Enhancing Workforce Agility of National Insurance Firm's Employees by Effective E-Learning Management and Growth Mindset

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Abstract

This study aims to determine the effect of e-learning and growth mindset to workforce agility at Insurance Company XYZ. This study using qualitative approach as well as observation and interview to collect data and information about the problems that might be happen. This study conducted interviews with 5 persons who are the employees of Insurance Company XYZ.In this study it was found that there were various positive and negative impacts. Even tho, the results of this study show that e-learning and growth mindset have an effect on workforce agility at Insurance Company XYZ. Therefore, the researcher give the suggestion for Insurance Company XYZ is to always empower, motivate and provide moral support for the employees to be able to provide the best for the company and not give up easily at work.

Keywords: E-learning, Growth Mindset, Workforce Agility

INTRODUCTION

Every company or organization must be able to anticipate changes in the ever-changing business environment in order to survive and remain competitive. If the organization or company is unable to anticipate changes, it can cause failure for the organization or company. This is also explained by Sugandi (2013, p.314) that the environmental changes that occur force an organization to adjust so as not to fail and be left behind by competitors in the face of change. According to Prayudi (2007, p.26), when there is a change or incompatibility between the environment and the organization, the organization can proactively identify, respond and make it an opportunity or benefit for the organization. Therefore, if the organization is able to view the change as a positive thing, then the change can be an opportunity for the organization to develop so that it is able to achieve the common goals that have been set.

Changes in the business environment require companies to be able to create strategic ways to respond to environmental changes so that organizations are able to survive the changes that occur. The company also realizes that human resources are an important factor in dealing with these changes. This is in line with the opinion of Endri (2010, p.180) human resources have a big role in the company, so the company must be more proactive in paying attention and developing employee capabilities to match the changes that occur.

According to Bosco in Fildzahni et al (2018), workforce agility is a person's ability to respond and overcome quickly and flexibly to changes in the internal and external environment that occur unexpectedly. Various ways can be applied by companies to foster an agile attitude in employees. Muduli's research results (2016, p.18) Muduli (2016, p.18) revealed that to improve agile attitudes in employees, companies can do it by means of organizational learning and training; reward system; involvement of employees; teamwork; and information systems. If these things are carried out effectively and efficiently, the company can be able to proactively respond to changes in the dynamic, complex, and uncertain business environment.

One way that companies can apply is by holding learning programs. The development of increasingly advanced technology today is very helpful for companies in implementing effective and efficient learning, namely through E-learning. E-learning is a distance learning process based on computer technology or commonly called the internet (Suharyanto and Mailangkay, 2016, p.18). According to Panuntun (2019, p.2) that e-learning or learning programs are strategies and at the same time as solutions for companies or individuals to be able to adapt in the face of change and take appropriate or effective actions to create superior competitiveness.

XYZ Insurance Company is a service company engaged in general insurance located in one of the south Jakarta numbers. The main activity of XYZ Insurance Company is to offer loss insurance products, both for personal and corporate. The many kinds of products offered make XYZ Insurance Company a trusted and leading insurance company supported by foreign reinsurance companies, domestic reinsurers, insurance brokers and also leading banks. XYZ Insurance Company also established a business branch with sharia principles in order to be able to improve the quality of service for its consumers. XYZ Insurance Company is one of the companies that utilizes technological advances to create an e-learning program that aims to develop insights and improve the ability of its employees to have competencies that are superior values for these employees in facing the challenges of change in the future.

RESEARCH METHODS

The research paradigm is a research perspective used by researchers regarding the researcher's perspective when looking at reality, studying phenomena that occur, and ways of making interpretations of findings (Batubara, 2017, p.102). This research was conducted using theories as reference material that will increase the knowledge of researchers before going into the field to start observations. This is done so that researchers can find out an overview of the human resource phenomenon that occurs in the XYZ Insurance Company.

This research uses a qualitative approach. According to Sugiyono (2016, p.9), qualitative research is a research method used to examine an object naturally, where the researcher's position in this research is as a key instrument. Data collection techniques are carried out by means of observations in the field and interviews; the analysis of research data of this type is descriptive; and the results of this study are intended to understand the meaning, interpret phenomena, and draw conclusions. This qualitative approach is carried out so that researchers can analyze and produce data descriptively. The results of this study are researchers' interpretation of the influence of e-learning and growth mindset on workforce agility in XYZ Insurance Company.

This research method was carried out by making observations in the field and interviews with consumers who worked as employees at the XYZ Insurance Company. Researchers directly observe the object under study and also collect data directly from the field. The purpose of researchers using field research methods is to observe directly and conduct interviews in order to obtain information and problems and phenomena related to e-learning, growth mindset, and workforce agility, so that the author gets the real picture.

RESULTS OF RESEARCH AND DISCUSSION
Research Results

XYZ Insurance Company is a company engaged in insurance services headquartered in one of the south Jakarta numbers and has branch offices in more than 10 cities in Indonesia. XYZ Insurance Company was established in 2004 was founded by one of the well-known Corpora Group in Indonesia and currently has around 270 employees spread across Indonesia. XYZ Insurance Company has its main activity offering loss insurance products, both for personal and

corporate. The many kinds of products offered make XYZ Insurance Company a trusted and leading insurance company supported by foreign reinsurance companies, domestic reinsurers, insurance brokers and also leading banks.

Until now, XYZ Insurance Company continues to strive to improve the quality of service so that it remains a trusted insurance company for consumers. In addition, XYZ Insurance Company continues to strive to provide leading and best services for consumers. Therefore, XYZ Insurance Company established a business branch with sharia principles. With a commitment to become a trusted insurance company through fast and convenient services, XYZ Insurance Company focuses on direct service to customers or also through other related parties. This research is a research with a qualitative approach that aims to determine the influence of e-learning and growth mindset on workforce agility in XYZ Insurance Company. To provide a clear picture of the influence of e-learning and growth mindset on workforce agility in XYZ Insurance Company, the researcher conducted a study according to the stages described in the previous chapter.

Discussion

In today's increasingly advanced world of work, not only companies are competing with each other, but human resources are also competing with each other. This is because human resources are the main key to the company's success. Human resources have an important role to plan, determine and implement strategies so that companies can compete in the midst of the tight industrial world. Therefore, today's agile attitude is an important asset in order to be able to break down barriers in the workplace to experience progress and changing business needs. Therefore, it is important for companies to provide opportunities or opportunities for employees to develop their abilities and insights. E-learning is a learning program through online media intended for employees of XYZ Insurance Company. E-learning is made with the aim of creating effectiveness and efficiency for the company and employees, so that the company does not need to spend a lot of money to hold learning or training.

Based on the results of the previously described research, researchers found that there are benefits and impacts of implementing e-learning in XYZ Insurance Company. When viewed from the dimension of technological skills, researchers found that the use of technology as an e-learning medium provides advantages. This is because e-learning is easily accessible anytime and anywhere, so that resource persons do not have to access from the office or during effective office hours. The use of technology for the benefit of companies like this shows that the company has been able to adapt to the current era of technological advances. In addition, employees are also increasingly able to understand and improve their ability to use technology. so that the company does not need to spend a lot of money to hold learning or training.

In the innovation dimension, researchers found that resource persons have a desire to do self-development, so they are motivated to learn through e-learning. The attitude of wanting to learn or develop themselves owned by the resource person shows that employees have a desire to learn in order to develop their insights related to insurance science or other sciences. This kind of attitude needs to be owned by employees, especially in the midst of changes that are happening today. This is so that employees can have insight or knowledge related to current industrial phenomena, so that they can help the company in providing ideas or opinions in maintaining and developing the company.

In the psychology dimension, researchers found that employees at XYZ Insurance Company had experiences related to their feelings or behaviors related to the implementation of e-learning. Employees often find it difficult to manage the time between doing e-learning and doing office work. Employees sometimes delay doing e-learning due to the fear of accumulated office work tasks, so employees decide to do e-learning outside of effective office hours. This

certainly interferes with employee activities, which should be able to rest on holidays, but because they have to do e-learning, employees do not have time to rest.

In addition, researchers found other phenomena related to psychology in the implementation of e-learning. Researchers found that there were employees who had feelings of distress when working on e-learning. This is because the results of the e-learning work will affect the team's incentives, so employees feel afraid of being blamed by the team if the e-learning results make the team's incentives cut. This shows that the implementation of e-learning can make changes in the feelings or behavior of employees at XYZ Insurance Company. Subsequently researchers discovered other phenomena in the dimensions of sociology. Researchers found that the implementation of e-learning in XYZ Insurance Company can increase social interaction between colleagues. The phenomenon that occurs is to ask each other questions or exchange answers with colleagues. When employees do not understand e-learning material questions, employees will usually ask or ask other colleagues for answers.

Another phenomenon related to the dimension of sociology is to ask colleagues if there is material that is not understood. Employees will usually enlist the help of other colleagues who master the material to explain the material. Not only that, sometimes employees make appointments to do e-learning together. Usually employees do it during commuting hours or during recess. From the findings of these phenomena, it can show that e-learning can increase the close relationship between colleagues. If you discuss e-learning, it cannot be separated from the content. This time the researcher will discuss related to the content dimensions of e-learning. Researchers found the presence of phenomena that can be said to have not given satisfactory results. The first phenomenon is that the materials provided by e-learning still do not meet the work needs of employees, especially related to their field of work.

The second phenomenon is that the number of questions presented in e-learning is too much. This causes employees to feel distracted and burdened, especially when office work is piling up. The third phenomenon is the existence of language or terms that are difficult to understand, especially if the language or term has nothing to do with the employee's field of work. This causes employees to feel difficulties and hampers in working on e-learning. Even so, karywawan did not hesitate to ask colleagues and ask for their help to explain the meaning of the term. This phenomenon shows that employees have the initiative to ask questions about things they don't know. The fourth phenomenon is the existence of employees who think that e-learning content is less interesting. E-learning content is judged to display too much text. Employees think it's best to add images or animations to make them even more interesting.

Furthermore, in the dimension of IT infrastructure, researchers found problems that could be said to interfere with employee e-learning work. The first problem is that e-learning websites often go down, even making employee work not saved so they have to do it from scratch. This problem is certainly very disturbing to the work of e-learning. However, the HRD team swiftly responded to the problem by coordinating with the IT team to find out the cause of the website down and find out the solution. This shows that employees at XYZ Insurance Company are able to respond to problems properly and swiftly and immediately find out the right solution so that the problem can be resolved quickly. Regarding the financial dimension, researchers will only discuss the e-learning incentives that employees receive when they have completed e-learning with good results and on time.

However, there are also employees who argue that there should be no e-learning incentives. This is because the purpose of implementing e-learning is for the employees themselves so it will be strange if there are incentives. In addition, with incentives, it is feared that it can change employee motivation in doing e-learning, for example, doing e-learning just to get the incentive. The next dimension is training. E-learning at XYZ Insurance Company applies

a one-way method, namely the HRD team will upload materials and questions and then employees only need to answer these questions. Some employees have argued that the method is less effective and there are also those who argue that the method is already effective. In addition, there are employees who don't like it when the material is in the form of videos. This is because employees will need even greater effort to pay attention to the material.

In the policy dimension, researchers only discuss punishment policies that are applied in the implementation of e-learning. The penalty is that the number of team incentives will be reduced if one of the members does not complete e-learning on time and does not obtain the minimum score that has been set. Employees consider that this policy is unfair to employees who have completed e-learning on time and obtained satisfactory grades. Growth mindset is the mindset of a person who believes that skills and abilities can be trained and developed. Growth mindset can also be said to be a growth mindset, so someone who has a growth mindset will continue to ask questions, learn and find out many things. Individuals who have growth mindset characteristics usually believe that the skills can be trained, willing to accept challenges, not afraid to face failures and accept criticism which is then used as learning.

In the dimension of recognizing self-potential, researchers discussed employee confidence that abilities can be obtained if they are often trained. The five speakers both argued that a person's abilities are not only obtained due to family genetic factors, but can be obtained if the person diligently trains them. When a person diligently constantly trains, then his abilities can continue to be honed so that they become even better. In addition, there are also speakers who reveal that abilities can also be obtained because it is a "gift" from God. A person who has the ability because of a "gift" usually already has this ability since birth. With the belief that abilities can be trained, it shows that employees of XYZ Insurance Company have the mindset to continue to improve their abilities so that they are able to become employees who are able to survive in the midst of current human resource competition.

Furthermore, in the dimension of future commitment, researchers will discuss the attitude of the resource person when there are challenges and the seriousness of the resource person in carrying out the plan. Researchers found that 4 out of 5 interviewees accepted the challenge because it was essentially a job demand. This shows that the four speakers only consider a challenge as a job demand, but not as an opportunity to develop themselves. The attitude of considering challenges as job demands should certainly be avoided for an employee. This is because when the resource person has this attitude, the resource person only considers challenges as a work formality and has no desire to develop their abilities. But there is one source who argues that when he accepts a challenge, then the challenge is worth trying, but not because it is a demand of the job.

When accepting a challenge, of course, it must be carried out in earnest in order to obtain satisfactory results. Researchers found that 4 out of 5 interviewees when accepting a job challenge such as a new project or a new work system, they would mean it. This is certainly important for the resource person to do, because when he means it in working, it shows that the source is also serious in achieving success in the future. But there is one source who when accepting the challenge will look at his condition first. When they have high enthusiasm and motivation, the resource person will seriously carry it out. But if you don't have the spirit and motivation, you will leave it. This should certainly be avoided by employees of XYZ Insurance Company, because it will make employees work not fully and will seem not serious at work.

When it comes to the mindset to continue to develop, it is closely related to a confident attitude and always being forward-looking. This attitude is necessary in working so that employees can continue to be motivated and not give up easily in facing job challenges. However, the speakers were afraid to face failures in their work. Even so, they do not consider

this fear as an obstacle in work, but make it as an anticipation to avoid failure. In addition, when faced with a situation that makes employees feel difficult or hopeless, sometimes employees will find it difficult to focus on staying forward-looking. It is this kind of attitude that employees should avoid at work. Researchers found that there was one of the sources who revealed that he sometimes found it difficult to look forward, so the source revealed that he needed a mentor or mentor.

Furthermore, when employees have accepted challenges and have an optimistic attitude, employees need to prepare themselves if the results received are not satisfactory. Therefore, employees must be able to always have a positive view of the business and believe that the effort will not betray the results. Researchers found that the five interviewees had confidence that effort would not betray results. This attitude is certainly necessary for employees to have at work. This is because employees do not give up easily and are able to survive when they have work pressure. In working, of course, employees have received a criticism related to their work. The criticism can come from superiors, subordinates or from colleagues. One of the speakers often receives negative criticism regarding the results of his work. Of course, this can interfere with his work at work. But the source made the criticism an improvement for the future.

Workforce agility is a person's ability to respond to and overcome changes that occur in their environment. Workforce agility is also often defined as work agility. A person can be said to be agile if he has the characteristics of proactive, adaptive and resilence. Proactive characteristics can be shown by taking initiative at work and wanting to take advantage of opportunities for change for something even better. This attitude shows someone who is willing to be active in making a positive contribution to the company. Based on the interview results, the source revealed that they have always been initiative in working. The initiative action that the resource person usually takes in working is to provide ideas or opinions that will later be considered by superiors, work on e-learning and improvise at work so that they can give birth to new innovative ideas. In addition, the speakers did not hesitate to take and play a role.

Initiative actions and taking the opportunity for such change are very good to take. This is because it can help management in providing decisions related to things that need to be done for the progress and improvisation of the company and employees can have the opportunity to develop their potential. The next characteristic is adaptive. This characteristic is shown by being willing to accept changes and being able to adapt to existing changes. These changes can be in the form of internal changes or external changes. External changes can be changes in technology, government regulations or related to the world of insurance business. Meanwhile, internal changes can be in the form of mutations, promotions, changes in organizational structure or changes in work systems. Researchers found that the interviewees were willing to accept the changes. This is because basically it is a management decision so that the company is able to adapt to changing times or the business environment.

When experiencing changes, sometimes employees feel difficulties in dealing with changes. Two out of five speakers revealed that they had experienced difficulties in dealing with the changes. However, these changes only occur at the beginning, so that over time, and continue to learn, they will get used to these changes. In addition, even though there are things that are not understood, the resource person does not hesitate to be able to study first or ask colleagues. In addition, other sources revealed that they were able to adjust to the changes. The next characteristic is resilence. This characteristic can be shown by being able to withstand the changes that occur. The speakers revealed that they were able to survive by always learning, for example learning through e-learning; always improve skills, improvise at work and play an active role in the company. If these things are done, then employees can get the latest information or knowledge and improve their ability to work so that they can survive in the midst

of changes that occur. But the most important thing is not to give up easily at work. In addition, when viewed from the opinions of the speakers who are employees of the XYZ Insurance Company, 4 out of 5 speakers revealed that e-learning and growth mindset can have an influence on employee agility.

CONCLUSION

Based on the analysis of the results of the research and discussion that has been described, the researcher draws the following conclusions: The benefit felt by employees with e-learning is that they can obtain and learn new sciences, both about insurance and about other general sciences. The sciences that have been learned are not only to increase the knowledge of employees, but are able to improve the ability of employees to perform job tasks according to their respective fields. The insights and abilities obtained and possessed by these employees can help employees in providing ideas or opinions for the progress of the company. In addition, employees also become able to break down obstacles in work and are able to survive in the midst of increasingly fierce human resource competition today. This shows that the existence of e-learning at XYZ Insurance Company is very important to improve the agile attitude of employees at work. Berinisiatif memberikan ide atau pendapat kepada atasan, serta mampu menerima dan memanfaatkan peluang perubahan untuk kemajuan perusahaan dan pengembangan diri karyawan itu sendiri. Oleh karena itu dapat disimpulkan bahwa e-learning berpengaruh terhadap workforce agility di Perusahaan Asuransi XYZ.

Take the initiative to give ideas or opinions to superiors, as well as being able to accept and take advantage of opportunities for change for the progress of the company and the self-development of the employees themselves. Therefore, it can be concluded that e-learning affects workforce agility in XYZ Insurance Company. Individuals who have a growth mindset have characteristics that are willing to accept job challenges, are not afraid to face failure and are willing to accept criticism. These attitudes were shown by the speakers who worked at XYZ Insurance Company. In addition, it is also important for employees to have these attitudes, especially in the midst of current competition. The changing times that are increasingly advanced make employees get new challenges to be able to keep the company afloat. Not being afraid of failure is also important to have, because it can help motivate employees not to give up easily and not hesitate to continue learning in the face of existing changes.

Criticisms and opinions from colleagues or superiors can also help employees in improvising at work. When receiving criticism, employees can make it an improvement for the future so that the employee can have a good performance to develop the company. These things show that a growth mindset can provide motivation and moral support for employees to be able to continue to actively improvise and survive in today's industry competition. Therefore, it can be concluded that the growth mindset affects the workforce agility in the XYZ Insurance Company.

When employees already have broad insight and knowledge but are not utilized or implemented into the work, it will also be useless. Therefore, employees must be able to take action and implement their insights and knowledge as a form of their contribution to the company. Likewise, 4 of the 5 speakers who work at XYZ Insurance Company revealed. The knowledge gained through the results of learning in e-learning can add insight to employees related to the current world of insurance and with a growth mindset can provide encouragement for employees to be brave and active in providing ideas or opinions to superiors to create adaptive, responsive and effective management to changes that occur. Therefore, it can be concluded that e-learning and growth mindset affect the workforce agility in XYZ Insurance Company.

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