The Role of Organizational Learning on Employee Performance Through Motivation and Organizational Commitment as Mediation Variables

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ABSTRACT

This study aims to determine the mediating role of motivation and organizational commitment on organizational learning on employee performance with a study on employees of PT Astra International Tbk Yogyakarta Branch. The sample of this study were all employees of PT Astra International Tbk Yogyakarta Branch, with the sampling technique was saturated sampling. The analysis technique used statistical analysis consisted of descriptive analysis, Structural Equation Modeling (SEM), Conformity Test and Statistical Test, Hypothesis Testing. The results of this study organizational learning has a positive effect on work motivation, organizational learning has a positive effect on organizational commitment, work motivation has a positive effect on organizational commitment, organizational learning has a positive effect on employee performance, work motivation has a positive effect on employee performance, and organizational commitment has a positive effect on performance. employee.

Keywords: Psychological Capital, Leader Member Exchange, Social Capital, Organizational Citizenship Behavior

INTRODUCTION

Every company wants to be successful. This applies to every large and small company, private or state-owned company, and companies engaged in services and goods. A company can be said to be successful if the company has been able to achieve the goals set by the company itself. The success of a company in achieving its goals is also determined by the HR in the company.

Employee performance is defined as work performance in terms of the quantity and quality expected of each employee (Khan et al., 2012; Octafian & Nugraheni, 2021). With increasing competition, companies have recognized the importance of employee performance. If employee performance increases it will affect the company's performance and company profitability. In this context, efforts to improve organizational performance can be through increasing individual employee performance.

Based on a review of previous research results, employee performance can be influenced by organizational learning. Rofiati et al., (2015) and Anggriawan & Rusilowati, (2014) prove that organizational learning can improve employee performance. This is different from research conducted by Hendri, (2018) which states that organizational learning does not affect employee performance, while Mikkelsen & Olsen, (2018) state that learning negatively affects employee performance.

Providing the right motivation according to employee needs will provide opportunities for the organization to support the achievement of organizational goals. Similarly, research conducted by Salihin et al., (2018) that a person's motivation will be more effective if the urge to do work grows from within the individual so that the individual will be committed to providing good performance results.

Broadly speaking, there is a decrease in the percentage of employee performance of PT. Astra International Tbk. from 2018-2020 tends to decrease. This shows that for three consecutive years there have been problems in PT. Astra International Tbk. related to employee performance. Employee performance appraisal indicators are seen through the quantity of work (done by comparing the targets and results achieved by the employees) and the quality of work (the deadline for collecting reports, processes and employee work attitudes). Decrease in the achievement of employee performance at PT. Astra International Tbk. influenced by several factors including: organizational learning, work motivation and organizational commitment

The purpose of this research is to test and analyze the effect of organizational learning on work motivation, test and analyze the effect of organizational learning on organizational commitment, test and analyze the effect of work motivation on organizational commitment, test and analyze the effect of organizational learning on employee performance, test and analyze the effect of organizational learning on employee performance. work motivation on employee performance, examine and analyze

the effect of organizational commitment on employee performance.

LITERATURE REVIEW
Organizational Learning

A learning organization can be interpreted as an organization that continues to strive to develop capabilities and capabilities in a changing environment (Robbins & Judge, 2017). Learning Organization according to Wahyudi, (2009) is "an organization that is able to develop the ability to continuously adapt and change".

According to Senge in Roen, (2012) learning organizations are organizations where people continually expand their capacities to create the outcomes they truly desire, where new and expanding patterns of thinking are nurtured, where collective aspirations are set free, and where people are constantly learning. look together thoroughly.

Measurement of organizational learning includes the following indicators: (Hendri, 2018)
a. pola berbagi informasi
b. investigasi iklim
c. praktik pembelajaran
d. pola pikir pencapaian

Work Motivation

According to Robbins, (2015) motivation is defined as a process that describes a person's strength (intensity), direction (direction), and persistence in an effort to achieve goals. Strength (intensity) describes how hard a person tries, the strength must be channeled in a direction that provides benefits for the organization, and the dimension of persistence (persistence) which measures how long a person can maintain his efforts.

According to Winardi (2016); Octafian & Nugraheni (2020) that motivation is a potential force that exists within a human being, which can be developed by itself or developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance in a positive or negative way. negative.

Dimensions and indicators of work motivation refer to the theory proposed by Robbin & Judge (2015), namely:
1. Salary received
2. Work safety
3. Socialize well within the agency
4. Bosses give awards to outstanding employees
5. The boss provides training to

Organizational Commitment

Organizational commitment is the degree to which an employee identifies an organization, its goals and expectations to remain a member (Robbins & Judge, 2015).

Organizational commitment is defined as a sense of identification (belief in organizational values), involvement (willingness to try the best for the sake of the organization) and loyalty (desire to remain a relevant member of the organization) expressed by an employee towards the organization (Beena et al., 2017).

According to Robbins & Judge, (2015) the theoretical model states that committed workers will be less and less involved in resigning, even if they are not satisfied, because they have a sense of loyalty, attachment to the organization and are willing to

sacrifice for the organization. On the other hand, non-committed workers, who feel less loyal to the organization, will tend to show lower levels of workplace attendance

Indicators of organizational commitment: (Hendri, 2018)

1. the level of trust of employees to accept organizational goals;
2. the level of trust of employees to accept the values adopted by the organization;
3. the willingness of employees to work hard / earnestly; and
4. willingness of workers to keep working / stay in the organizationEmployee Performance

Moeheriono, (2014) argues that: "Employee performance as a result that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with the authority, duties and responsibilities of each in

an effort to achieve the goals of the organization concerned legally , does not violate the law and in accordance with morals or ethics.

Then according to Wibowo, (2016) argues that: "Performance comes from the word performance, there are also those who provide an understanding of performance as a result of work or work performance, but actually performance has a broader meaning, not only the result of work but including how the work process takes place".

According to Mangkunegara, (2017) Performance indicators, namely:

1. Quality of Work
2. Working Quantity
3. Responsibility
4. Cooperation

Research Model

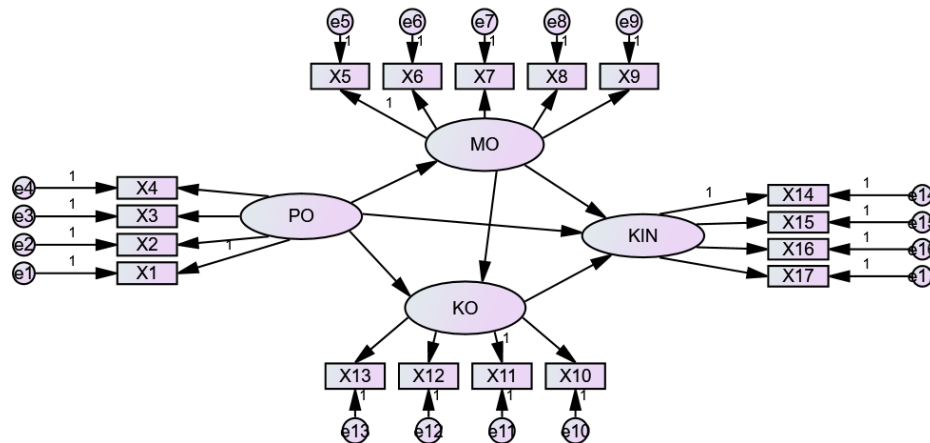In this study it can be described in the research model as follows :

Figure 1. Research Model Paradigm

Research Hypothesis

The formulation of the proposed hypothesis is as follows:

H1: Organizational learning has a positive effect on work motivation

H2: Organizational learning has a positive effect on organizational commitment

H3: Work motivation has a positive effect on organizational commitment

H4: Organizational learning has a positive effect on performance

H5: Work motivation has a positive effect on performance

H6: Organizational commitment has a positive effect on performance.

RESEARCH METHODS

The population is the entire research subject (Arikunto, 2010). The population in this study were employees of PT Astra, amounting to 134 people.

The sampling technique used is saturated sampling, all employees who make up the population are sampled. Method The data analysis technique used is the Structural Equation Model (SEM), so the number of representative and ideal samples is between 100-200.

This is determined by the number of estimated parameters, so that in the study the number of samples used was 134 people

The type of data used in this research is primary data. Primary data is data that comes from direct respondents. This data is in the form of a recapitulation of data obtained by distributing questionnaires to respondents who are the samples in this study

To achieve the research objectives and submit hypotheses, the data obtained are then processed according to the needs of the analysis. For the purposes of discussion, the data is processed and presented based on the principles of descriptive statistics. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used.

The data analysis technique used in this research is the Structural Equation Model (SEM). Structural Equation Modeling (SEM) is a multivariate analysis technique that combines aspects of confirmatory factor analysis (measuring the dimensions of a factor/construct) and aspects of simultaneous equation modeling (to test causality) in order to measure a series of construct relationships simultaneously.

In this test, the Conformity Test and Statistical Test and Hypothesis Test are used

1. Conformity Test and Statistical Test

    The assumptions used in the structural equation model are as follows:

    a. Evaluation of the fulfillment of the assumption of normality in the data is carried out by observing the skewness value of the data used. The statistical value to test the normality of the data is called the z-score. If the z-score is greater than the critical value, it can be assumed that the data distribution is not normal. The critical value can be determined based on the desired level of significance. For example, if the calculated value is greater than $\pm$ 2.58 it means that we can reject the assumptions about normality and distribution at the 0.01(1%) level of significance.

    b. Evaluation of outliers means that observations or data that have unique characteristics that look very much different from other observations and appear in the form of extreme values for either a single variable or a combination variable.

2. Statistic test

    a. Hypothesis Test

        The cut of point used in

this study is the value of the Critical Ratio (CR), and the calculated probability value (p-value). The criteria for rejecting the hypothesis are:

b. Hypothesis Rejected/Not Accepted, if: Critical Ratio Value < from 2.0 and Pvalue> from 0.05

c. Hypothesis Not Rejected/Accepted, if: Critical Ratio Value > 2.0 and P-value < 0.05 (5%).

RESEARCH RESULT
Model Fit Test Results

Inferential analysis in this study was carried out using a structural equation modeling (SEM) model using the AMOS Ver 26 program.

a. The probability value

shows a value above the significance limit of 0.701 or above 0.05. The null hypothesis which states that there is no difference between the sample covariance matrix and the estimated population covariance matrix is acceptable. Other model suitability indices such as GFI (0.938), AGFI (0.910), TLI (0.997), CFI (1,000), CMIN/DF

Table 1. Feasibility Results of Endogenous Construct Model

No	Criteria	Results of This Model	Fit Model	Model Estimation
1	*Chi Square*	55,684	Diharapkan Kecil	
2	*Probability*	0,701	≥ 0,05	Baik

(0.898), and RMSEA (0.000) provide sufficient confirmation for the acceptance of the unidimensionality hypothesis that the three these variables can reflect the latent variables analyzed.

b. Lambda values for the thirteen indicators that explain the variables of work motivation, organizational commitment and employee performance (X5 = 0.914; X6 = 0.900; X7 = 0.899; X8 = 0.822; X9 = 0.857; X10 = 0.921; X11 = 0.942; X12 = 0.954; X13 = 0.918; X14 = 0.927; X15 = 0.975; X16 = 0.964; X17 = 0.884, it can be concluded that each indicator together presents unidimensionality for the late variablen

c. Each indicator forming the latent variable shows a CR value above 1.96 with P less than 0.05. Based on the results of the analysis, it can be said that the indicators forming the latent variables are significantly indicators of the formed latent factors. Thus, the endogenous construct used in the study can be accepted

The test results are as follows:

3	AGFI	0,910	≥ 0,9	Baik
4	GFI	0,938	≥ 0,9	Baik
5	TLI	0,997	≥ 0,95	Baik
6	RMSEA	0,000	≤ 0,08	Baik
7	CMIN/DF	0,898	≤ 2,00	Baik
8	CFI	1,000	≥ 0,95	Baik

Source: Processed primary data, 2022

Table 2. Results of Endogenous Construct Regression Weights

			Estimate	S.E.	C.R.	P	Label
X5	<---	Mk	1.000				
X6	<---	Mk	.978	.060	16.389	***	par_1
X7	<---	Mk	.999	.061	16.495	***	par_2
X8	<---	Mk	.884	.068	12.948	***	par_3
X9	<---	Mk	.899	.063	14.333	***	par_4
X11	<---	KO	1.000				
X12	<---	KO	.993	.044	22.731	***	par_5
X13	<---	KO	.937	.048	19.646	***	par_6
X14	<---	KIN	1.000				
X15	<---	KIN	1.047	.044	23.832	***	par_7
X16	<---	KIN	1.057	.047	22.504	***	par_8
X17	<---	KIN	.907	.054	16.689	***	par_9
X10	<---	KO	.981	.049	19.938	***	par_10

Source: Processed primary data, 2022

Table 3. Results of Endogenous Construct Regression Weights

			Estimate
X5	<---	Mk	.914
X6	<---	Mk	.900
X7	<---	Mk	.899
X8	<---	Mk	.822
X9	<---	Mk	.857
X11	<---	KO	.942
X12	<---	KO	.954
X13	<---	KO	.918
X14	<---	KIN	.927
X15	<---	KIN	.975
X16	<---	KIN	.964
X17	<---	KIN	.884
X10	<---	KO	.921

Source: Processed primary data, 2022

Table 2. Results of Endogenous Construct Regression Weights

Based on the results of the measurement of data reliability, the data reliability value in this study has a value of 0.7. Thus the research can be accepted. Likewise for the measurement of variance extract data obtained a value of > 0.5. Thus the research can be accepted. Thus it can be said that the research data used has a good level of consistency (reliability) (Ferdinand, 2014).

1. Full Model Analysis Results

The results of data processing for the full Structural Equation Model (SEM) analysis are shown in Table 4.17:

Table 4. Feasibility Test Results Full Model Model

No	Criteria	Results of This Model	Fit Model	Model Estimation
1	Chi Square	82,859	Diharapkan Kecil	Lebih kecil dari nilai DF sebesar 113
2	Probability	0,985	≥ 0,05	Baik
3	AGFI	0,905	≥ 0,9	Baik
4	GFI	0,930	≥ 0,9	Baik

5	TLI	1,017	≥ 0,95	Baik
6	RMSEA	0,000	≤ 0,08	Baik
7	CMIN/DF	0,733	≤ 2,00	Baik
8	CFI	1,000	≥ 0,95	Baik

Source: Processed primary data, 2022

The significance level for the difference hypothesis test (chi-square) is 82.859 with a probability of 0.985. The null hypothesis which states "there is no difference between the sample covariance matrix and the estimated population covariance matrix" cannot be rejected. This means that the null hypothesis is accepted.

The test of the model hypothesis shows that the model is fit, with the available data as seen from the significance level of the chi-square of 85,505. Other indices such as CMIN/DF (0.733); GFI (0.930); AGFI (0.905); TLI (1.017); CFI (1,000) and RMSEA (0.000) are within the range of expected values, so this model dapat diterima (Ferdinand, 2014)

2. Hypothesis Testing

Hypothesis testing in this study was used to answer questions and analyze the structural model relationships. To see the analysis of hypothetical data, it can be seen from the standardized regression weight value which indicates the influence of the coefficients between variables in the following table:

Hypothesis testing gives the following results:

a. Value of c.r. between organizational learning and work motivation is 2.616 greater than 1.96 and a significant value of 0.009 less than 0.05. Thus, this means that organizational learning has a significant effect on work motivation, thus hypothesis 1 in this study which states that "organizational learning has a positive effect on work motivation" is accepted.

b. Value of c.r. between organizational learning and organizational commitment is 2.179 greater than 1.96 and a significant value of 0.029 less than 0.05. Thus this means that organizational learning has a significant effect on organizational commitment, thus hypothesis 2 in this study which states that "organizational learning has a positive effect on organizational commitment" is declared accepted.

c. Value of c.r. between work motivation and organizational commitment is 2.440 greater than 1.96 and a significant value of 0.015 less than 0.05. Thus, this means that work motivation has a significant effect on organizational commitment, thus hypothesis 3 in this study which states that "work motivation has a positive effect on organizational commitment" is accepted.

d. Value of c.r. between organizational learning and performance karyawan adalah sebesar 2,666 lebih besar dari 1,96 dan nilai signifikan 0,008

kurang dari 0,05. Thus this means that organizational commitment has a significant effect on employee performance, thus hypothesis 6 in this study which states that "organizational commitment has a positive effect on employee performance" is accepted

e. Value of c.r. between work motivation and employee performance is 2.751 greater than 1.96 and a significant value of 0.006 less than 0.05. Thus this means that work motivation has a significant influence on employee performance, thus hypothesis 5 in this study which states that "work motivation has a positive effect on employee performance" is declared accepted.

Value of c.r. between organizational commitment to employee performance is 3.519 greater than 1.96 and a significant value of 0.000 less than 0.05 this means that organizational commitment has a significant effect on employee performance, thus hypothesis 6 in this study which states that "organizational commitment has a positive effect on employee performance" is accepted.

1) The Effect of Organizational Learning on Work Motivation

Hypothesis testing conducted shows that organizational learning has a positive effect on work motivation. Based on the standardized regression weight, it can be seen that the active indicator of learning in the organization is the indicator

of organizational learning that most indicates the largest role in measuring organizational learning, with an estimated value of 0.816, while the indicator that has the lowest indicator value is that any information is always shared. in the organization of 0.719

Research by Haryono & Tedjo, (2011); Rumijati, (2020) proves that organizational learning has a positive effect on work motivation. Opportunity for achievement is a process where an organization provides opportunities for its employees to develop their achievements in carrying out their work.

2) The Effect of Organizational Learning on Organizational Commitment

Hypothesis testing is done showing that there is a positive influence between organizational learning and organizational commitment. Based on the standardized regression weight, it can be seen that the active indicator of learning in the organization is the indicator of organizational learning that most indicates the largest role in measuring organizational learning, with an estimated value of 0.816, while the indicator that has the lowest indicator value is that any information is always shared. in the organization of 0.719

Marquardt, (1996) explains that organizational learning refers to an activity that aims to increase the intellectual and productive capacity of staff members, and can be achieved through organizational commitment and opportunities for continuous

improvement. This statement is evidence that shows the relationship between organizational learning and organizational commitment.

3) **The Effect of Work Motivation on Organizational** Commitment

Hypothesis testing conducted shows that work motivation has a positive effect on organizational commitment. Based on the standardized regression weight, it can be seen that the indicator that my supervisor provides training to his subordinates to improve work abilities and skills is the work motivation indicator that most indicates the largest role in measuring work motivation, with an estimated value of 0.913, while the indicator that has the lowest indicator value is My supervisor gives an award for subordinates who excel at 0.822.

Mangkunegara, (2017) defines motivation as a condition that has an effect on generating, directing, and maintaining behavior related to the work environment.

4) **The Effect of Organizational Learning on Employee Performance**

Hypothesis testing conducted shows that there is a positive influence between organizational learning and employee performance. Based on the standardized regression weight, it can be seen that the active indicator of learning in the organization is the indicator of organizational learning that most indicates the largest role in measuring organizational learning,

with an estimated value of 0.816, while the indicator that has the lowest indicator value is that any information is always shared. in the organization of 0.719

Rumijati's research, (2020) states that the high or low performance of employees is determined from the application of organizational learning in the company. The focus of organizational learning is how organizations process learning together and continuously in an organization and later learning and knowledge development will occur so that they can achieve good performance. The better the learning organization, the better the performance (Salihin et al., 2018).

5) **The Influence of Work Motivation on Employee Performance**

Hypothesis testing conducted shows that there is a positive influence between work motivation and employee performance. Based on the standardized regression weight, it can be seen that the indicator that my supervisor provides training to his subordinates to improve work abilities and skills is the work motivation indicator that most indicates the largest role in measuring work motivation, with an estimated value of 0.913, while the indicator that has the lowest indicator value is My supervisor gives an award for subordinates who excel at 0.822.

This is in line with research conducted by (Putri et al., 2015). Research conducted by Purnama et al., (2016) that work motivation

has an influence on employee performance.

6) **The Effect of Organizational Commitment on Employee Performance**

Hypothesis testing conducted shows that there is a positive influence between organizational commitment and employee performance. Based on the standardized regression weight, it can be seen that the indicator strongly believes in being able to accept the values that have been adopted by the organization is an indicator of organizational commitment that most indicates the largest role in measuring organizational commitment, with an estimated value of 0.954, while the indicator that has the lowest indicator value is very willing to keep working / permanent in the organization of 0.918

Previous research that supports this hypothesis is Rose et al., (2009) which states that organizational commitment affects employee performance. Research by Hanafi & Sanosra, (2018) and Hendri, (2018) shows that if organizational commitment improves, employee performance will also improve.

CLOSING
Conclusion
1. Organizational learning has a positive effect on work motivation
2. Organizational learning has a positive effect on organizational commitment
3. Work motivation has a positive effect on organizational commitment
4. Organizational learning has a positive effect on employee performance
5. Work motivation has a positive effect on employee performance
6. Organizational commitment has a positive effect on employee performance

Suggestions
a. management to further enhance organizational learning
b. management to further increase work motivation
c. management to further enhance organizational commitment
d. management to further improve employee performance
e. Further research can be done by looking at the limitations of this research which can be used as a source of ideas for the development of this research in the future. The suggested expansion of this research is to add independent variables that affect job satisfaction to improve employee performance. In addition, the research indicators used in the study can be added with other indicators outside of this research that are relevant to the research to be carried out.

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