Jurnal REKOMEN (Riset Ekonomi Manajemen), Vol. 7 No. 1, pp. 260 – 271

ISSN: 2580-8893 (Print)/ 2614-2953 (Online)

JURNAL REKOMEN Riset Ekonomi Manajemen

Organizational Environment Mediates Optimization of Innovative Learning Strategies for Employee Development in Manufacturing Companies in Central Java

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Received: December 30, 2023 ; Accepted: March 29, 2024 ; Published: April 28, 2024

ABSTRACT. The aim of this research is to examine the direct influence of optimizing innovative learning strategies on employee development and to test whether the organizational environment mediates optimizing innovative learning strategies on employee development in manufacturing companies in Central Java. The total population of manufacturing company employees in Central Java in 2022 is approximately 43,975,786. Using the Slovin's formula, a sample of 348 employees is obtained with a confidence level of 5%. Stratified random sampling techniques are applied to select employee samples, ensuring a good representation of various manufacturing companies in Central Java. To analyze the data and test research hypotheses, the Multiple Linear Regression method with the assistance of SPSS software will be utilized. The results of this research are that innovative learning strategies have a significant effect on employee development and the organizational environment has a significant effect on employee development

Keyword: Innovative Learning Strategies; Organizational Environment; Employee Development
JEL Classification: O10, O15

INTRODUCTION

Manufacturing companies in the current era of globalization are not only faced with intense competition but also rapid changes in technology and evolving market demands (Huang, 2017; Lin & Lee, 2017). In confronting these dynamics, these companies require careful investment of resources in employee development efforts to remain relevant and competitive. One crucial aspect of employee development is the implementation of innovative learning strategies and the creation of an organizational environment that supports personal and professional growth (Sarder, 2021). Manufacturing companies in Central Java face pressure not only to keep up with technological advancements but also to ensure that their employees can adapt and grow in line with industry dynamics (Cangialosi et al., 2023). In this context, innovative learning strategies become a fundamental foundation to ensure that employees possess the skills and knowledge necessary to face these changes. However, the implementation of innovative learning strategies cannot be separated from the influence of the organizational environment. An environment that supports employee development can create a conducive atmosphere for learning, while hindrances in the organizational environment can pose serious constraints (Amusan & Adebola Oyekunle, 2016). Therefore, this research will delve deeper into understanding the extent to which innovative learning strategies have been implemented in manufacturing companies in Central Java and how the organizational environment influences their implementation and impact on employee development (Huang, 2022).

This research offers a significant contribution to the understanding of human resource management and the dynamics of manufacturing companies in Central Java. The success of modern manufacturing companies depends on their ability to face challenges in technological changes and dynamic market competition (Chahar et al., 2019). By exploring innovative learning strategies and the impact of the organizational environment on employee development, this research aims to understand the effectiveness of these strategies in addressing rapid changes (Abun & Macaspac, 2023; Bibi et al., 2018; Sung & Choi, 2014). The research also focuses on how the organizational environment can act as a catalyst or inhibitor in achieving employee development goals (Martins et al., 2019). Additionally, the research attempts to uncover employees' perceptions of innovative learning strategies, providing a deep understanding of motivation and employee engagement. Thus, the findings of this research are expected to offer valuable practical and conceptual insights for manufacturing companies in Central Java in designing effective approaches to employee development (Lin & Lee, 2017).

This research highlights several significant differences compared to previous studies in similar fields (Jiménez-Jiménez & Sanz-Valle, 2019). Firstly, it focuses on the specific context of manufacturing companies in the region of Central Java, providing a deep geographical and contextual dimension to organizational dynamics and local demands. A more profound understanding of how companies adapt to technological changes and regional market shifts may bring a unique perspective to employee development. Furthermore, the research distinguishes itself by delving into the variations of innovative learning strategies applied in manufacturing companies, yielding a more detailed analysis of their effectiveness in addressing industry dynamics and employee development (Abubakar et al., 2019; Youseline et al., 2020). The emphasis on employees' perceptions of innovative learning strategies enriches the understanding of motivation and employee engagement in organizational learning processes (Surijah & Mulya, 2022.).

Moreover, the research is designed with a clear practical objective, aiming to provide concrete recommendations for manufacturing companies (Amusan & Adebola Oyekunle, 2016; Halvarsson Lundkvist & Gustavsson, 2018; Huang, 2017; Lin & Lee, 2017; Sarder, 2021).

The aim of this research is to examine the direct influence of optimizing innovative learning strategies on employee development and to test whether the organizational environment mediates

optimizing innovative learning strategies on employee development in manufacturing companies in Central Java.

Innovative Learning Strategies and Employee Development

Innovative Learning Strategies, which include cutting-edge approaches such as online training, interactive workshops, and continuous skills improvement programs, play an important role in shaping the professional growth of employees in manufacturing companies (Ichsan, 2019). These strategies not only provide access to relevant and up-to-date information but also foster a culture of continuous learning and adaptability among the workforce (Usman et al., 2021.).

The application of ILS in manufacturing companies produces a workforce that is not only adept at navigating technological advances but also able to optimize production processes thereby increasing operational efficiency (Surijah & Mulya, 2022.). In addition to technical proficiency, ILS contributes to cultivating a workforce that is competent, independent and engaged in their personal development. This, in turn, leads to increased productivity and job satisfaction among employees (Cangialosi et al., 2023).

Additionally, the positive impact of ILS extends to the organizational level, establishing a culture that supports continuous learning. Manufacturing companies that prioritize ILS create a positive work environment that is conducive to innovation, collaboration, and experimentation. Employees, who are encouraged to accept new ideas and learn from failures, become more innovative and resilient, thereby placing organizations at a competitive advantage in an ever-evolving market (Rusok et al., 2023).

Research conducted by (Rusok et al., 2023) states that there is a significant and strong influence of innovative learning strategies on employee development. This is also supported by research conducted by (Cangialosi et al., 2023) which states that innovative learning strategies have a significant effect on employee development. Based on this, the hypothesis in this research is:

H1 : ***Innovative learning strategies have a significant effect on employee development***

Organizational Environment Mediates Optimization of Innovative Learning Strategies for Employee Development

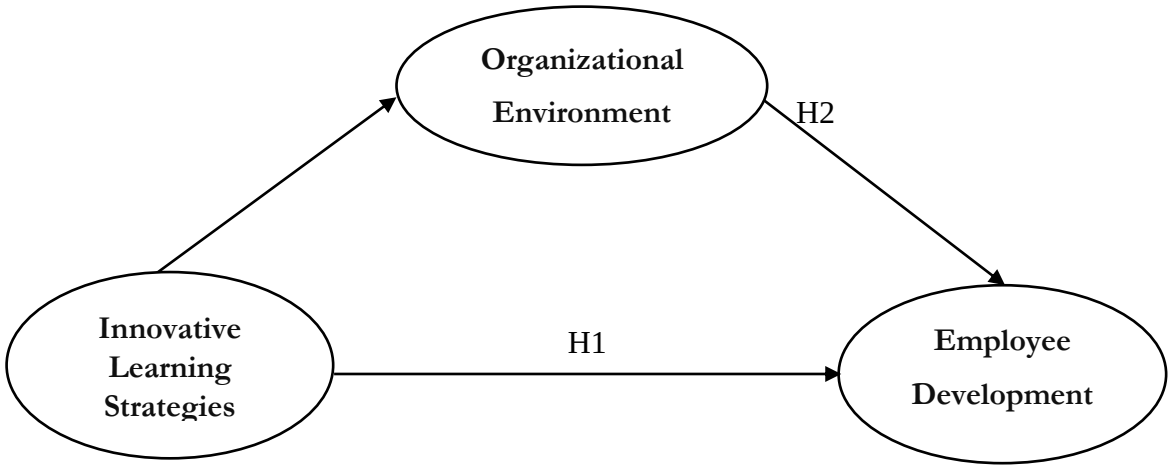
Organizational Environment includes elements such as corporate culture, human resource policies, leadership style, and organizational structure, all of which have a significant influence on individual employee development. A company culture that fosters a supportive learning and development environment signals to employees that continuous improvement is highly valued (Aboramadan et al., 2019). For example, organizations that encourage innovation and collaboration tend to create environments that stimulate individual growth and learning. Such a culture encourages employees to proactively improve their skills and knowledge, thereby contributing to their professional development (Tamayo-Torres et al., 2016).

Human resource policies play an important role in supporting employee development. Training programs, career development plans, and support for further education can motivate employees to invest in their own growth. Leaders who understand the importance of employee development and actively support it contribute significantly to creating an environment conducive to individual growth in the organization (Grabara, 2014). The organizational structure, especially if it is flexible and open to new ideas and changes, provides space for employees to explore their potential (Khan et al., 2022.). An environment that facilitates open communication and collaboration between departments or teams increases learning and development opportunities (Abun & Macaspac, 2023).

Research conducted by (Khan et al., 2022.) states that the organizational environment mediates the optimization of innovative learning strategies for employee development in service companies. Then research conducted (Abun & Macaspac, 2023) stated that the organizational environment mediates the optimization of innovative learning strategies on employee development. From previous research it can be hypothesized as follows:

H2 : *Organizational environment mediates the optimization of innovative learning strategies on employee development*

Figure 1. Research Model



Source: Processed data (2023)

METHODS

This research employs a quantitative research method using a cross-sectional design. The cross-sectional approach allows for the collection of data at a single point in time, making it suitable for testing correlations between variables (Creswell, 2013).

The design of this study facilitates an investigation into the impact of innovative learning strategies on employee development and the influence of the organizational environment on employee development in manufacturing companies in Central Java. A combination of primary and secondary data will be utilized to gather the required information. The collection of primary data involves the distribution of surveys and questionnaires to employees of manufacturing companies throughout Central Java. Procedures for collecting primary data include the development of structured questionnaires designed to gather information on the impact of innovative learning strategies, organizational environment, and employee development. The questionnaires encompass multiple-choice options, Likert scales, and open-ended questions to effectively measure constructs. Supervision is conducted through various methods, including bold interviews, face-to-face meetings, and telephone interactions, adjusted according to respondent preferences.

This approach ensures the representation of diverse companies and employees across various regions in Central Java. Meanwhile, secondary data is obtained from publicly available sources such as company reports, publications, and academic literature. Secondary data is used to complement and validate the primary data collected during the survey phase. The precise selection of the sample is crucial to ensure the representation and generalization of research findings. The total population of manufacturing company employees in Central Java in 2022 is approximately 43,975,786. Using the Slovin's formula, a sample of 348 employees is obtained with a confidence

level of 5%. Stratified random sampling techniques are applied to select employee samples, ensuring a good representation of various manufacturing companies in Central Java. To analyze the data and test research hypotheses, the Multiple Linear Regression method with the assistance of SPSS software will be utilized (Ghozali, 2021).

RESULT AND DISCUSSION

Table 1. Validity Corellation Test

Variable/Item	r Count	R Tabel (*Two Tale*)	Valid / No
Variable Innovative Learning Strategies			
X1	0,324	0,113	Valid
X2	0,345	0,113	Valid
X3	0,223	0,113	Valid
X4	0545	0,113	Valid
X5	0,376	0,113	Valid
X6	0,241	0,113	Valid
Variable Organizational Environment			
X7	0,443	0,113	Valid
X8	0,269	0,113	Valid
X9	0,432	0,113	Valid
X10	0,261	0,113	Valid
X11	0,531	0,113	Valid
Variable Employee Development			
Y1	0275	0,113	Valid
Y2	0,333	0,113	Valid
Y3	0,351	0,113	Valid
Y4	0,376	0,113	Valid
Y5	0,384	0,113	Valid
Y6	0,331	0,113	Valid
Y7	0,292	0,113	Valid
Y8	0,222	0,113	Valid
Y9	0,299	0,113	Valid
Y10	0,318	0,113	Valid

Source: Processed data (2023)

In assessing the relationship between assessments on each question and the summation results related to the variable under investigation, this research employs the product-moment Pearson approach to verify its validity. Through examining whether each item score correlates positively or not with the total score, and whether this relationship is greater or not than the relationship among variables, researchers can assess the extent to which the instrument used can be relied upon. The significance level (df) of this research can be calculated using the established formula. Based on the calculation results, the value in Table r indicates the figure 0.113 at a 5% significance level (df = 348-2 = 346) in a one-tailed direction. The tabulation results of the validity study can be outlined as above.

The test results outlined above provide an overview that all questions in the test yield accurate indications, demonstrating that each assessed aspect can be measured precisely. Consequently, the entire evaluation has a solid foundation to proceed to the next stage. It is

important to note that consistent and accurate results from each question instill confidence that the evaluation can be conducted reliably, and the information obtained can be relied upon in making subsequent decisions or recommendations.

Table 2. Quessionaire Reliability Test

Variable	Value Cronbach's Alpha	Description
X1	0,776	Reliable
X2	0,764	Reliable
X3	0,775	Reliable
X4	0,767	Reliable
X5	0754	Reliable
X6	0,784	Reliable
X7	0,732	Reliable
X8	0,762	Reliable
X9	0,778	Reliable
X10	0,742	Reliable
X11	0,793	Reliable
Y1	0,723	Reliable
Y2	0,742	Reliable
Y3	0,742	Reliable
Y4	0,784	Reliable
Y5	0,732	Reliable
Y6	0,787	Reliable
Y7	0,742	Reliable
Y8	0,799	Reliable
Y9	0,746	Reliable
Y10	0,774	Reliable

Source: Processed data (2023)

In order to examine the reliability of our hypotheses and our ability to control the investigative variables, a consistency analysis was conducted. Within our rationale, the consistency of the underlying variables can be measured if there is a substantial amount of data consistently providing uniform responses to the same queries over a specific period. In the statistical context, the reliability of an idea or research variable is gauged using a statistic known as Cronbach's alpha (α). Successfully asserting the reliability of the dependent variable can be accomplished with confidence when the Cronbach's alpha value exceeds 0.60. The results of the SPSS reliability analysis are presented in the description above.

With a Cronbach's alpha value exceeding 0.600, it can be concluded that this research is reliable based on the gathered evidence. These findings indicate that the internal consistency of the research variables in the context of modern investigation can be maintained, instilling confidence in the validity and reliability of the generated outcomes.

In the data analysis process, Yoshida (2010) proposes the use of the Kolmogorov-Smirnov (K-S) test, also known as the K-S test, to assess the normality of the distribution of residual data. The K-S test is employed to measure the extent to which data conforms to a normal distribution. According to Yoshida's explanation, if the K-S test's statistical value exceeds 0.05, it indicates that the distribution of residual data in the analysis has been normalized. In other words, the residual data tends to follow a normal distribution pattern, which is crucial to meet the fundamental

assumptions of various statistical methods. Results showing a statistical value above 0.05 instill confidence that the data used in the analysis has met the normality criteria, enhancing the validity of the analysis outcomes and interpretations. Therefore, normality testing becomes a critical step in ensuring the reliability of data analysis, particularly in the context of statistical analyses that require a normal distribution for accurate and dependable results.

Table 3. Normality Analysis

Description	*Unstandardized Residual*
N	348
Kolmogorov-Smirnov Z	2,112
Asymp. Sig. (2-tailed)	0,213

Source: Processed data (2023)

The null hypothesis (H0) is accepted in this context because the significance value generated from the two-sided statistical test is greater than the threshold of 0.05. In this case, the recorded significance value of 0.213, as indicated in the previous table, suggests that there is insufficient evidence to reject the null hypothesis. Therefore, no significant difference can be identified based on the results of the conducted statistical test.

The examination of multicollinearity is crucial in multiple linear regression analysis. Multicollinearity occurs when predictor variables are highly correlated, leading to serious interpretation issues in regression analysis. In this framework, the assessment of predictor variables involves examining the values of the Variance Inflation Factor (VIF), which should be less than 10, and tolerance values approaching 1, as suggested by Setyanugraha et.al (2020). If these values meet the specified criteria, it can be concluded that the data is free from multicollinearity, allowing for a more confident interpretation of the results of multiple linear regression analysis.

Tabel 4. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Innovative Learning Strategies	0,145	5,731
Organizational Environment	0,166	4,631
Employee Development	0,178	6,432

Source: Processed data (2023)

Based on the presented table, there are no indications of multicollinearity as no variable exhibits a VIF above 10 and tolerance values below 0.10. This suggests that the predictor variables in the analysis have a moderate level of correlation, thereby not yielding significant implications for the interpretation of multiple linear regression results. In other words, there is no evidence supporting the presence of multicollinearity issues that need to be concerned about in this analysis.

Heteroskedasticity testing is conducted to evaluate the presence of imbalance in the variability of residuals among data in a similar regression model (Setyanugraha et.al, 2020). This study recognizes the significance of heteroskedasticity analysis because differences in residual variation can impact the accuracy and reliability of regression results. The outcomes of the Glacier method, utilized to identify potential heteroskedasticity, are presented in the attached table below. Heteroskedasticity refers to the imbalance in residual variability among observations in a regression model. The existence of heteroskedasticity can affect the interpretation of regression results and yield less efficient estimates. Therefore, heteroskedasticity testing is essential to ensure the reliability and validity of linear regression analysis. Through the use of the Glacier method, this

research aims to provide information regarding the presence or absence of heteroskedasticity in the residuals of the regression model.

Table 5. Heteroskedasticity Test

Variable	Coefficients	
	T	Sig.
Constanta	0,443	0,545
Innovative Learning Strategies	0,878	0,443
Organizational Environment	0,771	0,521
Employee Development	0,792	0,411

Source: Processed data (2023)

As depicted in the table above, a significance level exceeding 0.05 indicates the absence of heteroskedasticity. This implies that the unbalanced variation in residuals among data in the regression model cannot be statistically concluded as significant. Furthermore, these results signify that the differences in residual variability do not significantly impact the reliability of the regression outcomes.

The outcomes of the regression model computed using SPSS to assess the relationship between asset utilization efficiency and liquidity management on financial performance can be found in the same table presented below. For further details, please refer to the table on the following page.

Table 6. Multiple Linear Regression

Variable	Coefficients		
	B	T	Sig.
Constanta	0,443	0,545	0,443
Innovative Learning Strategies	0,254	3,544	0,000
Organizational Environment	0,398	4,765	0,000

Source: Processed data (2023)

The processed multiple regression results are in Table 6:

$$Y = 0{,}443 + 0{,}254\,X1 + 0{,}335\,X2 + e \quad \ldots\ldots 1$$

The above equation can be explained as follows:

1) The innovative learning strategies variable has a positive correlation with the organizational environment, it can be concluded that each unit increase in innovative learning strategies will increase the organizational environment by 0.254 units.
2) The organizational environment variable is positively correlated with the organizational environment. It can be concluded that every one unit increase in the organizational environment will increase the organizational environment by 0.398 units.

CONCLUSION

Innovative Learning Strategies for Employee Development

From the results of the regression test on thickness 6, it resulted that the significant value was 0.000, which means that the hypothesis was accepted because the condition for acceptance was if the sig. Calculate smaller than the alpha value (0.05).

In the manufacturing landscape of Central Java, the implementation of Innovative Learning Strategies has a significant impact on employee development. Through this approach, companies can enhance the skills and knowledge of their employees more effectively. The use of innovative learning methods, such as online training and interactive workshops, ensures that employees have access to relevant and up-to-date information. This is crucial in the context of rapid technological changes in the manufacturing industry. Innovative learning strategies enable employees to adapt more easily to technological changes, optimize production processes, and improve the operational efficiency of the company. Beyond the improvement of technical skills, this approach also fosters more competent and self-development-oriented employees, enhancing their productivity and engagement. Alongside this, companies implementing innovative learning strategies can shape an organizational culture that supports continuous learning, creating a positive work environment and strengthening their position in the face of the ever-changing dynamics of the industry.

Moreover, Innovative Learning Strategies play a vital role in building employee loyalty. Employees who perceive the company's investment in developing their skills through innovative learning strategies are likely to feel valued and acknowledged. This can create a strong emotional bond between employees and the company, thereby reducing turnover rates and retaining high-quality workforce. Thus, manufacturing companies in Central Java that earnestly adopt innovative learning strategies contribute not only to the individual development of employees but also reinforce the foundation for the long-term sustainability and growth of the company. Additionally, Innovative Learning Strategies create a dynamic and adaptive work environment. In the constantly evolving manufacturing industry, where the speed of change and the complexity of market demands are increasing, companies need to be continuously adaptable. Innovative learning strategies enable companies to cultivate a culture that encourages creativity, research, and experimentation. Employees who feel supported in trying new things and learning from failures tend to be more innovative and equipped to overcome emerging challenges. Therefore, investment in Innovative Learning Strategies is not just about individual development but also about creating a resilient and responsive organizational foundation, providing manufacturing companies in Central Java a competitive edge in a dynamic market.

Organizational environment mediates the optimization of innovative learning strategies on employee development

From the results of the regression test on thickness 6, it resulted that the significant value was 0.000, which means that the hypothesis was accepted because the condition for acceptance was if the sig. Calculate smaller than the alpha value (0.05).

The discussion regarding the impact of the organizational environment on employee development in manufacturing companies in Central Java involves a thorough analysis of factors shaping the organizational environment and its implications for the individual development of employees. The organizational environment encompasses various aspects, such as corporate culture, human resource policies, leadership, and organizational structure. A corporate culture that supports learning and development sends positive signals to employees to continuously enhance their skills. For instance, organizations that promote innovation and collaboration tend to create an environment that stimulates growth and learning.

Human resource policies also play a crucial role. Training programs, career development plans, and support for further education can motivate employees to develop themselves. Leaders who understand the significance of employee development and provide active support can create an environment conducive to individual growth. A flexible organizational structure that is open to new ideas and changes provides space for employees to explore their potential. An environment

that facilitates open communication and collaboration among departments or teams can also enhance opportunities for learning and development.

This research has several limitations that need to be considered. First, geographical generalization is a factor to be taken into account since the research focuses solely on manufacturing companies in Central Java. Therefore, the results and findings obtained may not be directly applicable to different geographical or industrial contexts. Second, the sample size used may be limited in depicting the entire population of manufacturing companies in Central Java, which can affect the level of generalization of the research findings. Additionally, limitations arise in the data collection methods used. The use of questionnaires as the primary instrument may have limitations in obtaining an in-depth understanding of employees' experiences. Therefore, integrating additional methods such as in-depth interviews or direct observations can provide deeper and more contextual insights. Lastly, time constraints are a crucial consideration. The time limitations of the research may restrict the depth of analysis that can be achieved. A more extended research duration could provide a more comprehensive understanding of long-term changes and the impact of innovative learning strategies and organizational environments on employee development. Therefore, a more thorough understanding would be achievable if the research duration could be extended to encompass more dimensions and variables.

For further research, several recommendations can be proposed. Firstly, it is advisable to conduct a comparative study, comparing manufacturing companies in Central Java with other regions or industries. This aims to evaluate whether organizational environmental factors and innovative learning strategies have different influences depending on the geographical or industrial context. Additionally, it is recommended to involve longitudinal analysis in the research, utilizing this research design to understand changes over time. Consequently, the study can track the impact of innovative learning strategies and organizational environment on employee development in the long term, providing deeper insights into the changes that occur. Lastly, it is recommended to delve deeper by including other industries in this research. Expanding the scope of the study to different industry sectors will help understand contextual differences in the impact of organizational environment and innovative learning strategies on employee development. By involving diverse industrial sectors, the research can generate more holistic findings that can be widely applicable across various industrial contexts.

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