

# THE ROLE OF MEDIATION OF KNOWLEDGE SHARING IN LEARNING ORGANIZATION AND EMPLOYEE PERFORMANCE

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## ARTICLE INFO

## ABSTRACT

### Keywords:

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In the current era, hospitals take an important role in overcoming various health problems, especially their function as public servants. The development of organizations today is faced with various very rapid advances, therefore hospital employees are required to carry out efforts to store and disseminate knowledge well. The purpose of this study is to test and analyze the role of Knowledge Sharing as a mediator of Learning Organization on Employee Performance. With a total population of 197 and sampling techniques using simple random sampling techniques by calculating slovin totaling 66 employees of RSUD in Ambon City. The analytical test tool used is Smart PLS 3.0 with SEM (Structural Equation Modeling) analysis method. The results of this study show that learning organization has an effect and is significant on Knowledge sharing but not significant on employee performance. Partially, knowledge sharing also affects employee performance.

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## 1. INTRODUCTION

Competition in the current era of globalization is getting tighter. Human resources here are a very important factor and cannot be separated from the company in creating competitive advantage. The definition of human resources is people who are ready, capable and alert in achieving organizational goals (Werther and Davis in Sutrisno, 2016). In addition, human resources are also one of the factors that can determine the development of the company. Activities within a company cannot run smoothly without the support of reliable human resources. Therefore, the human resources employed by a company must be managed as well as possible in order to create a balance between the needs of human resources and the demands for the progress of a company's business. With the rapid development of technology, it brings changes in life. Its development is unavoidable. The problem of human resources is still in the spotlight and the foundation for companies to survive in the era of globalization.

Human resources have a major role in every company activity. Even though it is supported by facilities and infrastructure as well as excessive funding sources, without the support of reliable human resources the company's activities will not be completed properly. This shows that human resources are the main key that must be considered with all their needs. As the main key, human resources will determine the success of the company's activities.

*Learning organization* has an important role in an organization to support the organization to progress and develop. An organization will progress if everyone involved in it continuously improves the quality of work, not only sticking to old habits but always wanting to learn and wanting to find the best way in line with changing demands and the complexity of existing competition.

The company's main goal is to improve service to the community, so the analysis of organizational commitment is very important. This is intended to determine the factors causing high or low employee organizational commitment. Organizational commitment is the degree to which employees believe in and accept organizational goals, and wish to stay with the organization. Organizational actors must realize that

organizational commitment does not arise unilaterally because it involves the interests of the organization or company and the interests of employees.

Learning (Learning) is one of the factors that supports companies able to adapt to environmental changes and achieve competitive advantage through increasing organizational intelligence. In general, organizational learning culture has concepts that can be implemented to improve management strategy and increase organizational growth and development.

## 2. METHODS

This research is a type of explanatory research. The research involved all employees at DR M. HAULUSSY Hospital. Based on employee data, the number of employees at DR M. HAULUSSY Hospital is 197. Using a simple random sampling technique and the slovin formula, the sample of this study is 66 respondents. The inferential statistical method used in this study is Partial Least Square (PLS)

## 3. RELUST AND DISCUSSION

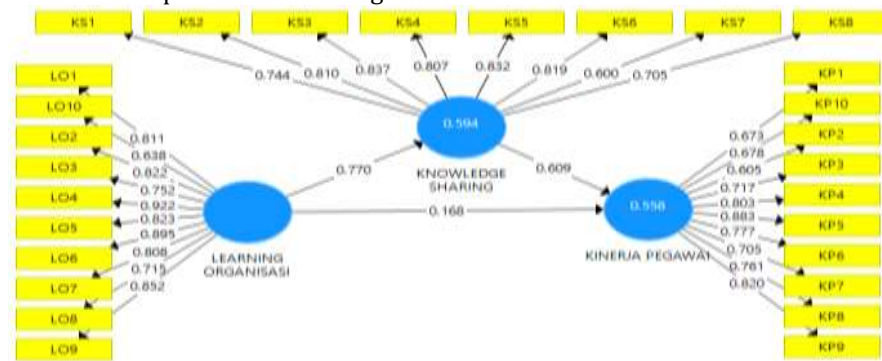
The model feasibility test using SMART PLS 3 begins with assessing the model fit of a research model. The initial stage is Evaluation of measurement model by assessing Convergent Validity which is assessed through the value of Loading Factor, Average Variance Extracted (AVE) and communality, for Discriminant Validity which is assessed through Cross Loading and square root AVE and correlation between latent constructs and Composite reliability as measured from cronbach's alpha and Composite Reliability values, whose values are summarized in the following table:

**Table 1.** Construct Validity and Reliability

Research variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Learning Organization	0.940	0.949	0.653
Knowledge Sharing	0.902	0.922	0.598
Employee Performance	0.911	0.926	0.557

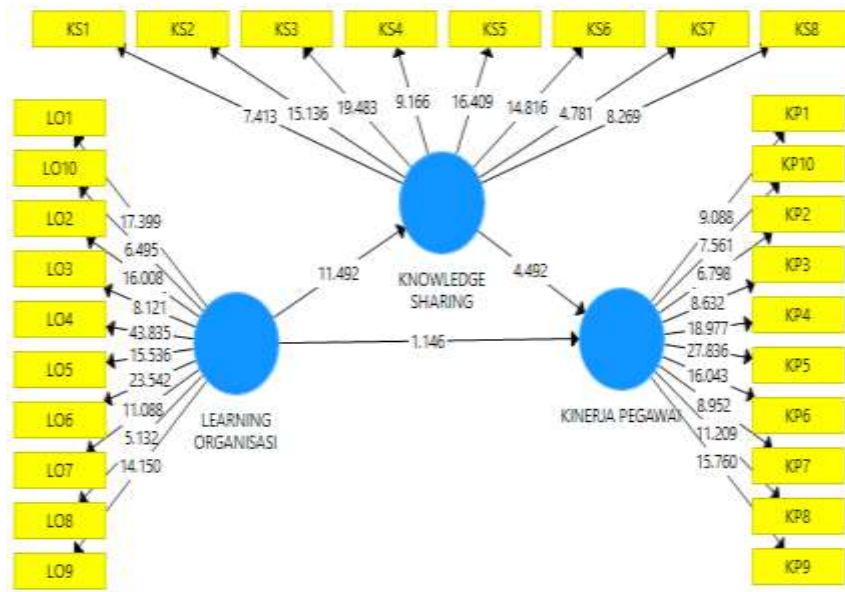
Source: processed data, 2023

After the summary table above, it can be continued with the second stage, namely testing the structural model which can be presented in the figure under this:



**Figure 1.** Structural Model iteration 1

The results of the structural model show that there is an outer loading value that is still below 0.7, so iteration 3 is carried out with results that meet the criteria, as shown below:



**Figure 2.** Iteration Structural Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model containing all supporting variables tested by the hypothesis. The PLS model with the addition of organizational trust variables, organizational commitment as a mediating variable explains that these additions make an additional contribution as an explanation of knowledge sharing behavior. Therefore it can be interpreted that the relationship between variables can be explained in table 2.

**Table 2** Hypothesis Testing Results

Relations Between Variables	T Statistics	P Values
Learning Organization-> Employee Performance	1.146	0.252
Learning Organization -> Knowledge Sharing	4,492	0.000
Knowledge Sharing ->Employee performance	11,492	0.000
Learning Organization -> Knowledge Sharing -> Employee performance	3,452	0.000

Source: processed data, 2023

The results of this study do not underlie that employee performance is affected by the application of learning organizations or *learning organization*. High employee performance is not necessarily determined from the implementation of learning organization in the company. Focus *Learning Organization* is how an organization processes learning together and continuously within an organization and later there will be learning and knowledge development so that it can achieve good performance, but in reality until now organizational learning has not been able to improve employee performance properly.

*Learning organization* it is important to apply. This is because in the current Revolution 4.0, there are increasingly sophisticated technological advances so that employees have not been able to keep up with these technological developments. One way is to hold learning together which will also have an impact on performance. Learning organization takes a very important role to be applied to an organization. In this study, the learning organization has not been able to have a significant influence on improving organizational performance in the future. With the existence of a learning organization, employees will continue to carry out individual, group or organizational learning, so that they have not been able to improve organizational performance.

In addition, organizational learning can also influence employee performance to be better, this is because organizations that implement learning organizations are able to learn in various situations and circumstances. The research results support the findings of Sumiarsih (2018); Trang et al. (2019) who found that learning organization has no significant effect on employee performance. The research results are contradictory to research findings from Lisnawati et al. (2020); Safitri et al. (2018); Jo and Joo (2019); Rose et al. (2020) who stated that the learning organization has an impact on improving employee performance in the organization.

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This research is in line with Rahardjo and Purwanto (2018) and Paraskevi and Panagiotis (2019) stating that learning organizations or learning organizations have a positive and significant effect on employee performance. Jo and Joo (2019) and Rose et al. (2020) also found that employee performance will increase with the implementation of a learning organization. The higher the level of company awareness in implementing a learning organization, the more employees will work hard to improve their performance.

Based on the results of testing the hypothesis regarding the effect of learning organization on knowledge sharing using path analysis, it was found that learning organization has a significant effect on knowledge sharing. These results also show positive results where the better the implementation of a learning organization, the better the impact on knowledge sharing in an organization.

These findings are in line with the findings of Jo and Joo (2011) who found that learning organization has a significant influence on knowledge sharing intention. Athoillah (2017) states that implementation and all company support in improving the organization by increasing learning for employees will directly encourage the spirit of sharing knowledge and experience between members of the organization. The organization will try to increase the learning capacity of employees, which will have an impact on the initiatives of members of the organization in sharing knowledge and experiences with fellow employees.

However, this research is different from Weldy and Gillis (2015) who found that *Learning Organization* less impact on knowledge performance. And research according to Athoillah (2017) and Jo and Joo (2011) states that implementation and all company support in improving the organization by increasing learning for employees will directly encourage the spirit of sharing knowledge and experience between members of the organization. The organization will try to increase the learning capacity of employees, which will have an impact on the initiatives of members of the organization in sharing knowledge and experience and will improve employee performance. Jo and Joo (2011) found that learning organization has a significant influence on knowledge sharing intention.

The results of hypothesis testing show that knowledge sharing has a significant effect on employee performance. This shows that the better the implementation of knowledge sharing owned by the organization, the better impact on employee performance. Employee performance will achieve maximum results, if it is supported by the knowledge they have, which can come from various sources including sharing knowledge with colleagues.

If co-workers share experiences with each other, share knowledge with co-workers, so that they can help the performance of other employees, so sharing knowledge with the organization and each individual is important to have. These results are in line with research conducted by Kang et al. (2008); Kwahk and Park (2016) found that knowledge sharing has a significant effect on employee performance. In addition, the findings (Ozlen, 2015; Wang and Wang, 2012) also found that knowledge sharing can improve employee performance.

Kang et al. (2008) and Kwahk and Park (2016) found that knowledge sharing has a significant effect on employee performance. Employee performance will achieve maximum results, if it is supported by the knowledge they have, which can come from various sources including sharing knowledge with colleagues. The findings of Ozlen (2015) and Wang and Wang (2012) found that knowledge sharing can improve employee performance.

Based on the results of the analysis, it shows that knowledge sharing has a role in mediating between the influence of learning organization on employee performance. This shows that although the implementation of a learning organization can directly affect employee performance, these results indicate that knowledge sharing is also an important thing to implement and will have an even better impact on employee performance.

It is important to implement a learning organization in organizations, because organizations that are continuously learning can create, integrate and modify actions to create new knowledge to meet strategic objectives. It is also interpreted that the implementation of a learning organization will have an impact on employee performance if the organization is able to create an environment, views, new knowledge by providing opportunities for each employee to share their knowledge and experiences with fellow workers, which will then have an impact on the employee's performance.

The results of this study also support the findings of Safitri et al. (2018) which shows that knowledge sharing has a significant role in the effect of learning organization on employee performance. Effect of

learning organization (X1) on employee performance (Y) Learning organization or learning organization is needed by the organization.

By implementing a learning organization, the organization is able to create behaviors that accommodate employees in learning opportunities, create curiosity and a desire to learn from each other, so as to strengthen teamwork and encourage employees to achieve achievements. The results of the study show that learning organization has a significant effect on motivation. This shows that the implementation of learning organization in companies has an impact on improving employee performance. The more continuous learning is applied by an organization, it will improve employee performance in achieving an award, development in the workplace, and recognition from the organization.

Organizations that are continuously learning can create, integrate and modify actions to create new knowledge to meet strategic goals. Whereas knowledge sharing can only be done in organizations that provide opportunities for its members to convey ideas, opinions, share knowledge with other members (Lim, 2018). Based on the findings of Jo and Joo (2011) which show that learning organizations have an effect on knowledge sharing and the findings of Kwahk and Park (2016); Ozlen, (2015); Wang and Wang (2012); Yousef Obeidat et al. (2017) which shows that knowledge sharing has an effect on performance, knowledge sharing has a mediating role in the effect of learning organization on employee performance.

#### 4. CONCLUSION

Based on the results of the analysis and discussion of the data, the authors obtain conclusions that can be drawn from research regarding the Influence of Learning Organization on Employee Performance with Knowledge Sharing as mediation (Case Study at Dr. M Haulussy Ambon Hospital, as follows: *Learning Organization* no significant effect on employee performance at RSUD Dr. M Haulussy Ambon. *Learning Organization* significant effect on Knowledge Sharing. This means that the better the Learning Organization process is, the more Knowledge Sharing behavior of nurses at RSUD d Dr. M Haulussy Ambon. *Knowledge Sharing* has a significant effect on employee performance. This is evidence that the better the Knowledge Sharing process will improve the performance of nurses at RSUD Dr. M Haulussy Ambon. *Knowledge sharing mediates full (full Mediation) influence between Learning Organization and employee performance*, meaning if Knowledge Sharing is increasing to employees then the process *Learning Organization* will improve employee performance directly and will not affect nurse performance, so it can be said that *Learning Organization* play an important role in bridging the relationship between *knowledge sharing* and employee performance.

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