Analysis of the Influence of Learning Organization, Work Motivation, and Work Environment on Employee Performance Mediated by Job Satisfaction Among Employees at PT. XYZ Tolitoli

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Article Info	ABSTRACT
	This study investigates the influence of Learning Organization, Work Motivation, and Work Environment on Employee Performance, with Job Satisfaction serving as a mediating variable at PT. XYZ Tolitoli. Employing a quantitative approach, data were analyzed using the Partial Least Square Structural Equation Modeling (PLS-SEM) method from a sample of 75 permanent employees with a minimum tenure of one year. The findings reveal that Learning Organization, Work Motivation, and Work Environment all have significant positive effects on Job Satisfaction, which in turn mediates and strengthens their impact on Employee Performance. These results highlight the critical role of fostering a learning culture, enhancing employee motivation, and creating a supportive work environment to boost job satisfaction and ultimately improve performance. The study contributes theoretically to human resource management literature and offers practical implications for organizations aiming to enhance workforce productivity through targeted strategies. Furthermore, the research suggests directions for future studies to incorporate additional variables and adopt stronger methodological designs, such as longitudinal studies, to generate deeper insights and broader generalizability of findings.

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1.   INTRODUCTION

The rapid advancement of information and technology today has brought significant influence and impact across various aspects. The global landscape has entered an era defined by Warren Bennis and Burt Nanus as VUCA—Volatility, Uncertainty, Complexity, and Ambiguity. This condition has become commonplace due to the unpredictable, complex, and turbulent nature of business environments. Technological developments and digital transformation are among the key drivers of

these rapid, uncertain, complex, and ambiguous changes in the business environment. Consequently, companies are required to maximize the availability of resources in a professional manner, aligned with their respective fields and the evolving times.

PT. XYZ Tolitoli, as a company operating in Indonesia, faces numerous challenges in managing human resources that are both competent and highly committed. In navigating the era of digital transformation and external challenges such as the increasing demand for energy, PT. XYZ must ensure that its employees possess not only adequate technical competencies but also a high level of work engagement. PT. XYZ continues to develop strategies and innovations to satisfy customers and enhance service quality by fulfilling the need for competent human resources to achieve optimal performance. To realize the company's objectives, effective human resource management becomes a critical necessity [1].

Performance evaluation is determined by assessing Key Performance Indicators (KPIs) derived from the business process mapping of PT. XYZ in 2025. Based on this mapping, organizational performance targets are established and subsequently cascaded to each service unit and department. Although PT. XYZ UP3 Tolitoli has achieved and even exceeded its performance targets, the performance achievement graph continues to decline annually and tends to be unstable. The organization's ability to innovate, maintain performance gaps within control, and foster work ethics through collaboration are critical factors in the effort to achieve shared goals. The development of specific talents is one of the steps that can significantly enhance individual performance [2]. The suboptimal performance of PT. XYZ Tolitoli is influenced by the increasing demands to meet corporate objectives, which are not supported by adequate individual competencies, sufficient work facilities, and a conducive work environment. As a result, employees lack the capacity to achieve optimal performance targets. This situation is further exacerbated by low work motivation, which negatively impacts job satisfaction and employee performance.

The performance of individual employees can be assessed through five main indicators: quality, quantity, timeliness, effectiveness, and independence. Employees who perform well contribute to a positive image and are viewed favorably by their colleagues. Employee performance is assessed through performance evaluations. Good performance is characterized by high-quality output, large volume, timely completion, cost efficiency, the ability to work independently with minimal supervision, and strong collaboration and relationships with colleagues and subordinates. To foster a high-performance culture, organizations need to implement high-performance work systems that integrate human resource management strategies with business objectives to enhance efficiency, productivity, and competitiveness. A high-performance work system refers to a combination of aligned human resource management policies and practices aimed at achieving exceptional employee performance [3].

A Learning Organization typically describes a shared perspective or common mindset that develops within a learning-oriented community in an organization. In the current era, organizational learning has become essential rather than optional, making it unlikely for any organization to neglect the importance of continuous learning. Knowledge must be continuously developed through both internal and external learning. To achieve this, support and encouragement are needed for the organization, individuals, knowledge, and technology to foster a sustainable learning culture. For organizations aiming to remain relevant and grow, the ability to learn better and faster is crucial. The subsystems within a learning organization consist of the organization, individuals, knowledge, and technology. Each subsystem supports and reinforces the learning process, enabling knowledge to be disseminated comprehensively throughout the system. According to Elu, in organizations that implement learning organization principles, individuals consistently communicate honestly and openly, show mutual respect, actively seek feedback rather than merely evaluate, and are encouraged to explore new perspectives, apply holistic systems thinking, and present themselves authentically.

Rose et al. found that learning organizations are positively associated with organizational commitment, job satisfaction, and employee performance. Similar findings were reported by Jolodar, who revealed that job satisfaction is closely linked to productivity and human resource development. Lo and Ramayah added that one of the key factors contributing to job satisfaction is the presence of learning processes within the organization. In line with this, Maarefi et al. found that the enhancement of learning organization practices significantly boosts job satisfaction among employees. The implementation of a Learning Organization not only improves employee job satisfaction but also contributes to enhanced performance [4].

Employees working in a learning organization environment are generally more motivated to engage in continuous learning and actively contribute to their tasks. This leads to increased organizational commitment and enhanced performance. According to Hendri , job satisfaction plays a significant mediating role in the relationship between a learning organization and employee performance.

H1: Learning Organization has a positive effect on Job Satisfaction.

H5: Learning Organization significantly affects Employee Performance, mediated by Job Satisfaction.

Work motivation is an internal drive that emerges from an individual's personal desires. When a company lacks sufficient motivation toward its employees, it can negatively impact their drive to achieve organizational goals. Conversely, strong motivational support tends to encourage employees to perform their tasks effectively, aligning both personal and corporate objectives. Employees with low levels of motivation are likely to experience a decline in individual performance [5]. According to Robbins & Judge , motivation is defined as the process that shapes an individual's intensity, direction, and persistence in working toward the achievement of a goal. Motivation serves as a driving factor for employees to work diligently toward achieving organizational objectives. Novitasari identifies several indicators of work motivation, including goal achievement drive, enthusiasm at work, initiative, sense of responsibility, and interpersonal relationships in the workplace. Various factors can influence an individual's motivation, such as promotion, job performance, task characteristics, incentives, responsibility, recognition, and success at work. Motivation itself is an internal driving force that provides direction and encouragement for action. It compels individuals to behave or act in ways that fulfill personal goals while supporting organizational objectives.

High motivation can lead to increased job satisfaction, while high job satisfaction can reinforce employee motivation [6]. Several studies support the critical role of motivation in job satisfaction. One such study by Ahmed et al. conducted at four universities in Punjab, demonstrated that motivation significantly influences job satisfaction among faculty and staff. These findings align with Kaihatu's research at Pakuwon Food Festival Surabaya, where motivation was shown to be a key factor in enhancing employee job satisfaction.

According to Armstrong, mployees who are dissatisfied with their jobs may still find motivation to enhance their performance and pursue personal growth. Changes in attitude and behavior driven by motivation can evolve into changes in work attitudes, ultimately impacting job satisfaction. High motivation and good job satisfaction are reflected in a sense of responsibility and work enthusiasm, which in turn encourage employees to work more optimally and deliver their best performance[7]. Ferdinatus highlights that work motivation should be grounded in strong character and a sound personality. When motivation is driven by misguided principles or inappropriate reasons, it can lead to adverse effects for both the individual and the organization [8]. Aamodt adds that providing motivation within an organization aims to boost employee morale so that they are willing to work hard and utilize their full potential. When employees experience a sense of motivation, they experience job satisfaction, work enthusiastically, and eventually improve their performance.

H2: Work Motivation has a positive effect on Job Satisfaction.

H6: Work Motivation significantly affects Employee Performance, mediated by Job Satisfaction.

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Robbins & Judge state that a work environment that allows employees to feel comfortable expressing their emotions tends to foster greater creativity, innovation, and productivity. In such an atmosphere, interpersonal relationships among employees become closer, which ultimately has a Strong influence on their performance. The work environment encompasses all elements that Can direct employees in fulfilling their assignments. According to Astuti , the work environment includes all tools and materials used, the physical conditions of the workplace, work methods, and work arrangements, both individually and in groups. Sunyoto Highlights the essential role of the work environment in facilitating employee tasks. Creating and maintaining favorable working conditions can enhance employee motivation and enthusiasm. The work environment comprises all physical and non-physical aspects surrounding employees that can affect job satisfaction and optimal work outcomes. Sedarmayanti identifies several indicators for assessing the work environment, including workplace atmosphere, relationships with colleagues, interactions between subordinates and supervisors, and the availability of work facilities.

Research conducted by Simbolon shows That the work environment positively and significantly influences employee performance. These outcomes are supported by Kusmaningtyas, who also highlights the significance of the work environment in enhancing performance. Furthermore, Kumar states that job satisfaction is strongly affected by various aspects of the work environment, including social relationships, physical comfort, and organizational structure. Similarly, Pawirosumarto, in his study at Parador Hotels and Resorts, found that the work environment positively affects employee job satisfaction. Barry and Heizer they emphasize that the work environment is a physical space that affects employee performance, safety, and the quality of their work. A supportive work environment fosters a sense of security and allows employees to perform at their best, while also affecting their emotional well-being. When the work environment provides employees with a sense of comfort, they tend to enjoy their time at work, use their time effectively, feel satisfied, and ultimately improve their performance.

H3: Work Environment has a positive effect on Job Satisfaction.

H7: Work Environment significantly affects Employee Performance, mediated by Job Satisfaction.

Job Satisfaction relates to the sense of comfort employees feel regarding their work outcomes and interactions within the workplace. The more components of the job align with an individual's expectations, the higher the level of satisfaction experienced. According to Wibowo, Job satisfaction reflects an overall attitude toward one's work, reflecting the gap between the rewards obtained and those anticipated. One of the main focuses in Human Resource Management is to create optimal job satisfaction for employees [9].

Research by Syauta, Troena, Setiawan, and Solimun supports this view, indicating that increased job satisfaction directly contributes to improved employee performance. Similarly, Awan and Asghar confirm a significant positive correlation between job satisfaction and personal work performance. Overall, these findings affirm that efforts to enhance job satisfaction not only benefit employee well-being but also serve as an effective strategy for improving overall organizational performance.

H4: Job Satisfaction has a positive effect on Employee Performance.

According to the research findings survey and by referring to several previous studies, it was found that Learning Organization, Job satisfaction is significantly affected by Work Motivation and the Work Environment. Furthermore, these three factors also influence the improvement of Employee Performance. Observing the performance trend of PT. XYZ, which, although meeting its performance targets, has shown a decline in performance scores over the past two years, previous studies will be adopted and replicated to examine the significance of Learning Organization, Work Motivation, Work Environment, and Job Satisfaction in optimizing employee performance. The results of this study are expected to provide valuable insights for performance development through human resource development and serve as a theoretical reference regarding the implementation of variables that influence the company in enhancing job satisfaction and improving the performance of operational units

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at PT. XYZ Tolitoli. This study applies a problem delimitation to maintain focus on the defined research questions and objectives. The scope of the study is limited to the following variables: Learning Organization, Work Motivation, Work Environment, Employee Performance and mediating variable Job Satisfaction, which functions as a mediator between the independent and dependent variables.
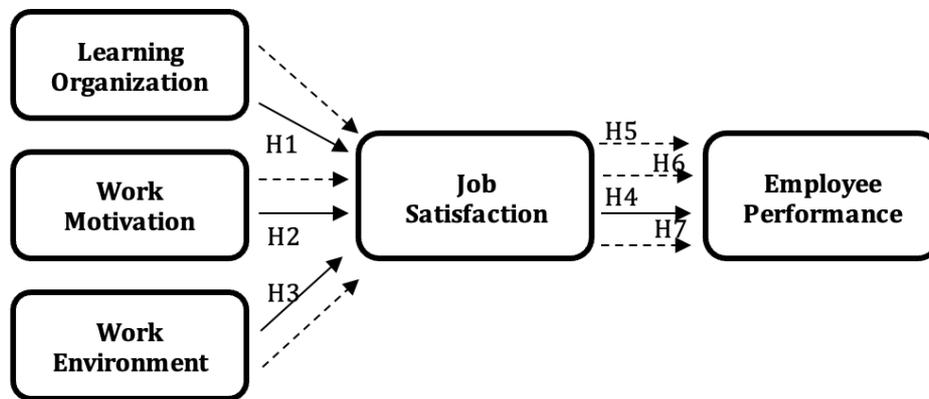

Figure 1. Research Model

2. METHOD

This study will employ the Purposive Sampling technique. purposive Sampling refers to a non-probability sampling technique in which the rationale for its use is to collect the necessary information from a specific target group or individuals. This method is chosen because the researcher is able to assess and select participants who meet the criteria relevant to the study. Multiple factors influence the determination of sample size, including research objectives, required degree of precision (confidence interval), the permissible risk level (confidence level), differences within the population, as well as constraints related to cost, time, and occasionally, population size.

The entire population serves as the subject of this population-based study. The research subjects are the central focus of the investigation. The subjects of this study are employees of PT. XYZ in Tolitoli, with the aim of identifying factors that enhance Employee Performance within the organizational unit. Based on the total number of employees, the population used in this study consists of 78 permanent staff members. To apply the purposive sampling technique, questionnaires were distributed to all employees of PT. XYZ Tolitoli. The mandatory criteria for respondents in this study are as follows:

1. Permanent employees of PT. XYZ.
2. Individuals who have completed at least one year of employment at PT. XYZ.
3. Employees currently working at PT. XYZ UP3 Tolitoli.

This study involves a sample size of total number of permanent employees at PT. XYZ Tolitoli who meet the respondent criteria, resulting in 75 respondents. The questionnaire was developed through Microsoft Forms and shared via online platforms via a link. This approach was adopted to enhance cost and time efficiency. The Structural Equation Model (SEM) In this research, the Partial Least Squares (PLS) technique will be used to analyze the data and to present the relationships between the constructs in the structural model as follows:
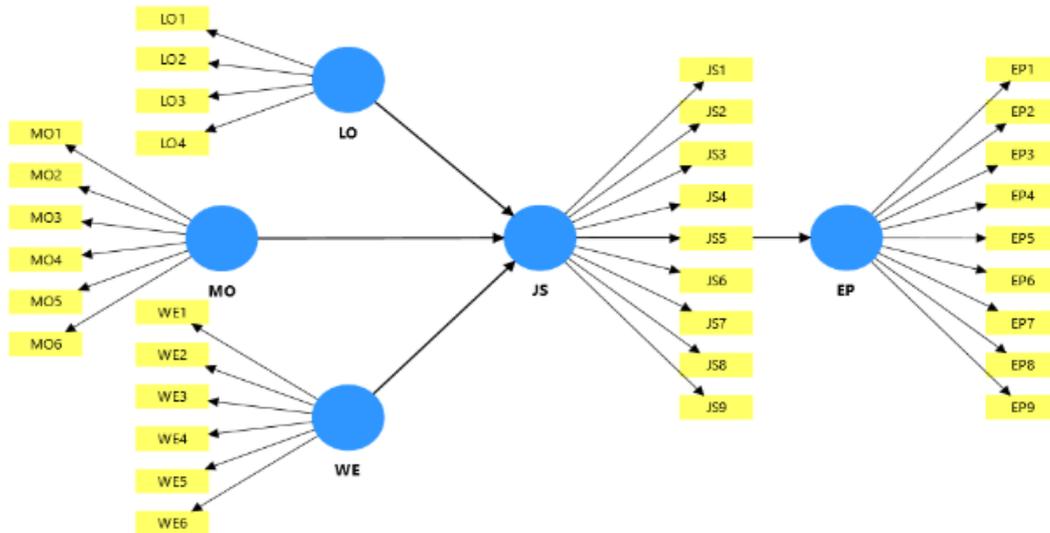
Figure 2. Research Model with PLS

3.   RESULTS AND DISCUSSION

This study employs inferential data analysis using a multivariate approach through the PLS-SEM (Partial Least Squares - Structural Equation Modeling) technique. The results of the calculations using PLS-SEM produced both the outer model and the inner model[10]. The analytical process begins with the evaluation of the outer model, which aims to assess the reliability and validity of all indicators used in the research model. This is followed by the analysis of the inner model, which focuses on testing the model's ability to predict and explain the relationships among variables, as well as evaluating the significance of the effects between the variables under investigation.
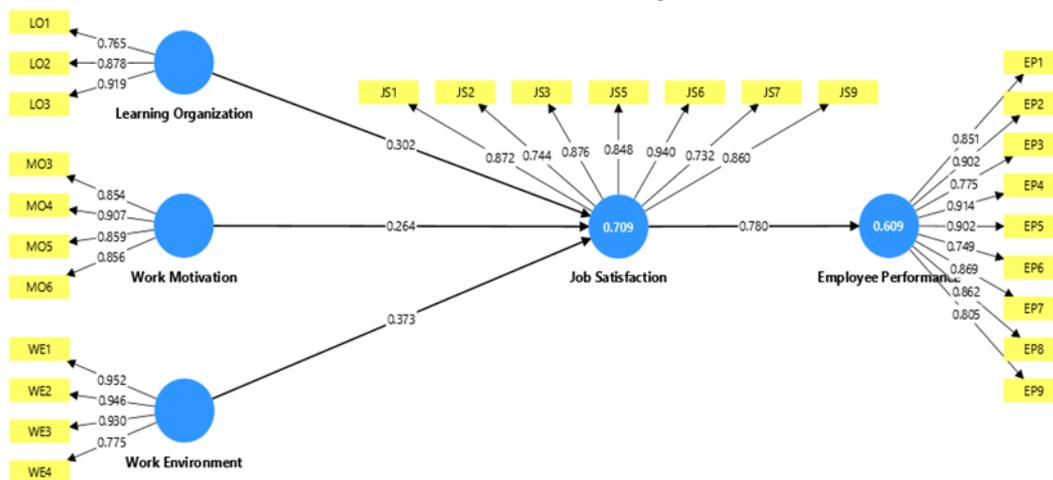
Figure 3. Outer Model

In validity testing, there are two key aspects that must be considered: convergent validity and discriminant validity are key assessment criteria. Convergent validity is achieved when the Average Variance Extracted (AVE) value is greater than 0.5. On the other hand, discriminant validity is considered satisfactory if the Heterotrait-Monotrait Ratio (HTMT) is less than 0.9, following the guidelines provided by Hair et al.

Table 1. Validity Testing

Variabel	Indikator	Loading Factor (>0.7)	Average Variance Extracted (AVE) (>0.5)	Hasil
Learning Organization	· · ··	·····		· ···· ·
	· · ··	·····	······	· ···· ·
	·· ··	·····		· ···· ·
Work Motivation	· · ··	·····		· ···· ·
	· · ··	·····	······	· ···· ·
	· · ··	·····		· ···· ·
	· · ··	·····		· ···· ·
Work Environment	· · ··	·····		· ···· ·
	· · ··	·····	······	· ···· ·
	· · ··	·····		· ···· ·
	· · ··	·····		· ···· ·
Job Satisfaction	····	·····		· ···· ·
	····	·····		· ···· ·
	····	·····		· ···· ·
	····	·····	······	· ···· ·
	····	·····		· ···· ·
	····	·····		· ···· ·
	····	·····		· ···· ·
Employee Performance	····	·····		· ···· ·
	····	·····		· ···· ·
	····	·····		· ···· ·
	····	·····		· ···· ·
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As presented in Table 1, it can be observed that each indicator within its respective dimension has an Average Variance Extracted (AVE) value exceeding 0.5 suggests that all variables have satisfied the requirements for convergent validity.

Table 2. Discriminant Validity

	EP	JS	LO	WE	MO
Employee Performance					
Job Satisfaction	0.806				
Learning Organization	0.670	0.817			
Work Environment	0.815	0.829	0.708		
Work Motivation	0.730	0.841	0.795	0.891	

HTMT ratio values for all variables are below the threshold of 0.9. These results lead to the conclusion that each indicator is capable of measuring its respective construct specifically and does not overlap with other constructs.

The next stage in the outer model analysis involves assessing construct reliability. In this analysis, the assessment of construct reliability is based on two main indicators: Cronbach's Alpha and Composite Reliability. According to the criteria established by Hair et al, a construct is considered reliable if both values exceed 0.7 (> 0.7).

Table 3. Reliability Testing

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Hasil
Employee Performance	0.951	0.958	0.959	Reliabel
Job Satisfaction	0.930	0.938	0.944	Reliabel
Learning Organization	0.816	0.841	0.891	Reliabel
Work Environment	0.923	0.932	0.946	Reliabel
Work Motivation	0.892	0.895	0.925	Reliabel

The results of the construct reliability testing indicate that the values for both Cronbach's Alpha and Composite Reliability surpass the minimum standard of 0.70. This suggests that each variable in this study demonstrates a strong degree of consistency, and therefore can be considered reliable and appropriate for use in the research. The key parameters used to determine the goodness of fit for the inner model include : Collinearity testing through the Variance Inflation Factor (VIF), Measurement of the Coefficient of Determination (R^2), Analysis of Effect Size (f^2) and Evaluation of Predictive Relevance (Q^2).

Table 4. Collinearity Testing

	Employee Performance	*Job Satisfaction*
	VIF	**VIF**
Employee Performance		
Job Satisfaction	1.000	
Learning Organization		1.942
Work Environment		2.961
Work Motivation		3.474

Table 5. *Coefficient of Determination (R^2)*

Variabel Dependen	R^2	R^2 adjusted	Interpretasi
Employee Performance	0.609	0.603	Moderate
Job Satisfaction	0.709	0.697	Moderate

VIF values for all variables are found to be below five (<5). This confirms that the quality of the research model is within acceptable limits and does not suffer from multicollinearity issues. With R^2 value of 0.609, the Employee Performance variable shows that Learning Organization, Work Motivation, Work Environment, and Job Satisfaction collectively account for 60.9% of its variation. This reflects a moderate explanatory power. The remaining 39.1% may be attributed to other variables not included in this study. An R^2 value of 0.709 for Job Satisfaction indicates that Learning Organization, Work Motivation, and Work Environment together account for 70.9% of its variance. This also falls within the category of moderate explanatory power.

Table 6. Coefficient of Relevance (Q^2)

Variabel	Q^2predict	Hasil
Employee Performance	0.566	Large Predictive Relevance
Job Satisfaction	0.685	Large Predictive Relevance

Table 7. Effect Size (F²)

Variabel Independen	Variabel Dependen		Result
	Employee Performance	*Job Satisfaction*	
	F²	**F²**	
Job Satisfaction	1.556		Berpengaruh Besar
Learning Organization		0.162	Berpengaruh Sedang
Work Environment		0.162	Berpengaruh Sedang
Work Motivation		0.069	Berpengaruh Kecil

Variable Job Satisfaction demonstrates large predictive relevance, with a Q² value of 0.685. Similarly, the variable Employee Performance presents a Q² value of 0.566, indicating a high level of predictive relevance as well. In Table 7, two variables exhibit a moderate effect on Job Satisfaction, namely Learning Organization and Work Environment, each with an effect size (f²) of 0.162, which falls within the range of values greater than 0.15 (>0.15). In contrast, Work Motivation shows a relatively minor influence on Job Satisfaction, with an f² value of 0.069, which is within the range of values greater than 0.02 (>0.02), indicating a small effect. Furthermore, the variable Job Satisfaction has a strong effect on Employee Performance, with an effect size (f²) of 1.556. An f² value greater than 0.35 is classified as having a large effect according to the criteria. Hence, it can be inferred that Job Satisfaction strongly affects Employee Performance (1.556 > 0.35).

3.1 Hypothesis testing

Significance testing is used to identify whether the relationships across the variables examined in the research model are statistically significant. The bootstrapping method is employed for this analysis, and the data will be processed using SmartPLS version 4.1.1.1. The path analysis relationships of all latent variables in the PLS model of this study include the outer model, which defines the relationship between indicators and latent variables; the inner model, which outlines the relationships among the latent variables; and the weight relations, which allow for the estimation of latent variable scores. Hypothesis testing decisions in this study are based on the criterion that the one-tailed t-table value is 1.65, corresponding to a significance level of 0.05.

Table 8. Hypothesis Testing for Direct and Indirect effect

Hypothesis	Variabel	Path Coefficient	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P-Value	Result
H1	Learning Organization has a positive effect on Job Satisfaction	0.302	0.106	2.848	0.004	Supported
H2	Work Motivation has a positive effect on Job Satisfaction	0.264	0.129	2.045	0.041	Supported
H3	Work Environment has a positive effect on Job Satisfaction	0.373	0.108	3.447	0.001	Supported
H4	Job Satisfaction has a positive effect on Employee Performance	0.780	0.066	11.740	0.000	Supported
H5	Learning Organization has a significant impact on Employee Performance mediated by Job Satisfaction	0.236	0.085	2.778	0.005	Supported
H6	Work Motivation has a significant impact on Employee Performance mediated by Job Satisfaction	0.206	0.104	1.983	0.047	Supported
H7	Work Environment has a significant impact on Employee Performance mediated by Job Satisfaction	0.291	0.088	3.324	0.001	Supported

The hypothesis testing results, as analyzed using SmartPLS, are presented in Table 8. The findings provide insights into the relationships among the constructs in the research model. Below is a detailed discussion of each hypothesis:

H1: The influence of the Learning Organization variable on Job Satisfaction is found to be statistically significant. This is evidenced by a t-statistic value of 2.848, which is supported by a p-value of 0.004, indicating significance at the 5% level ($p < 0.05$). Therefore, the hypothesis regarding the significant effect can be accepted. Furthermore, the path coefficient value of 0.302 suggests that Learning Organization contributes a moderately strong positive effect on Job Satisfaction.

H2: Work Motivation variable significantly influences Job Satisfaction, as indicated by a t-statistic of 2.045 and a p-value of 0.041. Since the p-value is below the threshold of 0.05, the effect is considered statistically significant. A path coefficient value of 0.264 shows that Work Motivation has a positive effect on improving job satisfaction.

H3: Work Environment variable has a statistically significant effect on Job Satisfaction. This is as indicated by a t-statistic of 3.447 and a p-value of 0.001, which is well below the relevance threshold of 0.05. Therefore, it can be inferred that the impact of the Work Environment on Job Satisfaction is statistically significant. Additionally, the path coefficient value of 0.373 suggests that any improvement in employees' perception of a positive Work Environment is likely to be followed by an increase in their Job Satisfaction.

H4: Job Satisfaction has a highly significant effect on Employee Performance, as indicated by a t-statistic of 11.740 and a p-value of 0.000. These values far exceed the significance thresholds (t-statistic > 1.645 and p-value < 0.05), confirming that the correlation between Job Satisfaction and Employee Performance is statistically highly significant. Furthermore, the path coefficient value of 0.780, it can be interpreted that a one-unit improvement in Job Satisfaction contributes to a 0.780-unit increase in Employee Performance, indicating a very strong influence in the context of the relationship between these two variables.

H5: Learning Organization exerts a significant influence on Employee Performance through the mediation of Job Satisfaction" is supported by the results of the analysis. The t-statistic value is 2.778 with a p-value of 0.005, indicating statistical significance at the 5% level. The path coefficient of 0.236 further suggests that Learning Organization contributes a beneficial and significant indirect impact on Employee Performance via Job Satisfaction. Therefore, it can be concluded that Learning Organization significantly influences the achievement of Employee Performance at PT. XYZ in Tolitoli.

H6: The finding that Work Motivation significantly influences Employee Performance through the mediation of Job Satisfaction is supported by the analysis results. The t-statistic value of 1.983 and a p-value of 0.047 indicate statistical significance at the 5% level.. The path coefficient of 0.206 further confirms that Work Motivation exerts an indirect positive and significant effect on Employee Performance with Job Satisfaction acting as the mediator.

H7: Work Environment has a significant effect on Employee Performance mediated by Job Satisfaction" is supported by the results of the analysis. The t-statistic value is 3.324 with a p-value of 0.001, indicating a statistically significant relationship. The path coefficient value of 0.291 suggests that the Work Environment contributes a positive and meaningful indirect effect on Employee Performance through Job Satisfaction. Therefore, it can be concluded that the Work Environment significantly influences Employee Performance when mediated by Job Satisfaction the achievement of Employee Performance at PT. XYZ in Tolitoli.

The hypothesis which proposes that "Learning Organization has a positive effect on Job Satisfaction" is supported. This finding is also consistent with previous research, which confirmed that Learning Organization has a positive and significant influence on Job Satisfaction. For instance, Cao et al. found that Learning Organizations positively affect employees' job satisfaction and individual

performance, with job satisfaction also acting as a mediating factor in the relationship between Learning Organization and performance.

The hypothesis stating that "Work Motivation has a positive effect on Job Satisfaction" is supported. This finding is Aligned with past findings, such as the study by Paais and Pattiruhu, which confirmed that work motivation contributes positively and significantly to job satisfaction and employee performance[11].

The hypothesis stating that "Work Environment has a positive effect on Job Satisfaction" is supported. This finding is consistent with previous research, such as the study by Pawirosumarto et al., which demonstrated that work environment, along with leadership style and organizational culture, has a positive and significant impact on job satisfaction. Akinwale and George further support this finding through their study on hospital nurses in Nigeria, which demonstrated that all aspects of the work environment have a significant impact on job satisfaction [12].

The hypothesis stating that "Job Satisfaction has a positive effect on Employee Performance" is supported. This finding is also consistent with past findings, which have demonstrated that Job Satisfaction positively and significantly influences Employee Performance [13].

Learning Organization has been shown to influence the achievement of Employee Performance at PT. XYZ in Tolitoli. This finding is also consistent with prior research performed by Cao et al., which demonstrated that Job Satisfaction plays a significant mediating role in the relationship between Learning Organization and Employee Performance in Vietnamese enterprises. Their study confirmed that Learning Organizations positively affect both Job satisfaction and individual performance are interconnected, with job satisfaction significantly contributing as a mediator to employee performance improvement [14]. Work Motivation and Work Environemnt has been shown to influence the achievement of Employee Performance at PT. XYZ in Tolitoli. This is also in line with previous research by Iqbal et al., which showed that Job Satisfaction significantly mediates the relationship between Work Motivation, Work Environment, and Employee Performance. at PT. ICI Paints Indonesia. Their study confirmed that both Work Motivation and the Work Environment have a positive impact on Job Satisfaction, which in turn enhances Employee Performance[15].

4.   CONCLUSION

This study shows that Learning Organization, Work Motivation, and Work Environment have a significant positive effect on Job Satisfaction, which then mediates the influence of these three variables on Employee Performance at PT. XYZ Tolitoli. This finding underscores the importance of developing a learning organizational culture, increasing work motivation, and creating a conducive work environment as key strategies to improve employee satisfaction and performance. The practical implications of this study's results encourage company management to focus more on managing human resources holistically to achieve optimal performance. Future research is expected to expand the variables studied and use a more robust methodological design such as longitudinal research to generate deeper understanding and broader generalizations.

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