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The Role of Organizational Learning on Employee Performance Employees of a Water Treatment Plant Company in Tangerang

Caesar Fiat Voluntas Tua* , Dimas Angga Negoro
Universitas Esa Unggul, Indonesia
Email: caesarfiat94@gmail.com*

Abstract:
This research aims to explore the role of organizational learning on organizational commitment and job satisfaction, both of which impact employee performance. Additionally, other factors such as organizational culture and employee participation also influence job satisfaction to enhance employee performance. This study is a development of previous research conducted in the financial sector, hospitals, schools, and civil servants. To collect research data, the purposive sampling technique was used to gather online questionnaires involving 202 employees of the Water Treatment Plant in Tangerang. The research results show that organizational learning, along with elements such as organizational culture and employee participation, enhances job satisfaction. Additionally, organizational learning also increases organizational commitment. Ultimately, these two factors support the improvement of employee performance at the Water Treatment Plant in Tangerang. This implies the importance of the organization in creating an atmosphere that supports the learning process in the workplace to enhance employee commitment and job satisfaction, thereby improving employee performance.

***Keywords**:* Organizational Learning, Employee Performance, Organizational Commitment, Job Satisfaction, Organizational Culture, Employee Participation

Corresponding: Diah Febriyanti
E-mail: diah.febriyanti@inaba.ac.id

INTRODUCTION

Knowledge is a core asset for sustainable organizational performance, and the role of collective intelligence within organizations is becoming increasingly critical. From this perspective, maximizing the knowledge potential of employees is one of the most urgent strategies in many organizations (Ro et al., 2021). In an ever-changing and uncertain environment, the concept of *Organizational Learning* becomes very important because a strong *Organizational Learning Culture* (OLC) has the capacity to effectively integrate employees into new organizational structures (Lin & Huang, 2020). Organizational learning encourages members to continuously learn and collaborate to improve or maintain competencies for better work performance (Lin & Huang, 2020). Therefore, it is highly unlikely for an organization to neglect the learning process (Hendri, 2019).

When employees become more capable of adapting to changing environments, their job satisfaction increases, positively impacting the fulfillment of job responsibilities and role behavior (Lin & Huang, 2020). Additionally, organizational learning has a positive impact on organizational commitment (Hendri, 2019). Organizational commitment is one of the most important and sensitive attitudes employees have toward their company. Its positive effects include employee loyalty and engagement, whereas negative impacts can lead to turnover (Guzeller & Celiker, 2020). Regarding organizational learning and commitment, employees' beliefs about the organization—formed through perceptions of organizational training—can foster positive attitudes, resulting in organizational

commitment, which in turn reduces the intention to change jobs (Rawashdeh & Tamimi, 2020). Consequently, research related to organizational learning, job satisfaction, and organizational commitment remains crucial.

Previous studies have investigated the influence of organizational learning on job satisfaction, both directly and through mediation (e.g., Anand & Brix, 2022; Hendri, 2019; Khan et al., 2020; Kools et al., 2019; Lin et al., 2022). Furthermore, organizational learning also impacts organizational commitment, as supported by earlier research (e.g., Lin et al., 2022; Rawashdeh & Tamimi, 2020; Ryu & Moon, 2019; Wahyuni et al., 2021).

Organizational learning is widely recognized as a critical driver of employee performance, with numerous studies highlighting its effects on job satisfaction and organizational commitment. Kim et al. (2017) demonstrated that organizations fostering a learning culture experience enhanced knowledge performance and financial outcomes, as employees are more adept at adapting to changes and innovating. Similarly, Lin and Huang (2020) found that organizational learning significantly reduces turnover intentions by increasing job satisfaction, especially in dynamic work environments. However, these studies generally focus on large corporations or service sectors, leaving a gap in understanding organizational learning in specialized industries such as water treatment plants. This gap is notable given the unique operational challenges and regulatory demands faced by such industries, which may influence learning initiatives' effectiveness.

Existing literature also underscores the mediating role of job satisfaction and organizational commitment in linking organizational learning to employee performance. For instance, Hendri (2019) revealed that job satisfaction and organizational commitment fully mediate the relationship between organizational learning and performance, suggesting that learning initiatives alone are insufficient without fostering employee engagement. Additionally, Rawashdeh and Tamimi (2020) emphasized that perceived organizational support for training strengthens organizational commitment, thereby reducing turnover intentions. Despite these insights, limited research explores how contextual factors—like organizational culture and employee participation—interact with learning processes to amplify these outcomes. This oversight is significant because industries like water treatment heavily depend on teamwork and operational precision, where cultural and participatory dynamics could play pivotal roles in translating learning into performance.

The novelty of this research lies in its focus on the water treatment sector, an underexplored area in organizational learning literature, and the integration of multiple variables into a comprehensive model. While previous studies (e.g., Anand & Brix, 2022) examined learning cultures in public sectors, few combined organizational learning with organizational culture, employee participation, job satisfaction, and commitment to predict performance. This study addresses this gap by employing a second-order reflective-reflective measurement model in Structural Equation Modeling (SEM), offering a nuanced understanding of how these variables interact. Additionally, the research context—a water treatment plant in Tangerang—provides unique insights into how high-stakes, technical environments leverage learning to enhance operational efficiency and employee morale, a perspective often absent in broader organizational studies.

The primary objective of this study is to examine the role of organizational learning in improving employee performance, with job satisfaction and organizational commitment as mediating variables, while accounting for the influence of organizational culture and employee participation. By adopting a quantitative approach using SmartPLS 4, the research aims to validate a structural model

capturing these complex relationships. This approach not only tests established theories in a new context but also identifies sector-specific pathways for enhancing performance. For example, the study investigates whether participatory decision-making in technical settings, such as maintenance scheduling, amplifies the benefits of learning initiatives—an area yet to be explored in existing literature.

The practical benefits of this research are manifold. For water treatment plants and similar industries, the findings can inform targeted interventions, such as designing learning programs aligned with cultural values or fostering participatory practices to boost engagement. Managers can leverage these insights to create environments where learning translates into tangible performance gains, such as reduced operational errors or improved compliance with safety standards. For policymakers, the study highlights the need for industry-specific training frameworks addressing unique challenges like regulatory compliance and resource management. Academically, the research contributes to broader discourse on organizational learning by extending its application to technical and highly regulated sectors, thereby enriching theoretical models with empirical evidence from a novel context.

Based on the above discussion, this research aims to investigate the relationships between organizational learning, job satisfaction, and organizational commitment. Additional variables, such as organizational culture and employee participation, are incorporated to provide a comprehensive analysis. It is hoped that the results will contribute to the field of Human Resource Management (HRM) and offer positive managerial implications for fostering organizational learning.

RESEARCH METHODS

This research employed a survey method by distributing online questionnaires for data collection. Responses were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express their views with specificity. The organizational culture variable was measured using thirteen questions adopted from Musadiq and Utami (2015). Employee participation was measured with three questions from Guinot et al. (2021). Organizational learning was measured with four questions, job satisfaction with five questions, organizational commitment with four questions, and employee performance with eight questions—all adopted from Hendri (2019). In total, the measurement included 37 questions.

The study used purposive sampling, involving employees of the Water Treatment Plant in Tangerang who had worked at least one year and held a minimum education level of SMK/Vocational School/SMA. From a total of 540 employees, 200 samples were selected. The research was scheduled to commence in October 2024.

The study aimed to assess the impact of organizational learning on employees at the Water Treatment Plant, where organizational learning activities were held monthly. These gatherings—featuring presentations, quizzes, and coaching clinics—focused on knowledge sharing, particularly for operators, to enhance understanding of operational processes and quality control.

Quantitative analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS 4 software. PLS was chosen for its ability to analyze complex measurement models involving multiple interrelated indicators. The study examined five variables—organizational culture, employee participation, organizational learning, job satisfaction, organizational commitment, and employee performance—each measured through a second-order reflective-reflective measurement model.

RESULTS AND DISCUSSION

Out of 202 survey respondents, it was found that the majority have the highest education level of S1/Strata 1 and hold positions as staff or equivalent, with details as follows: 25.1% have the highest education level of vocational school/SMK/SMA or equivalent, 4.9% have D3/Diploma 3 or equivalent, 68.5% have S1/Strata 1 or equivalent, and 1.5% have S2/Strata 2 or equivalent. 25.1% hold the position of operator, 69.5% hold the position of staff or equivalent, and 5.4% hold the position of manager or equivalent. As for the departments, 39.4% of the respondents are from the production department, 10.8% from the quality control department, 11.3% from the maintenance department, 12.3% from the network department, 10.3% from the project department, and the remaining 15.9% of the respondents are from the office section. According to Hair et al. (2014), the evaluation of construct validity can be accepted and declared valid because all indicators for each variable have a loading factor greater than 0.50, and there are no indicators with a loading factor below 0.50. From the calculation results of construct reliability (CR) and variance extracted (VE), it was found that the construct reliability value must meet the reliability requirements with CR above 0.60 and VE above 0.50, where employee participation (CR=0.83; VE=0.61), employee performance (CR=0.90; VE=0.53), job satisfaction (CR=0.85; VE=0.53), organizational commitment (CR=0.82; VE=0.54), organizational culture (CR=0.93; VE=0.54), and organizational learning (CR=0.85; VE=0.58).

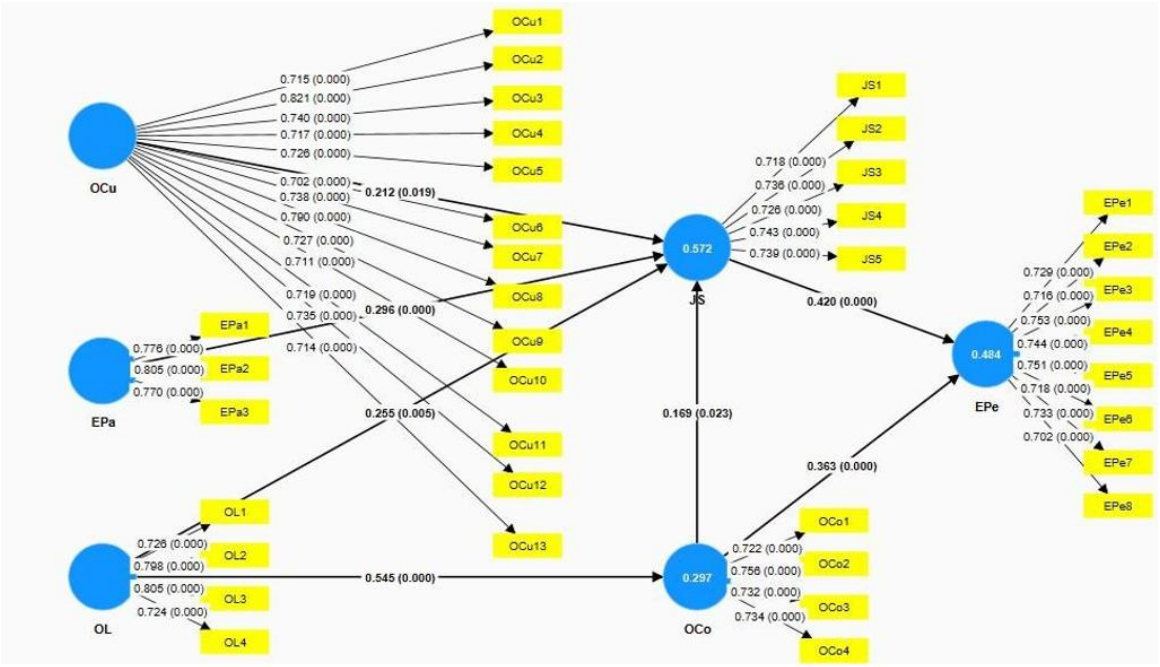


Figure 1. Path Value

From the results of the Path diagram T-Value in Figure 1, it was found that the outer loading of each variable is above 0.7. This indicates the validity of the indicators individually towards their respective variables. Meanwhile, P values below 0.50 were also obtained for each relationship between variables, with the details being: P value for Organizational Culture towards Job Satisfaction of 0.019; Employee Participation towards Job Satisfaction of 0.000; Organizational Learning towards Job Satisfaction of 0.000; Organizational Learning towards Organizational Commitment of 0.000; Organizational Commitment towards Job Satisfaction of 0.023; Organizational Commitment towards Employee Performance of 0.000; and Job Satisfaction towards Employee Performance of 0.000.

Based on these results, it is known that the relationships between the variables obtained are considered significant at a 95% confidence level, and the null hypothesis is rejected. Referring to Figure 2, the T-Value in the diagram serves as the basis for explaining the hypothesis testing in the research model, which can be detailed as follows:

Table 1. Model Hypothesis Test

Hypotesis	Relationship	T-value	Conclusion
H1	*Organizational Culture* has a positive impact on *Job Satisfaction*	2,33	Data support the hypothesis
H2	*Job satisfaction* has a positive impact on *Employee Performance*	4,89	Data support the hypothesis
H3	*Employee Participation* has a positive impact on *Job Satisfaction*	4,10	Data support the hypothesis
H4	*Organizational Learning* has a positive impact on *Job Satisfaction*	2,80	Data support the hypothesis
H5	*Organizational Learning* has a positive impact on *Organizational Commitment*	8,05	Data support the hypothesis
H6	*Organizational Commitment* has a positive impact on *Job Satisfaction*	2,26	Data support the hypothesis
H7	*Organizational Commitment* has a positive impact on *Employee Performance*	4,66	Data support the hypothesis

The results of the model hypothesis test show that each variable has a T-Value above 1.96, with details H1 to H7 respectively valued at 2.33; 4.89; 4.10; 2.80; 8.05; 2.26; 4.66. Therefore, the data from this research supports the overall research hypothesis.

The purpose of this research is to understand and comprehend the role of organizational learning on employee performance, along with several other factors, to be integrated into a comprehensive model. From the hypothesis testing that has been conducted, all hypotheses were accepted, with the variables of job satisfaction and organizational commitment becoming the main driving factors of employee performance. In other words, job satisfaction and organizational commitment play a key role as the main drivers in improving employee performance, especially when influenced by effective organizational learning.

In this study, organizational culture has a positive impact on job satisfaction. Organizational culture plays a significant role in enhancing job satisfaction by creating a supportive and harmonious atmosphere, where employees feel valued and accepted. Water Treatment Plant employees every morning before starting their tasks, the entire team is given the opportunity to share information or problems encountered in their work, such as, for example, an operator in the production section who reports a shortage in water distribution due to the PDAM water distribution flow being down. In addition, by implementing an inclusive and collaborative work culture, where every employee is given the opportunity to participate in operational decision-making, such as scheduling maintenance or providing innovative ideas to improve the efficiency of the water treatment process. By providing such autonomy, employees feel valued and trusted, which in turn increases their job satisfaction and creates a transparent and supportive work atmosphere. Operators feel more satisfied with their work because they feel empowered to express ideas or complaints without fear of negative criticism. This is in line with previous research (Munawar & Suriyanti, 2024) where a strong organizational culture leads to employees being more committed, enthusiastic, and dedicated to their work, thereby contributing to the overall success and sustainability of the organization.

Furthermore, an organizational culture that supports employee development through regular training or mentoring programs has also proven to have a positive impact. Furthermore, a work culture that encourages innovation and creativity motivates employees to contribute with new ideas. For example, when employees are given the space to propose systems that can reduce water waste or improve energy efficiency, they feel they have an important role in the company's progress. A positive view of this work culture makes employees more motivated and feel that their work has a real impact. By creating such a work environment, the company not only enhances employee job satisfaction but also strengthens the organizational culture, which ultimately creates a positive cycle between organizational culture and job satisfaction levels. This is also in line with research (Abu Tayeh et al., 2024; Aldhuwaihi, 2020) which shows that the more positively employees view their workplace with a dynamic and innovative culture, the greater their job satisfaction. Additionally, when the organizational culture provides autonomy and supports decision-making, employees feel more valued, which ultimately increases job satisfaction.

In this study, job satisfaction has a positive impact on employee performance. At the Water Treatment Plant, employees who are satisfied with their jobs tend to show higher loyalty and make greater contributions to the success of the organization. For example, a plant operator who feels valued due to competitive salaries and adequate benefits, and who believes their work has a positive impact on the environment, will have high motivation to work with full attention and dedication. When the salary and benefits meet their expectations, and the work they do feels meaningful, this directly impacts their performance in managing an efficient and high-quality water treatment process. However, the company also needs to pay attention to employee well-being through balanced job design. For example, by increasing the number of workers to share the heavy workload or designing a more flexible workweek to achieve a healthy work-life balance, it can boost employee morale and energy. This is in line with the statement (Memon et al., 2023) where companies should develop strategies to enhance employee performance, such as increasing the number of workers to reduce workload, compressing the workweek to achieve a healthier work-life balance, and promoting employees more frequently to improve job satisfaction.

In addition, the opportunity for more frequent promotions provides greater motivation for employees to continue working hard and advancing in their careers. For example, an operator who is promoted after demonstrating outstanding performance in water pump maintenance will feel more appreciated and more motivated to continue giving their best. By involving employees in decision-making or process improvements actively, the company can also enhance their job satisfaction. When employees feel that they are involved and their voices are heard in every policy or change that occurs, they will be more enthusiastic and motivated to work at their best. All these factors prove that employee job satisfaction, especially in terms of financial rewards and job design, has a significant positive impact on employee performance at the Water Treatment Plant, which in turn will enhance overall operational efficiency and quality. This is also in line with the statement (Rodrigo et al., 2022) where salary and benefits as well as the nature of the job have a positive and significant impact on employee performance, and this ensures that the company needs to pay attention to financial rewards and needs to focus more on job design to achieve the highest performance from its employees.

Meanwhile, employee participation also has a positive impact on job satisfaction. When employees are given the opportunity to participate in organizational processes, they feel valued and recognized, which increases motivation and also a sense of responsibility towards the work being

done. For example, management involves staff and operators in the planning process for the maintenance and repair of equipment such as pumps and storage tanks, by soliciting input on more efficient schedules or methods. Employees who are involved in this matter will feel more valued because their opinions are heard and accepted, making them feel they have an important role in the operational success of the company. Thus, in line with the research (Jang et al., 2023) where employee participation provides employees with the opportunity to set their own targets and design various goals, and therefore, in the process of participation, employees can contribute to developing their own performance metrics and ultimately feel valued in the workplace. The implementation of employee participation has a tangible positive impact on employee job satisfaction. For example, when employees are given the opportunity to participate in setting operational targets, such as determining the daily water stock to be distributed to customers or designing energy efficiency plans, they feel a sense of control over their work and are more motivated to achieve the best results.

Employees who feel involved in this process will appreciate their role in the organization more because their contributions are recognized. In addition, a participative management style is also applied when the company faces operational challenges, such as water processing efficiency during increased demand. In this situation, management invites operators and supervisors to discuss together to find a solution. Through this discussion, employees not only help formulate better strategies but also feel satisfaction because their ideas and experiences are considered important. Employees involved in such decision-making also feel more connected to the company's vision. For example, an operator who proposes a new method to accelerate the water filtration process in water treatment from river water will feel appreciated when their idea is implemented and results in increased efficiency. This not only boosts self-confidence but also fosters motivation to continue innovating. This is in line with research (Sharif & Omer, 2020) where employee participation in decision-making is quite favored because it enhances employee identification with each organization and is significantly related to job satisfaction. By providing space for employee participation, the Water Treatment Plant creates a work environment that supports employee empowerment, self-development, and motivation. This not only significantly increases job satisfaction but also ensures that the individual goals of employees align with the organization's goals, creating a synergy that benefits all parties.

In this study, it was also found that organizational learning has a positive impact on job satisfaction. With continuous learning, employees feel empowered to adapt to changes and acquire new skills that strengthen their confidence and competence in their work. With training such as pipe leak repairs, chemical dosing for water treatment, and water stock calculations for distribution, Water Treatment Plant field employees can hone their skills in performing their jobs, thereby increasing their job satisfaction and confidence in the work they do. This is in line with the research (Lin et al., 2022) where organizational learning empowers employees to become more proactive and responsive and shows higher levels of job satisfaction in their tasks oriented towards organizational goals.

As another example, the company routinely conducts training programs for employees to understand the latest technology in water treatment, such as the use of automated sensor systems to monitor water quality. When employees are given the opportunity to learn these new skills, they feel valued and receive compensation that is commensurate with the effort they invest in their work. A flexible learning culture also allows employees to become more proactive and responsive. For example, an operator trained to handle disruptions in the filtration system independently feels more

confident and capable of performing their tasks efficiently. This creates a sense of personal achievement that in turn increases their job satisfaction. Additionally, management that actively involves employees in learning programs also strengthens their commitment to the organization. For example, when managers invite operators to attend a workshop on sustainable waste management, employees not only gain new knowledge but also feel that they are contributing to the company's long-term goals. This is consistent with the research (Hendri, 2019; Khan et al., 2020; Lin et al., 2022; Lin & Huang, 2020). Thus, they feel more connected to the organization's vision and more motivated to work optimally. By providing access to continuous and relevant learning, the company not only enhances employees' skills and performance but also creates a work environment that fosters satisfaction, loyalty, and deep commitment to the organization.

Organizational learning has a positive impact on organizational commitment. Employees who feel that there is an investment in their development tend to be more loyal and committed to contributing maximally, which in turn strengthens the relationship between individuals and the organization in the long term. For the employees at the Water Treatment Plant, mental training such as vertical and horizontal communication will foster a sense of trust among staff members, between staff and operators, and also among operators. With the implementation of such training, trust among colleagues will be fostered, leading to smoother work processes because alignment in tasks will cultivate a sense of commitment to the organization. This is in line with the research (Wahyuni et al., 2021) which states that if organizational learning runs well and meets the expectations of organizational members, a strong effort to move forward will emerge.

Similarly, if the company organizes training programs to enhance employees' understanding of the latest water treatment technologies, such as the use of automation systems and predictive analytics. When employees are given the opportunity to learn and develop these new skills, they feel valued and supported in their professional development. Empowerment supported by organizational learning also strengthens employee engagement. For example, an operator trained to diagnose and repair complex malfunctions in the filtration system feels more confident and is able to make significant contributions to the smooth operation of the factory. By feeling involved in the organization's development, he becomes more committed to supporting the company's goals. Moreover, structured and consistent organizational learning creates a sense of stability and security for employees. When the company actively promotes a learning culture, employees feel that the company is investing in them for the long term. For example, a supervisor who has the opportunity to take a sustainable water treatment management course will feel more connected to the company's vision, thereby increasing their loyalty and commitment to the organization. By ensuring that organizational learning becomes an integral part of the company culture, the Water Treatment Plant not only enhances employee skills but also fosters their commitment to the organization's success. This is in line with research (Ahakwa et al., 2021; Djunaedi et al., 2024) and can create a positive reciprocal relationship, where employees feel supported and motivated to contribute maximally to the company's progress.

Organizational commitment has a positive influence on job satisfaction. This shows that employees who feel attached to the organization tend to have higher motivation to contribute optimally in their work. Emotional attachment and identification with the organization's vision and values provide a clear sense of purpose, which strengthens job satisfaction. For employees at the Water Treatment Plant, when a sudden malfunction occurs, such as a pipe leak in the water treatment

installation, operators who feel connected to the company's vision show their willingness to work overtime. This commitment makes him feel valued by the management because his contribution is recognized through overtime pay and words of appreciation, which makes the operator satisfied with the work he has done. This is in line with previous research (Bashir & Gani, 2020) where satisfaction with employee appreciation makes someone feel valued, which ultimately results in stronger affective commitment.

Furthermore, organizational commitment shows a real impact on employee job satisfaction. For example, employees who feel connected to the company's vision of providing clean water efficiently and environmentally friendly show a high level of commitment to the organization. When they see that their efforts are appreciated through the monthly award for "Best Operator," they feel more motivated and satisfied with their work. Although there are times when the workload becomes heavy or operational challenges arise, highly committed employees continue to show dedication. They feel that their work has significant meaning, not just as a routine but also as part of the company's larger mission. This increases their job satisfaction because they feel they are contributing to a broader purpose. By building strong organizational commitment through appreciation, recognition, and alignment of vision, the Water Treatment Plant creates a work environment that is not only productive but also satisfying for its employees. This relationship shows that strong organizational commitment drives higher job satisfaction, which ultimately contributes to the overall success of the company. This is in line with research (Çınar et al., 2022; Loan, 2020; Soomro & Shah, 2019) which shows that organizational commitment has a significant impact on employee satisfaction levels in the workplace. This commitment can encourage or, conversely, hinder employee motivation in carrying out their tasks, which ultimately affects productivity and the quality of work results. Although employees may experience dissatisfaction with their work, even if only for a short period, they are still expected to maintain their commitment to their responsibilities. Thus, it can be concluded that there is a significant relationship between organizational commitment and job satisfaction.

Organizational commitment has a positive impact on employee performance. Organizational commitment can create a work environment that supports growth, skill development, and a sense of inclusion, thereby increasing employee job satisfaction and strengthening their loyalty to the organization. For example, an operator with a high commitment to the organization demonstrates exceptional responsibility in ensuring that the processed water meets the standards. When the company clarified its vision and mission about the importance of providing clean water to the community, the operator felt connected to that goal and strived to maintain efficiency and accuracy in their work. This results in consistent performance and high-quality work. This is in accordance with the statement (Rifai, 2023) where organizational commitment affects employee performance, even various employee behaviors in the workplace such as members' behavior while in the organization to fulfill all their tasks and duties, and with the increasing organizational commitment, it can influence employee behavior in carrying out each job.

Organizations that encourage employee commitment also influence their behavior in the workplace. For example, operators and staff who are highly committed to the organization not only complete their tasks but are also willing to help their colleagues with urgent or complex work. Such an attitude accelerates task completion and enhances the overall productivity of the team. By building and maintaining organizational commitment through recognition programs, training, and effective communication, the company can enhance both individual and team performance. This shows that a

high level of commitment not only creates positive work behavior but also supports the overall achievement of the Water Treatment Plant's operational goals. This is in line with the research (Eliyana & Ma'arif, 2019; Tarmizi & Anggiani, 2022) where individuals with a high level of organizational commitment tend to strive for good results and demonstrate high performance. On the other hand, individuals with low levels of organizational commitment often do not care and are less responsible in completing their work, which leads to poor performance. Therefore, organizations need to give serious attention to efforts to enhance organizational commitment in their human resource management programs, with the hope of improving employee performance as well as overall organizational performance.

CONCLUSION

This study highlights the crucial role of organizational learning in improving employee performance at a water treatment plant in Tangerang, with job satisfaction and organizational commitment serving as key mediators. It demonstrates that a strong learning culture, supported by an inclusive organizational culture and active employee participation, enhances engagement and aligns employees with organizational goals, thereby boosting overall performance. While the research offers valuable insights into the benefits of targeted learning initiatives within a specialized, technical setting, it is limited by its focus on a single industry and the omission of external factors such as leadership styles and work-life balance. Future research should broaden the scope to different industries and regions to increase generalizability, examine how various leadership approaches influence the effectiveness of organizational learning, and employ longitudinal and qualitative methods to understand the long-term and deeper experiential impacts of learning initiatives on employee performance and organizational adaptability.

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