

The Influence of Knowledge Sharing and Learning Organization on Human Capital Development

Ainun Mardyah¹, Ussy², Dirgahayu A.D Puspita³, Erwina^{4*}, Rafiqah Asaff⁵
¹²³⁴⁵ Management Study Program, Andi Djemma University, 91924, Indonesia

Corresponding Author Email: erwina@unanda.ac.id

Abstract

This study aims to determine the influence of knowledge sharing and learning organization on human capital development at PT. Mandiri Utama Finance Palopo Branch. The research was carried out at PT. Mandiri Utama Finance Palopo Branch. The number of samples from this study is 40 employees of PT. Mandiri Utama Finance Palopo Branch using incidental sampling techniques. Data collection was conducted using observation, questionnaires and interviews. The types of data used in this study are quantitative and qualitative data types. The data analysis technique used was multiple linear regression analysis. The results of the study found that knowledge sharing has a significant effect on human capital at PT. Mandiri Utama Finance Palopo Branch. This means that knowledge sharing has an important role in the development of human capital at PT. Mandiri Utama Finance Palopo Branch. The better the implementation of knowledge sharing, the better the human capital development of employees at PT. Mandiri Utama Finance Palopo Branch will also increase. Meanwhile, learning organization has a significant effect on human capital at PT. Mandiri Utama Finance Palopo Branch. This means that the learning organization has a role for human capital developers at PT. Mandiri Utama Finance Palopo Branch. The better the implementation of the learning organization, the development of employee human capital at PT. Mandiri Utama Finance Palopo Branch will also increase.

Keywords: Knowledge_Sharing; Learning_Organization; Human_Capital

1. Introduction

Human resources in the era of globalization, companies face challenges to continue to adapt to rapid changes. One way to stay competitive is through the development of human capital, which is an asset of knowledge, skills, and abilities of employees. The two main factors that can support this development are knowledge sharing and learning organization. Knowledge sharing allows for the transfer of knowledge between individuals, while learning organizations create a culture of continuous learning within the organization.

Times are constantly changing from time to time. In a fraction of a second, new innovations appear in the business industry. This situation is driven by the rapid development of knowledge and technology in the business industry. Business organizations consisting of human beings are unconsciously required to follow the changes that exist quickly, so that they do not lose their existence and become immersed in history. Developing an organization is very important, but there is a paradigm shift in organizational development in the business industry, namely from resource-based. Resources are no longer the main thing that business organizations consider when looking to grow a company. In line with this, Itami and Roehl in [1] say that when considering advantages and competitiveness, intangible resources such as knowledge need to be considered more than natural resources, labor and funds. Knowledge is considered to be something more promising to calm competition, because managing knowledge and technology can be the key to increasing organizational competitiveness [2]. Cormican and O'Sullivan in [3] believe that knowledge learning organization, or learning organization, is a concept in which organization actively encourages continuous learning to enhance adaptability and innovation. This organization allows all of its members to continue to learn, share

knowledge, and build their capacity to respond to change. In the context of change, learning organizations create an environment that supports learning as part of daily activities. This includes implementing strategies such as ongoing training, open dialogue between members, and effective knowledge transfer across organizational structures. The main characteristics of a learning organization include a culture that supports learning, collaboration between members, and open dialogue. The organization focuses on five key disciplines: personal entrepreneur, team learning, mental model, shared vision, and systems thinking.

Human capital development refers to the efforts made by organizations to improve employees' knowledge, skills, and abilities as valuable assets. In the business context, human capital is considered as capital that is not physically measurable, but has a significant impact on the performance and sustainability of the company. This development includes a wide range of programs and initiatives, such as formal and informal training, mentoring, and career development opportunities designed to support individual growth. Through human capital development, companies can create a more competent and productive team. Employees who feel supported in their self-development tend to be more loyal and motivated, which contributes to increased efficiency and innovation in the organization. In addition, human capital development also helps in the transfer of knowledge among employees, thereby creating a sustainable learning culture.

PT. Mandiri Utama Finance (MUF) Palopo Branch is part of Mandiri Utama Finance's extensive network, which is a subsidiary of PT Bank Mandiri (Persero) Tbk. Established on January 21, 2015, MUF focuses on the multipurpose financing sector, including automotive financing for both new and used vehicles. With support from Bank Mandiri, MUF Palopo Branch aims to increase customer volume and financing through competitive and innovative services.

The Palopo branch has a strategic role in expanding the range of services to the community in the South Sulawesi region. Through various financing products offered, such as car, motorcycle, and multipurpose financing, MUF strives to provide easy access for customers. In addition, MUF also implements conventional and sharia financing systems to meet the needs of various customers.

PT. Mandiri Utama Finance Palopo Branch faces a number of problems that can affect its performance and operational sustainability. One of the main issues is the increasing risk of non-performing loans or non-performing finance (NPF) due to a decline in people's purchasing power, especially in the middle class segment. Data shows that the number of middle-class people in Indonesia has decreased significantly, which has an impact on their ability to meet their installment payment obligations.

In addition, PT. Mandiri Utama Finance Palopo Branch also has to face challenges in maintaining employee commitment and motivation in the midst of increasingly fierce industry competition. Untrained or undercommitted employees can reduce service quality and productivity, affecting customer satisfaction. Therefore, it is important for companies to focus on human resource development and create a work environment that supports career growth as well as appreciation for employee achievements. Another problem is the dependence on funding from banks, which can limit the flexibility of companies in managing liquidity and financing growth. With these challenges, PT. Mandiri Utama Finance Palopo Branch needs to

formulate an effective strategy to maintain financial stability and increase competitiveness in the financing market.

2. Methodology

This research was carried out at PT. Mandiri Utama Finance Palopo Branch Jl. Andi Kambo, Palopo City. With the reason that several things related to Human Resources (HR) that require research to find out the extent of the influence of Knowledge Sharing and Learning Organization on Human Capital Development. Meanwhile, the research time is planned from April to June 2025. The source of data in this study is primary data using research tools in the form of questionnaires and interviews. The sample in this study is an employee at PT. Mandiri Utama Finance Palopo Branch which totals 40 respondents. The data analysis techniques used are descriptive analysis to analyze respondent characteristics, respondent perception analysis, validity and reliability test to analyze research instruments, and multiple linear regression to answer hypotheses in the research. The conceptual framework of the research is as follows.

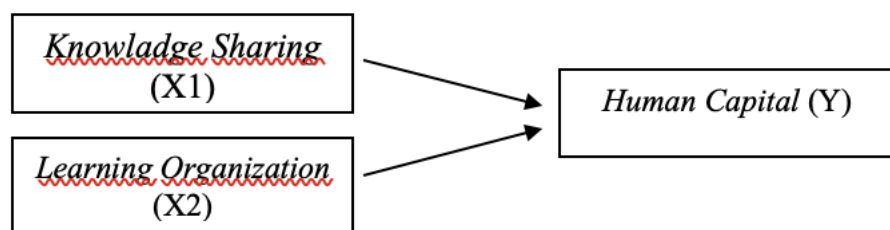


Figure 1. Conceptual Framework

3. Result and Discussion

Results and discussion can be presented as a unified unit containing research findings and their explanations.

3.1. Result

The results in this study are presented in the form of a table. The results of the study included respondent characteristics, respondent perception analysis and analysis results using multiple linear regression.

Respondent Characteristics

Table 1. Analysis of Respondent characteristics

	Variabel	Frequency	Presentase (%)
Gender	Man	22	55
	Woman	18	45
	Total	40	100
Age	< 20 Years	6	15
	20 – 30 Years	21	52,5
	31 – 40 Years	11	27,5
	> 40 years old	2	5
	Total	40	100
Education	Bachelor/S1	24	60
	Diploma	-	-
	Magister/S2	6	15

	Variabel	Frequency	Presentase (%)
Tenure	Total	40	100
	1-5 Years	24	60
	6-10 Years	16	40
	10-15 Years	-	-
	>15 Years	-	-
	Total	40	100

Source: Data processed (2025)

Based on the table above, it can be seen that the respondents in the study were predominantly male respondents with the age of 20 – 30 years with the last level of education being Bachelor/S1 with a working period of 1 – 25 years and 6 - 10 years.

Analysis of Employee Perceptions

Table 2: Respondent Perception Analysis

Variabel	Indicator	Shoes	Information
<i>Knowladge Sharing</i>	The ability of a leader to motivate his subordinates to share information and knowledge	4,38	Strongly agree
	Solving ability Problems with creative solutions	4,43	Strongly agree
	Knowledge Absorbing Ability	4,42	Strongly agree
	the ability to convey knowledge gained from internal and external the Company	4,39	Strongly agree
	TOTAL	4,40	Strongly agree
<i>Learning Organization</i>	Disiplin personal mastery	4,40	Strongly agree
	Discipline shares vision	4,53	Strongly agree
	Model mental discipline	4,47	Strongly agree
	The Discipline of Team Learning	4,40	Strongly agree
	Discipline of systemic thinking	4,45	Strongly agree
	TOTAL	4,45	Strongly agree
	Work accountability	4,36	Strongly agree

<i>Human Capital</i>			
	Employee competence	4,47	Strongly agree
	Professional ownership	4,36	Strongly agree
	TOTAL	4,39	Strongly agree

Source: Data processed (2025)

Based on the information presented in table 2, the results of the analysis of employee perception of knowledge sharing show that the assessment is carried out based on four indicators, namely the ability of a leader to motivate his subordinates to share information and knowledge, the ability to solve problems with creative solutions, the ability to absorb knowledge information, and the ability to convey knowledge obtained from internal and external the Company. The four indicators were developed in the form of questionnaire statements. The implementation of knowledge sharing has gone very well, with a score of 4.40. Meanwhile, learning organization is assessed based on five indicators, namely the discipline of personal mastery, the discipline of sharing vision, the discipline of mental model, the discipline of team learning and the discipline of systemic thinking. These five indicators were also developed in the form of questionnaire statements, and the implementation of learning organization has been well implemented, with a value of 4.45. For human cats, the assessment is carried out based on three indicators, namely work accountability, employee competence, and professional ownership. These three indicators were developed through questionnaire statements. The implementation of employee performance has been carried out very well, with a score of 4.39

Multiple Linear Regression Analysis

Table 3. T Test Results

Model	Coefficients ^a			t	Itself
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. error	Beta		
1 (constant)	4,204	2,530		1,662	0,105
<i>Knowledge sharing</i> (X1)	0,176	0,083	0,255	2,114	0,041
<i>Learning organization</i>	0,350	0,068	0,639	5,290	<,001

a. Dependent *Human Capital* (Y)

Source: Data processed with SPSS

Based on the results of testing with SPSS, it shows that:

1. The variable t-count (1.662) > t-table (2.114) with the level of significance obtained was $0.041 < 0.05$. This shows that the *knowledge sharing* variable has a significant effect on *human capital* in PT. Mandiri Utama Finance Palopo Branch so hypothesis 2 in this study was accepted.
2. The variable t-count (5.290) > the t-table (2.114) with a significance level obtained of $0.001 < 0.05$. This shows that the *learning organization* variable has a significant effect on *human*

capital in PT. Mandiri Utama Finance Palopo Branch so hypothesis 3 in this study was accepted.

3.2. Discussion

The Influence of Knowledge Sharing on Human Capital at PT. Mandiri Utama Finance Palopo Branch

In the results of the study, it can be explained that there is a significant influence between knowledge sharing on human capital at PT. Mandiri Utama Finance Palopo Branch. This means that knowledge sharing has an important role in the development of human capital at PT. Mandiri Utama Finance Palopo Branch. The better the implementation of knowledge sharing, the better the human capital development of employees at PT. Mandiri Utama Finance Palopo Branch will also increase. The results of this study show that there is a significant influence between knowledge sharing on human capital development in PT. Mandiri Utama Finance Palopo Branch. These findings indicate that the practice of sharing knowledge among employees has an important role in improving the quality of a company's human resources. Effective knowledge sharing allows employees to exchange information, experiences, and expertise, which in turn contributes to the improvement of individual and organizational competencies, skills, and capacities.

In the context of PT. Mandiri Utama Finance Palopo Branch, this significant influence shows that when employees actively share knowledge—either through formal or informal discussions, mentoring, coaching, or knowledge documentation—there is an increase in human capital aspects such as increased technical competence, a better understanding of the company's products and services, and the ability to solve more complex problems.

Knowledge sharing consists of indicators of a leader's ability to motivate his subordinates to share information and knowledge, the ability to solve problems with creative solutions, the ability to absorb information and knowledge, and the ability to convey knowledge obtained from internal and external companies at PT. Mandiri Utama Finance Palopo Branch is good where employees can analyze data information to make the right decisions and employees can work with teams to solve complex problems. Employees can understand theoretical concepts related to their work and have the ability to absorb new information quickly.

If it is based on employee perception, the knowledge sharing indicator that has the highest value is the ability to absorb information and knowledge. That is, a person who provides information and knowledge must be able to absorb what a person says or speaks, because interaction and communication are able to improve the brain function of social beings such as humans so that they can absorb information and knowledge and also produce better analysis than if they do not interact.

The findings of this study are in line with several previous studies that have explored the relationship between knowledge sharing and human capital development in various organizational contexts. The results of the study were obtained in line with research conducted by Achmad, et al (2024) which showed that knowledge sharing and work discipline directly had a significant effect on the performance of Nice Spice MSMEs.

Research conducted by Lin [4] found that knowledge sharing has a positive impact on human capital in organizations. Lin emphasized that the process of sharing knowledge

Proceedings homepage: <https://icbens.umpalopo.ac.id/>

facilitates organizational learning and enhances employee capabilities, which are core components of human capital. The results of Lin's research support the findings of PT. Mandiri Utama Finance, where knowledge sharing has proven to be an important mechanism in human resource development.

In line with this, Suharto and Hendri in their research on knowledge sharing and human capital development found that there is a positive and significant relationship between the two variables [5]. They explained that knowledge sharing contributes to the increase of intellectual capital, including human capital, through the process of explicit and tacit knowledge transfer within the organization. This research strengthens the argument that investment in knowledge sharing practices will result in an improvement in the quality of human capital.

Furthermore, Ipe's research identified that knowledge sharing in organizations is influenced by several factors including the nature of knowledge itself, motivation to share, opportunities to share, and organizational culture [6]. Ipe emphasized that effective knowledge sharing can increase organizational learning capabilities and ultimately develop human capital. This finding is relevant to the context of PT. Mandiri Utama Finance, where the creation of a conducive environment for knowledge sharing is the key to employee development.

In the context of financial companies, research by Huang and Li found that knowledge sharing practices have a significant influence on employee competence and organizational performance [7]. They explained that in knowledge-based industries such as the financial sector, the ability to share and apply knowledge is a critical success factor. This is very relevant to the findings of PT. Mandiri Utama Finance is engaged in financing, where knowledge of products, regulations, and customer service are important assets that need to be shared to increase human capital.

Ardichvili in their research on motivations and obstacles in knowledge sharing stated that organizations that succeed in creating a culture of knowledge sharing will experience an increase in human capital development [8]. They found that factors such as trust, reward system, and organizational culture play an important role in driving knowledge sharing behavior which ultimately contributes to the development of employee competencies.

Nonaka and Takeuchi through their knowledge creation theory, explain that the process of socialization, externalization, combination, and internalization (SECI model) in knowledge sharing allows the transformation of knowledge from the individual level to the organizational level [9]. This process directly contributes to the increase in human capital because the knowledge initially possessed by a particular individual becomes a collective asset of the organization that enhances the capabilities of all employees.

Wang and Noe in their comprehensive review of knowledge sharing found that organizational context, interpersonal and team characteristics, cultural characteristics, and individual characteristics all influence knowledge sharing behavior [10]. They emphasized that effective knowledge sharing will improve organizational learning and human capital development.

Based on the findings of the research and support from previous studies, PT. Mandiri Utama Finance Palopo Branch needs to continue to develop and strengthen knowledge sharing practices in the organization. Some strategies that can be applied include: building a platform or system to facilitate knowledge sharing, creating an organizational culture that supports

learning and knowledge sharing, providing rewards and recognition for employees who actively share knowledge, and implementing mentoring and coaching programs in a structured manner.

Human capital development through knowledge sharing also needs to be supported by management commitment, adequate technology infrastructure, and an evaluation system that can measure the effectiveness of knowledge sharing practices in improving employee competence. Thus, investment in knowledge sharing will provide optimal returns in the form of improving the quality of human capital which ultimately contributes to the overall performance of the organization.

The Influence of Learning Organization on Human Capital at PT. Mandiri Utama Finance Palopo Branch

The results of this study show that there is a significant influence between learning organizations on human capital development at PT. Mandiri Utama Finance Palopo Branch. These findings indicate that the effective application of the concept of learning organization has a substantial contribution in improving the quality of the company's human resources. A learning organization that is an organization that continuously transforms itself through learning, is able to create an environment conducive to the development of employee competencies, capabilities, and capacities.

In the context of PT. Mandiri Utama Finance Palopo Branch, this significant influence illustrates that when companies apply the principles of learning organization—such as the creation of continuous learning opportunities, the promotion of dialogue and inquiry, the development of systems to capture and share learning, and the empowerment of employees to achieve collective vision—there is a significant increase in human capital. This increase is manifested in the form of increasing knowledge, skills, competencies, creativity, innovation, and the ability to adapt employees to changes in the business environment.

As a financing company operating in a dynamic and competitive business environment, PT. Mandiri Utama Finance requires employees who not only have technical competence but also the ability to continuously learn and adapt. Learning organization provides a systematic framework to facilitate individual and organizational learning which ultimately strengthens human capital as a strategic asset of the company.

Indicators of personal mastery discipline, vision sharing discipline, capital mental discipline, team learning discipline, and systemic thinking discipline at PT. Mandiri Utama Finance Palopo Branch is good where employees have a clear understanding of the company's vision and mission and have the ability to interpret the company's vision and mission in their work. In addition, employees have the ability to share knowledge in their team's experience and regularly evaluate their team's performance.

If it is based on employee perception, the indicator of the learning organization that has the highest value is the discipline of sharing vision. That is, learning organizations need a shared vision, a vision that is agreed upon by all members of the organization. This shared vision will be a compass and at the same time a trigger for enthusiasm and commitment to always be together, thereby fostering motivation for employees to learn and continue to learn to improve their competencies. The skill to adjust between personal vision and the vision of the organization, as well as the skill of sharing vision in order to achieve personal goals contained in the organization's shared vision, are individual disciplines needed to build a discipline of

sharing vision. This means that to cultivate high competence and performance from all employees, it must start from a common vision.

The findings of this study are consistent with previous studies that have explored the relationship between organizational learning and human capital development in various organizational contexts. The results of the research were obtained in line with the research conducted by (3) that learning organization has a significant effect on the human capital of employees at PT. Bank Negara Indonesia Persero Tbk Palopo Branch.

Senge in his monumental work "The Fifth Discipline" introduces the concept of learning organization and explains that organizations that apply five learning disciplines—personal mastery, mental models, shared vision, team learning, and systems thinking—will experience continuous organizational capacity building [11]. Senge emphasized that learning organizations create conditions where employees continuously develop their capacity to achieve desired outcomes, which is at the core of human capital development. Findings on PT. Mandiri Utama Finance is in line with Senge's perspective that organizational learning contributes directly to improving the quality of human resources.

Watkins and Marsick developed the Dimensions of Learning Organization Questionnaire (DLOQ) model that identifies seven dimensions of organizational learning: continuous learning, inquiry and dialogue, team learning, embedded systems, empowerment, system connection, and strategic leadership [12]. Their research found that these dimensions have a positive influence on the knowledge performance and financial performance of the organization through increasing human capital. They emphasize that learning organizations create a learning culture that allows employees to continuously develop their competencies, which in turn increases the value of the organization's human capital.

Garvin in their research define a learning organization as an organization that is skilled in creating, acquiring, and transferring knowledge, as well as modifying its behavior to reflect new knowledge and insights [13]. They found that organizations that consistently implemented organizational learning practices showed improvements in employee competencies and organizational capabilities. The results of this study strengthen the findings of PT. Mandiri Utama Finance that learning organizations are an important enabler in human capital development.

Song et al conducted an empirical study on the relationship between learning organization and organizational performance with human capital as a mediator [14]. They found that organizational learning has a positive and significant influence on human capital, which in turn has an impact on organizational performance. This research shows that investment in learning organization culture produces returns in the form of improving the quality of human capital which is measurable through increasing employee knowledge, skills, and abilities.

In the context of the financial sector, Ellinger et al, examined the relationship between organizational learning and organizational performance in financial firms [15]. They found that organizational learning dimensions such as continuous learning opportunities and team learning have a significant influence on employee development and organizational effectiveness. This finding is very relevant to research on PT. Mandiri Utama Finance, considering the similarity of industry characteristics that require continuous learning to deal with changes in regulations, technology, and customer needs.

Joo and Lim in their research found that learning organizational culture has a positive effect on employee job satisfaction and organizational commitment through increasing human resource development [16]. They explain that when organizations create an environment that supports learning, employees feel more valued and motivated to develop themselves, which contributes to increased human capital. This indicates that learning organization not only improves the cognitive aspect of human capital but also the affective and motivational aspects.

Bontis et al explore the relationship between learning organization and intellectual capital, including human capital. They found that learning organizations facilitate knowledge creation and knowledge transfer, which is a fundamental process in human capital development. Their research shows that organizations that apply learning organization principles have superior human capital compared to traditional organizations [17].

Armstrong and Foley in their study on learning organization in the service sector found that learning organization practices such as experiential learning, continuous improvement, and knowledge sharing contribute significantly to employee skill development and professional growth. They emphasized that in the service industry such as financing, where interaction with customers and problem-solving are key, organizational learning is a critical success factor in building quality human capital [18].

Marquardt said that learning organizations use learning as the main strategy to improve performance and achieve organizational goals. He explained that in learning organization, learning occurs in five subsystems: learning, organization, people, knowledge, and technology. The integration of these five subsystems creates synergies that accelerate the development of human capital holistically [19].

The findings of this study enrich the literature on the relationship between learning organizations and human capital development, especially in the context of finance companies in Indonesia. Theoretically, this study confirms that the theory of learning organization developed in the global context is also applicable and relevant in the local context of Indonesia.

Practically, the results of this study provide important implications for PT. Mandiri Utama Finance Palopo Branch and similar companies. Companies need to develop a comprehensive strategy to transform themselves into a mature learning organization. Some strategic steps that can be taken include:

First, creating a culture of continuous learning through training and development programs that are structured and relevant to business needs. Second, build systems and mechanisms to capture, store, and distribute organizational knowledge so that it can be accessed by all employees. Third, encouraging open dialogue and critical inquiry through discussion forums, brainstorming sessions, and constructive feedback mechanisms. Fourth, develop leadership that is supportive of learning and innovation at all levels of the organization. Fifth, empowering employees to take the initiative in their own learning and development.

Investment in a learning organization is not only a short-term investment but a long-term strategic investment that will generate adaptive, innovative, and competitive human capital. With quality human capital, PT. Mandiri Utama Finance will have a sustainable competitive advantage in facing the increasingly complex and competitive dynamics of the financing industry.

4. Conclusion

Based on the results of research conducted at PT. Mandiri Utama Finance Palopo Branch researchers can conclude the results of the research as follows; Knowledge sharing and learning organization simultaneously have a significant effect on human capital at PT. Mandiri Utama Finance Palopo Branch. This means that the first hypothesis is accepted. Knowledge sharing has a significant effect on human capital at PT. Mandiri Utama Finance Palopo Branch. This means that the second hypothesis is accepted. Learning organization has a significant effect on human capital at PT. Mandiri Utama Finance Palopo Branch. This means that the third hypothesis is accepted.

5. Acknowledgement

Thank you to the leader of FEB University Andi Djemma for helping the author in completing this article. This article is the result of research on the human resource management seminar course.

6. Reference

- [1] I. Come on, *Knowledge Management (knowledge management)*. Bogor: Ghalia Indonesia, 2012.
 - [2] I. K. Kusumawijaya and P. D. Astuti, "The Perspective of MSDM in the Development of MSMEs Based on Knowledge Management," in *Proceedings of the National Seminar & Conference on Business Management*, 2012, pp. 113–119.
 - [3] Widiastuty, "The Influence of Learning Organization on Human Capital Development." Palopo (ID), 2017.
 - [4] H. F. Lin, "Knowledge sharing and firm innovation capability: an empirical study," *Int. J. Manpow.*, vol. 28, no. 3/4, pp. 315–332, 2007.
 - [5] H. N. Suharto, "The impact of organizational commitment on job performance and job satisfaction," *J. Econ. Bus. Account. Ventur.*, vol. 21, no. 3, pp. 369–377, 2019.
 - [6] M. Ipe, "Knowledge sharing in organizations: a conceptual framework," *Hum. Resour. Dev. Rev.*, vol. 2, no. 4, pp. 337–359, 2003.
 - [7] Q. Huang and J. Li, "Knowledge sharing and innovation capability: the role of organizational climate and employee motivation," *J. Knowl. Manag.*, vol. 19, no. 3, pp. 489–506, 2015.
 - [8] A. Ardichvili, V. Page, and T. Wentling, "Motivation and barriers to participation in virtual knowledge-sharing communities of practice," *J. Knowl. Manag.*, vol. 7, no. 1, pp. 64–77, 2003.
 - [9] I. Nonaka and H. Takeuchi, *The knowledge-creating company: how Japanese companies create the dynamics of innovation*. New York: Oxford University Press, 1995.
 - [10] S. Wang and R. A. Noe, "Knowledge sharing: a review and directions for future
- Proceedings homepage: <https://icbens.umpalopo.ac.id/>

- research,” *Hum. Resour. Manag. Rev.*, vol. 20, no. 2, pp. 115–131, 2010.
- [11] P. M. Senge, *The fifth discipline: the art and practice of the learning organization*. New York: Doubleday, 1990.
- [12] K. E. Watkins and V. J. Marsick, “Dimensions of the learning organization questionnaire.” Warwick University, Warwick, 1997.
- [13] D. A. Garvin, A. C. Edmondson, and F. Gino, “Is yours a learning organization?,” *Harv. Bus. Rev.*, vol. 86, no. 3, pp. 109–116, 2008.
- [14] J. H. Song, B. K. Joo, and T. J. Chermack, “The dimensions of learning organization questionnaire (DLOQ): a validation study in a Korean context,” *Hum. Resour. Dev. Q.*, vol. 20, no. 1, pp. 43–64, 2009.
- [15] A. D. Ellinger, A. E. Ellinger, B. Yang, and S. W. Howton, “The relationship between the learning organization concept and firms’ financial performance: an empirical assessment,” *Hum. Resour. Dev. Q.*, vol. 13, no. 1, pp. 5–21, 2002.
- [16] B. K. Joo and T. Lim, “The effects of organizational learning culture, perceived job complexity, and proactive personality on organizational commitment and intrinsic motivation,” *J. Leadersh. Organ. Stud.*, vol. 16, no. 1, pp. 48–60, 2009.
- [17] N. Bontis, M. M. Crossan, and J. Hulland, “Managing an organizational learning system by aligning stocks and flows,” *J. Manag. Stud.*, vol. 39, no. 4, pp. 437–469, 2002.
- [18] A. Armstrong and P. Foley, “Foundations for a learning organization: organization learning mechanisms,” *Learn. Organ.*, vol. 10, no. 2, pp. 74–82, 2003.
- [19] M. J. Marquardt, *Building the learning organization: mastering the 5 elements for corporate learning*, 2nd ed. Boston: Davies-Black Publishing, 2002.