

The Role of Organization Climate, Human Resource Competence, Self Efficacy in Efforts to Improve Employee Performance Moderated by Knowledge Sharing

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Abstract. This study aims to examine the role of organizational climate, human resource competency, knowledge sharing, and self-efficacy in improving human resource performance. This study uses a cluster sampling method to take samples from a population divided into certain groups, then some from each group are sampled. Data were obtained by distributing questionnaires to 100 employees of PT. Parkland World Indonesia. Hypothesis testing in this study used Smart PLS4. The results showed that organizational climate can have a positive and significant effect on self-efficacy, organizational climate can have a positive and significant effect on employee performance, human resource competency is proven to have a positive and significant effect on self-efficacy, human resource competency has a negative and insignificant effect on employee performance, self-efficacy shows a negative and insignificant effect on employee performance and self-efficacy that moderates knowledge sharing can have a positive and significant impact on employee performance.

Keywords: Competency; Efficacy; Knowledge; Organization; Performance.

1. Introduction

Human resources (HR) are one of the vital elements in an organization that plays a strategic role in achieving organizational goals. In the current era of globalization, Indonesian society is required to have quality HR that is able to compete competitively in the global market. HR is not only an important asset, but also a determining factor in creating competitive advantage, considering the increasingly tight competition intensity. One of the main challenges faced by organizations in maintaining their existence is the ability to manage HR effectively and efficiently.

In the increasingly complex dynamics of global competition, HR has a central role in supporting the sustainability of the organization. Organizations that are able to optimize the role of HR appropriately will have a greater opportunity to increase productivity, which ultimately contributes to the achievement of competitive advantage. Therefore, to achieve optimal

organizational performance, a professional, planned, and directed HR management system is needed.

In general, HR management aims to improve organizational performance through the development and utilization of reliable HR. Changes in the external and internal environment of the organization can affect operational effectiveness directly or indirectly. Challenges in managing an organization often come from aspects related to human factors. Therefore, HR management is not only an administrative activity, but also a strategic activity.

The growth and development of an organization is greatly influenced by the quality of its human resources. Organizations that are able to recruit and develop competent human resources will have a sustainable competitive advantage. The success of an organization in achieving its targets is highly dependent on the behavior and performance of the individuals within it. Human resources function as planners, implementers, and controllers of work processes, so they need to be managed optimally in order to contribute productively to achieving organizational goals. In addition, competent human resource management is also needed to create harmony between employee needs and the organization's ability to provide support. Thus, the strategic role of human resources determines the success of an organization.

In Rembang Regency, there are several types of creative industries on a Limited Liability Company scale, one of which is PT Parkland World Indonesia which is located in Rembang Regency, Central Java. PT. Parkland World Indonesia is a shoe manufacturer in Indonesia that has world-class product quality. The types of products produced are duramo shoes, run-falcon shoes, breaknet shoes, and advantage base shoes. PT. Parkland World Indonesia produces shoes with the Adidas brand with quality that is known throughout the country and is one of the largest shoe companies in Indonesia, and has factory branches that are spread widely, including in Rembang Regency. This Adidas branded shoe factory industry is one of the global commodities that is widespread and global. Thus, it is necessary to improve the performance of human resources to increase the output of the best shoes. So it is necessary to improve the quality of human resource output because it is the main spearhead for improving performance in the company. It can be seen from the increasing number of duramo, run falcon, breaknet, advantage base shoe production, but the number of production defects also increases. This phenomenon is caused by the performance of human resources that are not optimal at PT. Parkland World Indonesia. Therefore, this study will examine whether human resource competence, organizational climate, self-efficacy, knowledge sharing can improve human resource performance at PT. Parkland World Indonesia.

Therefore, further research is needed to resolve the inconsistencies above. Therefore, this study will examine whether organizational climate factors, human resource competency, knowledge sharing and self-efficacy will have an impact on human resource performance at PT. Parkland World Indonesia.

2. Research Methods

The implementation of this research aims to analyze the validity of a hypothesis in order to clarify its accuracy in relation to the theory that will later serve as the foundation. The issues raised in this study are problems that have previously been addressed by experts and now require verification in light of current realities. In accordance with these issues, the researcher decided to employ an explanatory research type, which examines the relationship between variables involved in the study through hypothesis analysis that describes the correlation among research variables (Singarimbun, 1982). The researcher applied the questionnaire method by conducting a direct survey to collect data for this study. This method is used to obtain self-reports, or at the very least, personal information and beliefs (Hadi, 1993). The research instrument used was a questionnaire distributed to employees of PT. Parkland World Indonesia in Rembang Regency.

3. Results and Discussion

This study aims to determine the impact of Organizational Climate on Self Efficacy, the impact of Organizational Climate on Employee Performance, the impact of Human Resource Competence on Self Efficacy, the impact of Human Resource Competence on Employee Performance, the impact of Self Efficacy on Employee Performance, and the impact of Self Efficacy on Employee Performance moderated by Knowledge Sharing at PT. Parkland World Indonesia.

This study was conducted by analyzing 100 questionnaires containing statements related to the five variables studied. The collected data were analyzed quantitatively, and hypothesis testing was carried out using a structural model (inner model) through the assistance of SmartPLS software. There are two stages carried out in data analysis, namely testing the Outer Model and Inner Model.

This test aims to analyze the correlation between indicators in latent variables or to describe each indicator that is correlated with the latent variable. There are three test models in the outer model test, namely: convergent validity, discriminant validity (Cross loading value, Average Variance Extracted, HTMT Ratio), reliability test (Cronbach's alpha). To facilitate model evaluation and analysis, researchers use Smart PLS software.

1) Convergent Validity

The initial stage of validity testing aims to ensure that the latent variables (unobserved variables) can be represented or measured through each of the observed indicators using the Confirmatory Factor Analysis (CFA) method, also known as confirmatory factor analysis. Based on Ghazali's opinion, an indicator is considered to have high validity if its factor loading value exceeds 0.70.

Validity Test Result Table

| Variables | Indicator | Outer Loadings |
|-----------|-----------|----------------|
|-----------|-----------|----------------|

| | | |
|----------------------------------|--------|-------|
| Organization Climate | OC 1 | 0.912 |
| | OC 2 | 0.787 |
| | OC 3 | 0.839 |
| | OC 4 | 0.748 |
| | OC 5 | 0.904 |
| Human Resource Competency | KSDM 1 | 0.862 |
| | KSDM 2 | 0.919 |
| | KSDM 3 | 0.790 |
| | KSDM 4 | 0.834 |
| Knowledge Sharing | KS 1 | 0.917 |
| | KS 2 | 0.880 |
| | KS 3 | 0.849 |
| | KS 4 | 0.847 |
| | KS 5 | 0.743 |
| Self Efficacy | SE 1 | 0.818 |
| | SE 2 | 0.826 |
| | SE 3 | 0.899 |
| | SE 4 | 0.836 |
| | SE 5 | 0.808 |
| Employee Performance | EP 1 | 0.840 |
| | EP 2 | 0.907 |
| | EP 3 | 0.949 |
| | EP 4 | 0.827 |
| | EP 5 | 0.808 |

Source: Results processed by PLS 4.0, 2025

From the table it can be seen that all Outer Loading values of each indicator in the variable are above 0.7. This proves that all indicators of the Organizational Climate, Human Resource Competence, Knowledge Sharing, Self Efficacy and Employee Performance variables used in this study are valid or have met convergent validity:

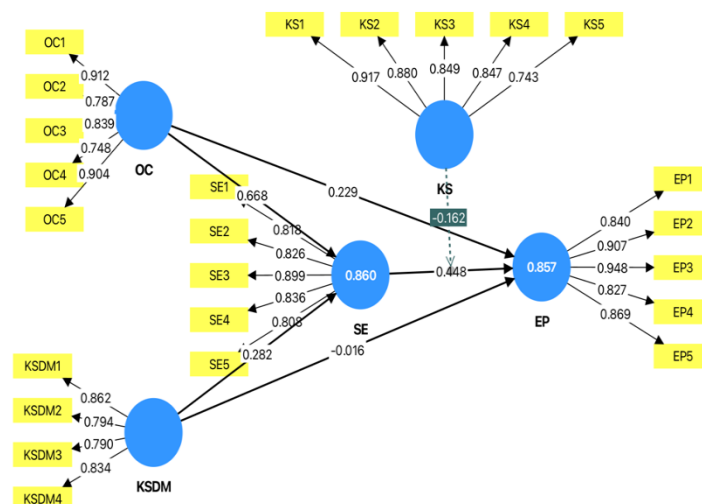


Figure Validity Test Model

2) Reliability Test

a. Composite Reliability Test and Cronbach's Alpha Coefficient

Analyzing the size of a questionnaire that functions as an indicator of a variable or construct is known as reliability testing. If the measuring instrument is reliable, then the instrument can produce a stable or consistent picture. This kind of instrument is a questionnaire. Cronbach's Alpha and Composite Reliability coefficients are used to assess the reliability of the instrument used in this test. According to Hair et al. (2021), the evaluation of the reflective model includes several criteria, including the loading factor value which must be more than 0.70, composite reliability above 0.70, Cronbach's alpha value, and average variance extracted (AVE) which must exceed 0.50. In addition, discriminant validity is evaluated using the Fornell-Larcker Criterion and HTMT (Heterotrait-Monotrait Ratio), where the HTMT value must be below 0.90. The results shown in the table above are the outer loading values of each indicator representing the latent variable, which are obtained through data processing using SmartPLS software.

The results of Cronbach's Alpha and Composite reliability analysis are represented in Table.

Table Cronbach's Alpha, Composite Reliability and Test Results

| | Composite Reliability (rho_a) | Cronbach's alpha | Average Variance Extracted (AVE) |
|---------------------------|-------------------------------|------------------|----------------------------------|
| Organization Climate | 0.968 | 0.958 | 0.706 |
| Human Resource Competency | 0.967 | 0.955 | 0.704 |
| Knowledge Sharing | 0.970 | 0.961 | 0.721 |
| Self Efficacy | 0.962 | 0.951 | 0.702 |
| Employee Performance | 0.964 | 0.953 | 0.773 |

Source: Results Processed by PLS 4.0, 2025

Based on Table, the findings of the test analysis show that Composite Reliability and Cronbach's Alpha have adequate values, namely, the value of each variable is higher than 0.7. This, it can be said that the instrument has a high level of consistency and stability. The variables and constructs of this study are appropriate measuring instruments, and the reliability of the questions used to measure each construct is high.

b. Average Variance Extracted (AVE) test

Average Variance Extracted (AVE) has a value that can describe the magnitude of the variance or diversity of manifest variables explained by latent constructs. The ideal value for Average Variance Extracted (AVE) is 0.5, which indicates good Convergent Validity. This means that, on average, more than half of the variance in the indicators is clearly represented within the latent variable. Average Variance Extracted (AVE) has a criterion in variable testing, namely a validity value greater than 0.50 (Haryono, 2017). Based on the test results, all variables have

AVE values above 0.5, which indicates that the validity level of all variables falls into the good category

c. Composite Reliability

The table shows that each variable has a composite reliability value above 0.7. For the Organizational Climate Value of 0.968, Human Resource Competence 0.967, Knowledge Sharing 0.970, Self Efficacy 0.962, and Employee Performance of 0.964. This indicates that each variable has met the composite reliability criterion, so it can be concluded that all variables in the model have a high level of reliability.

d. Heterotrait Monotrait Ratio (HTMT Ratio) test

HTMT Ratio Table

| | Heterotrait-monotrait ratio (HTMT) |
|-------------|------------------------------------|
| EP <-> SE | 0.856 |
| KSDM <-> SE | 0.869 |
| KSDM <-> EP | 0.761 |
| OC <-> SE | 0.695 |
| OC <-> EP | 0.793 |
| OC<-> KSDM | 0.788 |
| KS <-> EP | 0.713 |
| KS <-> SE | 0.881 |
| KS <-> KSDM | 0.821 |
| KS <-> OC | 0.860 |

Source: Results Processed by PLS 4.0, 2025

The table above displays the HTMT-Ratio values of the research model. Based on the table, it can be seen that the correlation between measuring items in one construct is higher than the correlation to other constructs, indicating that the model has adequate discriminant validity. All HTMT-Ratio values for each variable are below 0.9. Therefore, it can be concluded that the discriminant validity test has been met, as well as the convergent validity test, so that the research model is declared valid.

3) Discriminant Validity

Discriminant validity generally emerges when two different instruments are used to measure two constructs that produce predictions, indicating a significant correlation in the resulting

scores (Hartono, 2008: 64 in Jogiyanto, 2011). Discriminant validity is essential to ensure that each concept within a latent variable is truly distinct from other latent variables. A model is considered to have strong discriminant validity if the loading value of an indicator on its intended latent variable is higher than its loading values on other latent variables.

a. Cross Loading Value

Cross loading is used to assess whether a latent variable has adequate discriminant validity, namely by comparing the correlation between the indicator and the construct that measures with the correlation of the indicator to other constructs. According to Imam Ghozali (2019), discriminant validity is considered fulfilled if the correlation of the indicator to the original construct is higher than the correlation to other constructs. In other words, if a latent construct has a greater correlation with its own measurement items compared to other constructs, then the construct is able to predict its indicators better and is said to have strong discriminant validity (Imam Ghozali, 2020).

Table Cross Loadings Value Results

| Indicator Code | Y1 (Self Efficacy) | Y2 (Employee Performance) | X2 (Human Resources Competence) | X1 (Organizational Climate) | X1 (Knowledge Sharing x Self Efficacy) |
|----------------|-----------------------|------------------------------|------------------------------------|--------------------------------|---|
| SE.1 | 0.818 | 0.763 | 0.679 | 0.732 | -0.621 |
| SE.2 | 0.826 | 0.677 | 0.686 | 0.749 | -0.674 |
| SE.3 | 0.899 | 0.816 | 0.813 | 0.846 | -0.762 |
| SE.4 | 0.836 | 0.748 | 0.749 | 0.790 | -0.701 |
| SE.5 | 0.808 | 0.733 | 0.758 | 0.727 | -0.750 |
| EP.1 | 0.698 | 0.840 | 0.649 | 0.707 | -0.701 |
| EP.2 | 0.833 | 0.907 | 0.786 | 0.879 | -0.859 |
| EP.3 | 0.843 | 0.949 | 0.755 | 0.843 | -0.866 |
| EP.4 | 0.748 | 0.827 | 0.693 | 0.663 | -0.660 |
| EP.5 | 0.797 | 0.869 | 0.704 | 0.753 | -0.736 |
| KSDM.1 | 0.831 | 0.772 | 0.919 | 0.875 | -0.776 |
| KSDM.2 | 0.679 | 0.591 | 0.800 | 0.713 | -0.562 |
| KSDM.3 | 0.693 | 0.685 | 0.801 | 0.658 | -0.693 |
| KSDM.4 | 0.744 | 0.726 | 0.831 | 0.757 | -0.685 |
| OC.1 | 0.878 | 0.841 | 0.878 | 0.912 | -0.850 |
| OC.2 | 0.723 | 0.796 | 0.676 | 0.787 | -0.703 |
| OC.3 | 0.715 | 0.685 | 0.718 | 0.839 | -0.652 |
| OC.4 | 0.684 | 0.611 | 0.630 | 0.748 | -0.596 |
| OC.5 | 0.839 | 0.738 | 0.847 | 0.904 | -0.768 |
| KS x SE | -0.838 | -0.874 | -0.814 | -0.857 | 1,000 |

Source: Results Processed by PLS 4.0, 2025

From the table, it can be seen that the value of the relationship between the construct and its indicators is higher compared to the relationship between the indicator and other constructs. For example, the SE.1 indicator (Self Efficacy variable indicator) has an outer loading value of 0.818 which is higher than the outer loading values in other constructs, namely 0.763, 0.679, 0.679, 0.732 and -0.621. The table also shows that the SE.1 – SE.5 indicators of the Self Efficacy variable have outer loadings in other constructs. Thus, it can be concluded that all latent

constructs have good discriminant validity, because they are able to predict indicators in their own blocks more accurately compared to indicators from other construct blocks.

The evaluation of the inner model or structural model aims to test the relationship between constructs. A research model is considered good if it meets the established evaluation criteria.

1) Inner VIF (Variance Inflated Factor)

| | EP | SE |
|---------|-------|-------|
| SE | 3,286 | |
| EP | | |
| KS | 2,826 | 2,998 |
| KSDM | 2,161 | 2,895 |
| O.C. | 2,789 | |
| KS x SE | 2,878 | |

Source: Results Processed by PLS 4.0, 2025

The table shows the estimation results show that the inner VIF value is below 5, which indicates that the level of multicollinearity between variables is low. This finding supports that the parameter estimation and SEM PLS analysis used are robust and do not produce bias.

2) Goodness of Fit Index (Gof)

The purpose of the Goodness of Fit Index (GoF) test is to evaluate the extent to which the entire model—both the measurement model (outer model) and the structural model (inner model)—can be said to have good performance. This validation is carried out through the calculation of GoF with the following formula:

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

$$\text{GoF} = \sqrt{0.721 \times 0.8582}$$

$$\text{GoF} = \sqrt{0.619}$$

$$\text{GoF} = 0.7867655 \text{ or } 0.788$$

Information

$$\text{AVE} = (0.706 + 0.704 + 0.721 + 0.702 + 0.773) / 5 = 0.721$$

$$R \text{ Square} = (Y_1 + Y_2) / 2 = 0.858$$

The calculated results of the Goodness of Fit Index (GoF) show a value of 0.788. According to (Puri & Lisiantara, 2023), the value of GoF small = 0.05, GoF medium = 0.1 and GoF large = 0.25. Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.25 (large scale GoF).

3) Coefficient of Determination (R-Square)

R-square is used to assess the extent to which an endogenous variable can be explained by exogenous variables. This metric helps determine whether a model is considered strong or weak. (Kuatno, 2022) According to Chin (1998), as cited in Ghozali and Latan (2015:81), the R-square value can be categorized as follows:

- An R^2 value of 0.67 or higher indicates a strong structural relationship.
- An R^2 value between 0.33 and 0.66 indicates a moderate relationship.
- An R^2 value between 0.19 and 0.32 suggests a weak relationship within the model.

Table R-Square Value

| | R-square | R-square adjusted |
|---------------------------------|----------|-------------------|
| <i>Self Efficacy (Y1)</i> | 0.860 | 0.857 |
| <i>Employee Performance(Y2)</i> | 0.857 | 0.849 |

Source: Results Processed by PLS 4.0, 2025

From the table above, the relationship between constructs based on the R-Square value can be explained that the Self Efficacy variable is 0.860, this shows that 86% of the Self Efficacy variable can be influenced by the Organization Climate, Knowledge Sharing and Human Resource Competence variables. While the remaining 14% is influenced by other variables outside those studied.

From the table above, the relationship between constructs based on the R-Square value can be explained that the Employee Performance variable is 0.857, this shows that 85.7% of the Employee Performance variable can be influenced by the Organization Climate, Human Resource Competence, Knowledge Sharing and Self Efficacy variables. While the remaining 14.3% is influenced by other variables outside those studied.

4) Hypothesis Testing

In the next stage, hypothesis testing was conducted to analyze the role of the relationship between transformational leadership, organizational climate, and knowledge-sharing behavior in enhancing employee engagement. The overall model testing, performed using SmartPLS 4.0 software, produced the following visualization:

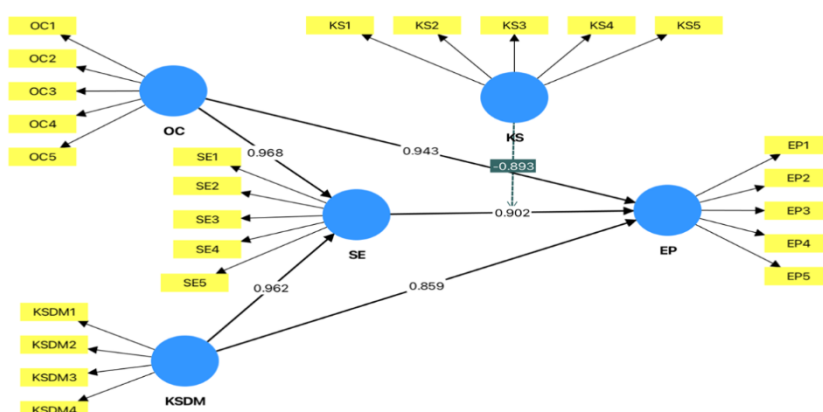


Figure Full Structural Model Drawing

The figure above explains the relationship between the variables of transformational leadership, organizational climate, and knowledge-sharing behavior on the enhancement of employee engagement.

5) Direct Effect Hypothesis Testing

The direct effect hypothesis testing can refer to the path coefficient table, which displays the parameter coefficients and the significance value of the t-statistics. The significance of these parameters will offer insights into the relationship between the research variables. The following results will present the estimated output value for testing the structural model:

Table Hypothesis Test Results

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Results |
|---------------|---------------------|-----------------|----------------------------|--------------------------|----------|----------------------|
| SE -> EP | 0.055 | 0.095 | 0.249 | 0.222 | 0.824 | Significant Negative |
| SE x KS -> EP | -0.118 | -0.108 | 0.041 | 2,857 | 0.004 | Significant Positive |
| KSDM -> SE | 0.443 | 0.420 | 0.094 | 4,710 | 0,000 | Significant Positive |
| KSDM -> EP | -0.300 | -0.283 | 0.210 | 1,427 | 0.154 | Significant Negative |
| OC -> EP | 0.984 | 0.910 | 0.248 | 3.969 | 0,000 | Significant Positive |
| OC -> SE | 0.550 | 0.573 | 0.091 | 6,048 | 0,000 | Significant Positive |

Source: Results Processed by PLS 4.0, 2025

In Partial Least Squares (PLS), hypothesis testing for each proposed relationship is carried out through simulation. In this context, the Bootstrap method is applied using repeated sampling. This technique helps to address issues related to non-normal data distribution in the analysis.

Decision-making guidelines (based on the T-statistic at a 0.05 significance level) as stated by Haryono (2017) are as follows:

- The null hypothesis (H_0) is accepted if the T-statistic < 1.96 (indicating no significant effect).
- The null hypothesis (H_0) is rejected if the T-statistic ≥ 1.96 (indicating a significant effect).

Alternatively, based on the p-value (Haryono, 2017:410):

- If the p-value > 0.05 , the null hypothesis is accepted (no significant effect).

- b. If the $p\text{-value} \leq 0.05$, the null hypothesis is rejected (significant effect exists).

Hypothesis testing is used to explain the direction of the relationship between endogenous variables and exogenous variables. Hypothesis testing is carried out by looking at the probability values and t-statistics. The p-value with an alpha of 5% is <0.05 for probability values. The t-table value for 5% alpha is 1.96. So, the criterion for accepting the hypothesis is when the $t\text{-statistic} > t\text{ table}$ (Ghozali & Latan, 2015). The significance level used to ensure the significance level (α) is 5% (0.05). If $t\text{ statistics} > t\text{ table}$, then H_0 is rejected, and H_1 is accepted. If $t\text{ statistic} < t\text{ table}$, then H_0 is accepted, and H_1 is rejected. Diamantopoulos, Riefler, and Roth (2005) categorized path coefficients as smaller than 0.30 as having a moderate effect. Path coefficients from 0.30 to 0.60 have strong effects, and more than 0.60 have potent effects.

Thus, it can be concluded that the results of the hypothesis testing are stated as below:

a. Organizational climate on Self Efficacy

From the results of the hypothesis testing results, it shows that the organizational climate variable has a positive and significant influence on self-efficacy. This is indicated by the path coefficient value (O) of 0.550, the t-statistic value of 6.048, and the p-value of 0.000, which is smaller than the significance level of $\alpha = 0.05$. Thus, H_0 is rejected and H_2 is accepted, which means that there is a positive and significant influence between organizational climate and self-efficacy. Therefore, the first hypothesis stating that there is a positive influence of organizational climate on self-efficacy is declared accepted.

b. Human Resources Competence Towards Self Efficacy

The test results show that the human resource competency variable has a positive and significant influence on self-efficacy. This is indicated by the path coefficient value (O) of 0.443, with a t-statistic value of 4.710 and a p-value of 0.000, which is smaller than the significance limit of $\alpha = 0.05$. Based on these results, H_0 is rejected and H_2 is accepted, so it can be concluded that human resource competency has a positive and significant influence on self-efficacy. Thus, the second hypothesis states that there is a positive influence between human resource competency and self-efficacy is accepted.

c. Organizational Climate on Employee Performance

The results of the hypothesis testing show that the organizational climate variable has a positive and significant influence on employee performance. This is indicated by the path coefficient value (O) of 0.984, the t-statistic value of 3.969, and the p-value of 0.000 which is smaller than the significance level of $\alpha = 0.05$. Thus, H_0 is rejected and H_3 is accepted, which means that organizational climate significantly contributes to improving employee performance. Therefore, the third hypothesis stating that there is a positive influence between organizational climate and employee performance is declared accepted.

d. Human Resources Competence Towards Employee Performance

The test results show that the human resource competency variable has a negative and insignificant effect on employee performance. The path coefficient value (O) is -0.300, with a t-statistic of 1.427 and a p-value of 0.154, which is greater than the significance level of $\alpha = 0.05$. Based on these results, H0 is accepted and H4 is rejected, so it can be concluded that human resource competency does not have a significant effect on employee performance and even shows a negative relationship direction. Thus, the fourth hypothesis stating that there is a positive effect between human resource competency and employee performance is rejected.

e. The Self-Efficacy on Employee Performance

The test results show that the self-efficacy variable has a negative and insignificant effect on employee performance. This is indicated by the path coefficient (O) of 0.055, with a t-statistic value of 0.222 and a p-value of 0.824, which exceeds the significance limit of $\alpha = 0.05$. Based on these results, H0 is accepted and H5 is rejected, so it can be concluded that self-efficacy does not have a significant effect on employee performance and tends to show a negative relationship. Thus, the fifth hypothesis stating that there is a positive effect between self-efficacy and employee performance is rejected.

f. Self Efficacy Towards Employee Performance moderated by Knowledge Sharing

The test results show that the self-efficacy variable moderated by knowledge sharing has a positive and significant effect on employee performance. This is indicated by the path coefficient value (O) of -0.118, the t-statistic value of 2.857, and the p-value of 0.004 which is smaller than the significance level of $\alpha = 0.05$. With these results, H0 is rejected and H6 is accepted, so it can be concluded that knowledge sharing moderation significantly strengthens the effect of self-efficacy on employee performance. Thus, the sixth hypothesis states that there is a positive effect of self-efficacy moderated by knowledge sharing on employee performance is declared accepted.

Path Analysis Test

| Construct | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| O.C.→SE→EP | 0.302 | 0.301 | 0.056 | 3.122 | 0.002 |
| KSDM→SE→EP | 0.133 | 0.136 | 0.097 | 2,401 | 0.016 |

Source: Results Processed by PLS 4.0, 2025

Referring to the table above, the mediation test can be done with the following steps:

1) The direct relationship $X1 \rightarrow Y2$ (Organization Climate to Employee Performance) is positive, while the indirect relationship is $X1 \rightarrow Y1 \rightarrow Y2$ (Organization Climate to Employee

Performance through Self Efficacy) is significantly positive. With a t-statistic value of 3.122 and a p-value of 0.002. This concludes that the Self Efficacy variable is able to mediate between Organization Climate and Employee Performance.

2) The direct relationship $X2 \rightarrow Y2$ (Human Resource Competence to Employee Performance) is negative while the indirect relationship $X2 \rightarrow Y1 \rightarrow Y2$ (Human Resource Competence to Employee Performance through Self Efficacy) is significantly positive with a t-statistic value of 2.401 and a p-value of 0.016. This can conclude that there is a mediating effect and the Self Efficacy variable is able to mediate the relationship between Human Resource Competence and Employee Performance.

Hypothesis Discussion

1) Organizational climate on Self-Efficacy Organizational climate significantly influences self-efficacy.

The results of a study conducted by Tanrere et al. (2020) show that there is a positive and significant influence between organizational climate and self-efficacy. Research (Nofiar, Harlina & Irti 2013), there is a positive and significant relationship between organizational climate and self-efficacy. So from the data testing above, it can be said that in this study, organizational climate has a positive and significant effect on self-efficacy at PT. Parkland World Indonesia.

Organizational climate has a positive impact on self-efficacy, meaning that a positive and supportive work environment significantly increases employee confidence in their own ability to succeed in their work. When an organization has a positive climate, employees tend to feel confident that they have the skills, knowledge, and resources needed to complete their work effectively and achieve their set targets. A supportive organizational climate will encourage employees to be more confident, dare to take the initiative, and be more optimistic in facing existing tasks and challenges.

Organizational climate as a conducive, supportive, and well-structured work environment can increase employee self-confidence (self-efficacy), which in turn contributes to improving their performance. This shows that organizational climate is an important factor in developing employee self-efficacy in the work environment.

2) Human Resources Competence Towards Self Efficacy

Human resource competence plays an important role in increasing self-efficacy. Research conducted by Nony, Heri, and Ariandi (2024) shows that competence has a positive and significant influence on self-efficacy. This finding is in line with the opinion of Prussia et al. (1998) who stated that competence plays a role in forming self-efficacy. A similar thing was also expressed by Johari and his colleagues (2009) who concluded that competence has an impact on self-efficacy. This means that the higher the level of competence possessed by employees, the higher their self-efficacy will be. Based on the results of data testing in this

study, it can be concluded that human resource competence has a positive and significant effect on self-efficacy at PT. Parkland World Indonesia. The positive and significant influence of human resource competence on self-efficacy shows that the higher the level of individual competence which includes abilities, skills, and knowledge, the higher the level of self-efficacy, namely the individual's belief in their ability to complete tasks and achieve set goals. When someone has adequate competence in a field, they tend to experience more success in related tasks. This experience of success is the main source of increasing self-efficacy. Every time someone succeeds in doing something because of their competence, their belief in their own abilities will become stronger. So the more competent the human resources are, the higher their level of self-efficacy in that area. Competence provides a real basis for self-confidence. The experience of mastering tasks and achieving success thanks to the competence they have is a strong foundation for building high self-efficacy. Human resource competence is an important factor that increases a person's self-efficacy, so developing employee competence can be an effective strategy to increase their self-confidence and performance in the workplace.

3) Organizational Climate on Employee Performance

Organizational climate plays a significant role in improving employee performance. Therefore, this supports the third hypothesis which states that there is a relationship between organizational climate variables and employee performance at PT. Parkland World Indonesia, Rembang Regency.

Research conducted by Kholifah et al. (2019), Ari & Bambang (2017), Ely Kurniawati (2018), and Septiasari et al. (2020) shows that there is a significant influence between organizational climate and employee performance. Similar results are also supported by the findings of Aqsariyanti et al. (2019), Rahmayanti & Ardita (2017), and Pradoto et al. (2022), which states that organizational climate can improve employee performance. Based on the results of data testing in this study, it can be concluded that organizational climate has a positive and significant effect on employee performance at PT. Parkland World Indonesia.

A good organizational climate can improve human resource performance. A positive organizational climate, such as support, recognition, opportunities to develop, and good communication, can improve human resource performance. Human resources feel appreciated and motivated to give their best. The influence of organizational climate on employee performance generally shows that a positive organizational climate can improve employee performance. Organizations need to actively build and maintain a positive work climate by paying attention to aspects such as supportive leadership, effective communication, recognition and appreciation, development opportunities, fairness, and mutual trust. By creating a conducive work environment, organizations can empower employees to achieve their maximum potential and contribute optimally to organizational goals. The better the organizational climate, the better the performance of its employees. A

positive organizational climate is realized when employees perceive the atmosphere, practices and procedures in their workplace as positive.

4) The Influence of Human Resource Competence on Employee Performance

human resource competency does not contribute significantly to improving employee performance. Therefore, the fourth hypothesis states that there is an influence between human resource competency and employee performance at PT. Parkland World Indonesia, Rembang Regency, is not supported by data. This finding indicates that the competency possessed by employees has not been able to effectively improve work performance in the company.

Research conducted by Nurlindah & Abdul Rahman Rahim (2018) and Yuli Susanti & Qustolani (2024) shows that human resource competency has a negative and insignificant influence on employee performance. This finding is also reinforced by the results of a study by Busman & Pahmi (2020) which states the same thing, that HR competency does not have a significant impact on employee performance. In addition, research by Steward V. Hoke, Bernhard Tewal, and Jacky SB Sumaraw (2018) also supports this result by concluding that competency actually has a negative influence on employee performance. Based on the results of testing the data, it can be concluded that in the context of this study, human resource competency does not have a significant influence on employee performance at PT. Parkland World Indonesia.

Most employees are not fully aware of their potential competencies, so that the performance shown is not optimal. This is likely due to the lack of adequate training programs, which play an important role in developing competencies and ultimately have an impact on improving employee performance. This means that even though employees have high competencies, this does not always automatically result in good performance.

5) Self Efficacy on Employee Performance. self-efficacy has no significant impact on employee performance.

Based on the results of research conducted by Fauziyyah & Rohyani (2022), Gultom (2015), and Noviwati (2016), it was found that self-efficacy has no effect on employee performance. This finding contradicts the results of research by Sultan & Tareen (2014) which shows that self-efficacy has a positive and significant effect on employee performance. Therefore, from the results of data analysis in this study, it can be concluded that self-efficacy does not have an impact on human resource performance at PT. Parkland World Indonesia. In other words, even though employees have a high level of self-efficacy, this does not necessarily have an impact on improving their performance.

In this study, the main factor that makes self-efficacy have no effect on human resource performance is that employees feel overestimated. Which means that employees have excessive self-confidence about their abilities, so that if there are unrealistic expectations of the work they do, employees will be more easily disappointed because the work produced

does not match their expectations. Many other studies also show that although self-efficacy generally contributes positively, in some cases overconfidence can cause employees to consider tasks too easy, reduce effort and discipline, and neglect collaboration, which ultimately reduces performance. In this study, it cannot be assumed that increasing human resource self-efficacy will directly improve their performance.

6) The Influence of Self Efficacy on Employee Performance Moderated by Knowledge Sharing

The combination of self-efficacy with knowledge sharing significantly contributes to improving employee performance. Therefore, the sixth hypothesis in Table which states that there is an influence of self-efficacy moderated by knowledge sharing on employee performance at PT. Parkland World Indonesia, Rembang Regency, is proven.

Research conducted by Nurudin and Sridadi (2019) shows that knowledge sharing is able to moderate and provide a positive and significant influence on the relationship between self-efficacy and employee performance. This finding is reinforced by the results of previous studies from Hsu et al. (2007) and Kim and Yun (2015), which also stated that knowledge sharing acts as an effective moderator and has a significant positive impact in increasing the influence of self-efficacy on employee performance. Therefore, based on the results of data processing in this study, it can be concluded that self-efficacy moderated by knowledge sharing has a positive and significant effect on employee performance at PT. Parkland World Indonesia.

Implementing strong self-efficacy accompanied by a culture of knowledge sharing in HR will be a strong catalyst for improving overall organizational performance. Organizations will get more motivated, competent, innovative, collaborative, and adaptive employees, which will ultimately drive the achievement of organizational goals more effectively and efficiently. This is a strategic investment in human resource development that will provide significant returns to the organization.

4. Conclusion

This study aims to determine the impact of Organizational Climate on Self Efficacy, the impact of Organizational Climate on Employee Performance, the impact of Human Resource Competence on Self Efficacy, the impact of Human Resource Competence on Employee Performance, the impact of Self Efficacy on Employee Performance, and the impact of Self Efficacy on Employee Performance moderated by Knowledge Sharing at PT. Parkland World Indonesia. This study was conducted by analyzing 100 questionnaires containing statements related to the five variables studied. The collected data were analyzed quantitatively, and hypothesis testing was carried out using a structural model (inner model) through the assistance of SmartPLS software. After the data analysis process was completed. Based on the results of the analysis, organizational climate can have a positive and significant effect on self-efficacy. Therefore, it can be concluded that the implementation of a good organizational climate in a company can increase self-efficacy in employees of PT. Parkland World Indonesia.

Organizational climate can have a positive and significant effect on employee performance. Therefore, it can be concluded that the implementation of a good organizational climate in a company can improve human resource performance. human resource competence is proven to have a positive and significant effect on self-efficacy. Thus, it can be concluded that the implementation of good HR competency in a company can encourage increased employee self-confidence in their abilities. The results of the analysis show that human resource competency has a negative and insignificant effect on employee performance. Therefore, it can be concluded that even though HR competency is implemented well, it is not necessarily able to encourage increased employee performance in the company. Self-efficacy shows a negative and insignificant effect on employee performance. Thus, it can be concluded that the level of self-efficacy possessed by employees in a company does not always have an impact on increasing human resource performance. Self-efficacy that moderates knowledge sharing can have a positive and significant impact on employee performance. Thus, it can be concluded that the implementation of high self-efficacy accompanied by knowledge sharing in a company can improve human resource performance.

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