Self-Regulation Successfully Increases Employee Perceiving a Calling at PT United Tractors TBK Jakarta

Lisa Sarinah[1,] Rizki Nurul Nugraha[2]
[1]Nasional University, lisa.sarinah@civitas.unas.ac.id
[2]Nasional University, rizki.nurul@civitas.unas.ac.id

Article Info

ABSTRACT

This study builds on Burnette's SOMA model. The research was conducted to test the premise that a growth mindset of work predicts living a calling and to explore the mediating role of self-regulation in the influence of a growth mindset of work on living a calling. The process in Burnett's SOMA model includes goal setting, goal operation, goal monitoring, and goal achievement. In this theoretical model, a growth mindset as a motivational construct predicts self-regulation. Data analysis uses the PLS method with the help of SmartPLS software. The research was conducted at PT United Tractors Tbk, located at Jl.Raya Bekasi KM 22 Jakarta, for three months. Research results: A growth mindset of work has a positive but insignificant effect on living a calling, with PValues of 0.244. A growth mindset of work positively and significantly affects self-regulation, PValues of 0.000. Self-regulation has a positive and significant effect on living a calling, with PValues of 0.002. It can mediate (full mediation) a growth mindset of work on living a calling on Employees of PT United Tractors Tbk Jakarta.
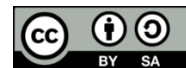
Corresponding Author:

Name : Rizki Nurul Nugraha, S.S.T.Par., M.M.Par
Institution : Universitas Nasional, Jl. Sawo Manila No.61, RT.14/RW.7, Pejaten Barat, Pasar Minggu, South Jakarta, Daerah Khusus Ibukota Jakarta 12520
Email : rizki.nurul@civitas.unas.ac.id

1. INTRODUCTION

According to Zhang & Zhang [1], the concept of career calling, based on previous research, has a significant positive impact on a specific set of aspects in career settings. This includes career preparation, adaptation to career, commitment to career, work productivity, and career satisfaction. In addition, the importance of career vocations is also reflected in its ability to relieve work stress, inspire full involvement in work, and give meaning to the tasks carried out [1]. This sense of calling becomes a key motivator that encourages individuals who feel a calling in their work to be more energized, motivated, and ready to take on the additional responsibilities often required in their roles.

Duffy et al [2] in a review of the Work as Calling Theory (WCT) stated that seeing work as a calling can improve work-related well-being. Accepting a call in carrying out work not only increases a sense of meaning and satisfaction in one's career, work, and life, but also impacts high levels of happiness, commitment, and engagement in work, for individuals who are able to realize or live out the vocation [3].

This research was conducted at PT United Tractors Tbk located on Jl. Raya Bekasi KM 22 Jakarta, established on October 13, 1972 as the sole distributor of Komatsu heavy equipment in Indonesia. Currently, UT has various business lines, including construction machinery, mining contractors, coal mining, gold mining, construction industry, and energy. UT's vision is to become a world-class solution-based company in the fields of heavy equipment, mining, and energy to create benefits for stakeholders.

PT United Tractors Tbk received an award from HR Asia as an international publication media institution for professionals in the field of Human Resources, which measures HR practices with high levels of employee engagement and good workplace culture. UT received awards in the implementation category of Diversity, Equity, and Inclusion (DEI) and The Best Companies to Work for in Asia [4]. Therefore, research on vocation implementation in employment, and how it can improve performance for UT employees working in the best workplaces in Asia, is important and interesting to research.

Perceiving a calling and living a calling are closely related but not identical concepts; some people feel they have a calling (perceiving a calling) but are unable to actualize it, often due to various contextual factors that hinder access to job opportunities and options [2]. In addition, studies have also noted that those who live in a calling (living a calling) sometimes experience negative impacts such as burnout, work addiction, and abuse by organizations [2]. Improving a sound theoretical framework for how one can develop a work-related mindset, as well as exploring the role of self-regulation about the purpose of living a calling, and how the interaction between the two aspects can produce positive work-related impacts, is an important step in this research.

The study was based on Burnette's SOMA model. The study aimed to examine the premise that a growth mindset of work can be a predictor of a person's ability to live a calling and to explore the mediating role of self-regulation in the influence of a growth mindset of work on living a calling.

Burnett's SOMA model processes include goal setting, goal operation, goal monitoring, and goal achievement. Within this theoretical framework, a growth mindset is considered a motivational construct that predicts the process of self-regulation in setting, operating, and monitoring goals, which in turn contributes to goal achievement [5].

2. LITERATURE REVIEW

2.1 Living a Calling

In the view of Hall & Chandler [6], living a calling can be explained as a work experience that has deep meaning, occurs when a person feels fully engaged in carrying out his job duties, and often reflects an optimal experience. Individuals who believe that careers can be improved and achieve their future goals tend to feel that they are truly living out their calling, rather than those who believe that careers are destiny. Calling is the drive that a person feels in achieving a goal [7]. Having a calling helps employees feel attachment to their work because it provides meaning, although it does not guarantee job security [8]. The results of Zhang & Zhang's research [1] show that a growth mindset of work has a positive effect on living a calling at one's job.

2.2 Self Regulation

Previous research has shown that self-regulation is positively related to willpower and commitment, which are causal predictors of living a calling. The concept of self-regulation involves several processes, including goal setting [9]. Overall, as a human adaptability, self-regulation can predict improvement in living a calling. In particular, individuals who have better self-regulation abilities tend to put more effort into work, stay afloat in the face of obstacles, and steer their careers toward desired goals [1].

People who have a high level of self-regulation also tend to be more successful because they can control [10]. The results of Zhang & Zhang's research [1] show that self-

regulation has a positive influence on the experience of living a calling.

2.3 Growth Mindset

A growth mindset leads individuals to let go of worries about their current abilities, and encourages them to seek learning opportunities to improve their skills [1]. It is important to note that a shift from a fixed mindset to a growth mindset is a real possibility. Burnette et al [9] explain that a person may believe that some careers work for them (known as a fixed mindset of work), or that careers thrive by facing challenges and obstacles (known as a growth mindset of work).

The higher the level of growth mindset a person has, the more active and effective the way they organize themselves. Motivation theory also supports the important role of a growing mindset in motivating achievement, goal orientation, and self-regulation [1]. A developed mindset about work also influences one's vocation in life through self-regulation strategies. According to research by Zhang & Zhang [1] stated that the growth mindset of work has a positive impact on self-regulation.

A developed mindset about work also contributes to one's calling in life through efforts to establish self-regulation. The results of Zhang & Zhang's research [1] show that self-regulation acts as a mediator between a growth mindset of work and living a calling. This research provides a meaningful picture of how a growing mindset about work can significantly affect a person's commitment and passion for their career.

3. METHODS

This research is a quantitative study using survey methods. The survey data was obtained through filling out a questionnaire by employees of PT United Tractors Tbk in Jakarta, which was part of the research sample. The sample was 50 people, consisting of 38 male employees and 12 female employees, in the age range of 24 years to 53 years. This survey research uses questionnaires or planned interviews with the aim of generalizing the population based on a predetermined sample [11]. Common attitudes or opinions of the population are sought to be captured through the use of questionnaires given to the sample [11].

The questionnaire in this study was designed to evaluate the variables of growth mindset of work, self-regulation, and living a calling. The Implicit Theory of Work Scale (ITWS) consisting of 5 items adapted from Burnette & Pollack, is used to measure the variable growth mindset of work [5].

The Short Version of Self-Regulation Questionnaire (SV-SRQ), is the result of an adaptation used in assessing the ability of participants to regulate their behavior, to achieve the desired results in the future [12]. SV-SRQ is a 17-item scale consisting of four subscales: goal setting (six items), persistence (three items), decision making (five items), and learning from mistakes (three items), which are used to measure self-regulation variables.

A scale for measuring the variable of living a calling using the 6-item Living a Calling Scale (LCS), developed by Duffy et al, was used to assess the level of vocation of respondents in this study [13].

A structural equation model was applied to test the hypothesis that the variable self-regulation would act as a mediator (mediate) in the influence of the variable growth mindset of work on the variable living a calling. Then the results of research data analysis using the help of SmartPLS software produce outputs which can then be interpreted based on theories and hypothetical arguments that have been prepared before. Before that, the Outer Model Test was carried out first for reflective indicators and the Inner Model. The following is in Figure 1. presents SmartPLS Modelling of this study.
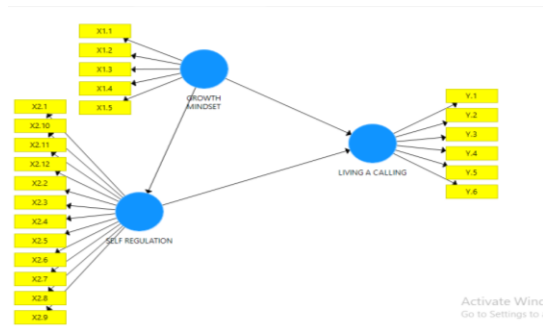
Source: Primary data processing results
(SmartPLS) 2023.

Figure 1. Modelling SmartPLS

The presentation of theories and research that has been carried out forms the framework of this research hypothesis consisting of:

Hypothesis 1: Growth mindset of work Positive effect on living a call employees at PT United Tractors Tbk Jakarta.

Hypothesis 2: Growth mindset of work Positive influence on employee self-regulation in PT United Tractors Tbk Jakarta.

Hypothesis 3: Self-regulation positively affects living living a calling of employees at PT United Tractors Tbk Jakarta.

Hypothesis 4: Self-regulation mediates influences between thought patterns develop a growth mindset of work towards living living a calling of employees at PT United Tractors Tbk Jakarta.

4. RESULTS AND DISCUSSION

The first Outer Model Test in Table 1 and Table 3 shows the results of the Validity Test which includes Convergent Validity, namely the Loading Factor greater than 0.7 and the Average Variance Extracted (AVE) greater than 0.5 has met the requirements of the Validity Test. Next, Table 2 contains the results of the Validity Test which includes

Discriminant Validity, namely the Fornell-Larcker Criterion. The AVE root value in the table is greater than the correlation between latent variables, indicating that the model can be expressed as having a good discriminant validity value.

Table 1. *Loading Factor*

Source: Results of primary data processing using SmartPLS, 2024.

Table 2. *Fornell-Larcker Criterion*
Discriminant Validity

	Growth Mindset	Living A Calling	Self Regulation
Growth Mindset	0,830		
Living A Calling	0,536	0,842	
Self Regulation	0,556	0,675	0,802

Source: Results (SmartPLS) 2024.

The results of Cronbach's Alpha Reliability Test in Table 3 show values that exceed the specified reliability limit, which is greater than 0.6 for all constructs. In addition, other reliability test data in Table 3 shows a composite reliability value of > 0.8, which indicates that this research instrument has high reliability.

Table 3. *Cronbach's Alpha* **dan** *Composite Reliability*
Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Growth Mindset	0,777	0,787	0,869	0,689
Living A Calling	0,918	0,925	0,936	0,709
Self Regulation	0,908	0,916	0,926	0,643

Source: Results (SmartPLS) 2024.

The value of f Square is shown in Table 4. This square f value indicates that an f2 value greater than 0.35 is categorized as a strong influence of the predictor latent variable (exogenous latent variable) at the structural level. While the value of f2 between 0.02 and 0.15 is categorized as the weak influence of predictor latent variables (exogenous latent variables) at the structural level.

Table 4. Nilai f *Square*

f Square

	Growth Mindset	Living A Calling	Self Regulation
Growth Mindset		0,074	**0,447**
Living A Calling			
Self Regulation		**0,404**	

Source: Results (SmartPLS) 2024.

The boothstrapping results of the research data are shown in Figure 2, which illustrates the results of data analysis after removing several invalid variable indicators, namely 2 Growth Mindset variable indicators (X1.4 and X1.5) and 5 Self Regulation variable indicators. (X2.3. X2.6, X2.9, X2.11 and X2.12).
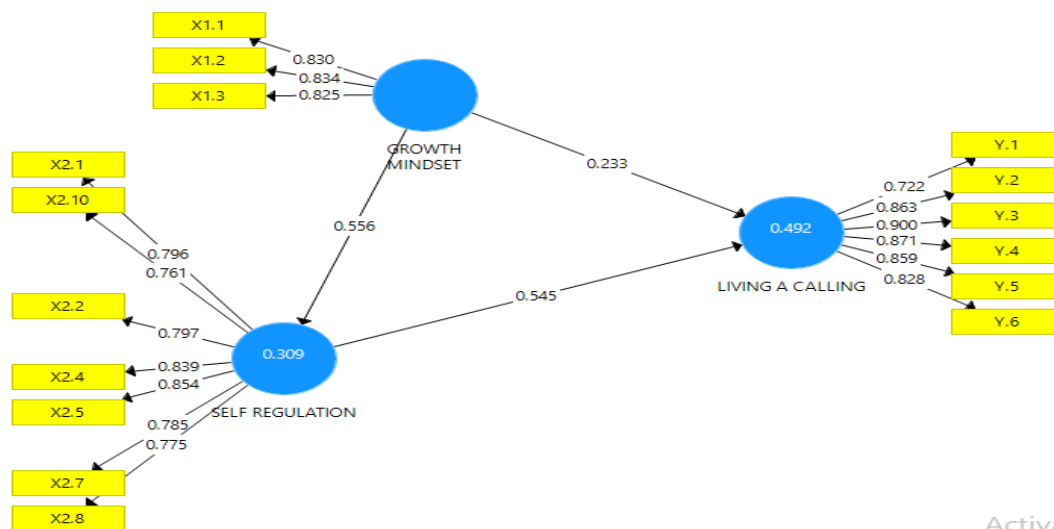
Source: Results (SmartPLS) 2024.
Figure 2. Display of Bootstrapping Results

Furthermore, Table 5 shows that the value of the coefficient of determination of the Living a Calling variable is influenced by the Growth Mindset variable and the Self Regulation variable of 49.20%, while the remaining 50.80% is estimated to be influenced by other variables that were not studied in this study. Other results from Table 4.1. is the value of the coefficient of determination of the Self Regulation variable which is influenced by the Growth Mindset variable of 30.90%, with the remaining 69.10% estimated to be influenced by other variables that are not studied. The great influence of other variables on the Self Regulation variable, opens up opportunities for further research in future research.

Table 5. Coefficient of Determination

R Square

	R Square	R Suare Adjusted
Living A Calling	0,492	0,468
Self Regulation	0,309	0,293

Source: Results (SmartPLS) 2024.

The critical value limitations of Path Coefficients listed in Table 6 are the T Statistics values and their significance. The significance value (PValues) of the parameter coefficient value is obtained through bootstrapping, and the modeling view can be seen in the previous figure 1. The output of this coefficient test obtained the significance

or probability values of the direct effect and indirect effect as shown in table 6. and Table 7.

Table 6. Direct Effect

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (│O/STDEV│)	P Values
Growth Mindset -> Living A Calling	0,233	0,219	0,200	1,167	**0,244**
Growth Mindset -> Self Regulation	0,556	0,596	0,086	6,477	**0,000**
Self Regulation -> Living A Calling	0,545	0,563	0,175	3,115	**0,002**

Source: Results (SmartPLS) 2024.

Table 7. Indirect Effect

Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (│O/STDEV│)	P Values
Growth Mindset -> Self Regulation -> Living A Calling	0,303	0,338	0,126	2,408	**0,016**

Source: Results (SmartPLS) 2024.

Testing hypothesis 1: the growth mindset of work variable has a positive but not significant effect on the living a calling variable, with a PValues value of 0.244 which is greater than the significance value limit of 0.5. Then hypothesis 1 is rejected.

Testing hypothesis 2: the growth mindset of work variable has a positive and significant effect on the self-regulation variable, because it has a PValues value of 0.000 < 0.5. Then hypothesis 2 is accepted.

Testing hypothesis 3: the variable self-regulation has a positive and significant effect on the variable living a calling, because it has a PValues value of 0.002 < 0.5. Based on these results, then hypothesis 3 is accepted.

Testing hypothesis 4: the self-regulation variable successfully mediated the influence between the growth mindset of work variable on the living a calling variable, with a PValues value of 0.016 < 0.05. The indirect influence of the growth mindset of work variable on the living a calling variable became significant by being mediated (full mediation) by the self-regulation variable, previously directly the

effect was not significant (0.244). Then hypothesis 4 is accepted.

PT United Tractors has UT Corporate University (CorpU) as a Human Resource Development Center which is a center of excellence within the UT Group. UT Corpu develops employees through various learning methods and platforms. The company's aspirations become the foundation for training and development provided to employees, which are also tailored to their needs [4]. The certification program is also part of UT Corpu's activities, including in finance. UT Corpu develops competencies based on employees' experiences and careers in the organization. The career system at UT, called free flow of competence, provides career choices based on generalizations such as regeneration in leadership or expertise in the field of work [4]. This career system is in accordance with the cross talent strategy at PT United Tractors.

This well-structured employee development program is likely to make UT employees no longer have to struggle to

develop a mindset about work, because the company has directed them according to the interests and needs of the company. So that employees no longer worry about their current abilities. In line with the results of the study, UT employees have good self-regulation, which helps them in developing a mindset about their work. The better each employee's self-organization, the more meaningful their career will be to them, making employees more confident that they are living their calling in life.

Furthermore, a discussion of the results of Q2 Value data processing was carried out in Table 8, which showed a value of 0.301 for the Living a Calling variable and 0.179 for the Self Regulation variable. Q2 values > 0 indicate evidence that the observed values are well reconstructed, so the model in this study has predictive relevance.

Table 8. Value Q²

Construct Crossvalidated Redundancy

	SSO	SSE	Q² (=1-SSE/SSO)
Growth Mindset	135.000	135.000	
Living A Calling	270.000	188.633	0,301
Self Regulation	315.000	258.767	0,179

Source: Results (SmartPLS) 2024.

According to the explanation from the SMARTPLS website, one of the limitations or criteria of the fit model is NFI, which is defined as the value of 1 minus the Chi² value of the proposed model divided by the Chi² value of the zero model. NFI returns a value between 0 and 1. The closer the NFI value is to 1, the better the match, and NFI values above 0.9 usually indicate an acceptable fit [14]. The NFI value of this study, as can be seen in Table 9 is 0.653, a value that is quite close to the number 1, which indicates that the model fit is quite good. NFI is an additional conformity measure that is an alternative in measurement.

Table 9. Model Fit

Model _Fit

	Saturated Model	Estimated Model
SRMR	0,116	0,116
d_ULS	1,835	1,835
d_G	1,087	1,087
Chi-Square	219,503	219,503
NFI	0,653	0,653

Source: Results (SmartPLS) 2024.

5. CONCLUSION

This research is entitled "The Effect of Growth Mindset on Living a Calling Mediated by Self Regulation, on Employees of PT United Tractors Tbk Jakarta". The results showed that the growth mindset of work variable had a positive but not significant influence on the living a calling variable. Self-regulation variables have a positive and significant influence on living a calling, and are able to mediate (full mediation) the influence of growth mindset of work on living a calling for employees of PT United Tractors Tbk Jakarta. This research model is based on the results of data processing, has predictive relevance and model fit is quite good.

For future research with the same theme, it is recommended to capture the perceptions and thoughts of a larger number of respondents so as to minimize data outliers. The next research variable that is interesting to study related to living a calling is the work meaning variable as a predictor variable.

REFERENCES

[1] Burnette, J. L., O'Boyle, E. H., VanEpps, E. M., Pollack, J. M., & Finkel, E. J. (2013). Mind-sets matter: A meta-analytic review of implicit theories and self-regulation. Psychological Bulletin, 139(3), 655–701. https://doi.org/10.1037/a0029531

[2] Burnette, J. L., & Pollack, J. M. (2013). Implicit Theories of Work and Job Fit: Implications for Job and Life Satisfaction. Basic and Applied Social Psychology, 35(4), 360–372. https://doi.org/10.1080/01973533.2013.803964

[3] Creswell, J. W. (2009). Research design: Qualitative, quantitative, and mixed methods approaches. Sage

Publications, Third Edit.

[4] Dobrow, S. R., & Tosti-Kharas, J. (2011). Calling: The Development Of A Scale Measure. Personnel Psychology, 64(4), 1001–1049. https://doi.org/10.1111/j.1744-6570.2011.01234.x

[5] Duffy, R. D., Allan, B. A., & Bott, E. M. (2012). Calling and Life Satisfaction Among Undergraduate Students: Investigating Mediators and Moderators. Journal of Happiness Studies, 13(3), 469–479. https://doi.org/10.1007/s10902-011-9274-6

[6] Duffy, R. D., Dik, B. J., Douglass, R. P. an. J. W. E., & Velez, B. L. (2018). Work as a Calling: A Theoritical Model. Journal of Counseling Psychology, 65(4), 423–439. https://doi.org/http://dx.doi.org/10.1037/cou0000276

[7] Duffy, R. D., Spurk, D., Perez, G., Kim, H. J., & Rosa, A. D. (2022). A latent profile analysis of perceiving and living a calling. Journal of Vocational Behavior, 134(January), 103694. https://doi.org/10.1016/j.jvb.2022.103694

[8] Hall, D. T., & Chandler, D. E. (2005). Psychological success : When the career is a calling. Journal of Organizational Behavior, 26(April 2004), 155–176.

[9] Hult, M., Lappalainen, K., & Kangasniemi, M. (2021). Living a calling in precarious employment: an integrative review of consequences on professional and personal lives. European Journal of Occupational Health Nursing, 2(1), 39–53. https://www.ejohn.eu/index.php/et/article/view/20

[10] Inzlicht, M., Werner, K. M., Briskin, J. L., & Roberts, B. W. (2021). Integrating Models of Self-Regulation. Annual Review of Psychology, 72, 319–345. https://doi.org/10.1146/annurev-psych-061020-105721

[11] Pichardo, C., Justicia, F., De La Fuente, J., Martínez-Vicente, J. M., & Berbén, A. B. G. (2014). Factor structure of the Self-Regulation Questionnaire (SRQ) at Spanish universities. Spanish Journal of Psychology, 17(2), 1–8. https://doi.org/10.1017/sjp.2014.63

[12] Ringle, M., C., Wende, Sven, Becker, & Jan-Michael. (2022). Fit Measures in SmartPLS. In SmartPLS.

[13] United-Tractors. (2022). Striving Toward Sustainability. In Sustainability Report.

[14] Zhang, L., & Zhang, Y. (2021). The mediating effect of self-regulation on the association between growth mindset about work and living a calling among primary and secondary school teachers. Psychology Research and Behavior Management, 14, 1675–1689. https://doi.org/10.2147/PRBM.S330961

BIOGRAPHIES OF AUTHORS

	Dr.Lisa Sarinah, SP. M.Si.M., Graduate from Program Doctoral Human Resources Management UNJ Jakarta 2016, Lecture at Nasional University Jakarta. Email: lisa.sarinah@civitas.unas.ac.id, ORCID: 0000-0001-5959-8033
	Rizki Nurul Nugraha, SST.Par., MM.Par Graduate from master Program Tourism Administration STP Bandung 2015, Lecture at National University Jakarta. As a tourism consultant specialist for Tourism Planning and Development. Email: rizki.nurul@civitas.unas.ac.id, ORCID: 0009000734368750