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The role of workplace happiness in relation to growth mindset and innovative work behavior on performance at PT Elnusa Fabrikasi Konstruksi

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Abstract

This study aims to determine the effect of growth mindset and innovative work behavior on performance with happiness at work as a moderating variable at PT. Elnusa Fabrikasi Konstruksi. The sample used in this study were 84 employees working at PT Elnusa Fabrikasi Konstruksi using a questionnaire to collect data. The sampling technique used simple random sampling. The data analysis technique used SEM PLS to measure the outer model, inner model and analysis of moderation variables which produced convergent validity, discriminant validity, composite reliability & conbach alpha and hypothesis testing. The results showed that the variables of growth mindset, innovative work behavior and happiness at work had a significant effect on performance variables, the variables of growth mindset moderated by happiness at work did not affect performance and the variables of innovative work behavior moderated by happiness at work did not affect employee performance.

Keywords: Growth mindset, Innovative work behavior, Happiness at work and Performance

Introduction

The global mining industry plays a vital role in the world economy, as it provides much-needed raw materials for various industrial sectors. However, this industry faces substantial challenges that could threaten the sustainability of its operations.

Based on Deloitte's 2023 research, the global mining industry shows significant dynamics, especially related to economic, environmental, and technological challenges. Some of the key trends emerging in the mining industry include digital transformation, sustainability and Environmental, Social, and Governance (ESG), occupational safety and health, increased focus on employee safety and occupational health as a top priority, and Human Resource development.

In addition, the Deloitte report also highlights the importance of implementing a growth mindset among employees. A growth mindset allows employees to continue learning and adapting to change, which is critical in facing the challenges and rapid changes in the mining industry. This is also related to increased innovation in the workplace, which can encourage creativity and new solutions in overcoming operational challenges (Deloitte United States 2023).

In Indonesia, the mining industry also faces the same challenges. In addition, the mining industry in Indonesia is also faced with several specific challenges, including regulations and policies, mining regulations in Indonesia are often complex and changing, affecting company operations and making it difficult for mining companies to operate efficiently.

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In addition, the mining industry in Indonesia also faces several unique challenges, including environmental issues, environmental problems such as deforestation, water pollution, and ecosystem damage. Quality of Human Resources, the need for skilled labor and adapting to new technologies. Economic uncertainty, changes in commodity prices that affect the financial stability of mining companies.

PT Elnusa Fabrikasi Konstruksi (PT EFK) is one of the leading mining companies in Indonesia. PT EFK is engaged in fabrication and construction for the mining and energy industries. As a mining company operating in Indonesia, PT EFK is also faced with the challenges mentioned above and needs to improve its performance to ensure operational sustainability and achieve company targets.

Performance is the work results achieved by a person in carrying out their duties in accordance with the responsibilities given. Performance is work achievement that can be seen from the results achieved by a person within a certain period of time (Sugiyono, 2018).

Improving the performance of the mining industry is very important, among others, for security and safety because the mining industry has high work risks. In addition, mining operations often require large investments in infrastructure and technology, improving performance can increase the efficiency of resource use and reduce operational costs.

Mining companies that demonstrate high performance in terms of security, efficiency, and environmental management will have a good reputation in the eyes of stakeholders, including the government, surrounding communities, and investors.

Performance in mining is interesting to study, because the mining industry is one of the most complex and challenging sectors. Operations in this sector involve many aspects, from exploration, extraction, processing, to marketing of mining products. In addition, employee performance in the mining industry is crucial to ensure efficient and effective operations. With good performance, companies can reduce operational costs.

The mining industry continues to experience rapid change, especially with technological advances and regulatory changes. A growth mindset helps employees in mining companies to accept and adapt to New Technology. Employees with a growth mindset are more open to learning and implementing new technologies, such as automation, big data, and the Internet of Things (IoT) in mining operations.

Innovative work behavior is important in the mining industry, among others, to be able to adopt and utilize advanced technologies such as automation, AI, and big data to improve operational efficiency and effectiveness. Innovative behavior allows employees to continuously improve work processes, reduce waste, and increase productivity. Innovative work behavior is interesting to study because although much research has been done on the topic of innovation, specific research on innovative work behavior in the mining industry is still limited.

Workplace happiness is interesting to study because it has a positive correlation with employee productivity and performance. Happy employees tend to work more efficiently and produce higher output. Happiness increases motivation and commitment, which contributes to improved overall performance.

Workplace happiness not only impacts performance but also employee health and well-being. A happy work environment can reduce stress and burnout levels among

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employees. Happy employees tend to have better mental and physical health, which in turn increases attendance and productivity.

Innovative Work Behavior has become an important factor for organizations to maintain their competitive advantage. Employees who exhibit innovative work behavior play a key role in driving organizational success by generating new ideas, improving processes, and adapting to change (De Jong & Den Hartog, 2010).

Previous studies have come to the same conclusion, that a growth mindset always leads to more innovative work behavior. Other studies emphasize the role of a fixed mindset in promoting innovative work behavior, suggesting that individuals with a fixed mindset may be more focused and persistent in pursuing innovative ideas, as they are driven by a desire to prove (Zhang et al., 2018).

Another challenging perspective states that innovative work behavior can negatively affect employee performance. According to a study conducted by Wang and Zhang, they found that too much focus on innovation without paying attention to routine tasks can reduce employee performance. When employees are required to continuously innovate, this can create excessive pressure and affect work-life balance (Wang, Z., & Zhang, Y, 2017).

To face the challenges in the mining industry, PT Elnusa Fabrikasi Konstruksi (PT EFK) needs to develop strategies based on growth mindset, innovative work behavior, and workplace happiness to improve employee performance. PT EFK can implement training programs to build a growth mindset, create a work environment that supports innovation, and implement employee welfare policies to improve workplace happiness. By developing a balanced innovative culture and considering its impact on employee well-being, PT EFK can ensure operational sustainability, increase competitiveness, and meet dynamic industry standards and regulations.

Literature Review

The work results achieved by a person in carrying out their duties in accordance with the responsibilities given and work achievements that can be seen from the results achieved by a person within a certain period of time are interpreted as performance (Sugiyono, 2018).

In today's rapidly changing business environment, organizations are faced with various challenges that require employees to continue to adapt and develop new skills. In order to remain competitive, organizations need employees who have a growth mindset, namely the belief that abilities and intelligence can be developed through effort and learning (Dweck, 2017).

Innovative work behavior is a series of work activities that are continuously carried out by workers in developing and improving effective work behavior (De Jong & Den Hartog, 2010).

According to Diener's theory, happiness at work is a condition where individuals experience positive feelings and satisfaction in their work. This theory emphasizes that happiness at work is not just about momentary pleasure, but also about having meaningful work and making a positive contribution to individuals

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and organizations. By creating conditions that support happiness in the workplace, organizations can improve employee performance and productivity, increasing employee loyalty and retention (Diener, E., & Biswas-Diener, 2008).

Method

This study uses a quantitative method, with a descriptive approach to test the hypothesis and determine the effect of independent variables on dependent variables with the presence of moderating variables with the object of research of independent variables, namely, growth mindset and innovative work behavior with the dependent variable, namely, performance while the moderating variable is happiness at work. The population and sample in this study were employees of PT Elnusa Fabrikasi Konstruksi, a total of 84 respondents. The data collection technique used a questionnaire with a Likert scale as a measuring tool. Data processing uses PLS 4 (Statistical Product and Service Solution) where quantitative data is in the form of numbers. In this study, the data analysis methods used are descriptive analysis, statistical analysis, regression testing, multiple determinant coefficients (R2) and partial determinant coefficients (r2).

Discussion

Descriptive analysis

Descriptive Data Table of Respondents, Employees of PT. Elnusa Fabrikasi Konstruksi

Gender	Total (persons)	Percentage (%)
Man	68	80,95
Woman	16	19,05
Total	*84*	*100,00*
Work Location	Total (persons)	Percentage (%)
Head Office (HO)	28	33,33
Field (site)	56	66,67
Total	84	100,00
Age		Percentage (%)
20 – 29	14	16,67
30 – 39	33	39,29
40 – 49	22	26,19
50 – 60	15	17,86
Total	*84*	*100,00*

Source: Research (2024)

Descriptive data from respondents shows that PT Elnusa Fabrikasi Konstruksi has a predominantly male workforce, with a diverse age distribution, ranging from young workers to those approaching retirement. Most employees work in the field, reflecting the nature of the company's operations in the

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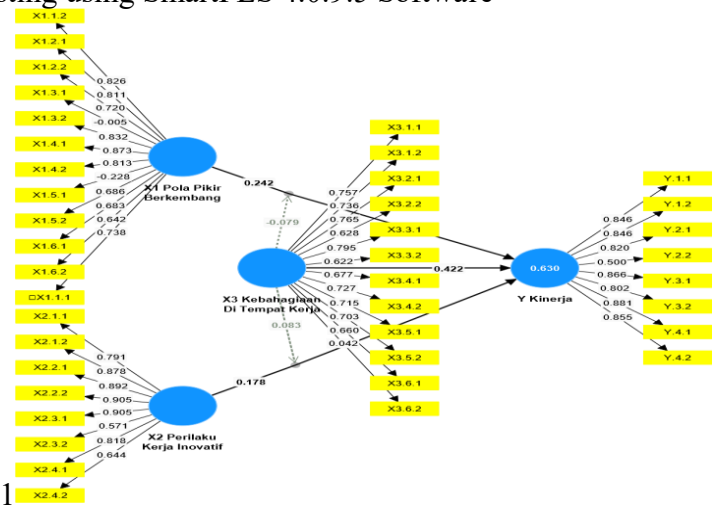
construction industry. This variation in age and work location provides an illustration that the company has an organizational structure that includes various levels of experience and roles, from administrative in the head office to operational in the field. This is important to consider in developing training programs and company policies that can meet the needs of various employee groups. The research model was then analyzed using the inner, outer model and hypothesis testing using SmartPLS 4.0.9.5 Software



Outer Model 1

Figure: Results of calculation of outer model 1 of research path analysis

Source: research data processed using SmartPLS 4.0.9.5 Software in 2024

Validity indicators (Outer loadings) and Convergent Validity (AVE)

From the analysis of validity indicators (outer loadings) and convergent validity (AVE), it can be concluded that all constructs in this study have good validity. Most indicators have outer loadings values above 0.70, indicating a strong relationship between the indicators and their respective constructs. This indicates that the measurement model used in this study is valid and reliable to measure the research variables. This good construct validity provides a strong basis for further analysis of the influence of growth mindset, innovative work behavior, and workplace happiness on employee performance at PT Elnusa Fabrikasi Konstruksi.

Construct Reliability (Cronbach's Alpha dan Composite Reliability)

Construct reliability test measured by composite reliability and Cronbach's alpha. The variable construct is declared reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.70 (Hair et al., 2022, p.125)

Construct Reliability Table (Cronbach's Alpha and Composite Reliability) 1

Latent variables	Cronbach's alpha	Composite reliability (rho_c)
X1 Growth Mindset	0.863	0.900
X2 Innovative Work Behavior	0.922	0.937

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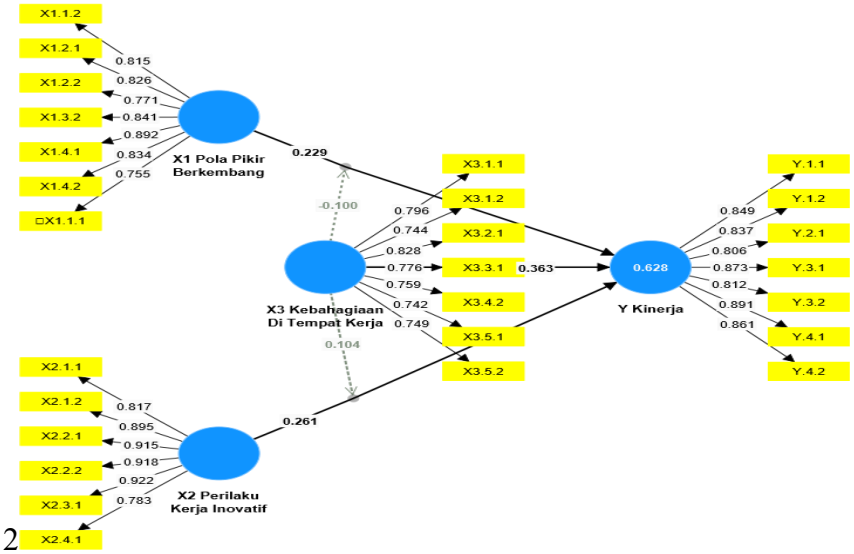
X3 Happiness at Work	0.881	0.905
Y Performance	0.922	0.937

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

Based on the table above, the following information can be seen, the Cronbach's Alpha value of all variables is greater than 0.70. The Composite Reliability value of all variables is greater than 0.70.

Based on the results of the calculation of Construct Reliability (Cronbach's Alpha and Composite Reliability), in the calculation of Cronbach's Alpha, all variables have not met the criteria, the results of the calculation of Outer loading, AVE and Composite Reliability have all met the criteria. Based on these considerations, the research model can be used for further testing.



Outer Model 2

Figure: Results of calculation of outer model 2 research path analysis

Source: research data processed using SmartPLS 4.0.9.5 Software in 2024

Table of Validity Indicators (Outer loadings) and Convergent Validity (AVE) 2

Connstruct Variables	Latent Variables	Loading (>0.70)	AVE (>0,5)
X1 Growth Mindset	X1.1.1	0.755	0.673
	X1.1.2	0.815	
	X1.2.1	0.826	
	X1.2.2	0.771	
	X1.3.2	0.841	
	X1.4.1	0.892	
	X1.4.2	0.834	
X2 Innovative Work Behavior	X2.1.1	0.817	0.769
	X2.1.2	0.895	

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	X2.2.1	0.915	
	X2.2.2	0.918	
	X2.3.1	0.922	
	X2.4.1	0.783	
X3 Happiness at Work	X3.1.1	0.796	0.594
	X3.1.2	0.744	
	X3.2.1	0.828	
	X3.3.1	0.776	
	X3.4.2	0.759	
	X3.5.1	0.742	
	X3.5.2	0.749	
Y Performance	Y.1.1	0.849	0.718
	Y.1.2	0.837	
	Y.2.1	0.806	
	Y.3.1	0.873	
	Y.3.2	0.812	
	Y.4.1	0.891	
	Y.4.2	0.861	
X3 x X1	X3 x X1	1.000	
X3 x X2	X3 x X2	1.000	

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

Based on the descriptive analysis of validity indicators (outer loadings) and convergent validity (AVE), it can be concluded that all constructs in this study have good validity. High outer loadings values indicate that these indicators are strong in measuring their respective constructs.

An AVE value greater than 0.50 for all constructs indicates that these indicators consistently measure the same construct. Based on the results of the calculation, the factor loading values have met the criteria and the Average Variance Extracted (AVE) all variables and indicators have met the validity criteria and can be used for further testing.

Construct Reliability Table (Cronbach's Alpha and Composite Reliability) 2

Latent Variables	Cronbach's alpha	Composite reliability (rho_c)
X1 Growth Mindset	0.919	0.935
X2 Innovative Work Behavior	0.939	0.952
X3 Happiness at Work	0.887	0.911
Y Performance	0.934	0.947

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Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

Based on the table above, the following information can be seen, the Cronbach's Alpha value of all variables is greater than 0.70, the Composite Reliability value of all variables is greater than 0.70

Results of the calculation of Construct Reliability (Cronbach's Alpha and Composite Reliability) In the Cronbach's Alpha calculation, there are variables that do not meet the criteria, the results of the Outer loading, AVE and Composite Reliability calculations have all met the criteria. Based on these considerations, the research model can be used for further testing.

Statistically, the results of the construct reliability show that all constructs have very good internal consistency. This means that the indicators used to measure each construct are reliable and consistent.

Discriminant Validity Heterotrait Monotrait (HTMT)

Heterotrait Monotrait (HTMT) Table

Latent Variables	X1	X2	X3	Y	X3 x X2
X1 Growth Mindset					
X2 Innovative Work Behavior	0.714				
X3 Happiness at Work	0.625	0.681			
Y Performance	0.722	0.723	0.746		
X3 Happiness at Work x X1 Growth Mindset	0.700	0.465	0.410	0.501	
X3 Happiness at Work x X2 Innovative Work Behavior	0.624	0.412	0.394	0.435	0.944

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

Based on the HTMT analysis, most of the construct pairs showed good discriminant validity with HTMT values below 0.85. However, there was a discriminant validity problem in the interaction of Workplace Happiness and Innovative Work Behavior with an HTMT value of 0.944. Theoretically, growth mindset and innovative work behavior contribute positively to employee performance.

Inner Model

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Collinearity assessment

Collinearity assessment table VIF

Latent Variables	Y Kinerja
X1 Browth Mindset	2.822
X2 Innovative Work Behavior	2.207
X3 Happiness at Work	1.904
X3 Happiness at Work x X1 Growth Mindset	11.279
X3 Happiness at Work x X2 Innovative Work Behavior	9.645

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

Based on the VIF analysis, most constructs have low VIF values, indicating no significant collinearity problems. However, there is a collinearity problem in the interaction of Workplace Happiness with Growth Mindset and Innovative Work Behavior, with VIF values of 11,279 and 9,645, respectively.

coefficient of determination (R2)

Table of coefficient of determination (R2)

Latent Variable	R-square	R-square adjusted
Y Performance	0.628	0.604

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

The accuracy of the R2 Y Performance model estimation is 0.628. Based on this value, it has a high accuracy estimation. In other words, X1 Growth Mindset, X2 Innovative Work Behavior, X3 Happiness at Work, influences 62.8% while the remaining 37.2% is influenced by other factors outside the research model.

Predictive relevance (Q2)

Predictive relevance table (Q2)

Latent Variables	SSO	SSE	Q^2 (=1-SSE/SSO)
X1 Growth Mindset	588	588	0
X2 Innovative Work Behavior	504	504	0
X3 Happiness at Work	588	588	0
Y Performance	588	352.316	0.401

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

The Q2 predictive relevance value for the constructive model Y Performance is influenced by X1 Growth Mindset, X2 Innovative Work Behavior, X3 Happiness at Work, of 0.401 and is classified as having a large predictive relevance. This shows that the model has good predictive ability for performance variables. This value means that around 40.1% of the variation in performance can

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be explained by the model, indicating that this model is quite good at predicting employee performance at PT Elnusa Fabrikasi Konstruksi.

Effect size (f2)

Table affect size value f2

Latent Variables	f-square	Information
X1 Growth Mindset -> Y Performance	0.050	Small
X2 Innovative Work Behavior -> Y Performance	0.083	Small
X3 Workplace Happiness -> Y Performance	0.185	Moderate
X3 Workplace Happiness x X1 Growth Mindset -> Y Performance	0.019	Small
X3 Workplace Happiness x X2 Innovative Work Behavior -> Y Performance	0.014	Small

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024

Based on the effect size table of f^2 values, it can be concluded that the influence of Growth Mindset (X1) and Innovative Work Behavior (X2) on Performance (Y) is small, although Innovative Work Behavior has a slightly greater influence. Happiness at Work (X3) has a moderate influence on Performance, indicating that employee well-being at work is an important factor in improving their performance. However, the moderating effect of Happiness at Work on the relationship between Growth Mindset and Innovative Work Behavior on Performance is small and insignificant. X1 Growth Mindset -> Y Performance has a constructive model value of affect size F2 of 0.050 and is classified as having a Small estimated value

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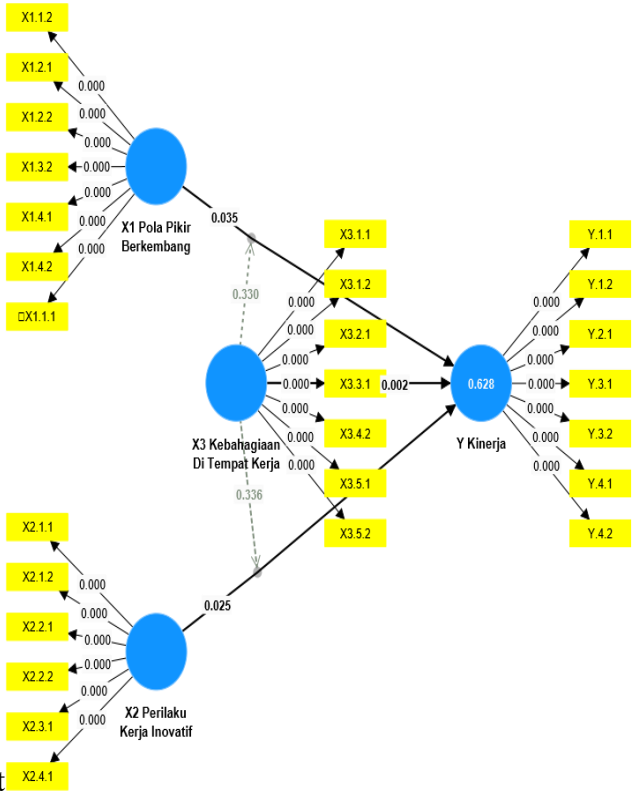

Research Hypothesis Test
Source: research data processed using SmartPLS 4.0.9.5 Software in 2024

Structural model coefficient analysis is used to test the hypothesis by finding out which relationships have a significant effect. If the p-value <a (0.05) then the relationship is significant, conversely if the p-value> a (0.05) then the relationship is not significant (Hair et al., 2022, p.152)

Hypothesis Test Table of direct influence of the Research model

Hypotesis	Path Coefficient	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
H1	X1 Growth Mindset Y Performance	0.229	2.114	0.035	Accepted
H2	X2 Innovative Work Behavior Y Performance	0.261	2.248	0.025	Accepted
H3	X3 Workplace Happiness Y Performance	0.363	3.099	0.002	Accepted
H4	X3 Workplace Happiness x X1 Growth Mindset Y Performance	-0.1	0.974	0.33	Rejected

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H5	X3 Workplace Happiness x X2 Innovative Work Behavior -> Y Performance	0.104	0.963	0.336	Rejected

Source: Research data processed using SmartPLS 4.0.9.5 software in 2024
Based on the table above, the following information can be obtained:

1. H1: The Influence of Growth Mindset (X1) on Performance (Y).

   X1 Growth Mindset -> Y Performance has an Original Sample (O) value of 0.229 and P Values of 0.035 which is smaller than 0.05. Based on these values, it can be seen that there is a significant positive influence. Therefore, H1 is accepted and H0 is rejected.

2. H2: The Effect of Innovative Work Behavior (X2) on Performance (Y)
   X2 Innovative Work Behavior -> Y Performance has an Original Sample (O) value of 0.261 and P Values 0.025 smaller than 0.05. Based on these values, it can be seen that there is a significant positive effect. So H2 is accepted and H0 is rejected.

3. H3: The Influence of Workplace Happiness (X3) on Performance (Y)
   X3 Workplace Happiness -> Y Performance has an Original Sample (O) value of 0.363 and P Values 0.002 smaller than 0.05. Based on these values, it can be seen that there is a significant positive influence. So H3 is accepted and H0 is rejected
4. H4: Moderation of Workplace Happiness on the Influence of Growth Mindset on Performance
   X3 Workplace Happiness x X1 Growth Mindset -> Y Performance has an Original Sample (O) value of -0.100 and P Values 0.330 greater than 0.05. Based on these values, it can be seen that there is an insignificant negative influence. So H4 is rejected and H0 is accepted.

5. H5: Moderation of Workplace Happiness on the Influence of Innovative Work Behavior on Performance

   X3 Workplace Happiness x X2 Innovative Work Behavior -> Y Performance has an Original Sample (O) value of 0.104 and P Values 0.336 greater than 0.05. Based on these values, it can be seen that there is an insignificant negative influence. So H5 is rejected and H0 is accepted.

This study aims to analyze the influence of growth mindset and innovative work behavior on employee performance, with workplace happiness as a moderating variable, at PT Elnusa Fabrikasi Konstruksi. The data used in this study were obtained from questionnaires filled out by 84 employees, and processed using the SEM PLS (Structural Equation Modeling Partial Least Squares) method with SmartPLS 4.0.9.5 Software.

Based on the results of the SEM PLS analysis, several validity and reliability indicators have met the criteria, but there are also some that need to be improved. The Average Variance Extracted (AVE) and Composite Reliability values obtained

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have met the recommended minimum standards (AVE> 0.50, Composite Reliability> 0.70). However, several outer loadings in the initial analysis showed values below 0.70, which indicated the need for construct elimination.

The inner model analysis shows an R-square value of 0.628 for the performance variable, which means that 62.8% of performance variability can be explained by growth mindset, innovative work behavior, and happiness at work, while the rest is influenced by other factors outside the research model.

The f-square value shows that the influence of growth mindset and innovative work behavior on performance has a small effect, while happiness at work has a moderate effect. This shows that happiness at work is a fairly important variable in improving employee performance.

This study shows that growth mindset and innovative work behavior have a positive and significant effect on employee performance at PT Elnusa Fabrikasi Konstruksi. Happiness at work also has a significant effect on performance, but does not moderate the relationship between growth mindset or innovative work behavior with performance. This study emphasizes the importance of developing a growth mindset and innovative work behavior, as well as creating a happy work environment to improve employee performance.

Conclusion and Suggestion

Conclusion

Based on the results of the research that has been conducted, it was found that the growth mindset has a positive and significant influence on employee performance. In addition, innovative work behavior has also been shown to contribute positively and significantly to improving performance. Happiness at work has a very significant influence on employee performance, indicating that a work environment that supports happiness can increase productivity.
However, when happiness at work is used as a moderating variable, the influence of the growth mindset on employee performance does not show strong significance. The same thing happens with innovative work behavior, which does not show a significant positive influence on employee performance when moderated by happiness at work.

Suggestions

Based on the findings of this study, there are several recommendations for PT Elnusa Fabrikasi Konstruksi to improve employee performance. First, the company needs to develop a training program to improve the growth mindset, such as through special training and self-development activities that can form a more adaptive mindset.

Second, innovative work behavior needs to be encouraged by creating a work environment that supports innovation and providing systems and processes that facilitate creativity.

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Third, increasing happiness at work through employee welfare programs, strengthening social relationships between employees, and creating a comfortable and safe work environment will be very beneficial for employee productivity.

Fourth, to strengthen the influence of growth mindset through workplace happiness, companies can provide open communication facilities and improve employee welfare programs.

Fifth, companies need to strengthen the influence of innovative work behavior through workplace happiness by encouraging collaboration, creating a supportive work environment, and integrating happiness into human resource management policies. In addition, continuous evaluation and improvement of these policies need to be carried out to ensure their effectiveness in the long term.

For Other Researchers

Further researchers are expected to be able to improve this study, by conducting further research to see the relationship between happiness in the workplace, growth mindset, innovative work behavior, performance and can also be linked to the theory of happiness work and the happiness index. It needs to be studied more deeply and reviewed at the master's or doctoral level, in order to get a significant impact on the Continuous Improvement program (CIP) and innovation, especially related to cost revenue and efficiency in the organization and also the important role of building a happy work culture.

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