

# Peran Mediasi Social Informal Learning dalam Pengaruh High Involvement Human Resource Practice dan Learning Climate terhadap Employability pada Pegawai Perusahaan Rintisan = The Mediating Role of Social Informal Learning in the Relationship between High Involvement Human Resource Practice and Learning Climate on Employability of Startup Company Employees

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## Abstrak

Perusahaan rintisan mengalami banyak perubahan untuk menghadapi perubahan kondisi ekonomi dan memenangkan persaingan di pasar. Kemampuan karyawan untuk beradaptasi dan meningkatkan keterampilan menjadi faktor yang penting untuk dapat mencapai kesuksesan. Penelitian ini menggabungkan faktor struktural organisasi yaitu penerapan high involvement human resource, learning culture, serta faktor pegawai social informal learning. Analisis data dilakukan terhadap 290 pegawai perusahaan rintisan di Indonesia dengan menggunakan structural equation modelling. Hasil penelitian menunjukkan bahwa pengakuan, pemberdayaan, pengembangan kompetensi, pembagian informasi, dan budaya yang mendukung pembelajaran mendorong munculnya pembelajaran secara sosial informal dan meningkatkan kemampuan pegawai untuk dapat beradaptasi dalam pekerjaannya. Imbalan finansial dapat menghambat pembelajaran dan mengurangi keterampilan kerja. Perusahaan rintisan dapat mengadopsi praktik untuk meningkatkan pembelajaran informal sosial, seperti pengakuan, pemberdayaan, pengembangan kompetitif, dan berbagi informasi untuk meningkatkan daya saing mereka di pasar.

.....Startup companies undergo many changes to deal with changing economic conditions and win competition in the market. The ability of employees to adapt and improve their skills is an important factor in achieving success. This study combines organizational structural factors, namely the application of human resources with high involvement, learning culture, and employee factors, namely social informal learning. The research employed a structural equation model to analyze data obtained from 290 employees in Indonesian startups. The results of the study show that recognition, empowerment, competence development, information provision, and a culture that supports learning encourage the emergence of informal social learning and increase the ability of employees to be able to adapt in their work. Financial rewards can hinder learning and employability. Startups can apply practices to enhance social informal learning, such as recognition, empowerment, competence development and information sharing to increase their competitiveness in the marketplace.