

ABSTRACT

This study aims to analyze the effect of Continuous Learning on Employee Performance with Learning Agility as a mediating variable among employees of PT Perkebunan Nusantara IV Regional II, North Sumatra. The background of this research is motivated by inconsistencies in previous studies regarding the relationship between Continuous Learning and Employee Performance, as well as internal organizational issues such as low intrinsic motivation among employees and administrative-oriented Key Performance Indicators (KPIs).

This study employs a quantitative approach using a survey method. The sample consists of 90 permanent employees selected through purposive sampling technique. Data were collected using questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with a second-order embedded two-stage approach.

The results show that: (1) Continuous Learning has a positive and significant effect on Employee Performance; (2) Continuous Learning has a positive and significant effect on Learning Agility; (3) Learning Agility has a positive and significant effect on Employee Performance; and (4) Learning Agility partially mediates the effect of Continuous Learning on Employee Performance, with a VAF value of 48.3%.

These findings confirm that Learning Agility serves as a crucial mechanism bridging continuous learning toward improved employee performance. The managerial implication suggests that companies need to strengthen error-based learning systems, encourage exploration of new work methods, and enhance employee proactiveness in learning to optimize sustainable performance.

Keywords: Continuous Learning, Learning Agility, Employee Performance, SEM-PLS, agro-industry

