

## Beyond job description: Cultivating public sector citizenship behavior through growth mindset and thriving at work

Melampaui deskripsi kerja: Penguatan organizational citizenship behavior di sektor publik melalui *growth mindset* dan *thriving at work*

Ridian Khasanah<sup>1</sup>, Alice Salendu<sup>2</sup>, Putri Ramadhani Salim<sup>2</sup>

<sup>1</sup>Department of Master of Psychology, Faculty of Psychology, <sup>2</sup>Department/Faculty of Psychology, Universitas Indonesia  
Jl. Prof. DR. R Slamet Iman Santoso, Depok, West Java 16424, Indonesia

### ARTICLE INFO:

Received: 2026-03-03  
Revised: 2026-03-13  
Accepted: 2026-04-12  
Published: 2026-03-28

### Keywords:

Civil servants, COR, Growth mindset, OCB, Thriving at work.

### Kata Kunci:

PNS, COR, Growth mindset, OCB, Thriving at work

### ABSTRACT

Research on Organizational Citizenship Behavior (OCB) among Indonesian civil servants plays a key role in enhancing the quality of innovations, as prior studies reflect growth mindset ability to predict the emergence of OCB. Following Conservation of Resources (COR) theory, the psychological mechanism underlying this relationship is examined through Thriving at Work (TAW) as a mediator. This study examined the mediating effect of TAW on the association between growth mindset and OCB with a quantitative method with cross-sectional survey design. Using convenience and snowball sampling methods, participants of this study were 163 civil servants (PNS SDM IPTEK) of Organization X. The research instruments were adaptation of psychological scales with proven reliability. The data was analyzed using Macro PROCESS by Hayes in SPSS version 29, showed TAW partially mediates the relationship between growth mindset and OCB. This study has potential further implementations in Indonesia's public sector to drive positive work behavior (OCB) through maintaining a positive mindset (growth mindset) among the civil servants.

### ABSTRAK

Organizational citizenship behavior (OCB) bagi PNS Indonesia terutama bidang riset sangat penting untuk meningkatkan kualitas inovasi. Berdasarkan studi terdahulu, growth mindset (GM) dapat memprediksi OCB. Berdasarkan Teori Conservation of Resources (COR), mekanisme psikologis yang mendasari hubungan ini dijelaskan melalui peran mediasi thriving at work (TAW). Penelitian ini bertujuan untuk menguji peran mediasi TAW dalam hubungan antara GM dan OCB. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei cross-sectional. Menggunakan metode sampling convenience dan snowball, peserta penelitian ini adalah 163 PNS SDM IPTEK dari instansi X. Alat ukur penelitian berupa adaptasi skala psikologis yang memiliki reliabilitas baik. Data dianalisis menggunakan Macro PROCESS by Hayes dalam SPSS versi 29. Hasilnya menunjukkan bahwa TAW secara parsial memediasi hubungan antara GM dan OCB. Penelitian ini menegaskan bahwa TAW memiliki peran penting memediasi hubungan antara GM dan OCB. Penelitian ini dapat diterapkan di sektor publik Indonesia untuk mendorong perilaku kerja positif (OCB) dengan mempromosikan growth mindset di kalangan PNS.

©2026 Jurnal Psikologi Tabularasa

This is an open access article distributed under the CC BY-SA 4.0 license  
(<https://creativecommons.org/licenses/by-sa/4.0/>)

**How to cite:** Khasanah, R., Salendu, A., & Salim, P. R. (2026). Beyond job description: Cultivating public sector citizenship behavior through growth mindset and thriving at work. *Jurnal Psikologi Tabularasa*, 21(1), 55-72.  
doi: <http://doi.org/10.26905/jpt.v21.i1.16883>

## **1. INTRODUCTION**

In recent years, organizations have faced a dynamic, complex, and competitive work environment (Deloitte, 2026), requiring employees to not only performing in formal duties alone, but also demonstrate positive work behaviors that support organizational effectiveness. Organizations that encourage employees to make significant contributions tend to have higher productivity, better collaborations, and quality of services (Lo et al., 2024; Moczulska et al., 2025). In the public sector, the demand of bureaucratic reform and innovation-driven services (Turner et al., 2022) consequently encouraging civil servants to work in a more adaptive, collaborative, and proactive approach to support organizational responsiveness (Ingrams, 2020). This situation has highlighted the importance of extra-role behavior in supporting the effectiveness of modern organizations (Bizri & Hamieh, 2020; Cho & Song, 2021). Thus, voluntary extra-role behavior performed by employees to support organizational effectiveness is known as Organizational Citizenship Behavior (OCB) (Organ, 1988).

The integration of national research institutions in Indonesia has heightened the need for innovative, collaborative, and adaptive performance within Organization X. (Organisasi X, 2024), since Organization X's objective is to undertake integrated research and innovation at the national level (Organisasi X, 2022). In terms of collaboration for better innovations, preliminary interviews conducted with the Organization and Human Resources Bureau (Biro OSDM) of Organization X reflects that civil servant at Organization X are not only expected to complete administrative and research tasks, but also to establish interdisciplinary collaboration, share knowledge, and help colleagues in supporting organization productivity. These various work behaviors and objectives are underlying factors of OCB. However, work dynamics within organization could potentially influence employees' motivation in performing OCB, consequently causing reluctance among certain number of employees to do so.

Previous studies have identified OCB as an important predictor of organizational effectiveness (Haass et al., 2023; Robbins & Judge, 2024). Within science-based organizations such as Organization X, OCB plays a crucial role in fostering collaboration, knowledge sharing, and social support among employees. OCB enhances the quality of social relationships, which in turn contributes to improved job performance and generates positive emotions (Hart et al., 2016; Wang et al., 2021). Moreover, in the Indonesian public sector, OCB improves civil servants' performance and enhances service quality (Arifin & Narmaditya, 2024).

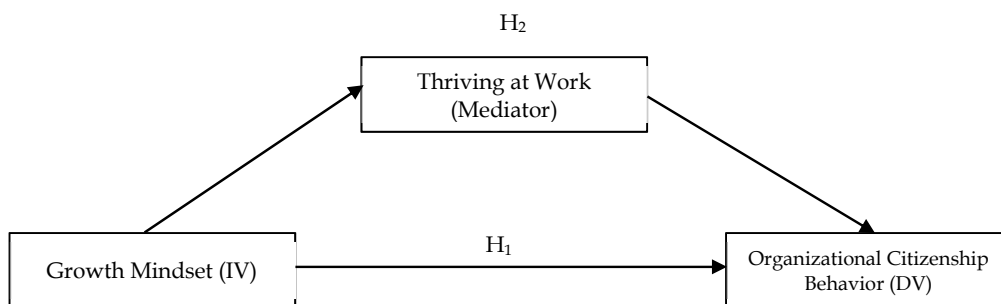
Literature review conducted by de Geus et al. (2020) suggested that antecedents of OCB in the public sector can be categorized into employee, job, and organizational antecedents. Various literatures also mentioned the antecedents of OCB, including: job satisfaction and organization commitment (Nurjanah et al., 2020), psychological empowerment (Turnipseed & VandeWaa, 2020), work engagement (Rahman & Karim, 2022; Urbini et al., 2020), leadership style (Elche et al., 2020; Lee et al., 2024), organizational culture (Chang et al., 2021) and personality traits ((Sabahattin Mete, 2020; Todorović & Jovanović, 2024). In addition, psychological factors related to how individuals perceive challenges and personal development also play a role in fostering positive work behavior (Murphy & Reeves, 2019). In the context of modern organizations, employees who perceive challenges as opportunities to grow tend to be more adaptive and demonstrate proactive work behaviors that support the organization (Lenchner et al., 2024).

Among the individual-based antecedents of OCB, growth mindset remains a relatively underexplored yet potentially influential factor. Mindsets shape how individuals interpret

information, subsequently affecting their attitudes, motivations, and behaviors (Murphy & Reeves, 2019). Growth mindset is a belief that personal and professional capabilities can be developed in the workplace (Rogers et al., 2023), ultimately drive employees to approach difficulties proactively, sustain persistence despite obstacles, and perceive efforts as an approach towards skill acquisition (Murphy & Reeves, 2019). Engaging in OCB often means novel and non-routine challenges, requiring employees to obtain new skills (Manenzhe & Ngirande, 2021). Employees with growth mindset will tend to see OCB as a means of learning new skills at work, therefore encouraging their own growth.

This study employs Conservation of Resources (COR) (Hobfoll, 1989) as theoretical framework to explain the relationship between variables investigated. COR explains that human behavior is oriented toward the need to gather, maintain, develop, and protect resources that are valuable to them (Hobfoll et al., 2018). Resources are conceptualized as valued personal assets, including objects, favored conditions, personal characteristics, and energies that help individuals attain additional resources (Hobfoll, 1989). Based on COR, growth mindset serves as a psychological resource that strengthens an individual's capacity to acquire other resources. Growth mindset encourages the emergence of OCB as a proactive strategy to maintain and expand social resources and performance in the workplace.

This study proposes Thriving at Work (TAW) as a mediator between growth mindset and OCB. TAW is psychological condition marked by a high level of vitality and continuous learning at work (Porath et al., 2012). It captures employees' positive psychological state and their capacity for development (Liu et al., 2024). Based on COR, employees will voluntarily perform work behavior if they believe that they will not lose their resources and will increase it instead. Employees' existing resources can be leveraged to obtain additional resources, thereby initiating a cumulative resource gain cycle (Hobfoll et al., 2018). In this case, employees with growth mindset will develop themselves and it will increase their personal resources. The increasing of personal resources can cause positive psychological experience (thriving at work) and fosters gain spiral of resources. Gain spiral of resources leads to an excess of individual resources, enabling employees to engage in extra-role behaviors such as OCB (Hobfoll et al., 2018). Moreover, previous research found that growth mindset has positive correlation with TAW (Liu et al., 2020; Liu et al., 2024) and TAW has positive correlation with OCB (Suryani et al., 2023). The findings suggest the possibility of a psychological mechanism linking growth mindset and OCB through TAW.



**Figure 1.** Proposed Research Model

Notes. IV: Independent Variable; DV: Dependent Variable; H<sub>1</sub>: Hypothesis 1; H<sub>2</sub>: Hypothesis 2

However, studies on OCB within public sector remains underdeveloped (Ingrams, 2020), particularly studies that examine the relationship between growth mindset, TAW, and OCB simultaneously. Therefore, this study offers a novelty in the form of testing the mediating role of TAW in the relationship between growth mindset and OCB among civil servants.

This study aims to examine the relationship between growth mindset and OCB as well as the mediating role of TAW among civil servants in Organization X. Therefore, the hypotheses of this study are (H<sub>1</sub>) growth mindset has a positive direct relationship with OCB, and (H<sub>2</sub>) TAW significantly mediates the relationship between growth mindset and OCB. The research model proposed in this study can be seen in Figure 1.

## **2. METHODS**

### **Research Design**

This research uses a quantitative, non-experimental design and was conducted using a cross-sectional approach (Gravetter & Forzano, 2023). Self-report online questionnaires given to participants were provided with a consent form. Self-reported data provides a direct representation of individuals' experiences and behaviors that cannot be tangibly observed from an external standpoint (Lootens & Nelson Gray, 2010). This study uses correlational analysis to examine the relationship between variables in the context of civil servants in Indonesia (Cozby & Bates, 2024).

### **Research Participants**

The population of this study were civil servants of Organization X. The study's minimum sample size was calculated by using G\*Power 3.1. application. The analysis indicates that at least 107 participants are needed to detect an effect size of .15 with 95 percent statistical power (Memon et al., 2020). This research uses non-random sampling techniques, particularly convenience and snowball sampling (Cohen et al., 2022). Participants were selected based on the following criteria: (1) Civil servants from Organization X; (2) Functional officials (PNS SDM IPTEK); (3) At least two years of work experience in the Organization X (based on Peraturan Pemerintah number 17 year 2020).

### **Research Procedures**

This study has several main procedures: (1) Identifying gaps in the existing literature and designing a study to address the gaps (Jamieson et al., 2023); (2) Adaptation for all measurement tools according to the research context (Beaton et al., 2000); (3) Conducting pilot testing on 46 civil servants with similar criteria as participant, followed by item analysis to ensure the relevance of each item (Taherdoost, 2022); (4) Submitting ethical clearance for the study to the Ethics Review Committee of the Faculty of Psychology Universitas Indonesia (Protocol code : 304/FPsi.Komite Etik/PDP.04.00/2025) the date of approval was November 14, 2025; (5) Distributing digital poster through WhatsApp and LinkedIn that consist of research information, such as the purpose of the research, the procedures and reward for 25 random selected participants who completed the questionnaire; (6) Collecting the data via Google Forms, started from November 21<sup>st</sup> 2025 to November 30<sup>th</sup> 2025.

## **Research Instruments**

A back-to-back translation is conducted as recommended by Beaton et al. (2000), in order to maintain psychometric properties while ensuring consistency with the original construct (Klotz et al., 2023). Back-to-back translation was performed by certified industrial and organizational psychologists from a psychometric measurement translation service provider. Following this, researchers synthesize the results of back-to-back translations. This was followed by expert judgment process by supervisors. Subsequently, pilot tests were conducted to ensure the validity of each research instrument.

Each research instrument used a six-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree), excluding the OCB scale, which uses scales ranging from 1 (not at all) to 6 (to a very large extent). A total of three scales with 30 items were used as measurement tools in this study, as described below:

OCB was measured using a scale adapted from Lee & Allen (2002), which consist of 16 items (e.g., “Help others who have been absent”; “Attend functions that are not required but help the organizational image”). This scale consists of two dimensions; OCB directed toward individuals (OCB-I) and OCB directed toward the organization (OCB-O). Participants were asked to indicate the extent to which they engaged in each behavior in their workplace. The item analysis indicated that the instrument demonstrated high reliability ( $\alpha = .882$ ).

Growth mindset was measured using a scale from Midkiff et al. (2018) which consists of four items (e.g., “No matter who you are, you can significantly change your abilities”). This scale assesses individuals’ beliefs about the malleability of personal attributes and their capacity for development through effort and learning. Participants rate their agreement with each statement. The item analysis indicated that the instrument demonstrated high reliability ( $\alpha = .900$ ).

TAW was measured using a scale from Porath et al. (2012) comprising 10 items (e.g., “I feel alive and energized at work”; “I continue to learn more and more as time goes by”). This scale captures employees’ positive psychological state through two dimensions: vitality and learning. Participants rate their agreement with each statement. The item analysis indicated that the instrument demonstrated high reliability ( $\alpha = .868$ ).

## **Data Analysis**

First, descriptive analyses of variables were conducted while bivariate correlations were used to explore links between research variables and demographic characteristics. Second, hypothesis testing was conducted using the PROCESS macro developed by Andrew F. Hayes in IBM SPSS version 29. Model 4 (simple mediation) was employed to assess the direct effect of growth mindset on OCB (H1), as well as the indirect effect through TAW (H2). Software Jamovi version 2.6.26 is used to support data analysis. Normality assumptions were not tested because the analysis relied on bootstrapping with 5,000 resamples, following Hayes (2022).

## **3. RESULTS AND DISCUSSION**

### **Results**

#### **Descriptive analysis**

A total of 169 participants were recruited; however, six participants failed the distractor item and were excluded from the final sample. The demographic characteristics of the participants can be seen in Table 1.

**Table 1.** Demographic characteristic (N = 163)

Demographic Characteristics	<i>n</i>	Percentages (%)
Gender		
Male	87	53.40
Female	76	46.60
Generations (Year of Birth)		
Generation Z (1997 - 2012)	3	1.84
Millennials (1981 - 1996)	107	65.64
Generation X (1965 - 1980)	40	24.54
Baby Boomers (1946 - 1964)	13	7.98
Educational Levels		
Undergraduate	22	13.50
Master	90	55.20
Doctor	51	31.30
Job Tenure		
2 - 10 years	61	37.40
11 - 20 years	59	36.20
>20 years	43	26.40

Table 2 shows an overview of the variables in this study, the matrix correlation between all research variables and demographic characteristics of participants. For the growth mindset (90.80 percent) and TAW (89 percent), almost all participants were in high category. Meanwhile, for the OCB more than half of the participants (54.60 percent) were in low category. The variable with the highest mean value is growth mindset ( $M = 5.02$ ,  $SD = 0.68$ ). This data implies that most participants believe that abilities can be developed through effort. This is a strong personal resource for organization. Likewise, TAW also showed a high mean ( $M = 4.77$ ,  $SD = 0.63$ ) indicates that most of the participants felt energized and continued to learn. This is a positive psychological state at work. However, OCB shows the lowest mean value among other variables ( $M = 4.01$ ,  $SD = 0.72$ ) indicates that most participants do not yet possess OCB tendencies.

**Table 2.** Mean, standard deviations, categorization and correlation of the study variables

Variable	<i>M</i>	<i>SD</i>	Categorization (%)		1	2	3	4	5	6
			Low	High						
OCB	4.01	0.72	54.60	45.40	(0.882)					
GM	5.02	0.68	9.20	90.80	0.44**	(0.900)				
TAW	4.77	0.63	11.00	89.00	0.47**	0.64**	(0.868)			
Gender	n/a	n/a	n/a	n/a	-0.15	-0.13	-0.04			
Generation	n/a	n/a	n/a	n/a	0.20*	-0.03	-0.08	-0.10		
Education	n/a	n/a	n/a	n/a	0.25**	0.25**	0.21**	-0.07	0.33**	
Job Tenure	n/a	n/a	n/a	n/a	0.26**	0.09	0.07	-0.07	0.70**	0.471**

**Notes:** N = 163. *M*: mean; *SD*: standard deviation; OCB: Organizational Citizenship Behavior; GM: Growth Mindset; TAW: Thriving at Work; Gender is coded 1 = Male, 2 = Female. Generation is coded 1 = Gen Z, 2 = Millennial, 3 = Gen X, 4 = Baby Boomer. Education is coded 1 = Undergraduate, 2 = Master, 3 = Doctor. Job Tenure is coded 1 = 2 - 10 years, 2 = 11 - 20 years, 3 = >20 years. \* $p < .05$  \*\* $p < .01$ .

This suggests the need of intervention to encourage extra-role behavior. For the research variables, OCB has positive correlation with growth mindset ( $r = 0.44, p < 0.01$ ) and TAW ( $r = 0.47, p < 0.01$ ). Growth mindset also has positive correlation with TAW ( $r = 0.64, p < 0.01$ ). For the demographic characteristics, generation ( $r = 0.20, p < 0.05$ ), education ( $r = 0.25, p < 0.01$ ), and job tenure ( $r = 0.26, p < 0.01$ ) show significant relationship with OCB. Therefore, these three demographic characteristics will be used as control variables in this study. This also aligns with previous research those various demographic characteristics such as generation (Cordeiro et al., 2024; Mahmoud et al., 2021), education (Nasir et al., 2011), and job tenure (Cordeiro et al., 2024) potentially influence OCB.

### Reliability and validity test of research instruments

All measurement scales demonstrated value of Cronbach’s alpha more than 0.7 (Kaplan & Saccuzo, 2018). All scale items also showed CrIT values exceeding 0.30, meeting the criterion recommended by Nunnally and Bernstein (1994). The results of reliability test are shown in Table 3.

**Table 3.** Reliability test results of measurement scales

Variables	N Item	Pilot Study		Research Data Intake	
		$\alpha$	CrIT	$\alpha$	CrIT
Organizational Citizenship Behavior (OCB)	16	0.877	0.324 – 0.643	0.882	0.320 – 0.669
Growth Mindset (GM)	4	0.906	0.748 – 0.822	0.900	0.740 – 0.818
Thriving at Work (TAW)	10	0.868	0.364 – 0.770	0.868	0.376 – 0.766

Like previous studies, Confirmatory Factor Analysis (CFA) was conducted to examine the discriminant validity of the research variables (Taherdoost, 2016). Researchers used the following CFA criteria: Comparative Fit Index (CFI) > 0.90; Tucker-Lewis Index (TLI) > 0.90; Standardized Root Mean Square Residual (SRMR) < 0.08; Root Mean Square Error of Approximation (RMSEA) < 0.10 (Hox, 2021), and factor loadings  $e''$  0.40. Based on CFA, it was found that all measurement instruments in this study exhibited a goodness of fit. Therefore, it is concluded that all measurement instruments in this study are appropriate for use. Table 4 shows the results of CFA for research instruments.

**Table 4.** Results of the validity test for the research instrument

Scale	$\chi^2/df$	CFI >0.90	TLI >0.90	SRMR <0.08	RMSEA <0.10	Factor Loading $\geq 0.40$
OCB	2.73	0.907	0.902	0.067	0.088	0.432 – 0.785
GM	0.68	1.000	1.000	0.007	0.000	0.785 – 0.884
TAW	2.65	0.919	0.907	0.005	0.073	0.447 – 0.872

*Notes.* N = 213. OCB = Organizational Citizenship Behavior, GM = Growth Mindset, TAW = Thriving at Work.  $\chi^2$  = chi-square, df = degree of freedom, CFI = Comparative Fit Index, TLI = Tucker-Lewis Index, SRMR = Standardized Root Mean Square Residual, RMSEA = Root Mean Square Error of Approximation.

### Multicollinearity test

Multicollinearity test is conducted to determine whether there is a linearity between independent variables (Thompson et al., 2017). The threshold values are determined by looking

at the tolerance coefficient and VIF (Variance Inflation Factors). Data has multicollinearity issues if it has a tolerance value less than 0.1 and a VIF value more than 10. The results of the multicollinearity test can be seen in Table 5.

**Table 5.** Result of multicollinearity test

Variable	Collinearity Statistic		Interpretation
	Tolerance	VIF	
Growth Mindset	0.588	1.701	There is no multicollinearity since the tolerance value is > 0.1 and the VIF value is < 10.
Thriving at Work	0.588	1.701	

**Common method bias**

Common Method Bias (CMB) can occur when the relationship between two or more variables is biased because they are measured using the same method (Podsakoff & Organ, 1986). CMB arises from surveys when all variables are collected simultaneously in a similar format (e.g., consistent use of Likert scales) or in cross-sectional surveys (Jordan & Troth, 2020). CMB also often occurs in self-administrated surveys commonly used in social science research (Kock et al., 2021). Identifying and mitigating CMB is important because CMB can lead to biased estimates of the associations between constructs (Podsakoff et al., 2012).

This study attempts to reduce the impact of CMB by applying procedural and statistical approach (Podsakoff et al., 2024). For the procedural approach, researchers made efforts such as: (1) Randomizing the order of items while keeping them grouped by the same variable; (2) Placing distractor items (Ward & Meade, 2023). Distractor items were included to assess participants' attentiveness while completing the survey (Ward & Meade, 2023). A distractor item was placed between the actual items; (3) Using psychological separation by placing tasks in between questionnaire completion, such as filling in demographic data and rating images; (4) Emphasizing the anonymity of questionnaire completion by placing the filling of e-wallet data on a separate link; (5) Performing proximal separation, which is placing variables that are suspected of having a relationship far apart.

For the statistical approach, researchers conducted Harman's Single-Factor (HSF) test. The results of this test showed a value of 30.4 percent of the total variance. According to Podsakoff et al. (2024), if the percentage of variance is less than 50 percent, it suggests that CMB does not pose a significant concern in this study. Moreover, the results also prove the effectiveness of procedural approach implemented to mitigate CMB. The results of HSF test are shown in Table 6.

**Table 6.** Result of Harman's Single-factor test

Factor	SS Loadings	% of Variance	Cumulative %
1	9.11	30.40	30.40

**Test of research model fit**

Confirmatory Factor Analysis (CFA) was conducted to assess model fit. The results of CFA indicate that the three-factor model (baseline model) exhibited a better data fit compared to two-factor and one-factor models. Therefore, this study uses a three-factor model, namely OCB, growth mindset, and TAW. The results of the model fit test are presented in Table 7.

**Table 7.** Results of Confirmatory Factor Analysis (CFA) for research variables

Model	$\chi^2/df$	CFI	TLI	RMSEA	SRMR	$\Delta\chi^2(\Delta df)$
Three-factor model (baseline)	2.44	0.92	0.91	0.08	0.08	-
Two-factor model <sup>1</sup>	3.11	0.64	0.61	0.11	0.10	277***(2)
One-factor model <sup>2</sup>	3.53	0.57	0.54	0.12	0.11	172***(1)

Notes. <sup>1</sup>TAW and OCB merged; <sup>2</sup>all variables merged. N = 163; \*\*\* $p < 0.001$ .

### Hypothesis testing

Mediation testing demonstrated that growth mindset was a significant predictor of TAW ( $R^2 = 0.425$ ,  $p < 0.001$ ). This finding indicates that 42.5 percent of the variance of TAW was explained by growth mindset. Then, in the multiple regression model to predict OCB, growth mindset and TAW were included as predictors. This resulted in a model that growth mindset and TAW explained 31.5 percent of the OCB variance ( $R^2 = 0.315$ ,  $p < 0.001$ ). These results can be seen in Table 8.

**Table 8.** Regression results for mediation model

Model	Outcome Variable	Predictor (s)	$R^2$	$F$	$p$
Model 1 (a path)	TAW	Growth Mindset	0.425	29.196	$< 0.001$
Model 2 (b+c' path)	OCB	Growth Mindset, TAW	0.315	14.431	$< 0.001$

Table 9 illustrates the results of simple mediation analysis based on Hayes PROCESS Macro Model 4 (Hayes, 2022) to analyze the path analysis mechanism and demonstrate how growth mindset influences OCB which can be divided into direct and indirect effects through TAW.

**Table 9.** Hayes PROCESS macro analysis results

Path	$\beta$	SE	$P$	95% CI		Interpretation
				LL	UL	
<b>Direct Effect</b>						
GM -> OCB	0.221	0.091	0.016	0.040	0.401	Significant <b>H<sub>1</sub> Accepted</b>
GM -> TAW	0.566	0.057	0.000	0.452	0.681	Significant
TAW -> OCB	0.382	0.099	0.000	0.186	0.578	Significant
<b>Indirect Effect</b>						
GM -> TAW -> OCB	0.216	0.063	-	0.104	0.354	Significant <b>H<sub>2</sub> Accepted</b>

Notes: N = 163. GM = Growth Mindset; OCB = Organizational Citizenship Behavior; TAW: Thriving at Work.

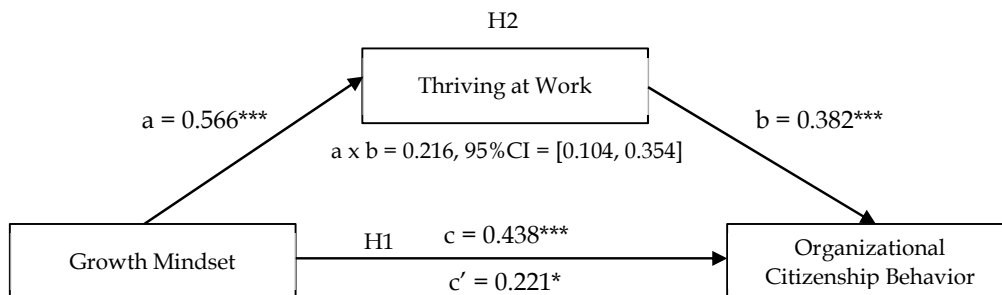
The hypothesis test indicates that growth mindset has a significantly positive direct correlation with OCB ( $\beta = 0.221$ ,  $p < 0.05$ ). This result indicates that **H<sub>1</sub> is supported by the data**, implying that the growth mindset directly affects the tendency of OCB among participants. Furthermore, the hypothesis test also shows that a growth mindset has a significant direct

positive relationship with TAW ( $\beta = 0.566, p < 0.001$ ). This proves that the growth mindset can enhance positive psychological states (thriving at work).

Meanwhile, hypothesis testing also shows a direct positive relationship between TAW and OCB ( $\beta = 0.382, p < 0.001$ ). This result provides evidence that a positive psychological state (thriving at work) can encourage extra-role behavior among the participants. Furthermore, hypothesis testing for indirect relationships shows that by controlling all demographic characteristics, TAW significantly mediates the correlation between growth mindset and OCB ( $\beta = 0.216, 95\% \text{ CI} = [0.104, 0.354]$ ). This result indicates that **H<sub>2</sub> is supported by the data**, implying that a growth mindset tends to increase OCB among civil servants when they experience positive psychological conditions such as vitality and a desire to continue learning.

Based on bivariate correlation test, it was found that generation ( $r = 0.20, p < 0.05$ ), education ( $r = 0.25, p < 0.01$ ), and job tenure ( $r = 0.26, p < 0.01$ ) have significant relationship with OCB, thus they were included in the control variable when testing the hypothesis. However, hypothesis testing reveals that generation ( $r = 0.11, p = 0.29$ ), education ( $r = 0.05, p = 0.54$ ), and job tenure ( $r = 0.11, p = 0.21$ ) were not significantly correlated with OCB. These findings suggest that participants' demographic characteristics did not contribute significantly to the variability in OCB scores.

The hypothesis test supports a model of partial mediation, in which TAW explains part of the effect of growth mindset on OCB, while growth mindset still demonstrates a significant direct correlation with OCB. The results of the research model can be seen in Figure 2.



**Figure 2.** Results of Research Model

Notes. \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$  (2-tailed).  $a \times b$  = indirect effect;  $c'$  = direct effect;  $c$  = total effect

## Discussion

OCB is closely related to the performance of government organizations, particularly related to bureaucratic reform in improving public services (Obedgiu et al., 2020). The purpose of this study is to examine the direct relationship between growth mindset and OCB, as well as to position mediating role of TAW in the relationship between growth mindset and OCB among civil servants at Organization X. The results of hypothesis testing revealed that growth mindset has a significant positive direct correlation with OCB, and TAW significantly mediated the relationship between growth mindset and OCB. Taken together, the hypothesis test shows partial mediation in this study.

Positive correlation between growth mindset and OCB is attributed to the characteristics of individuals. Employees characterized by growth mindset respond to challenges with

proactive action and heightened effort investment (Lee & Wong, 2024) including extra-role behavior (Rogers et al., 2023). Positive mindset can affect positive work behavior in organization (Robbins & Judge, 2024). Cho & Song (2021) stated that growth mindset is related to proactive personality, and it has also been proven to increase the tendency of employees to demonstrate helping behavior in organizations. Growth mindset fosters proactivity, and it in turn correlates with a broader range of perceived opportunities (Benson-Greenwald & Diekman, 2022), including opportunities to help colleagues, which will enable employees to learn new things (Wolcott et al., 2021).

Regarding the motivational aspects, growth mindset is believed to promote prosocial motivation that drives to prosocial behaviors (Han et al., 2018). In the context of government research organizations, employees with growth mindsets are more willing to help their colleagues, share knowledge, and participate in activities beyond the formal duties of their jobs. This finding aligns with the perspective of positive organizational behavior, which emphasizes that individual mindsets play a crucial role in shaping prosocial behavior and extra-role contributions within organizations (Yin et al., 2026).

The mediating role of TAW in the relationship between growth mindset and OCB can be explained through COR perspectives (Hobfoll, 1989). Based on COR, growth mindset can be conceptualized as personal resources, and it encourages employees to focus on learning goals, perceive challenges as opportunities to learn, and collaborate with others (Caniëls et al., 2018). Growth mindset causes vitality and desire to continuous learn or thriving condition (Kleine et al., 2019) that enables employees to accumulate additional resources such as skills, knowledges, and social supports (Keating & Heslin, 2015). Based on COR, these additional resources are caused by thriving conditions (Goh et al., 2022) called resources gain spiral (Hobfoll et al., 2018).

Employees who possess greater resources are more likely to engage in behaviors that extend beyond their formal role requirements (Magdaleno et al., 2023). Moreover, COR also stated that individuals always strive to maintain balance of resources exchange with their environments (Hobfoll, 2001). OCB as a form of resource investment in social capital can enhance organization's social and psychological environment (Basu et al., 2017). OCB facilitates the exchange of personal resources with environment, whereas growth mindset as a personal resource and TAW as a gain resource balance this exchange. The findings suggest that growth mindset affects OCB both directly and indirectly through thriving at work (TAW) as a mediating mechanism.

The results of bivariate analysis indicate that certain demographic characteristics, such as generation, tenure and education level, are significantly associated with OCB. However, these relationships become insignificant in the mediation analysis using PROCESS Hayes if the growth mindset and TAW are included in the model. These findings suggest that psychological factors play stronger roles compared to demographic factors in explaining the emergence of OCB (Işık, 2021). In addition, the influence of demographic characteristics on OCB may have been explained through psychological variables that are more closely related to work behavior.

This finding is aligned with research by Yang & Xu (2022), Zilka et al. (2023), Wingen et al. (2024), and Yin et al. (2026) that growth mindset has a positive direct relationship with OCB. The results of this study also strengthen previous research that a positive mindset can predict

positive work behavior through positive psychological state at work such as learning and vitality or thriving condition (Alikaj et al., 2021). The findings also support previous research by Liu et al. (2024) that TAW was a strong predictor of OCB. Still, this study differs from most previous studies because it was conducted in the context of civil servants in Indonesian government research organizations. The context of this study provides an additional contribution that enriches the study of organizational behavior in Indonesia's public sector.

Despite the valuable insights given, several limitations are also identified in this study as suggestions for improvement in future research. First, the study utilized a non-experimental correlational approach, hence the results had limited capability to detect any causal relationships. Therefore, experimental approaches should be considered in future study in order to address this limitation. Second, this study employed a cross-sectional approach, which is prone to influence CMB. Accordingly, it is encouraged for future research to apply longitudinal or time-lagged data collection techniques. Third, all measurement tools utilize self-report methods that are vulnerable to Social Desirability Bias (SDB) for certain construct such as OCB (Carpenter et al., 2014; Khalid & Ali, 2005). Therefore, future studies may consider employing multi-sources methods, such as peer or supervisor ratings. Fourth, this study has a small sample size. Future study needs to increase the sample size to make the data more diversified. Overall, this study focused exclusively on personal antecedents of OCB and utilized a single mediator, leaving organizational culture, leadership style, and other job resources, as promising potential variables for future investigation.

#### **4. CONCLUSION AND RECOMMENDATIONS**

This study demonstrates that growth mindset is positively and significantly related with OCB among civil servants in Organization X, both directly and indirectly through the mediating role of TAW. The findings indicate that employees who believe their abilities can be developed through learning and effort tend to experience higher levels of vitality and learning at work, which subsequently encourages their willingness to engage in extra-role behaviors that support organizational effectiveness. Furthermore, the significant mediating effect of TAW highlights its role as an important psychological mechanism through which growth mindset contributes to OCB. These findings suggest that fostering a work environment that supports learning, self-development, and positive work experiences may not only enhance employees' thriving at work but also encourage greater participation in voluntary and collaborative behaviors beyond formal job requirements. Therefore, organizations seeking to strengthen OCB should pay greater attention to initiatives that promote continuous learning and create conditions that enable employees to grow and thrive in the workplace.

#### **ACKNOWLEDGEMENT**

The authors express their sincere gratitude to the Lembaga Pengelola Dana Pendidikan (LPDP), Ministry of Finance of the Republic of Indonesia, for its financial support throughout this research project. Appreciation is also extended to the Organization and Human Resources Bureau of Organization X (Biro OSDM) for granting permission to conduct this study and for their support during the data collection process.

## REFERENCES

- Alikaj, A., Ning, W., & Wu, B. (2021). Proactive personality and creative behavior: Examining the role of thriving at work and high-involvement HR practices. *Journal of Business and Psychology, 36*(5), 857–869. <https://doi.org/10.1007/s10869-020-09704-5>
- Arifin, S., & Narmaditya, B. S. (2024). Fostering employee performance of civil servants in Indonesia: The mediating role of organisational citizenship behaviour. *SA Journal of Human Resource Management, 22*, 2412. <https://doi.org/10.4102/sajhrm.v22i0.2412>
- Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries. *International Journal of Productivity and Performance Management, 66*(6), 780–796. <https://doi.org/10.1108/IJPPM-02-2016-0048>
- Beaton, D. E., Bombardier, C., Guillemin, F., & Ferraz, M. B. (2000). Guidelines for the process of cross-cultural adaptation of self-report measures. *Spine, 25*(24), 3186–3191. <https://doi.org/10.1097/00007632-200012150-00014>
- Benson-Greenwald, T. M., & Diekman, A. B. (2022). In the mindset of opportunity: Proactive mindset, perceived opportunities, and role attitudes. *Personality and Social Psychology Bulletin, 48*(12), 1667–1681. <https://doi.org/10.1177/01461672211051488>
- Bizri, R. M., & Hamieh, F. (2020). Beyond the “give back” equation. *International Journal of Organizational Analysis, 28*(3), 699–718. <https://doi.org/10.1108/IJOA-07-2019-1838>
- Caniëls, M. C. J., Semeijn, J. H., & Renders, I. H. M. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work. *Career Development International, 23*(1), 48–66. <https://doi.org/10.1108/CDI-11-2016-0194>
- Carpenter, N. C., Berry, C. M., & Houston, L. (2014). A meta-analytic comparison of self-reported and other-reported organizational citizenship behavior. *Journal of Organizational Behavior, 35*(4), 547–574. <https://doi.org/10.1002/job.1909>
- Chang, W. J., Hu, D. C., & Keliw, P. (2021). Organizational culture, organizational citizenship behavior, knowledge sharing and innovation: A study of indigenous people production organizations. *Journal of Knowledge Management, 25*(9), 2274–2292. <https://doi.org/10.1108/JKM-06-2020-0482>
- Cho, Y. J., & Song, H. J. (2021). How to facilitate innovative behavior and organizational citizenship behavior: evidence from public employees in Korea. *Public Personnel Management, 50*(4), 509–537. <https://doi.org/10.1177/0091026020977571>
- Cohen, R. J., Schneider, W. J., & Tobin, R. M. (2022). *Psychological testing and assessment* (10<sup>th</sup> ed.). McGraw-Hill Education.
- Cordeiro, J. P., Pitacho, L., & Lima, D. (2024). Organizational citizenship behaviors in the Portuguese hospitality industry: A study on sociodemographic and professional variables. *Social Sciences, 13*(6), 315. <https://doi.org/10.3390/socsci13060315>
- Cozby, P., & Bates, S. (2024). *Methods in behavioral research* (15<sup>th</sup> Ed.). McGraw-Hill Education.
- de Geus, C. J. C., Ingrams, A., Tummars, L., & Pandey, S. K. (2020). Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. *Public Administration Review, 80*(2), 259–270. <https://doi.org/10.1111/puar.13141>
- Deloitte. (2026). DI\_2026-Global-Human-Capital-Trends. *Deloitte Insights*. Retrieved from: [https://www.deloitte.com/content/dam/insights/articles/2026/us188555\\_ghct2026\\_introduction/pdf/DI\\_2026-Global-Human-Capital-Trends.pdf](https://www.deloitte.com/content/dam/insights/articles/2026/us188555_ghct2026_introduction/pdf/DI_2026-Global-Human-Capital-Trends.pdf)

- Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant leadership and organizational citizenship behavior. *International Journal of Contemporary Hospitality Management*, 32(6), 2035–2053. <https://doi.org/10.1108/IJCHM-05-2019-0501>
- Goh, Z., Eva, N., Kiazad, K., Jack, G. A., De Cieri, H., & Spreitzer, G. M. (2022). An integrative multilevel review of thriving at work: Assessing progress and promise. *Journal of Organizational Behavior*, 43(2), 197–213. <https://doi.org/10.1002/job.2571>
- Gravetter, F. J., & Forzano, L. B. (2023). *GraResearch methods for the behavioral sciences* (6<sup>th</sup> Ed.). Cengage.
- Haass, O., Akhavan, P., Miao, Y., Soltani, M., Jan, T., & Azizi, N. (2023). Organizational citizenship behaviour on organizational performance: A knowledge-based organization. *Knowledge Management & E-Learning: An International Journal*, 85–102. <https://doi.org/10.34105/j.kmel.2023.15.005>
- Han, H., Choi, Y. J., Dawson, K. J., & Jeong, C. (2018). Moral growth mindset is associated with change in voluntary service engagement. *PLOS ONE*, 13(8), e0202327. <https://doi.org/10.1371/journal.pone.0202327>
- Hart, T. A., Gilstrap, J. B., & Bolino, M. C. (2016). Organizational citizenship behavior and the enhancement of absorptive capacity. *Journal of Business Research*, 69(10), 3981–3988. <https://doi.org/10.1016/j.jbusres.2016.06.001>
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (3<sup>rd</sup> ed.). Guilford.
- Hobfoll, S. E. (1989). *Conservation of resources a new attempt at conceptualizing stress*. American Psychologist.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested self in the stress process: Advancing conservation of resources theory. *Applied psychology*, 50(3), 337–421. <https://doi.org/10.1111/1464-0597.00062>
- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hox, J. J. (2021). Confirmatory factor analysis. In *The Encyclopedia of Research Methods in Criminology and Criminal Justice* (pp. 830–832). Wiley. <https://doi.org/10.1002/9781119111931.ch158>
- Ingrams, A. (2020). Organizational citizenship behavior in the public and private sectors: A multilevel test of public service motivation and traditional antecedents. *Review of Public Personnel Administration*, 40(2), 222–244. <https://doi.org/10.1177/0734371X18800372>
- Işık, A. (2021). Factors affecting the organisational citizenship behaviour of English language teachers. *English Teaching*, 76(1), 125–151. <https://doi.org/10.15858/engtea.76.1.202103.125>
- Jamieson, M. K., Govaart, G. H., & Pownall, M. (2023). Reflexivity in quantitative research: A rationale and beginner's guide. *Social and Personality Psychology Compass*, 17(4). <https://doi.org/10.1111/spc3.12735>
- Jordan, P. J., & Troth, A. C. (2020). Common method bias in applied settings: The dilemma of researching in organizations. *Australian Journal of Management*, 45(1), 3–14. <https://doi.org/10.1177/0312896219871976>
- Kaplan, R. M., & Saccuzo, D. P. (2018). *Psychological testing: Principles, applications, and issues* (9<sup>th</sup> ed.). Cengage Learning.
- Keating, L. A., & Heslin, P. A. (2015). The potential role of mindsets in unleashing employee engagement. *Human Resource Management Review*, 25(4), 329–341. <https://doi.org/10.1016/j.hrmr.2015.01.008>

- Khalid, S. A., & Ali, H. (2005). Self and superior ratings of organizational citizenship behavior: Are there differences in the source of ratings?. *Problems and Perspectives in Management*, (4), 147-153.
- Kleine, A., Rudolph, C. W., & Zacher, H. (2019). Thriving at work: A meta analysis. *Journal of Organizational Behavior*, 40(9-10), 973-999. <https://doi.org/10.1002/job.2375>
- Klotz, A. C., Swider, B. W., & Kwon, S. H. (2023). Back-translation practices in organizational research: Avoiding loss in translation. *Journal of Applied Psychology*, 108(5), 699-727. <https://doi.org/10.1037/apl0001050>
- Kock, F., Berbekova, A., & Assaf, A. G. (2021). Understanding and managing the threat of common method bias: Detection, prevention and control. *Tourism Management*, 86, 104330. <https://doi.org/10.1016/j.tourman.2021.104330>
- Lee, A., & Wong, A. (2024). Examining the contextual and individual factors that influence employees' work engagement and taking charge behaviours. *International Journal of Management and Decision Making*, 23(6), 701-726. <https://doi.org/10.1504/IJMDM.2024.141955>
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131-142. <https://doi.org/10.1037/0021-9010.87.1.131>
- Lee, M. C. C., Lin, M. H., Srinivasan, P. M., & Carr, S. C. (2024). Transformational leadership and organizational citizenship behavior: New mediating roles for trustworthiness and trust in team leaders. *Current Psychology*, 43(11), 9567-9582. <https://doi.org/10.1007/s12144-023-05095-x>
- Lenchner, J., Topol, A., Sabath, M., & Anderson, L. C. (2024). Harnessing growth-mindedness to enhance organizational effectiveness. In *International Conference on Applied Human Factors and Ergonomics*.
- Liu, Y., Xu, S., & Zhang, B. (2020). Thriving at work: How a paradox mindset influences innovative work behavior. *The Journal of Applied Behavioral Science*, 56(3), 347-366. <https://doi.org/10.1177/0021886319888267>
- Liu, Y., Yu, S., & Ding, H. (2024). Strengths mindset and organizational citizenship behavior: The roles of thriving at work and guanxi closeness. *Current Psychology*, 43(36), 28797-28807. <https://doi.org/10.1007/s12144-024-06531-2>
- Lo, Y. C., Lu, C., Chang, Y. P., & Wu, S. F. (2024). Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators. *Heliyon*, 10(2), e24130. <https://doi.org/10.1016/j.heliyon.2024.e24130>
- Lootens, C. M., & Nelson Gray, R. O. (2010). Self rating. In *The Corsini Encyclopedia of Psychology* (pp. 1-2). Wiley. <https://doi.org/10.1002/9780470479216.corpsy0841>
- Magdaleno, J., Caballer, A., Sora, B., García-Buades, M. E., & Rodríguez, I. (2023). The mediating role of job crafting of social resources in the relationship between job autonomy, self-efficacy, and organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 35(1), 95-110. <https://doi.org/10.1007/s10672-022-09402-9>
- Mahmoud, A. B., Reisel, W. D., Fuxman, L., & Mohr, I. (2021). A motivational standpoint of job insecurity effects on organizational citizenship behaviors: A generational study. *Scandinavian Journal of Psychology*, 62(2), 267-275. <https://doi.org/10.1111/sjop.12689>
- Manenzhe, P. M., & Ngirande, H. (2021). The influence of compensation, training and development on organisational citizenship behaviour. *SA Journal of Industrial Psychology*, 47. <https://doi.org/10.4102/sajip.v47i0.1845>

- Memon, M. A., Ting, H., Cheah, J.-H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Sample size for survey research: Review and recommendations. *Journal of Applied Structural Equation Modeling*, 4(2), 1–20. [https://doi.org/10.47263/JASEM.4\(2\)01](https://doi.org/10.47263/JASEM.4(2)01)
- Midkiff, B., Langer, M., Demetriou, C., & Panter, A. T. (2018). An IRT analysis of the growth mindset scale, 163–174. [https://doi.org/10.1007/978-3-319-77249-3\\_14](https://doi.org/10.1007/978-3-319-77249-3_14)
- Moczulska, M., Winkler, R., & Tarnowska, K. (2025). Social and economic aspects of sustainable development: Intensity of collaboration as a key driver of team work engagement. *Sustainability*, 17(8), 3643. <https://doi.org/10.3390/su17083643>
- Murphy, M. C., & Reeves, S. L. (2019). Personal and organizational mindsets at work. *Research in Organizational Behavior*, 39, 100121. <https://doi.org/10.1016/j.riob.2020.100121>
- Nasir, R., Mohammadi, M. S., Wan Shahra, W. S., Fatimah, O., Khairudin, R., & Halim, F. (2011). Relationship between organizational citizenship behavior and task performance. *The Social Sciences*, 6(4), 307–312. <https://doi.org/10.3923/sscience.2011.307.312>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3<sup>rd</sup> ed.). McGrawHill Companies.
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*, 7(1), 1793521. <https://doi.org/10.1080/23311975.2020.1793521>
- Obedgiu, V., Nkurunziza, G., Simiyu, G., & Lubogoyi, B. (2020). An investigation of key predictors of organizational citizenship behavior of civil servants. *International Journal of Organization Theory & Behavior*, 23(2), 101–119. <https://doi.org/10.1108/IJOTB-03-2019-0041>
- Organ, D. W. (1988). *Organizational citizenship behaviour: The good soldier syndrome*. Lexington Books.
- Organisasi X. (2022). *Tugas dan fungsi Organisasi X*. Retrieved from: <https://www.brin.go.id/page/8/tugas-dan-fungsi-1>
- Organisasi X. (2024, July 4). *Talenta platform kolaborasi riset dan inovasi*. Retrieved from: <https://brin.go.id/dsdmi/page/talenta-platform-kolaborasi-riset-dan-inovasi>
- Peraturan Pemerintah (PP) nomor 17 tahun 2020 tentang Perubahan atas Peraturan Pemerintah nomor 11 tahun 2017 tentang Manajemen Pegawai Negeri Sipil.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(4), 531–544. <https://doi.org/10.1177/014920638601200408>
- Podsakoff, P. M., Podsakoff, N. P., Williams, L. J., Huang, C., & Yang, J. (2024). Common method bias: It's bad, it's complex, it's widespread, and it's not easy to fix. *Annual Review of Organizational Psychology and Organizational Behavior*, 11(1), 17–61. <https://doi.org/10.1146/annurev-orgpsych-110721-040030>
- Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior*, 33(2), 250–275. <https://doi.org/10.1002/job.756>
- Rahman, Md. H. A., & Karim, D. N. (2022). Organizational justice and organizational citizenship behavior: The mediating role of work engagement. *Heliyon*, 8(5), e09450. <https://doi.org/10.1016/j.heliyon.2022.e09450>

- Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (19<sup>th</sup> Ed.). Pearson.
- Rogers, B. A., Christian, J. S., Jennings, R. E., & Lanaj, K. (2023). The growth mindset at work: Will employees help others to develop themselves? *Academy of Management Discoveries*, 9(1), 67–92. <https://doi.org/10.5465/amd.2021.0144>
- Sabahattin Mete, E. (2020). The personality traits in the defense industry: The mediating role of organizational citizenship behavior. *Sage Open*, 10(4). <https://doi.org/10.1177/2158244020982289>
- Suryani, S., Sudrajat, B., Hendryadi, H., Saihu, M., Amalia, E., & Fathoni, M. A. (2023). Development of thriving at work and organizational citizenship behavior through Islamic work ethics and humble leadership. *Asian Journal of Business Ethics*, 12(1), 1–23. <https://doi.org/10.1007/s13520-022-00160-3>
- Taherdoost, H. (2016). Validity and reliability of the research instrument; How to test the validation of a questionnaire/survey in a research. *International journal of academic research in management (IJARM)*, 5. <https://doi.org/10.2139/ssrn.3205040>
- Taherdoost, H. (2022). Designing a questionnaire for a research paper: A comprehensive guide to design and develop an effective questionnaire. *Asian Journal of Managerial Science*, 11(1), 8–16. <https://doi.org/10.51983/ajms-2022.11.1.3087>
- Thompson, C. G., Kim, R. S., Aloe, A. M., & Becker, B. J. (2017). Extracting the variance inflation factor and other multicollinearity diagnostics from typical regression results. *Basic and Applied Social Psychology*, 39(2), 81–90. <https://doi.org/10.1080/01973533.2016.1277529>
- Todorović, D., & Jovanović, D. (2024).. Teacher’s organizational citizenship behavior in the context of personality traits, well-being and employment uncertainty. *WORK: A Journal of Prevention, Assessment & Rehabilitation*, 80(4), 1769–1781. <https://doi.org/10.1177/10519815241298102>
- Turner, M., Prasojo, E., & Sumarwono, R. (2022). The challenge of reforming big bureaucracy in Indonesia. *Policy Studies*, 43(2), 333–351. <https://doi.org/10.1080/01442872.2019.1708301>
- Turnipseed, D. L., & VandeWaa, E. A. (2020). The little engine that could: the impact of psychological empowerment on organizational citizenship behavior. *International Journal of Organization Theory & Behavior*, 23(4), 281–296. <https://doi.org/10.1108/IJOTB-06-2019-0077>
- Urbini, F., Chirumbolo, A., & Callea, A. (2020). Promoting individual and organizational OCBs: The mediating role of work engagement. *Behavioral Sciences*, 10(9), 138. <https://doi.org/10.3390/bs10090138>
- Wang, Y. C., Xu, S. (Tracy), & Ma, E. (2021). Serve perfectly, being happier: A perfectionistic perspective on customer-driven hotel employee citizenship behavior and well-being. *International Journal of Hospitality Management*, 96, 102984. <https://doi.org/10.1016/j.ijhm.2021.102984>
- Ward, M. K., & Meade, A. W. (2023). Dealing with careless responding in survey data: Prevention, identification, and recommended best practices. *Annual Review of Psychology*, 74(1), 577–596. <https://doi.org/10.1146/annurev-psych-040422-045007>
- Wingen, S., Graczyk, T., Wingen, T., & Dohle, S. (2024). Mindsets at work: Understanding the positive impact of growth mindsets on workplace coaching. *Basic and Applied Social Psychology*, 46(5), 381–397. <https://doi.org/10.1080/01973533.2024.2382718>
- Wolcott, M. D., McLaughlin, J. E., Hann, A., Miklavac, A., Beck Dallaghan, G. L., Rhoney, D. H., & Zomorodi, M. (2021). A review to characterise and map the growth mindset theory in health professions education. *Medical Education*, 55(4), 430–440. <https://doi.org/10.1111/medu.14381>

- 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>
- Yin, K., Zhao, L., Chi, Z., Song, H., & Dong, N. (2026). The relationship between employees' growth mindset, well-being, and job performance: Evidence from a meta-analysis. *Personality and Individual Differences, 249*, 113507.  
<https://doi.org/10.1016/j.paid.2025.113507>
- Zilka, A., Nussbaum, S., & Bogler, R. (2023). The relationships among growth mindset, flow, critically reflective behavior and teacher burnout. *International Journal of School & Educational Psychology, 11*(4), 367-379.  
<https://doi.org/10.1080/21683603.2023.2245372>
-