

The Effect Of Person-Job Fit, Leadership Traits, And Proactive Personality On Work Productivity With Growth Mindset As A Moderation In Manufacturing Companies In Tangerang City

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ABSTRAK

Employee work productivity is a crucial factor in enhancing the competitiveness of manufacturing companies amidst increasingly dynamic industrial developments and global competition. However, employee work productivity remains a challenge for manufacturing companies in Tangerang City due to the mismatch between work and individual abilities, suboptimal leadership characteristics, and low levels of employee proactiveness. Furthermore, a growth mindset is considered capable of strengthening an individual's ability to face challenges and improve work quality. This study aims to analyze the influence of person-job fit, leadership traits, and proactive personality on work productivity, with growth mindset as a moderating variable. The study used a quantitative approach with a survey method by distributing questionnaires to 260 employees of manufacturing companies in Tangerang City. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results showed that person-job fit, leadership traits, and proactive personality had a positive and significant effect on work productivity. Growth mindset was able to moderate the relationship between person-job fit and proactive personality on work productivity, but was unable to moderate the relationship between leadership traits and work productivity. These findings provide important implications for human resource management in the manufacturing sector.

Keywords: Person-Job Fit, Leadership Traits, Proactive Personality, Growth Mindset, Work Productivity

INTRODUCTION

Work productivity is a key factor in determining an organization's competitiveness and sustainability, particularly in the manufacturing sector, which plays a significant role in the national economy. High employee productivity reflects an organization's ability to effectively manage human resources to produce optimal output in terms of quality, quantity, and time efficiency. (Mahawati et al., 2021; Setiawan & Nuridin, 2021). However, various studies show that the work productivity of manufacturing employees still faces serious challenges due to individual job mismatch, weak leadership character, and low levels of proactive employee initiative. (Hulu et al., 2022).

One of the factors that has been widely studied in increasing work productivity is Person-Job Fit, which refers to the level of suitability between an individual's abilities, knowledge, and needs with the demands of the job. (Cable & DeRue, 2002). Employees with a high level of Person-Job Fit tend to have better work motivation, lower stress levels, and more optimal performance. (Sayuga et al., 2024; Widyana & Bagia, 2022). However, several studies have found inconsistent results, where Person-Job Fit does not always have a significant effect on work productivity. (A. Anindita, 2019; Pransiska et al., 2024). This inconsistency suggests the presence of other factors that could potentially strengthen or weaken the relationship.

In addition to person-job fit, leadership traits are also seen as important determinants of increased work productivity. Leadership characteristics such as risk-taking, achievement motivation, and the ability to influence subordinates have been shown to motivate employees to work more effectively and productively. (Kotter, 1996; Mai et al., 2022). A number of studies show that Leadership Traits have a positive and significant influence on work productivity. (Mubarok et al., 2023; Nababan et al., 2023). However, other findings suggest that such influence is not always significant, especially in certain organizational contexts. (Hafiz & Soleha, 2023), so a more comprehensive approach is needed.

Another relevant individual factor is Proactive Personality, namely the individual's tendency to take initiative, identify opportunities, and create positive change in the work environment. (Bateman & Crant, 1993). Individuals with proactive personalities tend to be more adaptive, innovative, and able to increase work productivity sustainably. (Nuraini & Irma, 2020; Sukmajati & Suharnomo, 2020). However, several studies have also found that proactive personality does not always have a direct effect on productivity, which again indicates that there are other variables that play a role in strengthening this relationship (Juliati & Lukiyana, 2021).

In this context, Growth Mindset has become a psychological factor that is increasingly receiving attention in human resource management studies. Growth Mindset reflects the belief that an individual's abilities and skills can continuously develop through effort, learning, and experience. (Dweck, 2006; Dweck & Yeager, 2019). Employees with a Growth Mindset tend to be more open to challenges, do not give up easily, and have a strong learning orientation, which ultimately has a positive impact on work productivity. (Purnamaningsih et al., 2023; Yana & Adji, 2023).

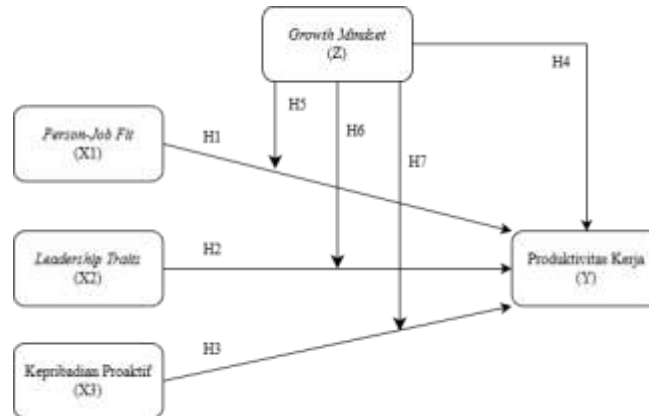
Although various studies have examined the influence of Person-Job Fit, Leadership Traits, and Proactive Personality on work productivity, research integrating Growth Mindset as a moderating variable is still relatively limited, particularly in the manufacturing sector. Furthermore, inconsistent results from previous studies indicate the need for a more integrative approach to understanding how individual and psychological factors interact to increase work productivity.

Based on this research gap, this study aims to analyze the influence of Person-Job Fit, Leadership Traits, and Proactive Personality on Work Productivity, with Growth Mindset as a moderating variable, in a manufacturing company. This research is expected to provide

empirical contributions to the development of Job Performance Theory and serve as a practical basis for human resource management in designing more effective work productivity improvement strategies.

Conceptual Framework

Figure 1. Research Conceptual Framework



Based on the framework image above, this research aims to clarify the relationship between the independent variables, variables X1, X2, X3, Z and variable Y as follows:

H1: Person-Job Fit has a positive and significant effect on Work Productivity

Person-Job Fit describes the degree of alignment between an individual's abilities, knowledge, and needs and the demands of the job. This fit enables employees to perform their jobs more effectively because the job demands align with their individual competencies. Employees with a high level of Person-Job Fit tend to be more motivated, experience less work stress, and are able to produce optimal performance. Numerous studies have shown that Person-Job Fit has a positive and significant impact on employee productivity and performance (Sayuga et al., 2024; Widyana & Bagia, 2022). Therefore, the higher the Person-Job Fit, the higher the employee's Work Productivity.

H2: Leadership Traits have a positive and significant influence on Work Productivity

Leadership Traits are leadership characteristics that reflect a leader's ability to influence, direct, and motivate subordinates to achieve organizational goals. Leaders with strong leadership traits, such as achievement motivation, risk-taking, and self-confidence, are able to create a conducive work environment and encourage employees to be more productive. Previous research has shown that leadership significantly influences employee work productivity. (AS & Suprianto, 2017). This is confirmed according to (Subardjono, 2017), revealed that with leadership, employee work productivity can be increased. Therefore, good leadership traits are expected to increase work productivity.

H3: Proactive personality has a significant influence on work productivity

Proactive personality reflects an individual's tendency to take initiative, anticipate problems, and create positive change in the work environment. Employees with proactive personalities don't simply wait for instructions, but actively seek ways to improve work effectiveness and complete tasks better. Previous research has shown that proactive personality has a positive influence on work productivity. This means that the higher an employee's proactive personality score, the higher their performance. (H. Anindita & Muafi, 2021). This is confirmed according to (Nuraini & Irma, 2020), Proactive personality significantly influences work performance. Therefore, the higher an employee's level of proactive personality, the higher their work productivity.

H4: Growth Mindset has a positive and significant effect on Work Productivity

A growth mindset is an individual's mindset that believes that abilities and skills can be developed through effort, learning, and experience. Employees with a growth mindset tend to be more open to challenges, don't give up easily, and view failure as a learning opportunity for future improvement. Several studies have shown that a growth mindset positively impacts work productivity because it encourages employees to continuously improve their abilities and performance (Yana & Adji, 2023; Purnamaningsih et al., 2023). Thus, a high Growth Mindset is expected to increase employee work productivity.

H5: Growth Mindset can strengthen the positive influence of Person-Job Fit on Work Productivity

A growth mindset has the potential to strengthen the relationship between person-job fit and work productivity. Employees who experience job fit and are supported by a growth mindset will be better able to develop their competencies and optimize their potential in completing any assigned task or job. (Berg et al., 2022) Research shows that a Growth Mindset improves individual job fit through greater adaptability and effective task completion. Thus, a Growth Mindset plays a crucial role in strengthening Person-Job Fit and contributing to increased Work Productivity.

H6: Growth Mindset can strengthen the positive influence of Leadership Traits on Work Productivity

Growth Mindset has the potential to moderate the influence of Leadership Traits on Work Productivity because a growth mindset can influence how employees respond to direction and leadership style. Growth Mindset has a positive effect on Leadership Traits because it encourages leaders to accept challenges, think adaptively, and continuously develop their leadership capacity. (Lin et al., 2022) shows that Growth Mindset has a significant influence on leadership, while (Mahidhika & Fathiyah, 2022) found a positive relationship between Growth Mindset and Leadership Traits. Thus, individuals with a strong Growth Mindset tend to display stronger and more developed leadership behaviors.

H7: Growth Mindset can strengthen the positive influence of Proactive Personality on Work Productivity

A growth mindset has the potential to strengthen the influence of a proactive personality on work productivity, as proactive individuals with a growth mindset are better able to optimize initiative, learning, and adaptation in completing tasks. With a strong growth mindset, proactive behavior becomes more effective in increasing work productivity. Empirical findings (Caniëls et al., 2018) research shows that Growth Mindset has a significant influence on Proactive Personality. Thus, Growth Mindset plays a crucial role in shaping a Proactive Personality, which contributes to increased employee Work Productivity.

METHOD

This study employed a quantitative approach with a survey method to examine the relationships between variables in the research model. The theoretical framework employed was Goal Setting Theory, focusing on the influence of Person-Job Fit, Leadership Traits, and Proactive Personality on Work Productivity, as well as the role of Growth Mindset as a moderating variable. Data collection was conducted through an online survey of employees at a manufacturing company in Tangerang City, as it was considered efficient in reaching respondents and allowed for data collection in a relatively short time.

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test causal relationships between latent variables. Furthermore, descriptive

analysis was used to describe the characteristics of respondents and the conditions of the research variables. This approach is expected to provide empirical evidence regarding the factors influencing Work Productivity in manufacturing companies.

Sample and Population

The sample in this study consisted of 260 employees of a manufacturing company in Tangerang City, selected using a purposive sampling technique. This technique was used because not all members of the population could be reached directly. Therefore, respondents were selected based on specific criteria aligned with the research objectives. The respondent criteria included: (1) permanent employees of the manufacturing company, (2) having worked for at least one year, and (3) being directly involved in the company's operational activities. The sample selection based on these criteria aimed to ensure that respondents had adequate work experience and a relevant understanding of the organization's conditions.

The population in this study was all employees working at manufacturing companies operating in Tangerang City. This population was selected because the manufacturing sector has job characteristics that require a good fit between the individual and the job, effective leadership, and proactive work behavior to achieve optimal work productivity. The sample size used met the minimum requirements for Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis, which is at least ten times the number of the largest structural paths in the research model. Therefore, it was deemed sufficient to produce stable and reliable model estimates (Hair et al., 2010).

Data Collection

Data collection in this study was conducted by distributing questionnaires to respondents who met the research criteria. The questionnaire method was used because it is effective for collecting large amounts of respondent perception data and is suitable for quantitative, survey-based research. (Malhotra, 2020). The questionnaire instrument was compiled based on variable indicators adapted from previous research and measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) as in table 1 below:

Table 1. Response Score

No.	Jawaban	Skor
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

The questionnaire was distributed online to increase distribution efficiency and ease respondent access. The use of online surveys is considered to be able to reach a wider range of respondents and reduce time and cost constraints on data collection (Regmi et al., 2017). The respondent criteria used in this study are presented in table 2 below:

Table 2. Criteria for Research Respondents

No.	Criteria	Description
1.	Employment status	Permanent employess
2.	Job level	Operational to managerial level
3.	Compant type	Manufacturing companies
4.	Company location	Tangerang city
5.	Length of service	Minimum of one year
6.	work involvement	Direct involvement in operational activities
7.	Age	18-56 years

Data Analysis Techniques

Data analysis in this study was conducted using a quantitative statistical approach with the help of the SPSS application. The initial stage of the analysis included a validity test

using Pearson Product Moment correlation to ensure each statement item was able to measure the intended construct, as well as a reliability test using Cronbach's Alpha to assess the internal consistency of the instrument. Next, a normality test was performed to check the data distribution, a multicollinearity test, and a heteroscedasticity test to identify error variability. Testing the effect of independent variables on the dependent variable was carried out using multiple linear regression analysis, while hypothesis testing was carried out through the t-test (partial) and F-test (simultaneous) with a significance level of 5%.

Operational Variables

The operational variables explain the operational definitions and measurement indicators used in this study. The variables studied include Person-Job Fit, Leadership Traits, and Proactive Personality as independent variables, Growth Mindset as a moderating variable, and Work Productivity as the dependent variable. All variables were measured using a five-point Likert scale. Details of the operational variables and measurement indicators are presented in Table 3 below:

Table 3. Operasional Variabel

Variabel	Indicator	Skala
Person-Job Fit (X1)	Matching needs	Likert
	Matching skills	Likert
	Matching experience	Likert
	Matching job	Likert
Leadership Traits (X2) (Mai et al., 2022)	Self-esteem	Likert
	Self-superiority	Likert
	Motivation to succeed	Likert
	Need for challenges	Likert
	Readiness to take risks	Likert
	Not afraid of failure	Likert
Proactive Personality (X3)	Ability to see opportunities	Likert
	Act without waiting for instructions	Likert
	Dare to make decisions to achieve goals	Likert
	Remain consistent in the face of challenges	Likert
	Create innovation and positive change	Likert
Growth Mindset (Z)	Intelligence is not an innate trait	Likert
	Accept challenges	Likert
	See failure as a lesson	Likert
	Believe that effort pays off	Likert
	Learn from criticism and suggestions	Likert
Work Productivity (Y)	Quantity of work	Likert
	Quality of work	Likert
	Punctuality	Likert
	Work enthusiasm and discipline	Likert

RESULT

Outer Model

According to Setiabudhi et al. (2025), Providing information regarding the measurements being tested can be considered valid and reliable if the following criteria are met:

1. An Outer Loading value of >0.7 for each indicator.
2. Cross Loading: The loading value between an indicator and its latent variable is expected to be higher than the loading value between the indicator and other latent variables.
3. The Composite Reliability value must be >0.7 .

4. The Cronbach's Alpha value must be >0.7 , indicating that the indicator is reliable. If all of these criteria are met, the tested measurement model can be considered valid and reliable.

Table 4. Outer Loading Value

	Person-Job Fit (X1)	Leadership Traits (X2)	Proactive Personality (X3)	Work Productivity(Y)	Growth Mindset (Z)
PJF1	0,846				
PJF2	0,848				
PJF3	0,864				
PJF4	0,812				
PJF5	0,844				
PJF6	0,878				
PJF7	0,877				
PJF8	0,888				
LST1		0,882			
LST2		0,871			
LST3		0,856			
LST4		0,838			
LST5		0,821			
LST6		0,848			
LST7		0,844			
LST8		0,828			
LST9		0,856			
LST10		0,867			
KP1			0,872		
KP2			0,848		
KP3			0,829		
KP4			0,832		
KP5			0,801		
KP6			0,832		
KP7			0,825		
KP8			0,854		
KP9			0,836		
KP10			0,868		
PK1				0,871	
PK2				0,849	
PK3				0,786	
PK4				0,784	
PK5				0,765	
PK6				0,846	
PK7				0,848	
PK8				0,858	
GM1					0,795
GM2					0,770
GM3					0,777
GM4					0,792
GM5					0,739
GM6					0,779
GM7					0,795
GM8					0,789
GM9					0,776
GM10					0,821

Source: Output SEM-PLS

Based on the results of the outer loading validity test in Table 4 using SmartPLS 3.0, all indicators in the five research variables had outer loading values above 0.7, thus meeting the

convergent validity criteria. The test was continued with Average Variance Extracted (AVE) and Cronbach's Alpha and Composite Reliability, which showed an AVE value > 0.5 and reliability > 0.7 , thus the construct was declared valid and reliable. Furthermore, discriminant validity was tested using the Fornell–Larcker criteria.

Table 5. Fornell-Larcker Criterion Discriminant Test Value

	Proactive Personality (X3)	Work Productivity(Y)	Leadership Traits (X2)	Growth Mindset (Z)	Person-Job Fit (X1)
Proactive Personality (X3)	0.840				
Work Productivity(Y)	0.640	0.827			
Leadership Traits (X2)	0.471	0.578	0.851		
Growth Mindset (Z)	0.240	0.415	0.206	0.784	
Person-Job Fit (X1)	0.426	0.568	0.457	0.150	0.857

Source: Output SEM-PLS

Thus, these findings confirm that each construct in the model meets adequate discriminant validity criteria. This strong discriminant validity also strengthens the model's reliability in distinguishing between constructs consistently and accurately.

Table 6. Construct Reliability and Validity Values

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted
Person-Job Fit (X1)	0,948	0,949	0,957	0,735
Leadership Traits (X2)	0,958	0,961	0,963	0,725
Proactive Personality (X3)	0,953	0,955	0,960	0,705
Work Productivity(Y)	0,943	0,940	0,945	0,735
Growth Mindset (Z)	0,930	0,931	0,941	0,614

Source: Output SEM-PLS

Based on the test results attached to Table 6 above, it can be seen that all latent variable values have an extracted variance (AVE) value greater than 0.5. This indicates that all constructs in the study are valid.

Hypothesis Testing Results

The evaluation of the relationship between the variables to be hypothesized in this study is conducted through an inner model analysis, which aims to evaluate the structural relationship between latent constructs, namely Person-Job Fit (PJF), Leadership Traits (LST), and Proactive Personality (KP) towards Work Productivity (PK), with Growth Mindset (GM) as a moderating variable. One of the main indicators that will be used in measuring the quality of the structural model is the R-square (R²) value.

Table 7. R-Square values for variables Z and Y

	R Square	R Square Adjusted
Work Productivity(Y)	0,650	0,639

Source: Output SEM-PLS

An R-square value of at least 0.60 indicates that more than half of the dependent variable is influenced by the independent variable, thus categorizing the model as moderate. Ideally, an

R-square value of 0.70 reflects excellent fit. An R-square value below 0.20 indicates a poor fit.

Based on the SmartPLS 3.0 test results in Table 7, the R-square for the Work Productivity (Y) variable is 0.650, indicating that the synergy of Person-Job Fit (PJF), Leadership Traits (LST), and Proactive Personality (KP) contributes 0.650, or 65%, to Work Productivity (Y). The remaining 35% is influenced by other factors not observed in this study. With an R-Square value below 0.70, this model is included in the fairly good model category, according to the specified category, while the Adjusted R-Square value of 0.639 indicates that the model is quite good.

Table 8. The value of the path coefficients for the variable Y Work Productivity with the moderating variable Z Growth Mindset

	Original Sample (O) T Statistik (O/STDEV) P Values	Original Sample (O) T Statistik (O/STDEV) P Values	Original Sample (O) T Statistik (O/STDEV) P Values
Growth Mindset (Z) x Person-Job Fit (X1) -> Work Productivity(Y)	0,099	1,999	0,023
Growth Mindset (Z) x Leadership Traits (X2) -> Work Productivity(Y)	0,056	0,972	0,166
Growth Mindset (Z) x Proactive Personality (X3) -> Work Productivity(Y)	0,120	2,025	0,022

Source: Output SEM-PLS

Based on the test results presented in table 8 above, it can be concluded that several variables in the research findings model show a significant relationship influence on Work Productivity (PK) (Y). When reviewed in depth, the Proactive Personality (KP) (X3) variable with Growth Mindset (GM) (Z) as a moderator shows a strong influence, with a T-Statistics value of 2.025 and P-Values of 0.022. A similar thing is also seen in the Person-Job Fit (PJF) (X1) variable with Growth Mindset (GM) (Z) as a moderator showing a strong influence, with a T-Statistics value of 1.999 and P-Values of 0.023.

Discussion

H1: Person-Job Fit has a positive effect on Work Productivity.

Table 9. Path Coefficient and t-test of Person-Job Fit on Work Productivity

	Original Sample (O)	T Statistik (O/STDEV)	P Values	Conclusion
Person-Job Fit (X1) -> Work Productivity(Y)	0,245	2,108	0,018	Accepted

Source: Output SEM-PLS

Based on the test results presented in table 9 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Person-Job Fit (PJF) (X1) on Work Productivity (PK) (Y) is positive at 0.245. This indicates that the relationship between Person-Job Fit and Work Productivity shows a positive influence, which indicates that the higher the level of Person-Job Fit, the greater the positive influence on Work Productivity. The hypothesis states that Person-Job Fit has a positive effect on Work Productivity, because the T-Statistics value of 2.108 is greater than the threshold of 1.65, which indicates statistical significance. Thus, the path coefficient value of 0.245 indicates that Person-Job Fit contributes 24.5% to increasing Work Productivity.

H2: Leadership Traits Positive Effect on Work Productivity

Table 10. Path Coefficient and t-test of Leadership Traits on Work Productivity

	Original Sample (O)	T Statistiks (O/STDEV)	P Values	Conclusion
Leadership Traits (X2) -> Work Productivity(Y)	0,192	2,038	0,021	Accepted

Source: Output SEM-PLS

Based on the test results presented in table 10 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Leadership Traits (LST) (X2) on Work Productivity (PK) (Y) is positive at 0.192. This indicates that the relationship between Leadership Traits and Work Productivity shows a positive influence, which indicates that the higher the level of Leadership Traits, the greater the positive influence on Work Productivity. The hypothesis states that Leadership Traits have a positive effect on Work Productivity, because the T-Statistics value of 2.038 is greater than the threshold of 1.65, which indicates statistical significance. Thus, the path coefficient value of 0.192 indicates that Leadership Traits contribute 19.2% to increasing Work Productivity.

H3: Proactive Personality Positive Effect on Work Productivity.

Table 11. Path Coefficient and t-test of Proactive Personality on Work Productivity

	Original Sample (O)	T Statistiks (O/STDEV)	P Values	Conclusion
Proactive Personality (X3) -> Work Productivity(Y)	0,320	2,695	0,007	Accepted

Source: Output SEM-PLS

Based on the test results presented in Table 11 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Proactive Personality (KP) (X3) on Work Productivity (PK) (Y) is positive at 0.320. This indicates that the relationship between Proactive Personality and Work Productivity shows a positive influence, which indicates that the higher the level of Proactive Personality, the greater the positive influence on Work Productivity. The hypothesis states that Proactive Personality has a positive influence on Work Productivity, because the T-Statistics value of 2.695 is greater than the threshold of 1.65, which indicates statistical significance. Thus, the path coefficient value of 0.320 indicates that Proactive Personality contributes 32% to increasing Work Productivity.

H4: Growth Mindset has a positive influence on Work Productivity.

Table 12. Path Coefficient and t-test of Growth Mindset on Work Productivity

	Original Sample (O)	T Statistiks (O/STDEV)	P Values	Conclusion
Growth Mindset (Z) -> Work Productivity(Y)	0,551	5,376	0,000	Accepted

Source: Output SEM-PLS

Based on the test results presented in table 12 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Growth Mindset (GM) (X3) on Work Productivity (PK) (Y) is positive at 0.551. This indicates that the relationship between Growth Mindset and Work Productivity shows a positive influence, which indicates that the higher the level of Growth Mindset, the greater the positive influence on Work Productivity. The hypothesis states that Growth Mindset has a positive effect on Work Productivity, because the T-Statistics value of 5.376 is greater than the threshold of 1.65, which indicates

statistical significance. Thus, the path coefficient value of 0.551 indicates that Growth Mindset contributes 55.1% to increasing Work Productivity.

H5: Growth Mindset can strengthen the positive influence of Person-Job Fit on Work Productivity.

Table 13. Path Coefficient and t-test of Growth Mindset Moderate Person-Job Fit on Work Productivity

	Original Sample (O)	T Statistiks (O/STDEV)	P Values	Conclusion
Moderasi Growth Mindset (Z) x Person-Job Fit (X1) -> Work Productivity(Y)	0,099	1,999	0,023	Accepted

Source: Output SEM-PLS

Based on the test results presented in table 13 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Person-Job Fit (PJF) (X1) on Work Productivity (PK) (Y) with the Growth Mindset (GM) (Z) variable as a moderator is 0.099. This value indicates that the existence of Growth Mindset (Z) as a moderator strengthens the influence of Person-Job Fit on Work Productivity positively. The hypothesis states that "Growth Mindset strengthens the positive influence of Person-Job Fit on Work Productivity" can be accepted, because the T-Statistics value of 1.999 exceeds the threshold of 1.65, with a P-Value of 0.023, which indicates significance. Thus, the path coefficient value of 0.099 indicates that Growth Mindset contributes 9.9% to increasing the relationship between Person-Job Fit and Work Productivity.

H6: Growth Mindset can strengthen the positive influence of Leadership Traits on Work Productivity.

Table 14. Path Coefficient and t-test of Growth Mindset Moderate Leadership Traits on Work Productivity

	Original Sample (O)	T Statistiks (O/STDEV)	P Values	Conclusion
Moderasi Growth Mindset (Z) x Leadership Traits (X2) -> Work Productivity(Y)	0,056	0,972	0,166	Rejected

Source: Output SEM-PLS

Based on the test results presented in Table 14 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Leadership Traits (LST) (X2) on Work Productivity (PK) (Y) with the Growth Mindset (GM) (Z) variable as a moderator is 0.056. However, the T-Statistic value is 0.972 and the P-Values value is 0.166, which indicates that the influence is not statistically significant. Thus, the presence of Growth Mindset does not significantly strengthen the influence of Leadership Traits on Work Productivity. The hypothesis stating that "Growth Mindset strengthens the positive influence of Leadership Traits on Work Productivity" is rejected, because the T-Statistics value of 0.972 is smaller than the threshold of 1.65, which indicates that the influence is not statistically significant. Thus, these results indicate that Growth Mindset does not make a significant contribution to Leadership Traits and Work Productivity.

H7: Growth Mindset can strengthen the positive influence of Proactive Personality on Work Productivity.

Table 15. Path Coefficient and t-test of Growth Mindset Moderate Proactive Personality on Work Productivity

	Original Sample (O)	T Statistiks ((O/STDEV))	P Values	Conclusion
Moderasi Growth Mindset (Z) x Proactive Personality (X3) -> Work Productivity(Y)	0,120	2,025	0,022	Accepted

Source: Output SEM-PLS

Based on the test results presented in table 4.24 above, it is known that the value of the Original Sample Estimate path coefficient for the influence of Proactive Personality (KP) (X3) on Work Productivity (PK) (Y) with the Growth Mindset (GM) (Z) variable as a moderator is 0.120. This value indicates that the existence of Growth Mindset (Z) as a moderator strengthens the influence of Proactive Personality on Work Productivity positively. The hypothesis states that "Growth Mindset strengthens the positive influence of Proactive Personality on Work Productivity" is accepted, because the T-Statistics value of 2.025 exceeds the threshold of 1.65, with a P-Value of 0.022, which indicates significance. Thus, the path coefficient value of 0.120 indicates that Growth Mindset contributes 12% to increasing the relationship between Proactive Personality and Work Productivity.

CONCLUSION

The results of this study prove that Person-Job Fit, Leadership Traits, and Proactive Personality play a significant role in increasing Work Productivity in manufacturing companies. The fit between individuals and their jobs encourages employees to work more effectively because job demands align with individual abilities and needs. Furthermore, leadership characteristics that reflect self-confidence, achievement motivation, and courage in decision-making can create a conducive and performance-oriented work environment. Employees' proactive attitude is also a strategic factor because it encourages initiative, adaptation, and real contributions to achieving organizational goals.

Furthermore, this study shows that Growth Mindset not only acts as a factor that directly influences Work Productivity, but also as a mechanism that strengthens the influence of Person-Job Fit and Proactive Personality. Employees who feel suited to their jobs and have a proactive tendency tend to develop the view that abilities can be continuously improved through learning and experience. However, Growth Mindset does not strengthen the relationship between Leadership Traits and Work Productivity, indicating that leadership characteristics do not necessarily directly shape a growth mindset in employees. This finding confirms that individual factors have a more dominant role in shaping Growth Mindset than leadership factors.

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