

## Determinants of Employee Performance: The Role of Gender as a Moderator

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### ABSTRACT

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**Objectives:** The purpose of this study is to examine the role of gender as a moderator of employee performance improvement factors.

**Methodology:** This research is quantitative research using a questionnaire survey method. The data obtained were 125 employees. The data obtained were tested using the Moderated Regression Analysis (MRA) model to obtain significant results.

**Finding:** The results show that of the four factors studied, namely Knowledge Sharing Behavior, Organizational Learning, Transformational Leadership, and Workplace Spirituality, all factors can directly improve employee performance, but only Knowledge Sharing Behavior can be moderated by gender. The finding that Knowledge Sharing Behavior can be moderated by gender suggests that the way employees share knowledge in the workplace may differ based on gender, affecting performance outcomes. This could be due to several factors, such as differing communication styles, leadership dynamics, and societal expectations.

**Conclusion:** The results show that only Knowledge Sharing Behavior can be moderated by gender, so this is a new finding to expand the research literature.

**Keywords:** Employee Performance; Knowledge Sharing Behavior; Organizational Learning; Transformational Leadership; Workplace Spirituality

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## INTRODUCTION

In line with the current advancements in technology and globalization, there is an increasing pressure and a growing number of challenges faced by business owners and their employees (Matyushok et al., 2021). Under such pressure, companies set standards and focus on employee behavior and performance in the workplace. Organizations must also develop unique characteristics to achieve competitive advantage and sustain themselves in dynamic market environments (Diamantidis & Chatzoglou, 2019). In rapidly changing and dynamic business environments, organizations need to remain contemporary to stay competitive, and one of the keyways to do so is by maintaining a competitive advantage. Achieving this advantage is heavily dependent on the quality of human resources, especially in terms of knowledge sharing among employees (Grant, 1996). (Companies must not only strive for competitive advantage but also aim to win in the competition.

To succeed in competition, companies are required to enhance employee competencies, leading to better performance. The role of human resources is crucial in achieving competitive advantage and outperforming competitors. As Tarmidi et al. (2019) stated, companies are increasingly focusing on their human resources, particularly on employee performance, which can serve as a strategic advantage. Strong employee performance is a reflection of a company's success, both in terms of employee development and organizational goal achievement (Weiss & Hartle, 2023). Understanding the factors influencing employee performance is vital for organizations seeking to enhance productivity and competitiveness. This research focuses on four key determinants of employee performance: knowledge-sharing behavior, organizational learning, transformational leadership, and workplace spirituality, with special emphasis on gender as a moderating variable.

Existing literature has explored the impact of various individual and organizational factors on employee performance (Rachmad et al., 2023). Researchers have underscored the importance of knowledge management practices, including knowledge-sharing behavior, as significant contributors to employee performance. Knowledge is currently viewed as a valuable resource (Chang et al., 2015). In addition to influencing performance, knowledge-sharing behavior can foster innovation and help employees develop new skills, as shown in a study by Lehyani et al. (2023). Thus, the positive impact of knowledge-sharing behavior on company value is evident through increased collaboration and innovation. Henttonen et al. (2016) further explain that knowledge transfer, as an organizational asset and resource, is the main goal of knowledge sharing.

Moreover, studies have demonstrated the positive influence of organizational learning and a culture of continuous improvement on employee outcomes (Nimran et al., 2024). Organizational learning enhances job satisfaction, reduces turnover intentions, and fosters greater organizational commitment, all of which drive continuous learning and positive employee performance (Egan et al., 2004; Islam et al., 2015). Other studies, such as that by Nimran et al. (2024), also indicate that organizational learning can positively affect employee performance, as it empowers knowledge that can be further developed to acquire new insights and improve employee performance.

Additionally, transformational leadership has been widely recognized for its positive influence on employee performance (Shen & Joseph, 2021). Transformational leadership involves inspiring and motivating employees, particularly through communication, knowledge sharing, and employee promotion (García-Meca et al., 2015). This leadership style is characterized by creating emotional connections among employees and inspiring them to pursue higher values.

Luo et al. (2019) support this view, stating that transformational leadership encourages employees to prioritize the collective good over personal interests while maintaining their own morals, ideals, and values.

Similarly, the concept of workplace spirituality has gained attention, with scholars suggesting that a sense of purpose, meaning, and connectedness in the workplace can foster higher levels of employee engagement and performance (Nimran et al., 2024). Workplace spirituality does not pertain to religion but rather to employees recognizing themselves as spiritual beings in need of nurturing their inner selves at work (Astuti et al., 2020). Employees now spend most of their time in the workplace (Harley et al., 2004). They seek purpose, meaning, and a connection between their social identity and their experiences and interactions with others (Cartwright, 1997). This drives a focus on spirituality in the workplace. Neck and Milliman (1994) further assert that employees are not only incorporating spirituality into their daily lives but also into the workplace. They also highlight the significant effect of workplace spirituality on improving employee performance.

Importantly, the literature suggests that individual characteristics, such as gender, may moderate the relationship between these determinants and employee performance. Recent studies have examined how gender can influence employees' responses to organizational practices, leadership styles, and the work environment. This study aims to contribute to the literature by exploring the determinants of employee performance while considering gender as a moderating variable. This research is important because it addresses the growing challenges faced by organizations in a rapidly changing globalized business environment, where maintaining a competitive advantage is crucial. Employee performance plays a pivotal role in achieving organizational success, and understanding the factors that influence performance, such as knowledge-sharing behavior, organizational learning, transformational leadership, and workplace spirituality, is essential for enhancing productivity and competitiveness. Additionally, considering gender as a moderating variable adds a unique dimension to the study, as individual characteristics like gender can shape how employees respond to organizational practices and leadership styles. This research, therefore, fills a gap in the literature by exploring these factors with gender in mind, providing valuable insights that can inform organizational strategies aimed at improving employee performance and fostering a more inclusive, productive work environment.

This paper aims to contribute to the existing body of literature by providing a comprehensive examination of the factors influencing employee performance, with a particular focus on the moderating role of gender. By exploring the impact of knowledge-sharing behavior, organizational learning, transformational leadership, and workplace spirituality on performance, this study seeks to offer valuable insights into how these determinants can enhance productivity and organizational success. Furthermore, by incorporating gender as a moderating variable, this research seeks to uncover how gender differences may influence the effectiveness of these factors, thus providing a more nuanced understanding of employee performance. The findings from this study are expected to inform both academic research and practical strategies for human resource management, enabling organizations to tailor their approaches to boost performance while considering gender dynamics in the workplace.

## **LITERATURE REVIEW**

### **Knowledge Sharing Behavior**

The primary focus of implementing Knowledge Sharing Behavior is to encourage employees to exchange information and knowledge, whether among colleagues within the same department or across the organization (Iman et al., 2023). According to Mustika et al. (2020), Knowledge Sharing can also be understood as the willingness of individuals to receive or share experiences, innovations, knowledge, or other valuable resources with others. Olan et al. (2019) similarly suggest that Knowledge Sharing Behavior is a continuous mechanism for the exchange of knowledge between individuals, groups, and organizations.

### **Organizational Learning**

Organizational Learning is not limited to formal or informal education; it encompasses a broader concept of learning (Van Noy et al., 2016). Organizational learning plays a crucial role in helping companies maintain their functions, such as problem-solving, addressing challenges, and understanding organizational norms to achieve company goals (Nimran et al., 2024). According to Nimran et al. (2024), Organizational Learning is often conceptualized as a set of organizational processes. From an organizational perspective, it involves the acquisition, creation, and transfer of knowledge.

### **Transformational Leader**

A transformational leader is someone who presents a clear vision of potential opportunities, motivates subordinates rationally, and understands the diversity of employees (Du et al., 2013). Transformational Leadership, on the other hand, is a leadership style that can enhance employee skills, which in turn improves organizational performance (Rao, 2014). According to Fitzgerald and Schutte (2010), transformational leadership is a contemporary approach that increases organizational effectiveness by fostering strong relationships, supporting individuals in achieving their goals, fulfilling essential needs, and contributing to outcomes aligned with organizational objectives. Saeed et al. (2014) also assert that Transformational Leadership generates high performance by focusing on inspiring and motivating employees.

### **Workplace Spirituality**

Employees today spend a significant portion of their time at work, and there is an increasing demand for workplaces to foster a sense of wholeness and connection. As a result, employees are becoming more aware of the need to find greater purpose, meaning, and fulfillment in their work. This fulfillment is not solely material but also spiritual and emotional. Consequently, Workplace Spirituality has become a sustained focus for companies. Research by Gehrisch and Süß (2023) also suggests that companies are currently prioritizing the realization of work-life balance while maintaining the spirituality of individual employees. Workplace Spirituality can be defined as the expression of one's spirituality and life experiences through their work, where individuals seek meaningful and purposeful engagement in their roles (Gatling et al., 2016). Moreover, aspects of Workplace Spirituality are closely linked to an individual's overall life satisfaction with their work.

## **Hypotheses Development**

### **The Influence of Knowledge Sharing Behavior on Employee Performance**

Knowledge Sharing Behavior plays a pivotal role in enhancing individual competence and performance. Through knowledge sharing, individuals can exchange their knowledge with others, which can then be applied and further developed in their work. This leads to improved individual competencies, which in turn boosts employee performance. The more effectively employees and supervisors engage in Knowledge Sharing Behavior, the greater the improvement in employee performance. Research by Pelealu (2022) and Iman et al. (2023) also confirms that knowledge sharing Behavior positively influences employee performance. Additional studies by Nimran et al. (2024) provide evidence that positive workplace behaviors, such as Knowledge Sharing Behavior, play a significant role in organizations. According to Lawler (1999), implementing Knowledge Sharing Behavior is crucial for enhancing the knowledge and skills of colleagues. Thus, Knowledge Sharing Behavior not only improves individual abilities but also boosts employee performance. This collaborative knowledge exchange fosters motivation among employees, encouraging them to improve their performance.

H1: Knowledge Sharing Behavior positively influences Employee Performance.

### **The Influence of Organizational Learning on Employee Performance**

Organizational Learning is an activity that encourages both employees and companies to continuously expand and enhance their abilities. As employees improve their skills, they also develop a deeper understanding of the company, which positively impacts both the organization's and the employees' confidence in their performance. Organizational Learning can also be characterized by team-based learning, promoting collaborative learning at both individual and team levels on an ongoing basis. Hsu (2014) explored the relationship between Organizational Learning and Employee Performance, while research by Yuliansyah and Jermias (2018) confirmed that organizational learning positively influences Employee Performance. Organizational Learning is a critical element in determining performance and achieving sustainable competitive advantage for companies Hailekiros and Renyong (2016). Other studies further highlight the importance of Organizational Learning, emphasizing its role in measuring and improving Employee Performance (Gochhayat et al., 2017). Research by Munir and Ahmad (2016), and Nafei (2015) also asserts that Organizational Learning positively affects Employee Performance. Consequently, Organizational Learning is regarded as an essential factor for the sustainability of companies in their efforts to enhance Employee Performance.

H2: Organizational Learning positively influences Employee Performance.

### **The Influence of Transformational Leadership on Employee Performance**

Transformational Leadership plays a crucial role in helping employees become more responsive to the values and significance of their work, elevating their needs to higher levels and increasing their interest in the organization (Al-edenat, 2017). Transformational leaders also motivate, inspire, and commit employees to put in extra effort, often leading to performance that exceeds the company's expectations (Al-Husseini & Elbeltagi, 2016). Moreover, these leaders build trust and capability within their employees, preparing them to take on more responsibilities and

authority within the company, ultimately improving Employee Performance. According to Banks et al. (2016), transformational leadership as a contemporary approach can foster positive Employee Performance outcomes. This aligns with Thompson (2015) statement that the increase in Employee Performance within a company is often a direct result of the proper implementation of Transformational Leadership. A study by Shahab and Nisa (2014) in Indonesia's healthcare sector confirmed that transformational leadership significantly impacts Employee Performance. Similarly, research by Anshori et al. (2020) indicated that Transformational Leadership has a positive influence on Employee Performance.

H3: Transformational Leadership positively influences Employee Performance.

### **The Influence of Workplace Spirituality on Employee Performance**

Workplace spirituality significantly impacts both personal well-being and Employee Performance. Research by Milliman et al. (1999) highlights that spiritual values have a positive effect on individual welfare and overall work output. This notion is further supported by Osman-Gani et al. (2013), who found that a strong sense of employee spirituality correlates positively with improved Employee Performance, indicating that Workplace Spirituality plays a significant role in this context. As workplace spirituality increases within an organization, employees are more likely to find meaning and purpose in their work. This connection suggests that enhanced Employee Performance is influenced by the presence of Workplace Spirituality. Similarly, Soha et al. (2016) affirm that individual factors related to Workplace Spirituality affect Employee Performance in the workplace. Beyond this, research indicates that Workplace Spirituality also correlates with heightened creativity, increased honesty and trust, greater personal satisfaction, and improved commitment to organizational goals. Further supporting this concept, Astuti et al. (2020) demonstrated that Workplace Spirituality has a substantial impact on Employee Performance. Bharadwaj and Jamal (2020) noted that the presence of Workplace Spirituality leads employees to experience tranquility, inner strength, patience, and positive attitudes, all of which contribute to enhanced Employee Performance.

H4: Workplace Spirituality positively influences Employee Performance.

### **Gender as a Moderating Factor**

Gender differences often manifest in various contexts, shaping roles and behaviors associated with masculinity and femininity. These differences reflect a broad range of societal conditions and backgrounds, leading to significant discussions across many fields. In contemporary society, men and women are frequently assigned distinct characteristics; for instance, women are often viewed as nurturing, gentle, loyal, and empathetic, while men are typically characterized by their drive for achievement, competitiveness, dominance, independence, and materialistic tendencies (Collins et al., 2014). Such divergent perceptions of gender can create imbalances in power dynamics within various professional and social spheres, often resulting in male dominance in many sectors. Alimo-Metcalf (2010) notes that empowerment is often perceived as a masculine trait, leading to different understandings of power dynamics between genders. For example, men may place higher value on self-efficacy related to psychological empowerment. Gender-related issues can significantly impact workplace conditions and, consequently, the performance of employees within organizations (Acker, 2004). Research conducted by Nazaruddin et al. (2018) indicates that gender as a variable positively influences Employee Performance. Similarly, Ghautama (2006) supports the notion that gender affects Employee Performance. In light of these insights, the following hypotheses are proposed

regarding the moderating effect of gender on various workplace behaviors and their relationship with Employee Performance:

H5: Knowledge Sharing Behavior, moderated by Gender, positively influences Employee Performance.

H6: Organizational Learning, moderated by Gender, positively influences Employee Performance.

H7: Transformational Leadership, moderated by Gender, positively influences Employee Performance.

H8: Workplace Spirituality, moderated by Gender, positively influences Employee Performance.

## **METHOD**

**Research Methodology** This study employs a survey method, utilizing questionnaires and analyzing data through statistical approaches, thus categorizing it as quantitative research or positivism. The sample for this study comprises employees of PT. UMB Boga. The selection of the sample and the distribution of the questionnaires are conducted using purposive sampling, with the criterion that participating employees must have worked for a minimum of one year. This criterion ensures that respondents can provide accurate and relevant answers, having already adapted to their work environment (Bougie & Sekaran, 2019). Referring to the power analysis suggested by Memon et al. (2020) for determining sample size, it is established that with four predictor variables and one dependent variable, a minimum sample size of 85 is required. In this study, the total number of respondents willing to complete the questionnaire is 125 employees, thus meeting the minimum sample requirement.

The variable measurement instrument refers to several previous studies that have been conducted previously. The Knowledge Sharing Behavior variable is adopted from research Lin (2007), Organizational Learning refers to research Flores et al. (2012), Transformational Leadership is adopted from research Avolio et al. (1999), Workplace Spirituality is adopted from research Milliman et al. (1999), and finally employee performance is adopted from research Koopmans et al. (2012). Table 1 presents the operational definition and measurement indicators of this research variable. Measurement of all variables uses a five-point Likert-type scale, ratings from 1 = "Strongly disagree" to 5 = "Strongly agree" are used for all questions. Furthermore, the data obtained will be analyzed using SPSS software tools to test descriptive statistics and influence tests using multiple regression, and Moderated Regression Analysis.

**Table 1** Operational Definition and Research Indicators

<b>Variables</b>	<b>Operational Definition</b>	<b>Indicators</b>
Knowledge Sharing Behavior	Knowledge Sharing Behavior can be defined as a culture of social interaction that involves the exchange of employee knowledge, experience, and skills across departments or the company (Lin, 2007).	<ul style="list-style-type: none"> <li>• Reciprocal Benefits</li> <li>• Enjoyment in Helping Others</li> <li>• Intentions to Share Knowledge</li> </ul>
Organizational Learning	A corporate learning process for continuous change and renewal (Flores et al., 2012).	<ul style="list-style-type: none"> <li>• Information Acquisition</li> <li>• Information Distribution</li> <li>• Information Interpretation</li> <li>• Information Integration</li> <li>• Organizational Memory</li> </ul>
Transformational Leadership	Transformational Leadership is leadership that focuses on inspiring and motivating team or organizational members to achieve their best potential (Avolio et al., 1999).	<ul style="list-style-type: none"> <li>• Charismatic</li> <li>• Individualized Consideration</li> <li>• Intellectual Stimulation</li> <li>• Contingent Reward</li> <li>• Management-by-Exception-Active</li> </ul>
Workplace Spirituality	Workplace Spirituality refers to practices, values, and beliefs related to the spiritual dimension in the context of the work environment (Milliman et al., 2003).	<ul style="list-style-type: none"> <li>• Meaningful Work</li> <li>• Sense of Community</li> <li>• Alignment of Values</li> </ul>
Employee Performance	Employee Performance is an action that is relevant or in line with company goals (Koopmans et al., 2012).	<ul style="list-style-type: none"> <li>• Task Performance</li> <li>• Contextual Performance</li> <li>• Adaptive Performance</li> </ul> (Koopmans et al., 2012)

## RESULTS AND DISCUSSION

This study is survey research using questionnaires, which may be susceptible to bias that could affect the research findings. Therefore, as suggested by Podsakoff et al. (2003), before conducting data quality and hypothesis tests, this study first performed a bias test using common method variance. The results would be considered biased if the percentage exceeded 50%. However, the findings of this study showed a percentage of only 46.97%, indicating that the research is free from any significant bias that may have occurred. This research used 125 subjects of PT UMB employees. The study was conducted using a questionnaire in the form of a google form to PT UMB employees. Respondents in this study focused on the gender of PT UMB employees. In accordance with the topic of the study, namely using Gender as a moderating variable. The total respondents who filled out the questionnaire were 125 employees consisting of 69 male employees with a percentage of 55.2%. And female employee respondents were 56 with a percentage of 44.8%. Table 2 presents the results of descriptive statistical tests based on research variables.



**Table 2** Statistic Descriptive

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge Sharing Behavior	125	3	5	4.46	0.605
Organizational Learning	125	3	5	4.52	0.533
Transformational Leadership	125	3	5	4.52	0.563
Workplace Spirituality	125	3	5	4.52	.519
Employee Performance	125	3	5	4.52	.533
Valid N (listwise)	125				

Table 2 shows the respondents' perceptions of all variables studied. It was found that the respondents' perceptions of each variable tended to be high because the average value was in the range of more than 4. This can also be seen from the respondents' perceptions by looking at the minimum value of 3 and the maximum is 5.

**Table 3** Validity and Reliability Test

Variables	Indicators	Pearson Correlation	Sig.	Reliability
Knowledge Sharing Behavior	K2	0.775	0.000	0.854
	K3	0.846	0.000	
	K4	0.850	0.000	
	K5	0.868	0.000	
Organizational Learning	OL2	0.690	0.000	0.837
	OL3	0.781	0.000	
	OL4	0.747	0.000	
	OL5	0.738	0.000	
	OL9	0.777	0.000	
	OL10	0.733	0.000	
Transformational Leadership	TL1	0.714	0.000	0.864
	TL2	0.728	0.000	
	TL3	0.722	0.000	
	TL4	0.726	0.000	
	TL5	0.784	0.000	
	TL6	0.679	0.000	
	TL9	0.785	0.000	
Workplace Spirituality	WS1	0.725	0.000	0.908
	WS2	0.662	0.000	
	WS3	0.584	0.001	
	WS4	0.519	0.003	
	WS5	0.661	0.000	
	WS6	0.434	0.017	
	WS7	0.739	0.000	
	WS8	0.616	0.000	
	WS9	0.849	0.000	
	WS10	0.625	0.000	
Employee Performance	EP3	0.770	0.000	0.842
	EP4	0.774	0.000	
	EP5	0.795	0.000	
	EP6	0.819	0.000	
	EP7	0.805	0.000	
	EP8	0.767	0.000	
	EP9	0.848	0.000	

Validity test is used to show the extent to which a measuring instrument accurately measures the object being studied. The results of the study can be said to be valid if there are similarities between the collected data and the actual data on the object being studied. Whether or not an instrument is valid can be determined by comparing Pearson's Product Moment with a

significance level of 5%. If the correlation significance is less than 0.05 or 5% then it is declared valid and if the correlation significance is greater than 0.05 or 5% then it is declared invalid (Bougie & Sekaran, 2019). Based on Table 3, all indicators have met the rule of thumb by removing several invalid questions. In addition, reliability is how the measurement instrument consistently covers any concept being measured with a rule of thumb of more than 0.6, so it can be concluded that the instrument is valid and reliable, and the next test can be carried out, namely the hypothesis test.

**Table 4** Hypotheses Testing

Hypotheses	Coefficient	t-statistic	Conclusion
Multiple Regression Test			
Knowledge Sharing Behavior → Employee Performance	H1 0.062*	2.584	Supported
Organizational Learning → Employee Performance	H2 0.110*	2.189	Supported
Transformational Leadership → Employee Performance	H3 0.309*	5.902	Supported
Workplace Spirituality → Employee Performance	H4 0.423*	9.479	Supported
Moderated Regression Analysis			
Knowledge Sharing Behavior*Gender → Employee Performance	H5 0.091*	2.409	Supported
Organizational Learning*Gender → Employee Performance	H6 0.295**	1.756	Not Supported
Transformational Leadership *Gender → Employee Performance	H7 -0.020	-0.190	Not Supported
Workplace Spirituality*Gender → Employee Performance	H8 -0.196**	-1.801	Not Supported
F Test	0.000		

Note: \*Significant 5%; \*\*Significant 10%

Based on Table 4 regarding the results of hypothesis testing using multiple regression and MRA, it was found that Knowledge Sharing Behavior, Organizational Learning, Transformational Leadership, and Workplace Spirituality can improve employee performance. Meanwhile, the moderating effect of gender is only Knowledge Sharing Behavior which can be moderated by gender.

## Discussion

Based on the results of the hypothesis test, it shows the regression coefficient value which explains that there is an influence between the Knowledge Sharing Behavior variable and Employee Performance. This explains that there is a positive influence, namely the better the Knowledge Sharing Behavior, the higher the Employee Performance. The results of this study are in accordance with the results of research conducted by Pelealu (2022), regarding the relationship between Knowledge Sharing Behavior and Employee Performance, which states that Knowledge Sharing Behavior has a positive effect on Employee Performance. Other researchers also state that Knowledge Sharing Behavior has a positive effect on Employee Performance (Iman et al., 2023). Based on the results of the description above, it can be seen

that this hypothesis is supported by opinions from previous studies, and it can be concluded that Knowledge Sharing Behavior has a positive effect on Employee Performance.

Furthermore, organizational learning also has a positive effect on employee performance. Based on research on the effect of Organizational Learning on Employee Performance contained in previous research by Yuliansyah and Jermias (2018) shows that Organizational Learning has a positive effect on Employee Performance. The same results were also shown by Frare et al. (2022), Nimran et al. (2024) stated that Organizational Learning has a positive effect on Employee Performance. Based on the results of the description above, it can be said that the results of this hypothesis are supported by opinions from previous research and the results that can be concluded that Organizational Learning has a positive effect on Employee Performance. This means that by understanding and giving meaning to the information that has been given, it can improve employee performance.

Based on research on the influence of Transformational Leadership on Employee Performance contained in previous research by Ansori (2020) shows that transformational leadership has a positive effect on Employee Performance. The same results were also shown by Rattanaborworn and Ussahawanitchakit (2015), and Luo et al. (2019) who stated that Transformational Leadership has a positive effect on Employee Performance. Based on the results of the description above, it can be said that the results of this hypothesis are supported by opinions from previous research and the results that can be concluded that Transformational Leadership has a positive effect on Employee Performance. This means that with support, positive affirmation from a leader to employees can improve employee performance.

Based on research on the influence of workplace spirituality on employee performance contained in previous research by Gatling et al. (2016) shows that workplace spirituality has a positive effect on employee performance. The same results were also shown by Soha et al. (2016) who stated that Workplace Spirituality has a positive effect on Employee Performance. Based on the results of the description above, it can be said that the results of this hypothesis are supported by opinions from previous studies and the results that can be concluded that Workplace Spirituality has a positive effect on Employee Performance. This means that having a sense of connection with other employees and feeling happy when doing work can improve employee performance.

Based on the results of the hypothesis test, it shows the value of the moderation regression coefficient which explains that there is an influence between the Knowledge Sharing Behavior variable on Employee Performance with Gender as a moderating variable. The results of this study are in line with the results of the study (Medina-Garrido et al., 2021; Sarmijan et al., 2022) where in the testing the Gender variable was tested as a moderation and had an influence on Employee Performance. The finding that Knowledge Sharing Behavior can be influenced by gender indicates that the way employees exchange knowledge at work may vary according to gender, which in turn affects performance outcomes. Several factors could contribute to this, including differences in communication styles, leadership dynamics, and societal norms (Allen, 2023; Fatemi et al., 2022). For example, men and women often communicate in different ways, with women tending to share knowledge in a more collaborative and informal manner, while men may focus on task-specific or formal knowledge transfer. These communication differences can shape the impact of knowledge sharing on performance (Fatemi et al., 2022). Gender also affects how knowledge sharing is perceived in the workplace, with women more likely to engage in collaborative behaviors that encourage teamwork, while men might

prioritize individual performance or competition, influencing the effectiveness of knowledge sharing. Leadership styles are also important; female leaders may foster an open, inclusive knowledge-sharing culture, while male leaders might emphasize more goal-driven or strategic approaches. Societal and cultural expectations further shape gender-specific behaviors, with women often regarded as more nurturing and inclined to share knowledge in supportive, relationship-building ways, whereas men may feel more compelled to adopt a competitive or self-reliant attitude (McSweeney et al., 2022). These gender-driven differences in knowledge sharing can affect team dynamics, with female-led teams potentially creating more collaborative and open environments, while male-led teams may lean toward more hierarchical or competitive structures. Additionally, variations in confidence and empowerment between genders can affect how comfortable individuals feel about sharing knowledge, with women sometimes feeling less empowered, especially in male-dominated industries (Brieger et al., 2024; Fatemi et al., 2022). In sum, the gender moderation effect underscores how gender-related factors can alter the relationship between knowledge sharing and employee performance, with different outcomes depending on gender and the organizational environment. Recognizing these nuances can help organizations develop strategies that promote effective knowledge sharing and improve performance across genders.

On the other hand, factors such as Organizational Learning, Transformational Leadership, and Workplace Spirituality are more structural and systemic in nature, and are not directly influenced by gender. Therefore, they do not require gender moderation to impact employee performance. The results of the moderation regression coefficient explain that there is no influence between the Organizational Learning variable on Employee Performance with Gender as a moderating variable. This states that H6 which states "Organizational Learning has a positive effect on Employee Performance with Gender as a Moderating Variable" is rejected. The results of the moderation regression coefficient explain that there is no influence between the Transformational Leadership variable on Employee Performance with Gender as a moderating variable. This states that H7 which states "Transformational Leadership has a positive effect on Employee Performance with Gender as a Moderating Variable" is rejected. The results of the moderation regression coefficient explain that there is no influence between the Workplace Spirituality variable on Employee Performance with Gender as a moderating variable. This states that H8 which states "Workplace Spirituality has a positive effect on Employee Performance with Gender as a Moderating Variable" is rejected. The results of this study are in line with the results of research (Baidun et al., 2023; Siti Mahmudah et al., 2022; Utami et al., 2020) where in testing the moderating variables, it turns out that the Gender variable has not been tested as a moderation of Employee Performance.

### **Theoretical and Practical Implications**

Theoretical implications of this study suggest that Knowledge Sharing Behavior, Organizational Learning, Transformational Leadership, and Workplace Spirituality all positively influence employee performance, with gender moderating the relationship between Knowledge Sharing Behavior and performance. This highlights the importance of considering gender-specific factors such as communication styles, leadership dynamics, and societal expectations when examining workplace behavior. These findings align with existing research, emphasizing the need for gender-sensitive approaches in understanding knowledge sharing and performance outcomes. Practically, organizations should consider fostering a culture of knowledge sharing that accommodates gender differences, ensuring inclusive environments

that promote effective communication and collaboration. While gender did not moderate the impact of Organizational Learning, Transformational Leadership, or Workplace Spirituality on performance, these factors still have a direct positive effect on performance, suggesting that organizations should prioritize supportive leadership, continuous learning, and a sense of spirituality in the workplace. In practice, creating leadership training programs that encourage both genders to engage in knowledge sharing and performance-enhancing behaviors can enhance overall organizational effectiveness and employee well-being.

The implications of this study can be applied to human resource management (HRM) through several strategic measures aimed at enhancing employee performance. First, HRM can establish policies that promote an inclusive knowledge-sharing culture, taking into account gender differences in communication styles and knowledge-sharing behaviors. HRM should design training programs that foster the development of effective communication skills for all employees, considering the differences in how men and women share information. Second, HRM must ensure that transformational leadership is implemented across all organizational levels by providing training for managers to facilitate positive support, recognition, and the encouragement of collaboration. Third, HRM can focus on cultivating a culture of continuous learning by offering training and development programs that prioritize the ongoing enhancement of employee skills and knowledge. Fourth, HRM can design policies that support the emotional and spiritual well-being of employees by providing programs that foster a sense of connection among employees and create a supportive work environment. Fifth, HRM needs to focus on empowering women by providing opportunities for career development and boosting their confidence in knowledge sharing, thereby ensuring equal opportunities for all employees. Through these measures, HRM can create a more inclusive work environment, promote higher performance, and ensure optimal contributions from all employees, regardless of gender.

## CONCLUSION

This study aims to test and obtain empirical evidence on factors that influence employee performance improvement moderated by gender. The results of the study indicate that Knowledge Sharing Behavior, Organizational Learning, Transformational Leadership, Workplace Spirituality have a direct effect on employee performance improvement. However, only Knowledge Sharing Behavior can be moderated by gender. This finding proves that there are new findings and can expand the existing literature.

This study is not free from research limitations. First, this study cannot be generalized, because it was only conducted at PT UMB, further research can expand the research location. Second, because the nature of quantitative research is not detailed in explaining the findings, the results of this study cannot explain more deeply about how the variables are interrelated. Therefore, a qualitative research approach is highly recommended to cover these weaknesses.

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