Article

Strategies to Increase Employee Performance Productivity of Private Higher Education Institutions in Indonesia by implementing a Growth Mindset and Work Engagement

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Abstract

Every university always strives to be a superior university, for the role of employees in higher education organizations is the key to the success of higher education. The interest of employees in universities cannot be ignored. It is essential because humans are the ones who manage the resources in universities. This study aims to determine strategic indicators to increase the productivity the performance of employees of private higher education institutions in Indonesia by implementing a Growth Mindset and Work Engagement. The study enrolled 140 employees from Indonesian higher education institutions. Purposive sampling was used to pick participants in this study, where selection was made purposely based on specified criteria and established in accordance with the research objective. The results of this study describe four strategic indicators, namely, placing employees following their interests and expertise, perceived organizational support, training development, and knowledge management. employees who apply growth mindset and work engagement with a high level of involvement usually already understand the goals of the work program at the university and can organize their work so that it is aligned with the organization's strategy at the university. Employees have a person's perspective to be motivated and related to the state of employee fulfillment which is characterized by high energy during work, a sense of enthusiasm, feeling important and proud of work, and focusing on enjoying work so that they can work effectively so that individual and team productivity increases.

Keywords

Performance Productivity, College, Growth Mindset, Work Engagement

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Higher education is an institution that has a role in achieving the educational goal. Universities need to make continuous improvement efforts to realize quality human resources (Bajaj et al., 2018). Human existence as a resource is essential in a university because human resources support it through work, talent, creativity, encouragement, and fundamental roles. Without the human element in higher education, the higher education institution cannot move towards the desired productivity. To support the university's work program, it employs employees whose role is to help facilitate the services of lecturers and students. Employee performance in universities is needed to promote activities on andoff-campus (Horban et al., 2020; Leiber et al., 2018). Employees at universities have duties following the divisions that have been set, such as the academic, finance, library, information, technology, and general sections (Díez et al., 2020; Nasim et al., 2020).

Every university always strives for employees to excel in providing maximum work productivity. Employee work productivity for a university is essential as a measuring tool for success in carrying out work programs at universities (Abubakar et al., 2018; González Bravo et al., 2022; Jesry et al., 2022). Because the higher the work productivity of employees in universities means that the goals of the organization's work program will be easily achieved. In addition, the role of higher education leader is a factor that can determine the increase in performance productivity because a good leader can motivate and guide an employee to carry out his duties with enthusiasm, dedication, and responsibility. The employee does not work because he is compelled or terrified of the leader; rather, he works wholeheartedly and attempts to do a good job. Work motivation will make the employee feel satisfied with the results of the work he does (Bessing et al., 2021; Kato et al., 2021; Vijayasingham et al., 2020).

Currently, the level of work productivity in Indonesia is still deficient. Report data from the Asian Productivity Organization (APO), In 2019, Indonesia was ranked 59th out of 60 countries. Indonesia is only one rank above Venezuela. Meanwhile, Malaysia is ranked 28, China 31, and the Philippines is ranked 49. According to data from the Asian Productivity Organization, it also affects higher education institutions because leaders of private universities face challenges in determining the best way to move and increase their employees' work productivity to perform their duties as effectively and responsibly as possible. Because each employee has unique needs and desires, the leader must understand and comprehend the needs and desires of each employee (Asian Productivity Organization, 2020).

Furthermore, higher education leaders need employees engaged with their work because that person will work more effectively than employees who are less engagedless engaged. The employee will work with 20% better performance than other co-workers so that the work provided is also better and can have a positive impact on the institution (Robertson-Smith & Markwick, 2009). A study on the level of work engagement of employees worldwide was conducted by Gallup (2017). Gallup researched employees in 155 countries. Employees studied from each country amounted to 1,000 people with an age range of 23-65 years. The results showed that employee work engagement is still deficient. The report shows that 85% of employees worldwide feel unengaged with their work, and in Southeast Asia, only 19% of employees are engaged with their work. The same survey shows that 76% of employees in Indonesia feel they are not in their work. Indonesia is also the country with the highest percentage of unengaged employees compared to other countries in Southeast Asia.

Many studies on the productivity of employee performance in companies have been carried out, but research studies that discuss employee performance in universities are still rarely carried out. This research how to determine strategic indicators to increase employees' productivity of private higher education institutions in Indonesia by applying a growth mindset and work engagement. This research benefits private higher education institutions because labor productivity is one factor that has a major role in determining the success or failure of business activities. With the increase in labor productivity, will indirectly provide job satisfaction to workers, and it will also encourage the motivation of workers to improve performance for the better.

2. Literature Review

2.1. Growth Mindset

A growth mentality is one in which individuals believe their abilities or qualities may be developed. In essence, they are those who embrace positive change (Dweck, 2014). People with a growth mindset believe that intelligence can be developed and that the brain is like a muscle that can be trained. This leads to a desire to improve (Rissanen et al., 2019). Similarly, the obstacles that occur, the self-image of people with a growth mindset is not seen as a success but as how it will look to others (Hoyt & Burnette, 2020).

The importance of the growth mindset for employees is a tendency where an employee has confidence in his expertise, expertise, intelligence and talent that can be continuously developed through practice and perseverance (Sarrasin et al., 2018). In addition, employees with a growth mindset also know themselves very well. They know what their strengths and weaknesses are (Muenks et al., 2021). An example of this mindset is very appropriate for employees who want to achieve success. That's why this growth mindset is commonly referred to as the mindset of successful people.

Individuals who adhere to a growth mindset will be motivated to continue to change to become betterpeople from day today. When an employee understands that business has an important role in achieving success, they will not feel discouraged by talents that are not available (Yeager & Dweck, 2020). Instead, they will feel motivated to develop their qualities and abilities for the better. That's why those with a growth mindset always like to get constructive feedback (Caniëls et al., 2018).

2.2. Work Engagement

Work engagement is a concept of thought where employees who have a sense of engagement feel bound to their work so that when they work, they will be more enthusiastic in doing their job. work engagement is a condition in which employees feel bound to their work marked by vigor, dedication, and absorption in their work, which involves cognitive and psychological processes and can affect employee performance and productivity. (Bakker & Albrecht, 2018).

Work engagement as an individual's level of commitment to his work and how hard he tries and how long they can last are evidence of their commitment (Barber & Klauda, 2020). Work engagement is a combination of satisfaction and commitment, and satisfaction refers more to the emotional or attitudinal elements, while commitment involves more to the motivational and physical characteristics. Although satisfaction and commitment are two key elements, individually are not enough to guarantee work engagement. A recurring theme shows work engagement involving workers, namely "going the extra mile" and trying something for work above expected expectations (Decuypere & Schaufeli, 2020; Knight et al., 2019).

2.3. Employee Productivity in Higher Education Institutions

Work productivity is one measure of higher education institutions in achieving their goals. Human resources are a strategic element in an organization that management must recognise and accept (Purnomo & Wahdiniwaty, 2018). Increasing work productivity is only possible by humans. Therefore, employees are an essential factor in measuring work productivity in higher education institutions. Theoretically, employee work productivity shows a link between output (work) and the time it takes to produce a product from a workforce (Y. Chen et al., 2018). An increase or decrease in employee productivity can be influenced by various factors related to the company's environment, such as education, training and skills, and work motivation: work attitude, relationship between workforce and organizational leaders (Turner, 2020).

Work productivity is an interdisciplinary approach to determining practical goals, making plans, applying productive methods to use resources efficiently, and maintaining high quality, factors that

affect employee productivity in higher education institutions (Albers et al., 2022). If the employee's work productivity has decreased, the institution or organization needs to consider what efforts will be made so that the decrease in employee productivity does not affect the desired institutional goals (Sheckter et al., 2021).

Employee productivity in higher education institutions can be measured by the employees' commitment to complete each task allotted to them, always using approved work procedures or work methods that result in satisfactory work results. Work productivity is the capacity to do actions that result in producing a product or service of specified quality in less time than a worker. Factors that affect productivity are Education, Skills, Discipline, Mental Attitude Work Ethics, Motivation. Employees need to be stimulated and encouraged to be more passionate and enthusiastic about working. Nutrition and Health, Income Level, Social Security, Environment and Work Climate (Hashiguchi et al., 2020; Wahid et al., 2022).

In efforts to increase employee productivity, every company must pay attention to the level of work discipline. Work discipline is an essential application for a company. Where all work activities are controlled by rules that must be obeyed by every employee so that they can carry out work more optimally. The encouragement from the organization, which enforces discipline every day for employees, triggers them to be more active and enthusiastic and greatly influences work productivity (Maximo et al., 2019). Labor productivity is one factor that has a significant role in determining the success or failure of business activities. Increased labor productivity will indirectly raise worker satisfaction, but it will also increase worker drive to improve performance (Ye & King, 2016).

3. Method

This study aims to identify strategic indicators for enhancing the performance and productivity of employees at private higher education institutions in Indonesia through the implementation of a growth mindset and work engagement. This research uses qualitative data and a quantitative research approach to comprehensively analyse the research problem (Creswell, 2008). The implementation of this research is carried out intensively, in detail, and in depth about the activity of university employees in Indonesiato obtain in-depth information about these activities.

Participants in this study were 140 employees who worked in higher education institutions in Indonesia. The technique of determining participants in this study was using purposive sampling, where the selection was made intentionally based on predetermined criteria and selected based on the research objective. Purposive sampling is a technique to assess and take samples determined by the researcher with some special considerations. Each respondent only filled out an interview instrument that had been prepared online via Zoom Meeting and Google Form. The profile of participants in the study are in Table 1.

Table 1. *Profile of participants*

Information	N
Gander	
Male	80
female	60
Length of work	
10 <	93
10>	47
Employee status	
Permanent employees	80
Contract employees	60

Participate in Performance Improvement Training	
Ever	123
Note	17

Qualitative data was obtained directly through interviews and questionnaires. Primary data is data in the form of verbal originating from the research subject's oral speech, behavior, or personality carried out by reliable subjects or information obtained from actual respondents (Snyder, 2019). Some qualitative data was used in this study, namely, interview documents with questions stored in text files and open-minded questions and audio recordings to fully explore the contents of the interviewinterview.

The data in this study were analyzed using qualitative descriptive analysis with Nvivo12 assisted coding. The research uses the assistance of Nvivo, a program or application that helps researchers analyze qualitative data. The function of Nvivo12 is to process text in various forms such as interviews, field notes, audio videos and other text forms. By using Nvivo12 it is easier for researchers to visualize the data. Nvivo12 allows researchers to explore the meaning, connection, and differences between concepts or cases. The result of the exploration can be visualized in a mind map. The visualization of the mind map of this research can be seen in Figure 1.
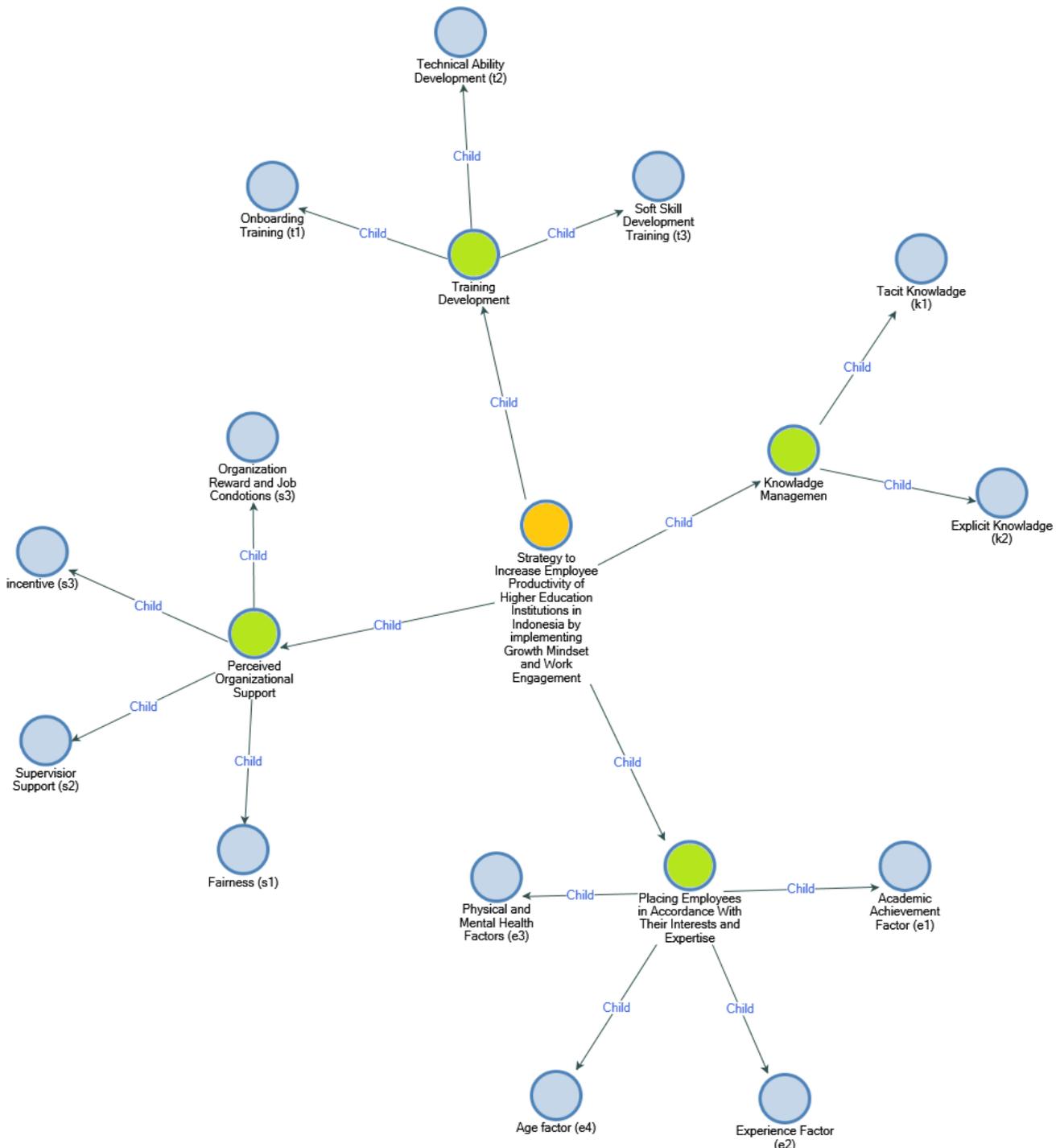
Figure 1. *Project map Strategy to Increase Employee Performance Productivity of Private Higher Education Institution in Indonesia by implementing a Growth Mindset and Work Engagement*

4. Result

This study aims to determine the Strategy indicator to Increase Productivity of Employee Performance in a Private Higher Education Institution in Indonesia by applying a Growth Mindset and Work Engagement. Qualitatively the result of this study found four indicators of the Strategy for Increasing Productivity of the Performance of Employees of Private Higher Education institutions in

Indonesia by applying the Growth Mindset and Work Engagement in Table 2.

Table 2. *The research findings are indicators of the Strategy to Increase Employee Productivity Performance of Private Higher Education Institutions in Indonesia by implementing a Growth Mindset and Work Engagement*

Indicator	Sub-Indicator	Code
Placing Employees following Their Interests and Expertise	Academic Achievement Factor	e1
	Experience Factor	e2
	Physical and Mental Health Factors	e3
	age factor	e4
Perceived Organizational Support	Fairness	s1
	Supervisor Support	s2
	Organization Rewards and Job Conditions	s3
	incentive	s4
Training Development	Onboarding Training	t1
	Technical Ability Development	t2
	Soft Skill Development Training	t3
Knowledge management	Tacit Knowladge	k1
	Explicit Knowledge	k2

4.1. Placing Employees under Their Interests and Expertise

Placing employees according to their interests and expertise is an indicator in this study. The "Project Map" in the NVivo 12 software for this indicator can be seen in Figure 2.
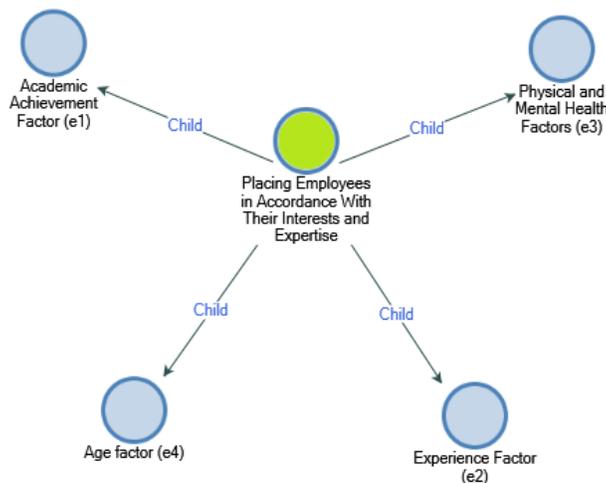
Figure 2. *Placing Employees under Their Interests and Expertise*

One of the elements in human resource management in private universities in Indonesia is utilization, namely, placing employees according to their competencies to work optimally. Another term often used is the right man in the right place. In this case, policymakers must be able to see a person's abilities or competencies to be placed in the correct position because this will affect its performance. If the Human Resources in private universities in Indonesia do not have the appropriate competencies, the results will not be as we expected. The results of the indicator analysis of 140 employees as respondents there are (86%) of colleges place employees according to their interests and expertise. The leaders of private universities in Indonesia pay attention to four indicators in placing employees according to their interests and expertise: academic achievement, experience, physical and mental health, and age.

Academic Achievement Factors, namely workers who have high academic achievements must be placed in tasks and jobs by their abilities. On the other hand, workers who have an average or below

standard academic background must be placed in light tasks and work with a heavy burden of authority and responsibility. relatively low. Educational experience must also be considered in setting employees. For example, a bachelor of economics should be placed in a related job in economics. This academic background is intended to identify the right employees in the right positions (The Right Man on The Right Place).

Experience factor: Experience working in similar jobs needs to be considered in the placement of employees. The fact shows that the longer the employee works, the more experience the employee has. On the contrary, the shorter the tenure, the less experience is gained. Work experience provides many skills and work skills. A person's work experience is sometimes more valued than a high level of education. Experienced employees can immediately complete their tasks and work. Employees require only relatively brief training and instructions. On the other hand, employees who only rely on their educational background and degree cannot necessarily do the tasks and jobs assigned to them quickly.

Factors Affecting Physical and Mental Health, Employees' assignments to specific tasks and jobs must be tailored to their physical and mental capabilities. Health is inextricably linked to human resources. For example, heavy and dangerous jobs require a healthy and strong physique, whereas human resources with a physically weak physique but an intelligent mind can be placed in administration, concept development, or calculations that require extraordinary perseverance. However, this health factor must still be considered in their placement. This is understandable; although the medical test has passed all the new human resources, sometimes the medical examination is carried out at a glance, it cannot detect physical conditions in detail.

Age Factor: Here, the age factor also needs to be considered. If the employee is a bit old, he should be placed in a job that does not need to risk physical exertion and heavy responsibilities, but employees who are still young, they need to be given a rather heavy duty.

This employee placement is an effort to channel the capabilities of human resources as well as possible. This is done by placing employees in the most appropriate place or position. The right placement of employees will increase the morale of the employees concerned. according to Goretzki et al (2022), employee satisfaction in a job depends on the right job placement with his passion, ability, and education. The implementation of proper employee placement will be created when the employee's work ability is in accordance with the standards required to carry out the work entrusted to him.

The most essential concern is a concern for all employees, from the highest management to freelancers. Concern means that human resources know the employee's situation and anticipate what employees usually do in that situation. Without caring for employees, it will be difficult for human resources to avoid surprises that should not be a surprise at all. Almost all employees experience a reasonably standard life cycle: they go to school or college, get married, have children, raise and send their children to school. There is nothing mysterious about this. Human resources can anticipate what employees expect by analyzing their age, position, and general needs. Organizational support is a form of public support that can be felt with confidence about how far the organization can assess the contributions made by its employees through giving trust to employees to treat things fairly, pay attention to employee lives, listen to employee complaints, and pay attention to employee welfare.

4.2. Perceived Organizational Support

"perceived organizational support" is an indicator in this study. The "Project Map" on the NVivo 12 software for this indicator can be seen in Figure 3.
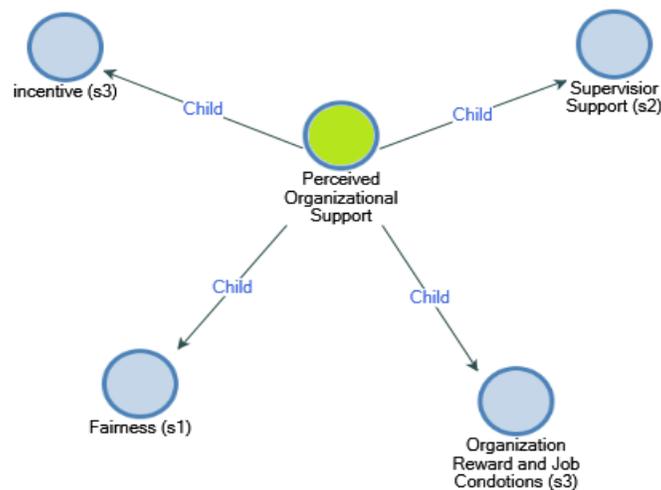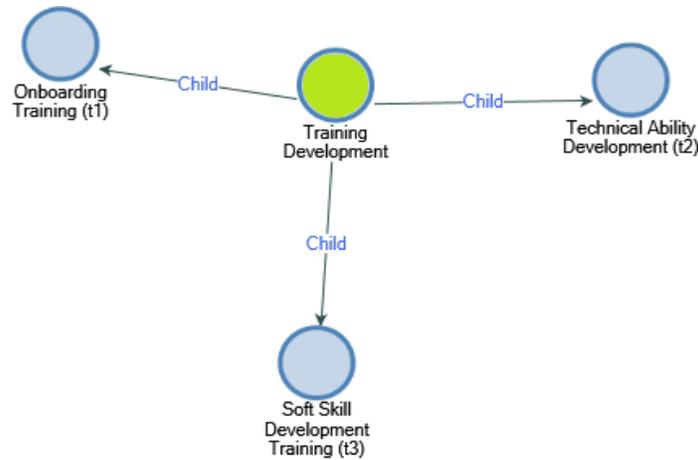
Figure 3. *perceived organizational support*

According to survey respondents, (93 percent) of private higher education institutions in Indonesia had incorporated perceived organizational support and indicators of fairness, supervisory support, organizational rewards and working conditions, and incentives. This is critical because it is a critical idea in human resource management literature, since support for private higher education institutions has a significant impact on the creation of positive employee perceptions, which in turn affect the work attitudes expressed. Perceived organizational support with global belief about the extent to which the organization or company values contributions, pays attention to welfare, listens to complaints, pays attention to life, considers the goal to be achieved, and can be trusted to treat employees fairly.

Organizational support is employees' global beliefs about the extent to which their organizations value contributions and pay attention to the lives of their employees. This reciprocity is in the form of general obligations that the companythe companythe company must fulfil by referring to the reciprocal norm so that employees feel that the contributions they have given are appreciated in accordance with what they have given to the company. When employees feel that they have been rewarded under what they have been given, employees will show assertive behaviors that can support the achievement of organizational goals. Arshad et al (2022) said that organizational support can help meet employees' social and emotional needs, which in turn creates an employee's obligation to repay services to the organization or company. Perceived organizational support is essential because the higher the level of support provided by the company, the more satisfied and committed employees will be with the company.

4.3. Training Development
Training Development is an indicator in this research. The "Project Map" on the NVivo 12 software for this indicator can be seen in Figure 4.

Figure 4. *Training Development*

According to survey respondents, (98 percent) of private higher education institutions in Indonesia have adopted development training with indicators for onboarding, technical ability development, and soft skill development. This training development is critical for private colleges to accomplish in order to increase the productivity of higher education employees. Training development for employees is an effort made to form a quality personal by having skills, work abilities, and work loyalty to a company or organization.

Training development is an effort to prepare educational workers to face job duties that are considered not yet mastered. The management thought proposed by Taylor that the workforce needs proper job training. This theory is very appropriate to avoid the worst possibility in the ability and responsibility to work, so that in completing the job duties more effectively and efficiently under the rules that have been set.

In educational institutions, it is usually the workers who will occupy new positions who are not supported by their education or have not been able to carry out their duties; usually the efforts taken are through training and career development. Through training and development, the workforce will be able to work on, improve, and develop their work. Concerning this theme, the presenter tries to present important points related to training and development as follows: Definition, objectives, types, stages, techniques, benefits and weaknesses.

4.4. Knowledge management

Knowledge Management is an indicator in this study. The "Project Map" in the NVivo 12 software for this indicator can be seen in Figure 5.
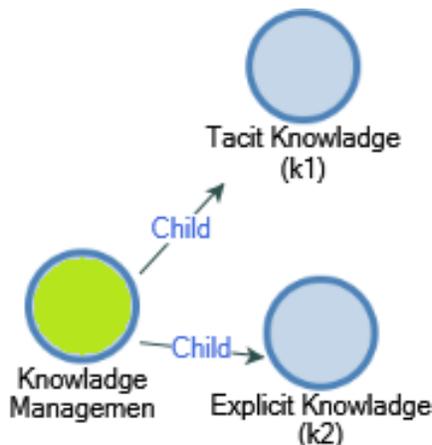
Figure 5. *Knowledge management*

Based on data obtained from research respondents, it was found that (92%) of private higher education institutions in Indonesia had implemented Knowledge Management with indicators of Tacit Knowledge and Explicit Knowledge. Knowledge management is essential for a company. So the company can proliferate—knowledge management functions as a planned and systematic approach to ensure the good application of organizational knowledge. At the same time, it increased ideas, innovation, thinking, competence, and expertise. Knowledge management in organizations can be either tacit or explicit knowledge and can be individual or organizational. By its nature, tacit knowledge is more personal, developed through experience that is difficult to formulate and communicate (Maravilhas & Martins, 2019). Because it is categorized as intimate knowledge, tacit knowledge contains knowledge obtained from the individual.

Of course, the experience of some people varies based on unpredictable situations and conditions. The definition of experience taken from the English dictionary is the process of gaining knowledge or skill over some time through seeing and doing things rather than studying, which means acquiring knowledge or abilities over a certain period by seeing and doing things rather than by learning.

Explicit knowledge is sourced from tacit knowledge, which is articulated, documented, codified, organized in a specific media with the help of IT so that it can be easily accessed and disseminated to other parties who need it. Tacit includes one's experience, while tacit knowledge is a simultaneous knowledge near and happening in the present moment. Meanwhile, explicit knowledge is discrete knowledge and contains predictive things. Tacit knowledge is practised knowledge, while clear knowledge is a theory about something. Detailed knowledge is categorized into job procedures and technology. Job procedure is a formal responsibility/order in doing certain things. One of the concrete forms of explicit knowledge from job procedures is the standard operation procedure (SOP). At the same time, technology is an element contained in explicit knowledge, known as a medium that makes it easier to spread knowledge.

5. Discussion

According to the research findings, the critical role of Growth Mindset and Work Engagement for college employees is critical for increasing their performance productivity. This is because employees with a Growth Mindset are constantly eager to learn new skills and abilities. by acquiring new knowledge, expanding employees' knowledge and abilities, and allowing for input and critique from others for university employees to improve, the ability to work diligently, and so on. Additionally, individuals with a development mentality, namely those who believe in following the direction of change, understand that success does not come once in a lifetime, but rather via continual effort. First, it will explain the details of what is discussed in Growth Mindset Therapy which focuses on improving individual self-adaptation skills to affect their performance productivity (Scharp et al., 2022).

Meanwhile, Work Engagement for employees in tertiary institutions is essential to increase their performance productivity because work engagement is one of the factors that affect employee readiness in helping to achieve the goals of successful programs in universities (Wagner & Koob, 2022). So, work engagement is significant for higher education institutions to help the progress of employees and institutions so that they are more developed according to the era, compete in the market, and are trusted by the community. There is vigor, dedication, and absorption. Vigor is characterized by having a high level of energy, mental resilience at work, mental resilience at work, willingness to invest effort in one's work, and perseverance even in the face of adversity. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge at work. Absorption is characterized by total concentration and rigorous effort (Bakker & Albrecht, 2018; Nieto et al., 2022).

To boost employees' work productivity in a business, it is vital to consider the elements that affect their work productivity. Numerous factors can affect employee productivity, both inside the organization and external to it, such as the work environment and government regulations (M. Chen et al., 2021; Yatsenko, 2021). according to Diamantidis & Chatzoglou (2019) factors that employees highly desire to increase employee productivity, namely: (1) attractive work, (2) good wages, (3) security and protection at work, (4) work ethic and (5) environment or facilities. good work, (6) their promotion and self-development in line with the development of the company, (7) feel involved in organizational activities, (8) understanding and sympathy for personal problems, (9) leadership loyalty to employees, (10) Hard work discipline.

Strategies to Increase Employee Productivity of Higher Education Institutions in Indonesia by implementing a Growth Mindset and Work Engagement can be carried out as follows: First, Adjusting the Ability of Workers to Work Positions, namely adjusting the character of employees for certain positions. Suppose a creative and cheerful employee would be a good fit for public service and marketing. At the same time, conscientious employees will be suitable in the fields of finance and administration. Second, creating a Good Work Environment, namely, leaders must provide a comfortable and supportive work environment to increase productivity. Third, Establish Good Communication with Employees, namely how employee work productivity is also influenced by communication between employees and superiors.

Fourth, conducting training, namely providing training to employees, has many benefits. Fifth, Encouraging Employees to Continually Innovate namely, leaders who can encourage productivity are employees who continue to innovate and have creativity. Employee opinions need to be considered especially if it can increase productivity. Do not let higher education institutions limit the space for movement and creativity of employees. Sixth, Giving Rewards and Motivation, namely continuing to encourage employees to be able to work according to targets and complete work correctly and appropriately. This will encourage other employees to act similarly and improve the quality of their work. Seventh, Conduct evaluation, namely after doing various things to increase employee productivity, so do regular evaluations. With the assessment, we can find out what makes employee productivity decrease. Then you can identify what things need to be done to increase that productivity.

Developments in the current era of globalization, the problem of human resources is the foundation for companies that primarily maintain the employees' productivity. All the company's needs in holding and managing quality human resources are increasingly pressing by the dynamics of the changing environment. It is said to be productive if these resources have high work productivity, achieve predetermined targets, and be responsible for completing tasks on time (Dey et al., 2022).

Conclusion

Four strategic indicators are derived from the research findings to boost the productivity and performance of employees at private higher education institutions in Indonesia through the implementation of a Growth Mindset and Work Engagement. The indications include assigning individuals based on their interests and competence, perceived organizational support, professional development, and knowledge management. Numerous factors influence job productivity, both those linked to the workforce and those related to the environment and policies of the higher education institution. Every corporate organization desires to accomplish the goals and objectives; productivity plays a critical role in how firms achieve this goal.

Limitations and Future Research Directions

Our findings should be viewed with caution due to their novelty. To begin, it is critical to realize

that no single study can provide definitive answers, and hence our findings should be considered preliminary. Additionally, while our results are comparable to those of other studies that have used cognitive maps, the study's minimal sample size raises concerns about the generalizability of our conclusions. The final results were acquired through interviews with 140 employees who worked in Indonesian higher education institutions. They were questioned whether they instilled the cognitive frameworks shown in the mind maps or reinforced pre-existing habits. Longitudinal studies tracking employees' cognitive development will be necessary to resolve this issue.

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