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## Palm Oil Employee Performance: Are Knowledge Sharing, Learning Organization, And Work-Life Balance The Issues?

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**Abstract**

The purpose of this study was to find out the impact of knowledge sharing, learning organization and work life balance toward employee performance. This study was associative research and using quantitative method. The population in this study was the employees of palm oil industry, in which 110 of them are respondents and sample was taken by using simple random sampling. The data was collected through questionnaire between July-December 2020 and we did validity test, reliability test, and classic assumption test before being analyzed by using multiple regression analysis. The result shows that knowledge sharing, learning organization and work life balance has significant impact, partially and simultaneously, toward employee performance. Managerial implication of this study was asking employees to be more proactive in doing task or project and also making collaborative job in order to make employee cooperate with their coworker well.

**Keywords:** knowledge sharing, learning organization, work life balance, employee performance.

**Abstrak**

Tujuan penelitian untuk mengetahui pengaruh knowledge sharing, learning organization dan work life balance terhadap kinerja karyawan. Jenis penelitian asosiatif dengan metode kuantitatif. Populasi penelitian adalah karyawan industri kelapa sawit dengan pengambilan sampel secara acak sebanyak 110 responden. Pengambilan data primer dengan menyebarkan kuisioner yang terdiri dari: Knowledge Sharing meliputi Knowledge Sharing Donating; Knowledge Sharing Collecting. Learning organization: Learning; Dialogue & Inquiry; Team Learning; System Capture; Collective Vision; Connecting Organization; Strategic Leadership. Work Life Balance: Work Interference with Personal Life; Personal Life Interference with Work Life; Personal life Enhance Work Life; Work Life Enhance; Personal life. Kinerja karyawan: Jumlah pekerjaan, Kualitas Pekerjaan Ketepatan, Waktu Kehadiran, Kemampuan Kerja Sama dengan skala pengukuran Likert. Penyebaran kuisioner mulai bulan Juli-Desember 2020. Data yang terkumpul dilakukan uji validitas, uji reliabilitas dan asumsi klasik sebelum melakukan analisis data yang menggunakan regresi berganda. Hasil penelitian menunjukkan knowledge sharing, learning organization dan work life balance berpengaruh signifikan secara parsial dan simultan terhadap kinerja karyawan. Implikasi manajerial dari penelitian ini adalah mengajak karyawan untuk lebih proaktif dalam mengerjakan sebuah tugas atau project serta membuat pekerjaan bersifat kolaborasi sehingga karyawan dapat bekerjasama dengan rekan kerjanya secara baik.

**Kata Kunci:** berbagi pengetahuan, organisasi pembelajaran, keseimbangan kehidupan kerja, kinerja karyawan.

### 1. Introduction

Every company tries to improve its employee performance because it will affect organizational performance. According to (Anjaningrum & Sidi, 2018), competitive advantage has two sources, from internal and also external of the organization. External sources of competitive advantages are natural resources, technology, labor market, and others. While internal sources are employees' ability, organizational structure, organizations work system, knowledge management, and creativity/ *Knowledge management* has important role because it shows initiative and also a clear, understandable, and comprehensive procedure of management. *Knowledge sharing* is important part for improving human resources of organization. Human resource improvement will lead to effectiveness of company. (Tung, 2018). *Knowledge sharing* is the exchange and dissemination of information, idea, and knowledge (Elianto & Wulansari, 2016). The more superior the knowledge and human resources owned by the company, the higher the company's competitiveness (Rohim & Budhisa, 2019).

To improve the performance of employees who have an effect on the success of the company, need support from the management to improve organiza-

tional learning (Sidani & Reese, 2018). Companies must continue to learn to respond flexibly to environmental changes. (Choppin, 1997) stated that *learning Organization* concept has effect on job satisfaction, and work effectiveness and efficiency. (Odor, 2018), organizational learning is beneficial in producing technological innovation, process improvement and product improvement. Organizational learning will lead to increased competitiveness of the company. The greater the change in the external environment of the business organization, the greater the need for organizational learning. Organizational learning is very much needed due to the impact of the Covid-19 pandemic, the financial crisis was more severe than in 2008. (IHS Markit), there was a decline in GDP, unemployment increased by 25% (percent). BPS data, structure and GDP growth by company field from quarter II-2019 to quarter II-2020. If accumulated, the GDP in Indonesia has decreased by around 5.32% (-5.32 percent to be precise). Judging from the sectors, 16 of the 17 sectors experienced a decline in GDP where in the first position the ones that experienced significant changes were in the transportation and warehousing sector. One of the government's policies in the PSBB is to carry out Work from Home (WFH), part of the concept of tele-commuting

**Table 1.** Data Key Result Area

		2017	2018	2019	2020
Compile supporting data untuk Estate Cost per block	H+5 setelah BOD Meeting	4	3	4	3
Compile supporting data untuk Presentasi IFAR, BOD, BOC Meeting	H-2 Meeting	3	3	3	3
Membuat data & komparasi biaya labor harvesting & upkeep	H+16 Closing	4	4	3	3
Rekonsiliasi saldo Bank HO antara Rekening Koran dan SAP	H+8 Closing	3	3	5	3
Membuat data, komparasi dan analisa biaya Actual vs Budget vs Last Year untuk Department Expenses dan Medical Expenses	H+16 Closing	3	3	3	3
Total		17	16	18	15

**Table 2.** Pre-research

Variabel	Total Score	Average Score Per Indikator	Final Score
Motivasi	120	60	4,00
Knowledge Sharing	64	64	4,27
Work Environment	113	56,5	3,77
Work Life Balance	129	64,5	4,30
Job Autonomy	103	51,5	3,43
Individual Innovation	60	60	4,00
Learning Organization	68	68	4,53
Employee Related Factor	62	62	4,13
Flexible Working	143	47,67	3,18

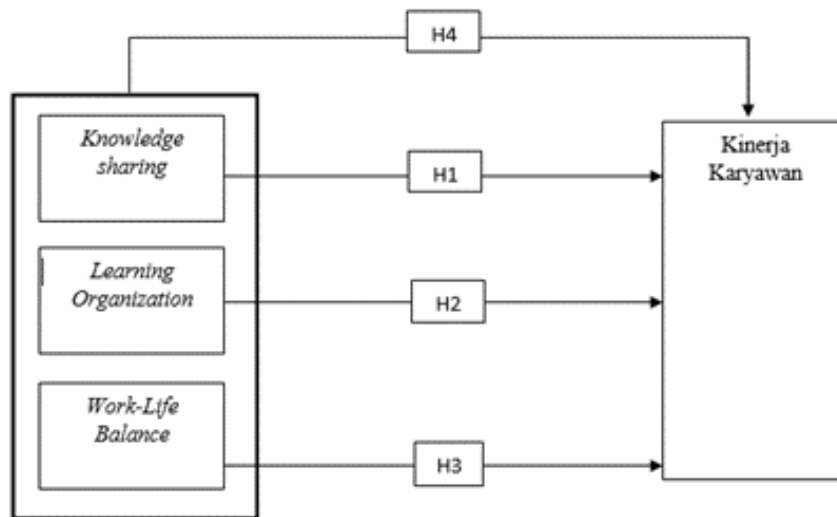


Figure 1. Theoretical Framework

(working remotely) which is common in the world of work and planning. Oswar (2020). This has changed the methods and culture of the company. Work-life balance is balance or maintain harmony in life (Poulose & Susdarsan, 2014). Work-life balance as a way to minimize conflict with the satisfaction and function achieved at work or at home (Sue Campbell. Clark, 2000).

By comparing the Key Result Area (KRA) before and after carrying out WFH activities to find out changes in employee performance. From 2017 to 2020 the employee has a fluctuating KRA score where in 2017 he got a KRA score of 17 points, in 2018 he got 16 points, in 2019 he got 18 points, and finally in 2020 he got 15 points. From the analysis of the data, it was found that in 2020 there was a decrease but this decrease did not occur significantly with a score of 3 in the KRA, it was found that the sample "X" employee was still able to do his job but not as well as in previous years.

The table 2 shows 3 variables that have impact the most on employee performance, which are: *Knowledge sharing*; *Work life balance* dan *learning organization*.

(Saina, Pio, & Rumawas, 2016), *knowledge sharing as a systematic sequence of transferring, distributing knowledge to individuals and organizations through a variety of varied media consisting of* (Tobing & Paul, 2007): *tacit knowledge*, knowledge that is acquired from birth and is different from everyone and *explicit knowledge*, a formally acquired knowledge which is easily accepted and disseminated through the media and easily communicated and shared with others in the hope of becoming something new. *Learning organization* according to (Meinanda & Hadi, 2017), a pattern of organizational behavior that processes and continues to grow its will and has the aim of changing its capacity so that it can achieve organizational goals. While according to (Garvin, 2000), organiza-

tional skills and expertise in forming, achieving, interpreting and transferring existing knowledge in individuals and organizations to represent new and unprecedented knowledge. Work-life balance according to (Mendis & Weerakkody, 2018), is achievement of expectations regarding the roles that are exchanged and shared with people and partners regarding their roles in the work and family areas. Meanwhile (Greenhaus, Collins & Shaw, 2003), stated the effectiveness and satisfaction experienced by a person in relation to his work and family roles that are in line with his priority life roles at a particular time. Its relevance to employees who have to work from home sometimes find themselves unable to distinguish their personal life from their work life where there will be a contradiction between the two so that it does not work effectively or optimally.

## 2. Theoretical Framework and Hypothesis Development (If Any)

*Knowledge sharing*, is a systematic sequence of transferring, distributing knowledge to individuals and organizations through various media (Utari, Bulan, & Ermis, 2017), which consists of tacit knowledge, knowledge that is obtained from birth and varies from everyone and explicit knowledge, a knowledge that is obtained formally which is easily accepted and disseminated through the media and is easy to communicate and share with others in the hope of becoming new thing (Tobing, 2007). Dimension of *knowledge sharing* (Anggraeni, 2018) consists of a) *Knowledge Sharing Donating*, how one communicates one's individual intellectual model to others. As well as the ability of employees to convey their knowledge, including work experience, ideas, expertise, and contextual information to other employees. and b) *Knowledge Sharing Collecting*, how does one consult with others to carry out an individual intellectual model that is

owned.

*Learning organization* is a pattern of organizational behavior that processes and continues to grow its will and has the aim of changing its capacity so that it can achieve organizational goals (Meinanda & Hadi, 2017) or The ability of organizational skills and expertise in forming, achieving, interpreting and transferring existing knowledge in individuals and organizations (Garvin, 2000). Dimension of *learning organization* (Sidani & Reese, 2018) are: 1) *Learning*, learning activities are designed into work so that organizational members can learn through the work at hand 2) *Dialogue & Inquiry*, organizational members gain productive reasoning skills to express their views and the ability to listen and investigate the views of others; 3) *Team Learning*, work is designed to use groups to access the different ways of thinking of organizational members; 4) *System Capture*, technology systems are used to share learning and integrate with work. provide access and manage existing technology systems; 5) *Collective Vision*. empowering members of the organization, fostering a sense of belonging and implementing organizational goals together; 6) *Connecting Organization Environment*, organizational members can see the relevance and effect of their work on the company and 7) *Strategic Leadership*, the company provides a leadership model that can support learning. Leaders use learning as a strategy to achieve business results (Marsick, & Watkins (2003).

*Work life balance* is an important factor for every employee, so that employees have a balanced quality of life in dealing with their families and balance in their work. According to Lockwood (2003), *work-life balance* is a state of balance between two demands in which an individual's work and life are equal. (Poluan, 2018), the concept of a balance of roles between career and lifestyle, namely health, happiness, family and spiritual development. (Karkouljian, Srour & Sinan, 2016) dimension of worklife balance: 1) *Work Interference with Personal Life*, the extent to which work can interfere with an individual's personal life; 2) *Personal Life Interference with Work*, the extent to which an individual's personal life interferes with his work life; *Personal Life Enhancement Of Work*, the extent to which a person's personal life can improve individual performance in the world of work; 4) *Work Enhancement Of Personal Life*, the extent to which work can improve the quality of an individual's personal life.

(Rivai, 2013), Performance is a function of motivation and ability to complete a task or job. A person should have a certain degree of willingness and level of ability. Performance is a real behavior that is displayed by everyone as work performance and is also a very important thing in the company's efforts to achieve its goals. (Hasibuan, 2016), Employee performance is a result achieved by a person

in carrying out the tasks assigned to him based on skills, experience, sincerity and time. (Mangkunegara, 2017), the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance dimensions (Ginting & Delviana, 2018) include: 1) Number of Jobs, determined based on the work produced by individuals or groups; 2) Quality of work, must meet the requirements that have been made to produce work according to the quality required of a particular job; 3) Timeliness, each job has different characteristics and types of work that must be completed on time; 4) Attendance, requires the presence of employees to be present in doing their work according to the specified time and 5) Cooperation Ability, not all work can be completed by one employee only, but requires colleagues to help complete the work. a job. (Memah, 2017), in the results of statistical analysis by taking a questionnaire from the responses of the respondents stated that they strongly agree with the knowledge sharing variable. This shows that knowledge sharing has a significant effect on employee performance. This is because knowledge sharing is a strong factor to encourage employee performance so that employees must continue to be given new knowledge about the work to be carried out as well as general knowledge outside of work. (Nurcahyo, 2020), knowledge sharing has a significant influence on the performance of Central Java AIAT employees. This means that a high level of knowledge sharing has a greater influence on the performance of employees of special functional positions. (Nurbiyati, 2012), *learning organization has a positive and significant effect on employee performance*. It was concluded from the study that the higher the learning organization, the higher the employee's performance. When the company improves its learning organization, it will have a positive and significant effect on employee performance, Nurcahyo (2020). Employees who take part in seminars and training will be more motivated to improve their performance. Saina, Pio, dan Rumawas (2016), *Work life balance affects employee performance because of the harmony between personal life and work which is an important need for every employee that can affect mood, focus of thoughts, and actions at work. Therefore, the higher the employee satisfaction with the work life balance, the higher the quality of employee performance*. Bataineh (2019), *work life balance has an effect on employee performance. Work life balance requires attention to elements that can improve the quality of life so as to improve employee performance such as employee engagement, job satisfaction, and affective organizational commitment.*

Hypothesis:

H1: Knowledge sharing has impact on employee performance

**Table 3.** Variable Operationalization

<b>Variabel</b>	<b>Dimensi</b>	<b>Indikator</b>	<b>Scale</b>
<i>Knowledge Sharing</i> (Anggraeni dan Aulawi, 2018)	<i>Knowledge Donating</i>	-employee ability to deliver knowledge -employee ability to deliver contextual information to other employee	Likert
	<i>Knowledge Collecting</i>	- employee ability to collect knowledge from other employee - employee ability to collect idea from other employee	Likert
<i>Learning Organization</i> (Sidani & Reese, 2018)	<i>Learning</i>	-opportunity provide for learning sustainability	Likert
	<i>Dialogue &amp; Inquiry</i>	- employee ability to learn through their job - employee ability to express their opinion	Likert
	<i>Team Learning</i>	- employee support other employee to speak up their mind -employee ability to work with others	Likert
	<i>System Capture</i>	- employee ability to access process of thinking -having technology system to share learning process	Likert
	<i>Collective Vision</i>	- employee ability to share responsibility in making decision	Likert
	<i>Connecting Organization</i>	-employee motivation to learn according to their ability - employee ability to know relatedness of their job to company -organizatin has connection with community	Likert
	<i>Strategic Leadership</i>	-leadership model that support learning	Likert
<i>Work Life Balance</i> (Ginting Delviana, 2018)	<i>Work Interference with Personal Life</i>	-job disturbance because of private life -job size	Likert
	<i>Personal Life Interference with Work Life</i>	-negative effect of private life to work -pending the job	Likert
	<i>Personal life Enhance Work Life</i>	-the increasing of individual performance because of private life -having an ontime habit	Likert
	<i>Work Life Enhance Personal life</i>	-improvement of private life because of work -the level of job satisfaction	Likert
	Quantity of Work	-quantity of work done	Likert
	Quality of Work	- quality of work	Likert
Being on time	-finish the job on time	Likert	
Attendence	- attendence rate	Likert	
Team Work	-ability to work with other	Likert	

**Table 4.** Respondent profile based on age

Age	Total	Percentage	Percentage cumulative
20-30 y.o	47	42.7%	42.7%
31-40 y.o	45	40.9%	83.6%
41-50 y.o	9	8.2%	91.8%
>50 y.o	9	8.2%	100%
Total	110	100%	

**Table 5.** Respondent profile based on Gender

Gender	Total	Percentage
Male	67	60.9%
Female	43	39.1%
Total	110	100%

**Table 6.** Respondent profile based on last education

Last education	Total	Percentage	Percentage cumulative
SMA	7	6.4%	6.4%
D3	10	9.1%	15.5%
S1	79	71.8%	87.3%
S2	14	12.7%	100%
Total	110	100%	

- H2: Learning Organization has impact on employee performance
- H3: Work Life Balance has impact on employee performance
- H4: Knowledge sharing, Learning Organization and Work Life Balance has impact on employee performance simultaneously.

**3. Research Method**

This type of associative research with quantitative methods. Cross-sectional data collection was carried out in one period from July to December 2020. The research population was employees of the palm oil industry with a random sample of 110 respondents. Secondary research data comes from text books, journals, articles and data from compa-

**Table 7.** F test result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	313.596	3	104.532	38.064	.000 <sup>b</sup>
	Residual	291.095	106	2.746		
	Total	604.691	109			

a. Dependent Variable: Kinerja Karyawan  
 b. Predictors: (Constant), Work Life Balance, Learning Organization, Knowledge Sharing

**Table 8.** Determination coefficient result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 <sup>a</sup>	.519	.505	1.65716

a. Predictors: (Constant), Work Life Balance, Learning Organization, Knowledge Sharing  
 b. Dependent Variable: Kinerja Karyawan

**Table 9.** T-Test Result

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.215	2.081		1.064	.290
	Knowledge Sharing	.357	.113	.249	3.153	.002
	Learning Organization	.205	.040	.399	5.079	.000
	Work Life Balance	.205	.056	.272	3.650	.000

a. Dependent Variable: Kinerja Karyawan

nies related to research. While the primary data by distributing questionnaires to research respondents. The independent variables of the study consisted of: knowledge sharing, learning organization and work life balance. While the dependent variable is employee performance. Likert's scale of measurement. According to Sugiyono (2010) likert scale is used to measure attitude, opinion, perception toward individual or a group of individual about social phenomenon.

Likert scale consists of some choices of response such as strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

The data collected was tested for validity, reliability test and classical assumption consisting of Normality Test, Heteroscedasticity Test, and Multicollinearity Test. Data analysis using Multiple Linear Regression.

#### 4. Result, Discussion, and Managerial Implication

Profile of respondents based on age, gender, length of work and education. Of the 110 respondents.

Based on table 4 we can see that the respondents are 47 people aged 20-30 years were 42.7%; 45 people aged 31-40 years by 40.9%; 9 people aged 41-50 years by 8.2%, and 9 people aged over 50 years by 8.2%. Gender profile of respondents, 67 people are male by 60.9%, and 43 people are female by 39.1%. as we seen in table 5. Tabel 6 describes that the profile of respondents with the latest high school education is 7 people, 6.4%; D3 10 people by 9.1%; 79 S1 graduates were 71.8%, and 14 S2 graduates were 12.7%.

After testing the validity of all the data declared valid. R count is all greater than R table (0.1874). So the statement items for all variables are declared valid. In the reliability test, Cronbach's alpha value of the knowledge sharing variable is 0.652; learning organization worth 0.748; work life balance worth 0.715; and employee performance worth 0.762. All Cronbach's alpha values for each varia-

ble are greater than R Table (0.187), meaning that the responses from all respondents to the statements are all reliable.

Table 7 shows that the independent variables of knowledge sharing, learning organization, and work life balance simultaneously affect employee performance.

On table 8, the influence of the independent variables knowledge sharing, learning organization, and work life balance affects employee performance with a value of 0.505 (50.5%) the remaining 0.495 (49.5%) is explained by other variables outside the variables tested.

The influence value for the knowledge sharing variable is 3,153, learning organization is 5,079, and the work life balance is 3,650 as we seen on table 9.

The multiple linear regression equation is as follows:  $Y = 2.215 + 0.249 + 0.399 + 0.272 + 0.05$ . In hypothesis 1, the effect of knowledge sharing on employee performance is significant and positive at 24.9%. The results of the study are in line with Memah (2017) and Nurcahyo (2020), *knowledge sharing has a significant effect on employee performance. This influence is due to the ability of employees to obtain or provide information to colleagues when carrying out a given task.* Employees share informally, it can be done at any time in a division to solve a problem or simply convey the situation and responsibilities of the division. In addition, employees also conduct formal sharing in the form of training and regular meetings, in this meeting there will be discussions of various aspects that exist within the company which will ultimately result in important decisions for the company regarding employee performance. So the greater an employee's ability to do tasks, and always ask the parties concerned and get the information needed will improve employee performance. Employees who often share knowledge between employees within the company will have an impact on the ability and work knowledge of employees to in-

crease, so that company performance also increases. If the application of knowledge sharing is done poorly, the performance of the employees will also decrease. Vice versa, if the application of knowledge sharing is good then the performance of employees will increase.

Hypothesis 2 Learning organization has a significant and positive effect on employee performance by 39.9%. The results of the study are in line with Sarah (2012) and Diamantidis & Chatzoglou (2019), learning organization has a significant and positive influence on employee performance. The influence is due to the motivation of employees to learn according to their abilities and the ability of employees to implement for a common goal. The greater the motivation and ability of employees to implement for a common goal, the better the employee's performance will be. Learning organizations can improve employee performance because the company's situation and conditions are constantly changing, making employees have to implement new things or get new ideas. By gaining new knowledge, the insight possessed by employees will increase which will also increase the employee's performance.

Hypothesis 3 the effect of work life balance on employee performance is significant and positive at 27.2% in line with Mendis & Weerakkody (2018), Bataineh (2019) and Tumbel (2017), work life balance has a significant and positive effect on employee performance. The influence is seen from employee satisfaction with his work and punctual habits possessed by these employees. Employees can balance their personal life with the company. The results of the interview show that work life balance can improve employee performance, if there is a balance between the two, employees will focus on their work which can improve their performance. The impact of knowledge sharing, learning organization, dan work life balance simultaneously on the performance of employees on hypothesis 4 is significant and positive. In the variable knowledge sharing item 4, statement 4 gets the lowest value of 4.15. The indicator in the statement is in terms of the employee's ability to collect ideas from other employees, which can be interpreted as the employee's ability to collect or obtain information from other employees or colleagues. In this case, the thing that must be done by the company is to invite employees to be more proactive in assigning a task or project.

Meanwhile, the highest influence on employee performance from a learning organization is the employee's ability to learn through existing work. From the research results, the learning organization variable in statement 5 gets the lowest value of 3.72. The indicators in the statement are in terms of how much employees are able to access various ways of thinking of members of the organization, which can be interpreted as the ability of employ-

ees to know the ways of thinking of their fellow members so that it will make it easier to achieve goals in the organization. What companies must do is make collaborative work so that employees will slowly know how fellow members think. In the end the process of working will be easier because employees already know what will be needed and how to present it.

In the work life balance variable, the highest value is in statement items 6 and 8 with a value of 4.02. This shows that the influence of the highest employee performance in work life balance is from the habit of being on time and the level of job satisfaction. Meanwhile, item 2 has the lowest score of 2.94. The indicator in the statement is the size of the work, in the sense of employees who have big jobs and there are few or small ones that make the employee's balance of personal life and work unbalanced which can result in employees working overtime or bringing their work home. Therefore, it is advisable to adjust employees to take jobs according to the conditions of the work they do and the company should share the work with other colleagues.

In the interview results, in terms of sharing, collecting and providing information to other colleagues in the company at the beginning of running WFH, employees had difficulties in asking for approval or discussing among colleagues, but after getting used to these difficulties, they could be implemented properly. However, with WFH, the company has a little difficulty controlling employees who are WFH and providing information is not as good as face-to-face.

In a learning organization, using video conferencing media, although at the beginning of the implementation it was still a bit difficult, especially in providing feedback to employees due to conversations via the internet where the resource persons felt it was better to do it face-to-face because it could provide an overview which would be better clear.

Meanwhile, work life balance, to balance personal and office life during WFH, employees must unite the two. The thing to do is to separate the rooms where they are separated from the family so they are not distracted. In addition, employees must have a mindset, after arriving at the office area all home problems are forgotten and vice versa.

## **5. Conclusion, Suggestion, and Limitation**

Based on the research result, we can conclude that knowledge sharing, learning organization, and work life balance have impact on employee performance partially and also simultaneously.

As for managerial implication of this study, the company needs to ask employees to be more proactive in doing task or project and also making collaborative job in order to make employee has more understanding of their coworker so that they can cooperate with their coworker well



This research was conducted in the era of the COVID-19 pandemic in 2020, further research should be carried out in new normal conditions with changes in the company's internal external environment.

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