

## **Commitment Mediates, Culture Moderates: How Learning Impacts Performance at an Energy Company**

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### **Abstract**

This research aims to analyze the influence of organizational learning on employee performance at Energy Company, with organizational commitment as a mediating variable and organizational culture as a moderating variable. The population in this study consists of 59 permanent employees of the Energy Company residing in Jakarta, Indonesia, with a sample of 52 employees. Data collection was carried out using a questionnaire distributed to Energy Company employees. The data analysis technique used multiple linear regression analysis operated with the Hayes Process Macro SPSS. The study results show that organizational learning significantly influences employee performance and organizational commitment, and organizational commitment significantly influences employee performance. Organizational commitment also partially mediates the influence of organizational learning on employee performance. However, organizational culture needs to moderate the impact of organizational learning on employee performance. This study contributes to understanding how multinational energy companies manage and support their employees in diverse cultural settings.

**Keywords:** employee performance, culture, commitment, organizational learning

### **INTRODUCTION**

Competitive advantage refers to a company's ability, derived from its characteristics and resources, to achieve higher performance than other companies in a similar industry or market. The Human Development Index (HDI) illustrates a country's level of human development and is used by the United Nations Development Program (UNDP) Human Development Report Office. It focuses on three dimensions: well-being and health, knowledge, and a decent standard of living. In 2021, Indonesia ranked fifth in the ASEAN HDI with a value of 0.705. A value above 0.8 indicates very high human development.

Although Indonesia belongs to the high category in 2021, there has been a reduction compared to 2020 (0.709) and 2019 (0.716), indicating a decrease in human development quality.

Kusjono and Ratnasari (2019) explain that a company's success is reflected in its ability to manage its resources. As employee performance increases, it enhances overall productivity, allowing the company to achieve its goals and gain profits. Key Performance Indicators (KPIs) serve as parameters to measure employee performance and provide comprehensive feedback. Both external and internal factors influence employee performance. External factors include leadership, safety, occupational health, and organizational culture, while internal factors include job satisfaction and organizational commitment (Paais & Pattiruhu, 2020).

When employees' learning capabilities improve, it enhances the organization's overall capacity to learn (Chai & Dirani, 2018). They found that organizational learning positively impacts performance. Employees and organizational performance improve when employees have good learning facilities and an interest in learning. Aligning individual values and visions with those of the organization leads to solid organizational commitment and high levels of work engagement. Putri et al. (2023) found that higher organizational commitment increases performance. Ngugi et al. (2021) state that intangible organizational culture guides decision-making, sets activity priorities, and defines accountability, which is crucial in a business meeting context. Chung and Ahn (2019) emphasize the critical role of organizational culture in generating commitment and enhancing performance.

The Energy Company, a renewable energy provider from Norway, faces performance issues highlighted by unmet KPIs in 2022. The KPI target for each indicator is 95%, but HSE is 87%, attendance is 85%, QMS is 82%, project development is 78%, and operation and manufacturing is 77%. A decrease in commitment is observed; in 2021, an employee lateness

rate of 3.2% increased to 4.6% in 2022. Sick leave rates have also risen, particularly after fieldwork, from 2.5% in 2021 to 2.7%. An internal survey on the work environment in 2022 revealed a high demand for training tailored to employees' job needs, especially in English language training due to language differences between Norwegian and Indonesian in the Energy Company, making English the primary communication tool. The HR manager explained that only a few employees dared to speak English.

Theoretical differences exist regarding the direct impact of organizational learning on employee performance, suggesting that mediation through organizational commitment and job satisfaction is significant (Karem et al., 2019). This contrasts with Hasan's (2020) and Bodjrenou et al. (2019) research, which indicates a direct influence of organizational learning on employee performance. Therefore, empirical research is needed to investigate this controversy further. In this study, the researcher aims to examine the influence of organizational learning on employee performance, with organizational commitment as a mediating variable and organizational culture as a moderating variable.

While it is true that variables such as organizational learning, commitment, culture, and employee performance are commonly studied in management research, the context in which these variables are examined can significantly influence the findings and contributions of a study. This study's unique characteristics of the company type—a multinational energy company headquartered in NORWAY with operations in Indonesia (the host country)—provide a valuable distinctive context.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### Organizational Learning

Organizational learning reflects the organization's capacity to integrate a structure and individuals in achieving continuous learning and bringing change toward new directions to face global challenges (Ju et al., 2021). Reese (2020) explains that the characteristics of organizational learning involve an organization consistently expanding its capacity to create a future that requires fundamental changes in the thinking patterns of each member. This is because, at times, the structures that should function well are often not conducive to reflection and engagement, even though the employee possesses learning capabilities. Additionally, employees may also need an understanding of the situations they face due to possible deficiencies in tools and guiding ideas that could provide meaning to the situations they encounter. Hasan (2020) studied the influence of organizational culture, organizational learning, and self-efficacy on employee performance. The research found that organizational learning positively and significantly impacts employee performance, meaning that indicators within organizational learning can enhance employee performance. This finding aligns with another study by Wiyana and Sriathi (2021). Garvin (2000), as cited in Hasan (2020), explains that organizational learning is a continuous process carried out by all process-oriented employees. When employees have good learning facilities and an interest in learning, both employee and organizational performance will improve (Goestjahjanti et al., 2022). The hypothesis used in this study is as follows:

H1: Organizational learning has a significant effect on employee performance

Bodjrenou et al. (2019) conducted research and found that organizational learning positively and significantly impacts organizational commitment. This finding is consistent with the studies by Eliyana et al. (2019), Hendri (2019), and Wiyana & Sriathi (2021).

Organizational commitment strongly influences employee behavior and performance. When employees feel committed to the company, the chances of absenteeism and job turnover decrease (Cho & Jiang, 2022). Wang et al. (2020) explain that when a company behaves well toward its employees, it increases employee commitment to the company, leading to positive impacts through improved employee performance. Based on this theory, the researcher formulated the hypothesis:

H2: Organizational learning has a significant effect on organizational commitment

### **Organizational Commitment**

Individuals with high organizational commitment tend to display more consistent and productive attitudes, contributing significantly to the organization. In this context, individuals not only formally become part of the organization but also exhibit a positive outlook toward the organization and a willingness to exert maximum effort to achieve success within the organizational framework (Gagné et al., 2017). Klein et al. (2021) elaborate on different organizational commitment strategies. Firstly, it explains that commitment can manifest in various forms, providing an understanding of distinctions in the relationship between individuals, the organization, and other entities. Secondly, it encompasses efforts to differentiate among multiple entities where individuals develop their commitment to those who are committed. Hendri (2019) researched the influence of organizational learning, organizational commitment, and job satisfaction on employee performance. The results of the study found that organizational learning significantly influences organizational commitment. This finding is consistent with Bodjrenou et al. (2019) and Hendri's (2019) research. Organizational commitment also significantly influences employee performance, aligning with the study by (Eliyana et al., 2019). Therefore, the hypothesis is:

H3: Organizational Commitment has a significant effect on Employee Performance

### **Employee Performance**

Employee performance refers to a contribution provided by an employee in their workplace and can be identified by the organization (Dessler, 2018). Performance reflects behavior patterns and actions by individuals relevant to organizational goals (van der Vaart, 2021). The organization must establish performance standards for individuals before the execution of their work because performance standards serve as parameters or targets in measuring individual achievements. Therefore, performance standards should be realistic, measurable, and understandable so that individuals can comprehend the expected level of achievement. Hendri (2019) conducted research and found that organizational learning does not significantly impact employee performance. However, organizational learning indirectly influences employee performance through organizational commitment and job satisfaction. This finding contrasts with the study by Wiyana and Sriathi (2021), which indicates that organizational learning positively and significantly impacts employee performance. In their research, organizational learning also has a positive and significant impact on organizational commitment, and organizational commitment has a positive and significant influence on employee performance. Organizational commitment mediates the influence of organizational learning on employee performance. Therefore, the hypothesis is:

H4: Organizational commitment mediates the influence of organizational learning on employee performance

## Organizational Culture

Organizational culture is the values, beliefs, and principles that form the foundation of an organizational management system, along with a set of practices and managerial behaviors that support and strengthen these fundamental principles (Howard-Grenville et al., 2020). Culture can significantly influence how everyone in the organization behaves and responds. Organizational culture is closely related to how individuals perceive it (Hitt et al., 2017). When an individual feels aligned with the organizational culture, it can result in job satisfaction and optimal performance and foster an individual's intention to stay in the organization. Thumbi et al. (2020) examined the moderating role of organizational culture on the influence of organizational learning on employee performance and the influence of organizational learning on employee performance. The study found that organizational culture moderates the impact of organizational learning on employee performance. This finding is consistent with previous research that found a moderating effect of organizational learning on the relationship between organizational learning and employee performance (Jehanzeb & Mohanty, 2020; AlShehhi et al., 2021; Iskamto, 2023). Therefore, the hypothesis is:

H5: Organizational culture moderates the influence of organizational learning on employee performance.

Calhoun & Douglas (2019) assessed that several previous studies have proposed and demonstrated that a crucial element for future competitive advantage is the ability of a company to learn faster than its competitors, enabling it to face opportunities and threats from the external environment. Therefore, organizations must understand and acquire new knowledge and skills to enhance employees' performance. When employees' learning capabilities improve, it can enhance organizational learning capacity. Factors influencing a company's effectiveness include organizational commitment and engagement in work, which

can drive employee performance, yield high performance, enhance well-being, and foster a desire to stay with a company (Eliyana et al., 2019). Research by Chung and Ahn (2019) explains that organizational culture is crucial in generating commitment and improving performance.

Based on previous research and the relationship between variables mentioned earlier, this study adopts the research model presented in Figure 1.

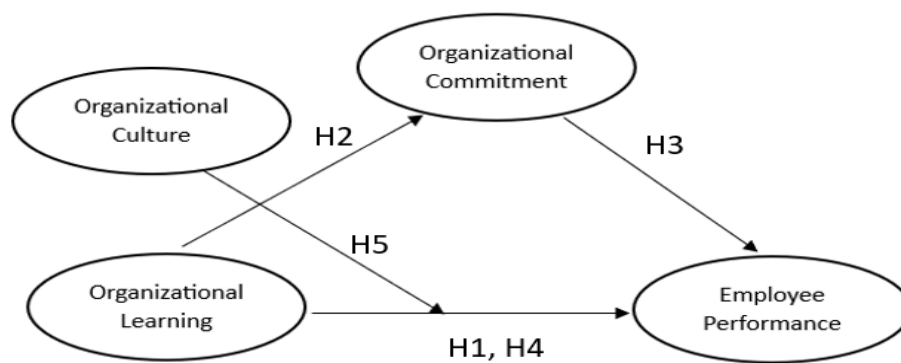


Figure 1. Research Model

**METHOD**

This study was conducted in November-December 2023 in Indonesia at the Energy Company. The research utilized a data collection approach involving the distribution of a closed questionnaire. This method allowed respondents to choose from various predetermined answer options. The questionnaires were adapted from Ju et al. (2021) for organizational learning, Klein et al. (2021) for organizational commitment and organizational culture, and van der Vaart (2021) for employee performance. These questionnaires will employ a five-point Likert Scale. Ratings ranged from 1 for "strongly disagree," 2 for "disagree," 3 for "moderately agree," 4 for "agree," and 5 for "strongly agree."



The primary data used in this study were collected through the questionnaire, with employee performance assessed by a manager who supervised them. The population for this research comprised all employees in the company, totaling 59 individuals. A nonprobability sampling method, specifically purposive sampling, was employed. The sample criteria selected for this study were energy employees who have permanent employee status and are in Indonesia.

The Slovin formula was used to determine the appropriate sample size. This formula is beneficial for determining sample size when the population size is known, and it helps in achieving a representative sample while considering a margin of error. The Slovin formula is expressed as:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where:

- $n$  = sample size
- $N$  = population size
- $e$  = margin of error

In this study, the population size ( $N$ ) was 59, and a margin of error ( $e$ ) of 5% (0.05) was chosen to ensure precision. Substituting these values into the Slovin formula gives:

$$n = \frac{59}{1 + 59 \cdot (0.05)^2} \approx 52$$

Thus, the sample size was determined to be 52 employees. This sample size ensures that the study results are statistically significant and represent the entire population. Recent educational resources and research methodology texts have used and discussed the Slovin

formula's effectiveness and application (Anugraheni et al., 2023; Khuluqo & Cholikh, 2022; Sinaga & Sinaga, 2021)

The data analysis technique involved multiple linear regression analysis conducted using the Hayes Macro Process in SPSS.

## **RESULT AND DISCUSSION**

### **Result**

Data analysis began with constructing the structural model, followed by the validation and reliability testing of the measurement model and assessing the significance of relationships between variables. Table 1 indicates that the parameters in the validity test are considered valid if the significance value  $< 0.05$  and if the value of  $r_{xy} > r$  table.

Furthermore, Table 2 shows the parameter in the reliability test, which is Cronbach's Alpha ( $\alpha$ ) value, which must be greater than 0.6 to be considered consistent. Hayes Macros PROCESS for SPSS, SAS, and R was used for observed-variable mediation, moderation, and conditional process analysis.

**Table 1. Validity Test**

Var	Indicator	r <sub>xy</sub>	r <sub>table</sub>	Sig Value	Result	Var	Indicator	r <sub>xy</sub>	r <sub>table</sub>	Sig Value	Result
Organizational Learning	OL1	0.867	0.3610	0.000	Valid	Organizational Commitment	OC1	0.805	0.404	0.000	Valid
	OL2	0.814	0.3610	0.000	Valid		OC2	0.459	0.404	0.011	Valid
	OL3	0.636	0.3610	0.000	Valid		OC3	0.833	0.404	0.000	Valid
	OL4	0.513	0.3610	0.004	Valid		OC4	0.577	0.404	0.001	Valid
	OL5	0.614	0.3610	0.000	Valid		OC5	0.681	0.404	0.000	Valid
	OL6	0.696	0.3610	0.000	Valid		OC6	0.748	0.404	0.000	Valid
	OL7	0.603	0.3610	0.000	Valid		OC7	0.756	0.404	0.000	Valid
	OL8	0.706	0.3610	0.000	Valid		OC8	0.725	0.404	0.000	Valid
	OL9	0.425	0.3610	0.019	Valid		OC9	0.501	0.404	0.005	Valid
	OL10	0.636	0.3610	0.000	Valid		OC10	0.700	0.404	0.000	Valid
	OL11	0.675	0.3610	0.000	Valid		OC11	0.484	0.404	0.007	Valid
	OL12	0.702	0.3610	0.000	Valid		OC12	0.784	0.404	0.000	Valid
	OL13	0.588	0.3610	0.001	Valid		OC13	0.479	0.404	0.007	Valid
	OL14	0.589	0.3610	0.001	Valid		OC14	0.596	0.404	0.001	Valid
	OL15	0.748	0.3610	0.000	Valid		OC15	0.618	0.404	0.000	Valid
	OL16	0.534	0.3610	0.002	Valid		OC16	0.587	0.404	0.001	Valid
	OL17	0.673	0.3610	0.000	Valid		OC17	0.830	0.404	0.000	Valid
	OL18	0.457	0.3610	0.011	Valid		OC18	0.771	0.404	0.000	Valid
	OL19	0.703	0.3610	0.000	Valid		OC19	0.792	0.404	0.000	Valid
	OL20	0.755	0.3610	0.000	Valid		OC20	0.776	0.404	0.000	Valid
	OL21	0.520	0.3610	0.003	Valid		OC21	0.850	0.404	0.000	Valid
Employee Performance	EP1	0.670	0.381	0.000	Valid		OC22	0.769	0.404	0.000	Valid
	EP2	0.795	0.381	0.000	Valid		OC23	0.743	0.404	0.000	Valid
	EP3	0.787	0.381	0.000	Valid		OC24	0.878	0.404	0.000	Valid
	EP4	0.732	0.381	0.000	Valid	Organizational Culture	OCT1	0.642	0.632	0.002	Valid
	EP5	0.790	0.381	0.000	Valid		OCT2	0.663	0.632	0.001	Valid
	EP6	0.762	0.381	0.000	Valid		OCT3	0.781	0.632	0.000	Valid
	EP7	0.726	0.381	0.000	Valid		OCT4	0.752	0.632	0.000	Valid
	EP8	0.801	0.381	0.000	Valid		OCT5	0.812	0.632	0.000	Valid
	EP9	0.595	0.381	0.001	Valid		OCT6	0.748	0.632	0.000	Valid
	EP10	0.739	0.381	0.000	Valid		OCT7	0.652	0.632	0.000	Valid
	EP11	0.738	0.381	0.000	Valid		OCT8	0.697	0.632	0.000	Valid
	EP12	0.738	0.381	0.000	Valid		OCT9	0.665	0.632	0.000	Valid
	EP13	0.737	0.381	0.000	Valid		OCT10	0.787	0.632	0.000	Valid
	EP14	0.739	0.381	0.000	Valid						
	EP15	0.856	0.381	0.000	Valid						
	EP16	0.600	0.381	0.000	Valid						
	EP17	0.594	0.381	0.001	Valid						
	EP18	0.390	0.381	0.033	Valid						
	EP19	0.650	0.381	0.000	Valid						
	EP20	0.662	0.381	0.000	Valid						
	EP21	0.503	0.381	0.005	Valid						
	EP22	0.564	0.381	0.001	Valid						
	EP23	0.632	0.381	0.000	Valid						
	EP24	0.447	0.381	0.013	Valid						
	EP25	0.790	0.381	0.000	Valid						
	EP26	0.757	0.381	0.000	Valid						
	EP27	0.761	0.381	0.000	Valid						

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	N of items	Description
Organizational Learning	0.927	21	Reliable
Organizational Commitment	0.954	24	Reliable
Organizational Culture	0.884	10	Reliable
Employee Performance	0,956	27	Reliable

Table 3 indicates the R-square value is 0.4407, meaning that the organizational learning variable can explain the organizational commitment variable by 44.07%, and other factors influence the rest. According to the table, the significance p-value is indicated as  $0.0000 < \alpha (0.05)$ , meaning organizational learning significantly influences organizational commitment, so H2 is accepted. This finding is consistent with the research by (Bodjrenou et al., 2019 Hadi & Tentama, 2020 and Paramita et al., 2020 Ishak, 2020). Ju et al. (2021) state that creating and fostering organizational learning is fundamental to building employee job satisfaction and organizational commitment and ensuring a healthy and stable workforce in the long run. In other words, organizational learning can enhance employee commitment and result in positive performance.

**Table 3. The Relationship between Organizational Learning and Organizational Commitment (Outcome variable: OC)**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	0.6638	0.4407	0.4477	39.3911	1.0000	50.0000	0.0000
	coeff	se	t	p	LLCI	ULCI	
Constant	4.0617	0.0928	43.7751	0.0000	3.8754	4.2481	
OL	1.0420	0.1660	6.2762	0.0000	0.7085	1.3755	

In Table 4, it can be shown that there is a direct impact between organizational learning and employee performance with a significance p-value of  $0.0434 < \alpha (0.05)$ . So, it can be concluded that H1 is accepted. This finding aligns with previous research (Hasan, 2020; Patky, 2020; Gomes et al., 2022) that explains organizational learning positively and significantly impacts employee performance, meaning indicators within organizational learning can enhance employee performance. Employee performance is also shaped by organizational learning through the created culture. Employees willing to learn about organizational resources positively impact their performance, which in turn affects organizational

performance by providing a sustainable competitive advantage. When organizational learning is formed and implemented, it can positively impact employees, enabling them to work more independently, develop within the community, and contribute to their performance.

**Table 4. The Variable Independent and Variable Dependent (Outcome variable: EP)**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	0.7490	0.5611	0.1472	23.6885	4.0000	47.0000	0.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
Constant	4.0399	0.3840	10.5200	0.0000	3.2673	5.0840	
OL	0.3086	0.1802	1.7125	0.0434	0.0539	0.2652	
OC	0.1827	0.0905	2.0183	0.0172	0.1560	0.7270	
OCT	0.3922	0.1419	2.7638	0.0081	0.1067	0.6777	
Int_1	0.0848	0.1501	0.5650	0.5747	-2.172	0.3869	
Product terms key:							
Int_1	:	OL	x	OCT			
Test(s) of highest order unconditional interaction(s):							
	R2 – chng		F	df1	df2	p	
X*W	0.0030		0.3192	1.0000	47.0000	0.5747	
	Focal predict:	OL	(X)				
	Mod var:	OCT	(W)				

Referring to the table, it is indicated that there is a direct influence of organizational commitment on employee performance with a significance p-value of  $0.0172 < \alpha (0.05)$ , so it can be concluded that H3 is accepted. This research's findings align with previous studies' results (Eliyana et al., 2019; Klein et al., 2021; Wang et al., 2020). High job-related organizational commitment can lead to good employee performance focused on business, which is critical to achieving organizational success (Pina e Cunha et al., 2020). Employees with high organizational commitment will demonstrate loyalty in their behavior, exhibit positive behaviors, work hard for the organization, and contribute to its goals by being a part of it for a relatively long period (Wiyana & Sriathi, 2021).

To determine whether there is a moderating effect, it can be shown by the Int\_1 section. The data shows that the significance p-value of Int\_1 is 0.5747, meaning that the p-value > 0.05, so it is concluded that H5 is rejected because there is no moderation in this study. This finding differs from previous research by Thumbi et al. (2020), which found that organizational culture moderates the influence of organizational learning on employee performance (Iskamto, 2023; Jehanzeb & Mohanty, 2020; Paul Thumbi et al., 2020). Thumbi et al. (2020) explain that organizational learning is a process, and changes in organizational culture are needed so that individuals become accustomed to learning, changing, and consistently developing themselves. A learning culture embedded in employees can result in better employee performance. Then, this study discovered that organizational culture affects employee performance with a significance p-value of  $0.0081 < \alpha (0.05)$ .

**Table 5. Mediation Effect**

	Indirect effect(s) of X on Y:			
	Effect	Boot SE	Boot LLCI	Boot ULCI
OC	0.1903	0.1343	0.0811	0.4429

The confidence interval from the bootstrap results on the data shows that the BootLLCI (Lower Level for CI) value is 0.0811, and BootULCI (Upper Level for CI) is 0.4429. Thus, it can be concluded that organizational commitment mediates the influence of organizational learning on employee performance because the confidence interval range from the lower limit to the upper limit does not cross the value of 0.000, so H4 is accepted. This finding is consistent with previous research by Hendri (2019) and Wiyana & Sriathi (2021), which states that the more influential organizational learning is, the better the employee performance is through higher organizational commitment.

A variable can mediate another variable either partially or fully. If the indirect effect is more minor (<) than the direct effect, it can be concluded that partial mediation occurs.

However, if the indirect effect is more significant (>) than the direct effect, it can be concluded that complete mediation occurs. Figure 2 indicates that the value of the indirect effect (0.1903) is less than the direct effect (0.3086), so it can be concluded that Organizational Commitment partially mediates the influence of Organizational Learning on Employee Performance.

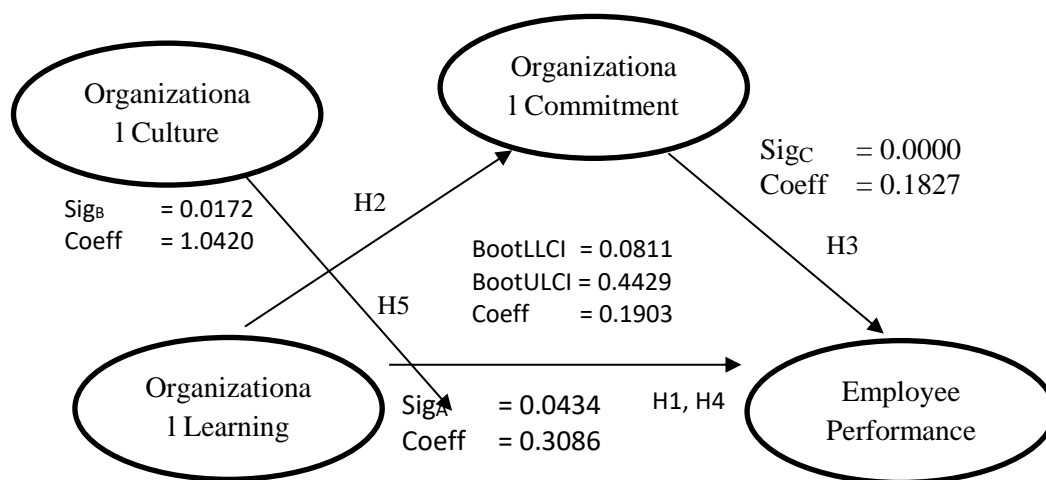


Figure 2. Summary of Coefficient Value

**Discussion**

Based on the findings of this study, it is evident that organizational learning at the Energy Company has received a high rating, indicating the implementation of effective practices in this regard. This implies that the Energy Company actively promotes continuous learning, supporting collaborative learning processes to facilitate employees’ learning journeys. The multinational nature of the company introduces cross-cultural management dynamics crucial for understanding organizational behavior. Studies have shown that cultural differences between home and host countries can significantly impact organizational practices and employee outcomes (Dumetz, 2023; Gerlach & Eriksson, 2021; PIRLOG, 2022).

To further enhance organizational learning, colleagues and supervisors at the Energy Company can offer precise and constructive feedback, encompassing support and guidance through evaluations, coaching, recognition, or suggestions. The objective is to aid employees in enhancing their performance, strengthening professional relationships, boosting productivity, and inspiring them to accomplish the company's objectives (Dumetz, 2023). Additionally, reinforcing factors for organizational learning involve teams and collaboration across divisions, promoting transparent, professional, and active communication. Within these teams, it is crucial to communicate the company's targets or goals, providing employees with a clear understanding of the organizational objectives.

The level of organizational commitment at the Energy Company is assessed as high. Strengthening organizational commitment is achievable when employees feel positive emotions and feel strongly connected to the company. This can be cultivated by prioritizing the health and well-being of employees and encouraging active engagement in company activities—particularly urging them to express personal opinions for collective decision-making through deliberation. Essential practices include conducting performance evaluations that offer constructive feedback for employee development, arranging after-office hours activities aligned with employees' interests to maintain work-life balance, and ensuring adequate infrastructure as a support system for work. Additionally, to promote a sense of friendship, the company can host family gatherings, foster a culture of care and mutual support among employees, and acknowledge and reward employee accomplishments.

The organizational culture at the Energy Company receives a very high rating. The company promotes a culture of continuous learning within the organization, empowering employees to work autonomously, generate innovative ideas, take calculated risks, and enhance precision and accuracy in their tasks. Within the workplace, the Energy Company



embraces a culture that prioritizes the embodiment of the company's values in employee behavior, respects and values diversity among employees in all aspects, ensures equal and fair opportunities for all employees regardless of their status, instills confidence in employees regarding their work, emphasizes teamwork over individual efforts, maintains a results-oriented approach while considering all facets of decision-making welcomes change by viewing it as a positive opportunity, and implements a buddy system for new employees to facilitate their integration during the initial days of employment.

The energy sector faces regulatory compliance, environmental concerns, and technological advancements. These industry-specific factors can affect organizational learning and culture development and maintenance (Park, 2022). The performance of employees at the Energy Company has received high ratings. This can be attributed to employees' adeptness in strategic work planning, consideration of achievement outcomes, effective collaboration with peers and supervisors, seizing job opportunities, generating innovative ideas, and active participation in work-related activities. However, the Energy Company can further enhance employee performance by encouraging employees to take on additional responsibilities that align with their capacities. Taking on new responsibilities allows employees to learn new skills (Gitelman & Kozhevnikov, 2023).

Moreover, employees should prioritize tasks to ensure timely completion, necessitating efficient task allocation based on factors like time, difficulty level, and other relevant considerations. In the work environment, employee grievances may arise, and addressing these concerns can involve restructuring task organization, clarifying responsibilities, attentively addressing employee complaints, implementing stress management programs or training, establishing regular feedback mechanisms, introducing recognition and reward initiatives, and fostering transparent communication (Gitelman &

Kozhevnikov, 2023). Employees engaged in other activities during working hours can be addressed by establishing a disciplined work culture, setting specific, measurable, and structured goals after identifying problems, and providing support, guidance, and motivation for performance improvement.

## **MANAJERIAL IMPLICATION**

The overall organizational learning variable gets a very high score. To strengthen organizational learning, colleagues and superiors at the company can provide feedback transparently through support and suggestions in the form of evaluation, coaching, appreciation, or suggestions to improve employee performance, strengthen working relationships, increase productivity, and motivate employees to achieve company goals. In addition, teams and cooperation between divisions can build professional, open, and active communication. In the team, it is necessary to convey the target or goal. For this reason, continuous learning follows the needs of employees who are relevant to their work through soft and hard skills. Focusing on organizational learning can help managers identify effective knowledge-sharing and innovation strategies. The company can enhance its competitive advantage by leveraging employees' diverse experiences and expertise across different regions (Ahmed & Al-Kubaisi, 2021). Managers can establish more robust systems for capturing and disseminating knowledge within the organization, ensuring continuous improvement and adaptability in a dynamic industry.

Organizational commitment at Energy Company is of high value. Organizational commitment can be increased if employees have positive emotions. Insights into factors that drive organizational commitment can help managers develop policies and practices that foster employee loyalty and engagement. This could include career development opportunities,

recognition programs, and initiatives that align individual goals with organizational objectives (Suryani & Tentama, 2020). In addition, to build kinship, companies can hold family gatherings, foster an attitude of caring, helping, and respecting employees, and giving awards for employee achievements. Higher levels of organizational commitment can reduce turnover rates, thereby saving costs related to recruitment and training and maintaining organizational stability.

The organizational culture at Energy Company is rated very high. Managers can use the study's insights to understand better the cultural differences between the home country (Norway) and the host country. This understanding can guide the development of training programs to foster cultural sensitivity and improve communication and collaboration among employees from different backgrounds (Gerlach & Eriksson, 2021; PIRLOG, 2022). Implementing culturally adaptive management practices can enhance employee satisfaction and performance, as employees feel more understood and valued within the organizational culture.

The performance of Energy Company employees received a high rating. Understanding the determinants of employee performance in the context of a multinational energy company can guide managers in implementing performance management systems that are fair and motivating. This includes setting clear performance expectations, providing regular feedback, and offering incentives that align with local cultural norms and values (Locke & Latham, 2019). Managers can also tailor their leadership styles to suit the diverse workforce better, enhancing overall productivity and job satisfaction.

## CONCLUSION

In this study, it can be concluded that there is a direct and indirect influence on the research variables. Organizational learning directly and significantly impacts employee performance, meaning that employees who receive organizational learning from the company will positively impact their performance, which, in turn, contributes to the organization's performance, providing a sustainable competitive advantage. Organizational learning also directly and significantly impacts organizational commitment, implying that creating and promoting organizational learning is fundamental to fostering organizational commitment and ensuring a healthy and stable workforce in the long term. Furthermore, organizational commitment directly and significantly impacts employee performance, indicating that high commitment to the job can lead to good employee performance, focusing on business criticality to achieve organizational success.

Regarding the indirect influence, organizational commitment partially mediates the impact of organizational learning on employee performance. This implies that the more effective organizational learning is, the better employee performance through higher organizational commitment. However, the moderating role of organizational culture does not moderate the impact of organizational learning on employee performance.

Although extensive research on organizational behavior exists, studies focusing on specific types of multinational enterprises, especially in under-researched regions or industries, can fill gaps in the literature. This study contributes to understanding how multinational energy companies manage and support their employees in diverse cultural settings.

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