

PERFORMANCE IMPROVEMENT: THE PROMINENCE OF EMPLOYEE PROACTIVENESS, GROWTH MINDSET, AND PERCEIVED USEFULNESS (VALID EVIDENCE FROM PT. LITERA MEDIATAMA EMPLOYEES)

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ABSTRACT

PT Litera Mediatama, one of the indie publishers, has successfully negotiated the difficulties posed by the COVID-19 outbreak and its aftermath. Litera Publisher is still very much committed to helping its staff perform better. Through the mediation of perceived usefulness, this research aimed to ascertain the direct and indirect impacts of proactive personality traits and growth mindset on employee performance. All full-time and part-time workers at Litera Publisher were included in the research. One hundred and fifty-five people were surveyed using an online questionnaire; the participants were chosen using a saturation sampling method, often known as a census. The quantitative data that was gathered was evaluated using PLS-SEM analysis with SmartPLS software. Through perceived usefulness as a mediating variable, the findings demonstrated that proactive personality traits and a development mindset significantly impact employee performance, both directly and indirectly. It is anticipated that a qualitative method or a formative indicator model would be considered in future study. Researchers may try it out on other publishers or recruit people from different indie publishing houses in Indonesia to verify the unbiased framework model.

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

INTRODUCTION

This study aims to investigate the factors affecting employee performance within small-to-medium-sizes Indonesian independent publishers, using PT Litera Mediatama as a key case. The publishing industry is a commercial enterprise that includes the production, distribution, and marketing of printed materials, including books, periodicals, and newspapers (O'Loughlin & Sidaway, 2020). Although the publishing industry was hit hard by a precipitous drop in demand and production constraints due to the COVID-19 pandemic, this sector is now experiencing a period of rapid growth (Kalmykov, 2024; Athallah & Salim, 2024). The public's lack of interest in reading in Indonesia is another problem plaguing the publishing industry (Al Azis, 2021). In the aftermath of the epidemic, publishers faced even more difficulties, including dramatic industry shifts that compelled them to embrace digital and internet platforms (Guren et al., 2021). Competent resources are necessary for this digital change, which not all publishers can survive and traverse (Piccoli et al., 2024). Consequently, it is essential for any publisher to have excellent control over business procedures, particularly those pertaining to human resources, the most valuable asset of any firm (Faugoo, 2024). Given the centrality of human capital to Litera's quality-based competitive advantage, the fundamental research question is: What are the primary organizational and human

resource factors (e.g., specific training, compensation, or work environment) that significantly contribute to the observed performance gap and quality inconsistency within PT Litera Mediatama's editing and pre-printing departments?

PT Litera Mediatama ('Litera') as indie publisher has weathered the COVID-19 outbreak and its aftermath with grace and perseverance. 'Litera' two primary rivals are 'Deepublish' and 'Bukunesia', which are in Sleman, Yogyakarta. Their business concepts are quite similar. The primary distinction is in the manner in which they pay for publication. In contrast to its two primary rivals, 'Litera' uses a fee structure to compensate writers for publication. While, the publishing process at PT Litera Mediatama takes longer than that of other publishers. This is because each manuscript is meticulously crafted, especially during editing, where three editors—a script editor, a content editor, and a proofreading editor—are brought in, each with their area of expertise. With the help of publishers, authors may freely debate and brainstorm ideas pertaining to the manuscript's structure, substance, and subject, which gives them more guidance while they write. This benefit is particularly useful for budding writers who need assistance with everything from coming up with ideas to marketing and sales efforts once their books are published. So, PT Litera Mediatama trains its employees to be experts in their fields so

that they can facilitate the publication of books by any author.

'Litera' has far from perfect performance from its employees. There are several signs that this is the case. To start with, the "BWC" group was unable to meet its income goal because, among other things, only around 17% of its members have had works published by 'Litera'. Another sign of decreased production was the three-month delay in the pre-printing process compared to the anticipated two. The third issue is the persistence of typos throughout the publishing process. This leads to fourth point: several books that have been released have undergone substantial revisions as a result of serious errors. Consequently, the management of 'Litera' has to solve the critical problem of raising staff performance as soon as possible.

Hypotheses Development

Digital Shift, Organizational Culture, and Challenges in Indonesian Publishing.

The operational and HR dynamics of Indonesian independent publishers must be framed within two critical contexts: the rapid digital shift and the influence of organizational culture. The transition from traditional printing to digital distribution, e-books, and print-on-demand platforms presents significant challenges for smaller publishers, often lacking the capital and sophisticated IT infrastructure of larger conglomerates. This environment necessitates that employees possess high adaptability and a willingness to utilize new digital tools effectively. This urgent need to embrace technology justifies the examination of factors influencing Technology Acceptance Model (TAM) constructs, particularly Perceived Usefulness (PU), in this sector. Furthermore, while Litera's competitive edge relies on a rigorous quality process, the recurrent failures (delays, typos) suggest that the organizational culture may not sufficiently support the required level of accountability, high performance, and continuous learning necessary to execute the strategy. Therefore, individual psychological factors such as Proactive Personality and Growth Mindset become crucial mediators, as they represent the personal drive necessary to overcome organizational inertia and leverage new technologies for better performance in a culturally challenging environment.

Proactive Personality and Employee Performance

A proactive attitude has a substantial impact on how well an individual does their job, according to studies conducted by Budi et al. (2024) and Hu et al. (2021). Additionally, the results showed that proactive personalities have a favourable effect on productivity in the workplace

(Chen & Haga, 2022). Studies conducted by Zahra & Kee (2021) and Pakayli & Anjaningrum (2025) corroborate this conclusion, showing that an employee's performance is positively and significantly affected by their proactive personality. A direct correlation between employee initiative and output exists. This leads to the formulation of the first research hypothesis:

H1: PT Litera Mediatama employee performance may be greatly enhanced if every employee is more proactive.

Growth Mindset and Employee Performance

Employee performance is positively and significantly affected by a growth attitude (Pakayli & Anjaningrum, 2025). The conviction that one's talents may be enhanced via perseverance and effort is the foundation of a growth mindset (Kyler & Moscicki, 2024). A growth mindset is linked to brain regions that are involved in adaptive learning, motivation, and cognitive control (Zeng, 2025). There is a lack of studies that investigate the connection between a development mindset and productivity in the workplace. To validate the conceptual model, it is important to reexamine this connection on additional issues. This conclusion leads to the formulation of the second research hypothesis:

H2: PT Litera Mediatama employee performance may be greatly enhanced if every employee has a high growth mindset.

Proactive Personality and Perceived Usefulness

According to studies conducted by Pakayli & Anjaningrum (2025), proactive personality traits have a positive and statistically significant effect on how valuable people feel they are. The degree to which workers see technology as a tool to aid them in their jobs is directly proportional to how proactive they are. This result is in agreement with that of Nusyani et al. (2024), who found that proactive personalities significantly and positively affect productivity in the workplace. Individuals with proactive personalities are more inclined to take initiative and maximize opportunities due to their increased awareness and utilization of available tools. Opportunities are often seen by people with proactive dispositions, and they are also quick to see the value in tools and methods (Pakayli & Anjaningrum, 2025). They are more successful in reaching their objectives, brave enough to try new things and use whatever resources they discover, and resourceful overall (Liao et al., 2023). As a result, this is the third research hypothesis:

H3: The degree to which PT. Litera Mediatama employees exhibit a proactive personality positively correlates with their perceptions of the value of technology in facilitating their jobs.

Growth Mindset and Perceived Usefulness

A growth mindset significantly and positively affects one's perception of their usefulness (Pakayli & Anjaningrum, 2025). Positive perceptions or assessments of the advantages of employing technology to boost performance are more common among personnel with a growth mindset. The results are in line with those of Nusyani et al. (2024), who found that having a growth mindset significantly increases one's sense of usefulness. Perceived value rises in tandem with an employee's development mentality. Abilities may be honed with a growth mentality. Pakayli & Anjaningrum (2025) found that perceived utility influences learning, motivation, and accomplishment positively, as well as the belief that something would increase performance. So, this is the fourth research hypothesis:

H4: The degree to which PT. Litera Mediatama employees exhibit a growth mindset positively correlates with their perceptions of the value of technology in facilitating their jobs.

Perceived Usefulness and Employee Performance

Numerous earlier investigations have shown the correlation between employees' perceptions of their utility and their productivity on the job (Omar et al., 2019; Anaam et al., 2023; Pakayli & Anjaningrum, 2025). Perceived usefulness in this study specifically refers to the degree employees believe the current technology used in the editorial and pre-printing stages (such as specialized editing software and workflow systems) will help them achieve the demanding quality standards of the 'three-editor' process. This construct, a critical component of the Technology Acceptance Model (TAM), is essential for staff effectiveness. Workers are more inclined to use a tool and boost their efficiency if they see it as beneficial (Bolodeoku et al., 2022). So, this is the fifth research hypothesis:

H5: When employees recognize the value in the technology they use on the job, their performance will increase.

Studies have indicated that employees whose personalities lean toward proactive (Budi et al., 2024; Pakayli & Anjaningrum, 2025) and a growth mindset rate the technology that helps them do their jobs better (Nusyani et al., 2024). This is because these workers place a higher value on the tools they use on the job, and their performance rises (Anaam et al., 2023; Pakayli & Anjaningrum, 2025). We postulate two hypotheses based on this pattern of relationships:

H6: The employee's perceived value placed on the technology that helps them do their jobs mediates the link between proactive personality and performance.

H7: The association between growth mindset and employee performance might be somewhat mediated by how employees view the utility of technology that supports their job (perceived usefulness).

RESEARCH METHOD

This study employed a quantitative research methodology using a survey approach to investigate the hypothesized relationships. The data were collected through an online survey administered to all employees of PT. Litera Mediatama. The population of this study included all 75 employees at PT. Litera Mediatama (as detailed in Table 1). We utilized a census sampling technique (also known as saturation sampling), where the entire population was included as the sample (Sekaran & Bougie, 2020). This technique was chosen because the population size is relatively small ($N=75$), and including all personnel ensures a high degree of representativeness, thereby eliminating sampling error and providing the most accurate perspective on the organizational issues identified in the Introduction. We used SPSS for fundamental statistics and SmartPLS for advanced analysis. We analyzed hypotheses and examined internal and external models using these instruments. Table 2 has a comprehensive summary of all the measurement items for the study themes.

Table 1 Employee Data of PT. Litera Mediatama

Occupation	Number
Administrator	2
Finance	2
Marketing	6
Editor	10
Layouter	5
Graphic Design	3
Freelance editor	20
Freelance Ghost Writer	8
Freelance illustrator	2
Freelance marketing	13
Expert Team	4
Total	75

Table 2. Variable Measuring Items

Variables	Indicator	Items
Proactive Personality (X1)	Self-confidence	Shows courage when confronted with challenges (X11)
	Opportunity identification	The individual possesses the ability to recognize opportunities (X12)
	Initiative in seeking ideas	Find creative solutions to problems or innovative methods of doing things on your own initiative (X13)
	Persistence in realizing ideas	They are persistent in finding and implementing innovative solutions to long-standing issues (X14)
	Receptive to change	Open to new experiences and ideas because they believe that change always brings opportunities (X15)
Growth Mindset (X2)	Increased intelligence	Belief in one's own capacity to get smarter (X21)
	Commitment to completing tasks	The dedication of workers to making every effort necessary to finish their assignments (X22)
	Continuous learning	Employee dedication to ongoing education (X23)
	Open-mindedness	The employee is receptive to new information, perspectives, and arguments (X24)
	Self-development control	Employees continuously focus on and track their personal growth as individuals (X25)
Perceived Usefulness (Z)	Effectiveness	Technological advancements have made task completion much quicker (Z1)
	Lighter/better performance	Technology gives employees more free time (Z2)
	Productivity	Technology makes employees' work easier (Z3)
	Quality	Technology boosts employee output (Z4)
	Quantity	The worker's competence in carrying out duties in line with the company's operational standards (Y1)
Employee Performance (Y)	Execution of tasks	The worker's efficacy and efficiency in getting the job done (Y2)
	Responsibility	Task prioritization and meticulousness in the employee's work (Y3)
		The worker's reliability and competence in carrying out the duties delegated to them by their superiors (Y4)

RESULT**Evaluation of the Outer Model**

The study tool's reliability in evaluating the external PLS-SEM model, its capacity to display comparable and diverse ideas, and its accuracy in measuring the intended variables were all examined throughout the evaluation. See Figure 2 for the item-by-item factor loading values (shown in parentheses on the line connecting the main concept and the unaffected measurement), and see Table 3 for the item-by-item AVE values (all greater than 0.5), which the researchers used to assess for convergent validity. As shown in Table 4, discriminant validity was established when the Fornell-Larcker value exceeded the correlation coefficients among the various latent constructs. Also, as shown in Table 5, the cross-loading values of the items linked to the suggested construct were higher than those linked to the alternative construct. See Table 3 for evidence that the instrument is trustworthy; at the same time, a reliability assessment was conducted using Cronbach's alpha, which must be more than 0.6, and composite reliability, which must be greater than 0.8.

Evaluation of the Inner Model

The PLS-SEM model was evaluated for viability using model fit. Figure 2 shows that the "Perceived Usefulness" construct has a substantial effect (R-squared value of 0.752), implying that a development mindset and proactive personality explain around 75.2% of perceived usefulness. This strong R-squared value indicates that enhancing these traits in individuals could significantly boost their perceptions of usefulness in various contexts. Further analysis could reveal additional factors that may influence this relationship, offering more details about how to optimize user experiences.

Approximately 86.6% of employee performance can be described by proactive personality traits, development attitude, and perceived usefulness, according to the "Employee Performance" construct's R-squared value of 0.866. This suggests that organizations should foster environments that encourage proactive behaviours and positive development attitudes among employees. By doing so, they can enhance overall performance and effectiveness within their teams, leading to better outcomes for both individuals and the organization as a whole.

Hypotheses testing was conducted by assessing the t-statistics and p-values derived from the bootstrapping procedure. A path coefficient is considered statistically significant if the t-statistic is above the critical value of 1.96 and the p-value is less than 0.05 (Hair et al., 2020). Table 6 (A hypothetical table you must create) summarizes the results of the structural model analysis.

A positive path coefficient of 0.253, a t-statistic of 4.097 (>1.96), and a p-value of 0.000 (<0.05) indicate that proactive personality strongly impacts employee performance, according to the study (refer to Table 5). This verifies the first premise of the study, which posits that proactive workers may greatly enhance their performance. Additionally, a path coefficient of 0.326, a t-statistic of 4.036 (>1.96), and a p-value of 0.000 (<0.05) all point to the fact that growth mindset significantly impacts job performance. These findings provide credence to the second research hypothesis (H2), which posits that a growth mindset is associated with enhanced employee performance.

The results demonstrate that proactive personality has a substantial impact on perceived usefulness, as shown by a p-value of 0.000 (<0.05), a t-statistic of 6.462 (>1.96), and a positive path coefficient of 0.462. These findings provide credence to the third research hypothesis (H3), which postulates that one's perception of their usefulness is significantly impacted by their proactive personality. Perceived usefulness is strongly impacted by growth mindset, according to the study, which reveals a positive path coefficient of 0.483, a t-statistic of 6.555 (>1.96), and a p-value of 0.000 (<0.05). These findings support H4, which states that a development mentality significantly affects one's perception of their own utility. In the meantime, the results demonstrate that employee performance is considerably affected by perceived usefulness, as shown by a p-value of 0.000 (<0.05), a t-statistic of 5.879 (>1.96), and a positive path coefficient of 0.431. The findings provide credence to the fifth research hypothesis (H5), which states that employees' perceptions of their own usefulness significantly impact their performance on the job.

In addition, being proactive influences employee performance indirectly via perceived usefulness, as shown by a positive path coefficient of 0.199, a t-statistic of 4.435 (>1.96), and a p-value of 0.000 (<0.05). Therefore, perceived usefulness mediates the relationship to some extent. The result lends credence to the sixth hypothesis of the study, which states that perceived usefulness mediates the connection between proactive personality and performance on the job to some extent. Likewise, via perceived usefulness, growth mindset significantly influences employee performance indirectly (<0.05), as shown by a positive path coefficient of 0.208, a t-statistic of 4.215 (>1.96), and a p-value of 0.000. Therefore, perceived usefulness mediates the connection to some extent. The seventh study hypothesis (H6) states that perceived usefulness mediates the

association between development mindset and employee performance; this data lends credence to that theory.

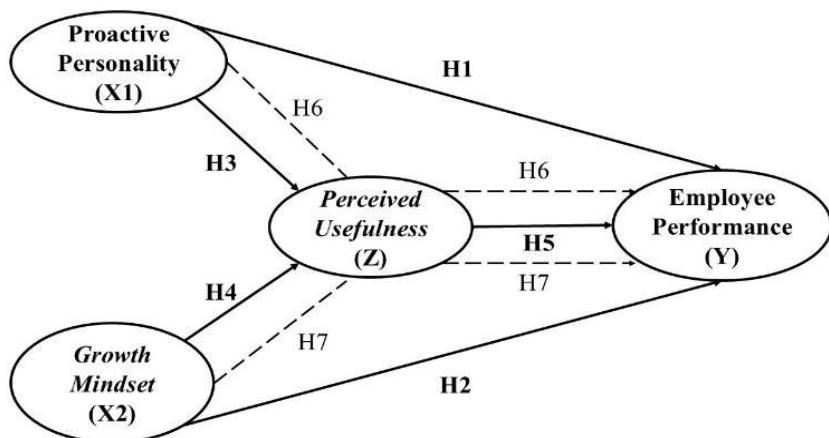


Figure 1 Conceptual Model

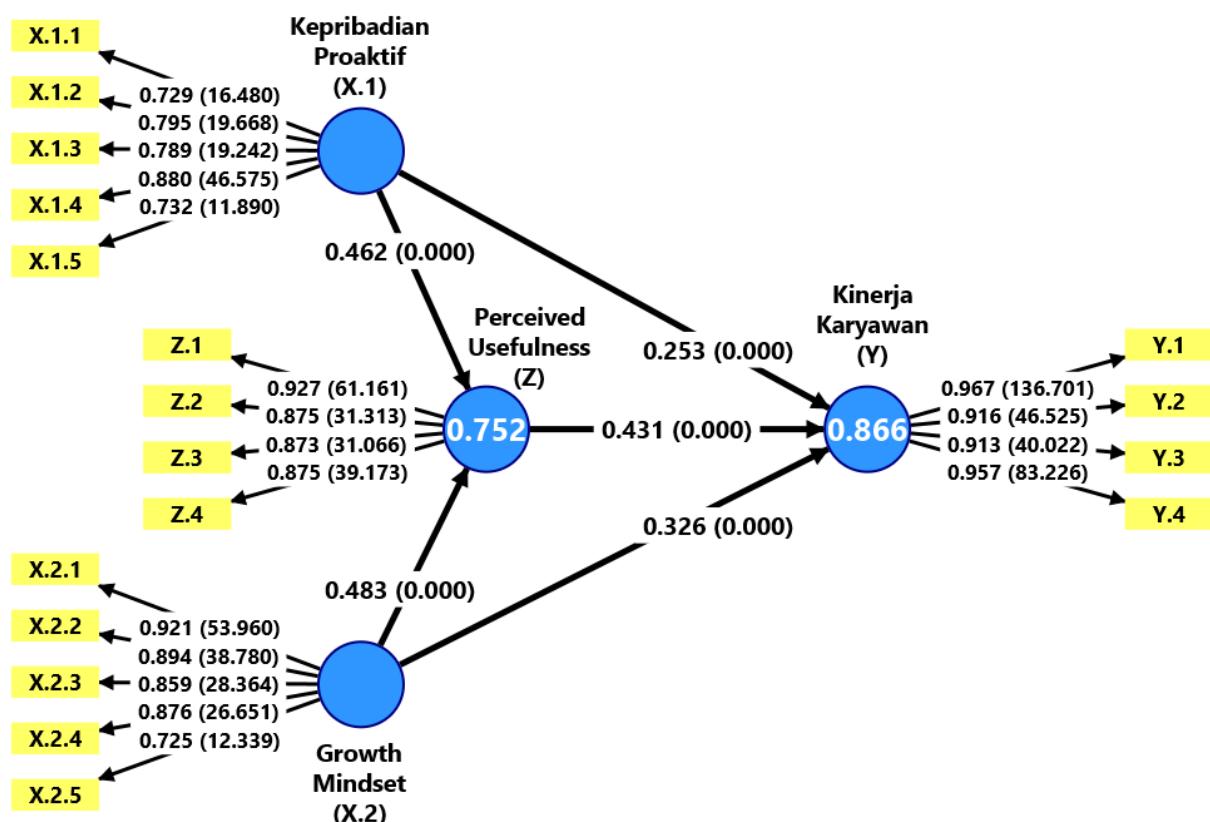


Figure 2 PLS-SEM Graphical Output

Source: SmartPLS 4.1.1.2 software output (2025)

Table 3 Construct Validity and Reliability

	Composite Reliability			
	Cronbach's alpha	(rho_a)	(rho_c)	AVE
Proactive Personality (X.1)	0.845	0.850	0.890	0.619
Growth Mindset (X.2)	0.908	0.914	0.933	0.736
Perceived Usefulness (Z)	0.911	0.918	0.937	0.788
Employee Performance (Y)	0.955	0.956	0.967	0.881

Source: SmartPLS 4.1.1.2 software output (2025)

Table 4 Fornell-Larcker Criterion

	Proactive Personality (X.1)	Growth Mindset (X.2)	Perceived Usefulness (Z)	Employee Performance (Y)
Proactive Personality (X.1)	0.787		0.462	0.253
Growth Mindset (X.2)		0.858	0.483	0.326
Perceived Usefulness (Z)			0.888	0.431
Employee Performance (Y)				0.939

Source: SmartPLS 4.1.1.2 software output (2025)

Table 5 Cross-Loading

Items	Proactive Personality (X.1)	Growth Mindset (X.2)	Perceived Usefulness (Z)	Employee Performance (Y)
X.1.1	0.729	0.626	0.664	0.598
X.1.2	0.795	0.507	0.601	0.635
X.1.3	0.789	0.450	0.570	0.636
X.1.4	0.880	0.567	0.732	0.700
X.1.5	0.732	0.549	0.536	0.647
X.2.1	0.609	0.921	0.732	0.758
X.2.2	0.703	0.894	0.755	0.830
X.2.3	0.496	0.859	0.651	0.608
X.2.4	0.503	0.876	0.573	0.651
X.2.5	0.593	0.725	0.683	0.728
Z.1	0.690	0.701	0.927	0.790
Z.2	0.687	0.573	0.875	0.686
Z.3	0.589	0.739	0.873	0.759
Z.4	0.824	0.799	0.875	0.901
Y.1	0.816	0.842	0.837	0.967
Y.2	0.797	0.809	0.883	0.916
Y.3	0.737	0.755	0.807	0.913
Y.4	0.714	0.757	0.818	0.957

Source: SmartPLS 4.1.1.2 software output (2025)

Table 6 T-test Result

Latent Construct Relationship	Path Coefficient	T statistics	P values	Inferences
Direct Effects				
Proactive Personality (X.1) -> Employee Performance (Y)	0.253	4.097	0.000	Positive & Significant H1 Supported
Growth Mindset (X.2) -> Employee Performance (Y)	0.326	4.036	0.000	Positive & Significant H2 Supported
Proactive Personality (X.1) -> Perceived Usefulness (Z)	0.462	6.462	0.000	Positive & Significant H3 Supported
Growth Mindset (X.2) -> Perceived Usefulness (Z)	0.483	6.555	0.000	Positive & Significant H4 Supported
Perceived Usefulness (Z) -> Employee Performance (Y)	0.431	5.879	0.000	Positive & Significant H5 Supported
Indirect Effects				
Proactive Personality (X.1) -> Perceived Usefulness (Z) -> Employee Performance (Y)	0.199	4.435	0.000	Positive & Significant H4 Supported Perceived Usefulness is a partial mediation
Growth Mindset (X.2) -> Perceived Usefulness (Z) -> Employee Performance (Y)	0.208	4.215	0.000	Positive & Significant H7 Supported Perceived Usefulness is a partial mediation

Source: SmartPLS 4.1.1.2 software output (2025)

DISCUSSION

Employee performance is positively correlated with proactive personality traits and growth mindset, according to this study's findings. Perceived usefulness acts as a partial mediating variable between these personality traits and performance. Workers' attitudes toward using technology to aid their jobs will reflect how proactive and growth-minded they are. In the end, such behaviour leads to better performance, which is shown in things like meeting or surpassing quantity goals, finishing work, and regularly owning up to mistakes.

Individuals characterized by proactivity are those who anticipate potential challenges and opportunities, take initiative, and consistently seek avenues for enhancement (Crant & Chen, 2024). Individuals are more inclined to fulfil tasks in alignment with established standard operating procedures (SOPs) and to operate with effectiveness and efficiency (Handoyo et al., 2023), precision, and accountability (Loscher & Bader, 2023) when they proactively engage, take decisive action, and shape their surroundings to attain objectives or foster constructive

transformation (Badriyah et al., 2024), rather than passively waiting for circumstances to unfold. This forward-thinking strategy elevates personal effectiveness and cultivates an environment conducive to innovation throughout the organization (Boscari, 2023). When individuals in the workplace are encouraged to share their insights and propose solutions, the environment transforms into one that is more vibrant and cooperative, which in turn fosters enhanced achievements for both the team and the organization at large (Johnson et al., 2021).

Budi et al. (2024) and Hu et al. (2021) have demonstrated that a proactive personality significantly influences employee performance, corroborating the findings of this study. This conclusion aligns with earlier studies indicating that employees exhibiting more proactive personalities generally achieve superior job performance (Zahra & Kee, 2021); (Pakayli & Anjaningrum, 2025). The fundamental principle is that the productivity of employees is directly correlated with their degree of initiative. Moreover, a significant portion of the workforce comprises youthful and highly educated individuals, which

contributes to a belief in their abilities. They possess a keen awareness of opportunities for personal development, exhibit initiative in devising innovative solutions to challenges, demonstrate perseverance in realizing their concepts, and maintain an openness to fresh perspectives and methodologies (Lee et al., 2024).

Desaili et al. (2023) demonstrated that personality exerted a positive yet modest influence on employee performance; however, the findings of this study stand in contrast to those conclusions. When evaluating the influence on productivity, it becomes evident that other factors carry greater significance. The objectives and central aspects of personality type emerge as the two principal reasons for these divergent results. Desaili et al. (2023) study concentrated on university personnel, without distinguishing among various departments, including security, general affairs, lecturers, or instructional staff and concentrated on personality in a broad sense rather than honing in on proactive personality in particular. Meanwhile, the independent publishing house examined in this research possessed divisions and offices that were markedly different from those of conventional academic institutions.

Employee performance is positively and significantly affected by adopting a growth mindset, according to this study's findings. Employee performance is positively correlated with the degree to which they embrace a development attitude. Workers are more likely to follow standard operating procedures (SOPs) and work efficiently and effectively, accurately and meticulously, and responsibly if they are confident in their ability to improve their intelligence, dedicated to doing tasks to the best of their ability, interested in learning new things, and open to different ideas, concepts, information, and arguments.

According to Pakayli & Anjaningrum (2025) a development attitude significantly and positively affects employee performance. Our findings corroborate this. The conviction that one's talents may be enhanced via perseverance and effort is the foundation of a growth mindset (Jacobs, 2025). Because of their youth and level of education, the majority of PT Litera Mediatama staff members have a development attitude. How to encourage this mentality to become even more successful and have a major influence on productivity is an open subject.

This finding critically reflects the challenge for Indonesian indie publishers: high quality demands often clash with limited investment in cutting-edge, user-friendly digital tools. When employees perceive the existing

technology as beneficial, their inherent traits (Proactivity and Growth Mindset) are channeled effectively, translating initiative into measurable results like meeting quality targets and reducing errors. This provides a direct, reflective answer to the problem: the persistent quality gaps are not solely a matter of individual motivation, but a failure to fully integrate individual traits with effective digital processes.

Theoretical and Practical Implications

The behavioural HRM strategy, which this study backs, places an emphasis on how knowing people's psychology may help a company succeed. This study also fits perfectly with strategic human resource management, which posits a connection between HR qualities and organizational success via intervention in cognitive and emotional processes. In addition, this research applies the notion of the Technology Adoption Model (TAM), which was first created to explain technology adoption (Wei et al., 2025), to the HRM context by employing perceived usefulness as a mediating variable. The paper delves further into the practical application of TAM theory and highlights how workers' individual traits and mentalities impact their estimation of the advantages of technology use, specifically their perceived usefulness. Consequently, this study contributes to the field of human resource management theory by providing a psychological mediation model that clarifies the relationship between an individual's mentality and performance via cognitive elements. This work adds to our theoretical knowledge of the mechanisms that connect individual traits to performance on the job.

In practice, PT. Litera Mediatama Publisher should focus on fostering proactive personalities and a growth mindset among employees to improve performance. These traits help employees see the value of technology and work more effectively. The company can enhance its recruitment process to identify candidates who take initiative and face challenges confidently—important in the creative, problem-solving nature of publishing. To support a growth mindset, the company should provide training, mentoring, and evaluations that appreciate learning and effort, not just results. Any digital tools used should clearly benefit employees, supported by proper training and communication. Younger employees tend to show proactivity through digital means and flexible collaboration, while senior employees prefer formal structures and gradual change. Recognizing and supporting these different styles can help build an adaptive, innovative, and productive work culture that strengthens the

company's competitiveness in the digital publishing industry.

CONCLUSION

This study confirms that both Proactive Personality and a Growth Mindset significantly enhance employee performance at PT Litera Mediatama, with Perceived Usefulness (PU) acting as a crucial partial mediator for these relationships. The findings are highly relevant to the Indonesian publishing industry, where the Growth Mindset showed a slightly stronger direct impact, underscoring the necessity for continuous learning and adaptation amid rapid digital transition. The mediating role of PU highlights a key practical implication: it is critical for Indonesian independent publishers to ensure that the digital tools used in the demanding editorial and pre-printing processes are perceived by employees as genuinely useful for achieving the required quality standards. Future research should prioritize replicating this model across various segments of the national publishing sector and integrating qualitative methods to gain deeper insight into the technology acceptance barriers and quality control mechanisms.

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