



The Influence of Innovative Behavior and Growth Mindset on Work Productivity with Job Flourishing as a Moderator

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Article Info

Keyword:
Job Flourishing; Mindset Growth;
Innovative Behavior; Work
Productivity

Received: 5-06-2025
Revised: 15-06-2025
Accepted: 25-06-2025
Published: 30-06-2025

JEL Classification Code:
M54, M12

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DOI: [10.24123/jeb.v6i2.7715](https://doi.org/10.24123/jeb.v6i2.7715)

Abstract

Purpose: The study aims to examine the direct influence of innovative behavior, growth mindset, and job flourishing on work productivity, as well as the moderating impact of job flourishing on the influence of innovative behavior and the influence of growth mindset on work productivity.

Method: The research sample is employees who have worked productively. The study employs a structural equation modeling approach, utilizing a moderated regression analysis method with Smart PLS.

Results: The study's findings demonstrate that innovative behavior, a growth mindset, and job flourishing have a positive impact on work productivity. A flourishing job strengthens the influence of a growth mindset on work productivity. The implication is that to increase employee work productivity, the main strategy priority recommended by this study is to promote innovative behavior, the second priority is to implement a good growth mindset strategy, and the third priority is to adopt a strategy to enhance employee job flourishing. These three things are very effective in increasing work productivity. Another alternative to increase work productivity is to synergize strategies through collaboration with a growth mindset and job flourishing. Job flourishing can enhance the positive impact of a growth mindset on employee work productivity. By combining the growth mindset with job flourishing among employees, employee work productivity will also increase significantly.

INTRODUCTION

Indonesia's human resource competitiveness ranking in 2022 is 51st out of 67 countries surveyed. In 2021, Indonesia was ranked 47th. Although there has been an increase in the following years, the 2022 ranking indicates that Indonesia's human resources still faced challenges in competitiveness that year. In 2022, Indonesia's human resources competitiveness in ASEAN was ranked third (Fadil et al., 2023). Indonesia is below Singapore and Malaysia, but managed to outperform Thailand. More specifically, this ranking indicates that Indonesia has a relatively high level of human resource competitiveness in the ASEAN region, although there is still room for improvement. Indonesia's human resources still lag behind those of Singapore and Malaysia due to several factors, including the quality of education, infrastructure, and government policies that are not optimal (Umalihayati et al., 2023).

The Jokowi administration has several strategies to enhance the competitiveness of Indonesia's human resources, including increasing investment in education, developing vocational schools,

expanding access to education and healthcare, and implementing bureaucratic reform. The government continues to increase budget allocation for human quality development, including education, health, and social protection (Hidayati & Imaningsih, 2022). It focuses on improving the quality of education through various programs, such as the expansion of scholarships, the adoption of information and communication technology, and the development of research and innovation. The construction of schools with facilities and environments that support the learning process in all regions is also a concern. The government develops vocational schools to meet the industry's needs for skilled labor. Planned vocational schools in Special Economic Zones play a crucial role in providing a skilled workforce that meets the region's industries' needs. The Indonesia Pintar program provides access to education to millions of students per year. The KIP Lecture and Aimik Misi program also provides access to education for students. Improving the quality of health through social protection programs, such as the National Health Insurance, which covers most of Indonesia's population. The government seeks to strengthen bureaucratic reform to realize an efficient, competent, professional, and integrity bureaucracy. Bureaucratic reform also aims to support economic transformation and national development (Nagel, 2020). This government program has a long-term goal. In the short term, practical strategic measures are still needed.

Research Zhao et al. (2022) and Bagheri et al. (2022) state that innovative behaviors have a positive impact on work productivity. Employees who exhibit innovative behavior tend to be more creative, daring to try new things and finding solutions to existing problems. This statement can lead to increased efficiency, effectiveness, and quality of work, ultimately contributing to a higher overall productivity. However, innovative behavior has never been tested in conjunction with a growth mindset, which is moderated by job flourishing, to find out its effect on work productivity. This condition has become a research gap that is both interesting and important to investigate.

Research by Berg et al. (2023), Rajala and Tidström (2022) and Zhao et al. (2021) state that the growth mindset plays a crucial role in enhancing work productivity, as it encourages individuals to view challenges as learning opportunities, adapt to change, and continue to develop themselves. Individuals with a growth mindset tend to be more motivated, persistent, and open to feedback, all of which contribute to improved performance and productivity. The importance of having a growth mindset for workers lies in their ability to continue learning, adapting, and developing in the face of challenges, while also encouraging innovation and performance improvement. Employees with a growth mindset view failure as a learning opportunity, are more motivated, and are more open to new things. However, the growth mindset has never been tested in conjunction with innovative behavior, moderated by job flourishing, to determine its effect on work productivity. This statement has identified a research gap that is an interesting and important area for further investigation.

Research Marques-Quinteiro et al. (2021), Naim & Ozyilmaz (2023) and Shahi et al. (2022) emphasized the significant importance of job flourishing in efforts to increase work productivity. Job flourishing, which refers to a condition in which individuals feel positive, motivated, and able to thrive in the workplace, has been shown to improve overall performance and productivity. Flourishing employees tend to be more effective at completing tasks, more innovative, and more committed to their work. The importance of job flourishing for a worker lies in its impact on the well-being, performance, and stability of the organization. Employees who experience flourishing tend to be happier, more productive, and able to adapt well to changes in the work environment.

However, job flourishing has never been tested in conjunction with innovative behavior and a growth mindset, moderated by job flourishing, with the aim of determining its effect on work productivity. This statement has become a research gap that is both interesting and important to investigate.

There are two notable differences between this research and previous studies. First, there has been no previous research that combines innovative behaviors, growth mindsets, and job flourishing in a single research model, which has been tested for its direct influence on work productivity. Second, there has been no previous research that examines job flourishing as a moderation variable, which will

be tested for synergy or collaboration with innovative behavior and growth mindset to determine its effectiveness in increasing work productivity.

Goal Setting Theory

Goal-setting theory is a motivational theory that explains how setting a goal can affect a person's behavior and performance. This theory was proposed by Edwin Locke in the late 1960s and later expanded by Locke and Gary Latham. This theory posits that goals that are specific, challenging, and achievable, and supported by commitment, feedback, and an understanding of the task's complexity, can enhance a person's motivation and performance (Vancouver et al., 2022). Goal-setting theory is related to innovative behavior. Clear, specific, and challenging goals can motivate individuals to seek new and different solutions, which is the essence of innovation. In other words, when someone has a clear goal, they are more motivated to think creatively and explore new ways to achieve those goals, including through innovation. Goal-setting theory and growth mindset are closely related. Goal setting theory, which emphasizes the importance of setting specific, measurable, and challenging goals, can be an effective tool for fostering a growth mindset. Goal Setting Theory has a positive relationship with job flourishing, which refers to the positive mental state of employees. By setting clear and challenging goals, employees are more likely to feel motivated, engaged, and satisfied with their work, ultimately improving their mental health.

The Influence of Innovative Behavior on Work Productivity

Goal-setting theory states that clear, specific, and challenging goals can motivate individuals to seek new and different solutions, which is the essence of innovation. In other words, when someone has a clear goal, they are more motivated to think creatively and explore new ways to achieve those goals, including through innovation. Innovative behavior is an action taken by an individual or group to create, introduce, and implement something new and valuable in various contexts, such as an organization or society. This behavior involves exploring new ideas, problem-solving, and the ability to adapt and improve existing processes (Sagbas et al., 2023). Work productivity is a measure of efficiency and effectiveness in completing tasks and achieving goals within a specific period (Gáspár et al., 2022). In simple terms, work productivity measures the amount of output produced from various resources (inputs) used. The more outputs are produced with the same input, or the fewer inputs are used to produce the same output, the higher the work productivity is considered. Research Zhao et al. (2022) proves that innovative behaviors have a positive relationship with performance. Employees who exhibit innovative behaviors tend to perform better because they can generate new ideas, solve problems creatively, and seek ways to enhance work efficiency and effectiveness. Research by Zhao et al. (2022) indicates that innovative behavior in the workplace has a positive impact on the way of working, enhancing efficiency, productivity, and competitiveness within the organization. Innovative employees tend to be more adaptive to change, able to generate new ideas, and contribute to the development of better products or work processes. Research by Bagheri et al. (2022) explains that employees' innovative behaviors have a positive influence on productivity levels. Innovative employees tend to be more effective and efficient at work, able to come up with new ideas that solve problems and improve the quality and quantity of their work. Based on the concept and review of previous research, as well as the approach of grand theory, the first hypothesis in this study is stated, namely H1: Innovative behavior has a positive effect on work productivity.

The Influence of Growth Mindset on Work Productivity

Goal setting theory, which emphasizes the importance of setting specific, measurable, and challenging goals, can be an effective tool for fostering a growth mindset. By setting clear goals and striving to achieve them, individuals learn to see challenges as opportunities for growth, failures as learning experiences, and feedback as tools for improvement. This condition aligns with the principles

of a growth mindset, which encourages individuals to continue learning and developing. Mindset growth is a mindset that believes that a person's abilities and intelligence can be developed through effort, dedication, and continuous learning. Individuals with a growth mindset tend to view challenges as opportunities for growth, rather than obstacles (Cleven et al., 2023). Research by Berg et al. (2023) shows that a growth mindset is positively related to work productivity. Individuals with a growth mindset are more motivated, dedicated, and better able to adapt to challenges, which can ultimately improve their performance and productivity in the workplace. Research by Rajala and Tidström (2022) explains that the growth mindset has a close relationship with the way a person works. Individuals with a growth mindset tend to be more innovative, learning-oriented, and more open to challenges and changes in the work environment. They believe that abilities can be developed through effort and learning, thus encouraging them to continue learning and improving. Research by Zhao et al. (2021) states that the growth mindset has a significant positive impact on work performance. Individuals with this mindset tend to be more courageous in facing challenges, more motivated to learn and grow, and more creative in finding solutions. This condition leads to improved performance, better collaboration, and the ability to adapt to change. Based on the concept and review of previous research, as well as the approach of grand theory, the second hypothesis in this study is stated: H2, Growth mindset has a positive effect on work productivity.

The Effect of Job Flourishing on Work Productivity

Goal setting theory has a relationship with job flourishing or positive mental state of employees. By setting clear and challenging goals, employees are more likely to feel motivated, engaged, and satisfied with their work, which can ultimately improve their mental health. Job flourishing is a positive mental state in the workplace that includes the emotional, psychological, and social well-being of employees. Employees who "flourish" will feel happy and function optimally in their work, and have a passion for learning, working, and growing (Ho & Chan, 2022). Research Marques-Quinteiro et al. (2021) states that job flourishing, which is a condition of psychological well-being in work, has a positive impact on individual performance. Employees who experience job flourishing tend to be more productive, satisfied with their work, and able to adapt well to challenges. They are also more motivated and have better relationships with colleagues. Research Naim & Ozyilmaz (2023) stating that job flourishing, or a condition in which employees feel thriving and prosperous in the workplace, has a positive impact on various employee actions. Employees who experience job flourishing tend to show better performance, both in main tasks (in-role performance) and in additional tasks outside the job description (extra-role performance), and have a higher attachment to work (work engagement). Research Shahi et al. (2022) stating that job flourishing, or a condition in which individuals feel prosperous and function optimally at work, has a positive impact on work productivity. When employees feel flourishing, they tend to be more motivated, engaged, and dedicated to their work, which in turn improves output and quality of work. Based on the concept and review of previous research, as well as the approach of grand theory, the third hypothesis in this study is stated, namely H3: Job flourishing has a positive effect on work productivity

Job Flourishing Moderation on the Influence of Innovative Behavior on Work Productivity

Goal-setting theory is closely tied to a positive mindset and innovative behavior. Setting clear and challenging goals can increase motivation, focus, and performance, all of which contribute to a positive mentality. Additionally, the process of setting goals and striving to achieve them can encourage individuals to think creatively and seek new ways to achieve desired outcomes, thereby fostering innovative behaviors. Research by Hunsaker and Ding (2022) suggests that the combination of job flourishing and innovative behavior has significant potential to impact work productivity. Employees who feel "flourishing" tend to be more motivated and engaged in their work, which in turn encourages them to think creatively and come up with innovative new ideas. Next, García-Avilés

(2021) states that the combination of job flourishing and innovative behavior creates a dynamic and productive work environment, where employees feel valued and motivated to give their best. Then, Montani et al. (2022) state that job flourishing is related to innovative behavior. Individuals who feel flourishing or thriving in the workplace tend to be more innovative in their work. They will be dedicated and fully engaged in the work, which ultimately encourages the emergence of new ideas and innovative behaviors. The synergy between the two will encourage increased productivity at work. Based on the previous concepts and reviews, as well as the approach of the grand theory, the fourth hypothesis in this study is stated, namely H4: Job flourishing strengthens the influence of innovative behavior on work productivity.

Job Flourishing Moderation on the Influence of Growth Mindset on Work Productivity

Goal-setting theory, a positive mentality, and a growth mindset are closely related. Goal-setting theory, developed by Locke, emphasizes setting clear, specific, and challenging goals to motivate individuals and enhance their performance. A positive mentality and growth mindset, emphasizing the belief that abilities and intelligence can be developed through effort and learning. Both support and complement each other in achieving goals and promoting self-development. Research by Montani et al. (2022) suggests that flourishing and a growth mindset have a reciprocal relationship, mutually supporting one another. Individuals with a growth mindset tend to achieve flourishing more easily because they believe that abilities and intelligence can be developed through effort and learning. Then, Burnette et al. (2022) state that the combination of flourishing and a growth mindset has the potential to impact productivity. Next, Hoyt et al. (2023) state that flourishing, which reflects optimal psychological well-being, enables individuals to function more effectively, including in terms of their work.

Meanwhile, the growth mindset encourages individuals to continue learning, developing, and overcoming challenges, which also contributes to increased productivity. Thus, the presence of flourishing in an employee will strengthen the influence of the growth mindset (which exists in him) on the work productivity of employees. Based on the previous concept and review, as well as the approach of grand theory, the fifth hypothesis in this study is stated: H5, Job flourishing strengthens the influence of a growth mindset on work productivity.

RESEARCH METHODS

This research employs a causal analysis using Structural Equation Modelling. This method was employed to investigate the direct influence and the moderating effect on dependent variables (Tambun et al., 2022a), specifically work productivity. Direct influence tests were conducted to determine the individual influence of the predictor variables on the dependent variable (Tambun, 2021), specifically work productivity. Meanwhile, the moderation test was conducted to examine the effect of collaboration between independent variables and moderation variables on dependent variables (Sitorus & Tambun, 2023), specifically work productivity. The research sample was calculated using the Hair method with the formula for the amount of data calculated from 5 to 10 times the number of indicators used in the study (Hair & Alamer, 2022). The research data processor utilizes Smart PLS Software, which facilitates research data processing based on direct and moderating effects (Hair et al., 2021).

This research consists of four variables: innovative behavior, growth mindset, job flourishing, and work productivity. Innovative behavior comprises four indicators: exploration of ideas, development of ideas, seeking support for ideas, and application of ideas (Hadi et al., 2020). The growth mindset comprises six indicators: belief in the ability to learn, response to challenges, perseverance in the face of obstacles, openness to feedback, belief in effort, and seeing the success of others as inspiration (Burnette et al., 2023). Job flourishing is measured by five indicators, namely positive emotion, engagement, relationship, meaning, and accomplishment (Rosa & Fauzan, 2023).

Work productivity consists of three indicators, namely good attendance, quantity of work, and quality of work (Aini & Sudiarti, 2022). The research data was collected using a research questionnaire. The research questionnaire was made based on the indicators of each variable studied. Each questionnaire was administered using a 5-point Likert scale, ranging from "very disagree" to "strongly agree".

The stages of data processing consist of several stages. The first stage presents descriptive statistical data to gather information about the respondents being studied, including minimum and maximum data, and the average level of implementation of variables. Descriptive statistics are vital for understanding how the implementation rate of the variable is applied (Sitorus & Tambun, 2023). The second stage involves conducting a validity test, a reliability test, and a goodness-of-fit test. Data quality tests are crucial for ensuring accurate interpretation and preventing biased generalizations to all populations (Tambun, Sitorus, et al., 2022). The third stage is to test the research hypothesis using the one-tailed standard, which is the hypothesis accepted if the statistical t value is > 1.65 and the p values are < 0.05 (Tambun et al., 2022b). The fourth stage involves interpreting the research results and discussing them.

RESULTS & DISCUSSION

This study included 201 research respondents, comprising 135 women and 66 men. A total of 40 respondents were aged 25 to 35 years, while 115 respondents were aged 36 to 45 years, and 46 respondents were over 45 years old. A total of 152 respondents held a bachelor's degree, 40 respondents held a master's degree, and nine respondents held a doctoral degree. A total of 160 respondents hold senior staff positions, 28 have supervisory positions or serve as section heads, and 13 hold manager or leadership positions. The respondents' answers to the distributed research questionnaire are presented in the following descriptive statistical in table 1.

Table 1.
Descriptive Statistics

No.	Variable	Mean	Min.	Max.	Std. Deviation
1	Innovative Behavior	4,33	1	5	0,619
2	Mindset Growth	4,20	1	5	0,630
3	Job Flourishing	4,26	1	5	0,641
4	Work Productivity	4,32	1	5	0,613

Descriptive statistical data informed the level of implementation of each variable by the respondents. The average implementation rate of innovative behavior is 4.33 out of a maximum of 5, equivalent to achieving 86.6% implementation in the field. Mindset growth with an average of 4.20 out of a maximum of 5, or equivalent to an achievement of 84.0% implementation in the field. Job flourishing with an average of 4.26 out of a maximum of 5, equivalent to an 85.3% implementation rate in the field. Work productivity with an average of 4.32 out of a maximum of 5, or equivalent to the achievement of 86.3% of implementation in the field.

Validity testing aims to measure the extent to which measuring tools (such as questionnaires) in a study accurately measure what they are intended to measure. In other words, the validity test ensures that the research instrument accurately captures the concept or variable being measured, rather than something else. Figure 1 loading factor shows the results of the validity test individually. Validity tests are performed to determine whether each statement in the questionnaire accurately represents the variables being studied. The validity test utilizes the data from the questionnaire results that have been disseminated; the results can be seen in Figure 1, which displays the loading factor. The loading factor score generated from each indicator is greater than 0.5, which means it is valid. Additionally, all indicators produce a loading factor greater than 0.7, indicating excellent validity.

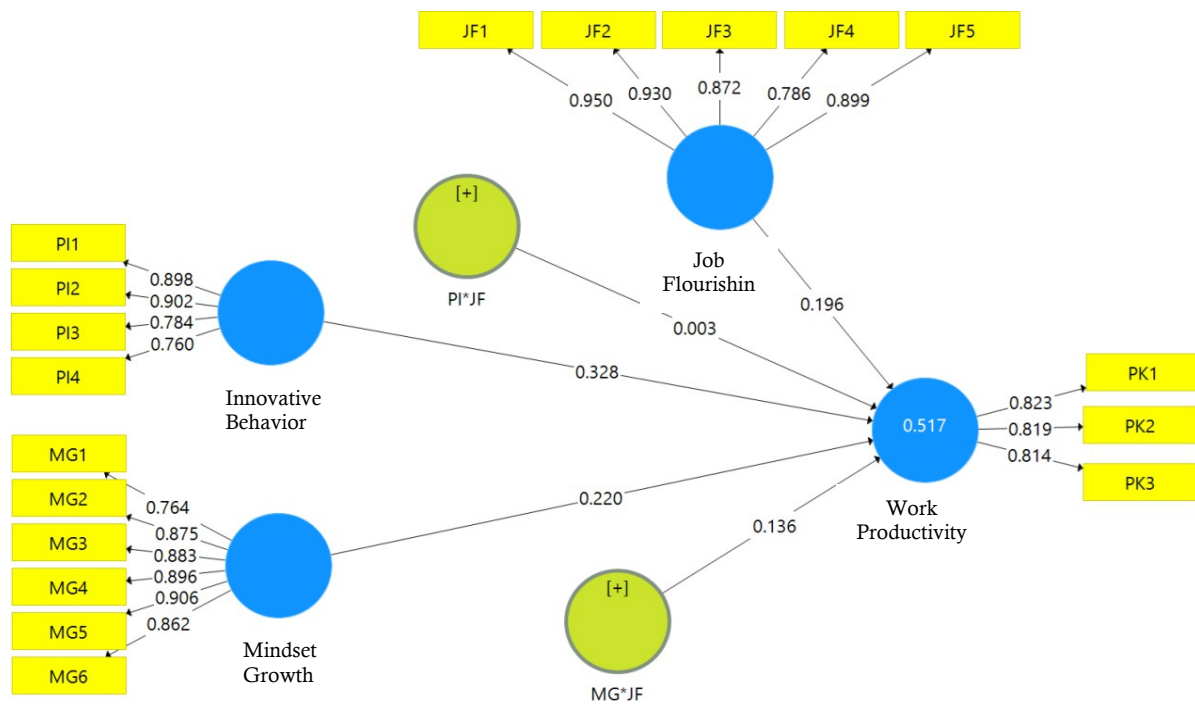


Figure 1.
Loading Factor

In addition to individual loading factors, validity can also be assessed collectively in groups. The trick is to look at the score from the Average Variance Extracted (AVE) in Table 2. If the AVE score is greater than 0.5, then the grouping indicator for each variable is valid. This result proves that the indicator group on each variable is valid.

Table 2.
Construct Reliability and Validity

No.	Variable	Cronbach Alpha	Rho	Composite Reliability	AVE
1	Innovative Behavior	0,858	0,865	0,904	0,703
2	Mindset Growth	0,932	0,934	0,947	0,749
3	Job Flourishing	0,933	0,936	0,950	0,791
4	Work Productivity	0,755	0,759	0,859	0,670

The reliability test was conducted to assess the level of consistency among the respondents. Respondent consistency describes the quality of the data. The data of this study are reliable because all the study variables have Cronbach's alpha, rho, and composite reliability scores, all of which exceed 0.7. This result indicates that the research data are consistent and that the research respondents are suitable participants for this study.

Table 3.
Goodness of Fit

No.	Components of Goodness of Fit	Score
1	Normed Fit Index (NFI)	0,837
2	Standardized Root Mean Square Residual (SRMR)	0,065
3	R Square or Coefficient of Determination	0,517

The goodness of fit needs to be measured to assess how well the statistical model fits the observed data (See table 3). In simple terms, it is a method for evaluating whether a model accurately matches the observed data. If the model fits well, it means that it can accurately explain the observed data. The result is an NFI of 0.837, which is greater than 0.8, indicating that the model and data match and meet the goodness-of-fit criterion. Likewise, SRMR $0.065 < 0.08$ indicates that the model is well-built using the observed data, and it effectively explains the relationship between the variables. The coefficient of determination is 51.7%, which means that innovative behavior skills, growth mindset, and job flourishing collectively explain 51.7% of performance productivity, with the impact of job flourishing moderation accounting for 51.7%. The value of this determination coefficient is moderate.

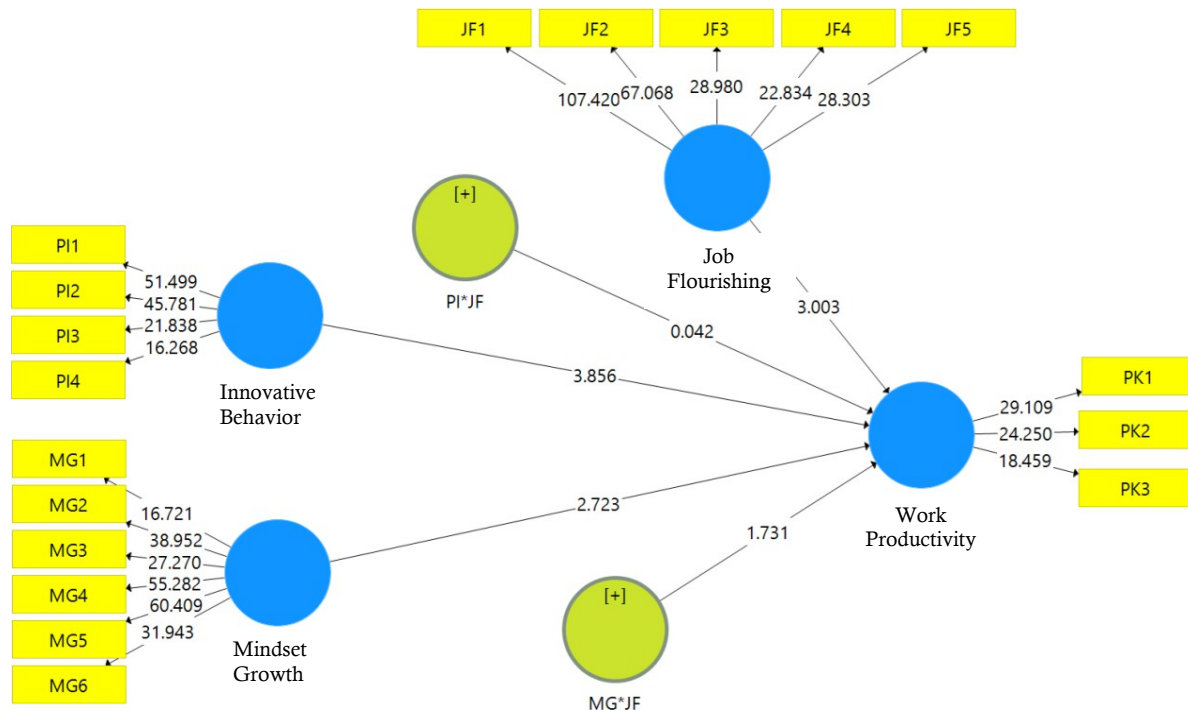


Figure 2.
Statistical T Test Results

The research hypothesis test can be carried out by examining the statistical T-value produced. Because the research hypothesis developed in this study is one-way, the test results have a significant effect if the statistical T-value is greater than 1.65. In Figure 2, there are four Statistical T-values greater than 1.65 and one Statistical T-value that is smaller than 1.65. The following hypothesis test results are presented in table 4.

Table 4.
Hypothesis Test Results

No.	Research Hypothesis	Coefficients	T Stat	P Values	Decision
1	Innovative Behavior → Work Productivity	0,328	3,86	0,000	Accepted
2	Work Productivity → Growth Mindset	0,220	2,72	0,003	Accepted
3	Job Flourishing → Work Productivity	0,196	3,00	0,001	Accepted
4	PI*JF → Work Productivity	0,003	0,04	0,483	Rejected
5	MG*JF → Work Productivity	0,136	1,73	0,042	Accepted

The results of the hypothesis testing indicated that there were four accepted research hypotheses and one rejected research hypothesis. The following research hypotheses are discussed in detail one by one.

The Influence of Innovative Behavior on Work Productivity

Innovative behavior had a significant effect on work productivity, with a statistical t-value of $3.86 > 1.65$ and p values of $0.000 < 0.05$. The influence given is positive or unidirectional. The more innovative the behavior, the greater the increase in work productivity. The lower the innovative behavior, the greater the decrease in work productivity. Success in increasing innovative behavior by one will increase work productivity by 0.328. A decrease in innovative behavior by one will reduce work productivity by 0.328. Innovative behavior comprises four indicators: exploration of ideas, development of ideas, seeking support for ideas, and application of ideas (Hadi et al., 2020). The implication is that the exploration of ideas is the process of seeking and developing new ideas or thoughts. It involves exploring different possibilities, conducting in-depth analysis, and testing ideas to find innovative solutions or gain a deeper understanding of a concept. Exploration of ideas is often key to creating something new, solving problems, or producing original artwork. This activity is efficacious in improving the quality and quantity of employee performance. Likewise, the application of ideas is the process of transforming ideas or concepts into tangible actions or implementations, such as products, services, or solutions. It involves planning, developing, and executing ideas to achieve the desired goals. It is also effective in increasing the quantity and quality of employee work. The results of this study are consistent with the research by Zhao et al. (2022), which suggests that innovative behaviors tend to yield better performance because they enable the generation of new ideas, creative problem-solving, and the pursuit of ways to enhance work efficiency and effectiveness. This research supports the findings of Zhao et al. (2022), which state that innovative behaviors tend to be more adaptive to change, able to generate new ideas, and contribute to the development of better products or work processes. This research aligns with Bagheri et al. (2022), who explain that innovative behaviors tend to be more effective and efficient at work, generating new ideas that can solve problems and improve the quality and quantity of work. The results of this study provide new evidence of the implementation of goal-setting theory, which states that clear, specific, and challenging goals can motivate individuals to seek new and innovative solutions, the essence of innovation. The power of innovation and innovative behavior has been proven to be effective in increasing work productivity.

The Influence of Growth Mindset on Work Productivity

A growth mindset had a significant positive effect on work productivity, with a statistical t-value of $2.72 (p < 0.05)$. The better the growth mindset, the greater the increase in work productivity. The lower the growth mindset, the greater the decrease in productivity at work. If the growth mindset increases by 1, it will increase work productivity by 0.220. If the growth mindset decreases by 1, it will reduce work productivity by 0.220. The growth mindset comprises six indicators: belief in the ability to learn, response to challenges, perseverance in the face of obstacles, openness to feedback, belief in effort, and seeing the success of others as inspiration (Burnette et al., 2023). Implication. Confidence in one's ability to learn, also known as self-efficacy in the context of learning, is an individual's belief in their capacity to achieve learning goals and overcome challenges in the learning process. Individuals with high self-efficacy tend to be more motivated, persistent in learning, and better able to organize themselves to achieve optimal learning outcomes. This belief effectively increases the quantity and quality of work.

A positive response to challenges, openness to feedback, and a belief in one's effort are essential to improving performance. These attitudes help individuals and organizations to learn from mistakes, adapt to change, and reach their maximum potential. The results of this study are consistent with the

research by Berg et al. (2023), which has shown that a growth mindset tends to make a person more motivated, dedicated, and better able to adapt to challenges, ultimately improving their performance and productivity in the workplace. This research also supports the findings of Rajala & Tidström (2022), which state that a growth mindset makes a person more innovative, oriented towards the learning process, and more open to challenges and changes in the work environment. The results of this study align with the research by Zhao et al. (2021), which states that a growth mindset has a significant positive impact on work performance. Individuals with this mindset tend to be more courageous in facing challenges, more motivated to learn and grow, and more creative in finding solutions. This condition leads to improved performance, better collaboration, and the ability to adapt to change. The results of this study provide new evidence of the implementation of goal-setting theory, which emphasizes the importance of setting specific, measurable, and challenging goals. This approach can be an effective tool for fostering a growth mindset.

The Effect of Job Flourishing on Work Productivity

Job flourishing has a significant positive effect on work productivity, with a statistical t-value of $3.00 > 1.65$ and a p-value of $0.001 < 0.05$. The better the job flourishing, the more work productivity will also increase. The lower the job flourishing, the more work productivity will decrease. If job flourishing increases by 1, it will increase work productivity by 0.196. If job flourishing decreases by 1, it will reduce work productivity by 0.196. Job flourishing is measured by five indicators, namely positive emotion, engagement, relationship, meaning, and accomplishment (Rosa & Fauzan, 2023). The implication is that positive emotions in the workplace have a significant impact on productivity. Positive emotions, such as happiness, satisfaction, and motivation, can enhance employee performance, creativity, and teamwork. On the contrary, negative emotions can decrease productivity and create an uncondusive work environment. Employee engagement has a significant positive impact on work productivity. Actively engaged employees tend to be more productive, innovative, and dedicated in their work. Accomplishments have a positive impact on work productivity. Feeling accomplished at work can increase motivation, job satisfaction, and ultimately, overall productivity. The results of this study are consistent with those of Marques-Quinteiro et al. (2021), which suggest that employees who experience job flourishing tend to be more productive, satisfied with their work, and better able to adapt to challenges. They are also more motivated and have better relationships with colleagues. This research is also in line with the research Naim & Ozyilmaz (2023) which states that employees who experience job flourishing tend to show better performance, both in main tasks (in- role performance) and in additional tasks outside the job description (extra-role performance), and have a higher attachment to work (work engagement). This research complements the work of Shahi et al. (2022), which states that job flourishing makes employees more motivated, engaged, and dedicated to their work, thereby improving output and the quality of work. The results of this study provide new evidence of the implementation of goal-setting theory, which states that job flourishing leads to employees feeling more motivated, engaged, and satisfied with their work, ultimately improving their mental health. This condition is important for increasing work productivity.

Job Flourishing Moderation on the Influence of Innovative Behavior on Work Productivity

Job flourishing was unable to strengthen the influence of innovative behavior on work productivity, as indicated by statistical t-values of $0.04 < 1.65$ and p-values of $0.483 > 0.05$. The combination of a job that requires innovative behavior and one that flourishes with it is not effective in increasing work productivity. The implication is that combining job flourishing strategies with innovative strategies cannot increase work productivity. Because innovative behavior can stand on its own and significantly affects work productivity, supporting job flourishing does not have a substantial impact on overall productivity. The results of this study contradict those of Hunsaker and Ding (2022), which suggest that the combination of job flourishing and innovative behavior has excellent potential

to impact work productivity. Job flourishing fails to strengthen the influence of innovative behavior on work productivity. The results of the study also do not align with García-Avilés' (2021) research, which states that the combination of job flourishing and innovative behavior creates a dynamic and productive work environment. This research also does not align with the evidence presented by Montani et al. (2022), which suggests that job flourishing is associated with innovative behavior, where the synergy of the two encourages increased work productivity. The results of this study complement the new evidence from the implementation of goal-setting theory, which suggests that combining a positive mentality with innovative behavior will drive improved work productivity.

Job Flourishing Moderation on the Influence of Growth Mindset on Work Productivity

Job flourishing was able to strengthen the influence of the growth mindset on work productivity, with statistical t-values of $1.73 > 1.65$ and p-values of $0.042 < 0.05$. Collaborating with a job that fosters a growth mindset can increase work productivity. The implication is that the job flourishing strategy and the growth mindset development strategy are very relevant to be carried out together, because they are effective in increasing work productivity. The results of this study are consistent with the research by Montani et al. (2022), which suggests that flourishing and growth mindsets have a reciprocal relationship, supporting each other and positively impacting work productivity. This research aligns with the findings of Burnette et al. (2022), which suggest that combining a flourishing and growth mindset has the potential to impact productivity positively. In line with research, Hoyt et al. (2023) state that flourishing, which reflects optimal conditions of psychological well-being, enables individuals to function more effectively, including in the workplace. Meanwhile, the growth mindset encourages individuals to continue learning, developing, and overcoming challenges, which also contributes to increased productivity. Thus, this study demonstrates that job flourishing can enhance the impact of a growth mindset on work productivity. This study complements the evidence on the implementation of goal-setting theory, which suggests that a healthy mental combination and a growth mindset can be used to achieve goals to the maximum.

CONCLUSION

This study demonstrates that innovative behavior, a growth mindset, and job flourishing each have a direct positive impact on work productivity. Innovative behavior has the most decisive influence on work productivity, followed by growth mindset in second place, and job flourishing in third place. Job flourishing has also been proven to strengthen the influence of a growth mindset on work productivity. The implication is that to increase work productivity, this study recommends prioritizing the use of innovative behavioral strategies. The second priority is to develop a strategy to increase the growth mindset across all divisions. The third priority is the strategy to increase job flourishing among all human resources. Another alternative strategy is a combination of increasing job flourishing and cultivating a healthy growth mindset. The limitations of this study include not conducting follow-up interviews when job flourishing and innovative behaviors cannot synergize to increase work productivity. Suggestions for further research include other factors that have the potential to increase work productivity, such as problem-solving skills and mastery of information technology.

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