

Learning Agility of Human Resources at State-owned Banks in the City of Makassar

Megawaty¹, Vira Fenita Mahmuddin², Hendriadi³

mega.hendriadi@gmail.com¹, virafenita@icloud.com², hendriadi.my@gmail.com³

Institut Bisnis dan Keuangan Nitro^{1,2}, Universitas Sulawesi Tenggara³

Abstract

Companies are trying to prepare their organizations to face the challenges in the VUCA era. The influence of VUCA also influences the field of human resources. Talented employees become superior and change changers. To deal with situations full of uncertainty requires learning agility, namely individuals who can survive, where they can adapt and are able to learn quickly from existing experiences and opportunities and are able to apply what they have learned to gain success in new situations. This study aims to analyse the level of learning agility of human resources at state-owned banks in the city of Makassar. The analytical method used in this study is a quantitative descriptive analysis method using the three box method analysis tool. Questionnaires were distributed to 100 respondents who are employees of state-owned banks in the city of Makassar. The results of this study indicate that the learning agility level of human resources at State-owned banks in Makassar city is in the medium learning agility level category.

Keywords: learning agility; hr; bank, ols

1. Introduction

The global economy is currently developing very rapidly. The current state of the economic and business world is described by the term "VUCA world". The VUCA era stands for Volatility, Uncertainty, Complexity, and Ambiguity (Trost, 2020)¹. Johansen further explained that volatility is a dynamic of very fast change in various matters, such as social, economic, and political. Uncertainty, namely the difficulty of predicting issues and events that are currently happening. Complexity is a very complex situation because there are many things that are very difficult to solve. Finally, ambiguity is a state that feels like it's floating, and the clarity is still questionable.

In a rapidly changing world, transition and development become challenging as individuals face unknown situations in which current routines and leadership become inadequate to cope with change. Individuals who cannot let go of old patterns of behavior and know the differences tend to fail (De Meuse et al., 2010)².

The VUCA era is important to the millennial generation since they are currently the most productive workforce. A solid company foundation, innovation, quick thinking, adaptability, change management, varied HR management at both the local and global levels, market intelligence, and strong stakeholder collaboration are crucial components for success in the VUCA era, according to (Sarkar, 2016)³.

The challenge for organizations is to create agile human resources in the future to cope with change, intergenerational collaboration in the work process, perform roles, share knowledge and information (Casey, 2014)⁴. Agile relates to facing difficulties by having the flexibility, agility to see existing solutions. Millennials need to have the ability to learn agility in order to meet the demands of organizations for agile HR. Learning agility is defined as willingness and the ability to learn from experience, then apply what has been learned to success in new situations (Lombardo et al., 2010)⁵. People with high agility take the right lessons from their experiences and apply them to new situations, they tend to constantly look for new challenges, actively seek feedback from others with the aim of growing and developing, tend to reflect on themselves, and evaluate experiences and draw conclusions (De Meuse et al., 2010)².

One of the economic and business sectors that requires learning agility on human resources is the banking and financial sector in particular at state-owned banks in the city of Makassar. As for the mission of the companies is to prepare and develop a qualified, professional, and with high integrity Human Capital.

The role of HR in the banking sector is very important because the banking business is a type of

service business that is provided to the community, especially in matters related to finance. HR management is an activity carried out in a bank to carry out the processes of recruitment, development, utilization, and maintenance of human resources effectively and efficiently. HR in a bank must be able to place its function to support business units, be able to translate business strategies that have been set by the company into actions in managing human resources, and focus on supporting performance achievement, so HR must be able to become agents of change. This is where it can be seen that HR, especially in the banking sector, must be more agile. They must be able to learn from experience, take advantage of circumstances, and synergize among fellow teams within their organization in order to survive in today's very tight competitive environment.

As for the study on learning agility by (Jatmika & Puspitasari, 2019)⁶, it is explained that learning Agility in millennial employees in Jakarta tends to be high. Millennials have the highest mental agility scores, followed by change agility and results agility that have the same average scores and people agility with the lowest mean scores. Furthermore, there are no differences in learning agility based on the age and gender of millennial employees.

The study on the influence of agility by (Syukron & Umama, 2020)⁷, concluded that in part agility has no significant impact on student learning performance, in part passion has a significant influence on student study performance, while simultaneously agility and passion have a significant effect on student academic performance. The study proposed a model of effort to improve student learning performance by increasing agility and passion. As with (Casey, 2014)⁴, it is known that learning agility is not related to the likelihood of a person getting a promotion in the company. However, the learning agility of employees with high performance tends to be higher than those with low and medium performance. Therefore, high learning agility can predict employees getting challenges in promotion.

From the explanation above, the formulation of the problem in this study is which level of learning agility of human resources at state-owned banks in the city of Makassar.

2. Literature Review

2.1 Human Resources

Every organization or company requires human resources to achieve its goals. Resources are sources of energy, energy, strength (power) needed to create power, movement, activity, activity, and action. HR is a resource that is used to mobilize and synergize other resources to achieve organizational goals. Without HR, other resources are idle and less useful in achieving organizational goals.

Human resources are one of the important factors in an organization or company, in addition to other factors of assets and capital. Therefore human resources must be managed properly to increase the effectiveness and efficiency of the organization, as one of the functions in a company known as human resource management. According to (Hamali, 2016)⁸ states that human resources are one of the resources contained in the organization, including all people who carry out activities. The resources contained in an organization can be grouped into two types, namely human resources and non-human resources.

In principle, human resources are the only resource that can determine the achievement of the goals of a company or organization. A company or organization that has clear goals and is equipped with sophisticated facilities, infrastructure and facilities, but without the support of qualified human resources, is likely to find it difficult to achieve the desired company goals. Human resources are understood as strength that originates from human potential that exists within a company or organization, and is the basic capital of a company or organization to carry out activities in achieving goals.

According to Perkin (Perkin & Abraham, 2017)⁹, human resources are the most important basic capital in every organization. Without human resources, it is certain that the wheels of the organization will not move. Human resources can be defined as individuals who design and produce outputs in order to achieve the strategies and goals set by the organization. Without individuals who have expertise or competence, it is impossible for the organization to achieve its goals.

Furthermore, according to (Perkin & Abraham, 2017)⁹ states that human resources are human potential inherent in a person's existence which includes physical and non-physical potential. Meanwhile, human resources in the context of public organizations are understood as human potential inherent in an employee consisting of physical and non-physical potential. Physical potential is the physical ability that is accumulated in an employee, while non-physical potential is the ability of an employee that is accumulated both from the background of knowledge, intelligence, expertise, skills, human relations.

According to (Nasrul et al., 2020)¹⁰ states that human resources is a science or a way of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that it is achieved with the company, employees and society is maximized.

2.2. Agile

In a literal sense, agile can mean agility. In developing a career, hard work is very necessary. However, in achieving success, of course hard work is not enough. Therefore it takes learning related to dexterity, this term is known as learning agility.

An agile business is a business that can adapt quickly to market dynamics, respond appropriately and flexibly to customer demands, besides that companies can adapt and drive change in a productive and cost-effective way without sacrificing quality, and continue to be a competitive company. The term "agility" traditionally refers to "the power of moving quickly and easily; agility" and "the ability to think and draw conclusions quickly; intellectual acuity".

According to (Plonka, 1997)¹¹, agility is a state where individuals are open to knowledge and self-development, have problem-solving skills, are comfortable with experience, technology, and new ideas and are always ready to accept new responsibilities. there are factors driving agility, including internal and external factors. According to (Trost, 2020)¹ internal factors that influence agility include personality, experience, and self-ability. External factors that can increase agility can result from the role of environmental and social aspects. In the case of employees, agility can be increased through empowerment or giving motivation, as well as good team work (Munteanu et al., 2020)¹².

2.3. Learning Agility

Learning agility is defined as the willingness and ability to learn from experience, then apply what has been learned to gain success in new situations (De Meuse et al., 2010)².

Learning Agility is also referred to as the ability to make decisions quickly with limited information (De Meuse et al., 2010)². This is in line with the opinion put forward by (Plonka, 1997)¹¹ that learning agility is an individual's ability to give meaning to a situation or experience and then make that experience a learning experience.

The indicators of learning agility include the following:

- a. People Agility: The degree to which a person knows himself well, learns from experience, treats others constructively and is resilient under pressure of change.
- b. Result Agility: the degree to which a person gets results under difficult conditions, inspires others and builds confidence in others with his presence.
- c. Mental Agility: the extent to which individuals think about a problem from a new perspective and are comfortable with ambiguity, complexity and explaining their thoughts to others.
- d. Change Agility: the degree to which individuals are curious, passionate about the ideas involved in skill development activities.

3. Research Methods

Data Analysis using test instrument with Validity test which is the ability of indicators to measure the level of accuracy of a concept. This means whether the concept that has been built is valid or not. Where it is said to be valid if the correlation value is above 0.30 (Sugiyono, 2022)¹³ and reliability test which is the determination of the results obtained by a measurer. The reliability test was carried out by Cronbach's alpha test. If the measuring tool has been declared valid, then the measuring tool is tested. The reliability test was carried out to determine the consistency (reliability) of the questionnaire using SPSS. If the Cronbach alpha coefficient is greater or equal to 0.6 then the instrument is quite reliable (Didiharyono, 2022)¹⁴.

Using Slovin Formulation, we found that the sample of this research is 100 respondent. The analysis tool used is the three box method. According to (Augusty Tae, 2006)¹⁵, the three box method index number analysis is an analysis that divides respondents' answers into three categories of low, medium, and high. In determining the three categories using the following calculations:

$$\text{Lowest NI} : (100 \times 1) + (0 \times 2) + (0 \times 3) + (0 \times 4) + (0 \times 5) / 5 = 20$$

$$\text{Highest NI} : (0 \times 1) + (0 \times 2) + (0 \times 3) + (0 \times 4) + (100 \times 5) / 5 = 500 / 5 = 100$$

The number of respondents' answers starts from the number resulting from the number of questionnaires distributed minus the lowest index value, which in this study is $100 \times 5 = 500$, then to divide into the five criteria to be used, the number 500 is divided into 5 and produces a value of 100

is the benchmark for the index value of each category of respondents' answers to the research variables.

Table 3.1 Three Box Method

Scale	Explanation
10,00 – 40,00	Low
40,01 – 70,00	Medium
70,01 – 100	High

Source : Ferdinand (2006)

4. Estimation Result

4.1. Characteristics of Respondents

The number of respondents in this study were 100 employees at State-owned Banks in Makassar City. The characteristics discussed include Division, Gender and Age. From the survey results obtained the following employee characteristics.

Tabel 4.1 Based Division Characteristics

No	Division	Frequency (Persons)	Percentage
1	Front Liner	56	56%
2	Back office	24	24%
3	Marketing	20	20%
Total		100	100%

Source : Questionnaire 2022

From the grouping of respondents by division, it was found that 56% of the respondents were from the front liner division, 24% were from the back office division, while 20% were from the marketing division.

Table 4.2 Characteristics of Respondents Based on Gender

No	Gender	Frequency (Persons)	Percentage
1	Male	38	38%
2	Female	62	62%
Total		100	100%

Source : Questionnaire 2022

From table 4.2 it can be seen that there are more women than male respondents. 62% female respondents and 38% male respondents.

Table 4.3 Characteristics of Respondents Based on Age

No	Age	Frequency (Persons)	Percentage
1	21-25	18	18%
2	26-30	52	62%
3	31-35	21	21%
4	36-40	8	8%
5	Over 41	1	1%
Total		100	100%

Source : Questionnaire 2022

From table 4.3 it can be seen that the majority of respondents aged between 26-30 years, which amounted to 52%. Then followed by respondents aged 31-35 years as many as 21 people, 21-25 years as many as 18%, 36-40 as many as 8% and the least are those aged over 41 years, namely 1 person.

Table 4.4 Characteristics of Respondents Based on Last Education

No	Last Education	Frequency (Persons)	Percentage
1	Diploma	8	8%
2	Under Graduate	90	90%
3	Post Graduate	2	2%
Total		100	100%

Source : Questionnaire 2022

It can be seen from the table above that the last education of the respondents who filled out the questionnaire was dominated by under graduate as much as 90% and the rest was diploma by 8% and post graduate by 2%.

Table 4.5 Characteristics of Respondents Based on Length of Work

No	Length of Work	Frequency (Persons)	Percentage
1	1-5	24	24%
2	6-10	55	55%
3	11-15	16	16%
4	Over 16	5	5%
Total		100	100%

Source : Questionnaire 2022

The characteristics of the respondents shown in table 4.5 describe that the length of service of respondents is 6-10 years by 55%, 1-5 years by 24%, 11-15 years by 16% and more than 16 years by 5%.

4.2. Instrument Test

4.2.1 Validity Test

Table 4.6 Validity Test Result

Statement	Signification	Information
X1	0,000	Valid
X2	0,000	Valid
X3	0,000	Valid
X4	0,000	Valid
X5	0,000	Valid
X6	0,000	Valid
X7	0,000	Valid
X8	0,000	Valid
X9	0,000	Valid
X10	0,000	Valid
X11	0,000	Valid
X12	0,000	Valid

Source : Processing Data using SPSS (2022)

Based on table 4.4 above, it can be seen that all statement items from each variable have a significance value of <0.05 which is declared valid.

4.2.2 Reliability Test

Table 4.7 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
,924	12

Source : Processing Data using SPSS (2022)

Based on table 4.5 above, the reliability test results show a Cronbach's Alpha value of $0.924 > 0.6$. This means that all indicators in the questionnaire proposed in this study are reliable.

4.3. Three Box Method Results

Table 4.8 Results of Three Box Method Analysis

No	Statement	Score					Total	A	RII (total/A)
		1	2	3	4	5			
1	X1	0	4	19	10	67	440	5	88
2	X2	10	10	2	47	31	379	5	75.8
3	X3	0	48	5	20	27	326	5	65.2
4	X4	1	47	9	23	20	314	5	62.8
5	X5	1	49	9	29	21	347	5	69.4
6	X6	8	20	42	20	10	304	5	60.8
7	X7	5	6	43	21	25	355	5	71
8	X8	21	28	10	20	21	292	5	58.4
9	X9	21	9	21	29	20	318	5	63.6
10	X10	4	47	5	22	22	311	5	62.2
11	X11	1	7	39	53	0	344	5	68.8
12	X12	0	1	4	38	57	451	5	90.2
Mean									69.68

After calculating the index value, the next step is to interpret the index value in the three box method to determine the level of learning agility. The results of the three box method analysis can be explained as follows:

In statement (1) "Employees know themselves well", an index value of 88 is obtained so that it is included in the high index level. In statement (2) "employees learn from past experience", an index value of 75,8 is obtained, so it is included in the high index level. In statement (3) "Employees treat others constructively", an index value of 65,2 is obtained so that it is included in the medium index level. In statement (4) "Employees are resilient under pressure of change" a value of 62,8 is obtained so that it is included in the medium index level. In statement (5) "Employees remain enthusiastic about working even though they get results under difficult conditions", a value of 69.4 is obtained so that it is included in the medium index level. In statement (6) "Employees can inspire others", obtained a value of 60.8 so that it is included in the medium index level. In statement (7) "Employees are able to build the confidence of others", a value of 71 is obtained so that it is included in the high index level. In statement (8) "Employees think about a problem from a new perspective", a value of 58.4 is obtained so that it is included in the medium index level. In statement (9) "Employees feel comfortable with ambiguous & complex conditions" a value of 63.6 is obtained so that it is included in the medium index level. In statement (10) "Employees are able to explain their thoughts to other people" a value of 62.2 is obtained so that it is included in the medium index level. In statement

(11) "Employees always want to know new things" a value of 68.8 is obtained so that it is included in the medium index level. In statement (12) "Employees are passionate about new ideas for

skills development" a score of 90.2 is obtained so that it is included in the high index level.

5. Discussion

This study intends to analyze the level of Learning Agility of Human Resources at State-owned Banks in Makassar City which is used as the research sample. The descriptive results of respondents based on division, showed that the highest results of the most respondents in this study were respondents from the front liner as many as 56 people or 56%. Furthermore, the descriptive results of respondents based on gender showed that the highest results for the most respondents in this study were female respondents, 62 people or 62%. The descriptive results of respondents based on age show that the highest results for most respondents in this study were respondents aged 26-30 years, with 52 people or 52%. The descriptive results of respondents based on their last education show that the highest results of the most respondents in this study were (Strata 1) S1 as many as 90 people or 90%. And the descriptive results of respondents based on length of work, show that the highest results of the most respondents in this study were respondents with a length of service 6-10 years as many as 55 people or 55%.

Based on respondents' responses to Learning Agility in Human Resources at State-owned Banks Makassar City, it is shown that the highest average is 440 indicating that the responses of employees know themselves well. Based on the validity test of all indicators from the human resource learning agility questionnaire, it shows the results of the validity test with a significant value or smaller ≤ 0.005 or $0.000 \leq 0.05$ this explains the statements in the research questionnaire are valid, while the reliability test consists of learning agility human resources shows the results of the Cronbach's Alpha reliability test of $0.924 \geq 0.6$. And the calculation results as shown by the learning agility of human resources obtained an index value of 90 in the statement.

Based on the analysis of the Three Box Method, the results of the analysis show that the average level of Learning Agility in Human Resources at State-Owned Bank at Makassar City is 69.68 so that it can be categorized into a medium level of learning agility.

Related to previous research by (Jatmika & Puspitasari, 2019)⁶, regarding learning agility in millennial generation employees in Jakarta. The results of his research show that millennial generation employees have learning agility scores in the high category. This research illustrates that the millennial generation is open to seeing problems from a new perspective, which is inseparable from one's creativity.

From research conducted by (Jatmika & Puspitasari, 2019)⁶, regarding learning agility for millennial generation employees in Jakarta with high learning agility scores, it can be said that it is different from the results of the Human Resources Learning Agility research at State Owned Bank at Makassar City with a score medium learning agility.

6. Conclusion

This study aims to determine and analyze the level of Learning Agility of Human Resources at State Owned Bank at Makassar City. Based on the results of the research that was carried out in the previous chapter, it can be concluded that the results of the study indicate the level of learning agility state-owned Banks at Makassar City with an average value of 69.68 in the three box method so that it is categorized in the medium level of learning agility currently.

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