

Exploring Role of Organizational Learning, Job Satisfaction and Organizational Commitment on Employee Performance at National Rice Milling Industry

Cindy Lisberth Veronica¹, Hendy Tannady²

Universitas Multimedia Nusantara¹, Universitas Esa Unggul²

Correspondence Email: hendy.tannady@esaunggul.ac.id²

Abstract

Improving employee performance is the main goal for every organization in achieving sustainable success and growth. Organizational learning, work satisfaction, and organizational commitment are examples of internal elements that must be taken into account in order to attain maximum performance. The purpose of this study is to ascertain how employee performance is affected by organizational learning, job satisfaction, and organizational commitment. The researcher used quantitative research methods, using descriptive research. Employees will be the target population for researchers. Researchers used non-probability sampling, with a sample size of 100 respondents. Data collection was carried out through two main techniques, namely interviews and questionnaires. With the use of smartPLS 3.0 software, the Partial Least Squares (PLS) approach is used for data analysis in this study. Numerous findings were obtained for this study based on the outcomes of the hypothesis testing. Work satisfaction and organizational learning have a strong positive correlation. Organizational learning and organizational commitment have a strong positive correlation. There is no discernible connection between worker performance and organizational learning. There is no discernible link between worker performance and job satisfaction. Employee performance and organizational commitment have a strong positive correlation. As a result, the study's findings help to clarify the variables influencing worker performance, organizational commitment, and job happiness.

Keywords: organizational learning, job satisfaction, organizational commitment, employee performance.

INTRODUCTION

Indonesia's economic development is currently showing positive signs of recovery after experiencing serious challenges due to the COVID-19 pandemic. Despite a significant decline during the pandemic period, various preventive measures taken by the government and the reduction in the number of cases at the end of 2022 have opened the door to revitalizing economic activity. The decision to reopen important sectors of the economy provides a positive signal for sustainable economic growth. The impact is starting to be seen with the recovery of various sectors and industries, which are gradually returning to operation and contributing to national economic growth. Even though challenges still exist, sustainable recovery efforts and the right policies can lead Indonesia towards a more stable and sustainable economic recovery (Alimudin, 2023). Currently, the food and beverage industry is an industry that is growing quite rapidly, plus the number of middle-class consumers is increasing, causing local companies to compete to develop their products. Indonesia is

currently recovering after the COVID-19 pandemic hit, which caused a decline in the food and beverage sector due to social restrictions (Madyatmadja et al., 2020). The COVID-19 pandemic that hit Indonesia in 2020 caused a decline in the food and beverage industry that reached 1.58%, which was quite a significant decline compared to the previous year in 2019, which was 7.78%. This 6.2% decline in the food and beverage sector in 2020 was a result of many traders losing customers. However, in 2021, the government started to relax social restrictions even though they were still in place, which led to a gradual increase in the growth of the food and beverage industry, or 2.54%. And in 2022, the growth of the food and beverage industry will increase again, with the government starting to allow people to carry out outdoor activities (Al-Suliman & Kathairi, 2023).

Performance is the achievement of tasks that have been carried out for individuals or groups within an organization who are responsible for achieving tasks for the organization or company. In this case, it can be said that with organizational learning, this affects employee performance in each department. The problem that occurs in every department is that deadlines are set too quickly (Yuliana & Tannady, 2019). This makes employee performance less effective and less efficient, which results in performance results not meeting expectations, so there is a need for evaluation in the implementation of assignments for each organization. With poor performance, the company must resolve this problem by conducting an evaluation of each employee, because this will have a bad impact on the company, such as a decrease in productivity levels, which will result in the company experiencing a negative impact, so this needs to be a concern for the company considering its decreasing number of employees. The outcome of an employee's actions, both in terms of quantity and quality, in relation to their assigned duties, is their employee performance (Tannady & Budi, 2023).

The results of in-depth interviews conducted by researchers showed that the majority of respondents, namely 7 out of 10 people, stated that they felt rushed due to the deadline policy imposed on their work. This causes a lack of thoroughness in completing tasks, which ultimately results in unsatisfactory results. In addition, some respondents also complained about excessive assignments and delays in sending documents, which also contributed to a lack of quality in completing assignments. These findings indicate a relationship between employee performance and organizational learning, where organizational policies and practices can directly influence employee performance. Thus, there needs to be more attention paid to managing organizational policies in order to improve overall employee performance (Jain & Moreno, 2015).

In an organization, each has its own achievements, and every employee who has the desire to develop within the organization will feel comfortable maintaining their performance to be better so that they can achieve good results. This means that not every employee can work optimally; therefore, there needs to be an evaluation or training carried out by the company to encourage productivity for each employee (Lios, 2015). In implementing organizational learning for employees, the aim is to encourage better employee performance because organizational learning will provide effectiveness for employees in the organization, so the application of learning has an important role for both employees and organizations in the company. In organizational learning, there are two types of learning: first-order, which aims to increase the capacity of the organization to achieve a predetermined goal, and double-loop, where there is a process of relationships between behaviors without any change in basic assumptions. Every individual can develop their abilities to achieve good results and provide shared aspirations within the organization (Loan, 2020).

Organizational learning is knowledge in change that aims to achieve a goal in the organization, both individual and group. It can be argued that organizational learning is crucial for organizations because it helps individuals and groups gain a deeper understanding

of the world so they can perform better while acting on behalf of the organization. Organizational learning can also create job satisfaction by encouraging employees to remain committed to a task. Based on the in-depth interviews that have been conducted, it is stated that organizational learning needs to be given or applied appropriately, such as training to each employee, because it is a good application so that it can have an influence on employees in developing their potential skills and knowledge to be more effective or efficient in achieving maximum results in the company. Policies for determining organizational learning, such as training, have not been implemented as fully as possible, but they say that only evaluation, which has only been applied to provide development training, has not been implemented appropriately (Muhammad, 2019).

The organizational learning and employee performance variables have not been able to strengthen both; there need to be other variables to strengthen these variables. There is a job satisfaction variable to bridge or connect the organizational learning variable with the employee performance variable. Every individual will have job satisfaction at work, and they hope to get job satisfaction themselves when working in an organization. In this case, job satisfaction has an important role for every employee because it will encourage the level of productivity to get good results from a leader or superior in order to create a sense of satisfaction for each employee (Susanto et al., 2023). There are many causes of lack of job satisfaction created by superiors or companies due to a lack of understanding of employees, so the emergence of job dissatisfaction among workers can have a negative impact on employees in the company. In this case, there needs to be attention related to employee job satisfaction because the satisfaction that employees have at work will have a positive impact on employees, such as developing employee work abilities to achieve good results or providing an innovation that may be good for the company. Therefore, job satisfaction is something that is important for employees or for the company (Nawawi, 2015).

Job satisfaction is related to a person's nature or attitude towards work. Performance satisfaction is an important point, but there are still several things that cause less satisfaction at work, and errors occur due to colleagues or leaders who are less informative, which has an impact on the organization in the company. In this case, job satisfaction is indeed needed by every employee at work, but if job satisfaction is not created, then there is a problem that must be resolved, such as evaluating the superior regarding what kind of solution can overcome the existing problems (Tannady et al., 2019). This needs to be done because of satisfaction. The importance of work cannot be overstated for both individuals and the organization; therefore, this issue needs to be resolved by making the best choice possible in order to benefit both parties going forward. There is a relationship between organizational learning, employee performance, work happiness, and organizational commitment in relation to numerous variables that have been explained. In this situation, organizational commitment plays a significant role as well. Each employee has a reason to stay committed to the organization, such as fostering a positive work environment that fosters a sense of loyalty to the business (Oh, 2019).

Organizational commitment is an employee who chooses to remain in the organization because of the goals and desire to stay with colleagues in the organization (Pham & Hoang, 2019). Organizational commitment is related to job satisfaction, where if job satisfaction for employees is created or formed well, then the emergence of an attitude of loyalty towards the organization and the presence of employee commitment in the organization will be one of the company's successes in achieving certain goals (Purwanto et al., 2020). The lack of policies that create job satisfaction means they still don't know whether they can still commit to the next few months because of the lack of job satisfaction they have in working at the company (Wang, 2017). In this case, it can be said that organizational commitment is also an important role for

both employees and the company; therefore, the company must carry out an evaluation for further implementation in order to retain employees who have good performance but lack satisfaction at work. With this evaluation, the company can find out the problems that occur in the organization.

METHOD

Research design is the design of the overall process required for planning and implementing research. A design in research must be clear, detailed and specific; determine the design from the start and be a guideline step by step. Based on several definitions, it can be concluded that research design is the design and identification of a problem that exists in a study in detail and specifically in order to plan and carry out research. Researchers use quantitative research methods, using descriptive research, because the data collection techniques used are questionnaires and interview sessions to find out data on the company. A population is an attribute of a person or thing that has to be researched because it possesses particular qualities. Thus, the population that the researchers will use in this study is employees. A sampling approach is a method for selecting the sample that will be used in a research project. Because the researcher's judgment and needs guided the sampling process, the researcher employed non-probability sampling, with the sample consisting solely of specific personnel. The criteria that will be used as samples by researchers are employees who have worked for one year. The sample that has been determined to be the research population is based on the characteristics of the respondents to the research. In this research, the researcher determines what has been measured to be the target respondent using the Slovin technique. Based on measurements in sampling related to the research population, 100 respondents were obtained. In this research, data collection was carried out through two main techniques, namely interviews and questionnaires. Interview techniques are used to obtain direct information from employees through one-on-one dialogue. Meanwhile, the questionnaire technique uses a 1–5 Likert scale and is distributed to employees who have been selected based on the characteristics determined by the researcher. These two techniques provide a comprehensive way to understand employee perceptions and experiences related to the research subject. Apart from that, observations can also be carried out as an addition to obtain more in-depth data. With the use of smartPLS 3.0 software, the Partial Least Squares (PLS) approach is used for data analysis in this study. PLS is utilized in structural testing and assessment as a component of structural equation modeling (SEM). PLS is appropriate for application in relatively small samples, such the less than 100 respondents in this study, because it is known to have a soft modeling measurement scale. The PLS-SEM analysis employs two models. To examine the association between indicators and latent variables, or constructs, a measurement model is first used. Second, when there is a significant correlation between the construct variables, the structural model is applied. Thus, PLS-SEM provides a solid framework for analyzing the data in this study.

RESULT AND DISCUSSION

Data processed indicates that work satisfaction and organizational learning variables are positively correlated. The P-value attained at 0.000, which is less than the significance level of 0.05, supports this. This indicates that the alternative hypothesis (H1), which contends that organizational learning and job satisfaction are positively correlated, should be accepted in lieu of the null hypothesis (H0), as there is substantial evidence to support it. In addition, the first sample value of 0.514 indicates that there is a significant correlation between these two variables. The significance of organizational learning in raising worker job satisfaction is demonstrated by these findings. The findings of the analysis indicate that organizational

commitment and organizational learning factors have a positive relationship. This is supported by the P-value, which was 0.000 and is less than the significance level of 0.05. Consequently, it may be said that there is sufficient data to reject the null hypothesis (H0) and support the alternative hypothesis (H2), which claims that organizational commitment and learning are positively correlated. Aside from that, the initial sample value of 0.392 indicates that there is a strong connection between these two variables. These findings demonstrate how organizational learning affects employee loyalty to the company.

Several conclusions on the impact of these variables on employee performance were discovered based on the analysis's findings. First, the P-value for the association between employee performance and organizational learning (H3) is 0.394, over the significance level of 0.05. This demonstrates that the null hypothesis (H0), which states that there is no meaningful relationship between organizational learning and employee performance, cannot be rejected due to insufficient statistical evidence. Aside from that, the negative initial sample value (-0.099) suggests that there is typically little to no association between these two variables. Secondly, the findings indicate that the P-value of 0.401 for the association between job satisfaction and employee performance (H4) is likewise more than the significance level of 0.05. This indicates that the null hypothesis (H0), according to which there is no meaningful relationship between job satisfaction and employee performance, cannot be rejected due to insufficient statistical evidence. Though not statistically significant, the positive original sample value (0.109) suggests that there is a tendency for the correlation between these two variables to be positive. P-value of 0.00 for the association between organizational commitment and employee performance (H5) is less than the significance level of 0.05. This demonstrates that the alternative hypothesis (H5), which contends that there is a positive correlation between organizational commitment and employee performance, should be accepted in lieu of the null hypothesis (H0). Aside from that, the high initial sample value (0.483) indicates a strong and noteworthy correlation between these two variables. Therefore, in the context of this research, it can be argued that organizational commitment positively affects employee performance, however organizational learning and work satisfaction do not significantly affect employee performance.

The hypothesis test results indicate a positive correlation between job satisfaction and organizational learning. This suggests that improving employee learning and development through organizational efforts can enhance workers' job satisfaction. This result is in line with earlier studies that demonstrate how internal organizational elements, such as organizational learning initiatives, have a direct impact on worker job satisfaction. Furthermore, prior studies have demonstrated a strong correlation between organizational dedication and job satisfaction. This shows that employees who feel satisfied with their jobs tend to be more attached and committed to the organization where they work. Therefore, developing an effective organizational learning program can be a strategy to increase employee job satisfaction and strengthen the bond between employees and the organization. Thus, it is important for organizations to continue to develop and improve their organizational learning programs in order to maximize employee potential and improve overall organizational performance. Organizational learning and organizational commitment were determined to have a favorable relationship based on the findings of hypothesis testing. This demonstrates how organizational learning contributes significantly to workers' increased loyalty to the company. This result is consistent with earlier studies that demonstrate organizational learning can boost workers' dedication and loyalty to the business. Organizational learning is crucial in creating a work environment that fosters the professional development of employees. When employees feel the company cares about their development, they tend to be more involved and committed to providing their best for the company. Therefore, developing

an effective organizational learning program can be an effective strategy for increasing employee commitment levels. Thus, organizations need to continue to encourage organizational learning as an integral part of corporate culture. This will not only increase employee commitment but will also improve the quality of work and overall company performance.

Employee performance and organizational learning do not significantly correlate, according to the findings of hypothesis testing. The null hypothesis (H_0), which asserts that there is no association between the two variables, cannot be rejected despite the P-value of 0.394 being greater than the significance threshold of 0.05. This implies that variables other than organizational learning might also affect how well employees perform. The work atmosphere, motivation, and leadership are a few more variables that can have a big impact on how well employees perform. Therefore, it is necessary to carry out further research to understand more deeply what factors can influence employee performance in the organization. In this context, the results that do not support the initial hypothesis indicate the importance of continuing to conduct more comprehensive research and analysis to understand the factors that influence employee performance in greater depth. Thus, organizations can identify and implement more effective strategies to improve employee performance and achieve organizational goals. The findings of the hypothesis test indicated that there was no meaningful correlation between worker performance and job satisfaction. The null hypothesis (H_0), which holds that there is no association between the two variables, cannot be rejected based on the available data, as the P-value of 0.401 is greater than the significance level of 0.05. This indicates that job satisfaction is not the only element that might affect an employee's performance. Employee performance may also be influenced by external factors like workplace circumstances, personal issues, or intrinsic drive. Consequently, it is critical to carry out more research to have a deeper understanding of the variables influencing employee performance within the company. Findings that contradict the first premise highlight how difficult it is to comprehend how job pleasure and worker performance are related. This demonstrates the necessity for a more thorough and all-encompassing strategy to comprehend the variables influencing employee performance. As a result, businesses are able to recognize and apply more successful tactics to raise worker productivity and accomplish corporate objectives.

Employee performance and organizational commitment were determined to be positively correlated based on the findings of hypothesis testing. The statistical significance of the association between the two variables is indicated by the P-value of 0.000. This demonstrates that workers that are really committed to the company typically perform better. This result aligns with ideas positing that employee motivation and performance can be enhanced by a commitment to the organization. A worker who has a sense of belonging to the company is more likely to be committed and work hard to meet objectives. Therefore, it is important for organizations to build and maintain employee commitment through various strategies, such as paying attention to employee needs, providing career development opportunities, and promoting a positive work culture. Thus, these results show the importance of increasing employee commitment as a way to improve overall organizational performance. By having loyal and committed employees, organizations can achieve their goals more effectively and efficiently.

The research's findings indicate that the work satisfaction variable is significantly impacted by the organizational learning variable. It follows that an employee's degree of job satisfaction will be significantly influenced by the organizational learning they acquire. In addition, it demonstrates that work satisfaction and organizational learning have a beneficial relationship. Based on in-depth interviews, they stated that the lack of policies that create job

satisfaction means they still don't know whether they can still commit to the next few months because of the lack of job satisfaction they have in working at the company. In this case, it can be said that organizational learning is also an important role for both employees and companies; therefore, companies must implement policies for organizational learning by providing training to their employees. If a boss or company likes the way an employee works, this will also have an impact on employee job satisfaction. Employees will feel valued and appreciated for their performance. It is evident from the research findings that organizational commitment is significantly impacted by the organizational learning variable. Thus, it can be concluded that the company's use of organizational learning will enhance employees' loyalty to the organization. Thus, it may be said that organizational learning has a beneficial impact on organizational commitment. In this scenario, all staff members especially those in sales positions must receive education or training from the organization. Because this training can influence an employee's sense of royalty, employees who understand and appreciate the work they do will enjoy the work they do, so they will feel that they will continue to be committed to the company and work optimally. If the company can provide learning or training to employees, employees can do their jobs properly. A company that implements organizational learning highly will also influence an employee's motivation, involvement and dedication to the company.

The organizational commitment variable significantly affects employee performance, according to the research findings. Thus, it may be concluded that worker dedication to an organization will enhance worker productivity. An employee who is committed to the company will provide the best performance at work so that he can improve an employee's work performance. An employee who has a high sense of loyalty to the company will tend to feel that the employee can overcome the workload and provide the best performance for the company. Increasing employees' sense of loyalty to a company can be done through rewards that the company can provide to employees. An employee will feel that the company values the work they have done if they receive rewards in the form of rewards or appreciation. So this can also improve employee work performance to the maximum. The statistical analysis's findings demonstrate a strong positive correlation between workers' performance and their degree of organizational commitment. The P-value of 0.000 suggests that the observed association is not coincidental and provides compelling evidence in favor of the hypothesis that employee performance is positively impacted by an employee's commitment to the firm. Employee dedication to the company encompasses profound involvement as well as a willingness to give as best they can in order to accomplish shared objectives. It also includes a sense of loyalty. High commitment employees typically work with devotion, loyalty, and a favorable outlook toward the company where they are employed. Additionally, they are more likely to persevere in trying circumstances and make an effort to consistently raise the caliber of their job. These results are in line with earlier studies that demonstrate the substantial influence of employee commitment on organizational effectiveness. Consequently, it is critical for businesses to focus on elements that can boost worker commitment, like offering chances for professional growth, attending to workers' needs, and fostering a happy workplace environment. By strengthening employee commitment, organizations can improve their overall performance and achieve their strategic goals.

CONCLUSION

This study draws multiple conclusions from the outcomes of its hypothesis testing. First, work satisfaction and organizational learning have a strong positive correlation. This demonstrates that workers in companies that support learning are happier in their roles. Second, organizational learning and organizational commitment have a strong positive

correlation. This demonstrates that employees are more likely to be dedicated to firms that offer learning and development opportunities. Third, there is no discernible connection between worker performance and organizational learning. While organizational learning holds significant value, its influence on worker performance is not always straightforward. Fourth, there is no discernible link between worker performance and job satisfaction. While job pleasure holds significance, it does not invariably translate into enhanced performance. Fifth, employee performance and organizational commitment have a strong positive correlation. This demonstrates that workers who are dedicated to their companies typically perform better. As a result, the study's findings help to clarify the variables influencing worker performance, organizational commitment, and job happiness.

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