

VOSCO GROUP EMPLOYEE PERFORMANCE ENHANCEMENT THROUGH PROACTIVITY AND GROWTH MINDSET - EVIDENCE FROM A PERCEIVED USEFULNESS MEDIATION MODEL

Della Ayu Putri Pakayli¹⁾, Widiya Dewi Anjaningrum^{2)*}

^{1,2}Faculty Ekonomi and Business, Institut Teknologi dan Bisnis Asia Malang, Indonesia
email: dellarifin12@gmail.com *email: widiya.dewi.a@gmail.com

ABSTRACT

Technological advances have revolutionized the café and restaurant industry, impacting employee efficiency. This study seeks to investigate the influence of proactive personality and growth mindset on employee performance, mediated by perceived usefulness, within Vosco Group, utilizing an employee population of 50 staff. The sample was obtained from a segment of the population utilizing a saturated sampling technique. Data were gathered via an online questionnaire and analysis utilizing Intelligent PLS software version 4.10.8. The results indicate that a proactive personality and growth mindset substantially enhance employee performance, with perceived usefulness acting as a crucial mediator. The perceived usefulness of technology consistently mediates the relationship, but the impact fluctuates based on the degree of individual adaptability to technological advancement. These findings underscore the necessity of providing employees with intuitive technical tools and customized training programs to enhance their flexibility and productivity. This research enhances organizational psychology theory by emphasizing the importance of proactivity and a growth mindset in augmenting employee performance, while also offering practical insights for management in formulating human resource development strategies that leverage technology effectively. Organizations can enhance performance by cultivating a growth mindset culture and recruiting individuals with proactive characteristics. Future research should investigate more variables and extend the study to other industries to improve generalizability.

Keywords: *Proactive Personality, Growth Mindset, Perceived Usefulness, Employee Performance*

INTRODUCTION

The growth of the café and restaurant businesses is in line with the changing lifestyles of individuals, as the majority of them prefer to dine or drink with friends and family outside of their homes (Nugraha et al., 2024). Indonesian cafes and restaurants, like one in Malang City, have distinct ideas and features, particularly concerning their interior design, ambiance, and technology (Kurniawan et al., 2022). The Vosco Group operates one of the many unique cafes and restaurants in Malang City. Innovative technology and modern conveniences equip all cafes and restaurants, facilitating everyday productivity tasks and demonstrating the company's commitment to its staff through work support services (Maulidina et al., 2021). Because of this, Caffe and Resto are not hesitant to make investments, particularly in technology, to enhance staff performance (Maulidina et al., 2021; Dewett & Jones, 2001).

The technological revolution heralds an exciting time of opportunity, especially for the café and restaurant sectors, so have to change and utilize these developments for success in the long run (Saranza et al., 2024; Khin & Ho, 2019). This technology transformation significantly impacts employee performance, which is crucial for a

company's overall profitability. Therefore, business owners must prioritize the quality of their workforce (Handayani et al., 2024). Vosco Group always makes improvements, particularly in the area of technology, to enhance both employee and business performance. Vosco Group evaluates prospective workers on their proficiency in employing the business's technology. The point of the trial is to see if their performance improved or declined. Vosco Group does not provide adequate room or programs for employees who wish to express their creativity; however, when they do have access to such programming, Vosco Group permits and encourages such activities. The decline in employee performance factors at Vosco Group can be attributed to the fact that most of the workers are recent graduates who lack ideas about improving their performance; they easily become bored with assigned tasks or the work environment, and there are frequent arguments among units or co-workers. The Vosco Group staff members are not coming up with enough creative ideas to enhance day-to-day operations.

An individual or group of individuals completes work following their assigned duties and power, resulting in employee performance (Qulsum & Kadir, 2024). According to Qulsum &

Kadir (2024) many factors contribute to substandard employee performance, such as careless employees who work on tasks unrelated to their job description, issues that slow down shift changes without additional compensation, fewer employees who are working on multiple tasks, leading to scrambling, and employees who fail to complete tasks by the deadline due to an excessive workload. However, Sari & Endarwita (2024) the study identified low employee motivation, insufficient technology, a skills mismatch, and insufficient reward as the primary factors that cause suboptimal employee performance. Employees must have proactive personality qualities Zhang et al. (2024) and a growth mindset Wayan et al. (2020) to enhance diminishing employee performance.

For employees to function at their best, they must have a proactive personality (Susanti et al., 2024). Proactive personalities are adept at adapting to and overcoming problems brought on by growing ecological concerns (Liao et al., 2023). This is also experienced in restaurants and coffee shops, especially at Vosco Group, where employees who are less proactive in carrying out tasks and lack creative ideas can be challenged, which can hamper employee performance. Budi et al. (2024) corroborate Deng et al. (2022) assertion that a proactive personality enhances employee performance. Nonetheless, there exists a research gap for proactive personality, as indicated by Helmy & Wiwoho, (2020), who assert that a proactive personality exerts a minimal influence on employee performance. Consequently, Perceived usefulness mediates a connection between proactive personality and employee performance, with proactive personality exerting a strong influence on perceived usefulness (Nusyani et al., 2024). When motivated to complete the assignment, perceived usefulness positively influences alterations in employee performance (Höyng & Lau, 2023). Employees possess proactive personality traits that facilitate positive transformations, enabling them to embrace challenges associated with mastering new technical advancements (Zhang et al., 2024).

A growth mindset can help use technology to improve employee performance and generate new ideas for improving it (Yang & Xu, 2022; Karwowski, 2014). Vosco Group implements this by challenging employees to create content with their creative ideas to attract consumers. Vosco Group presents several challenges to employees, including implementing random and unexpected assessments across divisions to evaluate their competency in fulfilling job responsibilities. A

growth mindset significantly improves employee performance Wayan et al. (2020); however, Lee & Kwon (2023) assert that a growth mindset has an insignificant impact on the performance of employees, which is tied to a personality mindset. Empirical gaps suggest that perceived usefulness, which has a significant effect, mediates the growth mindset's influence on employee performance (Nusyani et al., 2024). Employees having perceived usefulness and a growth mindset find it easier to utilize existing technology (Suryawidjaja, 2023). The growth mindset of employees influences their confidence in the expertise, intelligence, and talent they can cultivate through practice and perseverance, enabling them to assess their strengths and weaknesses (Subandowo & Winardi, 2022; Muenks et al., 2021; Sarasin et al., 2018).

Perceived usefulness is a critical determinant that consistently impacts employee performance while implementing technology. (Anaam et al., 2023). Perceived usefulness denotes the degree to which individuals believe that employing a particular method or technology can improve productivity and efficiency (Thalia et al., 2024). Employees will recognize the perceived utility of technology if they become acquainted with the present technology (Omar et al., 2019). Perceived usefulness significantly influences employee performance (Bolodeoku et al., 2022). Perceived usefulness allows employees to recognize how technology can improve their performance however, individuals react to change variably if the company fails to effectively communicate and demonstrate the advantages of the technology so that employee performance may decrease then, organizations must facilitate the adoption of technology to improve employee performance. (Bolodeoku et al., 2022; Abbas et al., 2021; Naveena, 2019). This study aims to ascertain: (1) the impact of proactive personality on employee performance at Vosco Group, (2) the influence of growth mindset on employee performance at Vosco Group, (3) the effect of proactive personality on perceived usefulness, (4) the effect of growth mindset on perceived usefulness, and (5) the relationship between perceived usefulness and employee performance at Vosco Group.

Hypothesis Development:

Proactive Personality and Employee Performance

Zahra & Kee, (2021) conducted a study at Pakistan Bank that found a strong connection between proactive personality and employee performance. Employees possessing a proactive

attitude can initiate changes to overcome situational obstacles, enhance existing challenges, and positively influence their performance (Chen & Haga, 2022). Proactive personality positively impacts employee performance Hu et al. (2021), and this effect is strong Budi et al. (2024). Helmy & Wiwoho (2020) claim that a proactive personality has little impact on employee performance, creating an empirical gap.

H1: Employees with a proactive personality have the potential to achieve better performance with a significant relationship.

Proactive Personality and Perceived Usefulness

According to Nusyani et al. (2024); Wong et al. (2023) individuals think that the practical advantages of technology impact their adoption, and being proactive is a crucial personal attribute that strengthens acceptance. A proactive personality positively influences the perceived utility of technology acceptance (Nusyani et al., 2024). Tanzila et al. (2017) assert that proactive personalities significantly enhance perceived career success by motivating employees to take initiative, particularly in the context of technology adoption.

H2: Employees with a proactive personality tend to have a more positive view of technology usability (perceived usefulness).

Perceived Usefulness and Employee Performance

Anaam et al. (2023) assert that perceived usefulness is a component that affects the inclination to utilize telecommunications and serves as a crucial prediction of system performance. The perceived usefulness significantly influences employee performance (Anaam et al., 2023). Bolodeoku et al. (2022) found that perceived usefulness substantially affects employee performance in oil and gas firms, supported by Omar et al. (2019), who reported a strong positive effect.

H3: Perceived usefulness has a positive relationship with encouraging increased employee performance.

Growth Mindset and Employee Performance

Subandowo & Winardi (2022) assert in their study that a growth mindset might enhance productivity in employee performance. A growth attitude significantly influences employee performance (Suryawidjaja, 2023; Zhou et al., 2020; and Wayan et al., 2020). According to Yang & Xu (2022), a growth attitude specifically related to creativity positively influences employee performance in creative tasks. Despite this, research reveals that the personality mindset, associated with the growth mindset, only slightly influences creativity, which in turn influences employee performance (Deng et al., 2022). Similarly, the growth mindset exerts minimal influence on employee performance (Lee & Kwon, 2023).

H4: Employees who have a growth mindset trait have a significant impact in driving employee performance improvement.

Growth Mindsets and Perceived Usefulness

Suryawidjaja (2023) found in his study in China that lecturers possessing a stronger growth mindset exhibit significant confidence in their capacity to adapt to new technologies. Lu et al. (2024) discovered a correlation between perceived usefulness and mindset, particularly in the context of learners using second language learning applications. A growth mindset, particularly in higher education institutions, influences technology adoption, while other factors primarily influence perceived usefulness (Nusyani et al., 2024).

H5: A growth mindset encourages a more positive view of the benefits of new technology.

RESEARCH METHODS

RESEARCH DESIGN

This study utilizes quantitative research methodologies encompassing four constructs: proactive personality, growth mindset, perceived usefulness, and employee performance. These four constructs form the conceptual framework that underpins this research's hypothesis.

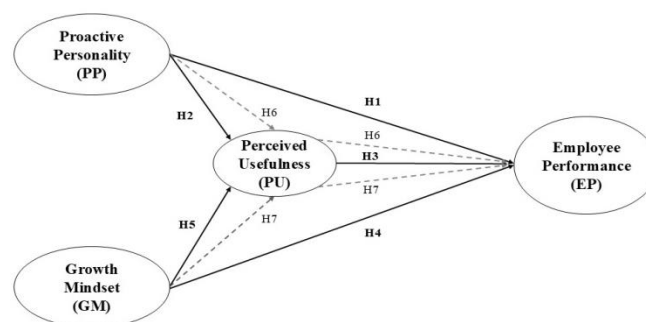


Figure 1. Conceptual Framework
Source: Developed by the Author (2024)

Hypothesis

H1: Employees with proactive personalities are likely to achieve better performance with a significant relationship.

H2: Employees with a proactive personality are likely to have a more positive view of technology usability (perceived usefulness).

H3: Perceived usefulness has a positive relationship with encouraging improved employee performance.

H4: Employees who have a growth mindset trait have a significant impact on driving employee performance improvement.

H5: Growth Mindset encourages a more positive view of the benefits of new technology.

H6: Perceived usefulness refers to a person's ability to carry out tasks, thus strengthening the relationship between proactive personality and employee performance to achieve goals with a positive and significant relationship.

H7: Perceived Usefulness serves as a significant mediator, enhancing the impact of Growth Mindset on Employee Performance. This implies that individuals with a growth mindset are more inclined to leverage their perceived usefulness to attain optimal performance.

Population and Sample

This study employed the saturation sampling approach, or census, to sample the entire population, as it is quite small, including only 50 individuals. Therefore, the study's sample size was 50, which comprised all employees from the following business units: 27 employees from Diavel, and 23 employees from Vosco Caffé Malang. This technique was selected to guarantee that the data gathered encompasses all population members, enhancing the comprehensiveness of the research findings.

Table 1. Operational Definition of Variables

Constructs	Items	Operational Definition
Proactive personality (Manolopoulos et al., 2024); (Zhang et al., 2024); (Doğanülkü & Korkmaz, 2023)	(PP1) Employees exhibit confidence in confronting obstacles and adapting to changes. (PP2) Employees possess a personality that seeks continual development. (PP3) Employees can devise and seek new solutions. (PP4) Employees are receptive to change and perceive that each alteration presents fresh growth prospects.	A proactive personality is the belief that one can solve problems in a situational way and impact the changes that occur in their environment (K.A. Wiradnyana & Muljadi Muljadi, 2023)
Growth mindset (Limeri et al., 2020); (Vestad & Bru, 2023); (Kamriana et al., 2022); (Sigmundsson & Haga, 2024)	(GM1) Employees can enhance their intelligence through the persistent application of new technological tools and technologies. (GM2) Employees are committed to exerting effort to complete their tasks. (GM3) Employees are capable of embracing hurdles to accomplish their tasks. (GM4) Employees possess confidence in acquiring new skills and information through practical application.	A growth mindset is a mentality that stems from the belief that one's abilities can be improved through work and effort (Rizal, 2023; Mahidhika et al., 2022).
Perceived usefulness (Wulandari & Susanti, 2023)	(PU1) Technology enhances the efficiency and efficacy of daily tasks. (PU2) Employees can execute tasks proficiently. (PU3) It facilitates employees in doing their tasks. (PU4) Employees can enhance productivity through the utilization of	Perceived usefulness is the dimension in which the use of technology is believed to provide benefits to those who operate (Wulandari & Susanti, 2023)

Employee performance
(Srimulyani et al., 2023);
(Foci et al., 2024)

technology.

(EP1) Employees exert considerable effort to attain objectives in fulfilling targets.

(EP2) Employees can address issues through their ingenuity.

(EP3) Employees execute satisfactory work to adhere to deadlines and schedules.

(EP4) Employees execute tasks following established work standards to achieve performance objectives.

Employee performance is the outcome of work completed by an individual or group of individuals in compliance with the duties and power assigned to them (Qulsum & Kadir, 2024).

Source: Developed by the Author (2024)

Data Collection

The quantitative data gathering involved distributing an online questionnaire to respondents. Every survey item that gauged respondents' opinions was accompanied by a 5-point Likert scale.

Data Analysis

Two analytical methods were employed: (1) descriptive analysis to elucidate the demographics of respondents and (2) PLS-SEM analysis, encompassing outside model measurement (including tests for convergent and discriminant validity and reliability of research instruments) and inside model measurement (including determination test (R²), effect size test

(f²), and hypothesis testing via t-test) to assess the viability of the established structural model.

RESULTS AND DISCUSSION

SEM-PLS Outside Model Measurement

Convergent Validity

A loading factor value of at least 0.70 is required to show a legitimate item that lowers the latent construct (Hair et al., 2014; Garson, 2016; Hair et al., 2017). As the loading factor (a metric defined by the correlation between the item and the latent construct) is below 0.7, Figure 2 illustrates that each item is valid.

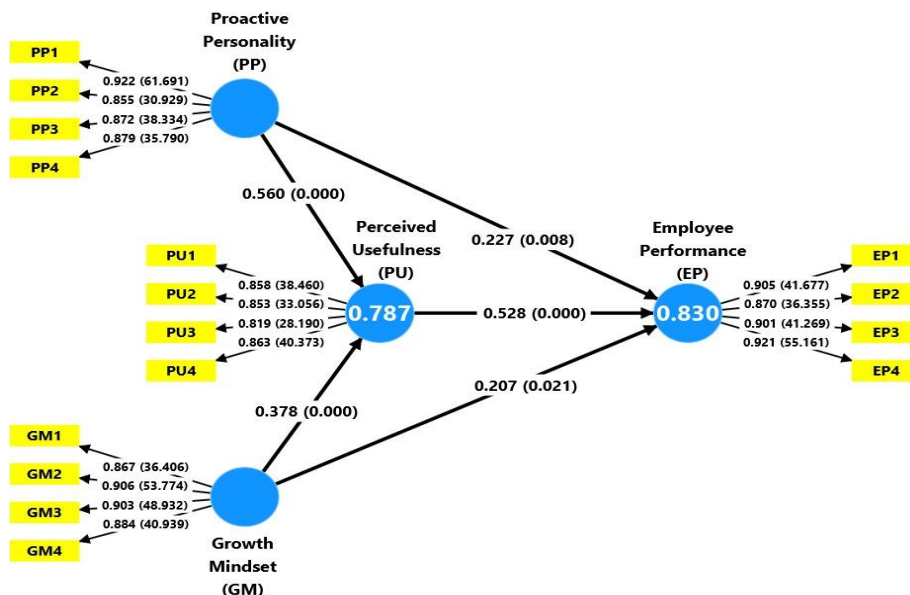


Figure 2. SmartPLS-4.1.0.8's Graphical-Output (2024)

Table 2. Reliability and Validity

	AVE	C-A	C-R- (rho_a)	C-R- (rho_c)
EP	0,809	0,921	0,923	0,944
GM	0,793	0,913	0,914	0,939
PU	0,720	0,870	0,870	0,911
PP	0,779	0,905	0,906	0,934

Source: SmartPLS-4.1.0.8-Software's Output (2024)

The Average Variance Extracted (AVE) value, which must exceed 0.5, serves as an additional measure of convergent validity, signifying a valid research instrument. The AVE values for each latent component exceed 0.5, as indicated in Table 2. The composite reliability (C-R) and Cronbach's alpha (C-A) values presented in Table 2 demonstrate that the study instruments are legitimate, as the anticipated reliability thresholds exceed 0.6 (C-A) and 0.8 (C-R).

Discriminant Validity

Discriminant validity was evaluated using the Fornell-Larcker criterion and cross-load analysis. The FL criterion indicates that a research instrument is valid if the square root of the

Average Variance Extracted (AVE) overcomes the correlation coefficient among latent variables.

According to the data in Table 3, the FL PP value of 0.882 exceeds the PP-PU correlation of 0.560 and the PP-EP correlation of 0.227. The FL GM value of 0.890 exceeds the GM-PU correlation of 0.378 and the GM-EP correlation of 0.207. The FL PU value of 0.849 exceeds the PU-EP correlation of 0.528, the PU-GM correlation of 0.378, and the PU-PP correlation of 0.560. The FL EP value of 0.900 surpasses the EP-PU correlation of 0.528, the EP-GM correlation of 0.207, and the EP-PP correlation of 0.227. These findings suggest the discriminative validity of the study tools used to evaluate these factors.

Table 3. Fornell-Larcker Criterion

	PP	GM	PU	EP
PP	0,882		0,560	0,227
GM		0,890	0,378	0,207
PU			0,849	0,528
EP				0,900

Source: SmartPLS-4.1.0.8-Software's Output – Modified by The Authors (2024)

Table 4. Cross-Loading Value

	EP	GM	PP	PU
EP1	0,905	0,827	0,776	0,824
EP2	0,870	0,742	0,734	0,757
EP3	0,901	0,635	0,731	0,816
EP4	0,921	0,721	0,780	0,808
GM1	0,750	0,867	0,660	0,687
GM2	0,724	0,906	0,704	0,723
GM3	0,765	0,903	0,730	0,777
GM4	0,656	0,884	0,678	0,710
PP1	0,781	0,670	0,922	0,785
PP2	0,719	0,724	0,855	0,732
PP3	0,715	0,680	0,872	0,771
PP4	0,748	0,679	0,879	0,727
PU1	0,773	0,666	0,710	0,858
PU2	0,775	0,652	0,734	0,853
PU3	0,745	0,717	0,742	0,819
PU4	0,732	0,730	0,714	0,863

Source: SmartPLS-4.1.0.8-Software's Output (2024)

If an item's loading value on a latent construct is greater than its loading value on other constructs, the item is considered valid. Table 4 indicates that the loading value of each variable indicator surpasses that of the different variables. Consequently, every indicator evaluating a variable is deemed legitimate.

SEM-PLS Inner Model Measurement

The R-squared test, which displays the percentage contribution of the independent variable to the dependent variable, is tested in this study. An independent variable is deemed to exert a considerable influence on the dependent variable if its R-squared value is a minimum of 0.67 (Chin,

1998 in Hair et al., 2014). The R-squared value of 0.787 is displayed for the number on the "Perceived Usefulness" variable in Figure 2, specifically the number in the blue circle symbol. Proactive personality and growth mindset elucidate approximately 78.7% of perceived usefulness, indicating a significant influence. Simultaneously, the variable "Employee Performance" exhibits an R-squared value of 0.830. Approximately 83% of employee performance is accounted for by proactive personality, growth mindset, and perceived usefulness, indicating a significant influence.

Testing the Hypothesis

It is necessary to assess the hypothesis for accuracy. For testing hypotheses, the t-test is employed. At a significance level of 5%, the independent variable has a substantial impact on the dependent variable if the t-statistic is more than

1.96 or the p-value is less than 0.05. The route coefficient value (Original Sample (O)) simultaneously denotes the direction of impact, whether affirmative or negative. The results of the t-test are presented in Table 5.

Table 5. T-Test Results

Variable Relational	P	T statistics	P values	Inferences
Direct Impacts				
PP -> EP	0,227	2,646 > 1.96	0,008 < 0.05	(+)Sig.; H1-Supported
PP -> PU	0,56	6,855 > 1.96	0,000 < 0.05	(+)Sig.; H2-Supported
PU -> EP	0,528	4,961 > 1.96	0,000 < 0.05	(+)Sig.; H3-Supported
GM -> EP	0,207	2,312 > 1.96	0,021 < 0.05	(+)Sig.; H4-Supported
GM -> PU	0,378	4,781 > 1.96	0,000 < 0.05	(+)Sig.; H5-Supported
Indirect Impacts				
PP -> PU -> EP	0,296	4,854 > 1.96	0,000 < 0.05	(+)Sig.; H6-Supported PU is Partial-Mediation
GM -> PU -> EP	0,2	3,026 > 1.96	0,002 < 0.05	(+)Sig.; H7-Supported PU is Partial-Mediation

Source: SmartPLS.4.1.0.6-Software Output (2024)

With a path coefficient of 0.227 (positive), a t-statistic of $2.646 > 1.96$, and a p-value of $0.008 < 0.05$ (significant), PP has a significant and positive impact on EP. The findings corroborate the first study hypothesis (H1). A path coefficient of 0.56 (positive), a t-statistic of $6.855 > 1.96$, and a p-value of $0.000 < 0.05$ (significant) all indicate that PP has a positive, significant direct effect on PU. The findings corroborate the second research hypothesis (H2). The direct impact of PU on EP is positively significant, evidenced by a path coefficient of 0.528, a t-statistic of 4.961 (more than 1.96), and a p-value of 0.000 (less than 0.05). The findings corroborate the third research hypothesis (H3). The direct influence of GM on EP is positively significant, with a path coefficient of 0.207, a t-statistic of 2.312, and a p-value of 0.021. The findings corroborate the fourth research hypothesis (H4). The direct influence of GM on PU is positively significant, exhibiting a path coefficient of 0.378, a t-statistic of 4.781 (more than 1.96), and a p-value of 0.000 (less than 0.05). The findings corroborate the fifth research hypothesis (H5).

However, with a path coefficient of 0.296 (positive), a t-statistic of $4.854 > 1.96$, and a p-value of $0.000 < 0.05$ (significant), the indirect effect of PP on EP through PU as mediation is positive and significant. The findings corroborate the sixth research hypothesis (H6). PU represents a partial mediation, as the direct effect of PP on EP is substantial (H1). With a path coefficient of 0.2 (positive), a t-statistic of $3.026 > 1.96$, and a p-value of $0.002 < 0.05$ (significant), the indirect effect of GM on EP through PU as mediation is

positive and significant. The findings corroborate the seventh research hypothesis (H7). PU constitutes a partial mediation, as the direct effect of GM on EP is considerable (H4).

DISCUSSION

Proactive Personality, Perceived Usefulness, and Employee Performance

This study indicates that a proactive personality influences employee performance. An employee with a proactive personality can adapt to changes and problems. In the café and restaurant business, a proactive personality is a valuable advantage for organizations to adapt to technology advancements. Workers with proactive personality traits are more open to and make the best use of new technologies to increase productivity, according to research by (Zhang et al., 2024), which examines the impact of a proactive personality on employee creativity. Vosco Group employs a proactive approach among its personnel to address daily operating challenges and adapt to changes, corroborating the earlier findings of (Zhang et al., 2024). Conversely, Helmy & Wiwoho (2020) indicates that a proactive personality does not influence job performance, but rather, it remains connected to employee performance. Consequently, the connection between proactive personality and employee performance is mediated by perceived usefulness.

This research demonstrates that a proactive personality affects employee effectiveness. An employee possessing a proactive disposition can adjust to alterations and challenges. A proactive personality is a significant asset for firms in the café and restaurant industry to adapt to

technological changes. Zhang et al. (2024) study the impact of proactive personality on employee innovation and find that workers with proactive personality traits are more receptive to and utilize new technologies to boost productivity. Vosco Group adopts a proactive strategy among its staff to tackle daily operational issues and adjust to changes, supporting the previous conclusions of (Zhang et al., 2024). The research by Helmy & Wiwoho (2020), on the other hand, shows that a proactive personality does not affect job performance, which is still linked to employee performance. The correlation between proactive personality and employee performance is controlled by perceived usefulness.

Although earlier studies indicate that proactive personalities improve employee performance Hu et al. (2021), within the scope of this inquiry, proactive personalities will influence employee performance through perceived usefulness. Employees with low proactive personality typically adapt to their environment, react passively, and are influenced by their surroundings Liao et al. (2023), whereas those who see the advantages of technology will be more driven to work hard, produce high-quality work, and meet goals (Wulandari & Susanti, 2023).

Consequently, proactivity is a crucial factor that might enhance employee productivity at Vosco Group. Employees possessing confidence, improvisational skills, and adaptability can more effectively leverage technology to execute tasks swiftly and efficiently. The link is reinforced by perceived utility, wherein technology is regarded as facilitating tasks, enhancing efficiency, and augmenting staff productivity. Vosco Group can make sure that every employee can participate in the creation of creative solutions that support business success rather than merely working hard to accomplish goals by supporting the company in providing pertinent technology and training. This signifies that the paramount component in establishing an exemplary employee work environment at Vosco Group is the proactive execution of incentives aligned with perceived advantages.

Growth Mindset, Perceived Usefulness, and Employee Performance

According to the findings of this study, employee performance is significantly improved by a growth mindset. Employees with a growth mindset readily accept and continue in embracing challenges. In this research environment, Vosco Group personnel possessing a growth mindset are more equipped to confront problems associated with technology advancements that invariably

accompany societal progress. Vosco Group evaluates employees at unpredictability to determine whether they can perform their tasks effectively and in line with the criteria set by the organization. This study corroborates prior findings by Liao et al. (2023), indicating that persons possessing a growth mindset are generally more receptive to learning and adaptation, particularly regarding technological transformations in their work environment. Deng et al. (2022), however, argue that employees with a fixed mindset do not affect creativity, which is related to employee performance. This is because the effect is complex, relying on self-efficacy, performance goals, positive affect, and creative role identity, suggesting that the impact on creativity is more indirect through specific mediating variables. Employees with a personality mindset correlated with a growth mindset do not significantly influence job performance, which is associated with employee performance (Lee & Kwon, 2023). In this instance, the growth attitude about employee performance is facilitated by perceived usefulness.

Perceived usefulness is positively impacted by a growth mindset. Employees think that their skills can improve through the use of the company's technologies. Vosco Group, which continually implements innovative technology to enhance daily operations, is more conducive to attaining objectives. By offering technology

resources that align with contemporary advancements, employees can cultivate a growth mindset through skill enhancement. Employees of Vosco Group enhance their technological utilization and performance quality through the adoption of a growth mindset. The impact of a growth mindset on employee performance is affected by various factors, particularly organizational culture and managerial support. This study corroborates prior research by Tennakoon et al. (2023) Indicating that a growth mindset, particularly in entrepreneurship, enhances students' evaluations of technology usability. Consequently, prior research indicates that a growth mindset positively influences employee performance (Suryawidjaja, 2023). The association between growth mindset and employee performance is mediated by perceived usefulness in this study. Perceived usefulness serves as a significant mediator between a growth mindset and employee performance. Wulandari & Susanti (2023) Found that the perceived usefulness of technology can enhance employee performance effectiveness.

Therefore, the growth mentality underscores the necessity of recognizing that individuals' capabilities can be enhanced through workplace development and training programs. Employees who possess confidence in their capacity for improvement will demonstrate greater commitment to effectively utilizing new technology, executing duties efficiently, and managing work-related stress with a constructive mindset. This key facilitates skill and knowledge growth, resulting in enhanced performance. Regarding the perceived usefulness of technology, employees who are enthusiastic about its use are more adaptable when utilizing work tools to increase productivity. Consequently, firms may enhance communication between employees and technology to foster a more inventive and productive workplace.

CONCLUSION

This study demonstrates that a proactive personality and growth mindset significantly enhance employee performance, mediated by perceived usefulness. Proactive personnel can adapt to technological advancements and utilize technology optimally to enhance productivity. A growth mindset enables people to perpetually learn, undergo training, and enhance their performance in reaction to technological advancements. Perceived usefulness is a crucial aspect in enhancing employee motivation to utilize technology for improved work outcomes. Consequently, perceived usefulness is a crucial element that enhances the correlation between the two variables concerning employee performance, particularly in the application of pertinent technology at Vosco Group.

Implementing revolutionary technology and educating personnel is crucial for Vosco Group to foster a productive and inventive workplace. Organizations can enhance the quality of their employees' performance by offering programs and resources that facilitate skill development. Organizations must assess issues that may diminish employee performance and promote employee well-being (Soyalin, 2023). With the issues at Vosco Group the creation of a proactive personality and a growth mindset requires high creativity to create a comfortable atmosphere in carrying out their work and can increase company performance.

This underscores the significance of amalgamating personal competencies, technological views, and organizational dynamics to enable firms to attain their objectives successfully and efficiently. The objective of

future study is to modify the variables by enhancing elements of the results. Furthermore, research may be undertaken in alternative industries to ascertain the generalizability of the findings. Understanding the evolution of technology in connection to employees' daily work habits is also crucial. Subsequent research may incorporate variables such as job satisfaction or self-efficacy in technology utilization to further investigate how individual aspects influence the relationship between proactive personality, growth mindset, and employee performance. Moreover, employing a broader array of research methodologies, such as field experiments or longitudinal studies, can yield more profound insights into the enduring effects of perceived usefulness on technology adoption and enhanced employee productivity.

BIBLIOGRAPHY

Ahmad Saiful Rizal. (2023). Relevansi Growth Mindset Dengan Kurikulum Merdeka Belajar Di Era Society 5.0. *Al-Ishlah: Jurnal Pendidikan Islam*, 21(2), 79–90. <https://doi.org/10.35905/Alishlah.V21i2.8048>

Aitao Lu; Siyi Liu; Wanyi Chen. (2024). *Perceived Usefulness Of English (L2) Learning Apps And Language Mindset Mediated By Flow And Motivation Intensity: A Serial Mediation Model And A Network Analysis*. <https://doi.org/10.1080/10494820.2024.2375637>

Anaam, E. A., Haw, S. C., Palanichamy, N., Ali, A., & Azni, S. (2023). Analysis Of Perceived Usefulness And Perceived Ease Of Use In Relation To Employee Performance. *International Journal Of Membrane Science And Technology*, 10(2), 1607–1616. <https://doi.org/10.15379/Ijmst.V10i2.1836>

Bolodeoku, P. B., Igbino, E., Salau, P. O., Chukwudi, C. K., & Idia, S. E. (2022). Perceived Usefulness Of Technology And Multiple Salient Outcomes: The Improbable Case Of Oil And Gas Workers. *Heliyon*, 8(4), E09322. <https://doi.org/10.1016/J.Heliyon.2022.E09322>

Budi, Gouwama, C., & Sugiyanto. (2024). The Influence Of Work Culture And Proactive Personality On Job Satisfaction And Its Impact On Job Performance. *Eco-Buss*, 6(3), 1395–1408. <https://doi.org/10.32877/Eb.V6i3.1164>

Chen, S. T., & Haga, K. Y. A. (2022). The Influence Of Differential Leadership And

- Proactive Personality On Employee In-Role Performance: An Integrated Model. *Frontiers In Psychology*, 13(December), 1–20. <https://doi.org/10.3389/fpsyg.2022.978495>
- Deng, W., Dai, Y., Gao, Y., Lin, R., Lei, F., & Lei, L. (2022). Relationships Between Proactive Personality And Creativity: Mindsets And Golden Mean Thinking As Parallel Mediators Among Chinese Third Language Students. *Frontiers In Psychology*, 13(November), 1–15. <https://doi.org/10.3389/fpsyg.2022.969209>
- Doğanülkü, H. A., & Korkmaz, O. (2023). The Role Of Proactive Personality And General Self-Efficacy In Proactive Career Behavior: A Mediation Model. *International Journal For Educational And Vocational Guidance*, 0123456789. <https://doi.org/10.1007/S10775-023-09597-9>
- Foci, N. A., Amrina, E., & Hasan, A. (2024). A Conceptual Model Of The Impact Of Employee Engagement On The Performance Of Generation Y And Generation Z Employees. *Business Management Journal*, 20(1), 63.
- Handayani, S., Arda, M., & Kapten Mukhtar Basri No, J. (2024). *Proceeding 2 Nd Medan International Economics And Business The Influence Of Job Stress, Workload And Work Discipline On Employee Performance*. 2(1), 602–610.
- Helmy, I., & Wiwoho, G. (2020). The Link Between Individual Factors And Salesperson Performance In Microfinance Institutions. *Management Science Letters*, 10(14), 3387–3394. <https://doi.org/10.5267/J.Msl.2020.5.040>
- Höyng, M., & Lau, A. (2023). Being Ready For Digital Transformation: How To Enhance Employees' Intentional Digital Readiness. *Computers In Human Behavior Reports*, 11(May 2022). <https://doi.org/10.1016/J.Chbr.2023.100314>
- Hu, X., Zhao, R., Gao, J., Li, J., Yan, P., Yan, X., Shao, S., Su, J., & Li, X. (2021). Relationship Between Proactive Personality And Job Performance Of Chinese Nurses: The Mediating Role Of Competency And Work Engagement. *Frontiers In Psychology*, 12(May). <https://doi.org/10.3389/fpsyg.2021.533293>
- Kamriana, Salim Soma, & Nasrianty. (2022). The Growth Mindset Of Undergraduate Students Studying Education Programs. *Indonesian Journal Of Educational Studies (Ijes)*, 25(1), 1–9.
- K.A. Wiradnyana, & Muljadi Muljadi. (2023). Pengaruh Kepribadian Proaktif Dan Motivasi Berprestasi Terhadap Inovasi Guru Sekolah Minggu Buddha Se-Provinsi Bali. *Dhammavicaya : Jurnal Pengkajian Dhamma*, 5(2), 08–14. <https://doi.org/10.47861/Dv.V5i2.35>
- Kurniawan, D., Rinandiyana, L. R., & Badriatin, T. (2022). The Effect Of Utilization Of Information Technology And Work Facilities On Operational Performance Through Employee Performance At Coffee Shop In Tasikmalaya City. *Enrichment: Journal Of Management*, 12(5).
- Lee, H., & Kwon, K. H. (2023). Structural Relationship Between Nail Artists' Growth Mindset, Burnout, And Job Performance. *Asian Journal Of Beauty And Cosmetology*, 21(3), 359–370. <https://doi.org/10.20402/Ajbc.2023.0019>
- Liao, C., Zhan, X., & Huang, Y. (2023). Understanding The Effect Of Proactive Personality And Perceived Consumer Effectiveness On Low-Carbon Travel Intention. *Heliyon*, 9(9), E19321. <https://doi.org/10.1016/J.Heliyon.2023.E19321>
- Limeri, L. B., Carter, N. T., Choe, J., Harper, H. G., Martin, H. R., Benton, A., & Dolan, E. L. (2020). Growing A Growth Mindset: Characterizing How And Why Undergraduate Students' Mindsets Change. *International Journal Of Stem Education*, 7(1). <https://doi.org/10.1186/S40594-020-00227-2>
- Manolopoulos, D., Salavou, H., Papadopoulos, A., & Xenakis, M. (2024). Strategic Decision-Making And Performance In Social Enterprises: Process Dimensions And The Influence Of Entrepreneurs' Proactive Personality. *Entrepreneurship Research Journal*, 14(2), 631–675. <https://doi.org/10.1515/Erj-2021-0147>
- Maulidina, A., Hidayah, Z., & Maharani, A. (2021). Examining The Link Between Information Technology Utilization, Work-Family Conflict, Commitment And Employee Performance. *Jurnal Organisasi Dan Manajemen*, 17(2), 192–202. <https://doi.org/10.33830/Jom.V17i2.1792.2021>
- Nugraha, S., Supraoto, Y., & Masditou. (2024). Analysis Of Service Effectiveness On Customer Satisfaction In The Food & Beverage Business In Tarutung, North Tapanuli - North Sumatra. *International Journal Of Economics And*

Management, 2(02), 151–160.
<https://doi.org/10.54209/Iem.V2i02.42>

Nusyani, T. O., Anjaningrum, W. D., & Reyes, A. P. G. (2024). *Transforming Into A Digitally Prepared Academic Community: The Perfect Mediating Role Of Perceived Usefulness*. 0(October), 171–186.
<https://doi.org/10.17977/Um014v17i2p171>

Omar, N., Munir, Z. A., Kaizan, F. Q., Noranee, S., & Malik, S. A. (2019). The Impact Of Employees Motivation, Perceived Usefulness And Perceived Ease Of Use On Employee Performance Among Selected Public Sector Employees. *International Journal Of Academic Research In Business And Social Sciences*, 9(6), 1128–1139.
<https://doi.org/10.6007/Ijarbss/V9-I6/6074>

Qulsum, L. N., & Kadir, K. (2024). Influence Of Intrinsic Motivation And Compensation On Employee Performance. *Electronic, Business, Management And Technology Journal*, 2(1), 43–55. <https://doi.org/10.55208/Ebmtj.V2i1.146>

Saranza, C. S., Bollozos, J. S., Villamar, E., & Saranza, C. (2024). Technopreneurial Dynamics: Unveiling Utilization And Confronting Challenges In Restaurants And Bars Across Surigao City, Philippines. *Researchgate.Net*, 8(January).
<https://doi.org/10.5281/Zenodo.10485971>

Sari, R. W., & Endarwita, E. (2024). The Influence Of Work Motivation, Mastery Of Information Technology And Competency On Employee Performance At The Office Of The Ministry Of Religion, Pasaman. *Jurnal Apresiasi Ekonomi*, 12(1), 156–161.
<https://doi.org/10.31846/Jae.V12i1.741>

Sigmundsson, H., & Haga, M. (2024). Growth Mindset Scale: Aspects Of Reliability And Validity Of A New 8-Item Scale Assessing Growth Mindset. *New Ideas In Psychology*, 75(August), 101111.
<https://doi.org/10.1016/J.Newideapsych.2024.101111>

Soyalin, M. (2023). The Mediating Role Of Workplace Happiness In The Effect Of Humble Leadership On Employee Performance. *Kafkas Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi*, 14(27), 206–222.
<https://doi.org/10.36543/Kauibfd.2023.008>

Srimulyani, V. A., Rustiyaningsih, S., Farida, F. A., & Hermanto, Y. B. (2023). Mediation Of “Akhlaq” Corporate Culture And Affective

Commitment On The Effect Of Inclusive Leadership On Employee Performance. *Sustainable Futures*, 6(October), 100138.
<https://doi.org/10.1016/J.Sftr.2023.100138>

Subandowo, M., & Winardi, I. (2022). Strategies To Increase Employee Performance Productivity Of Private Higher Education Institutions In Indonesia By Implementing A Growth Mindset And Work Engagement. *Educational Sciences: Theory And Practice*, 22(1), 141–154.
<https://doi.org/10.12738/Jestp.2022.1.0012>

Suryawidjaja, V. (2023). Digital Literacy And Growth Mindset To Predict Technology Acceptance During Learning Processes. *Psikodimensia*, 22(1), 77–82.
<https://doi.org/10.24167/Psidim.V22i1.4937>

Susanti, L., Najmudin, N., & Sudarto, S. (2024). International Journal Of Business And Quality Research The Prominent Of Local Products Following Boycott Calls. *International Journal Of Business And Quality Research*, 2(3), 191–207.
<https://doi.org/10.99075/Ijbqr/Issue/View/40.V1i01.926>

Tennakoon, H., Hansen, J. M., Saridakis, G., Samaratunga, M., & Hansen, J. W. (2023). Drivers And Barriers Of Social Sustainable Development And Growth Of Online Higher Education: The Roles Of Perceived Ease Of Use And Perceived Usefulness. *Sustainability (Switzerland)*, 15(10), 1–15. <https://doi.org/10.3390/Su15108319>

Thalia, D., Aliya, S., Gunarto, M., & Helmi, S. (2024). The Influence Of Employee Engagement And Work Environment On Employee Performance At Pt. Agronusa Alam Perkasa. *Jurnal Ekonomi*, 13(1), 2278–2290.
<https://doi.org/10.54209/Ekonomi.V13i01>

Vestad, L., & Bru, E. (2023). Teachers’ Support For Growth Mindset And Its Links With Students’ Growth Mindset, Academic Engagement, And Achievements In Lower Secondary School. *Social Psychology Of Education*, 27(4), 1431–1454.
<https://doi.org/10.1007/S11218-023-09859-Y>

Wayan, I., Wiguna, E., Salit, G., & Netra, K. (2020). The Influence Of Growth Mindset, Self-Efficacy, And Emotional Intelligence On Employee Performance At Jimbaran Bay Beach Resort And Spa. *American Journal Of Humanities And Social Sciences Research*, 12, 175–179.
www.ajhssr.com

Wulandari, R., & Susanti, D. N. (2023). Pengaruh Perceived Usefulness, Perceived Ease Of Use, Product Features Dan Reference Group Terhadap Keputusan Penggunaan. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (Jimmba)*, 5(2), 199–211.

<https://doi.org/10.32639/Jimmba.V5i2.442>

Yang, W., & Xu, S. (2022). The Indirect Effect Of Leader Humility On Employee Creativity Through A Growth Mindset For Creativity. *Journal Of Pacific Rim Psychology*, 16. <https://doi.org/10.1177/18344909221113642>

Zahra, M., & Kee, D. M. H. (2021). Influence Of Proactive Personality On Job Performance Of Bank Employees In Pakistan: Work Engagement As A Mediator. *International Journal Of Management Studies*, 29(1), 83–108. <https://doi.org/10.32890/Ijms2022.29.1.3>

Zhang, W. G., Ding, Y., & Xu, F. (2024). How Does Proactive Personality Affect Employee Creativity And Ostracism? The Mediating Role Of Envy. *Heliyon*, 10(4), E25457. <https://doi.org/10.1016/J.Heliyon.2024.E25457>

Zhou, Y., Yang, W., & Bai, X. (2020). Creative Mindsets: Scale Validation In The Chinese Setting And Generalization To The Real Workplace. *Frontiers In Psychology*, 11(March), 1–13. <https://doi.org/10.3389/Fpsyg.2020.00463>