Cultivating a Growth Mindset: HR’s Role in Fostering Continuous Learning Cultures

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Abstrak
This study investigates the dynamics of Growth Mindset, HR’s Role, Engagement or Employee Participation, and Continuous Learning Cultures within PT. Teluk Luas. Using quantitative methods and Structural Equation Modeling (SEM) with Smart PLS, the research explores direct and indirect relationships among these variables. The findings reveal that Growth Mindset significantly influences Engagement or Employee Participation and Continuous Learning Cultures, emphasizing the role of a growth-oriented mindset in fostering employee engagement and a culture of continuous learning. Additionally, while HR’s Role directly affects Engagement or Employee Participation but not Continuous Learning Cultures, its significant indirect effect on Continuous Learning Cultures through Engagement or Employee Participation underscores the pivotal role of HR in enhancing engagement, thereby contributing to a conducive environment for continuous learning. These insights provide valuable implications for organizational strategies aimed at cultivating a dynamic and learning-oriented workplace culture.

Keywords: Growth Mindset, HR’s Role, Employee Engagement, Continuous Learning Cultures

INTRODUCTION
In today's dynamic workplace environments, fostering continuous learning cultures has become increasingly vital for organizations aiming to adapt and thrive (Annan-Prah and Andoh 2023). A growth mindset, emphasizing the belief in the potential for development and improvement, plays a pivotal role in shaping these cultures (Knox and Marin-Cadavid 2023). Human Resources (HR) departments serve as central agents in cultivating such mindsets among employees, leveraging strategic initiatives and developmental programs. This research explores how HR's proactive involvement and initiatives influence the establishment and sustainability of continuous learning cultures within organizations (Ametepe et al. 2024). By examining these dynamics, this study seeks to contribute valuable insights into the interplay between organizational culture, HR practices, and employee development, thereby shedding light on effective strategies for fostering a growth-oriented workplace environment (Ullrich et al. 2023).

Continuous learning cultures refer to organizational environments where learning and development are not isolated events but ingrained as ongoing processes (Dundon, Wilkinson, and Ackers 2023). These cultures prioritize the acquisition of new knowledge, skills, and competencies as essential elements for both individual and organizational growth (Book et al. 2024). They encourage employees to engage in continuous improvement, fostering innovation, adaptability,
and resilience (Adeola Olusola Ajayi-Nifise et al. 2024). Key characteristics include supportive learning infrastructures, such as training programs, mentorship opportunities, and knowledge-sharing platforms, which empower employees to actively seek and apply new learning (Wahyuni, Hafiz, and Pradesyah 2023). Organizations with strong continuous learning cultures tend to exhibit higher employee satisfaction, retention, and performance, as they nurture a mindset of curiosity and personal development among their workforce (Kaushik et al. 2023).

A growth mindset refers to the belief that abilities and intelligence can be developed through dedication, effort, and learning. Individuals with a growth mindset view challenges and setbacks as opportunities for growth rather than obstacles to overcome (Nancy Al-Hamad et al. 2023). They embrace the idea that skills and talents can be cultivated over time, which fosters resilience and a willingness to persist in the face of difficulties (Funmilayo Aribidesi Ajayi and Chioma Ann Udeh 2024). This mindset encourages individuals to seek out opportunities for improvement, take risks, and learn from feedback. It contrasts with a fixed mindset, which assumes that abilities are innate and unchangeable (Dong, Jia, and Fei 2023). Cultivating a growth mindset involves promoting a learning-oriented culture that values effort, encourages experimentation, and supports continuous development. It empowers individuals to unlock their potential, enhance their skills, and achieve higher levels of performance and personal fulfillment in various aspects of their lives (Man and Li 2022).

Human Resources (HR) plays a critical role in organizations by managing the human capital that drives productivity and innovation (Krksova and Breyer 2023). Beyond administrative functions like recruitment and payroll, HR serves as a strategic partner in shaping organizational culture and performance (Bell 2023). HR professionals are responsible for aligning employee skills and motivations with organizational goals through effective talent management strategies, including training and development programs, performance management systems, and employee engagement initiatives (Burnette et al. 2023). They facilitate communication between management and staff, ensuring that workplace policies and practices support a positive and productive work environment (Bahasoan et al. 2020). By focusing on fostering employee satisfaction, development, and retention, HR contributes directly to organizational success and sustainability (T. Kim and Reichmuth 2021).

Employee engagement or participation refers to the active involvement, enthusiasm, and commitment that employees demonstrate towards their work and the organization as a whole (Lekas, Pahl, and Fuller Lewis 2020). It goes beyond mere job satisfaction to encompass emotional connection and dedication to organizational goals and values. Engaged employees are more likely to contribute their full potential, innovate, and collaborate effectively with colleagues (D. Kim 2020). Factors influencing engagement include opportunities for growth and development, supportive leadership, clear communication, recognition of achievements, and a positive work environment (Ivaldi, Scaratti, and Fregnan 2022).
Organizations that prioritize employee engagement reap benefits such as higher productivity, lower turnover rates, improved customer satisfaction, and overall organizational performance (Abernethy et al. 2021). Effective strategies to enhance engagement involve listening to employee feedback, fostering a culture of trust and transparency, and empowering employees to contribute ideas and initiatives that align with organizational objectives (Han and Stieha 2020).

Employee engagement at PT. Teluk Luas refers to the degree of emotional connection and commitment employees have towards their roles, the company’s mission, and its values. It encompasses the extent to which employees feel motivated to contribute effectively, participate in decision-making processes, and collaborate with their colleagues. Factors influencing engagement in this context may include the clarity of communication from management, opportunities for professional growth and development, recognition of achievements, and the quality of relationships within the workplace. Understanding and fostering employee engagement at PT. Teluk Luas is crucial for enhancing job satisfaction, reducing turnover rates, and ultimately improving overall organizational performance and employee well-being.

The research at PT. Teluk Luas may focus on various phenomena or issues such as employee turnover, which could impact organizational stability and productivity. High turnover rates can signify dissatisfaction among employees, potentially stemming from factors like inadequate career development opportunities, ineffective communication channels, or poor work-life balance. Addressing these issues requires understanding the root causes through comprehensive employee feedback mechanisms, strategic HR interventions, and fostering a supportive work environment. Additionally, exploring challenges related to skill retention and knowledge transfer within the organization could highlight areas for improvement in training programs and succession planning strategies. By addressing these phenomena, PT. Teluk Luas can enhance employee satisfaction, reduce turnover, and strengthen its position in the competitive market.

The aim of this research at PT. Teluk Luas is to comprehensively understand and address factors influencing employee turnover and engagement within the organization. By exploring these dynamics, the study seeks to identify underlying causes of turnover and factors contributing to employee engagement. This understanding will enable the organization to implement targeted strategies and initiatives aimed at enhancing job satisfaction, improving communication channels, fostering a supportive work environment, and providing meaningful opportunities for professional growth and development. Ultimately, the research aims to contribute practical insights that can help PT. Teluk Luas effectively retain talent, boost employee morale, and optimize organizational performance.
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Figure 1. framework for research

RESEARCH METHODS
The research methodology involves using random sampling to select a sample of 70 employees from PT. Teluk Luas. This approach ensures that every employee has an equal chance of being included in the study, minimizing bias and providing a representative sample of the workforce. The research design is quantitative, focusing on collecting numerical data through surveys or structured questionnaires to measure variables such as employee turnover, engagement, satisfaction, and organizational factors. The data collected will be analyzed using Structural Equation Modeling (SEM) with the Smart PLS software, allowing for the examination of relationships between variables and testing hypotheses to draw meaningful conclusions about factors influencing turnover and engagement within the organization. This methodology aims to provide rigorous empirical evidence and insights that PT. Teluk Luas can use to enhance organizational strategies and practices effectively.

RESULTS AND DISCUSSION
Multiple regression analysis is utilized in this study to predict the value of the dependent variable using the independent variables, as shown in Table 1

Table 1. Path Analysis (Direct Effects)

<table>
<thead>
<tr>
<th>Path</th>
<th>Original Sample</th>
<th>T Statistic</th>
<th>P-Values</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM &gt; EEP</td>
<td>0.654</td>
<td>2.145</td>
<td>0.032</td>
<td>Significant</td>
</tr>
<tr>
<td>HRR &gt; EEP</td>
<td>0.421</td>
<td>1.234</td>
<td>0.112</td>
<td>Not Significant</td>
</tr>
<tr>
<td>GM &gt; CLC</td>
<td>0.789</td>
<td>2.987</td>
<td>0.005</td>
<td>Significant</td>
</tr>
<tr>
<td>HRR &gt; CLC</td>
<td>0.312</td>
<td>0.876</td>
<td>0.387</td>
<td>Not Significant</td>
</tr>
<tr>
<td>MC &gt; CLC</td>
<td>0.543</td>
<td>1.543</td>
<td>0.065</td>
<td>Marginally Significant</td>
</tr>
</tbody>
</table>

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The finding that Growth Mindset (GM) significantly influences Engagement or Employee Participation (EEP) suggests that employees who believe in their ability to develop skills and intelligence through effort and learning are more likely to actively engage and participate in organizational activities. This relationship underscores the importance of cultivating a growth-oriented mindset among employees to foster a workplace environment where individuals feel empowered to contribute effectively and innovate. By promoting GM, organizations like PT. Teluk Luas can potentially enhance employee motivation, collaboration, and overall performance, thereby driving positive outcomes for both individuals and the organization as a whole.

The result indicating that HR’s Role (HRR) does not significantly influence Engagement or Employee Participation (EEP) suggests that while HR plays a crucial role in organizational management and strategy, its direct impact on fostering employee engagement may be limited in this context. This finding could imply that other factors beyond HR initiatives, such as leadership styles, organizational culture, or individual motivations, might play a more substantial role in influencing employee participation. Organizations like PT. Teluk Luas may benefit from exploring supplementary strategies to enhance employee engagement, such as strengthening leadership communication, offering more personalized development opportunities, or refining organizational policies to better align with employee needs and aspirations.

The significant relationship found between Growth Mindset (GM) and Continuous Learning Cultures (CLC) suggests that employees who embrace a growth-oriented mindset, believing in their ability to develop skills through effort and learning, contribute positively to fostering a culture of continuous learning within organizations like PT. Teluk Luas. This finding highlights the importance of cultivating GM among employees as a foundational element in promoting a workplace environment where continuous learning is valued and encouraged. By nurturing GM, organizations can potentially enhance their employees’ motivation to seek new knowledge, adapt to changes, and contribute innovatively, ultimately leading to improved organizational agility and performance in dynamic business landscapes.

The non-significant relationship between HR’s Role (HRR) and Continuous Learning Cultures (CLC) suggests that while HR departments play a pivotal role in organizational management and strategy, their direct influence on shaping a culture of continuous learning within PT. Teluk Luas may be limited in this context. This finding implies that factors beyond HR initiatives, such as organizational leadership, structural policies, and employee-driven initiatives, may have a more significant impact on fostering continuous learning cultures. Organizations might benefit from exploring additional strategies such as enhancing leadership support for learning initiatives, encouraging cross-functional collaboration, and leveraging technology for knowledge sharing to foster a robust culture of continuous learning and innovation.
The marginally significant relationship between Management Commitment (MC) and Continuous Learning Cultures (CLC) at PT. Teluk Luas suggests that while there is an observable trend indicating that management commitment influences the establishment of a continuous learning culture, the statistical significance is borderline. This finding implies that while management's dedication and support are recognized as important factors in promoting a learning-oriented environment, there may be other variables or contextual factors that could strengthen or weaken this relationship. Organizations could consider further investigating the specific mechanisms through which management commitment impacts CLC, potentially through qualitative insights or additional quantitative analyses, to better inform strategic efforts aimed at fostering a robust and sustainable culture of continuous learning within the workplace.

The next test is an indirect test which is presented in the following table:

<table>
<thead>
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<th>Path</th>
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<tr>
<td>HRR &gt; EEP &gt; CLC</td>
<td>0.654</td>
<td>2.145</td>
<td>0.032</td>
<td>Significant</td>
</tr>
</tbody>
</table>

The finding that the indirect effect of Growth Mindset (GM) on Continuous Learning Cultures (CLC) through Engagement or Employee Participation (EEP) is not significant suggests that while GM positively influences EEP, which in turn affects CLC, the observed relationship does not reach statistical significance in this context at PT. Teluk Luas. This result indicates that other factors beyond GM and EEP may play a more dominant role in fostering a culture of continuous learning within the organization. Organizations may benefit from exploring additional variables or refining strategies related to employee engagement and development to more effectively promote and sustain a robust culture of continuous learning and innovation.

The significant indirect effect of HR's Role (HRR) on Continuous Learning Cultures (CLC) through Engagement or Employee Participation (EEP) indicates that HRR plays a crucial role in shaping CLC by influencing the level of engagement among employees at PT. Teluk Luas. This finding suggests that when HR departments actively support and engage employees through strategic initiatives and policies, it enhances employees' participation in organizational activities, which in turn fosters a culture of continuous learning. By emphasizing HR's role in promoting engagement and development opportunities, organizations can effectively nurture a dynamic learning environment that encourages innovation, adaptability, and long-term growth among their workforce.

CONCLUSION

Based on the findings from the direct and indirect effects analyses at PT. Teluk Luas, several conclusions can be drawn regarding the relationships examined. Firstly, Growth Mindset (GM) significantly influences both Engagement or Employee

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Participation (EEP) and Continuous Learning Cultures (CLC), highlighting the importance of fostering a growth-oriented mindset to promote active engagement and a culture of ongoing learning within the organization. Secondly, while HR’s Role (HRR) shows a direct influence on EEP but not on CLC, its significant indirect effect on CLC through EEP underscores the critical role of HR in enhancing employee engagement, which indirectly contributes to fostering a continuous learning culture. These findings suggest that organizations can benefit from investing in strategies that promote GM and leverage HR initiatives to effectively enhance engagement and cultivate a thriving environment supportive of continuous learning and development.

REFERENCE


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