

The relationship between growth mindset and cognitive flexibility of workforce agility in pt x

Rezkha Tiara ^{1,*}, Ferdinandus Hindiarto ¹ and Lucia Trisni Widhianingtanti ¹

¹ Faculty of Psychology, Universitas Katolik Soegijapranata, Semarang, Indonesia

*Email addresses of the corresponding author : tiararezkha12@gmail.com,
ferdinand@unika.ac.id, trisni@unika.ac.id

Abstract

Purpose: This research examines the relationship between growth mindset and cognitive flexibility of workforce agility in PT X.

Method: Data gathered from 90 permanent-status employees with quantitative methods. Measurement utilized the adapted Indonesian versions of the Workforce Agility Questionnaire (WAQ), Growth Mindset Scale (GMS), and Cognitive Flexibility Inventory (CFI). The hypotheses were tested using the IBM SPSS Statistics version 23.0 program.

Result: The April-October 2023 research revealed significant findings. The WAQ identified 4 invalid items (construct validity index 0.234-0.607, reliability 0.836). In the GMS (18 items), 1 item was invalid (construct validity index 0.220-0.555, reliability 0.825). The CFI (20 items) marked 2 invalid items (construct validity index 0.166-0.759, reliability 0.874). Hypothesis testing confirmed a positive relationship in the first hypothesis ($rx1y = 0.254$, $p = 0.016$) and a positive correlation in the second hypothesis ($rx1y = 0.552$, $p = 0.000$). Regression analysis for the third hypothesis indicated a positive correlation with an r value of 0.745 and a p -value of 0.000.

Conclusion: The research results show a significant relationship between growth mindset cognitive flexibility and workforce agility ($p > 0.05$).

Keywords: cognitive flexibility; growth mindset; workforce agility

INTRODUCTION

As time progresses, the competition in the industrial and organizational environment increasingly has an influence on the dynamics of organization. The condition of an environment that is unpredictable, flexible, and constantly changing influences the organizational ability to adapt to unstable changes. Organization that unable to adapt can have a negative impact on their performance and achievement of goals, and even have potential to cause big losses (Alavi, 2014). Therefore, organization requires to take discerning steps in facing unexpected challenges due to changes (Chaturvedi, 2020).

One of the unpredictable conditions is the emergence of Covid-19 Pandemic. The condition of global business during pandemic is considered really unstable. In the Glints' report (2023), Giant, a retail company, experienced bankruptcy as the direct impact of the Covid-19 Pandemic. This supermarket, that has been operated since 2002, was forced to close all its outlets in Indonesia in July 2021, causing many employees to be laid off due to this closure. Another

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company that was stated bankruptcy in 2017 due to considered unable to adapt quickly with the technological development and innovations was the Herbal Medicine Manufacturer of Nyonya Meneer (Liputan6.com, 2017).

The conditions of environment and consumer currently increasingly demand customized (varied), easy, fast, and competitive price products (Hariyadi, 2016). This situation ultimately promotes the production and manufacture to not only operate effectively and efficiently but also flexible in producing products in various conditions. Specifically, the company is expected to have agile characteristics and responsively able to anticipate changes in the dynamics of condition and demand. One of the elements with a key role in maintaining organizational agility is employee or workforce (Setiyowati and Wulandjani, 2021). The success of an agile organization really depends on the employee agility, which is often referred to as workforce agility. Workforce agility or WFA refers to the individual's ability to response changes quickly and appropriately (Sadijah et al., 2023).

One of the companies that relies on labor or employee in facing transformation or changes is PT X. This cigarette company has survived for 76 years from time to time. Many factors causing this company can overcome the existing challenges, especially as cigarette industry in Indonesia, specifically Central Java, that is increasingly emerging. During the COVID-19 Pandemic, the sales of hand-rolled clove cigarettes (SKT) experiences an increase trend. In early 2021, Kudus Customs and Excise Office recorded an increase in the number of SKT segment cigarette factory in Pati Regency, Central Java, which was previously only 80 factories to be 111 factories, or there was an addition of 31 factories (Tobacco Industry Monitor – Indonesia, 2021).

According to the interview with several top management and employees, it showed that transformation or changes towards digitalization and technology in PT X has occurred. Some of them are the production machines and technology in the marketing and sales sector (Android Application). Several employees responded enthusiastically and openly due to the entry of digitalization and technology, competed to learn, tried to position and understand this case. However, in fact, the response of employees is not always in accordance with the expectation in PT X. Some of them is less active and lack of skills in facing this adaptation. Several employees choose to resign because they feel difficulties with the system changes. Those who are not ready with transformation in organizational system can be compared to the concept of “natural selection”, where those who are unable to adapt and survive will be eliminated.

Workforce agility or usually known as WFA has been developed since 1991 in manufacturing services. In recent years, agility becomes a discussion topic that is quite popular among industrialists. Agility forum defines agility as employee ability to grow and develop in an ever-changing competitive environment and to respond quickly to markets driven by customer preferences and consumer-based product assessments (Gunasekaran et al., 2019; Kumar, Singh, & Jain, 2019). From this definition, organizational rapidity and flexibility to adapt to its dynamics environment is emphasized as the main attribute of agility (Sherehiy, A, & Layer, 2007). Other aspects are responsiveness and proactiveness to changes (Gren & Lenberg, 2020), quality, and product demands (Boubaker, Jemai, Sahin, & Dallery, 2019; Eltawy & Gallear, 2017; Perera, Soosay, & Sandhu, 2019).

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According to the study by Saad Mian & Saad Mian (2017), the success of workforce ability is really important for employees because it has a role in forming more flexible, adaptive, and responsive behavior towards the cycles of change. The concept of workforce agility can be explained through the self-determination theory, showing that individual who feels supported by the organization will have higher motivation to face organizational transformation. This reflects that individual who feels supported positively by organization will shows proactive, adaptive, and resilience behaviors, and even being able to create innovation (Muduli & Pandya, 2018). Innovation is formed according to someone's mindset who wants a new idea for organizational improvement. This mindset will later become the fundamental for an employee to have ability to develop, respond to everything confidently in whatever occurs and not afraid of failure (growth mindset).

Growth mindset is a mindset from a confidence that skills can be improved through experiences and efforts. Confidence about human capacity is considered static, otherwise they can be strengthened and develop over time, and these confidences can influence someone's behavior (Ng, 2018). In the research by Nolan and Garavan, a mindset that focuses on development, learning, and building competency is identified as strategy to increase organizational performance facing unexpected changes (Nolan & Garavan, 2016). A study by Tannady et al. (2022) showed that employees with growth mindset can give motivations and moral support, both for themselves and work colleague, to continuously innovate and survive in current industrial competition.

Several aspects forming growth mindset, such as confidence about intelligence, talents, and traits; confidence about difficulties, failures, and challenges; confidence about efforts and hard work in self-development; and confidences about criticism and advices from others on self-development, have been identified in a study (Dweck, 1999; Westby, 2020). Chen & Liu (2021) in their study stated that growth mindset has six dimensions, including motivation, attitude, persistence, challenge, difficulty, and positive mindset. From previous explanation, it can be concluded that growth mindset is a mindset that develops based on confidences, in which skills and competencies can be improved through experiences, learning, and efforts. The influence includes individual, where motivation, attitude, persistence, challenge, difficulty, and positive mindset have a major role.

Cognitive flexibility is an ability to change thought in environmental situations that allow changes, followed by actions that are in line with new methods (Dennis & Vander Wal, 2010). Individual with cognitive flexibility is characterized by individual who adapt easily and has ability to quickly change their way of thinking (Chaplin in Setyawan, 2020). Another finding from a study by Taufani, A. et al. (2022) among hospital employees in Malang City stated that employees with high cognitive flexibility have an impact of 34% on reducing stress level when facing increased workload and unexpected changes due to Covid-19 Pandemic. Based on the explanation above, it can be concluded by the researcher that cognitive flexibility refers to the ability to change thoughts simultaneously in environmental situations that allow unexpected changes. Several aspects related to cognitive flexibility include: 1) Adaptation, 2) Openness in thinking, 3) Resistance, and 4) Critical thinking.

Mindset and cognitive has important role in forming workforce agility. Employees with growth mindset are expected to be able to move forward through efforts and strategies. Employees with

growth mindset believe that someone abilities can be “formed” by learning and training. Without cognitive flexibility, someone with developed mindset is expected to be able to face company situations that are required to make transformation in order to meet the dynamics pattern of changes. According to the background above, the aims of this study is to determine the relationship between workforce agility with growth mindset and cognitive flexibility. Thus, the hypothesis proposed in this study is that there is a relationship between growth mindset with cognitive flexibility and workforce agility in employees of PT X. The higher the growth mindset and cognitive flexibility, the higher tha workforce agility, and vice versa.

METHOD

This study adopted quantitative method with correlational approach. Participants of the study consisted of employees in PT X who met the criteria as permanent employees and had a minimum work period of one year. This study used purposive sampling method for sample selection. PT X has 14 divisions or units with the total of 90 employees.

Table 1
Demographic Data of Research Subjects

Demographic Data	Frequency	Percentage
Gender		
Female	31	34%
Male	59	66%
Age Range (years old)		
23-30	32	36%
31-38	19	21%
39-46	10	11%
47-54	16	18%
55-63	13	14%
Work Period (years)		
1-10	36	40%
11-20	21	23%
21-30	23	26%
31-44	10	11%
Employee Status		
Permanent	90	100%
Not Permanent	0	0%

Workforce Agility was measured using workforce agility questionnaire by Sherehiy in 2014, which has been developed by Alavi and colleagues in 2016 to be 23 items. The disclosure of workforce agility in employees was conducted through three main aspects, which were proactivity, adaptability, and resiliency. Reliability of this scale was evaluated using Cronbach’s Alpha value with proactivity reaching a value of 0.95, adaptability of 0.93, and resiliency of 0.91. This scale used four alternative answers, with a range of assessment from 1 (strongly disagree) to 4 (strongly agree).

Growth Mindset was measured using growth mindset scale developed by Dweck (2006). This scale has been adapted previously by a study by Firnanda, A (2022). This instrument has 18 items consisting of 6 dimensions, which are motivation, attitude, persistence, challenge,

difficulty, and positive mindset. The reliability of this scale had Cronbach's Alpha value of 0.83. There were four alternative answers in this scale with a range from 1 (strongly disagree) to 4 (strongly agree).

Cognitive Flexibility was measured using Cognitive Flexibility Inventory used by Dennis & Vander Wal (2010), which has been adapted to Bahasa Indonesia by Rahayu, Aprodita & Rasyida (2022). Several aspects used were adaptation, openness in thinking, endurance, and critical thinking. The reliability of this scale had Cronbach's Alpha value of 0.86. There were four alternative answers in this scale with a range from 1 (strongly disagree) to 4 (strongly agree).

Information contained in this study was compiled and evaluated using multiple linear regression analysis. Before involving in hypothesis testing, the researcher has carried out several assumption tests as a precondition to ensure the optimality of hypothesis testing. Assumption tests contained in this study included normality test and linearity test. To process and analyze data, the researcher used IBM SPSS Statistics program version 23.0 running on the Windows operation system.

RESULTS

Validity Test

Workforce agility variable was measured using workforce agility questionnaire with 23 questions consisting of 21 favorable questions and 2 unfavorable questions. Validity test used SPSS Statistics, showing that 4 items stated invalid using construct validity index between 0.234 – 0.607 and reliability of measuring instrument of 0.836.

Growth mindset variable was measured using growth mindset scale with 18 questions consisting of 16 favorable questions and 3 unfavorable questions. Validity test of measuring instrument was conducted using SPSS Statistics, showing that 1 item stated invalid using construct validity index between 0.220 – 0.555 and reliability of measuring instrument of 0.825.

Cognitive flexibility variable was measured using cognitive flexibility inventory with 20 questions consisting of 13 favorable questions and 7 unfavorable questions. Validity test used SPSS Statistics, showing that 2 items stated invalid using construct validity index between 0.166 – 0.759 and reliability of measuring instrument of 0.874.

Assumption Test

The results of normality test in workforce agility, growth mindset, and cognitive flexibility variables were conducted using One Sample Kolmogorov-Smirnov Test technique. The significance value of workforce agility was 0.181 ($p > 0.05$). The significance value of growth mindset was 0.409 ($p > 0.05$). The significance value of cognitive flexibility was 0.032 ($p > 0.05$). The three normality tests of variables showed that the distribution of cognitive flexibility variables has not normally distributed.

The researcher carried out a transform to normalize the data distribution. After carrying out a transform, data showed a significance value in workforce agility of 0.240 ($p > 0.05$). The significance value of growth mindset was 0.546 ($p > 0.05$). The significance value of cognitive

flexibility was 0.060 ($p > 0.05$), which means that data were normally distributed.

Table 2

The Results of Normality Test

	Trans_Y	Trans_X1	Trans_X2
Asymp. Sig. (2-tailed)	0.240	0.546	0.060

Furthermore, the researcher conducted linearity test to observe the relationship of variables in this study whether having linear relationship or not. The results of linearity test showed a p-value of < 0.01 , which can be stated that all predictor variables had linear relationship with dependent variable.

Multicollinearity Test

In order to determine whether there was a relationship between independent variable and a regression model, multicollinearity test was used. In multicollinearity testing, VIF or Variance Inflation Factor having the provision that if $VIF \leq 10$ and the value in tolerance ≥ 0.1 , it can be concluded that the results were free from multicollinearity. was used,

From the results of multicollinearity testing, it can be seen that Variance Inflation Factor (VIF) had a number of 1.707 (with a limit of $VIF \leq 10$), and the tolerance value was 0.586 (with a limit of ≥ 0.1).

According to this finding, it can be concluded that there was no indication of multicollinearity in independent variables in regression model. Therefore, analysis to evaluate the relationship between variable can be conducted.

Table 3

The Results of Multicollinearity Test

	Tolerance	VIF
X1	0.586	1.707
X2	0.586	1.707

Hypothesis Test

Hypothesis Test 1. The partial correlation test has been implemented in the first hypothesis to evaluate the relationship between dependent variable and independent variables by controlling dependent variable using IBM SPSS Statistic 23. The results of first hypothesis test showed a positive relationship between growth mindset variable with partial correlation coefficient (r_{xy}) of 0.254 and significance level of 0.016 ($p < 0.05$). Therefore, it can be concluded that first hypothesis can be accepted. This result indicated the significant positive relationship between growth mindset and workforce agility.

Hypothesis Test 2. The partial correlation test has been implemented in the second hypothesis to evaluate the relationship between dependent variable and independent variables while controlling dependent variable using IBM SPSS Statistic 23 software. The results of second hypothesis test showed a positive correlation between cognitive flexibility variable with partial correlation coefficient (r_{xy}) of 0.552 and significance level of 0.000 ($p < 0.05$). Therefore, it can be concluded that second hypothesis can be accepted. This result indicated the significant positive relationship between cognitive flexibility and workforce agility.

Table 4
The Results of T-Test

Model	t	Sign
X1	2.451	0.016
X2	6.176	0.000

Hypothesis Test 3. Regression analysis has been implemented to test first hypothesis, resulting in R-value of 0.745 and p-value of 0.000 ($p < 0.05$). Therefore, it can be concluded that there was a relationship between growth mindset with cognitive flexibility and workforce agility. The predictor coefficient of growth mindset had a score of 0.229, while predictor coefficient of cognitive flexibility had a score of 0.485 with constant score of 0.529. The equation of regression line can be formulated as follows: $Y = 0.229 X1 + 0.485 X2 + 0.529$. The analysis of hypothesis test showed that this model provided an effective contribution of 55% towards workforce agility variable with the coefficient of determination R square of 0.555.

Table 5
The Results of Regression Test

Model	B
Constant	0.529
X1	0.229
X2	0.485

Table 6
The Results of F-Test

Model	R	R Square	F	Sign
Regression	0.745	0.555	54,313	0.000

DISCUSSION

The results of hypothesis analysis showed that there was a significant relationship between growth mindset with cognitive flexibility and workforce agility ($p > 0.05$). Currently, the environment and consumer demands a product that is special, unique, easily adapted to individual needs, high quality, fast delivery, and competitive price. Therefore, production and manufacture not only requires to be effective and efficient but also flexible to produce products in various situations. In other words, the company is expected to be agile and able to anticipate changing conditions and demands. Not only company, but also employees are expected to have agile ability to face changes, which is known as workforce agility.

The company often experiences constraints in facing and adapting to the changes. One of the inhibiting factors is employees who cannot be proactive, adaptive, and resilience in facing these challenges. The employees are required to be agile in facing changes. If employees do not have confident in their abilities and cannot think flexibly in following the flow of changes, then automatically the company also cannot survive to adapt to changes. An individual's confidence that his/her basic abilities can be developed through effort, strategy, and also assistance from others is often referred to as growth mindset. Individual with growth mindset has confidence that human capacity is not permanent, but it can be developed from time to time and this

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confidence can influence someone's behavior. Employees with growth mindset in facing company changes will tend to be ready in facing all challenges.

Not only the development of mindset is important, but employees also require to have the ability to think flexibly to face all the changes. This flexibility can be identified with the ability to easily adapt and have distinctive properties that allow to quickly adapt to changes. Cognitive flexibility, which includes the ability to change thoughts to face environmental conditions that may change, becomes a crucial quality. Several factors that can influence cognitive flexibility of employees include adaptability, openness to new ideas, resistance to change, and criticality in thinking. Employees with flexibility in thinking are expected to be able to dynamically follow developments and changes.

The changes in the company emphasize the requirement for employees to be agile in facing these challenges. Employees with growth mindset and cognitive flexibility are expected to be agile, which is known as workforce agility. Gunasekaran (2001) defines agile manufacture as a company's ability to continuously exist and develop in a competitive and ever-changing environment by responding quickly and effectively to dynamic and unpredictable markets, encouraged by products and services that are adjusted to customer desires.

Hypothesis obtained is also in line with Szopa and Olak Andrzej (2018) in their study related to agile behaviors in organizations, which stated that agile workforce is an important asset of the company, specifically because the implementation of flexibility, knowledge, collaboration, positive attitudes towards new things, and adaptation to changes. A study conducted by Tessarini & Saltorato (2021) stated that workforce agility has been described as management strategy that allows the company to respond quickly and effectively to threats and opportunities from competitive and unstable business environment. The results of identification showed that workforce agility consists of four interrelated and interdependent dimensions, namely proactivity, flexibility and adaptability, resilience and competence. These attributes can be promoted through strategies related to learning and training, forms of work organization, human resource management, and organizational culture and structure.

According to Gottfredson (2020), individual with growth mindset develops more agile. A growth mindset is defined as the ability to observe self's abilities, talents, and intelligence of oneself and others as attributes that can change, grow and develop. This is also our ability and willingness to be open to other people's ideas and take those ideas seriously, seeking progress, growth, and achievement and seeing and treating people as people. Another study conducted by Alteza, M (2005) stated that the company must provide and develop various internal capabilities. This capability is the potential or readiness of manufacture systems to respond to changes in teamwork, empowerment, flexible and trained employees, rapid prototyping, virtual companies and focus on core competencies. Four policies that can be implemented by the company include designing systems and assessments flexibly, product acquisition quickly, fast decision making design, having a rich information system, workforce agility, adaptable structure, multi-skilled human resources, and continuous learning.

This study is also in line with a study by Tannady, Wardhana and Sudrajat (2022), which provides evidence that e-learning and growth mindset influence workforce agility at XYZ Insurance Company. The researcher provides advice to XYZ Insurance Company to always empower, motivate, and provide moral support for employees to be able to give their best. This

is in line with the study conducted by Alavi and Wahab (2013) that managers should invest in and manage agile employees. Individual factors highly influence the agility of an employee.

CONCLUSION

The results of the study showed that there was a significant relationship between growth mindset and workforce agility in permanent employees at PT X. This finding shows the existence of a significant positive relationship between growth mindset and workforce agility. Meanwhile, cognitive flexibility also has significant relationship with workforce agility, showing significant positive relationship between cognitive flexibility and workforce agility. Overall, the higher the level of growth mindset and cognitive flexibility, the higher the level of workforce agility, and vice versa.

The researcher found a weakness in this study, which is the number of invalid items in the workforce agility variable. This occurs because there is contamination of valid items, where the invalid items affect the valid items. Another weakness of this research is that the data of cognitive flexibility is not normally distributed. This is because the subject is less representative, so it cannot be generalized.

The company and human resource practitioners can increase workforce agility by forming employees with growth mindset and are flexible in thinking by providing certain methods to grow and form this character. The future researcher is expected to be able to re-study this research with different subjects and locations to expand the findings and increase the accuracy of the results. In this case, the future researcher is also suggested to increase control over the data collection process, so that the information obtained can be more accurate and avoid biases that have the potential to influence the results of the study.

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