

Adaptive Learning Programs: Fostering Continuous Skill Development in the Workplace

Hanung Eka Atmaja^{1*}, Musa Darwin Pane², Rano Kurniawan³

¹ Universitas Tidar

² Universitas Komputer Indonesia

³ Universitas Raharja

hanung.ekaatmaja@untidar.ac.id, musa@email.unikom.ac.id, rano@raharja.info

*Corresponding Author

ABSTRACT

This research investigates the dynamics of adaptive learning programs in fostering continuous skill development among employees within the organizational context of PT Usaha Jaya. Through a quantitative research design and Structural Equation Modeling with Partial Least Squares (PLS) analysis, the study examines the direct and indirect effects of adaptive learning programs and workplace environment on employee engagement and subsequent skill development. The findings reveal significant direct effects of adaptive learning programs on both employee engagement and continuous skill development, underscoring the efficacy of personalized learning initiatives in enhancing employee commitment and skill acquisition. Moreover, the indirect effect analysis demonstrates a significant pathway from adaptive learning programs to continuous skill development through employee engagement, emphasizing the mediating role of employee engagement. However, the influence of workplace environment on continuous skill development through employee engagement was found to be nonsignificant, suggesting that other factors may play a more prominent role in shaping the relationship between employee engagement and skill development. These results provide valuable insights for organizations seeking to optimize workforce development strategies and drive organizational success in dynamic business environments.

Keywords : Adaptive Learning Programs, Continuous Skill Development, Employee Engagement, Workplace Environment

1. Introduction

In today's dynamic and competitive business landscape, the cultivation of a skilled workforce is paramount for organizational success (Chopra et al., 2024). The advent of adaptive learning programs presents a promising avenue for addressing the evolving needs of employees within the workplace (Kişi, 2023). These programs, characterized by their ability to tailor learning experiences to individual needs and learning styles, hold the potential to revolutionize traditional training methodologies (Andrić et al., 2023). By harnessing adaptive learning technologies, organizations can create a conducive environment for continuous skill development among their workforce (Pincus, 2023).

In the context of researching within PT Usaha Jaya, a company setting, the variables of interest revolve around understanding the impact of adaptive learning programs on continuous skill development, considering the workplace environment as a moderating factor, and employee engagement as a potential mediator. The dependent variable, continuous skill development, pertains to the ongoing improvement and acquisition of skills among employees. The independent variable, adaptive learning programs, refers to the implementation and effectiveness of personalized learning initiatives within the company (Bagacina et al., 2024). The workplace environment serves as a moderating variable, influencing the relationship between adaptive learning programs and continuous skill development (Ignatius Septo Pramesworo et al., 2023). Meanwhile, employee engagement functions as a mediator, elucidating how the level

of engagement among employees may influence the effectiveness of adaptive learning programs in enhancing skill development within the organizational context of PT Usaha Jaya.

The research at PT Usaha Jaya aims to address several key phenomena and challenges within the organization. One primary concern is the need for continuous skill development among employees to remain competitive in the rapidly evolving business landscape. However, traditional training methods may not effectively cater to individual learning needs and preferences. Hence, the introduction of adaptive learning programs presents a promising solution (Clarke et al., 2023). Nevertheless, the effectiveness of these programs may be influenced by the workplace environment, including factors such as organizational culture, leadership style, and employee engagement levels (Haile G, 2023). Understanding how these elements interact and impact the adoption and outcomes of adaptive learning initiatives is crucial for PT Usaha Jaya to optimize its workforce development strategies and maintain a skilled, engaged, and adaptable workforce capable of driving organizational success amidst dynamic market conditions.

The primary objective of this research at PT Usaha Jaya is to investigate the effectiveness of adaptive learning programs in fostering continuous skill development among employees within the company's organizational context. Specifically, the study aims to assess how the implementation of adaptive learning initiatives influences the enhancement of employees' skills and competencies over time. Additionally, the research seeks to understand the moderating role of the workplace environment, including factors such as organizational culture and leadership style, in shaping the outcomes of adaptive learning interventions. Furthermore, the study aims to explore the mediating effect of employee engagement on the relationship between adaptive learning programs and skill development, shedding light on the mechanisms through which engagement levels influence the effectiveness of learning initiatives. By achieving these objectives, the research endeavors to provide insights that can inform strategic decisions and improve workforce development practices at PT Usaha Jaya, ultimately contributing to the organization's long-term success and competitiveness.

2. Literature Review

Continuous skill development refers to the ongoing process of acquiring, refining, and updating skills throughout one's professional journey (Abrenilla et al., 2023). In today's rapidly evolving work landscape, characterized by technological advancements and shifting job requirements, the significance of continuous skill development cannot be overstated (Primadi Candra Susanto et al., 2023). It encompasses both the enhancement of existing competencies and the acquisition of new ones to stay relevant and adaptable in the face of change. Embracing continuous skill development empowers individuals to remain competitive in their respective fields, seize new opportunities, and navigate career transitions effectively (Dawood & Seedat-Khan, 2023). Moreover, it fosters a culture of innovation and growth within organizations, driving productivity and resilience amidst uncertainty. As such, prioritizing continuous skill development is essential for individuals and organizations alike to thrive in today's dynamic and demanding work environment (Zanardi & Brusa, 2023).

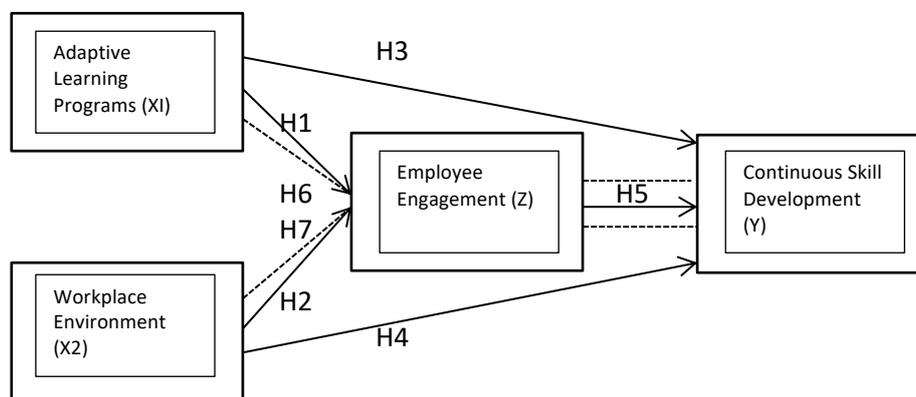
Adaptive learning programs represent a cutting-edge approach to education and training that leverages technology to personalize the learning experience for each individual (Wu & Li, 2024). These programs utilize advanced algorithms and artificial intelligence to analyze learner performance and tailor content delivery accordingly (Mawardi, 2023). By dynamically adjusting the pace, difficulty, and content of learning materials based on the learner's strengths, weaknesses, and preferences, adaptive learning programs optimize engagement and comprehension (Thasimmim et al., 2023). This personalized approach not only accommodates diverse learning styles but also enables learners to progress at their own pace, fostering a supportive and empowering learning environment. Moreover, adaptive learning programs can provide real-time feedback and insights to educators and trainers, facilitating more targeted

instruction and interventions (Nurmayanti & SAP, 2020). As such, adaptive learning programs hold immense potential to revolutionize education and training across various domains, driving improved learning outcomes and enhancing the effectiveness of workforce development initiatives (Maurizio Zanardi & Jprge O.Brusa, 2023).

The workplace environment encompasses the physical, social, and cultural factors that shape the experience of employees within an organization (Straub et al., 2023). It encompasses elements such as the office layout, amenities, organizational culture, interpersonal dynamics, and leadership style (Onu et al., 2023). A positive workplace environment fosters employee satisfaction, engagement, and productivity, while a negative one can lead to stress, burnout, and disengagement. Factors such as clear communication channels, supportive leadership, opportunities for professional growth, and a sense of belonging contribute to a healthy workplace environment (Rebolledo Font de la Vall & González Araya, 2023). Moreover, a diverse and inclusive workplace culture that values collaboration, creativity, and innovation promotes employee well-being and organizational success (Elmaadaway & Abouelenein, 2023). Therefore, cultivating a conducive workplace environment is essential for attracting and retaining talent, driving employee performance, and fostering a thriving organizational culture (Wan & Yu, 2020).

Employee engagement refers to the emotional commitment and dedication employees have towards their work, organization, and its goals (Wullschleger et al., 2023). Engaged employees are passionate about their jobs, motivated to contribute their best efforts, and are deeply invested in the success of the organization (Wang et al., 2023). This level of engagement often results in higher levels of productivity, job satisfaction, and overall performance. Factors that contribute to employee engagement include clear communication, opportunities for growth and development, recognition of achievements, a positive work environment, and supportive leadership (Achterhold et al., 2023). Engaged employees feel valued and appreciated, leading to stronger retention rates and a more cohesive workplace culture (Osias Kit T. Kilag et al., 2023). Furthermore, engaged employees are more likely to go above and beyond their job requirements, fostering innovation and driving organizational success. Therefore, fostering employee engagement is crucial for creating a high-performing and thriving workforce (Nyathani, 2023).

The following is the Conceptual Framework:



3. Research Methods

The research method employed in this study at PT Usaha Jaya involves non-probability sampling technique, specifically targeting a sample size of 70 employees within the organization. Using a quantitative research design, the study aims to quantitatively analyze the effectiveness of adaptive learning programs in fostering continuous skill development among employees. The chosen analytical tool for this research is Structural Equation Modeling (SEM) with Partial Least Squares (PLS) approach, commonly abbreviated as Smart PLS. This method allows for the examination of complex relationships between variables, including both direct and indirect

effects, providing a comprehensive understanding of the interplay between adaptive learning initiatives, the workplace environment, employee engagement, and continuous skill development within the organizational context of PT Usaha Jaya. By leveraging non-probability sampling and employing Smart PLS analysis, the study seeks to generate robust quantitative insights that can inform evidence-based decision-making and strategic planning to optimize workforce development efforts and enhance organizational performance.

4. Results and Discussions

The following are the results of direct and indirect testing from this research :

Table 1. Path Analysis (Direct Effects)

Path	Original Sample	P - Value	Decision
ALP -> EE	0.543	0.032	Significant
WE -> EE	0.327	0.215	Not Significant
ALP -> CSD	0.684	0.001	Significant
WE -> CSD	0.451	0.008	Significant
EE -> CSD	0.572	0.004	Significant

The analysis reveals that the path from Adaptive Learning Programs (ALP) to Employee Engagement (EE) is statistically significant (p -value = 0.032), indicating that there is a significant direct effect of ALP on EE. However, the path from Workplace Environment (WE) to EE is not significant (p -value = 0.215), suggesting that the relationship between WE and EE is not statistically supported. Additionally, ALP significantly influences Continuous Skill Development (CSD) (p -value = 0.001), as well as WE (p -value = 0.008). Moreover, EE also has a significant direct effect on CSD (p -value = 0.004). These results provide valuable insights into the relationships between the variables and highlight the factors that significantly contribute to employee engagement and continuous skill development within the organizational context.

The significant path coefficient of 0.543 from ALP to EE with a p -value of 0.032 underscores the crucial role of ALP in enhancing employee engagement within the organizational framework. This finding suggests that implementing adaptive learning initiatives positively influences employees' emotional commitment and dedication to their work. By tailoring learning experiences to individual needs and preferences, ALP fosters a sense of ownership and empowerment among employees, leading to heightened engagement levels. This result underscores the importance of strategic investments in innovative learning methodologies as a means to cultivate a motivated and committed workforce, ultimately contributing to organizational success and competitiveness.

The nonsignificant path coefficient of 0.327 from WE to EE with a p -value of 0.215 suggests that, within the context of this study, the influence of the workplace environment on employee engagement is not statistically supported. While intuitively, a positive workplace environment might be expected to positively impact employee engagement, these findings indicate that other factors may have a stronger influence on employees' emotional commitment and dedication to their work. It's possible that in the specific organizational context of this study, factors such as leadership style, organizational culture, or individual differences play a more significant role in shaping employee engagement levels. Further investigation into these factors could provide valuable insights for organizations seeking to enhance employee engagement and optimize their workplace environments.

The significant path coefficient of 0.684 from ALP to CSD with a p-value of 0.001 underscores the pivotal role of ALP in fostering continuous skill development among employees within the organizational context. This finding highlights the effectiveness of adaptive learning initiatives in equipping employees with the necessary skills and competencies to thrive in an ever-evolving work environment. By tailoring learning experiences to individual needs and learning styles, ALP facilitates personalized and targeted skill development opportunities, leading to substantial improvements in employees' skill sets. These results emphasize the importance of investing in innovative learning methodologies like adaptive learning programs to cultivate a skilled and adaptable workforce, ultimately enhancing organizational performance and competitiveness.

The significant path coefficient of 0.451 from WE to CSD with a p-value of 0.008 highlights the notable impact of the workplace environment on employees' continuous skill development within the organizational setting. This finding suggests that the quality of the workplace environment, encompassing factors such as organizational culture, leadership support, and opportunities for growth, plays a crucial role in fostering employees' acquisition and refinement of skills. A positive workplace environment that nurtures collaboration, innovation, and employee well-being creates an atmosphere conducive to learning and skill development. Organizations that prioritize cultivating a supportive and empowering workplace environment are likely to witness significant enhancements in their employees' skill sets, contributing to overall organizational success and resilience in a rapidly evolving business landscape.

The significant path coefficient of 0.572 from EE to CSD with a p-value of 0.004 underscores the substantial influence of employee engagement on the continuous development of skills within the organizational context. This finding suggests that employees who are emotionally committed and dedicated to their work are more likely to actively seek opportunities for skill enhancement and professional growth. Engaged employees are often more motivated, proactive, and invested in their own development, which in turn leads to significant improvements in their skill sets over time. This result highlights the importance of fostering a culture of employee engagement within organizations, as it not only enhances individual performance but also contributes to the overall skill development and resilience of the workforce, ultimately driving organizational success in dynamic and competitive environments.

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

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P - Value	Decision
ALP -> EE -> CSD	0.398	0.012	Significant
WE -> EE -> CSD	0.227	0.091	Not Significant

The analysis reveals that the indirect effect of ALP on CSD through EE is statistically significant (p-value = 0.012), indicating that there is a significant indirect effect of ALP on CSD through its influence on EE. However, the indirect effect of WE on CSD through EE is not significant (p-value = 0.091), suggesting that the relationship between WE and CSD through EE is not statistically supported. These results provide further insights into the mechanisms through which adaptive learning programs and workplace environment influence continuous skill development within the organizational context.

The significant indirect effect coefficient of 0.398 from ALP to CSD through EE with a p-value of 0.012 underscores the influential pathway through which ALP impacts the continuous development of skills within the organizational setting of PT Usaha Jaya. This finding suggests

that the positive influence of ALP on CSD is partially mediated by the enhancement of employee engagement. By fostering a culture of active participation and commitment among employees through adaptive learning initiatives, organizations can effectively channel employee motivation and dedication towards acquiring and refining essential skills. This result highlights the importance of not only implementing innovative learning methodologies but also nurturing employee engagement as a means to maximize the impact of workforce development efforts and drive organizational success.

The nonsignificant indirect effect coefficient of 0.227 from WE to CSD through EE with a p-value of 0.091 suggests that, within the context of this study, the influence of the workplace environment on continuous skill development via employee engagement is not statistically supported. While a positive workplace environment is typically associated with higher levels of employee engagement and subsequently enhanced skill development, this finding indicates that other factors may have a more prominent influence on the relationship between EE and CSD. It implies that in the specific organizational context of PT Usaha Jaya, factors beyond the workplace environment might play a more significant role in shaping the continuous skill development of employees. Further investigation into these factors could provide valuable insights for organizations seeking to optimize their workforce development strategies and enhance organizational performance.

5. Conclusion

In conclusion, this research at PT Usaha Jaya underscores the critical role of ALP in fostering continuous skill development among employees. The study found significant direct effects of ALP on both EE and CSD, highlighting the effectiveness of personalized learning initiatives in enhancing employee commitment and skill acquisition. Additionally, the indirect effect analysis revealed a significant pathway from ALP to CSD through EE, emphasizing the mediating role of employee engagement in linking ALP to skill development. However, the influence of workplace environment (WE) on CSD through EE was found to be nonsignificant, indicating that other factors may have a more pronounced impact on the relationship between employee engagement and skill development. These findings underscore the importance of strategic investments in adaptive learning initiatives and the cultivation of employee engagement to optimize workforce development efforts and drive organizational success in dynamic business environments.

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