



# The Influence of Organizational Learning and Work Motivation on Employee Performance as mediated by Job Satisfaction

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## ABSTRACT

**Objectives:** The purpose of this research is to analyze the effect of organizational learning and work motivation on employee performance mediated by job satisfaction at BPJS Ketenagakerjaan Rawamangun Branch. **Methodology:** The data analysis method employed in this research is Partial Least Squares (PLS).

**Finding** The outcomes of this research can be summarized as follows: organizational learning, work motivation and job satisfaction show a positive and significant impact on Employee Performance. Both organizational learning and work motivation show a positive and significant impact on job satisfaction. Job satisfaction functions as a mediator, Organizational learning has a positive and significant effect on employee performance, mediated by job satisfaction. And Work motivation has a positive and significant effect on employee performance, mediated by job satisfaction.

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## INTRODUCTION

Human resources are the main key for an organization in carrying out all its activities in an effort to achieve goals. Human resources are one of the most important elements in an organization because humans are the movers and determinants of the running of an organization. The success of an organization's management is very dependent on the performance of the human resources within it. Employees are human resources who have work functions in company activities or activities in accordance with the systems, processes and goals the company wants to achieve. Without good performance from employees, the company's sustainability will not be achieved, thus employees are a very important asset or human resource for the company.

The phenomenon that occurs in this research is that employee performance at BPJS Ketenagakerjaan is not yet optimal. BPJS Ketenagakerjaan is a legal entity provided to the community with the aim of providing social protection to all workers in Indonesia from certain socio-economic risks. Employee performance in this case is the employees of BPJS Ketenagakerjaan Rawamangun Branch.

Based on the research gap and the relationship between Organizational Learning and Employee Performance is not very close, therefore it is important to add variables that can strengthen the



relationship and determine the extent to which Organizational Learning can improve Employee Performance. So this research adds the variable Job Satisfaction as a variable that mediates the relationship between Organizational Learning, and Work Motivation and Employee Performance.

## LITERATURE REVIEW

### Employee performance

Kasmir (2018) believes that performance is the achievement of work results and work behavior that have been achieved in completing the tasks and responsibilities given to him in a certain period. According to Soomro (2019) employee performance is the productivity of each employee, which produces tangible or intangible rewards. Bataineh (2019) employee performance can be described as a response in the form of behavior that reflects the results of employee learning, including the results of mental and psychological abilities. According to Mangkunegara (2018), employee performance indicators include: quality of work, quantity of work, responsibility, cooperation and initiative.

### Organizational Learning

Pratiwi and Fanani (2019) Organizational Learning is a culture that believes that learning is an important factor in the success of a business or venture. According to Pribadi et al., (2018) Organizational Learning means all processes where new solutions are found for administrative problems that enter the company's managerial memory. Meanwhile, according to Santoso et al., (2019), Organizational Learning is the development of new knowledge or insight that has the potential to influence behavior. Organization Learning indicators as stated by Nurhayani (2018), are: *System, Mental Models, Personal Mastery, Team Learning, and Shared Vision*.

### Work motivation

Maruli (2020) said that work motivation is everything that arises from a person's desires, by generating passion and desires within a person that can influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work. Aviantar (2018) believes that motivation is the willingness to expend a high level of effort for organizational goals which is conditioned by the ability of that effort to meet several individual needs. According to Busro (2018) motivation is a drive from within an individual to carry out certain activities to achieve goals. indicators of work motivation according to Maslow in Adha (2019): Physical needs, safety needs, social needs, esteem needs and encouragement needs to achieve goals

### Job Satisfaction

Ajabar (2020) states that job satisfaction is an employee's attitude towards work which is related to the work situation, work between employees, rewards received at work and matters involving physical and psychological factors. Meanwhile, Handoko (2020) defines job satisfaction as whether an employee is happy with their work or not, this feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment. Meanwhile, according to Nabawi (2020), job satisfaction is related to a person's feelings or attitudes regarding the work itself, salary, promotional or educational opportunities, supervision, co-workers, workload and so on. Indicators of job satisfaction according to Afandi (2018) are as follows: Employment, Salary, Promotion Opportunities, Supervision, and Coworkers.

The research hypothesis is formulated as follows:

H1: Organizational Learning has a positive effect on employee performance.

H2: Work motivation has a positive effect on employee performance.

H3: Organizational Learning has a positive effect on Job Satisfaction.

H4: Work Motivation has a positive effect on Job Satisfaction

H5: Job satisfaction has a positive effect on employee performance.

- H6: Job Satisfaction can mediate the influence of Organizational Learning on Employee Performance.  
H7: Job Satisfaction mediates the influence of Work Motivation on Employee Performance.

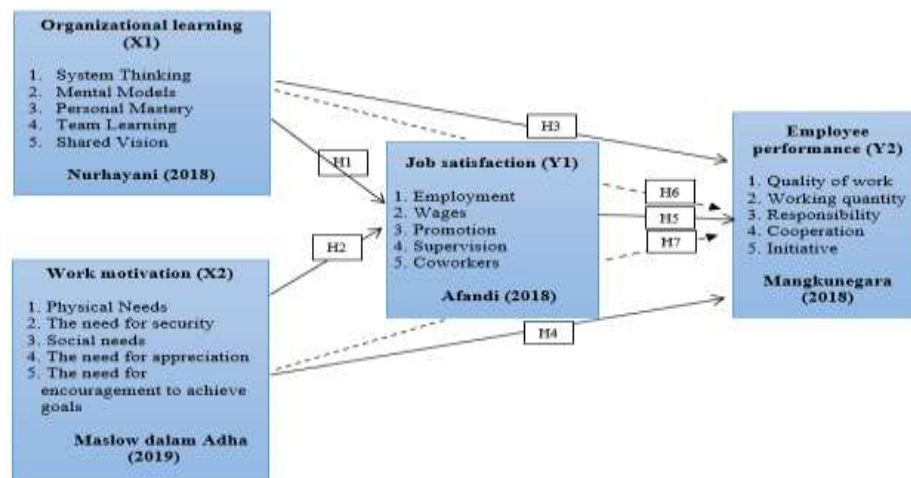


Figure 1. Conceptual Framework Model

## METHOD

### Research Design

This research employed a quantitative approach. Data collection was conducted through a survey using a research instrument in the form of a questionnaire, which was validated and tested for reliability. The data analysis method included descriptive statistics (respondent and variable descriptions) and Structural Equation Model- Partial Least Square (SEM-PLS). In SEM-PLS, the structural model was tested for accuracy using R-squared, Q- squared, and goodness-of-fit values. Additionally, hypothesis testing was performed using sample t-tests. After data analysis and obtaining the structural model, the research could proceed with Smart PLS testing.

### Population and Sample

The research was conducted at BPJS Ketenagakerjaan Rawamangun Branch. The research population consisted of all employees, with a sample size of 70 people determined using a saturated sampling technique.

## RESULTS AND DISCUSSION

The research was conducted at BPJS Ketenagakerjaan Rawamangun Branch. Respondent characteristics were grouped based on gender, age, length of work and highest level of education. The number of respondents in this study was 70 people, with details of 51.4% male (36 people) and 48.6% female (34 people). The dominant age range is 31 - 40 years as much as 40% or 28 people. The majority of employees who responded had 6 – 10 years of service, representing 41.4% or 29 people from the total sample. More than half of the research respondents had a bachelor's degree (S1) as their highest level of education, consisting of 67.1% or 47 people.

Data analysis was conducted using the PLS-SEM method using SmartPLS 3.0 software, as presented in Table 1 for the measurement model results (outer model) and Table 2 for the structural model (inner model)

Table 1. Indicator, Convergent Validity, Discriminant Validity, AVE, and Reliability

|                         | Indicator | Loading<br>Factor | AVE   | Reliability |       |
|-------------------------|-----------|-------------------|-------|-------------|-------|
|                         |           |                   |       | CR          | CA    |
| Organizational Learning | O1        | 0,711             | 0,738 | 0,731       | 0,817 |
|                         | O2        | 0,683             |       |             |       |
|                         | O3        | 0,809             |       |             |       |
|                         | O4        | 0,750             |       |             |       |
|                         | O5        | 0,772             |       |             |       |
|                         | O6        | 0,698             |       |             |       |
|                         | O7        | 0,728             |       |             |       |
|                         | O8        | 0,910             |       |             |       |
|                         | O9        | 0,724             |       |             |       |
|                         | O10       | 0,716             |       |             |       |
| Work Motivation         | M1        | 0,618             | 0,791 | 0,815       | 0,788 |
|                         | M2        | 0,825             |       |             |       |
|                         | M3        | 0,894             |       |             |       |
|                         | M4        | 0,741             |       |             |       |
|                         | M5        | 0,791             |       |             |       |
|                         | M6        | 0,754             |       |             |       |
|                         | M7        | 0,680             |       |             |       |
|                         | M8        | 0,809             |       |             |       |
|                         | M9        | 0,795             |       |             |       |
|                         | M10       | 0,827             |       |             |       |
| Job Satisfaction        | K1        | 0,721             | 0,886 | 0,868       | 0,838 |
|                         | K2        | 0,782             |       |             |       |
|                         | K3        | 0,893             |       |             |       |
|                         | K4        | 0,814             |       |             |       |
|                         | K5        | 0,793             |       |             |       |
|                         | K6        | 0,682             |       |             |       |
|                         | K7        | 0,851             |       |             |       |
|                         | K8        | 0,809             |       |             |       |
|                         | K9        | 0,727             |       |             |       |
|                         | K10       | 0,810             |       |             |       |
|                         | K11       | 0,682             |       |             |       |
|                         | K12       | 0,788             |       |             |       |
| Employee Performance    | Y1        | 0,705             | 0,870 | 0,794       | 0,881 |
|                         | Y2        | 0,811             |       |             |       |
|                         | Y3        | 0,894             |       |             |       |
|                         | Y4        | 0,799             |       |             |       |
|                         | Y5        | 0,815             |       |             |       |
|                         | Y6        | 0,782             |       |             |       |
|                         | Y7        | 0,808             |       |             |       |
|                         | Y8        | 0,923             |       |             |       |
|                         | Y9        | 0,851             |       |             |       |
|                         | Y10       | 0,788             |       |             |       |

The calculated mean leading factors  $> 0.7$  meet the convergent validity criteria, making all indicators valid. The analysis results of the Variance Extracted (AVE) for *Organizational Learning* (0,738), *Work Motivation* (0,791), *Job Satisfaction* (0,886), and *Employee Performance* (0,870)  $> 0.5$ , thus meeting the requirements for the convergent validity test. The cross-loading values, based on discriminant validity, are considered valid as they are higher than the cross-loading

values for the previous indicators. Based on these calculations, it is known that each indicator can be predicted by each latent variable with some correlated results among constructs. The research data is also deemed to have met the criteria for composite reliability and Cronbach's alpha, as each construct variable has a value greater than 0.6

**Table 2. Endogenous determinants (R value)**

| Variabel Endogen     | R-square | R-square Adjusted |
|----------------------|----------|-------------------|
| Job Satisfaction     | 0,781    | 0,767             |
| Employee Performance | 0,827    | 0,859             |

Source: Results and processing SmartPLS 3.0

Q-square Value Test  
Results

**Table 3. Q2 Value Blindfolding Calculation**

| Variabel                       | SSO     | SSE     | Q2    |
|--------------------------------|---------|---------|-------|
| <i>Organizational Learning</i> | 348,000 | 348,000 |       |
| Work Motivation                | 348,000 | 348,000 |       |
| Job Satisfaction               | 348,000 | 321,317 | 0,553 |
| Employee Performance           | 348,000 | 307,275 | 0,582 |

SmartPLS 3.0 results and processing

#### Hypothesis Testing Results (Estimation of Path Coefficient)

The significance value for this hypothesis can be obtained using the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the bootstrapping report algorithm. To find out whether it is significant or not, look at the T-table at alpha 0.05 (5%) = 1.645, then the T-table is compared with the T-count (T-statistics).

**Table 4. Results of the Hypothesis Test**

|   | Original Sample | Standard Deviation | T Statistics | P Values | Information            |
|---|-----------------|--------------------|--------------|----------|------------------------|
| <i>Direct (Langsung)</i>                              |                 |                    |              |          |                        |
| <i>Organizational Learning</i> > Employee Performance | 0,371           | 0,218              | 2,831        | 0,003    | Positive Significant - |
| Work Motivation > Employee Performance                | 0,336           | 0,262              | 2,709        | 0,001    | Positive Significant - |
| <i>Organizational Learning</i> > Job Satisfaction     | 0,284           | 0,337              | 3,176        | 0,003    | Positive Significant - |
| Work Motivation > Job Satisfaction                    | 0,296           | 0,281              | 3,229        | 0,001    | Positive Significant - |
| Job Satisfaction > Employee Performance               | 0,381           | 0,375              | 3,818        | 0,002    | Positive Significant - |
| <i>Indirect (Tidak Langsung)</i>                      |                 |                    |              |          |                        |

|   |       |       |       |       |                      |   |
|---|-------|-------|-------|-------|----------------------|---|
| Organizational Learning > Job Satisfaction > Employee Performance | 0,348 | 0,331 | 3,379 | 0,003 | Positive Significant | - |
| Work Motivation > Job Satisfaction > Employee Performance         | 0,371 | 0,326 | 3,507 | 0,001 | Positive Significant | - |

Source: Data processed using Smart-PLS 3.

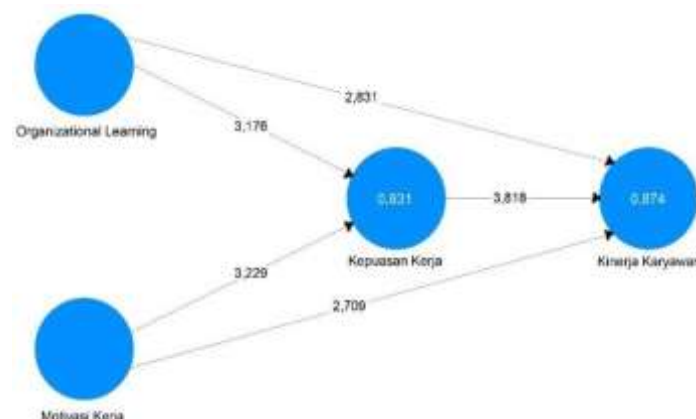


Figure 2. Path coefficient model t statistics structural research model

## DISCUSSION

H1 is accepted. It can be concluded that if organizational learning at BPJS Ketenagakerjaan becomes more effective, then work productivity will gradually increase. Emotional responses to employee job satisfaction can be influenced because the company continues to support them by making learning easier and improving employee abilities with good organizational learning by the company. In line with research: Adiansyah, Mukhlis, A. Sakir (2021), Rahardjo and Purwanto (2018) and Zahura (2020) there is a positive relationship between Organizational Learning and Employee Performance.

H2 is accepted. It can be concluded that the higher the employee's work motivation, the more directly the employee's performance will improve. The results of this research are in line with research conducted by Fadhil & Mayowan, (2018), where work motivation has a positive and significant effect on employee performance. The research results of Novi Lifa, et al. (2020) also stated that motivation has a positive and significant effect on performance.

H3 is accepted. It can be concluded that the higher employee job satisfaction with BPJS Ketenagakerjaan, the employee performance will increase so that job satisfaction can encourage increased employee performance. In line with research conducted by Anggorojati, Ardi 2021 and Hasibuan & Indrawijaya (2023) showed that the results showed that there was a positive and significant influence of learning organizations on employee job satisfaction.

H4 is accepted. It can be concluded that the higher the work motivation, the greater the increase in job satisfaction. The results of this research are in line with research conducted by Satriya, Aryani (2018), where work motivation has a positive and significant effect on job satisfaction. Ghufroni, Sudapet and Subagyo, (2019) from the results of their research data processing shows that there is a significant influence between the motivation variable on employee satisfaction.

H5 is accepted. It can be concluded that the higher employee job satisfaction with BPJS Ketenagakerjaan, the more employee performance will improve so that job satisfaction can encourage



improved employee performance. The results of this study are in line with research conducted by Kelimeda et al. (2018), where Job Satisfaction has a positive and significant effect on Employee Performance. Ichwanul Muslimin (2020) and Asmawiyah (2020) also show that job satisfaction results have a positive and significant effect on employee performance.

H6 is accepted. The results of the analysis show that Organizational Learning has an influence on Employee Performance through Job Satisfaction at BPJS Ketenagakerjaan. So it can be concluded that job satisfaction partially mediates the relationship between organizational learning and employee performance, this is because there is no change in the influence of the direct effect and indirect effect relationship, where previously it was known that organizational learning and employee performance had a positive and significant influence, then this influence is stated to have no change if job satisfaction, organizational learning and employee performance have a positive and significant influence.

H7 is accepted. From the analysis, it shows that work motivation has an influence on employee work through job satisfaction, so it can be concluded that job satisfaction partially mediates the relationship between work motivation and employee performance, this is because there is no change that occurs in the influence of the direct or indirect relationship, if previously Work motivation and employee work have a positive and significant influence, so this influence is stated to have no change if job satisfaction, motivation and employee performance have a positive and significant influence.

## **CONCLUSION**

Organizational learning, work motivation and job satisfaction show a positive and significant impact on Employee Performance. Both organizational learning and work motivation show a positive and significant impact on job satisfaction.

Job satisfaction functions as a mediator, Organizational learning has a positive and significant effect on employee performance, mediated by job satisfaction. And Work motivation has a positive and significant effect on employee performance, mediated by job satisfaction.

## **SUGGESTION**

Organizational learning can be further strengthened by having certain projects in areas or groups together to develop knowledge, Work motivation for employees can continue to be improved. Exchange information so that we can help each other and increase cooperation with the BPJS Ketenagakerjaan morning briefing which is attended by all work unit employees with a focus on direction and motivation from the Head of the work unit, and Employee performance can continue to be improved because according to the most dominant research measurements related to cooperation, namely that employees easily collaborate with friends from other departments and divisions.

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