# Learning organization and organizational climate influence employee performance mediated by knowledge sharing variables at Pt. Qalin Buana Laras

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**Abstract**

This study aims to analyze the influence of learning organizations and organizational climate on employee performance, with knowledge sharing as a mediating variable, at PT Qalin Buana Laras. The research adopts a quantitative approach with a descriptive explanatory design to examine the relationships among the variables. Data were collected through questionnaires distributed to employees of PT Qalin Buana Laras, and the collected data were analyzed using statistical methods, including regression and path analysis. The findings indicate that both learning organizations and organizational climate have a positive and significant impact on employee performance. Additionally, learning organizations and organizational climate positively influence knowledge sharing among employees. Knowledge sharing plays a crucial role in enhancing employee performance and is shown to mediate the relationship between learning organizations, organizational climate, and employee performance. These results emphasize the importance of fostering a learning-oriented organizational environment and a supportive organizational climate to promote knowledge sharing and improve employee performance at PT Qalin Buana Laras.

**Keyword:** learning organization, organizational climate, employee performance, knowledge sharing.

## INTRODUCTION

Globalization and economic changes have made competition in the trade, manufacturing, and service industries increasingly fierce. Both domestic and international competition demand that companies offer superior products or services to survive and achieve success. A company's success lies in the contribution of its human resources.

Wibowo (2011:7) explains that performance is the result of work that is strongly connected to an organization's strategic goals, consumer satisfaction, and contributions to the economy. Thus, performance is about both the work done and the results achieved. It concerns what is done and how the work is carried out. PT Qalin Buana Laras was founded in 2017 in Jakarta, Indonesia. With a vision of enthusiasm, high commitment, and integrity, it aims to meet client needs and ensure satisfaction. Based on feedback from clients who are not satisfied with the results of PT Qalin Buana Laras' work, it can be concluded that the influence of human resources, particularly the workers, is negatively impacting employee performance. This is supported by data showing the satisfaction index of PT Qalin Buana Laras, as assessed by its clients.

One way to improve performance is by paying attention to the organizational

climate. According to Wirawan (2008:122), the organizational climate is the perception of organizational members (both individually and in groups) regarding what exists or occurs within the internal environment of the organization. This routinely influences their attitudes, behavior, and performance, which in turn determines the organization's overall performance. This is also supported by research conducted by Nurhamzah (2016), which states that organizational climate significantly influences employee performance. The findings of this research show that the organizational climate at PT Qalin Buana Laras is not yet conducive, which negatively affects organizational performance.

Organizational climate refers to employees' perceptions and feelings about their environment. A collaborative organizational climate encourages employees to share knowledge. To enhance the knowledge-sharing process, companies create positive working conditions and environments among employees to facilitate this sharing. According to AlKurdi et al. (2020), organizational climate positively influences the decision to participate in knowledge-sharing activities. Additionally, aspects of equality and relationships between members are emphasized as part of the organizational culture that fosters knowledge sharing.

## METHODE

This research was conducted at PT Qalin Buana Laras in Central Jakarta, from November 2024 to July 2025, with the aim of obtaining empirical data related to the relationship between learning organizations, organizational climate, knowledge sharing, and employee performance. The study employed a quantitative approach, which required objective and structured measurements of the variables. The research instrument was developed based on the conceptual and operational definitions of the variables, which included the independent variables of learning organizations (X1) and organizational climate (X2), the intervening variable of knowledge sharing (Z), and the dependent variable of employee performance (Y).

The entire workforce of 100 employees at PT Qalin Buana Laras was included as both the population and the sample (saturated sample), meaning that all employees were selected as respondents. Data collection was conducted using a questionnaire as the primary instrument, with responses gathered directly from all employees as the main data source. Each variable was measured using predetermined indicators based on relevant theories, generating numerical data that could be analyzed statistically.

The quantitative method was chosen because it enables measurable testing of relationships between variables and allows for the generalization of conclusions. The development of the research instruments and procedures was based on research methodology theories from Sugiyono (2018), Juhana (2019), and other literature supporting the measurement of variables and the sampling process.

Data analysis was performed in several stages, starting with analysis requirement tests, including normality and homogeneity tests, to ensure the data's feasibility before proceeding to hypothesis testing. Subsequently, the data was analyzed using simple regression and multiple regression to test the direct influence of each independent and intervening variable on employee performance. Correlation analysis was used to identify which variables had the strongest influence, while the coefficient of determination was used to assess the extent of the independent variables' contribution in explaining variations in employee performance. This comprehensive analysis process

was conducted to ensure the statistical validity of the research results and to thoroughly address the research questions.

## RESULT AND DISCUSSION

### Validity test

The validity test of the data in the study was measured using the Pearson Product-Moment (r) correlation technique on IBM SPSS 24 software. In this study, the validity test of the question items contained in the questionnaire was carried out by calculating the correlation coefficient of each item with the total score obtained. The correlation coefficient of each item was then compared with the critical value of r (r table) with the number of respondents being 100, which was 0.1966. Validity testing was carried out for each question or statement from the variables Performance (Y), Learning Organization (X1), Organizational Climate (X2) and Knowledge Sharing (Z). The validity test of this research is done by measuring the degree of correlation between each question item and each variable.

### Employee Performance Variable (Y)

Calculations using SPSS can be seen in Table IV.1, which shows that all questions are valid with $_{\text{calculated r}} > _{\text{table r}}$ between 0.621 to 0.666 > 0.1966

**Table 1. Employee Performance Test (Y)**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| Y1 | 64.3200 | 55,836 | .621 | .908 |
| Y2 | 64.2500 | 56,917 | .556 | .910 |
| Y3 | 64.3300 | 55,597 | .636 | .908 |
| Y4 | 64.5300 | 56,332 | .608 | .909 |
| Y5 | 64.3100 | 57,893 | .518 | .911 |
| Y6 | 64.4800 | 55,000 | .666 | .907 |
| Y7 | 64.2400 | 56,912 | .580 | .909 |
| Y8 | 64.4800 | 55,000 | .666 | .907 |
| Y9 | 64.2400 | 57,800 | .476 | .912 |
| Y10 | 64.3100 | 56,317 | .623 | .908 |
| Y11 | 64.2400 | 56,709 | .535 | .911 |
| Y12 | 64,3000 | 56,313 | .565 | .910 |
| Y13 | 64.4500 | 56,290 | .586 | .909 |
| Y14 | 64.3300 | 57,577 | .508 | .911 |
| Y15 | 64.3900 | 55,735 | .650 | .907 |
| Y16 | 64.2400 | 56,912 | .580 | .909 |
| Y17 | 64.4800 | 55,000 | .666 | .907 |

Based on the results of the data processing above, it can be calculated that all the questions for the Employee Performance variable (X1) are proven to be valid, so that no questions are excluded from the calculation.

**Learning Organization Variable ($X_1$)**

Calculations using SPSS can be seen in Table IV.3, which shows that all questions are valid with $_{calculated\ r} > {}_{table\ r}$ between 0.653 to 0.775 > 0.1966

**Table 2.** Learning organization validity test ( X1 )

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| X1_1 | 36.8800 | 25,319 | .653 | .909 |
| X1_2 | 37.2000 | 24,384 | .620 | .911 |
| X1_3 | 36.8600 | 25,415 | .663 | .908 |
| X1_4 | 36,8000 | 24,444 | .675 | .907 |
| X1_5 | 36.8600 | 24,566 | .707 | .905 |
| X1_6 | 36.8400 | 23,429 | .740 | .903 |
| X1_7 | 36.9300 | 24,712 | .562 | .914 |
| X1_8 | 36.9400 | 23,613 | .789 | .900 |
| X1_9 | 36.8400 | 23,590 | .716 | .905 |
| X1_10 | 36.9400 | 23,592 | .775 | .901 |

Based on the results of the data processing above, it can be calculated that all the questions for the learning organization variable (X1 ) are proven to be valid, so that no questions are excluded from the calculation.

**Organizational climate variable (X2)**

Calculations using SPSS can be seen in Table IV.5 which shows that all questions are valid with $_{calculated\ r} > {}_{table\ r}$ between 0.753 to 0.564 > 0.1966

**Table 3.** Organizational Climate Validity Test (X2)

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| X2_1 | 30.3200 | 10,301 | .753 | .809 |
| X2_2 | 30.3200 | 10,381 | .751 | .810 |
| X2_3 | 30.1300 | 11,690 | .554 | .835 |
| X2_4 | 30,0000 | 12,081 | .445 | .846 |
| X2_5 | 30.0700 | 11,460 | .673 | .824 |
| X2_6 | 30.0200 | 10,909 | .531 | .840 |
| X2_7 | 30.2600 | 11,144 | .482 | .847 |
| X2_8 | 30.1700 | 11,334 | .564 | .834 |

Based on the results of the data processing above, it can be calculated that all the questions for the Organizational Climate variable (X2) are proven to be valid, so that no questions are excluded from the calculation.

**Reliability test**

To test reliability, we also look at the Cronbach's value. Alpha . According to Singarimbun (1995) the Cronbach alpha method is measured based on the Cronbach alpha scale of 0 to 1. The scale is grouped into five classes with the same range, so the

alpha stability measure can be interpreted as follows:

1. Cronbach's alpha value of 0.00 to 0.20 means it is less reliable.
2. Cronbach's alpha value is 0.21 to 0.40, meaning it is somewhat reliable.
3. Cronbach's alpha value is 0.41 to 0.60, meaning it is quite reliable.
4. Cronbach's alpha value is 0.61 to 0.80, meaning it is reliable.
5. Cronbach's alpha value is 0.81 to 1.00, meaning it is very reliable.

**Table 5.** Cronbach Alpha Value

| Variables | Cronbach Alpha Value |
|---|---|
| Performance | 0.914 |
| Learning Organization | 0.915 |
| Organizational Climate | 0.849 |
| Sharing Knowledge | 0.979 |

Table 5 above shows that the Cronbach alpha value of the Performance variable, the Cronbach alpha value of 0.909, 0.815, 0.819 and 0.884 can be said that the variable is very reliable.

**The influence of learning organization (X1 ) on employee performance (Y)**
**Regression model**

In this study, the statistical test used to test the research hypothesis is by using a simple linear regression model. This is because in this study, the researcher wanted to examine the effect of one independent variable on one dependent variable. The following presents the results of a simple linear regression analysis:

**Table 6.** Regression equation of learning organization variable (x1 ) on employee performance (Y)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 50,330 | 5,813 | | 8,658 | .000 |
| | X1 tot | .440 | .141 | .301 | 3,130 | .002 |

a. Dependent Variable: Ytot

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Y = 50.330 + 0.440X1 The regression value shows that without a learning organization, the constant value of employee performance is 50.330 and each additional unit of work period will increase employee performance by 0.440 units.

**t-test**

The t-test is used to determine whether the independent variable (X) partially influences the dependent variable (Y), with the provision that if the calculated t-number > t-table significance level < α (0.05 ) . Based on table IV.22, the results of the study obtained a $_{calculated}$ t-number value (3.130) > t- $_{table}$ (1.66055) and a significance number (0.000) < 0.05. stating that learning organizations have a significant effect on employee performance.

**Coefficient determination**

The coefficient of determination (R) is a coefficient that indicates the percentage of independent variables. The results of this determination coefficient test can be seen in the Adjusted R Square section of the Model Summary table.

**Table 7**. Coefficient of determination of learning organization variable (X1 ) with employee performance ( Y)

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .301 [a] | .091 | .082 | 7.62367 |

a. Predictors: (Constant), X1_tot

Based on table IV.31 above, it can be seen that the correlation coefficient (R) is 0.301. This shows that the greater the value of the learning organization, the greater the value of Employee Performance. The R2 value is 0.091, meaning that 9.1% of employee performance is influenced by the Learning Organization variable . The remaining 90.9 % is influenced by other variables not examined in this study.

**The influence of organizational climate (X2 ) on employee performance (Y)**

**Regression model**

In this study, the statistical test used to test the research hypothesis is by using a simple linear regression model. This is because in this study, the researcher wanted to examine the effect of one independent variable on one dependent variable. The following presents the results of a simple linear regression analysis:

**Table 8.** Regression equation of organizational climate variable (X2)on employee performance (Y)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 33,761 | 6,483 | | 5,207 | .000 |
| | X2tot | 1,004 | .187 | .477 | 5,370 | .000 |

a. Dependent Variable: Ytot

Based on the table of simple linear regression test results above, a linear regression equation can be made as follows: Y = 33.761+ 1.004X2 The regression value shows that without organizational climate, the constant value of employee performance is 33.761 and each additional unit of learning organization will increase employee performance by 1.004 units.

**t-test**

The t-test is used to determine whether the independent variable (X) partially influences the dependent variable (Y), with the condition that if the calculated t-value > t-table significance level < α (0.05 ) . Based on table IV.32 above, the research results obtained a $_{calculated}$ t-value (5.370) > t- $_{table}$ (1.66055) and a significance level (0.000) < 0.05. This states that organizational climate has a significant effect on employee performance.

**Coefficient determination**

The coefficient of determination (R) is a coefficient that indicates the percentage of independent variables. The results of this determination coefficient test can be seen in the Adjusted R Square section of the Model Summary table.

**Table 9**. Coefficient of determination of organizational climate variable (X2 ) with employee performance ( Y)

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .477 [a] | .227 | .219 | 7.02835 |

a. Predictors: (Constant), X2tot

Based on table IV.33 above, it can be seen that the correlation coefficient (R) is 0.477. This shows that the greater the value of organizational climate, the greater the value of employee performance. The $R^2$ value is 0.227, meaning that 22.7% of employee performance is influenced by the Organizational Climate variable. The remaining 77.3 % is influenced by other variables not examined in this study.

Based on the SPSS output above, the second regression equation can be made , namely: Y = 0.735X1 + 0.560Z + 24.156 with an Unstandardized value The beta for knowledge sharing is 0.560, and the standard error is 0.145. The Sobel test is used to calculate the mediation value as follows:

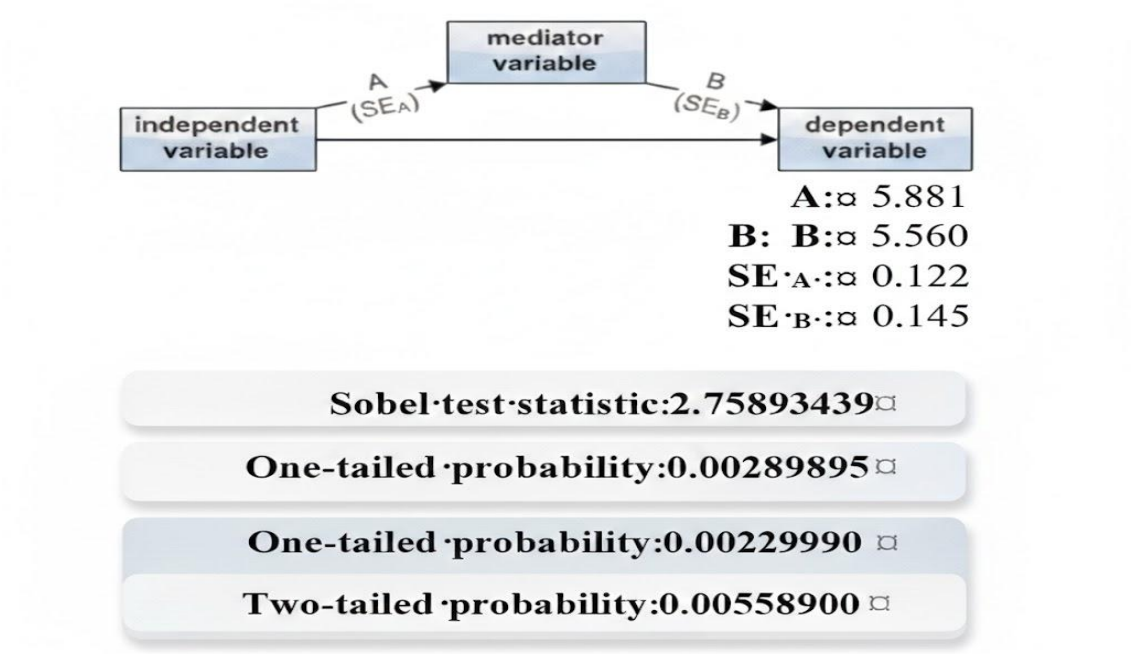


**Figure 1.** Sobel Test of Organizational Climate on Employee Performance Through Knowledge Sharing

Based on the results of the Sobel test calculation above, the calculated t-value is 2.75893439. This value is greater than the t-table at the 5% level of 1.66055. This means that knowledge sharing can mediate the influence of organizational climate on employee performance.

**Influence organization learner ($X_1$) towards performance employee (Y)**

Based on the regression results, it was found that the variable "Organization Learners" has a significant influence on employee performance, with the following linear regression equation: Y = 50.330 + 0.440X1. The regression results show that, without considering Organization Learners, the constant value of employee performance is 50.330. Additionally, each unit increase in the time spent on work will lead to a 0.440 unit increase in employee performance. The independent variable (X) has a partial influence on the dependent variable (Y), with the condition that the t-value (t_count) is greater than the critical t-value (t_table) and the significance level is less than α (0.05). Based on Table IV.22, the study results indicate that the t-value (3.130) is greater than the t-table (1.66055), and the significance value (0.000) is less than 0.05, which means that Organization Learners have a significant effect on employee performance. The correlation coefficient (R) is 0.301, indicating that the greater the value of Organization Learners, the higher the employee performance. The R-squared value is 0.091, meaning that 9.1% of employee performance is influenced by the Organization Learners variable, while the remaining 90.9% is influenced by other variables not investigated in this study.

These results confirm and are consistent with the study previously conducted by Makrufah (2011), which showed that Organization Learners, in a partial manner, significantly influence employee performance. The study found that Organization Learners have a positive effect on employee performance. The implementation of Organization Learners leads to a better organizational climate and ethics, which directly influence employee performance.

**Influence climate organization ($X_2$) against Performance employee (Y)**

Based on the regression results, it was found that the variable "Organizational Climate" influences employee performance, with the following linear regression equation: Y = 33.761 + 1.004X2. The regression results show that, without considering Organizational Climate, the constant value of employee performance is 33.761. Additionally, every unit increase in Organizational Climate will result in a 1.004 unit increase in employee performance. The study results indicate that the t-value (5.370) is greater than the critical t-value (1.66055), and the significance value (0.000) is less than 0.05. This means that Organizational Climate has a significant effect on employee performance. The correlation coefficient (R) is 0.477, indicating that the stronger the Organizational Climate, the higher the value of employee performance. The R-squared value is 0.227, meaning that 22.7% of employee performance is influenced by the Organizational Climate variable, while the remaining 77.3% is influenced by other variables not investigated in this study.

These results confirm and align with the study previously conducted by Gabriele Devina and Ratih Indriyani, SE, MM (2018) in *AGORA Journal*, Vol. 6, No. 1, titled "The Influence of Organizational Climate on Employee Performance with Knowledge Sharing Behavior as an Intervening Variable at PT Suryamasinka Semestaraya." The study results show that Organizational Climate has an influence on employee performance.

**The Effect of Knowledge Sharing (Z) on Performance Employee (Y)**

Based on the regression results, it was found that the Knowledge Sharing variable affects employee performance with the following linear regression equation: Y = 42.395 + 0.769X2. The regression results show that, without Knowledge Sharing, the constant

value of employee performance is 42.395, and each additional unit of Knowledge Sharing will increase employee performance by 0.769 units. The study results indicate that the calculated t-value (5.335) is greater than the critical t-value (1.66055), and the significance value (0.000) is less than 0.05, which means that Knowledge Sharing has a significant effect on employee performance. The correlation coefficient (R) is 0.474, indicating that the greater the value of Knowledge Sharing, the greater the value of employee performance. The R-squared value is 0.225, meaning that 22.5% of employee performance is influenced by the Knowledge Sharing variable, while the remaining 77.5% is influenced by other variables not investigated in this study.

These results align with Nayano's explanation in Soeharto (2004:97), which states, "If employees have the skills from formal education, non-formal education, work experience, and a high level of willingness, then they will be able to drive their performance." This supports the idea that employees who are responsive in carrying out their duties will have an impact on performance that meets company standards. Therefore, the influence of work skills on employee performance is valid and consistent with the study previously conducted by Cintya Lely Safitri, Sri Wahyu Lelly Hana Setyanti (2018) in the *Journal of Inspiration Business and Management*, Vol 2, (1), 2018, pages 79-90, titled "Share Knowledge as Mediation in the Influence of Organization Learners on Employee Performance." The findings show that Share Knowledge (Z) influences Performance (Y) among employees at PT Telekomunikasi Indonesia Tbk Pasuruan.

**The influence of learning organization (X1) on knowledge sharing (Z)**

Based on the regression results, it was found that the variable "Organization Learner" influences "Share Knowledge." The linear regression equation is as follows: Z = 21.926 + 0.289 X1. The regression results show that without considering Organization Learners, the constant value of Share Knowledge is 21.926, and every additional unit of Organization Learners will increase employee performance by 0.769 units. The study results show that the t-value (3.352) is greater than the critical t-value (1.66055), and the significance value (0.000) is less than 0.05. This indicates that Organization Learners have a significant influence on Share Knowledge. The correlation coefficient (R) is 0.321, indicating that the stronger the Organization Learners, the greater the value of Share Knowledge. The R-squared value of 0.103 means that 10.3% of employee performance is influenced by the Share Knowledge variable, while the remaining 89.7% is influenced by other variables not investigated in this study.

These results confirm and align with the study previously conducted by Cintya Lely Safitri, Sri Wahyu Lelly Hana Setyanti (2018) in the *Journal of Inspiration Business and Management*, Vol 2, (1), 2018, pages 79-90, titled "Share Knowledge as Mediation in the Influence of Organization Learners on Employee Performance." The findings show that Organization Learner (X) influences Share Knowledge (Z) among employees at PT Telekomunikasi Indonesia Tbk Pasuruan.

**The influence of organizational climate (X2) on knowledge sharing (Z)**

Based on the regression results, it was found that the variable "Organizational Climate" influences "Share Knowledge." The linear regression equation is as follows: Z = 17.164 + 0.481X2. The regression results show that, without considering organizational learners, the constant value of Share Knowledge is 17.1664, and every additional unit of the Organizational Climate will increase Share Knowledge by 0.481 units. The study results indicate that the t-value (3.952) is greater than the critical t-

value (1.66055) and the significance value (0.000) is less than 0.05, which means that Organizational Climate has a significant influence on Share Knowledge. The correlation coefficient (R) is 0.371, indicating that the stronger the Organizational Climate, the higher the value of Share Knowledge. The R-squared value of 0.137 means that 13.7% of Share Knowledge is influenced by the Organizational Climate variable, while the remaining 86.3% is influenced by other variables not investigated in this study.

These results confirm and are consistent with the study previously conducted by Gabriele Devina and Ratih Indriyani, SE, MM (2018) in *AGORA Journal*, Vol. 6, No. 1, titled "The Influence of Organizational Climate on Employee Performance with Knowledge Sharing Behavior as an Intervening Variable at PT Suryamasinka Semestaraya." The findings suggest a significant influence between Organizational Climate and knowledge-sharing behavior.

**The influence of learning organization (X1) on employee performance (Y) through knowledge sharing (Z)**

Based on the regression results, it was found that the variables "Organization Learner" influence "Employee Performance" through "Share Knowledge." The first linear regression equation is as follows: Z = 0.289 X1 + 21.926, with an unstandardized beta for Organization Learner of 0.289 and a standard error of 0.086. The second regression equation is: Y = 0.243 X1 + 0.683Z + 35.538, with an unstandardized beta for Share Knowledge of 0.683 and a standard error of 0.151. Based on the Sobel test calculation, the t-value is 2.69748152. This value is larger than the critical t-value of 1.66055 at the 5% significance level, indicating that Share Knowledge can mediate the influence of Organization Learners on Employee Performance.

These results confirm and are consistent with the study previously conducted by Cintya Lely Safitri, Sri Wahyu Lelly Hana Setyanti (2018) in the *Journal of Inspiration Business and Management*, Vol 2, (1), 2018, pages 79-90, titled "Share Knowledge as Mediation in the Influence of Organization Learners on Employee Performance." The findings suggest that Organization Learner (X) influences performance (Y) through Share Knowledge (Z) among employees at PT Telekomunikasi Indonesia Tbk Pasuruan.

**The Influence of Organizational Climate (X2) on Employee Performance (Y) through Knowledge Sharing (Z)**

Based on results regression obtained results regression that variables Climate Organization influence performance employee through share knowledge with equality linear regression such as following this : equation regression First namely : Z = 0.481 X1 + 17.164 with mark *Unstandardized* Beta Climate Organization of 0.481 and a standard error of 0.122. And the equation regression second namely : Y= 0.735X1 + 0.560Z + 24.156 with mark *Unstandardized* Beta Sharing Knowledge of 0.560 and a standard error of 0.145. Based on results calculation Sobel test above show that t - value amounting to 2.75893439. The value the more big compared to with t table on 5% level of (1.66055). This matter means that Share Knowledge can mediate influence Climate Organization to Performance employee .

**Conclusion**

The results of the study generally show that, Learning Organization and Organizational Climate have a significant contribution to improving employee performance, both directly and through Knowledge Sharing. A fairly good Learning Organization variable and a conducive Organizational Climate will be able to create Knowledge Sharing

among fellow employees, which is one of the important factors in encouraging improved employee performance at PT. Qalin The world Barrel . This means that the atmosphere of a learning organization and a conducive organizational climate will encourage employees to share knowledge so that it will have an impact on organizational performance.

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