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Analysis of Reskilling, Upskilling, and Continuous Learning Culture on Adaptability of Hospitality Employees in West Java

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ABSTRACT

The adaptability of employees in the hospitality industry is crucial for maintaining service quality and operational efficiency in an evolving market. This study examines the impact of Reskilling, Upskilling, and Continuous Learning Culture on Adaptability among hospitality employees in West Java using a quantitative approach, with data collected from 150 hospitality employees through a Likert scale (1-5) questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS 3). The results indicate that Continuous Learning Culture has the strongest influence on Adaptability, followed by Upskilling and Reskilling, suggesting that fostering a continuous learning culture within organizations significantly enhances employees' ability to adapt to changes, while Reskilling, though still impactful, plays a comparatively smaller role. This study contributes to the literature by demonstrating that sustained learning engagement is a stronger predictor of adaptability than isolated training initiatives and provides managerial recommendations for developing structured learning environments to improve workforce agility in the hospitality sector.

Keywords: *Adaptability, Reskilling, Upskilling, Continuous Learning Culture, Hospitality Employees.*

1. INTRODUCTION

Palm oil is one of the most widely used vegetable oils in the world, found in food products, cosmetics, biofuels, and industrial applications [1]. The global demand for palm oil has surged due to its cost-effectiveness, high yield per hectare, and versatile applications [2]. Major producers, including Indonesia and Malaysia, contribute significantly to the global palm oil supply, which supports millions of livelihoods and generates substantial economic revenue [3]. However, the rapid

The hospitality industry is rapidly evolving, necessitating continuous skill enhancement among employees to remain competitive. Reskilling, upskilling, and fostering a culture of continuous learning are crucial strategies for adapting to technological advancements and changing customer expectations. Comprehensive training programs improve employee engagement and retention [4], while AI and 5G technologies demand new skills, such as managing smart room technologies and automated customer service systems [5]. High-performance work systems (HPWS) further enhance employee service performance by boosting career decision-making self-efficacy, leading to proactive service behaviors [6]. Additionally, a continuous learning culture fosters a supportive work environment and encourages skill development [4]. leveraging the absorptive capacity of the industry to maintain a competitive edge [5]. Strategic work-life integration management also supports sustainable development by adapting to evolving work paradigms [7]. Technological integration, including AI and 5G, is transforming the industry by enhancing operational efficiencies and personalizing guest experiences, requiring employees to continuously update their skills to manage these new systems effectively [5].

In the hospitality sector, where customer preferences and service standards are in constant flux, reskilling, upskilling, and fostering a continuous learning culture are essential strategies for

maintaining a skilled and agile workforce. These strategies help employees adapt to new roles, enhance their current skills, and engage in lifelong learning, ensuring they remain relevant and effective in their careers. Reskilling and upskilling initiatives address skill gaps and workforce shortages by focusing on both technical and soft skills, preparing employees for digital transformation [8], [9]. Tailored training programs and a supportive organizational climate further enhance these initiatives, improving employee capabilities and organizational performance [10]. A continuous learning culture fosters adaptability and innovation, with organizations integrating modern educational materials and promoting lifelong learning to align with industry changes [10], [11]. Industry-academic collaborations and online learning platforms play a crucial role in enhancing training quality and relevance, ensuring employees acquire the necessary skills to thrive in a rapidly changing environment [9], [12]. However, barriers such as insufficient financial resources and resistance to change require strong leadership and strategic planning to overcome [10]. Recommendations to accelerate workforce adaptation include enhancing training quality, integrating digital skills into education, and promoting inclusive training policies [8], [12].

West Java's tourism and hospitality sector requires a highly adaptable workforce to meet industry trends and challenges. Psychological capital, including self-efficacy and resilience, along with learning agility, enables employees to thrive in this dynamic environment [13]. Key factors like service quality, competitive pricing, and destination image drive customer loyalty, highlighting the need for adaptable service delivery [14]. The sector's economic significance, contributing 9.28% of GRDP and 12.39% of employment in 2021, emphasizes the importance of adaptability for growth [15]. Cultural adaptability also fosters innovation and enhances business performance in this competitive landscape [16]. However, there is a need for empirical research to quantify the impact of reskilling, upskilling, and a learning culture on employee adaptability. Understanding these relationships can help industry stakeholders develop effective training programs and policies.

2. LITERATURE REVIEW

2.1 Adaptability in the Hospitality Industry

Adaptability is a vital competency for hospitality employees, enabling them to navigate a dynamic industry shaped by technological advancements, evolving customer preferences, and economic fluctuations. This skill is essential for maintaining high-quality service, handling unexpected challenges, and ensuring customer satisfaction. Adaptable employees demonstrate superior job performance, problem-solving abilities, and resilience in dynamic environments, with organizational learning and development programs playing a key role in equipping them with the necessary skills. The "smart tourism employee" integrates technological and interpersonal skills, with periodic training and evaluation essential for enhancing hotel competitiveness and technological proficiency [17]. Innovations like online booking platforms and customer loyalty algorithms necessitate adaptability to meet changing consumer preferences and sustain competitive advantages [18]. Resilience strategies, including crisis management and income diversification, alongside sustainable practices such as waste reduction, further highlight the need for adaptability in addressing economic and environmental challenges [19]. Additionally, adaptability influences employee engagement and motivation, significantly impacting labor productivity and organizational performance,

as seen during the COVID-19 pandemic, when adaptability and courage were crucial for job satisfaction and performance [20].

2.2 Reskilling and Employee Adaptability

Reskilling in the hospitality industry is essential for addressing skill shortages driven by technological disruptions and evolving service expectations, with the integration of AI and IoT reshaping skill requirements and underscoring the need for workforce sustainability. Reskilling programs enhance employee confidence, adaptability, organizational performance, and retention, making them crucial for workforce agility in a dynamic job market. By helping employees transition into new roles and respond to changing job demands, reskilling ensures employability while boosting service quality and retention rates [10], [11], [21]. Effective strategies include tailored training programs aligned with organizational goals, technology-driven approaches, and strong leadership support, fostering a culture of continuous learning and innovation [10], [22]Sector-specific frameworks in hospitality enhance operational efficiency, while overcoming barriers like financial constraints and resistance to change requires high-quality training, digital skills integration, and industry-academic collaboration to ensure competitiveness [10], [12], [21].

2.3 Upskilling and Workforce Agility

Upskilling in the hospitality industry is essential for enhancing employees' existing competencies, improving job performance, and preparing them for career advancement through training programs, workshops, and certifications in areas such as customer service, digital literacy, leadership, and operational efficiency. Research highlights that upskilling enhances workforce agility, enabling employees to adapt to new roles, technology, and service expectations while boosting engagement, productivity, and motivation to tackle workplace challenges effectively. Structured training programs improve task efficiency and decision-making, contributing to organizational growth, while tailored, technology-driven approaches ensure employee competencies align with the demands of digitalization (Saini & Saini, 2024; Rustam et al., 2024). Certifications in technical and managerial skills foster a well-rounded workforce, driving adaptability, job satisfaction, and operational efficiency (Kartheeswari, 2024; Saini & Saini, 2024). Additionally, upskilling addresses skills gaps, reduces recruitment costs, and enhances productivity by fostering continuous learning and adaptive skills, which sustain innovation and collaboration in competency development (Buckley & Jorge, 2024; Rustam et al., 2024).

2.4 Continuous Learning Culture in the Hospitality Industry

A continuous learning culture in the hospitality sector significantly boosts employee performance, innovation, and adaptability by encouraging professional growth and knowledge-seeking behaviors, which improve job satisfaction and customer service quality. Organizations that adopt continuous learning strategies benefit from a more skilled workforce, gaining competitive advantages in the market. This culture promotes a learning-oriented environment, enhancing innovation and firm performance through idea exchange and operational efficiency [23]. Comprehensive training programs and supportive work environments further foster employee engagement, skill

development, and retention, leading to improved service quality and customer satisfaction [4]. However, barriers such as short-term thinking and silo mentalities can hinder progress. Leadership initiatives, including psychological safety and reflection routines, as seen in Google's learning culture, are effective in overcoming these challenges [24]. Additionally, lifelong learning strengthens labor market competitiveness and fosters resilience, enabling workers to adapt to dynamic industry demands [25].

2.5 Research Hypotheses

Based on the literature review, this study proposes the following hypotheses:

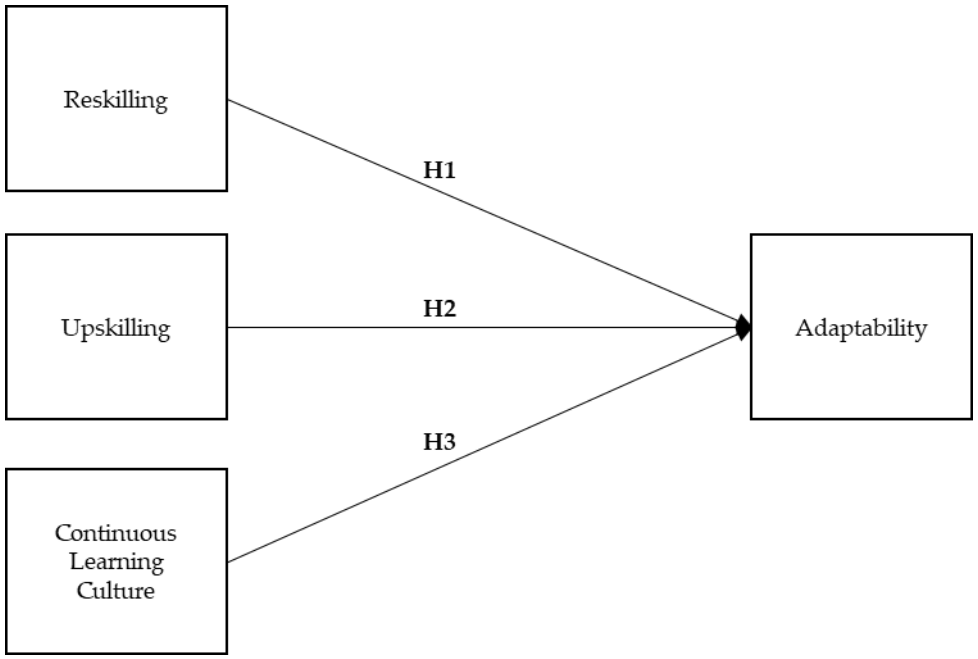

Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

This study employs a quantitative research approach to examine the impact of reskilling, upskilling, and a continuous learning culture on the adaptability of hospitality employees in West Java. A survey method was used to collect primary data, and Structural Equation Modeling-Partial Least Squares (SEM-PLS 3) was applied to analyze the relationships between the study variables. The quantitative approach ensures objectivity and allows for statistical validation of the proposed hypotheses.

3.2 Population and Sample

The target population for this study consists of hospitality employees working in hotels, restaurants, and tourism-related businesses in West Java, Indonesia. The sample size was determined based on the minimum requirement for SEM-PLS analysis, ensuring sufficient statistical power. A total of 150 employees were selected using a purposive sampling technique, focusing on individuals actively involved in hospitality operations and training programs.

3.3 Data Collection Method

Primary data was collected using a structured questionnaire distributed to the selected respondents. The questionnaire was divided into several sections, including demographic information (age, gender, job position, years of experience, and education level), reskilling measures (assessing the availability and effectiveness of reskilling programs), upskilling measures (measuring the extent of upskilling initiatives and their impact on job performance), continuous learning culture (evaluating organizational support for continuous learning), and employee adaptability (assessing employees' ability to adjust to changes in the hospitality industry). All questionnaire items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The study adapted validated scales from previous research to measure the constructs. Items related to reskilling and upskilling were adapted from workforce training studies (Baum et al., 2016), continuous learning culture items were derived from organizational learning models (Marsick & Watkins, 2003), and employee adaptability measures were based on adaptability frameworks used in hospitality research (Pulakos et al., 2000). A pilot study was conducted with 30 respondents to ensure the reliability and validity of the questionnaire, leading to minor modifications based on respondent feedback to improve clarity.

3.4 Data Analysis Method

The collected data was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3) due to its suitability for examining complex relationships in small-to-medium sample sizes. The data analysis process involved several steps, including descriptive analysis to summarize respondent demographics and general response trends, reliability and validity testing using Cronbach's alpha and composite reliability to assess internal consistency, along with convergent and discriminant validity to ensure construct validity. The structural model assessment was conducted using the SEM-PLS technique to test the direct and indirect effects of reskilling, upskilling, and a continuous learning culture on employee adaptability. Finally, hypothesis testing was performed by evaluating path coefficients and significance levels to determine the strength and direction of relationships between variables.

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of Respondents

The study surveyed 150 hospitality employees in West Java, covering various roles in hotels, restaurants, and tourism-related businesses. The gender composition of respondents was relatively balanced, with a slightly higher percentage of male employees (54.7%) compared to female employees (45.3%). The majority of respondents (40%) were in the 21–30 years age group, indicating a predominantly young workforce, followed by those aged 31–40 years (34.7%) and those aged 41 years and above (25.3%). In terms of job position, 50% of respondents were frontline staff (e.g., receptionists, waiters/waitresses), 30% were supervisors, and 20% were managers, reflecting the operational nature of the hospitality sector. Regarding work experience, 40% of employees had between 5 to 10 years of experience, while 34.7% had less than 5 years, and 25.3% had more than 10 years, indicating a workforce with moderate industry exposure. In terms of education level, most respondents held a diploma (40%) or a bachelor's degree (30%), suggesting a well-educated workforce, while 30% had only a high school education. Lastly, the distribution of respondents across different types of hospitality businesses showed that 50% worked in hotels, 30% in restaurants, and 20% in tourism services, reflecting the key sectors of the hospitality industry in West Java.

4.2 Measurement Model Assessment

The measurement model was assessed using factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). The results confirm the validity and reliability of the constructs used in the study.

Table 1. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Reskilling	RES.1	0.897	0.915	0.946	0.854
	RES.2	0.943			
	RES.3	0.932			
Upskilling	UPS.1	0.815	0.762	0.859	0.670
	UPS.2	0.815			
	UPS.3	0.826			
Continuous Learning Culture	CLC.1	0.708	0.802	0.867	0.621
	CLC.2	0.800			
	CLC.3	0.821			
	CLC.4	0.819			
Adaptability	ADA.1	0.791	0.882	0.914	0.679
	ADA.2	0.857			
	ADA.3	0.842			
	ADA.4	0.837			
	ADA.5	0.793			

Source: Data Processing Results (2025)

Factor loadings assess the strength of each indicator's relationship with its latent construct, with a threshold of 0.70 (Hair et al., 2019). The results indicate high loadings for reskilling (≥0.897), moderate to high loadings for upskilling (0.815–0.826), and strong adaptability indicators (0.791–0.857), while Continuous Learning Culture (CLC) remains acceptable despite one lower loading (0.708 for CLC.1). Since all loadings exceed 0.70, the model demonstrates adequate convergent validity (Fornell & Larcker, 1981). Reliability analysis shows Cronbach's alpha (0.762–0.915) and composite reliability (0.859–0.946) surpassing the 0.70 threshold (Nunnally, 1978), ensuring consistency. Convergent validity, assessed through Average Variance Extracted (AVE ≥ 0.50), confirms that all constructs are valid, with reskilling (0.854) having the highest AVE, indicating strong explanatory power.

To ensure that each construct in the model is distinct, the Heterotrait-Monotrait (HTMT) ratio is used, as it provides a more robust measure of discriminant validity compared to the Fornell-Larcker criterion. The HTMT threshold varies based on model complexity, with HTMT < 0.85 indicating strong discriminant validity (Henseler et al., 2015), while HTMT < 0.90 is acceptable in some cases, particularly in social science research.

Table 2. Discriminant Validity

	ADA	CLC	RES	UPS
Adaptability				
Continuous Learning Culture	0.787			
Reskilling	0.637	0.577		
Upskilling	0.772	0.680	0.725	

Source: Data Processing Results (2025)

The highest HTMT value is 0.787 (Adaptability → Continuous Learning Culture), which remains below the 0.85 threshold, confirming that the constructs are distinct. Since all HTMT values fall within the acceptable range, each construct captures a unique aspect of the study and is not redundant with another construct.

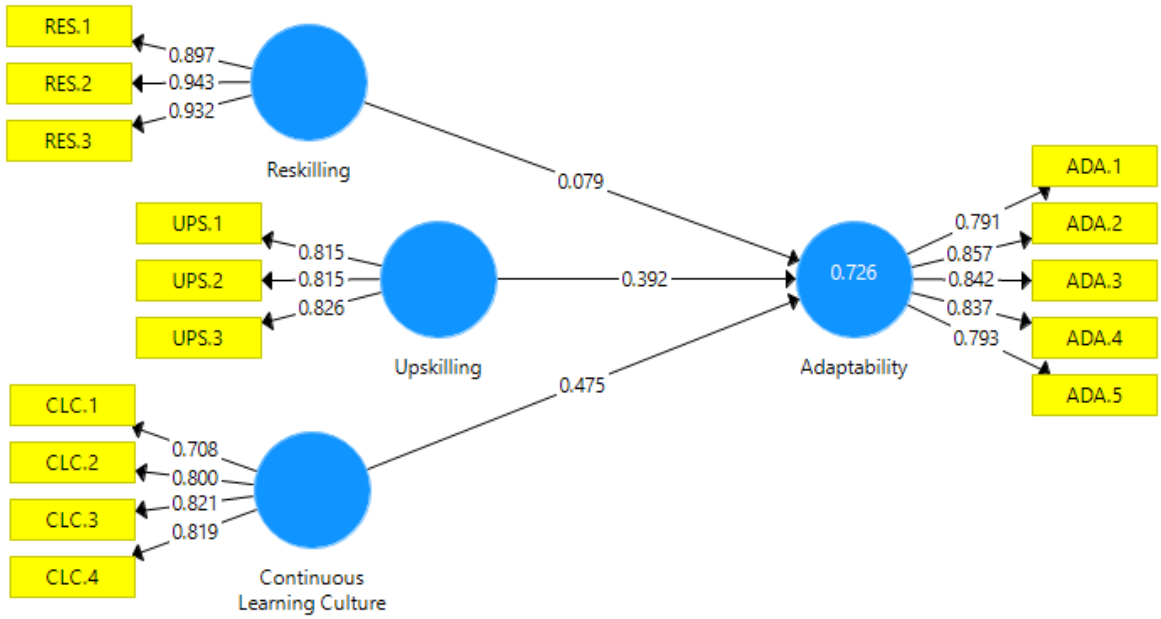

Figure 2. Model Results

Source: Data Processed by Researchers, 2025

4.3 Model Fit Assessment

Model fit evaluates how well the proposed structural model represents the observed data, with indices such as SRMR, d_ULS, d_G, Chi-Square, and NFI used to assess adequacy. The Standardized Root Mean Square Residual (SRMR) measures discrepancies between observed and predicted correlations, with a good fit indicated by SRMR ≤ 0.08 (Hu & Bentler, 1999). The SRMR value of 0.072 suggests a moderate fit but not a perfect model, though SEM-PLS prioritizes predictive power over absolute model fit. The d_ULS (1.246) and d_G (0.754) values indicate moderate model fit with some residual discrepancies, but since SEM-PLS is designed for prediction, these values are not necessarily a concern. The Chi-Square (χ^2) value of 475.386 compares observed and expected covariance matrices, but in SEM-PLS, it is less relevant due to its sensitivity to sample size (150 respondents). The Normed Fit Index (NFI), which compares the proposed model against a null model, shows a value of 0.817, suggesting an acceptable fit but below the ideal threshold of 0.90. However, NFI values in PLS-SEM tend to be lower than in CB-SEM, and other criteria such as R^2 and path coefficients provide stronger justification for model validity.

After assessing the measurement model, the structural model is evaluated using R^2 (coefficient of determination) and Q^2 (predictive relevance) to determine how well the independent variables (Reskilling, Upskilling, and Continuous Learning Culture) explain the dependent variable (Adaptability). R^2 measures the proportion of variance in Adaptability explained by the independent variables, with values above 0.70 considered substantial (Chin, 1998). The study finds that 72.6% of the variance in Adaptability is explained by these factors, indicating a strong model with high explanatory power. Q^2 (Stone-Geisser's Q^2), assessed through the blindfolding procedure (Hair et al., 2019), confirms the model's predictive relevance, with a Q^2 value of 0.719, well above the 0.35 threshold for strong predictive relevance. This suggests that the model is not only statistically significant but also effective for making accurate predictions in the hospitality industry.

4.4 Structural Model Evaluation

After validating the measurement model, the structural model is assessed to determine the strength, significance, and direction of relationships between constructs. Key indicators include path coefficients (β values/Original Sample (O)), which measure the strength of relationships, T-statistics,

which indicate significance (should be ≥ 1.96 for a 95% confidence level), and P-values, which confirm statistical significance (should be ≤ 0.05).

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Continuous Learning Culture -> Adaptability	0.475	0.475	0.083	5.751	0.000
Reskilling -> Adaptability	0.279	0.280	0.110	0.713	0.003
Upskilling -> Adaptability	0.392	0.397	0.074	5.290	0.000

Source: Process Data Analysis (2025)

The structural model analysis confirms that Continuous Learning Culture (β = 0.475), Reskilling (β = 0.279), and Upskilling (β = 0.392) significantly enhance Adaptability. Continuous Learning Culture has the strongest impact, emphasizing the role of training, knowledge sharing, and self-development. Reskilling helps employees adapt to evolving job demands, while Upskilling improves digital, communication, and management skills, enhancing responsiveness to industry changes. These findings highlight the need for hospitality organizations to invest in continuous learning, reskilling, and upskilling to improve workforce adaptability.

Discussion

The results of this study confirm the significant impact of Reskilling, Upskilling, and Continuous Learning Culture on Adaptability among hospitality employees in West Java.

1. The Role of Continuous Learning Culture in Enhancing Adaptability

The strongest predictor of Adaptability in this study is Continuous Learning Culture (β = 0.475, p = 0.000), highlighting that a work environment that fosters ongoing learning significantly enhances employees' ability to adapt. This finding aligns with [26], [27], theory of the learning organization, which emphasizes that continuous learning drives innovation and adaptability, as well as previous research demonstrating that strong learning cultures help employees adjust to industry disruptions [26], [27]. Practically, hospitality businesses should promote knowledge-sharing programs, encourage participation in training workshops, and integrate e-learning platforms to sustain a culture of continuous learning. Managers should implement mentorship programs to facilitate skill transfer between senior and junior employees, while companies should recognize and reward employees who actively engage in professional development to maintain motivation and continuous growth.

2. The Impact of Reskilling on Employee Adaptability

Reskilling (β = 0.279, p = 0.003) has a moderate but significant impact on Adaptability, aligning with the World Economic Forum's (2020) findings that reskilling enhances workforce resilience, especially in rapidly evolving industries. However, its lower coefficient compared to Continuous Learning Culture and Upskilling suggests that while beneficial, reskilling is not the primary driver of adaptability. This may be because reskilling is often reactive—implemented when job roles become obsolete—whereas upskilling and continuous learning are more proactive career development strategies [8], [28], [29]. To maximize its effectiveness, reskilling initiatives should be planned in advance rather than as emergency measures. Hospitality businesses should collaborate with educational institutions to offer structured reskilling programs in emerging fields such as digital services and sustainability, while employers should implement career transition pathways to help employees seamlessly move into new roles after reskilling.

3. The Role of Upskilling in Strengthening Adaptability

Upskilling ($\beta = 0.392$, $p = 0.000$) has a strong and significant impact on Adaptability, indicating that employees who continuously upgrade their skills are better prepared to navigate industry changes. This aligns with [30], which highlights that upskilling enhances employees' confidence, problem-solving abilities, and agility in responding to market trends. To maximize its benefits, companies should invest in upskilling initiatives focused on digital transformation, customer service innovations, and leadership development. Incorporating microlearning and gamified training modules can make upskilling more engaging, while offering certification programs can help recognize and validate employees' newly acquired skills, reinforcing a culture of continuous professional growth in the hospitality industry.

4. Theoretical Contribution and Comparison with Previous Studies

The findings align with previous studies showing that employee adaptability is strongly influenced by learning and development initiatives while providing new insights specific to the hospitality industry in West Java. [31], [32] found that continuous learning improves adaptability in multinational companies, which is consistent with this study's finding that a strong learning culture is the most influential factor. The World Economic Forum (2020) emphasized that while reskilling is necessary, it should be complemented by continuous development, aligning with this study's conclusion that reskilling has a moderate impact but is less influential than upskilling and continuous learning. [33]–[35] highlighted that upskilling enhances employee confidence and adaptability, a finding confirmed in this study within the hospitality sector. Overall, this study extends the literature by demonstrating that Continuous Learning Culture is the dominant factor in adaptability, suggesting that long-term learning engagement is more impactful than short-term training interventions.

5. Managerial Recommendations

Given the results, hospitality managers should prioritize strategies to enhance employee adaptability by fostering a proactive learning culture, balancing reskilling and upskilling initiatives, and leveraging digital learning technologies. Creating a proactive learning culture involves implementing ongoing training programs beyond short-term courses, establishing internal learning communities, and providing access to online learning resources for continuous development. To balance reskilling and upskilling, managers should adopt data-driven approaches to anticipate future skill demands and develop personalized training paths based on employees' career goals. Additionally, leveraging digital learning technologies can enhance training effectiveness by introducing AI-driven modules for personalized learning experiences and utilizing virtual reality (VR) simulations for hands-on hospitality training.

CONCLUSION

This study provides empirical evidence that Continuous Learning Culture, Upskilling, and Reskilling significantly enhance Adaptability among hospitality employees in West Java. Continuous Learning Culture is the most influential factor, reinforcing that employees engaged in ongoing learning are better equipped to adapt to industry changes. Upskilling plays a critical role in enhancing existing competencies, enabling employees to respond effectively to evolving job demands, while Reskilling has a moderate impact, suggesting that acquiring new skills should be complemented by continuous learning initiatives. These findings highlight the need for hospitality businesses to transition from reactive training models to proactive, long-term learning strategies. Managers should implement personalized learning pathways, digital learning platforms, and structured career development programs to ensure employees remain competitive and adaptable in

a dynamic industry. Future research should explore longitudinal studies to assess the long-term effects of learning initiatives on adaptability and incorporate qualitative insights to deepen understanding of employee experiences in skill development.

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