



Research Paper

The Effect of Knowledge Management and Learning Organization on Employee Performance through Job Satisfaction in the Inspectorate General of the Indonesian Military

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ABSTRACT: This study aims to test and analyze the effect simultaneously between knowledge management and learning organizations on job satisfaction, the partial influence of knowledge management on job satisfaction, the partial influence of learning organizations on job satisfaction, the simultaneous influence between knowledge management and learning organizations on employee performance, partial influence between knowledge management on employee performance, partial influence between learning organizations on employee performance, partial influence between job satisfaction on employee performance and knowing the effect of knowledge management on employee performance through job satisfaction and the influence of learning organizations on employee performance through job satisfaction. This research uses quantitative methods, using a saturated sample, involving 40 Civil Servants (PNS) in the Inspectorate General of the Indonesian Military. The data analysis technique uses path analysis and data processing tools use SPSS version 22.

Based on the research results, it is known that knowledge management and learning organizations have a simultaneous and significant effect on job satisfaction. Knowledge management has a partial and significant effect on job satisfaction. Learning organizations have a partial but not significant effect on job satisfaction. Knowledge management and learning organizations have a simultaneous and significant effect on employee performance. Knowledge management has a partial and significant effect on employee performance. Learning organizations have a partial but insignificant effect on employee performance. Job satisfaction has a partial but not significant effect on employee performance. Knowledge management does not indirectly affect employee performance through job satisfaction, so job satisfaction cannot be used as a mediating variable between knowledge management and employee performance. Learning organizations have an indirect effect on employee performance through job satisfaction so that that job satisfaction can be used as a mediating variable between learning organizations and employee performance.

KEYWORDS: Knowledge management, learning organization, job satisfaction and employee performance

Received 20 June, 2021; Revised: 03 July, 2021; Accepted 05 July, 2021 © The author(s) 2021.

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I. INTRODUCTION

The Inspectorate General of the TNI (Itjen TNI) is the principal staff and implementer in the field of supervision at the TNI Headquarters level, which has the main task of internal supervision, including the process of auditing, reviewing, monitoring and other supervisory activities on the implementation of organizational tasks and functions. The need and demands for more effective and efficient non-combat tasks make the delegation of Civil Servants (PNS) become essential components in the organization.

Therefore, organizations must have quality employee resources, including technical and managerial capabilities, professionalism, and high commitment. Based on the nominative list of the TNI IG in April 2020, the number of active employees is 40 people, or 23.5% of the total population. Consisting of 30 class III employees and 10 class II employees, it compares the number of civil servants within the Inspectorate General of the TNI according to their class level. However, based on the May 2020 Performance Assessment Index, it is known that the average employee performance is at a value of 79.72 to 84.05. This shows that the performance of employees within the Inspectorate General of the TNI is not yet entirely evenly distributed and maximal.

According to Tohardi (2002:44) high performance can reduce employee absenteeism, make the work given can be completed more quickly, minimize the level of damage, create job satisfaction so that it is less likely that employees will move to work elsewhere, and can reduce the rate of work accidents. . Likewise, what was stated by Handoko (2001:135) employee performance is an action taken by employees in carrying out the work given by the agency. Employee performance results from the synergy of several factors, namely employee internal and external organizational environments, that can affect employee work behavior (Wirawan, 2009).

In building employee performance, a selection system is needed to identify performance results following the abilities, talents, personality, and character of the right employee in filling certain positions. Therefore, education and science play an important role in preparing quality human resources. From the authors' observations, organizations have obstacles in building employee performance, one of which is due to the spread of knowledge that has not been maximized. According to Arilaha & Nurfadhila (2018), an increase in performance cannot be realized if there are no excellent management, encouraging agency efforts to improve performance. Employee performance will achieve maximum results if it is supported by the knowledge possessed. Facilities or activities are needed to facilitate each individual or member of the organization to convey their ideas or ideas (Harmen in Saefullah & Rusdiana, 2016: 165). Therefore, knowledge must be managed through a knowledge management system (Puryantini et al.: 2007) to keep the existing innovation and renewal processes growing and sustainable.

Knowledge management is a strategy for organizations to identify their knowledge (Samsiah et al., 2018). Quoted from the thesis.binus.ac.id website, knowledge management is a concept that dates back to the 1990s, when academics (Nonaka, 1995) developed the idea of this new discipline. One of the main goals of knowledge management is to use practices and technology to leverage organizational knowledge. Traditional knowledge management systems are focused on the ability to capture knowledge in a centralized system and make it available at a later date.

In 2006 the emergence of Enterprise 2.0 had given new life to knowledge management, thanks to a shift in focus from "knowledge" itself to the individuals who hold, share and use it. In some ways, new practices and technologies introduced by social collaboration have distorted how to utilize employee knowledge through new models for creating, sharing, and using knowledge. This "network" effect allows connecting people for sharing knowledge, making that knowledge more accessible.

Research conducted by Arifin (2016) states that knowledge management has a significant influence on the performance of employees of PT Centris Kingdom Taxi Yogyakarta. The results of this study are supported by research from Hermen and Darma (2018) conducted in the plantation sector in Tanjung Morawa, by analyzing the influence of talent management and knowledge management on employee performance, showing the results that talent management and knowledge management together have a significant effect on performance employees. Arilaha & Nurfadillah (2018) also conducted the same research on 48 employees at the Tidore City Environmental Service. The results showed that knowledge management had a significant positive effect on employee performance. Research by Latief et al., (2012) focuses on skills, attitudes, and knowledge management. The results showed that skills, attitudes and knowledge management simultaneously had a significant effect on employee performance.

Based on the observations that have been made, another obstacle faced by organizations in building employee performance is that the working conditions and mechanisms that can arouse enthusiasm and encourage knowledge have not been created. In order to make the organization ready to face the future (Sange, 1990). Especially in order to be able to face the 6 D's era of exponential growth, which includes; Digitalization (Digital Revolution), DeceptionDeception (the rise of DeceptionDeception), Disruption (the rise of disturbances), Dematerialization (the material container is no longer needed because everything can be stored in the "Cloud"), Demonetization (dramatic cost reduction), Democratization (all products are cheaper and can be enjoyed by everyone) and the industrial revolution 4.0.

Therefore, we need a system in the form of a learning organization, which has an atmosphere where its members are individually encouraged to learn and want to develop their full potential and can expand a learning culture among stakeholders, make the human resource development strategy the center of organizational policy and be in the process of continuous organizational transformation (Pedler et al. in Dale, 2003).

Research on the effect of a learning organization on employee performance conducted by Hadi, Juniawati and Siswanto (2018) states that culture and learning organization simultaneously influence the performance of PT Nav Jaya Mandiri employees. In addition, the results of research conducted by Herawati et al. (2017) show that learning organizations affect the performance of bank employees in DKI Jakarta.

Organizations need significant steps to improve employee performance, including raising the spirit of learning and encouraging explicit and tacit knowledge for employees, and creating innovations that can add value to the organization. Based on the observations made by the author, employees within the Inspectorate General of the TNI tend to be less likely to take advantage of the existing work as an opportunity to gain work experience, knowledge, skills and means of self-actualization.

According to Singh and Jain in Setyawibowo et al. (2017), job satisfaction is an affective or emotional response to various aspects of employee work. If employees in an organization feel happy, they will do their best for the organization. This is in line with what is described by Khan in Setyawibowo et al. (2012) that the greater the level of employee satisfaction, the higher the return that the organization will obtain.

Research on the effect of knowledge management on employee job satisfaction conducted by Prabowo (2014) shows that career, knowledge management and leadership simultaneously (simultaneously) affect employee job satisfaction partially career has a positive influence on employee job satisfaction. Furthermore, Kianto et al. (2018) research show that knowledge management significantly influences job satisfaction. Research conducted by Rahmayanto et al. (2019) that knowledge management has a significant influence on job satisfaction, job satisfaction can be used as a mediation of the influence of knowledge management on employee performance.

Meanwhile, research on the effect of a learning organization on job satisfaction conducted by Karim et al (2018) shows that a learning organization positively affects employee job satisfaction. Research conducted by Dekouloua (2015) shows that learning organization affects job satisfaction, and research conducted by Salihin et al shows that learning organization has a significant positive effect on job satisfaction.

Javed in Setyawibowo et al (2017) explains that job satisfaction has a significant effect on performance. This is in line with research conducted by Kusuma et al (2018), which shows that job satisfaction has a significant positive effect on employee performance. Likewise, Ezeanyim et al (2019) research showed that job satisfaction had a significant positive effect on employee performance. As well as research conducted by Khairiyah et al (2013) showed that the test of job satisfaction, leadership style, and work motivation simultaneously affect employee performance, while the partial test only jobs satisfaction variables that influence employee performance.

II. LITERATURE REVIEW

Knowledge Management

Darudianto and Setiawan (2013) explain that a KM is generally known as the processing of knowledge. Davenport et al (1998) revealed that knowledge is a mixture of experience, values, contextual information, and expert views that provide a framework for evaluating and integrating new experiences with information. Besides having a value, there is also a level where according to Liebowtiz (1998), there is a knowledge hierarchy, starting from data and then information and becoming knowledgeable and the hierarchy is equipped with organizational skills and capabilities.

Such knowledge is then processed into a KM, where KM itself also has several components in its application. As stated by O'Brien (2005), KM can be viewed as three levels: techniques, technology and systems that encourage billing, organization, sharing access and use of workplace and corporate knowledge. Companies that can generate knowledge use two types of knowledge, namely: Tacit Knowledge and Explicit Knowledge.

From several opinions regarding KM, Effraim et al (2007) have their view of KM as the expertise possessed by an organization based on two sides: operationally and strategically. KM operationally means knowledge management is an activity of a company or organization where there is development and utilization of knowledge. In contrast, strategic KM means knowledge management is a step to strengthen every organization or company as a knowledge-based company.

Meanwhile, according to Davidson & Voss (2003), KM is how organizations manage their employees, identify the knowledge they have, store and share with the team, improve the quality and value of that knowledge to produce knowledge-based innovation.

In developing technology and information, knowledge has an essential role in its application to help develop a business process. This knowledge comes from processing data and information obtained from within the company or outside the company. With the continuously collected and utilized knowledge, an organization or company can face competition from each of its competitors. The indicators of knowledge management, according to Godbout (2000) are people, process and technology.

Learning Organization

Senge (1990), the concept of the learning organization is promoted to transform the organization into a learning organization in the face of future challenges. Several modern organizations have advanced in improving their performance through learning organizations. Various definitions of a learning organization, including Robbins and Timothy (2008), explain that a learning organization is an organization that has developed the capacity to make adjustments and changes continuously.

Argyris & Schön in Junita & Hermansyur (2014) explain the term learning organization in the context of change that an organization that manifests as a learning organization appears when organizational members as learning agents react to changes in the organization's internal and external environment by detecting and correcting errors that occur happen within the organization.

Dixon in Junita & Hermansyur (2014) defines a learning organization as using learning processes at the individual, group, and organizational levels to carry out transformations in a sustainable manner leading to increased organizational stakeholder satisfaction. Watkins & Marsick in Junita & Hermansyur (2014) defines a learning organization as a continuous learning and transformation process. Worrell in Junita & Hermansyur (2014) describes a learning organization as an organizational culture through which individual self-development becomes the main priority and the organization's goals and vision are understood and supported by all members of the organization. Within this framework, systems thinking applications allow members to see how the organization works, make plans and work together openly, in teams, to achieve plans. The indicators of a learning organization, according to Marquard (2002) are systemic thinking, mental capital, personal assignments, learning teams, and building a shared vision.

Job Satisfaction

According to Jex in Fattah (2017), job satisfaction is a positive feeling of employees that affects work or work situations. Wexley & Yuki in Fattah (2017) define job satisfaction as to how a worker feels about his job. Job satisfaction is a generalization of attitudes towards work based on various aspects of work. Newstrom in Fattah (2017) explains that job satisfaction for employees is carrying out work with pleasant feelings and emotions expressed by feeling happy about the job. On the other hand, employees feel dissatisfied with the feelings and emotions that do not like carrying out the work, expressed in displeasure (annoyance). According to Luthans in Fattah (2017), job satisfaction indicators are the work itself, compensation, promotion opportunities, supervision, and co-workers.

Employee Performance

Hasim (2019) explains that performance comes from the word "job performance" or "actual performance," which is defined as work performance or actual achievement achieved by someone (Sikula & Meggison, 1981). Likewise, the understanding of performance, according to Mangkunegara (2000: 67), comes from the word "job performance," namely work performance or the actual achievement achieved by someone who is defined as performance (work achievement) is the result in quality and quantity by an employee in carrying out his duties following his responsibilities. According to Widjaya in Mangkunegara (2004:72), performance is the work performance of employees and professional development in the future carried out systematically and formally. Employee performance is more directed at the level of employee performance. Employee performance reflects how employees meet job requirements well. Attention to performance is a necessary thing for an organization or company.

Bernardin & Russel (1993) proposed six primary criteria that can be used to measure performance, namely:

- a. Quality of work is the degree to which the process or results of implementing activities are close to perfection or close to the expected goals.
- b. The quantity of work is the amount produced, for example, the nominal amount, units and cycles of activities carried out.
- c. Timeliness is the extent to which an activity is completed at the desired time by considering the coordination of other outputs and the time available for other people's activities.
- d. Cost-effectiveness is the degree to which the application of human resources, technology, and material finance is maximized to achieve the highest yield or loss reduction for each unit of resource usage.
- e. Require supervision is the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent undesirable actions.
- f. The interpersonal impact is how employees maintain self-esteem, good name, and cooperation among co-workers and subordinates.

III. RESEARCH METHOD

Research Sites

Data collection will be carried out at the TNI Inspectorate General's work unit located at TNI Headquarters Cilangkap, East Jakarta. Data processing and analysis as well as thesis preparation, will also be carried out in Jakarta.

Research Design

This study uses descriptive research with a quantitative approach, following Sugiyono's statement (2009:14) that quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine specific populations or samples, random, data collection using research instruments, analysis data are quantitative or statistical to test the established hypothesis. Namely, revealing the contribution of knowledge management variables and learning organizations to employee performance through job

satisfaction. Expressed in numbers and explained by comparing with existing theories and using data analysis techniques following the study variables.

Population

According to Sugiyono (2009:115), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population in this study is the Civil Servants in the Inspectorate General of the TNI, totaling 40 people.

Sample

According to Arikunto (2006: 131), the sample is part or as a representative of the population to be studied. Margono (2004) further explained the sampling technique, which is a way to determine the number of samples following the sample size that will be used as the actual data source, taking into account the population's characteristics and distribution to obtain a representative sample. The determination of the sample in this study uses a saturated sample, where according to Sugiyono (2014: 68), the saturated sampling technique is a sampling technique when all members of the population are used as samples, which are 40 people.

IV. RESULT AND DISCUSSION

1. The influence of knowledge management and learning organization simultaneously on job satisfaction within the Inspectorate General of the TNI.

The regression analysis results of the influence of knowledge management and learning organizations simultaneously on employee performance indicate the value of R² (R Square) of the knowledge management and learning organization variables on job satisfaction is 0.578. This R² value is used in calculating the coefficient value of e₁. The coefficient of e₁ is a variant of job satisfaction that is not explained by knowledge management and learning organizations. The magnitude of the coefficient e₁ = 0.650. The regression equation is as follows:

$$X_3 = \rho X_1 + \rho X_2 + \epsilon_1$$
$$X_3 = 0,177X_1 + 0,631X_2 + 0,650 \epsilon_1 \dots\dots\dots(1)$$

The equation shows that:

- Whenever there is an increase in knowledge management, an increase will follow in job satisfaction of 0.650.
- Every time there is an increase in 1 learning organization, an increase will follow in employee performance of 0.631.

So from equation (1), it can be seen that if knowledge management increases, job satisfaction will increase. Likewise, if the learning organization increases, job satisfaction will also increase. The results of testing the influence of knowledge management and learning organizations simultaneously on job satisfaction by using the f test are known to have calculated f value of 23.374 and f table value of 2.85. This means that f count > f table, then H₀ is rejected and H_a is accepted. So it can be concluded that knowledge management and learning organization have a significant effect on job satisfaction, thus the first hypothesis is tested and proven.

2. Partial influence of knowledge management on job satisfaction

The results of the regression analysis of the influence of knowledge management partially on job satisfaction, it is known that the regression equation is as follows:

$$X_3 = \rho x_1 + \epsilon_1$$
$$X_3 = 0,575X_1 + 0,650\epsilon_2 \dots\dots\dots(2)$$

The equation shows that every time there is an increase in 1 unit of knowledge management, it will be followed by an increase in employee performance of 0.575. So from equation (2), it can be seen that, if knowledge management increases, job satisfaction will also increase. The results of the t-test for the knowledge management variable on job satisfaction, namely the t-count value of 3.038 and t-table of 1.68. This means that t count > t table, so it can be concluded that knowledge management has a significant effect on job satisfaction, thus the second hypothesis is tested and proven.

3. Partial influence of learning organization on job satisfaction

The results of the regression analysis of the influence of the learning organization on job satisfaction, it is known that the regression equation is as follows:

$$X_3 = \rho x_2 + \epsilon_1$$
$$X_3 = 0,749X_2 + 0,650\epsilon_1 \dots\dots\dots(3)$$

The equation shows that an increase will follow every 1 unit increase in learning organization in job satisfaction of 0.749. So from equation (3), it can be seen that if the learning organization increases, then job satisfaction

will also increase. The results of the t-test for the learning organization variable on job satisfaction obtained an at-count value of 1.730 and at-table of 1.68. This means that t count > t table, so it can be concluded that the learning organization has no significant effect on job satisfaction, thus the third hypothesis is tested and proven.

4. The influence of knowledge management and learning organizations simultaneously on employee performance

The analysis of the influence of knowledge management and learning organizations on employee performance shows the value of R² (R Square) of 0.515. This R² value is used in calculating the coefficient value of e₂. The e₂ coefficient is a variant of employee performance not explained by knowledge management and learning organizations. The magnitude of the coefficient e₂ = 0.696.

The regression equation is as follows:

$$Y = \rho Yx_1 + \rho Yx_2 + \epsilon_2$$

$$Y = 0,317x_1 + 0,466x_2 + 0,696\epsilon_2 \dots\dots\dots(4)$$

The equation shows that:

- Every time there is an increase in 1 unit of knowledge management, an increase will follow it in employee performance of 0.317.
- Every time there is an increase in 1 unit of the learning organization, an increase will follow it in employee performance of 0.466.

So from equation (4), it can be seen that if knowledge management and learning organizations increase, employee performance will also increase. The results of testing the effect of knowledge management and learning organization simultaneously on employee performance using the f test are known to have calculated f value of 19.614 and f table value of 2.85. This means that f count > f table, then H₀ is rejected and H_a is accepted. So it can be concluded that knowledge management and learning organizations have a significant effect on employee performance, thus the fourth hypothesis is tested and proven.

5. Partial influence of knowledge management on employee performance

The results of the analysis of the influence of knowledge management partially on employee performance, it is known that the regression equation is as follows:

$$Y = \rho YX_1 + \epsilon_2$$

$$Y = 0,627X_1 + 0,696\epsilon_2 \dots\dots\dots(5)$$

The equation shows that every time there is an increase in knowledge management, it will be followed by an increase in employee performance of 0.627. So from equation (5), it can be seen that, if knowledge management increases, then employee performance will increase. Based on equation (5), the path analysis model is also known as the t-test results for the knowledge management variable on employee performance, namely the t-count value of 3.692 and the t-table of 1.68. This means that t count > t table, so it can be concluded that knowledge management has a significant effect on employee performance, thus the fifth hypothesis is tested and proven.

6. Partial influence of learning organizations on employee performance

The results of the analysis of the influence of the learning organization partially on employee performance can be seen the regression equation as follows:

$$Y = \rho Yx_2 + \epsilon_2$$

$$Y = 0,677x_2 + 0,696\epsilon_2 \dots\dots\dots(6)$$

The equation shows that every time there is an increase in 1 learning organization, it will be followed by an increase in employee performance of 0.677. So from equation (6), it can be seen that, if the learning organization increases, the employee performance will increase. Based on equation (6), the path analysis model is also known as the t-test results for the learning organization variable on employee performance, namely the t-count value is 2.949 and the t-table is 1.68. This means that t count > t table, so it can be concluded that the learning organization has no significant effect on employee performance, thus the sixth hypothesis is tested and proven.

7. The Effect of Partial Job Satisfaction on Employee Performance

The results of the analysis of the effect of partial job satisfaction on employee performance, it is known that the regression equation is as follows:

$$Y = \rho Yx_3 + \epsilon_2$$

$$Y = 0,917x_3 + 0,696\epsilon_2 \dots\dots\dots(7)$$

The equation shows that every time there is an increase in job satisfaction, it will be followed by an increase in employee performance of 0.917. So from equation (7), it can be seen that, if job satisfaction increases, then employee performance will increase. Based on equation (7) the path analysis model is also known as the t-test

results for the job satisfaction variable on employee performance, namely the t-count value is 2.836 and the t-table is 1.68. This means that t count > t table, so it can be concluded that job satisfaction has no significant effect on employee performance, thus the seventh hypothesis is tested and proven.

8. Partial influence of knowledge management on employee performance through job satisfaction

The results of the path analysis of the influence of knowledge management partially on employee performance through job satisfaction, it is known that the path analysis equation is as follows:

- The value of the direct influence of knowledge management variables on employee performance (ρ_{Yx1}) is 0.627.
- The value of the indirect influence of knowledge management variables on employee performance through job satisfaction is 0.500.

$$\begin{aligned} Y &= (\rho_{x3x1}) \cdot (\rho_{Yx3}) \\ &= (0,597) \cdot (0,917) \\ &= 0,547 \end{aligned}$$

This shows the value of the coefficient of indirect influence < the value of the coefficient of direct influence. So it can be concluded that the job satisfaction variable cannot be used as a mediating variable between knowledge management and employee performance.

9. Partial influence of learning organization on employee performance through job satisfaction

The results of the path analysis of the influence of the learning organization partially on employee performance through job satisfaction, it is known that the path analysis equation is as follows:

- The value of the direct influence of the learning organization variable on employee performance (ρ_{Yx2}) is 0.677.
- The value of the indirect influence of learning organization variables on employee performance through job satisfaction is 0.687.

$$\begin{aligned} Y &= (\rho_{x3x2}) \cdot (\rho_{Yx3}) \\ &= (0,749) \cdot (0,917) \\ &= 0,687 \end{aligned}$$

This shows the value of the coefficient of indirect influence > the coefficient of direct influence. So it can be concluded that the job satisfaction variable can be used as a mediating variable between learning organizations on employee performance.

Discussion

1. The Influence of Knowledge Management and Learning Organizations on Job Satisfaction

Based on the results of path analysis, it is known that knowledge management and learning organization impact increasing job satisfaction. These results are in line with research conducted by Prabowo (2014), Kianto et al (2018), Karim et al (2018), Dekouloua (2015) and Salihin et al (2018).

2. The Effect of Knowledge Management on Job Satisfaction

Based on the results of path analysis, it is known that knowledge management has an impact on increasing job satisfaction. This result is in line with the research conducted by Prabowo (2014) and Kianto et al (2018).

3. The Influence of Learning Organizations on Job Satisfaction

Based on the results of the path analysis, it is known that the learning organization has an impact on increasing job satisfaction. These results are in line with research conducted by Karim et al (2018), Dekouloua (2015) and Salihin et al (2018).

4. The Influence of Knowledge Management and Learning Organizations on Employee Performance

Based on the results of path analysis, it is known that knowledge management and learning organizations impact improving employee performance. These results are in line with research conducted by Arifin (2016), Hermen & Darma (2018), Arilaha & Nurfadillah (2018), Latief et al. (2012), Setyawibowo et al (2017), Kusuma et al (2018), Ezeanyim et al. al (2019) and Khairiyah et al (2013).

5. The Effect of Knowledge Management on Employee Performance

Based on the results of path analysis, it is known that knowledge management has an impact on improving employee performance. These results are in line with research conducted by Arifin (2016), Hermen & Darma (2018), Arilaha & Nurfadillah (2018) and Latief et al (2012).

6. The Influence of Learning Organizations on Employee Performance

Based on the results of path analysis, it is known that learning organizations have an impact on improving employee performance. These results are in line with the research conducted by Hadi et al (2018), Herawati et al (2017) and Sumirsih (2017).

7. The Effect of Job Satisfaction on Employee Performance

Based on the results of path analysis, it is known that job satisfaction impacts improving employee performance. These results are in line with research conducted by Setyawibowo et al (2017), Kusuma et al (2018), Ezeanyim et al (2019) and Khairiyah et al (2013).

8. The Effect of Knowledge Management on Employee Performance through Job Satisfaction

Based on the results of path analysis, it is known that knowledge management does not have an indirect impact on employee performance through job satisfaction, so job satisfaction cannot be used as a mediating variable between knowledge management and employee performance. This result is not in line with the research conducted by Rahmayanto et al (2019) and Harsono et al (2020).

9. The Influence of Learning Organizations on Employee Performance through Job Satisfaction

Based on the results of path analysis, it is known that the indirect influence of learning organizations on employee performance through job satisfaction is considered better to be applied by the organization, namely to motivate employees, by appreciating their creativity and abilities, to encourage employees to have the courage to take decisions.

It is also known that learning organizations indirectly impact employee performance through job satisfaction so that job satisfaction can be used as a mediating variable between learning organizations and employee performance.

V. CONCLUSION

Based on the results of research on the effect of knowledge management and organizational learning on employee performance through job satisfaction, it can be concluded as follows:

a. Knowledge Management

People, processes, and technology provide support for knowledge management variables. The biggest support for the knowledge management variable processes that is the organization must have information disclosure that is easily accessible so that employees can take advantage of existing knowledge as a learning activity to assist in completing work. The findings of the study indicate that knowledge management and learning organizations encourage increased job satisfaction. This means that the performance appraisal carried out is following the abilities, skills, work results and behavior of employees, the organization encourages employees to contribute to each other in sharing knowledge, both between individuals and groups, the organization has information disclosure that is easily accessible by employees and technology Ada is used as a means of sharing knowledge so that employees dare to make decisions, by motivating and appreciating the creativity of employees.

b. Learning Organization

Systemic thinking, mental models, personal assignments, learning teams, and building a shared vision support the learning organization variables. The biggest support for the learning organization variable is the mental model indicator, namely, the organization must motivate employees by appreciating their creativity and abilities to encourage employees to have the courage to make decisions. The findings of the study indicate that knowledge management and learning organizations encourage employee performance improvement. This means that employees have a high sense of responsibility, emotional stability, and good sociability in carrying out their work. The organization has good conflict management with appropriate work methods that are carried out by providing equitable and fair assignments without discrimination so that employees feel comfortable will improve the performance of the Inspector General of the TNI's staff.

c. Job Satisfaction

Compensation, promotion opportunities, supervision and co-workers provide support for the variable job satisfaction. The biggest support for the job satisfaction variable is the supervisory indicator, namely, the organization must provide equitable and fair assignments without discrimination so that employees can work comfortably. The findings of the study indicate that job satisfaction of the Inspectorate General of the TNI is carried out by providing opportunities to gain knowledge, skills and providing job responsibilities following the potential possessed by each employee, providing salaries and allowances following the workload and job

responsibilities of employees, providing opportunities the same for employees for promotions, following work performance achieved, providing equitable and fair assignments without discrimination, so that employees feel comfortable and creating a conducive work situation so that employees can work well together.

d. Employee Performance

Quality of work, the quantity of work, punctuality, and cost-effectiveness requires supervision and interpersonal impact to support employee performance variables. The biggest support for the job satisfaction variable is the interpersonal impact indicator. That is, employees must be able to maintain a good name for themselves and the organization. The research findings show that knowledge management with process indicators that provide the most significant support does not indirectly affect the performance of the Inspectorate General of the TNI through job satisfaction. However, the findings of research results from learning organizations show that the mental model indicators that provide the greatest support have an indirect effect on the performance of IG employees through job satisfaction.

This means that the job satisfaction variable is not an intervening variable between knowledge management and the performance of the Inspectorate General of the TNI. However, the variable job satisfaction is an intervening variable between learning organizations and the performance of the Inspectorate General of the TNI.

The direct influence of knowledge management on employee performance can be applied by disclosing easily accessible information so that employees can utilize existing knowledge as a learning activity to assist in completing work. The direct influence of learning organizations on employee performance can be applied by motivating employees by appreciating their creativity and abilities to encourage employees to have more courage in making decisions to improve employee performance.

VI. SUGGESTION

Based on the results of research on the influence of knowledge management and learning organizations on employee performance through job satisfaction, the following suggestions can be submitted:

It is necessary to be a consideration for researchers, especially other researchers who will conduct further research on knowledge management and learning organizations on employee performance through job satisfaction, in order to examine variables that have not been studied in this study, such as adding talent management variables, organizational learning, innovation and productivity.

It is necessary to consider the IG TNI organization through various continuous improvements, especially those related to the use of technology, one of which is through continuous computer training for employees and updating and maintaining the technological facilities used. So that it can continue to support work activities and improve coordination mobility, it is necessary to consider the IG TNI organization through various continuous improvements, especially those related to systemic, namely by training employees to carry out their duties systematically. It is necessary to consider the IG TNI organization through various continuous improvements, especially those related to compensation, to provide compensation following the workload and job responsibilities of employees. It is necessary to consider the IG TNI organization, through various continuous improvements, especially those related to punctuality, to train employees to use time as efficiently as possible so that work can be completed on time.

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