

# The Role of Organizational Learning Culture and Workplace Empowerment in Improving Workplace Spirituality through Knowledge Sharing Behavior as a Mediation Variable

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**Abstract:** This research aims to find the role of Organizational Learning Culture and Workplace Empowerment on Workplace Spirituality through Knowledge Sharing Behavior as a mediating variable in PT. Sidomuncul herbal medicine industry, Semarang Regency. This research is quantitative research using the Partial Least Square SEM PLS application tool, carried out to test hypotheses with the aim of strengthening the hypothesis or rejecting theories or hypotheses from existing research results. the population was permanent employees at PT. Sidomuncul herbal medicine industry, Semarang Regency. The Human Capital Technology Division and Market Capability Division were deemed suitable for the Knowledge Sharing Behavior variable, totaling 255 people consisting of 200 male employees and 55 female employees. The sampling technique used in this research is census with the aim of the total population being used to determine the sample size, the research used a census technique of 255 respondents. The results of this research prove that Knowledge Sharing Behavior has a positive and significant effect on Workplace Empowerment, Knowledge Sharing Behavior has a positive and significant effect on Workplace Spirituality, that Organizational Learning Culture has a positive and significant effect on Knowledge Sharing Behavior, that Organizational Learning Culture has a positive and significant effect on Workplace Spirituality, Knowledge Sharing Behavior can greatly mediate the influence of Organizational Learning Culture on Workplace Empowerment.

**Keywords:** Organizational learning culture; workplace empowerment; workplace spirituality; knowledge sharing behavior

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## INTRODUCTION

In an effort to develop the company to become bigger, employees are required to be able to develop their skills and expertise in the organizational world. A successful Organization requires workers who will go above and beyond their normal job responsibilities who will deliver performance above expectations. Therefore, learning is needed in organizations. Now, this is technology 4.0, so there is a need for creative

abilities from various elements in the organization to create an effective learning process so that a feeling of comfort in work is born. The organization is in the learning process as one that continuously expands its capacity to create the future. The company optimizes Organizational Learning and focuses on knowledge acquisition, information distribution, information interpretation and organizational memory (Yahaya, 2016). Organizational Learning means all processes where new solutions are found for administrative problems that enter the company's managerial memory (Lopez, 2015).

Organizational Learning Culture (OLC) is the attributes, behavior, habits, beliefs and systems built to create, acquire, disseminate and maintain skills and knowledge applied in an organization in order to maintain organizational continuity (Karimi, 2015). Organizational Learning Culture can be interpreted as a system that supports teamwork, collaboration, creativity, and knowledge processes which have collective meaning and value. Organizational Learning Culture places more emphasis on the learning process. Empowerment in the workplace Employees (Workplace Empowerment) can be interpreted as a thinking process from an organization towards a better way, then as input from employees that is listened to and implemented, and that will make employees happy with their work and will feel like they own it on condition of change. in an organizational culture, but does not mean leadership (Tanaya, 2018). Companies in all sectors of economic activity have shown increasing interest in initiatives based on employee involvement or employee participation. However, at face value, empowerment has a lot to offer to service-operating organizations (Arun, 2019).

It is said that empowerment in the workplace will react to customer needs as they arise, they will respond quickly to complaints and take personal pride in ensuring successful service encounters (Samad, 2017). Employees who receive empowerment in the workplace correctly will have better competence. Employee empowerment programs are required to empower employees to have greater responsibility and work skills. Employee empowerment basically creates productive and committed employees. In business, you must also pay attention to the conditions of the work environment so that it can increase empowerment efforts (Yang, 2014). An empowered organization will be filled with people who have concern and involvement who can help efforts achieve flexibility, responsiveness to customers, in a challenging and competitive business environment (Savery, 2011).

Organizational Learning Culture as attributes, behavior, habits, beliefs, and systems for creating, acquiring, disseminating, and maintaining capabilities and maintaining the smooth running of an organization to be able to build and strengthen an already strong culture, a desire arises to examine the elements of the system that form culture learning. Then this can be supported by Knowledge sharing behavior in companies, which is the scale of the process of sharing knowledge between employees by implementing social priorities and good and maximum social interaction and is considered important because it can help in achieving productive competition (Chennamaneni, 2016). This is what can make a learning organizational culture effective, supported by the habit of sharing knowledge among its employees.

Research conducted by (Issa, 2018) showed positive results between the influence of organizational learning culture on knowledge sharing behavior in his study at

information technology institutions. This is also supported by research conducted (Islam, 2014) which shows positive results between the influence of organizational learning culture on knowledge sharing behavior in studies on technology-based government institutions in Middle Eastern countries. Khoucaki (2014) also shows research results that the existence of a learning culture in an organization will increase the level of knowledge sharing habits among employees in an organization. Workplace spirituality is the atmosphere or psychological condition in the workplace.

Chawla (2014) explains that workplace spirituality is wrong a type of psychological climate in which people perceive themselves as having an internal life that Organizational learning culture maintains with meaningful work and in place it in the context of a community. A work unit that has a high level of spirituality means experiencing this climate, and it can be assumed that this work unit will experience higher performance. In a study conducted by (Gallagher, 2017) it is explained that with the phenomenon of learning organizational culture, spiritual comfort will slowly be created in the workplace in the research was in a logistics government agency so that it had a positive and significant influence on workplace spirituality in employees. Then in another study conducted by (Song, 2013) it was explained that there was a positive and significant influence between Organizational learning culture on Workplace spirituality in a digital textile industry company in Korea.

In this sense, knowledge sharing behavior generally consists of how individuals, groups and organizations communicate and learn from each other (Jiang & Li, 2017). Bock and Kim (2014) define knowledge-sharing behaviour as the degree to which individuals actually share the knowledge they have. Knowledge-sharing behaviour focuses on the willingness of individuals in an organization to share the knowledge needed or created with others. So, with a pattern of sharing knowledge that has become a habit, spiritual comfort will be created in the workplace. A study conducted by (Ellahi, 2015) shows that there is a positive and significant influence between knowledge-sharing behaviour on spiritual comfort at work, according to him, the existence of a habitual pattern. share good knowledge then comfort at work will grow in his studies in Pakistani state Electronics company. This is also supported by research by Petchsawang (2013) which states that there is a positive and significant influence between Knowledge Sharing behavior on workplace spirituality in health institutions in Germany. Tombaugh (2012) also stated the same thing that there is a positive and significant influence between Knowledge Sharing behavior on spiritual comfort at work.

Knowledge sharing behavior in knowledge management at PT. The Sidomuncul herbal medicine industry, Semarang Regency, is managed seriously as capital for developing human resources as company assets. In order to achieve the company's Vision, Mission and Strategy Objectives, reliable human resources are needed and are able to compete globally. PT. The Sidomuncul herbal medicine industry in Semarang Regency, which aims to become a leading digital company in the regional area, needs to prepare human resources with digital competencies that support organizational goals. In order to support the development and acceleration of employee competency at PT. The Sidomuncul Herbal Medicine Industry, Semarang Regency has implemented

knowledge management, where all employees can use it as a practical digital learning medium.

Based on data on the number of employees who resigned at PT. Sidomuncul herbal medicine industry, Semarang Regency, from year to year, the number of employees who resign from PT. The Sidomuncul herbal medicine industry, Semarang Regency, access is increasing from year to year. In 2019 and 2020 there were only 11 employees who resigned. However, in 2022 there were 30 employees who resigned. In 2019 (data taken only up to September) the number of employees who resigned was 35 employees. From employee productivity data collected from the Human Resource Capital division in 2023 It was found that employee productivity can determine Workplace Spirituality, spiritual work comfort for employees. Unit productivity increased from month to month in 2019. The highest unit productivity was achieved in June, namely 28%. However, after the highest achievement in June, unit productivity decreased to 23% and productivity continued to decline. Apart from the DSHR unit, the productivity of the WFM (Work Force Management) unit has decreased. The highest productivity of the WFM unit was achieved in January 2021, namely 65%. Meanwhile, the lowest productivity of the WFM unit was achieved in July, namely 27%. Based on the productivity data, it can be temporarily concluded that Workplace Spirituality, spiritual work comfort for unit and WFM employees has decreased. So, there needs to be an improvement in PT's Workplace Spirituality. Sidomuncul herbal medicine industry, Semarang Regency.

## **LITERATURE REVIEW AND HYPOTHESIS FORMULATION**

### **Organizational Learning Culture**

Organizational Learning and Learning organization are two different things. In Organizational learning, the reflective process is played by members at all levels of the organization, which involves gathering information from the internal and external environment while the Learning Organization is one that proactively creates, acquires, and transfers knowledge that changes behavior based on new knowledge and insights. (Khoucaki, 2014).

Organizational Learning means all processes where new solutions are found for administrative problems that enter the company's managerial memory (Lopez, 2015). Organizational Learning Culture (OLC) is the attributes, behavior, habits, beliefs and systems built to create, acquire, disseminate and maintain skills and knowledge applied in an organization in order to maintain the continuity of the organization (Karimi, 2015). Organizational Learning Culture can be interpreted as a system that supports teamwork, collaboration, creativity, and knowledge processes which have collective meaning and value. Organizational Learning Culture places more emphasis on the learning process.

Learning as one continuously expands its capacity to create the future. Yahaya expands the definition of Organizational Learning by focusing on knowledge acquisition, information distribution, information interpretation and organizational memory (Yahaya, 2016). From the various definitions above, it can be concluded that Organizational Learning Culture is an attribute, behavior, habit, belief and system that

is built to create, acquire, disseminate and maintain skills and knowledge as well as a shared learning culture that is implemented in an organization in order to maintain organizational continuity. According to (Khouchaki, 2014), there are five indicators for identifying important activities in Organizational Learning Culture, namely:

1. Create continuous learning opportunities
2. Advancing inquiry and dialogue
3. Encourage collaboration and team learning
4. Develop a system to capture and deliver learning
5. Giving authority to have a collective vision

### **Knowledge Sharing Behavior**

Knowledge sharing behavior in the company is scale process share it knowledge between employee with apply priority social and social interaction the good one And maximum and considered important because it can help in achieve productive competition (Chennamaneni, 2016). Man is an important element in knowledge-sharing behavior because he is a party which makes knowledge-sharing behaviour walk. If the individual does not want to share the knowledge, they have with other individuals then the process of knowledge sharing behavior will not occur (Hu, Horng, & Sun, 2019). Information and or knowledge that individuals share with individuals other can vary, in the company context it can be work experience until procedure implementation task. There are two types of knowledge that are generally shared in knowledge sharing behavior, namely tacit knowledge or explicit knowledge (Wang & Wang, 2012). Tacit or implicit knowledge refers to knowledge that is personal and whose sharing is limited. Tacit or implicit knowledge occurs through direct interaction and is generally undocumented. In contrast to tacit or implicit knowledge, knowledge explicit is knowledge Which easy for shared and can documented. These two types of knowledge circulate in the knowledge process sharing behavior in the company. The process of knowledge sharing behavior in companies can create general knowledge become personal knowledge so Also on the contrary, it can make personal knowledge become knowledge general (Wang & Wang, 2012).

Bock and Kim (2014) defines knowledge sharing behavior as the degree to which individuals actually share knowledge he has. Knowledge sharing behavior focuses on individual willingness organization to share the knowledge needed or created with person other. Thus, in a way general knowledge sharing behaviour is a series of learning processes together by sharing knowledge between employee Which involve individual Which One within individual another involving experience can be used as an internal source share knowledge. Indicator Which There is in knowledge sharing according to Chuang (2016) that is:

1. Willingness share knowledge special
2. Willingness share knowledge in a way virtual
3. Willingness give suggestion in work
4. Willingness discusses during meeting
5. Willingness share experience as a solution



## Workplace Empowerment

Empowerment in the workplace Employees (*Workplace Empowerment*) can be interpreted as a thinking process from an organization towards a better way, then as input from employees that is listened to and implemented, and that will make employees happy with their work and will feel like they own it on condition of change. in an organizational culture, but does not mean leadership (Tanaya, 2018). Companies in all sectors of economic activity have shown increasing interest in initiatives based on employee involvement or employee participation. However, at face value, empowerment has a lot to offer to service operating organizations (Arun, 2019).

It is said that empowerment in the workplace will react to customer needs as they arise, they will respond quickly to complaints and will take personal pride in ensuring successful service encounters (Samad, 2017). Employees who receive empowerment in the workplace correctly will have better competence. Employee empowerment programs are required to empower employees to have greater responsibility and work skills. Employee empowerment basically creates productive and committed employees. Because in business you must also pay attention to the conditions of the work environment so that it can provide an increase in empowerment efforts (Yang, 2014). An empowered organization will be filled with people who have concern and involvement who can help efforts achieve flexibility, responsiveness to customers, in a challenging and competitive business environment (Savery, 2011).

Empowerment in the workplace of employees is focused on employees, the lowest level in every organization. If in traditional organizations, employees are not taken into account in the division of power (*power distribution*), with employee empowerment, power is actually extracted from within the employee. Employee empowerment is giving authority to employees to plan, control and make decisions about the work they are responsible for, without must obtain explicit authorization from managers above them (Savery, 2011). From some of the definitions above, it can be concluded that the meaning of *Workplace Empowerment* is as a place for the thought process of an organization towards a better way, then as input from employees which is listened to and implemented, and that will make employees happy with their work and will feel like they own it on condition that a changes in an organizational culture. *Employee Empowerment* indicators according to (Tanaya, 2018) are:

1. There is an opportunity (*Opportunity*)
2. The existence of resources (*Resources*)
3. The existence of support (*Support*)
4. The presence of Internal Power (*Power*)

## Workplace Spirituality

*Workplace spirituality* can defined as confession that employee own life inner Which look after And fertilized by work meaningful Which happen in context organization (Adeoti, 2017). *Workplace spirituality* is confession that somebody have life from in himself Which look after And generated by work Which meaningful within the community (Afsar, 2017). It can be interpreted that a organization Which accept exists culture spirituality confess somebody have a soul And thought, try looking for a

goal along with meaning in the work done, the desire to interact with other people, And feel become part community (Ahmad, 2014). Asrun (2016) conveyed that often a person understands that spirituality is not different with religiosity. Asrun (2016) disclose on basically *workplace spirituality* does not always involve religious relationships but only based on values personal and philosophy.

*Workplace spirituality* is atmosphere or condition psychological in place Work. Chawla (2014) explains that *workplace spirituality* is wrong One type climate psychological in where people looking himself own something life internal Which treated with work Which meaningful and placed in context something community. Units Work Which own level spirituality Which tall means experience climate the, and can allegedly that units Work the will experience performance Which more tall

In a broader sense, *workplace spirituality* is not only about a person's religion, but it can indicate his religious beliefs in workplace. So, it can be defined that *workplace spirituality* as the opportunity to express various aspects of one's personality in self somebody. *Workplace spirituality* can implement organization member. According to (Haldorai, 2019) program development of spirituality like meditation wholeness can considered organization for grow spirituality in the workplace, but it can also help members feel involved with their work. Various researchers define *workplace spirituality* and provides various dimensions. According to (Majeed & Nazri, 2018) several indicators which can affecting *the workplace spirituality* in among them, that is

1. *Meaningful work*, defined that somebody own feeling meaningful on work Which currently executed.
2. *Connection*, is a deep relationship between employers and employees' others. So, it can be defined that someone is considered experienced to feeling Which deep about connection with person other nor work.
3. *Alignments with organizational values*, defined that a person has a sense of conformity regarding the values of the organization to values and trust they.

### **The Influence of Knowledge Sharing Behavior on Workplace Empowerment**

In its understanding, *knowledge sharing behavior* generally contains how individuals, groups and organizations communicate and learn from each other (Jiang & Li, 2017). Bock and Kim (2014) define *knowledge sharing behavior* as the degree to which individuals actually share the knowledge they have. *Knowledge sharing behavior* focuses on the willingness of individuals in an organization to share knowledge needed or created with others. So, with a pattern of sharing knowledge that has become a habit, spiritual comfort will be created in the workplace. This can increase Empowerment in the workplace. Employees (*Workplace Empowerment*) can be interpreted as a thinking process from an organization towards a better way, then as input from employees that is listened to and implemented, and that will make employees happy with their work and will feel like they own it. with the requirement of a change in an organizational culture, but not necessarily the leadership (Tanaya, 2018). Companies in all sectors of economic activity have shown increasing interest in initiatives based on employee involvement or employee participation. However, at face value, empowerment has a lot to offer to service operating organizations (Arun, 2019).

H1: *Knowledge Sharing Behavior has a significant effect on Workplace Empowerment*

### **The Influence of Knowledge Sharing Behavior on Workplace Spirituality**

*Knowledge sharing behavior* focuses on the willingness of individuals in an organization to share knowledge needed or created with others. So, with a pattern of sharing knowledge that has become a habit, spiritual comfort will be created in the workplace. *Workplace spirituality* can be defined as the recognition that employees have an inner life that is nurturing and nourished by meaningful work that occurs within the organizational context (Adeoti, 2017). *Workplace spirituality* is a recognition that a person has a life from within himself that is maintained and produced by meaningful work within the community (Afsar, 2017).

In a study conducted by (Ellahi, 2015) shows that there is a positive and significant influence between *Knowledge Sharing Behavior* on spiritual comfort at work, according to him, with a good pattern of knowledge sharing habits, comfort in the workplace will grow in his study at a Pakistani electronics company. This is also supported by research by Petchsawang (2013) which states that there is a positive and significant influence between *Knowledge Sharing Behavior* on *workplace spirituality* in health institutions in Germany. Tombaugh (2012) also stated the same thing that there is a positive and significant influence between *Knowledge Sharing Behavior* on spiritual comfort at work.

H2: *Knowledge Sharing Behavior has a significant effect on Workplace Spirituality*

### **The Influence of Organizational Learning Culture on Workplace Spirituality**

*Organizational Learning Culture* can be interpreted as a system that supports teamwork, collaboration, creativity, and knowledge processes which have collective meaning and value. Organizational Learning Culture places more emphasis on the learning process. So that it can slowly give birth to spiritual comfort in the workplace. Workplace spirituality is the atmosphere or psychological condition in the workplace. Chawla (2014) explains that *workplace spirituality* is a type of psychological climate where people see themselves as having an internal life that is maintained with meaningful work and placed in the context of a community. A work unit that has a high level of spirituality means experiencing this climate, and it can be assumed that the work unit will experience higher performance. In a study conducted by (Gallagher, 2017) it is explained that with the phenomenon of learning organizational culture, spiritual comfort will slowly be created in the workplace in research at logistics government institutions so that organizational learning culture has a positive and significant influence on workplace spirituality within oneself. employee. Then in another study conducted by (Song, 2013) explained there is a positive and significant influence between Organizational learning culture on Workplace spirituality in digital textile industry companies in Korea.

H3: *Organizational Learning Culture has a significant influence on Workplace Spirituality*

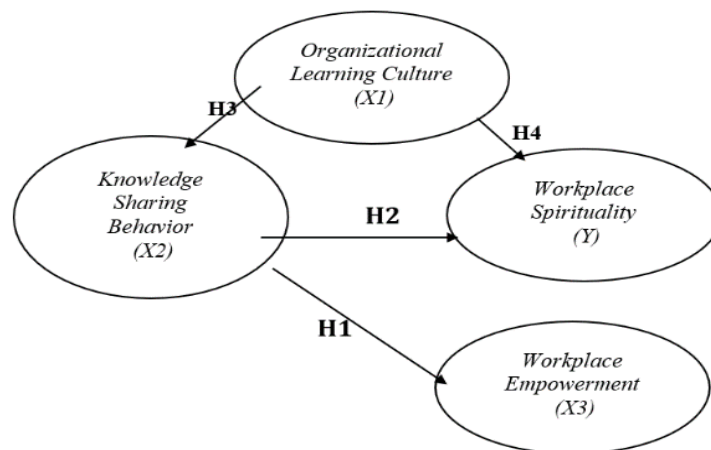


## The Influence of Organizational Learning Culture on Knowledge Sharing Behavior

*Organizational Learning Culture (OLC)* in its definition is the attributes, behavior, habits, beliefs and systems built to create, acquire, disseminate and maintain skills and knowledge applied in an organization in order to maintain the continuity of the organization (Karimi, 2015). Then this can be supported by *Knowledge sharing behavior* in companies, which is the scale of the process of sharing knowledge between employees by implementing social priorities and good and maximum social interaction and is considered important because it can help in achieving productive competition (Chennamaneni, 2016). This is what can make a learning organizational culture effective, supported by the habit of sharing knowledge among employees. Research conducted by (Issa, 2018) showed positive results between the influence of organizational learning culture on knowledge sharing behavior in his study at information technology institutions. This is also supported by research conducted (Islam, 2014) which shows positive results between the influence of organizational learning culture on knowledge sharing behavior in his study of technology-based government institutions in Middle Eastern countries. Khoucaki (2014) also shows research results that the existence of a learning culture in an organization will increase the level of knowledge sharing habits among employees in an organization.

H4: *Organizational Learning Culture has a significant effect on Knowledge sharing behavior*

Figure 1: Research Framework



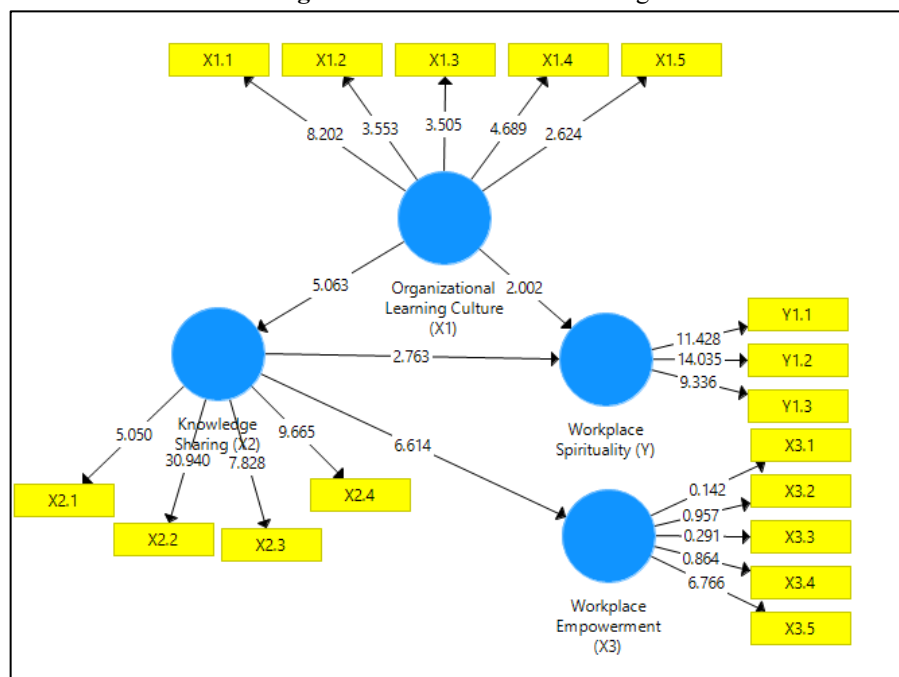
## METHODS

This study adopted the structural equation modeling (SEM) approach, or commonly known as partial least square (PLS), using a software namely SmartPLS version 3.0. This research was conducted to test a hypothesis with the aim of strengthening the hypothesis or rejecting existing theories or research hypotheses. In this regard, the type of research used is "*Explanatory research*" or explanatory research, thus this research emphasizes the relationship between research variables by testing the hypothesis. Population, according to Sugiyono (2012), is a generalization area consisting of subjects or subjects who have certain qualities and characteristics

determined by researchers to be studied and then conclusions drawn. In this study the population was permanent employees at PT. Sidomuncul herbal medicine industry, Semarang Regency. The Human Capital Technology Division and Market Capability Division were deemed suitable for the *Knowledge Sharing Behavior variable*, totaling 255 people consisting of 200 male employees and 55 female employees. The sampling technique used in this research is census with the aim of the total population being used to determine the sample size, the research used a census technique of 255 respondents. The census sample is also said to be a saturated sample. Saturated sampling is a sampling technique when the entire population is desired as a sample and is known as a census (Riduwan, 2010:64).

## RESULTS

**Figure 2: Structural Model Testing**



**Table 1: Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values (Sig.)
KSB – WE	0.835	0.802	0.126	6,164	<b>0,000</b>
KSB – WS	0.330	0.325	0.119	2,763	<b>0,003</b>
OLC -KSB	0.446	0.474	0.088	5,063	<b>0,000</b>
OLC – WS	0.239	0.269	0.119	1,002	<b>0,023</b>

**Table 2: Testing Mediation Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values (Sig.)
OLC -KSB - WE	0.372	0.379	0.093	4,004	<b>0,000</b>
OLC - WE - KSB	0.147	0.156	0.067	2,209	<b>0,014</b>

## **The Influence of Knowledge Sharing Behavior on Workplace Empowerment**

The results of this research prove that *Knowledge Sharing Behavior* has a positive and significant effect on *Workplace Empowerment*. So, it is effective for PT employees. Sidomuncul herbal medicine industry, Semarang Regency, to build *Workplace Empowerment*. This means that the higher the *Knowledge Sharing Behavior* experienced by employees, the effect it will have on *Workplace Empowerment*. resulting from. This is in accordance with the respondents' assessment of one of the *Knowledge Sharing behavior variables*, namely the indicator of willingness to share knowledge virtually. This condition indicates that employees focus on the willingness of individuals in the organization to share the knowledge needed or created with others. So, with a pattern of sharing knowledge that has become a habit, spiritual comfort will be created in the workplace. *Workplace spirituality* can be defined as the recognition that employees have an inner life that is nurturing and nourished by meaningful work that occurs within the organizational context (Adeoti, 2017). *Workplace spirituality* is a recognition that a person has a life from within himself that is maintained and produced by meaningful work within the community (Afsar, 2017). In a study conducted by (Ellahi, 2015) shows that there is a positive and significant influence between *Knowledge Sharing Behavior* on spiritual comfort at work, according to him, with a good pattern of knowledge sharing habits, comfort in the workplace will grow in his study at a Pakistani electronics company. This is also supported by research by Petchsawang (2013) which states that there is a positive and significant influence between *Knowledge Sharing Behavior* on *workplace empowerment* in health institutions in Germany. Tombaugh (2012) also stated the same thing that there is a positive and significant influence between *Knowledge Sharing Behavior* on work *empowerment*.

## **The Influence of Knowledge Sharing Behavior on Workplace Spirituality**

The results of this research prove that *Knowledge Sharing Behavior* has a positive and significant effect on Workplace Spirituality so that it is effective for PT employees. Sidomuncul Herbal Medicine Industry, Semarang Regency, to build a *Spirituality Workplace*. This means that the higher the *Knowledge Sharing Behavior* felt by employees, the effect it will have on *Workplace Spirituality*. resulting from. This is in accordance with the respondent's assessment of one of the *Knowledge Sharing behavior variables*, namely the Willingness to provide advice in work indicator, this shows that employees of PT. The Sidomuncul Herbal Medicine Industry, Semarang Regency has a culture in its office that provides work-related advice from superiors to their subordinates. This is always done to show the supervisor's sense of responsibility to his subordinates and improve what should be the results that the company hopes for together. By implementing this system, a sense of kinship is slowly born between employees and other employees, so that at work a feeling of comfort arises. *Knowledge Sharing Behavior* towards spiritual comfort at work, according to him, with a good pattern of knowledge sharing habits, comfort in the workplace will grow in his studies at the Pakistani electronics company. This is also supported by research by Petchsawang

(2013) which states that there is a positive and significant influence between *Knowledge Sharing Behavior* on *workplace empowerment* in health institutions in Germany.

### **The Influence of Organizational Learning Culture on Knowledge Sharing Behavior**

The results of this research prove that *Organizational Learning Culture* has a positive and significant effect on *Knowledge Sharing Behavior* so that it is effective for PT employees. Sidomuncul Herbal Medicine Industry, Semarang Regency, to build *Knowledge Sharing Behavior*. This means the higher the *Organizational Learning Culture* felt by employees; it influences *Knowledge Sharing Behavior*. resulting from. This is in accordance with the respondent's assessment of one of the *Organizational Learning Culture variables* which is the team learning indicator, this means that the employees of PT. The Sidomuncul herbal medicine industry, Semarang Regency, always implements a collaborative learning system regarding new products and systems that have been implemented by PT. Sidomuncul herbal medicine industry, Semarang Regency. With measurable team learning, employees will develop in terms of the skills and knowledge they have, so that their performance will have enthusiasm because they have mastered new knowledge that can be applied in the work they do. In

previous research, it was explained that *Knowledge Sharing Behavior* can make a learning organizational culture effective, supported by the habit of sharing knowledge among its employees. Research conducted by (Issa, 2018) showed positive results between the influence of *organizational learning culture* on *knowledge sharing behavior* in his study at information technology institutions. This is also supported by research conducted (Islam, 2014) which shows positive results between the influence of *organizational learning culture* on *knowledge sharing behavior* in his study of technology-based government institutions in Middle Eastern countries. Khoucaki (2014) also shows research results that the existence of a learning culture in an organization will increase the level of knowledge sharing habits among employees in an organization.

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close relationships with each other, thereby automatically increasing performance and productivity. In previous research, it was explained that *Organizational Learning Culture* places more emphasis on the learning process. So that it can slowly give birth to spiritual comfort in the workplace. *Workplace spirituality* is the atmosphere or psychological condition in the workplace. Chawla (2014) explains that *workplace spirituality* is a type of psychological climate where people see themselves as having an internal life that is maintained with meaningful work and placed in the context of a community. A work unit that has a high level of spirituality means experiencing this climate, and it can be assumed that the work unit will experience higher performance. In a study conducted by (Gallagher, 2017) it was explained that with the phenomenon of learning organizational culture, spiritual comfort will slowly be created in the workplace in his research at logistics government institutions so that *organizational learning culture* has a positive and significant influence on *workplace spirituality* in employees. Then, in another study conducted by (Song, 2013), it was explained that there was a positive and significant influence between *Organizational learning culture* on *Workplace spirituality* in digital textile industry companies in Korea.

### **The Mediating Effect of Organizational Learning Culture on Workplace Empowerment through Knowledge Sharing Behavior**

The research model consists of the indirect influence of the *Organizational Learning Culture variable* on *Workplace Empowerment* through *Knowledge Sharing Behavior* which has a path coefficient (O) of 0.372 with a t-statistic of 4.004 and a significance of 0.000 which is smaller than 0.05. This means that *Knowledge Sharing Behavior* can really mediate the influence of *Organizational Learning Culture* on *Workplace Empowerment*. It is said that empowerment in the workplace will react to customer needs as they arise, they will respond quickly to complaints and will take personal pride in ensuring successful service encounters (Samad, 2017). Employees who receive empowerment in the workplace correctly will have better competence. Employee empowerment programs are required to empower employees to have greater responsibility and work skills. Employee empowerment basically creates productive and committed employees. Because in business you must also pay attention to the conditions of the work environment so that it can provide an increase in empowerment efforts (Yang, 2014).

### **The Mediating Effect of Organizational Learning Culture on Workplace Spirituality through Knowledge Sharing Behavior**

The research model consists of the indirect influence of the *Organizational Learning Culture variable* on *Workplace Spirituality* through *Knowledge Sharing Behavior* which has a path coefficient (O) of 0.147 with a t-statistic of 2.209 and a significance of 0.014 which is smaller than 0.05. This means that *Knowledge Sharing Behavior* can really mediate the influence of *Organizational Learning Culture* on *Workplace Spirituality*. Asrun (2016) conveyed that often a person understands that spirituality is not different with religiosity. Asrun (2016) disclose on basically *workplace spirituality* does not always involve religious relationships but only based on



values personal and philosophy. *Workplace spirituality* is atmosphere or condition psychological in place Work. Chawla (2014) explains that *workplace spirituality* is wrong One type climate psychological in where people looking himself own something life internal Which treated with work Which meaningful and placed in context something community. Units Work Which own level spirituality Which tall means experience climate and can allegedly that units Work the will experience performance Which taller.

## CONCLUSION

The results of this research prove that *Knowledge Sharing Behavior* has a positive and significant effect on *Workplace Empowerment*, *Knowledge Sharing Behavior* has a positive and significant effect on *Workplace Spirituality*, that *Organizational Learning Culture* has a positive and significant effect on *Knowledge Sharing Behavior*, that *Organizational Learning Culture* has a positive and significant effect on *Workplace Spirituality*, *Knowledge Sharing Behavior* can greatly mediate the influence of *Organizational Learning Culture* on *Workplace Empowerment* and The results of this research prove that *Knowledge Sharing Behavior* can greatly mediate the influence of *Organizational Learning Culture* on *Workplace Spirituality*.

In the Partical Implications, it is hoped that PT. The Sidomuncul herbal medicine industry, Semarang Regency, Semarang implements a collaborative learning system regarding new products and systems that have been implemented by PT. Sidomuncul herbal medicine industry, Semarang Regency, Indonesia. With measurable team learning, employees will develop in terms of the skills and knowledge they have, so that their performance will have enthusiasm because they have mastered new knowledge that can be applied in the work they do. Then implement their strategy to build performance within their division. They use the method of starting from the lower level of the organization, namely the operational level where activities are carried out. Starting from formulating needs to handle office operational activities and moving up to the top level by formulating information needs based on these activities. So that the learning organization is one that continuously expands its capacity to create the future.

It is hoped that PT. The Sidomuncul herbal medicine industry, Semarang Regency, Semarang implements optimization. Employees who receive empowerment in the workplace correctly will have better competence. Employee empowerment programs are required to empower employees to have greater responsibility and work skills. Employee empowerment basically creates productive and committed employees. Because in business you must also pay attention to the conditions of the work environment so that it can provide an increase in empowerment efforts.

## Limitations of the Study

Although this research provides valuable insight into the relationship between organizational learning culture, workplace empowerment, workplace spirituality, and knowledge sharing behavior, there are several limitations that need to be acknowledged. First, the research focus is only limited to PT Industri Jamu Sidomuncul in Semarang,

so the generalization of the findings may be limited to a specific organizational context and cannot be applied widely. Second, the sample size may have been limited by the availability of employees willing to participate, which could impact the external validity of the findings. Third, the data collected may be limited by certain data collection methods, such as questionnaires and interviews, which may limit the depth of analysis or may be subject to respondent subjectivity bias. Fourth, because the research was conducted over a specific time period, the findings and analysis may be limited to the situation and conditions prevailing at the time, and changes in the context in the future may affect the relevance of the findings. Lastly, although this study attempted to explore mediating variables, it is possible that other factors not considered in this study may also influence the relationship between the variables studied. Awareness of these limitations is important to properly interpret the findings and understand the limitations of this study.

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