

The Impact Learning Organization and Organization Culture To Employee Performance, Mediated By Knowledge Sharing (Empirical Study On Bumitama Agri LTD.)

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Abstract:

The **purpose** of this study is to test how learning organizations affect employee performance. evaluate how company culture affects employee performance, Test the knowledge sharing effect of an organization. **Analyze how organizational culture affects knowledge sharing.** Analyze the effects of information sharing on employee performance. Test the effects of information sharing on employee performance in the organization. Analyze the effects of information sharing on company culture and employee performance. **The population** in this study were all staff of Bumitama Agri Ltd. who have participated in the Bumitama University Corporate Training & Development Program since 2019. This research is a survey research or it can be said as a research technique that distributes questionnaires to respondents. Data will be obtained directly from the respondents by providing questionnaires to obtain data about the learning organization, organizational culture, employee performance and knowledge sharing. From the results of the study it can be concluded that organizational culture has a positive effect on employee performance. Learning organization has a positive effect on employee performance. Organizational culture has a positive effect on knowledge sharing. Learning organization has a positive effect on knowledge sharing. Knowledge sharing has a positive effect on employee performance. Knowledge sharing mediates organizational culture on employee performance. Knowledge sharing mediates organizational learning on employee performance.

Keywords: *Learning Organization, Organization Culture, Employee Performance, Knowledge Sharing.*

1. Introduction

All organizations maintain a presence in an environment which is very competitive and volatile with ability to adapt, change, and increase competitive advantage [1]. Organizational leaders are constantly looking for new and innovative strategies to ensure the success or even survival of the organization. Many successful strategies are known to focus on people as the organization's greatest asset and knowledge as a competitive strategy [2].



Organizations that are able to provide knowledge, expertise and skills for their members are called learning organizations. An organization is sometimes referred to as a learning organization when all members of the organization interact to improve the individual qualities of its members. The application of learning organization in organizations is an effort to keep up with the development of information in the outside world and adapt to the environment [3].

Becoming a Learning Organization (LO) is a prerequisite to face the rapidly changing global competition. Organizational learning focuses on the process (learning how to learn). And it is part of all job descriptions. LO begins with individual learning and applies to all levels of work units in an organization. Learning Organization is a guiding skill for all organizations to develop towards success [4].

Achievement of organizational performance will depend on several factors, including culture organization. Every company has a different organizational culture, which is important for the survival of the company. When employees imitate behaviors that are consistent with their organizational culture, they are satisfied and even get direct or indirect rewards for maximizing the resulting performance [5]. Competition in business requires the advantage of the company to be as good as other competitors along with the development of business challenges. An effective way to coordinate business development and competition is to build a good corporate culture. The application of organizational culture will allow employees to be productive without feeling pressure or coercion.

Organizational culture will influence knowledge sharing. Knowledge sharing depends on the cultural norms of the employees. Employees who apply organizational culture well will encourage increased abilities and skills used in their work. Objectives that employees achieve by knowledge sharing is to achieve good results. Organizational culture embedded in employees will encourage knowledge sharing to improve work processes. Employees will be influenced by organizational culture to share knowledge in improving their performance [6] [7]. Based on their interactions, employees will gain knowledge and external experience from colleagues and their organizations that will be able to help employees perform well.

The superior culture of the company will encourage all employees to develop well independently (self learning) as well as through the intervention of a company-facilitated development program (learning & development). Application Learning organization in the last 5 years, namely the rise of corporate universities present as an effort to bring about organizational change that continues to learn to develop itself following the challenges of the times and business competition.

Corporate university development in Indonesia as a formal form of platform learning organization adapted by Institutions / Agencies, BUMN and private companies. In particular, in private plantation companies in Indonesia, not many have implemented corporate university and Bumitama Agri Ltd. was one of the pioneers. Bumitama Corporate University is a form of commitment from the Management of Bumitama Agri Ltd. to develop a learning organization as a strategy to improve employee performance towards sustainable company development. Since launching in 2019, an evaluation of Bumitama Corporate University has not been carried out, namely proving the implementation of corporate universities and an attempt to formalize the learning organization brought by Bumitama Agri Ltd. be a learning organization impact on employee performance. The specific corporate culture in BGA is able to bring about increased performance and influence the implementation learning organization? **This research will add organizational culture and learning organization as an independent variable. Where not many have researched the relationship between corporate culture and corporate culture learning organization** on employee performance with the addition of knowledge sharing mediation. **This research aims to:**

1. Test influence learning organizations for performance employee
2. Test influence organizational culture for performance employee
3. Test influence learning organization for knowledge share
4. Test influence organizational culture towards knowledge share
5. Test influence knowledge share on employee performance
6. Test influence knowledge share who mediate learning organization on performance employee
7. Test influence knowledge sharing that mediate organizational culture on performance employee

It is hoped that this study will contribute to the development of the theory of influence learning organization and organizational culture for performance employees with mediation knowledge share. It is hoped that this study will become an additional reference for future research. The expected practical benefit is that this research becomes the basis for decision making in organizations related to employee performance which is influenced by organizational culture, as well as employee performance through knowledge sharing mediation.

2. Literature Review

Learning Organization (LO) is a prerequisite for successful organizational transformation and performance. Organizational culture is defined as a system of shared meanings held by each member in an organization that distinguishes it from other organizations [8] [9] [10]. There are five functions of organizational culture, are:

- a. Function to set limits.
- b. Brings a feeling of identity to organizational members.
- c. Foster commitment over individual interests
- d. Social system stability that unifies the organization.
- e. Rational and control mechanism that directs and shapes the behavior of all employees with characteristics in the organizational culture.

Knowledge sharing is a reciprocal process of exchanging knowledge between individuals (tacit and explicit knowledge) to jointly create new knowledge. That organizational performance is the level of success of an organization in achieving the goals that have been set and agreed upon effectively and efficiently within a certain period. Employee performance issues are also related to the ability to develop themselves to work to achieve organizational goals. Employee performance is the result of work achieved by an employee in carrying out his duties as an employee/employee [11] [12] [13].

Learning organization is a continuous process within an organization that provides smooth learning and individual development for all employees, while maintaining continuous transformation, empowering human resources. Organizations will be better off because they have staff who are always learning. Learning can increase the intellectual capabilities of staff. Learning organizations are more skilled at creating, acquiring and developing knowledge and modifying their behavior according to new knowledge and ideas [14] [15]. Organizational culture is defined as a characteristic of an organization that serves as a guide for the organization to differentiate it from other organizations. Thus, organizational culture is a behavioral norm that is understood and accepted by all members of the organization and is used as a reference for the rules of behavior in the organization. there are several indicators that will affect organizational culture [16]:

- a. Response
- b. Encouragement
- c. Leadership
- d. Ability

Employee performance is one of the benchmarks for evaluating an organization. The form of employee performance that can be seen directly is about how to do everything related to a job, position or role in the organization. Employee performance is the result of work achieved by employees in carrying out their obligations as an employee. Employee performance issues can be related to a person's ability to develop themselves to work to achieve the goals desired by the organization. The easiest way to see employee performance is to monitor their attendance [17] [18]. Employees who often leave or arrive late, it can be predicted that their performance can be problematic. However, it is necessary to monitor the presence of employees in locations that are scattered or have high mobility by using attendance sheets. revealed that in general, the measures of performance indicators can be grouped into the following six categories :

- a. Effective, which is an indicator that measures conformity output in achieving something desired. This indicator of effectiveness answers the question of whether something has been done correctly.

- b. Efficient, which is an indicator that measures the degree of suitability of the production process/output uses low cost. Efficiency indicators answer the question of whether the resources used are at the appropriate amount.
- c. Quality, this indicator measures whether the suitability of the quality of the product or service has met expectations.
- d. Timeliness, this indicator measures whether the work can be completed correctly and on time.
- e. Productivity, this indicator measures the added value generated by the company.
- f. Safety, this indicator measures the overall level of health of the organization and its work environment through safety aspects.

Knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts in a person or organization to those in need with more varied methods and media. The conclusion is that the process of knowledge sharing aims to optimize and encourage the emergence of new knowledge as a consequence of learning outcomes and the combination of different kinds of knowledge. Knowledge sharing is an individual process of exchanging knowledge to gain new knowledge. The next definition of knowledge sharing is a systematic process of delivering messages between individuals and organizations through various media.

The main focus of sharing knowledge is people who are willing to exchange information and knowledge, whether other people, groups or organizations [19] [20]. Knowledge sharing is an activity of interaction and communication between individuals as an effort to increase knowledge and enhance self-development. Someone will transfer their knowledge in a discussion or forum, other people listen and they are able to communicate, exchange knowledge. The awareness of sharing knowledge is of course self-initiated, considering the importance of this being done.

Sharing knowledge in scope is very much needed so that leaders and employees are connected, communicate and exchange knowledge to develop competence. Knowledge sharing is a necessity for every organization. The process of sharing knowledge in organizational activities is important so every organization should always strive to improve the culture. Here are some indicators that influence knowledge sharing [15]:

- a. Transfer mechanism
- b. Supporting facilities
- c. Culture
- d. Motivation

2.1 Hypothesis Development

The application of the concept of LO in business organizations has been carried out in developed countries, and various studies have been carried out to examine the relationship and impact of LO on various organizational behaviors such as work commitment, job satisfaction, and organizational performance.

LO on organizational commitment and job satisfaction; and there is a positive effect of LO on organizational performance through commitment to the organization and job satisfaction. Based on the explanation above, the hypotheses in this study are:

H1. Learning Organization Has a Positive Effect on Employee Performance

Organizational culture is a reference in behavior for all employees in achieving goals, so that all employees follow and do everything according to existing values, making employees feel excited to carry out their duties and responsibilities to work and provide satisfaction for employees. Organizational culture makes the activities and routines of employees work more systematically and in harmony, which will give a different feel in carrying out them.

Found a positive relationship between organizational culture and employee performance. When employees follow behavior that is in accordance with their organizational culture, they get their own satisfaction and get rewarded directly or indirectly [12] [13], so that they can perform optimally. Based on the explanation above, the hypotheses in this study are:

H2. Organizational Culture Positively Affects Employee Performance

Knowledge sharing is a series of internal development and organizational development, towards a better direction to achieve company sustainability (sustainability) which ultimately together with other organizations can provide benefits for human life. According to Hoof and knowledge sharing is a reciprocal process between individuals exchanging knowledge (tacit and explicit knowledge) and creating new knowledge.

Previous research, there is a positive relationship between learning organization and knowledge sharing. When in a company that implements a learning organization then automatically the experience gained by employees will be shared or shared with other employees within the company. Based on the explanation above, the hypotheses in this study are:

H3. Learning Organizations Have a Positive Effect on Knowledge Sharing.

Results of the study on knowledge development and organizational learning obtained that knowledge sharing activities are strongly influenced by the culture of each employee, and others. Research also shows that organizational performance is influenced by the organizational cultural values that have been taught. Organizational culture not only affects the successful achievement of knowledge sharing, but also knowledge worker morale and productivity.

H4. Organizational Culture Has a Positive Effect on Knowledge sharing.

Knowledge donation and knowledge collection as the dimension of knowledge sharing plays an important role in improving employee performance. Impact of activities Knowledge sharing on the relationship between organizational culture and job satisfaction [11], stated that there was a positive relationship between knowledge sharing on employee performance. The greater the level of employee involvement in the decision-making process, the greater the resulting performance. Based on the explanation above, then the hypothesis in this study are:

H5. Knowledge sharing Positively Affects Employee Performance

Learning organization well will affect knowledge sharing and make employees want to contribute in sharing their knowledge with their co-workers. Learning organization brings conditions that are felt by employees in a work environment for their role in the organization and their needs are well met. Higher job satisfaction will bring employees to share knowledge which has an impact on improving employee performance.

Learning organization has a positive effect on employee performance. Likewise, Iqbal's research (2016) shows that learning organization has a positive effect on knowledge sharing. Based on the explanation above, the hypotheses in this study are:

H6. Knowledge sharing Mediating Learning Organizations on Employee Performance

Organizational culture is a characteristic of an organization and becomes a guide for that organization. Organizational culture becomes the norms of behavior and values that are understood and accepted by all members of the organization and are used as the basis for the rules of organizational behavior. Leaders who apply a good and appropriate organizational culture will influence knowledge sharing between employees. Employees who apply knowledge sharing and show a positive attitude shown by sharing and accepting the knowledge they have gained so that it will have a positive impact on improving employee performance.

Research shows that organizational culture has a positive effect on employee performance. Supported that organizational culture has a positive effect on knowledge sharing. Based on the explanation above [13] [14], the hypotheses in this study are:

H7. Knowledge sharing Mediating Organizational Culture on Employee Performance

3. Research Method

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusions. The population in this study were all staff of Bumitama Agri Ltd. who are participating in Bumitama Corporate University Training & Development Programs since 2019 (corporate university launching).

Primary data is data that refers to information obtained first hand by researchers relating to variables of interest for the specific purpose of the study. The data will be obtained directly from

the respondents by providing a questionnaire to obtain data about the learning organization, organizational culture, employee performance and knowledge sharing. Secondary data is data that refers to information that will be collected from existing sources. Secondary data sources are company records or documentation, government publications, industry analysis by media, web sites, internet and so on. This research is a survey or can be said to be a research technique that distributes questionnaires to the respondents. Data obtained directly from the first source either from individuals or individuals by conducting interviews or distributing questionnaires. The purpose of the questionnaire is to obtain what data and information we will examine.

Data analysis was selected using PLS-SEM. The process of data analysis begins with processing research data into excel worksheets. Furthermore, the answers to the statement items are tabulated and coded according to the variables. After the coding process is continued with data entry into the PLS-SEM worksheet. Through PLS-SEM analysis, it is known the tendency and distribution, validity and reliability of the instrument through measurements for the acquisition of Cronbach Alpha and Composite Reliability scores. Inferential technique is used to test the hypothesis so that it is known the level of correlation between latent variables. In addition, the assumption test was also carried out to determine normality and multicollinearity.

Respondent data were divided into 3 groups; based on where the respondent works, age group and education level. The standard deviation is seen from the results of the range, the semi-interquartile range (SIR), variance / standard deviation.

To find out Convergent Validity, it is seen from the value of the loading factor for each item that is above the threshold and the AVE is above 0.5. The instrument is declared valid if the loading factor is above 0.7. Meanwhile, Discriminant Validity is known from the cross loading value with a threshold above 0.7 or above other constructs. Consistency is measured by the achievement of the Cronbach Alpha (CA) score for each item with a threshold above 0.7 and Composite Reliability (CR) also above 0.7. The CA value is smaller than the CR value.

The coefficient of the determinant on the dependent variable is known through the results of the R-Square test. The closer to 1, the stronger the relationship. The same is done to determine the coefficient of the intervening variable. Furthermore, the correlation coefficient between latent variables is known through the T test with 95% confidence level. That the data does not contain symptoms of multicollinearity is known from the VIF value below 5. The assumption test is carried out to determine normality, multicollinearity, and heteroscedasticity.

4. Findings

Data processing from the survey involved 129 respondents using the G-Power Technique analysis software with Alpha error probability: 0.05, statistical power: 0.95 with 3 predictors, so the minimum sample size is 107 for data processing using the Smart PLS-SEM analysis tool. Descriptive analysis processing uses uni-variate statistical methods, with the previous data using coding, data editing and data transformation. Data editing is needed to detect if there are some errors so that the data becomes logical, consistent, legal. In this verification stage, there is no data that is outside the category or identified as extreme. Furthermore, the data that has been prepared is transferred to the Smart PLS-SEM application for analysis. Before the measurement and test results were obtained, data verification was carried out with descriptive statistical results as shown in Figure 1. The demographics of the respondents were divided into 97% men and 3% women, this is because generally workers in the oil palm plantation sector are dominated by male workers. Respondents who filled out the questionnaire generally had a bachelor's degree (73%), with an age range of 26-45 years (80%) dominated by 10-20 years of service (52%) in Manager/Section Head/Specialist positions.

Demographic Profile	Count	%
Gender		
Man	125	97%
Women	4	3%
Education		
High School	13	10%
Bachelor	94	73%
Post Graduate	10	8%
Others	12	9%
Age		
0 - 25	2	2%
26 - 35	51	40%
36 - 45	52	40%
46 - 55	24	19%

Demographic Profile	Count	%
Working Period		
0 - 1	7	5%
2 - 5	22	17%
6 - 10	33	26%
10 - 20	67	52%
Position		
Assistant/ Officer/ Staff	31	24%
Manager/Section Head/Specialist	64	50%
Area Controller/Dept. Head	30	23%
Regional Head/Group Dept. Head	4	3%

N = 129

Figure 1. Respondent Demographic

The results of the collinearity test showed that in this study there were no symptoms of multicollinearity between the predictor and predictor with reference to VIF <3.3 (Diamantopoulos & Siguaw, 2006) as shown in Figure 2.

	Organization Culture	Employee Performance	Knowledge Sharing	Learning Organization
Organization Culture		1,830	1,581	
Employee Performance				
Knowledge Sharing		2,147		
Learning Organization		2,060	1,581	

Figure 2. Collinearity Test

Reflective testing of the variables shows on Figure 3. that the results of Cronbach's Alpha on organizational culture, employee performance, knowledge sharing, and organizational learning > 0.7, which is in the range of 0.756 – 0.911. Likewise for the results of the Composite Reliability test construct >0.7, which is in the range of 0.860 – 0.927. Validity test using Convergent Validity is seen from the value of the loading factor and AVE. The instrument is declared valid if the loading factor > 0.7. The critical value of AVE is >0.50. The results showed that the AVE value for employee performance was the lowest at 0.586 and the other variables above were in the range of 0.586 – 0.744. Likewise, the loading factor value all shows a value > 0.7. Thus the measurement model shows all the reliability and construct validity are very good.

Construct	Item Code	Loading Factor	Cronbach's Alpha	CR	AVE
Organization Culture	BUD1	0.836	0,756	0,860	0,671
	BUD2	0.802			
	BUD5	0.819			
Employee Performance	KIN1	0.767	0,911	0,927	0,586
	KIN10	0.821			
	KIN13	0.727			
	KIN18	0.720			
	KIN2	0.818			
	KIN4	0.778			
	KIN5	0.710			
	KIN7	0.762			
	KIN9	0.776			
Knowledge Sharing	KSH3	0.882	0,828	0,897	0,744
	KSH5	0.850			
	KSH7	0.855			
Learning Organization	LOR13	0.791	0,883	0,915	0,682
	LOR14	0.787			
	LOR20	0.822			
	LOR21	0.846			
	LOR22	0.881			

Figure 3. Construct Reliability and validity

Furthermore, the discriminant validity test on the Fornell-Larcker Criterion shows that the square root value of AVE is close to number 1. In addition, each value is greater than the value of the other constructs. With these results, it can be interpreted that the discriminant test shows the validity of the instrument.

	Organization Culture	Employee Performance	Knowledge Sharing	Learning Organization
Organization Culture	0.819			
Employee Performance	0.682	0.765		
Knowledge Sharing	0.627	0.702	0.863	
Learning Organization	0.606	0.710	0.679	0.826

Figure 4. Construct Reliability and validity

Other discriminant test results are indicated by the cross-loading value for each variable > 0.8.

	Organization Culture	Employee Performance	Knowledge Sharing	Learning Organization
BUD1	0.836	0.575	0.567	0.559
BUD2	0.802	0.523	0.440	0.475
BUD5	0.819	0.576	0.524	0.453
KIN1	0.530	0.767	0.545	0.593
KIN10	0.499	0.821	0.555	0.572
KIN13	0.485	0.727	0.556	0.541
KIN18	0.507	0.720	0.554	0.568
KIN2	0.553	0.818	0.600	0.563
KIN4	0.544	0.778	0.553	0.520
KIN5	0.532	0.710	0.469	0.440
KIN7	0.547	0.762	0.474	0.571
KIN9	0.503	0.776	0.519	0.512
KSH3	0.508	0.664	0.882	0.629
KSH5	0.561	0.599	0.850	0.622
KSH7	0.557	0.546	0.855	0.494
LOR13	0.409	0.527	0.547	0.791
LOR14	0.554	0.554	0.595	0.787
LOR20	0.570	0.623	0.526	0.822
LOR21	0.432	0.545	0.532	0.846
LOR22	0.526	0.672	0.600	0.881

Figure 5. Cross Loading

From the results of testing the accuracy of the structural model, it is known that the R2 value for knowledge sharing is 0.534 and employee performance is 0.635. This shows that the relevance of the predictor variable to employee performance as the target variable is 63.5%, the remaining 26.35% are other variables outside of which the research supports can be used for further research. From the results of cross validated redundancy using blindfolding (Q2) is 0.36, $Q^2 > 0$, this model has predictive ability, namely predictor variable able to predict employee performance target variable by 36%.

R Square

	R Square	R Square Adjusted
Knowledge Sharing	0.534	0.527
Employee Performance	0.644	0.635

Cross Validated Redundancy

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Organization Culture	387.000	387.000	
Employee Performance	1.161.000	742.811	0.360
Knowledge Sharing	387.000	238.341	0.384
Learning Organization	645.000	645.000	

Figure 6. R Square and Cross Validated Redundancy

The results showed that there was a positive and significant relationship between organization culture, knowledge sharing, learning organization and employee performance which could be found at P Value < 0.05. (Figure 7.)

Path	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Organization Culture -> Employee Performance	H1	0.300	0.292	0.074	4.034	0.000	Supported
Organization Culture -> Knowledge Sharing	H2	0.341	0.338	0.095	3.576	0.000	Supported
Knowledge Sharing -> Employee Performance	H3	0.288	0.285	0.076	3.785	0.000	Supported
Learning Organization -> Employee Performance	H4	0.333	0.341	0.082	4.053	0.000	Supported
Learning Organization -> Knowledge Sharing	H5	0.472	0.478	0.082	5.744	0.000	Supported

Figure 7. Direct Path

The results of hypothesis testing are explained as follows;

- H1: There is a positive relationship B(0,300) and significant p(0,00) between organization culture and employee performance.
- H2: There is a positive relationship B(0,341) and significant p(0,00) between organization culture and knowledge sharing.
- H3: There is a positive relationship B(0,288) and significant p(0,00) between knowledge sharing and employee performance.
- H4: There is a positive relationship B(0,333) and significant p(0,00) between learning organization and employee performance.
- H5: There is a positive relationship B(0.472) and significant p(0.00) between learning organization and knowledge sharing

Path	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision	Mediation Type
Organization Culture -> Knowledge Sharing -> Employee Performance	H6	0.098	0.095	0.036	2.736	0.006	Supported	Partial Mediation
Learning Organization -> Knowledge Sharing -> Employee Performance	H7	0.136	0.137	0.047	2.903	0.004	Supported	Partial Mediation

Figure 8. Indirect Path

- H6: Knowledge sharing mediates a positive relationship B(0.098) and significant (0.006) between organization culture and employee performance
- H7: Knowledge sharing mediates a positive B(0.136) and significant (0004) relationship between learning organization and employee performance.

4. Conclusion

Based on the study findings, several conclusions can be drawn. **Firstly**, organizational culture has a positive impact on employee performance, implying that a conducive and supportive organizational culture contributes to improved employee performance. **Secondly**, a learning organization also plays a significant role in enhancing employee performance, indicating that fostering a culture of continuous learning and knowledge acquisition positively influences employee performance. Furthermore, the study reveals that organizational culture has a positive effect on knowledge sharing among employees. **This implies** that an organizational culture that encourages open communication, collaboration, and knowledge exchange facilitates effective knowledge sharing among employees. Similarly, a learning organization positively influences knowledge sharing within the organization, indicating that promoting a culture of continuous learning and knowledge dissemination contributes to better knowledge sharing practices among employees.

Moreover, the study demonstrates that **knowledge sharing has a positive impact on employee performance**, highlighting the importance of creating mechanisms and platforms that facilitate the sharing of knowledge and expertise within the organization. Additionally, the study reveals that knowledge sharing acts as a mediating factor between organizational

culture and employee performance. This suggests that knowledge sharing plays a crucial role in translating the positive effects of a conducive organizational culture into improved employee performance. Similarly, knowledge sharing also mediates the relationship between organizational learning and employee performance, indicating that knowledge sharing acts as a pathway through which organizational learning positively impacts employee performance.

Based on these findings, **it is recommended that organizational culture be further improved to enhance employee performance.** Specifically, attention should be given to indicators related to attention to detail within the organizational culture. By addressing these areas and fostering a culture that values meticulousness and thoroughness, organizations can continue to increase employee performance.

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