

AN OVERVIEW OF GROWTH MINDSET AMONG EMPLOYEES WORKING IN THE FAST-MOVING CONSUMER GOODS (FMCG) INDUSTRY AT COMPANY X

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Enter : 06-04-2024, revision: 15-04-2024, accepted for publication : 20-05-2024

ABSTRACT

Competition in the Fast-Moving Consumer Goods (FMCG) industry is becoming increasingly fierce. To stay competitive, one of the factors that must be considered is human resource development. The main key in human resource development is the employees themselves, especially their mindset. To support employee development, employees are expected to have a growth mindset, which is the belief that personal traits and characteristics such as intelligence and ability can be formed or changed. Growth mindset was initially studied in the world of education, and it has been proven to have a positive effect on student achievement. In the field of industry and organizations, a growth mindset has been proven to influence work attachment, job satisfaction, positive behavior towards the organization, and lower employee turnover rates. This study aims to see the picture of growth mindset in employees working in the FMCG industry and to see the influence of companies operating in the FMCG industry on the type of employee mindset. The method used in this research is quantitative with a descriptive approach with participants from company X. Participants will be measured using the growth mindset measurement tool based on Carol Dweck's theory and will be analyzed based on several factors such as age, gender, length of service, and so on. The results of this study are expected to support the development of a growth mindset in the workplace, especially in the FMCG industry.

Keywords: growth mindset, FMCG industry, people development, positive organizational behavior

1. PREFACE

The competition in the industrial world today is becoming increasingly tight and competitive, including in the Fast Moving Consumer Goods (FMCG) industry. FMCG companies are involved in the provision of products that can be sold quickly at relatively low prices, and these are usually everyday necessities (Tambaani, 2021). FMCG is one of the industries that contribute to economic growth in Indonesia. According to Binus (2019), in general, the growth model in Indonesia is influenced by several sectors, with the largest percentage being household consumption, which stands at 55%. This promising prospect has led many companies in the FMCG industry to enhance their competitiveness by improving the quality of their human resources to support their business objectives.

The development of human resources will certainly affect the sustainability of the FMCG industry. Employee development means expanding an individual's capacity to contribute effectively to their current and future work (McCauley & Hezlett, 2012). The key to successful employee development lies in the employees themselves as self-development agents who utilize opportunities as learners (Dachner et al., 2021).

To develop employees, it is essential that they have a growth mindset (Caniëls et al., 2018). Each employee has a varying mindset; some possess a growth mindset while others have a fixed mindset. Therefore, mindset is considered a unidimensional concept (Dweck, 2012). The theory of a growth mindset was initially developed in the field of education and students, with many previous studies proving that a growth mindset significantly influences student achievement (Claro et al., 2016). The basic idea of a growth mindset is that individuals believe personal traits and characteristics, such as intelligence and abilities, can be shaped or changed. Conversely, individuals with a fixed mindset believe that personal traits and characteristics cannot be changed, controlled, or developed (Murphy & Dweck, 2016). In the context of performance, individuals who believe they can change and grow are better able to face challenging situations because they see these situations as opportunities to learn and develop. With this belief, individuals are more likely to be motivated to give their best (Yeager & Dweck, 2012).

As the age progresses, research on growth mindset has extended into the industrial world. Studies such as those conducted by Keating and Heslin (2015) show that a growth mindset among employees contributes positively to increased job engagement. Their research indicates that a growth mindset positively influences how individuals perceive demands, which in turn affects their thoughts, feelings, and actions, ultimately impacting their engagement. Additionally, research by Han and Stieha (2020) demonstrates a positive impact on job engagement, job satisfaction, and positive behaviors toward the organization. Furthermore, a study by Wahyuni et al. (2019) reveals that a growth mindset among employees can reduce turnover intentions among workers in the garment industry. The studies outlined above demonstrate that a growth mindset within a company positively affects job engagement, job satisfaction, positive organizational behaviors, and lower turnover rates.

In this study, the researcher aims to examine the concept of growth mindset within the FMCG industry, specifically at PT. X. The researcher selected employees working in the FMCG industry due to the intriguing intersection between the fast-paced nature of the industry and employee mindsets. According to Yeager and Dweck (2020), there are two mindset phenomena that can occur among employees: a fixed mindset and a growth mindset. Some employees may be willing to take risks to produce new innovations, enjoy feedback as a means to improve their work, and feel confident about the tasks assigned to them due to the presence of new challenges. However, there are other employees who might exhibit the opposite behavior, tending to fear risks and thus preferring easy tasks, disliking criticism, and resisting change. Given the interesting dynamics of the fast-moving industry and the lack of extensive research on growth mindset within the FMCG sector, the researcher aims to conduct a study to explore the growth mindset among employees working in the FMCG industry.

2. RESEARCH METHOD

This study employs a quantitative research method with a descriptive research approach. Descriptive quantitative research aims to illustrate the characteristics of a variable within the study and is not intended to test specific hypotheses about the population or sample. The type of sampling used in this research is non-probability sampling with a purposive sampling technique. To collect the necessary data, questionnaires will be distributed to participants, specifically the employees of PT X, via an online platform using Google Forms. The number of respondents will be 88 employees, with participant ages ranging from under 21 to 50 years old.

The growth mindset scale in this study is based on indicators from the aspects of a growth mindset, specifically the belief that intelligence and talents can be developed. The higher the

score respondents obtain on the growth mindset scale, the higher their growth mindset, and conversely, the lower the score, the lower their growth mindset. The measurement tool for growth mindset used in this study will be based on the scale developed by Dweck (2006). This measurement tool will assess an individual's belief about the nature of intelligence and talents as being developable. The tool consists of 16 items, with 8 items measuring mindset related to intelligence and the other 8 items measuring mindset related to talents. The measurement will use a Likert scale ranging from 1 (strongly agree) to 6 (strongly disagree). According to Munika et al. (2022), this growth mindset measurement tool has a reliability of 0.88 and a validity range of MNSQ from 0.87 to 1.34, which falls into the valid category. Reliability and validity tests were conducted on the questionnaire items, with each item having a reliability score of 0.874. The validity test results showed that all 16 items of the questionnaire items were valid, with values above 0.03. The profile of respondents, including age, gender, tenure, and status, can be seen in Table 1.

Table 1.

Respondent Profile Based on Gender, Age, Status, and Tenure

Aspects		Respondents	Percentage (%)
Gender	Male	70	79.5
	Female	18	20.5
	Total	88	100
Age (years)	<21	0	0
	21-30	26	29.5
	31-40	36	40.9
	41-50	25	28.4
	> 50	1	1.1
	Total	88	100
Tenure (years)	<1	3	3.4
	1-5	37	42
	6-10	10	11.4
	>10	38	43.2
	Total	88	100
Status	Single	22	25
	Married	66	75
	Total	88	100

3. RESULTS AND DISCUSSIONS

To understand the overview of the growth mindset among employees at PT. X, the researcher divided them into 3 categories based on the Likert scale as follows: 0 - <2 = low, 2 - <3 = average, 3 - 5 = high. Below is the overview of growth mindset among employees at PT X, the average growth mindset score falls into the category (M = 3.15), as shown in Table 2.

Table 2

Overview of PT X Employees Growth Mindset Based on the Questionnaire Scale

Growth Mindset	Mean (0-5)	Category
Total	3.153	High

Upon examining the data from the overall measurement results, it is evident that employees at PT X demonstrate a relatively high level of growth mindset (M = 3.153). This implies that employees working in fast-moving consumer goods industries like PT X possess a high level of growth mindset. This suggests that all employees possess a growth mindset, meaning they believe their intelligence and abilities can develop while working in the FMCG industry, particularly at PT X (Murphy & Dweck, 2016). With this growth mindset, it can lead to

innovative behavior and positive organizational behavior (Liu & Tong, 2022; Han & Stieha, 2020).

Additionally, the researcher conducted additional analyses on several criteria collected from various aspects such as gender, age, tenure, and marital status. The additional analysis results were obtained from descriptive analysis of the average scores of the growth mindset dimension across various aspects.

Table 3

Overview of the average growth mindset scores across several aspects

Aspects		Respondents	Mean
Gender	Male	70	3.138
	Female	18	3.211
	Total	88	3.153
Age (years)	<21	0	0
	21-30	26	3.216
	31-40	36	3.097
	41-50	25	3.177
	> 50	1	2.937
	Total	88	3.153
Tenure (years)	<1	3	3.500
	1-5	37	3.037
	6-10	10	3.231
	>10	38	3.218
	Total	88	3.153
Status	Single	22	3.170
	Married	66	3.147
	Total	88	3.153

In Table 3, the comparison of the average growth mindset scores among employees at PT X can be observed. In terms of gender, the comparison of the average growth mindset scores reveals that women have an average score of 3.211, which is higher than the average score of men at 3,138.

In terms of age range, individuals aged 21-30 years have the highest average growth mindset score, with a mean score of 3.216. Following that, the next highest average score is from the age group of 41-50 years, with an average score of 3.177. Subsequently, the next highest average score is from the age of 31-40 age group with a mean score of 3.097. Meanwhile, the age group with the lowest average growth mindset score is individuals aged >50 years, with an average score of 2.937.

In terms of marital status, unmarried individuals have an average growth mindset score of 3.170, which is higher than the average score of married individuals at 3.147. Regarding tenure, employees with less than 1 year of tenure have the highest average growth mindset score, with a mean score of 3.500. Following that, the next highest average score are employees with more than 10 years of tenure with a mean score of 3.218. Furthermore, employees with 6-10 years of tenure have an average score of 3.231 which is higher than the average score of employees with 1-5 years of tenure with a mean score of 3.037.

In addition, the researcher also examined the overview of the growth mindset variable across several aspects. The data was analyzed using the independent sample t-test and one-way ANOVA with the SPSS application. For gender and marital status aspects, the researcher used

the independent sample t-test. Based on gender, the obtained result for the score sig.(2-tailed) = 0.729, since sig. > 0.05, it can be interpreted that there is no difference in growth mindset between male and female subjects. For further clarification, refer to Table 4.

Table 4

Overview of Growth Mindset Based on Gender (Independent Sample T-Test)

		t	df	Sig. (2-tailed)
Growth	Equal variances assumed	-0.348	86	0.729
Mindset	Equal variances not assumed	-0.356	27.307	0.724

Refers to gender, it appears that there is no significant difference in growth mindset between men and women. This is consistent with research conducted by Sigmundsson et al. (2021) and Macnamara and Rupani (2017), which also showed no significant difference between gender and levels of growth mindset. Although, based on the average score of growth mindset, women showed higher growth mindset scores (M = 3.211) than men (M = 3.138). Degol et al. (2017) observed that the level of growth mindset in women is higher than in men because women have higher expectancy beliefs. Following a sample of students in senior high school, mathematics grades were linked to assumptions regarding the utility of effort. Women have higher expectations because they stand alongside the belief that men are better in their fields; therefore, women have a higher level of growth mindset because they put in greater effort to achieve desired outcomes.

Based on marital status, the obtained result for the score sig.(2-tailed) = 0.908. Since sig. > 0.05, it can be interpreted that there is no difference in growth mindset between married and unmarried subjects. For further clarification, refer to Table 5.

Table 5

Overview of Growth Mindset Based on Marital Status (Independent Sample T-Test)

		t	df	Sig. (2-tailed)
Growth	Equal variances assumed	0.115	86	0.908
Mindset	Equal variances not assumed	0.120	38.689	0.905

In terms of marital status, there is no significant difference in growth mindset between married and unmarried subjects. Furthermore, based on the average score of growth mindset, unmarried individuals have a higher average growth mindset score (M = 3.170) compared to married individuals (M = 3.147). This is supported by research by Jonathan and Rislá (2020), which showed that individuals who are likely to have low marital satisfaction also have a low growth mindset. Therefore, married individuals are more likely to have a lower growth mindset than unmarried individuals due to factors of dissatisfaction in their marital life.

Furthermore, to determine the influence of age and tenure, the researcher used the one-way ANOVA method. Based on age, the obtained result for the score sig.(2-tailed) = 0.934. Since sig. > 0.05, it can be interpreted that there is no difference in growth mindset based on age. For further clarification, refer to Table 6.

Table 6

Overview of Growth Mindset Based on Age (One-Way ANOVA)

	Sum of Squares	df	Mean Square	f	Sig.
Between Groups	0.278	3	0.093	0.142	0.934
Within Groups	54.690	84	0.651		
Total	54.968	87			

Regarding age, there appears to be no significant difference in the average growth mindset scores among subjects aged 21-30 years, 31-40 years, and 41-50 years. The age group of 21-30 years has the highest average growth mindset score compared to other age groups after 21-30 years. According to Abi (2019), career readiness is the readiness of individuals aged 20-30 years to complete career development tasks, such as career planning, career exploration, having the knowledge to make career decisions, having knowledge about the world of work, having knowledge of group types, preferred career, how to realize work decisions, and career orientation.

Because the age of 21-30 years is still classified as emerging adulthood, which is supported with the research by Arnett (2000) that individuals in the stage of emerging adulthood, they begin to focus on self-identity, career and have a sense of responsibility to their current life. In line with Arnett's research, the next research of Sussman and Arnett (2014) stated that in its development, this stage is playing an important role in life because generally, the person will start preparing for careers and explore various related matters and activities with goals for the future. Therefore, younger employees are more likely to have a higher growth mindset.

Based on tenure, the obtained result for the score $\text{sig. (2-tailed)} = 0.641$. Since $\text{sig.} > 0.05$, it can be interpreted that there is no difference in growth mindset based on tenure. For further clarification, refer to Table 7.

Table 7

Overview of Growth Mindset Based on Tenure (One-Way ANOVA)

	Sum of Squares	df	Mean Square	f	Sig.
Between Groups	1.083	3	0.361	0.563	0.641
Within Groups	53.885	84	0.641		
Total	54.968	87			

In terms of tenure, employees with less than 1 year of tenure have the highest average growth mindset score, with a mean score of 3.500. Meanwhile, employees with 1-5 years of tenure have the lowest average growth mindset score with a mean score of 3.037. This is consistent with research by Kadiyono et al. (2020), which states that new employees have a higher potential for productivity in enhancing job opportunities because they are still in the process of accumulating a portfolio of skills and experiences that are much broader.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings and discussion of the research, it can be concluded that the growth mindset among employees in the FMCG industry, especially at PT X, falls into the high category. Essentially, the FMCG industry operates rapidly to meet the needs of products commonly used by society on a daily basis, which is why it is important for employees to have a growth mindset in their work. In addition, the researchers not only examined the overview of the growth mindset at PT X, but also investigated the differences in the level of growth mindset based on gender, marital status, age, and tenure. The results that can be inferred from these aspects are that there is no significant relationship between the growth mindset and these four aspects.

There are several interesting points regarding the differences in the level of growth mindset among these four aspects. The results of this study show that based on gender, women have a higher average growth mindset compared to men. Based on marital status, unmarried employees have a higher average growth mindset compared to married employees. Based on age, employees

aged 21-30 have the highest growth mindset, while employees over 50 have the lowest growth mindset. Then, based on tenure, employees who have been working for less than 1 year have the highest average growth mindset, but those who have been working for 1-5 years actually have the lowest average growth mindset.

Based on the research conducted, the researcher proposes some theoretical and practical suggestions for consideration in future research: (a) in future research, it is recommended to increase the number of respondents to obtain more accurate and representative results; (b) future research should delve deeper into the theory of growth mindset in the FMCG industry, exploring each influencing aspect such as age, gender, tenure, and marital status more extensively; (c) there should be further research on growth mindset in the FMCG industry to gain a deeper understanding of other factors, variables, and experimental conditions that may influence it, such as effective career programs, job satisfaction, supervisor support, and so on; and (d) based on the research findings, it is expected that they can be used as recommendations for FMCG companies, especially PT. X, to develop a growth mindset among employees through training programs and similar initiatives.

Acknowledgement

We would like to express our gratitude to the authors who tested the Indonesian version of the measurement tool and provided permission as well as the complete measurement items for this research. We also extend our thanks to the management of Company X for granting permission to the research team to collect data within the company environment. Additionally, we appreciate the employees of Company X who willingly participated as respondents in this study. Thank you for the valuable contributions and participation from all parties involved in this research.

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