

ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya peningkatan kompetensi karyawan PT Bio Farma (Persero) dalam menghadapi tuntutan standar mutu, kepatuhan prosedur, serta perubahan teknologi dan kebutuhan kerja. Tujuan penelitian ini adalah untuk menganalisis pengaruh *Knowledge Learning Management System* (KLMS) dan dukungan organisasi terhadap *learning agility*, serta pengaruh KLMS, dukungan organisasi, dan *learning agility* terhadap kompetensi karyawan, baik secara langsung maupun melalui *learning agility* sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif dan verifikatif. Sampel penelitian berjumlah 95 responden. Data dikumpulkan melalui kuesioner, wawancara, dan observasi. Pengujian instrumen dilakukan menggunakan SPSS, sedangkan analisis jalur dan uji hipotesis dilakukan menggunakan SmartPLS versi 4. Hasil analisis deskriptif menunjukkan bahwa KLMS dan dukungan organisasi berada pada kategori kurang baik, sedangkan *learning agility* dan kompetensi karyawan berada pada kategori baik. Hasil analisis verifikatif menunjukkan bahwa KLMS dan dukungan organisasi berpengaruh positif dan signifikan terhadap *learning agility*. *Learning agility* berpengaruh positif dan signifikan terhadap kompetensi karyawan. KLMS dan dukungan organisasi berpengaruh positif, tetapi tidak signifikan secara langsung terhadap kompetensi karyawan. Hasil uji mediasi menunjukkan bahwa *learning agility* memediasi secara penuh pengaruh KLMS dan dukungan organisasi terhadap kompetensi karyawan. Implikasi penelitian ini menunjukkan bahwa *learning agility* menjadi faktor penting dalam meningkatkan kompetensi karyawan. PT Bio Farma (Persero) disarankan untuk mengoptimalkan KLMS dan memperkuat dukungan organisasi agar mampu mendorong *learning agility* dan peningkatan kompetensi secara lebih efektif.

Kata Kunci: *Knowledge Learning Management System, Dukungan Organisasi, Learning Agility, Kompetensi Karyawan.*

ABSTRACT

This study was motivated by the importance of improving employee competence at PT Bio Farma (Persero) in response to increasing demands for quality standards, procedural compliance, technological advancements, and evolving job requirements. The purpose of this study was to analyze the effects of the Knowledge Learning Management System (KLMS) and organizational support on learning agility, as well as the effects of KLMS, organizational support, and learning agility on employee competence, both directly and indirectly through learning agility as a mediating variable. This study employed a quantitative approach using descriptive and verificative research methods. The sample consisted of 95 respondents. Data were collected through questionnaires, interviews, and observations. Instrument testing was conducted using SPSS, while path analysis and hypothesis testing were performed using SmartPLS version 4. The descriptive analysis revealed that the implementation of KLMS and organizational support were categorized as inadequate, whereas learning agility and employee competence were categorized as good. The verificative analysis indicated that KLMS and organizational support had a positive and significant effect on learning agility. Learning agility also had a positive and significant effect on employee competence. However, KLMS and organizational support had positive but insignificant direct effects on employee competence. The mediation analysis demonstrated that learning agility fully mediated the effects of KLMS and organizational support on employee competence. These findings imply that learning agility plays a crucial role in enhancing employee competence. Therefore, PT Bio Farma (Persero) is recommended to optimize the implementation of KLMS and strengthen organizational support to foster learning agility and improve employee competence more effectively.

Keywords: *Knowledge Learning Management System, Organizational Support, Learning Agility, Employee Competencies.*