Theorists started getting more research done, especially in doing empirical research done to test further validity on the same and that’s how, the researchers came across another trend that they identified with a group of people, who had a belief that intelligence of skill, in any field, can be developed through effort. Basically, they believe that anyone can nurture their abilities in anything with adequate

efforts. (Dweck, 2006). Over a period of time, Mindset Research got divided into 2 approaches, namely as Growth Mindset and Fixed Mindset, which researchers used in their respective empirical experiments across the globe.

The overall constructs highlighted by Growth Mindset & Fixed Mindset brought in Dr. Carol Dweck's research (attached pictorially below), revolved around how students reacted in terms of their respective mindset, when they were confronted with the following situations:

- *Challenges*
- *Obstacles*
- *Effort*
- *Criticism*
- *Success of Others*

As part of our Empirical Research, we have also incorporated the 3 constructs, namely, Challenges, Obstacles and Criticism and analysed the mindset of professionals from an Indian Organisation perspective.



(C. Dweck, n.d.) -Excerpts from the Book written by Dr. Carol Dweck “Mindset—The New Psychology of Success.”

Thus, though initially, the concept of mindset was predominantly around the school students, due to the impact of the influence felt by mindsets across the globe, there have been research studies that have explored how mindsets can impact adult learning in organizations. Over the years, variables such as “ability to handle setbacks(Johannessen et

al., 2017)”, openness to learn”, “employee engagement(Keating & Heslin, 2015)”, “ criticism from others”(Cucumis, 2019), “ success of others”(Cucumis, 2019) have been researched from an organizational perspective & thereby it has yielded tremendous directions and paths to Practioners for implementing these empirical findings in the Real World.

Indeed, while globally, Indian MSME organisations have started acknowledging the importance of Growth Mindset in their workplace, the awareness of this concept has not yet gained the momentum in Indian MSME organisations, predominantly, because of lack of empirical research done on this concept from an Indian perspective. The Organised Workforce in India, are predominantly managed by Large Corporates along with the presence of Micro, Small & Medium Enterprises (MSME) Indian MSME organisations, who have always been at the forefront of India's Economic Development, contributing to a significant level, especially in providing the much-needed employment among India's organised sector.

While Many researchers have contributed in measuring the performance of Professionals working in this important sector by considering the output parameters, focussing on the Financial Indicators, which is available on a periodic basis across agencies providing much needed indicators for Indian MSME Leaders in shaping their future strategies accordingly, there has been very less research done to study the Mindset of professionals in this segment, which is considered to be the Pathway & India's Growth Engine for being a Developed Economy by many renowned pundits. As per (Makhija & Goel, 2019), while there has been an attempt to study the social and cultural mindset of professionals among Indian MSME sectors, there is a need to develop a Rubric based approach for measuring organisational performance.

Taking a cue from this apparent Research Gap, we have tried to study and understand the empirical evidence of the *Growth Mindset* towards its dependent variables such as “Challenges”, “Failures”, “Criticism from Others” and thereby emphasize the relevance of Growth Mindset as an Important Construct for an even in-depth research, exclusively from an Indian MSME Organizational perspective, which we hope, will contribute in quantifying an intangible parameter, viz – mindset and bring in more relevance and application for using these concepts practically in Indian MSME organisations, while conducting Interventions.

## II. LITERATURE REVIEW

The Journey of Mindset Research starts from the research initiated by Dr. Carol Dweck around the 1970's, when she & her colleagues were trying to understand *learned*

helplessness, wherein they showed, that children's reactions to failures were shaped by the way in which they interpreted their failure & thereby by teaching helpless children new attributions for failure, you could help them achieve a more *masterly-oriented* response. (C. S. Dweck, 2017). This research laid the foundation for path breaking empirical research in the areas of Achievement Motivation, where it was empirically stated that developing one's ability and demonstrating one's ability were 2 distinct goals and ultimately led to the finding that, when children were focussed on demonstrating their ability and failed to do so, they were highly vulnerable to a helpless response- their ability was discredited. However, when they were focussed on developing their ability, they remained in a masterly-oriented mode even when they struggled – since struggle was proved to be a part of learning. (Grant & Dweck, 2003). This research indeed, gave researchers tremendous insight, especially in acknowledging the importance of dev

463120.02eloping an ability being more important in the long-run than demonstrating an ability in the short-run, thereby laying the foundation of an exciting area of research.

Thus, initially among researchers, understanding Constructs such as Failures, Helplessness and Achievement Motivation among School Students laid the Foundation of a New Framework of Mindset, as the fountain of understanding the rationale behind behaviours, which the world today understands as Growth Mindset and Fixed Mindset, majorly as one with a Fixed view of Intelligence (Entity Theory) in contrast with one having a malleable view of Intelligence, i.e.- one having a Growth Mindset. (Termed as Incremental Theory by the traditional researchers of Mindset).

These initial empirical researches also gave a lot of confidence to researchers to conduct Interventions to test the validity of these Constructs among students facing challenges in their study arena along with testing the impact of Mindsets in building resilience. Thus, Important milestones was established when it was empirically proved across researchers, that students being taught Growth Mindset along with their study skills showed no decline in their grades in comparison to the Control Group (who had just gone through the Study Skills), which showed decline in their grades, along with teachers (blind to the condition), singled out significantly more students in Growth Mindset Group (27% v/s 9%) as being more motivated in the classroom. (Lisa S. Blackwell, Ali H. Trzesniewski, Carol Sorich Dweck, n.d.).

Since, then, Growth Mindset has been empirically found to play a substantial role in improving the lives of poverty-struck families who faced tremendous challenging situations in their respective lives, (Claro et al., 2016), while it has also been found instrumental in reducing the stereotyping effect among students (*Mindset and Stereotype Threat: Small Interventions That Make a Big Difference*, n.d.) along

with establishing a major role in motivational research area, especially in bringing the role between Growth Mindset and Intrinsic Motivation (Ng, 2018)

Thus, over a period of time the concept of Growth Mindset has grown substantially, especially after the phenomenal success worldwide of the book, Growth Mindset- the New Psychology of Success, written by Dr. Carol Dweck, the Growth Mindset concept has gained tremendous recognition, especially in touching the hearts and minds of Indian MSME organisations as well as the common diaspora, since gave ample belief, especially among the readers, regarding the power of the concept in changing lives tremendously. (C. Dweck, n.d.).

This Empirical study is focussed on the Indian Organisation context, especially, in terms of the areas of how professionals in these Indian MSME organisations respond to the Challenging situations, the Failures in front of them as well as the Criticism directed towards them and whether the mindset of these professionals play any role in the way they respond to these scenarios.

Our Research Study has been conducted with specific focus on "Challenges" faced by Indian Professionals in Indian MSME organisations and whether their ability to deal with these challenges is dependent on the mindset of these professionals. With respect to Researchers, who have studied professionals dealing with Challenges, it has been researched that, those leaders with Growth Mindset, learn more than others, especially when confronted with challenging situations, thereby leading to greater successes in their respective field. (Heslin & Keating, 2017). Researchers who have studied Failures, Challenges & Criticism till date have also found, that a person with Growth Mindset embraces Challenges, persists during setbacks, views efforts as necessary for achievement, learns from criticism, and success of others (Chase, 2010). Researchers have further suggested initiatives for creating a Growth Mindset by thinking of challenging tasks as an exciting opportunity to learn what works and does not work well, rather than as a barometer for whether you have a natural ability or are gifted in a particular area. Additionally, empirical research done in Indian MSME organisations, also support the evidences that people with Growth Mindset have demonstrated characteristics which included taking on challenges, openness to feedback, accepting critique and learning from their own mistakes along with supporting each one's learning by sharing opinions. (Han, Jin, et al., n.d.).

The other Construct, that we have attempted to empirically research in our Research Study is the 'failure' construct, i.e. - as per research, when confronted with failures, people with Fixed Mindset tend to getting into a withdrawal mode, disregarding their current state and thereby get into a different defensive mindset, while one with Growth Mindset, get back with perseverance and with focus on concentrated effort, thereby leading to success. (Keating &



Heslin, 2015). Further, it is added, that it is always important that one is proud of learning from your mistakes, rather than falling into the Fixed Mindset trap of feeling judged by them (Keating & Heslin, 2015). There have been empirical & practical implications also coming from researchers, highlighting the impact of Growth Mindset in people dealing with errors and mistakes in Indian MSME organisations. Thus, individuals with Growth Mindset, play a pivotal role in learning from their mistakes and it is indeed their individual mindset, which helps one determine whether or not error learning occurs, both directly and indirectly. ((Bligh et al., 2018).

Last but not the least, our empirical research has also attempted to study the relevance of how an Indian professional deal with criticism towards him/her. This has been further added by including the way one deals with criticism, including when one inevitably makes mistakes along the way. Research data also has given a substantial advantage to people with Growth Mindset, in the way, they have responded to Criticism, especially, when they were pushed down to the core. The Two Mindset Model designed by Dr. Dweck with graphics from Nigel Short, explains the same in the context of how people with Growth Mindset take the criticism as a moment to learn while people with Fixed Mindset take it negatively, which definitely affects their future growth. (C. Dweck, n.d.). Additionally, researchers have already pointed out the importance of constructive criticism being critical for ensuring better performance, especially struggling learners who are especially reluctant to seek critical feedback and acting on it.(Cutumisu, 2019).

Researchers have also established the Importance of Organisational Culture impacting the Mindset of Employees in Indian MSME organisations, where organisational culture with Fixed Mindsets generally have labels being given to high performers thereby inducing a false sense of entitlement in comparison to Growth Mindset Cultures, which puts greater emphasis on Employee Training & Development and thereby puts the focus back on ensuring the learning & efforts are prima facie the most characteristics expected from the employees. (Heslin & Keating, 2017). Researchers also found that Managers who had Growth Mindset saw stretch Goals as opportunities to learn, not a threat to one's own status, along with viewing effort as the path to mastery and viewing the success of others as something to learn. (Schaufenbuel, n.d.). Research also proved that the employees with Fixed Mindset, who are not constantly challenged in Indian MSME organisations and coached for continuous improvement by a transformational leader, may have reduced anxiety and stimulate engagement, thereby making transformational leadership ineffective in such situations and thereby also implying the importance of mindset in a subordinate and a superior relationship in an organisation. This article also

emphasised the influence of leadership style over people choosing their respective mindsets .(Caniëls et al., 2018)

Finally, Researchers have also stated the origin of mindsets in adults to the way, these adults were given feedback in term of praise and critical feedback, while they were growing up, categorized as process feedback and person feedback. It is further stated that children given outcome-based feedback in comparison to process based feedback and similarly those children given person based critical feedback in comparison to process based critical feedback ended up having Fixed Mindset in comparison to having Growth Mindset.(Haimovitz & Dweck, 2017)

Over & above the above research implications, one of the principal reasons behind this study is the need to study and evaluate the mindsets of the Indian professionals, since this particular type of empirical research has not been yet been done. Hence, this study is an attempt to address this gap, viz – to understand whether there is a relation between the mindset and the way our professionals in MSME sector respond to Challenges, Failures & Criticisms they encounter in their daily lives.

Thus, our Research Study started with the fundamental Problem Question, viz - “Why do seemingly similar personnel in Indian MSME organisations behave differently even in the same context & environment?”

This question led us to the behavioural research side of the personnel involved in organisation and ultimately resulted in the awareness of the role of mindset of the employees and thereby playing a pivotal role of being catalysts while responding to critical situations in Indian MSME organisations. However, we also understood, that, while there has been many empirical research done across the Globe around Growth Mindset, especially in School set-up, there has been a gap in having an empirical research study done in the area of Growth Mindset from an Indian MSME perspective. In fact, as per the latest secondary research, (Han, Stieha, et al., n.d.) , there is an urgent need to carry out empirical research study in Indian MSME organisations across the globe, which was further emphasized during the literature review of Growth Mindset research, which emphasised on the need to do mindset effect studies in more diverse settings. Accordingly, the following are the research questions taken by the authors for this Research Study, emphasising on the 3 major dependent constructs, namely Challenges, failures and criticism while considering the role of independent variable, viz – mindset on these dependent constructs.

1) Why do Professionals facing the same context react differently while facing same challenges in Indian MSME organisations?

2) Why do Professionals facing the same context react differently while facing failures in Indian MSME

organisations?

3) Why do Professionals facing the same context react differently while encountering criticism in Indian MSME organisations?

### III. RESEARCH METHODOLOGY

It has been observed, in our primary interactions with the Indian MSME organisations, that the Leadership of these organisations mentioned the following Core Problem Statements, if addressed, will go a long way in getting higher productivity from their employees.

- 1) The belief of their employees regarding their own ability while facing challenging situations is a concern.
- 2) The belief of their employees regarding their own ability while facing failure situations is a concern.
- 3) The belief of their employees regarding their own ability while facing Criticism from others is a concern.

The above Core Problem Statements along with our ongoing research on Mindset, led to us, framing the following Research Objectives for our Research Study, viz – as follows:

- 1) To Find the Influence of Growth Mindset of a Professional on his/her belief of their ability to deal successfully with a challenging situation.
- 2) To Find the Influence of Growth Mindset of a Professional on his/her belief of their ability to deal successfully with a failure situation.
- 3) To Find the Influence of Growth Mindset of a Professional on his/her belief of their ability to deal successfully with criticism within an organisation.

Accordingly, The Null Hypothesis for the Research Problems taken by the researchers were as below:

1. There is no correlation between Growth Mindset of a professional and his/her belief of their ability to deal successfully with a challenging situation.
2. There is no correlation between Growth Mindset of a professional and his/her belief of their ability to deal successfully with a failure situation.
3. There is no correlation between Growth Mindset of a professional and his/her belief of their ability to deal successfully with criticism within an organisation.

The Research design was based on the “Mindset Instrument” Model designed by Dr. Carol Dweck (Lyons & Bandura, 2017), wherein, through a Likert Scale, the research and which has been accepted internationally as the preferred scale to measure mindset and conducted through a Simple Random Sample Survey.

Since, this in Research Study, we focussed on predominantly 3 constructs, one of the rationales behind this study was also to measure the efficacy of the Mindset Instrument Tool among a small sample size, before embarking on this tool for a larger pool of professionals in Indian MSME organisations, whereby other constructs

could also be tested.

The Researchers set a Voluntary Request in Linked In, a professionally managed networking site, where 20 respondents working in Indian MSME organisations responded to the researcher’s link & thereby this Research was initiated.

The Primary Data through a questionnaire approach was collected with the following management criteria break-up:

- Top Management – 13
- Middle Management – 6
- Frontline Management – 1

### IV. ANALYSIS OF THE DATA

The Analysis of the Data was done to primarily check and test the following the Hypothesis of the Research data, namely as follows:

- 1) **Null Hypothesis:** *There is no correlation between Growth Mindset of a professional and his/her belief in their ability to deal successfully with a challenging situation.*

Figure 1

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief in Optimistically Handling Challenges”

		Optimistically Handling Challenges	GM
Optimistically Handling Challenges	Pearson Correlation	1	.944**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.944**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Figure 2

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief in Optimistically Handling Challenges”

		Optimistically Handling Challenges	FM
Optimistically Handling Challenges	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.004
	N	20	20
FM	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.004	
	N	20	20

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Figure 3:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief in Handling Challenges”

	Handling Challenges	GM
Pearson Correlation	1	.806**
Handling Challenges Sig. (2-tailed)		.000
N	20	20
Pearson Correlation	.806**	1
GM Sig. (2-tailed)	.000	
N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 4:**

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief in Handling Challenges”

	Handling Challenges	FM
Pearson Correlation	1	.570**
Handling Challenges Sig. (2-tailed)		.009
N	20	20
Pearson Correlation	.570**	1
FM Sig. (2-tailed)	.009	
N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 5:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief in being better Employees due to Challenges”

	Better Employee due to Challenges	GM
Pearson Correlation	1	.836**
Better Employee due to Challenges Sig. (2-tailed)		.000
N	20	20
Pearson Correlation	.836**	1
GM Sig. (2-tailed)	.000	
N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 6:**

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief in being better Employees due to Challenges”

	Better Employee due to Challenges	FM
Pearson Correlation	1	.746**
Better Employee due to Challenges Sig. (2-tailed)		.000
N	20	20
Pearson Correlation	.746**	1
FM Sig. (2-tailed)	.000	
N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 7:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief about Avoiding Challenges”

	Avoid Challenges	GM
Pearson Correlation	1	.804**
Avoid Challenges Sig. (2-tailed)		.000
N	20	20
Pearson Correlation	.804**	1
GM Sig. (2-tailed)	.000	
N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 8:**

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about Avoiding Challenges”

	Avoid Challenges	FM
Pearson Correlation	1	.906**
Avoid Challenges Sig. (2-tailed)		.000
N	20	20
Pearson Correlation	.906**	1
FM Sig. (2-tailed)	.000	
N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**2) Null Hypothesis: *There is no correlation between Growth Mindset of a professional and his/her belief in***

their ability to handle failure situations.

**Figure 9:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief about Handling Failures”

		Belief about Handling Failures	GM
Handling Failures	Pearson Correlation	1	.880**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.880**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 10:**

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about Handling Failures”

		Belief about Handling Failures	FM
Handling Failures	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
	N	20	20
FM	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 11:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief about Optimistically Handling Failures”

		Belief about Optimistically Handling Failures	GM
Optimistically Handling Failures	Pearson Correlation	1	.825**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.825**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 12:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief about Avoiding Failures”

		Avoid Failures	GM
Avoid Failures	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 13:**

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about Optimistically Handling Failures”

		Belief about Optimistically Handling Failures	FM
Optimistically Handling Failures	Pearson Correlation	1	.710**
	Sig. (2-tailed)		.000
	N	20	20
FM	Pearson Correlation	.710**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 14:**

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about Avoiding Failures”

		Avoid Failures	FM
Avoid Failures	Pearson Correlation	1	.809**
	Sig. (2-tailed)		.000
	N	20	20
FM	Pearson Correlation	.809**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**3) Null Hypothesis: There is no correlation between Growth Mindset of a professional and his/her belief in their ability to deal with criticisms in an organisation.**

**Figure 15:**

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief about Handling Criticism”

		Handling Criticism	GM
Handling Criticism	Pearson Correlation	1	.920**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.920**	1
	Sig. (2-tailed)	.000	
	N	20	20

Figure 16:

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about Handling Criticism”

		Handling Criticism	FM
Handling Criticism	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.001
	N	20	20
FM	Pearson Correlation	.680**	1
	Sig. (2-tailed)	.001	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 17:

Correlations showing relationship between Employees having “Growth Mindset (GM)” and “their belief about being Better Employee due to Criticism”

		Better Employee due to Criticism	GM
Better Employee due to Criticism	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 18:

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about being Better Employee due to Criticism”

		Better Employee due to Criticism	FM
Better Employee due to Criticism	Pearson Correlation	1	.822**
	Sig. (2-tailed)		.000
	N	20	20
FM	Pearson Correlation	.822**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 19:

Correlations showing Relationship between Employees having “Growth Mindset (GM)” and “their belief about Avoiding Genuine Criticism”

		Avoid Genuine Criticism	GM
Avoid Genuine Criticism	Pearson Correlation	1	.941**
	Sig. (2-tailed)		.000
	N	20	20
GM	Pearson Correlation	.941**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Figure 20:

Correlations showing Relationship between Employees having “Fixed Mindset (FM)” and “their belief about Avoiding Genuine Criticism”

		Avoid Genuine Criticism	FM
Avoid Genuine Criticism	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	20	20
FM	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).



## V. FINDINGS & INTERPRETATION OF THE ANALYSIS

**Findings & Interpretation (Figures 1 to 8 of the above analysis):** As per the analysis of the “Challenges” construct (please refer in page no: 5 uptill 7) and the corresponding mindset, done through SPSS, our findings on the 4 situational contexts in view of the mindset study are as follows:

1) As per the Figure 1 & Figure 2, The Correlation level between an employee having Growth Mindset and the respective belief to handle challenges optimistically was up to 0.944 as per Pearson Correlation, which indicates *extremely high correlation* in comparison to 0.618 being the correlation of Fixed Mindset and the respective belief to handle challenges optimistically.

This shows that employees with Growth Mindset have shown higher correlation in handling challenges optimistically, in comparison to one with a Fixed Mindset. This also indicates, that Growth Mindset influences the employee to respond to challenges in a much more positive manner than one with Fixed Mindset and hence, the chances of succeeding in overcoming these challenges will definitely be more with people having Growth Mindset.

2) As per the Figure 3 & Figure 4, The Correlation level between an employee having Growth Mindset and the respective belief to effectively handle challenges was up to 0.806 as per Pearson Correlation, which indicates *extremely high correlation* in comparison to 0.570 being the correlation of Fixed Mindset and the respective ability to effectively handle challenges.

This shows that employees with Growth Mindset have a much higher correlation in effectively handling challenges in comparison to one with a Fixed Mindset. This also indicates that having a Growth Mindset gives an employee an extra edge, especially in his/her ability to effectively handle challenging situations in their respective workplace in comparison to one with a Fixed Mindset.

3) As per the Figure 5 & Figure 6, The Correlation level between an employee having Growth Mindset and their belief in being better employees due to challenges was up to 0.836 as per Pearson Correlation, which indicates *extremely high correlation* in comparison to 0.746 being the correlation of Fixed Mindset and being better employees due to the challenges.

This shows that employees having Growth Mindset show higher correlation in being better employees due to challenges than one with a Fixed Mindset. This also shows that in spite of extraneous variables (such as Challenges) impacting the employees, there will not be much impact in terms of their efficiency as an employee, in case the employee has a Growth Mindset in comparison to one with

a Fixed Mindset.

4) As per the Figure 7 & Figure 8, The Correlation level between an employee having Growth Mindset and the tendency to avoid challenges was up to 0.804 as per Pearson Correlation, which indicates *low correlation* in comparison to 0.906 being the correlation of Fixed Mindset and tendency to avoid challenges.

This shows that employees having Growth Mindset show a lower correlation in avoiding challenges in comparison to one with a Fixed Mindset. This also shows that when an employee has a Growth Mindset, they would not be averse in meeting and facing challenges in comparison to one with a Fixed Mindset.

Thus, overall, on the above 4 findings & empirical evidences, the alternative hypothesis is accepted, i.e. – **There is a correlation between the Growth Mindset of a Professional and his/her belief to deal successfully with a challenging situation**

**Findings & Interpretation (Figures 9 to 14 of the above analysis):** As per the analysis of the “Failures” construct (please refer in page no: 7 uptill 8) and the corresponding mindset, done through SPSS, our findings on the 3 situational contexts in view of the mindset study are as follows:

1) As per the Figure 9 & Figure 10, The Correlation level between an employee having Growth Mindset and the respective belief in handling failures was up to 0.880 as per Pearson Correlation, which indicates *extremely high correlation* in comparison to 0.812 being the correlation of Fixed Mindset and the respective belief to handle failures.

This shows that people with Growth Mindset have a higher correlation in effectively handling failures in comparison with ones with a Fixed Mindset. This also indicates that people with Growth Mindset will be in a position to handle failures more effectively than people with Fixed Mindset.

2) As per the Figure 11 & Figure 12, The Correlation level between an employee having Growth Mindset and the respective belief to optimistically handling failures was up to 0.825 as per Pearson Correlation, which indicates *extremely high correlation* in comparison to 0.710 being the correlation of Fixed Mindset and the respective belief to handle failures optimistically.

This shows that people with Growth Mindset have a higher correlation in optimistically handling failures in comparison with ones with a Fixed Mindset. This also indicates that people with Growth Mindset will be in a better mental framework while dealing with Failure situations in comparison to others with a Fixed Mindset.

3) As per the Figure 13 & Figure 14, The Correlation level between an employee having Growth Mindset and the

tendency to avoid failures was up to 0.925 as per Pearson Correlation, which indicates high correlation in comparison to 0.809 being the correlation of Fixed Mindset and tendency to avoid failures. This indicates, that persons with Growth Mindset have a greater belief in avoiding failures.

This shows that people with Growth Mindset have a higher correlation in avoiding failure situations in comparison with ones with a Fixed Mindset. This also indicates that people with a Growth Mindset will have a better readiness of dealing with failure like situations and thereby avoid failures in comparison to people with Fixed Mindset.

**Thus, overall, on the above 3 findings & empirical evidences, the alternative hypothesis is accepted, – There is a correlation between the Growth Mindset of a Professional and his/her ability to deal successfully with a failure situation.**

**Findings & Interpretation (Figures 15 to 20 of the above analysis):** As per the analysis of the “Criticism” construct (please refer in page no: 8 uptill 10) and the corresponding mindset, done through SPSS, our findings on the 3 situational contexts in view of the mindset study are as follows:

1) As per the Figure 15 & Figure 16, The Correlation level between an employee having Growth Mindset and the respective belief in handling criticism was up to 0.920 as per Pearson Correlation, which indicates extremely high correlation in comparison to 0.680 being the correlation of Fixed Mindset and the respective belief to handle criticism.

This shows a person with a Growth Mindset has a higher correlation in handling criticism than one with a Fixed Mindset. This also indicates, that a person with a Growth Mindset are more open in accepting negative aspects as a feedback than a person with a Fixed Mindset.

2) As per the Figure 17 & Figure 18, The Correlation level between an employee having Growth Mindset and the belief of being a better employee due to criticism was up to 0.955 as per Pearson Correlation, which indicates extremely high correlation in comparison to 0.822 being the correlation of Fixed Mindset and the respective belief to being a better employee while handling criticism.

This shows that people with Growth Mindset have a higher correlation in being a better employee due to criticism in comparison to Fixed Mindset. This also indicates, that, a person with a Growth Mindset is more prone to taking the criticism as a learning that one with a Fixed Mindset, which results in more productivity of the employee and lesser errors in future.

3) As per the Figure 19 & Figure 20, The Correlation level between an employee having Growth Mindset and the belief to avoid genuine criticism was up to 0.941 as per Pearson Correlation, which indicates slightly low correlation in

comparison to 0.891 being the correlation of Fixed Mindset and being better employees due to the challenges.

This shows the persons with Growth Mindset are keener to avoid criticism and thereby have a higher correlation, if given a choice than people with Fixed Mindset, who will continue to avoid criticism more aggressively.

**Thus, on the above findings & overall empirical evidences, basis of the alternative hypothesis is accepted, i.e. – There is a correlation between Growth Mindset and the ability to deal with Criticism in a workplace.**

**Please note, the Cronbach Alpha – Reliability Test of the Data was as follows:**

Reliability Statistics (10/09/2021)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.991	.993	35

Thus, while the findings were clearly indicative of the impact of Growth Mindset for the professionals working in MSME sector when confronted with Failures, Challenges and Criticism in Workplace, it is also important to note for future research in these areas, that the difference of Growth Mindset and Fixed Mindset while considering these constructs also needs more research, interpretation and study, since, it may also be relative and subjective in nature.

Since, when we consider these differences, prima facia the following interpretations come to the forefront in each of the following constructs,

When we consider Challenges, the interpretation was as follows:

1) The Correlation level between an employee having Growth Mindset and the respective belief to handle challenges optimistically and vice-versa w.r.t- Fixed Mindset was as follows: **0.944 to 0.618 – Difference of (0.326)**

2) The Correlation level between an employee having Growth Mindset and the respective belief to effectively handle challenges and vice-versa w.r.t – Fixed Mindset was as follows: **0.806 to 0.570 – Difference of (0.236)**

3) The Correlation level between an employee having Growth Mindset and their belief in being better employees due to challenges and vice versa w.r.t – Fixed Mindset was as follows: **0.836 to 0.746 – Difference of (0.09)**

4) The Correlation level between an employee having Growth Mindset and the tendency to avoid challenges and vice versa w.r.t – Fixed Mindset was as follows: **0.844 to 0.906 – Difference of (0.062)**

When we consider Failures, the interpretation was as follows:

1) The Correlation level between an employee having Growth Mindset and the respective belief in handling failures and vice-versa w.r.t-Fixed Mindset was as follows:

**0.880 to 0.812 – Difference of (0.068)**

2) The Correlation level between an employee having Growth Mindset and the respective belief to optimistically handling failures and vice-versa w.r.t-Fixed Mindset was as follows: **0.825 to 0.710 – Difference of (0.115)**

3) The Correlation level between an employee having Growth Mindset and the tendency to avoid failures and vice-versa w.r.t-Fixed Mindset was as follows: **0.925 to 0.809 (0.116)**

When we consider Criticism, the interpretation was as follows:

1) The Correlation level between an employee having Growth Mindset and the respective belief in handling criticism and vice-versa w.r.t – Fixed Mindset was as follows: **0.920 to 0.680 – Difference of (0.24)**

2) The Correlation level between an employee having Growth Mindset and the belief of being a better employee due to criticism and vice-versa w.r.t – Fixed Mindset was as follows: **0.955 to 0.822 – Difference of (0.133)**

3) The Correlation level between an employee having Growth Mindset and the belief to avoid genuine criticism and vice-versa w.r.t – Fixed Mindset was as follows: **0.941 to 0.891 – Difference of 0.05**

## VI. CONCLUSION

Thus, on the basis of empirical findings from the Research Work, we can factually & empirically conclude, that, there is a significant impact that people with Growth Mindset show in the context of facing challenging situations, dealing with failures and getting criticism from internal stakeholders, which makes them very successful in their respective roles in comparison to people with Fixed Mindset facing similar situations in Indian MSME organisations.

This research study, hopefully has, set a new direction for further research of Growth Mindset in comparison to Fixed Mindset- especially the relevance of researching the Mindset of Indian Professionals in Indian MSME organisation and thereby usher in a new methodology of evaluating Indian Professionals, since more such empirical studies will help Industry Practioners take these findings in solving real life work place concerns by using these concepts in areas such as Recruitment and Performance Management Systems and thereby increase Productivity of Indian MSME organisations in the short as well as long run.

## VII. LIMITATIONS

While the target was to have higher participants covered for this Research Study, due to the ongoing pandemic limitations, we could achieve only a smaller sample size, i.e. - participant base of 20, which could lead to bias, though it was simple random sampling. Still, it would have been better to get at least 50 participants, to have more reliability of the sample size.

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