

**THE EFFECT OF KNOWLEDGE MANAGEMENT, ORGANIZATIONAL LEARNING AND WORK SATISFACTION TOWARD ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON EMPLOYEE PERFORMANCE IN SECRETARIAT OFFICE, DISTRICT OF NAGAN RAYA, ACEH PROVINCE, INDONESIA**

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**ABSTRACT**

The aims of the research was to determine the conditions of knowledge management, organizational learning and job satisfaction, employee organizational commitment and employee performance whether it was going well. To determine the effect of knowledge management, organizational learning and job satisfaction on organizational commitment, the influence of knowledge management, organizational learning and job satisfaction on employee performance, the indirect influence of knowledge management on organizational commitment through employee performance, the influence of organizational learning on organizational commitment through employee performance, the influence of job satisfaction on organizational commitment through employee performance and the influence of knowledge management on employee performance through organizational commitment. The object of this study is knowledge management, organizational learning, job satisfaction, organizational commitment and employee performance. The data analysis equipment used in this research is descriptive test which is to test descriptive statistical models based on mean values and verificative tests by using data structural equation modeling (SEM) equipment with the help of AMOS programs. The results showed that knowledge management, organizational learning, job satisfaction, organizational commitment and employee performance were running well, knowledge management, organizational learning and job satisfaction had a positive and significant effect on employee organizational commitment, the results of other studies also proved that knowledge management, learning organization and job satisfaction have a positive and significant effect on employee performance. Then there is an indirect influence of competence, organizational learning and job satisfaction on employee performance through the commitment of the organizational employee.

**Keywords:** Competence, Organizational Commitment, Leadership Style, Job Satisfaction and Employee Performance.

## **INTRODUCTION**

Individual needs in an organization are always evolving at all times, and this phenomenon in the information age has shifted the needs of individuals and organizations from material to information. Marked with 70% of employees in developed countries are knowledge workers. It means that the information that is internalized into knowledge is the most useful resource at the moment and this phenomenon shows that information, especially knowledge, is so needed as a means of learning by every individual and organization to fulfill and guide them in thinking, moving so that they produce more positive performance. Therefore, strategic steps are needed to manage knowledge by means of knowledge management.

With these tasks and functions, of course, the performance of employees is highly expected by the organization in realizing the organization's goal of providing statistical data services to the public. In detail, the duties and functions of the Regional Secretariat of Nagan Raya Regency are to prepare an annual program of government and community services in accordance with the stipulated provisions. In addition, all employees at the Nagan Raya District Regional Secretariat Office in Aceh Province have been provided with knowledge related to the use of information technology and statistics, so that each employee of the Nagan Raya District Secretariat Office has had basic competencies on statistical utilization in life.

The results research, of Azhari, Said Musnadi and Mirza, (2016) concluded that management knowledge has a role in improving employee performance.

The phenomenon that occurs in the employees of the Nagan Raya District Secretariat Office at present is the still low performance of employees in achieving the work targets expected by the organization, besides that many employees who carry out their respective duties and functions are not in accordance with the management knowledge they have, especially not achieving realization the budget determined by the Nagan Raya District Regional Secretariat Office, thus giving rise to various perceptions or responses in the community that the performance of which is still relatively low.

Research Azwar, Nurdasila Darsono, Muslim A. Djalil, (2017) proves that job satisfaction felt by employees has an influence on employee performance. In addition to knowledge management that must be owned by an organization, improving employee performance is also influenced by the existence of learning organizations. Learning organization is an organization that empowers all members to carry out learning activities. The essence of learning organization lies in the

organization's ability to always learn from the changes that occur. All actors involved in the organization are required to always make improvements (continuous improvement) and adjust themselves to their environment Parmono (in Haryani, 2012: 8). Every organization is formed to achieve certain goals, and if it is achieved then it can be said to be successful. The phenomenon related to knowledge management can be seen from many employees who do not have sufficient knowledge about the main tasks and functions that will be carried out as well as what will be done in an organization.

Then related to employee organizational learning on employee performance also has an impact on increasing or even decreasing job satisfaction and employee performance. If the employee has a high commitment to the organization, it will produce the expected performance of the organization, whereas if the employee does not have a high organizational commitment to the organization then the performance of the organization will also decline. Member organization learning, which is the nature of the relationship between individuals with work organizations, where individuals have confidence in the values and goals of the work organization, which is characterized by the willingness to use their business seriously in the interests of the organization and have a strong desire to remain become part of the work organization, the possibility of having an influence on employee performance.

The outcome of research performed by Sunar, Nasir Azis, Muslim A. Djalil, (2017) proves that organizational commitment possessed by employees has an influence in improving the performance of the employees concerned.

## **LITERATURE REVIEW**

### **Employee performance**

Dale Timpe (2012: 31), refers it as the level of achievement of a person or employees in an organization or company that can increase productivity. According to Meiner (2012: 43) is a success that can be achieved by individuals in doing their work, where the measure of success achieved by individuals can not be equated with other individuals. The individual's success is based on the size of the applicable and tailored to the type of work. Subowo opinion (2012: 130), argues that performance is closely related to the goal or as a result of individual work behavior, the expected results can be the demands of the individual itself.

Performance of employees according to (Siagian 2012: 227) is an overall ability of a person to work in such a way as to achieve the goals of work optimally and the various goals that have been created with sacrifices that are smaller in comparison with the results achieved.

### **Organizational Commitment**

The success of organizational management is determined by success in managing human resources. How far employees' commitment to the organization when they work, it is crucial to determine the organization in achieving its goals. In the world of work the commitment of employees to the organization is so important that to the extent that some organizations dare to include the element of commitment as one of the requirements to hold the position / position offered in job advertisements. Unfortunately, although not infrequently employers and employees still do not understand the meaning of commitment in earnest. Though understanding is very important in order to create a conducive working conditions so that the organization can run efficiently and effectively. In order to understand what employees are actually committed to the organization some experts give their understanding and insight.

### **Knowledge Management**

Jain and Jeppensen (2013: 2) state that it refers to various practices and techniques used by organizations to create, share and utilize knowledge to achieve organizational goals. Nonaka and Takeuchi (1995) argue that a successful knowledge management program requires converting tacit knowledge into explicit knowledge that is internalized in order to share, and individuals and groups must also internalize and make personal knowledge codification taken from knowledge management systems. So organizational knowledge includes all the tacit and explicit knowledge that individuals have about products, systems and processes. However, the process of knowledge management, culture, technology, measurement and leadership plays an important role in creating and sharing all kinds of knowledge between various parts of the organization. When knowledge in an organization is divided, it becomes cumulative. Thus, it can be proposed that cognitive style can influence acquisition, development, and exploitation of knowledge sharing because knowledge is a product of the human mind. So, cognitive style of problem solving and decision making will influence knowledge management practices.

### **Organizational Learning**

Some management experts provide different definitions of organizational learning including Garvin (2011: 11) which defines it as an organizational skill to create, acquire, interpret, transfer and share knowledge, which aims to modify its behavior to describe new knowledge and insight.

Another definition by Stata (2013: 181) states that it occurs through the sharing of insights, knowledge and mental models that are built based on past knowledge and experience. Khandekar and Sharma, (2012) define it as an organization that facilitates learning for all members of the organization and continuously transforms itself. It is the process of acquiring knowledge

individually and in groups that are willing to apply it to their work in making decisions and influencing each other as dynamic capabilities as a source of competitive advantage (Khandekar and Sharma, 2012: 72).

The term is based on the basic principles of learning, namely receiving and collecting information, interpreting it, and acting on the interpretation of the information (Garvin, 2011: 13). It provides principles and basics that allow learning organizations. It can also be described as a set of organizational behaviors that show commitment to learning and continue to make improvements. It is a type of activity in an organization where a learning organization (Ortenblad, 2012: 199). Moreover, according to López et al. (2013: 201) it is a dynamic process in creating, taking, and integrating knowledge to develop resources and capabilities in contributing to better organizational performance.

### **Job Satisfaction**

According to Masrukhin and Waridin (2012) job satisfaction of an individual depends on the individual characteristics and work situation. Each individual will have a different level of job satisfaction in accordance with the interests and expectations of the individual so that the level of satisfaction is felt higher, and vice versa.

Meanwhile, according to Keith (2011: 117) suggests it is a feeling of supporting or not supporting experienced employees in the work. Wexly, (2010) defines it as the way employees feel themselves or their work).

Along with the rapidly evolving technological developments, where all kinds of work tools have been created by human to accelerate and simplify the work to be able to produce more quality products, but human resources still play an important role because even though the equipment is very modern, but the equipment remains will not run and even just a dead object and can also be damaged if the human does not have the ability or not to operate it carefully.

According to Daft (2012: 146), he says that: "The element of man plays an important role in the process of a work, he declares that no matter how perfect his plans, organization and supervision and research, if they can not perform their duties with interest and joy, the company will not achieve as much as can actually achieve".

## **RESEARCH METHODS**

### **Research Location**

The location of this study was carried out at the Nagan Raya District Regional Secretariat Office.

The objects of the study were knowledge management, organizational learning, job satisfaction, organizational commitment and employee's performance.

**Data Analytical Tools**

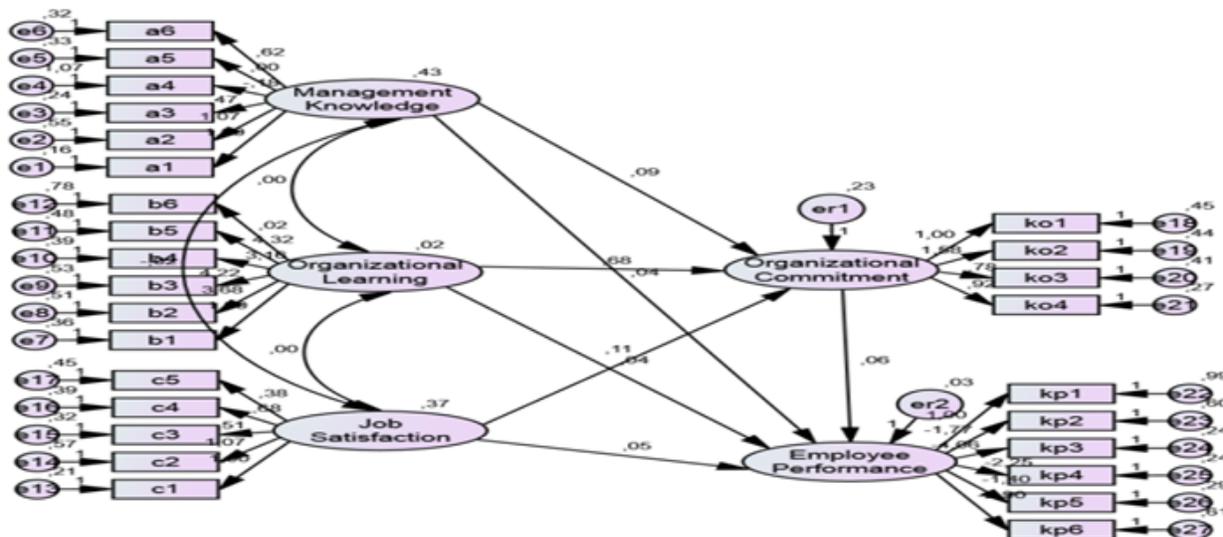
It is to test perception of respondent used descriptive test by using descriptive statistical model by using test based on mean value from each variable to be studied, with assumption if mean value  $\leq 4$ , hence perceived less good and if mean value  $\geq 4$ , it is well perceived by the respondent, the test is also done by using the average t-test.

The model used in this research is structural equation modeling (SEM) with the help of Amos program. The SEM equation model is a set of statistical techniques that enable the testing of a relatively complex set of relationships simultaneously (Ferdinand, 2012).

SEM is able to incorporate latent variables into the analysis. Latent variables are unobserved concepts that are observed with observed or measurable variables obtained by respondents through data collection methods (survey, test, observation) and are often called manifest variables (Ghozali, 2012).

**RESULTS AND DISCUSSIONS**

Analysis of the results of data processing at the full stage of the SEM model is carried out by conducting suitability tests and statistical tests. The results of data processing for full analysis of SEM models are shown in Figure 1.



Picture. 1: Full Model of Structural Equation Model (SEM)

### **Effect of Management Knowledge on Employee Performance**

Estimation parameters for testing the influence of management knowledge on employee performance obtained CR value of 2.571. Thus it can be concluded that it will influence the improvement of employee's performance. Management knowledge possessed by employees will also provide a positive and real influence in order to improve it because of the indirect involvement of employees in the work done by their colleagues.

### **Effect of Organizational Learning on Employee Performance**

The influence of it on employee performance obtained CR value of 2.443 which is greater than 1.97 and a probability smaller than 0.05. Thus it can be concluded that it is in accordance with the capabilities of employees will affect the performance of the staff. It will have an impact on the development of employee knowledge and careers in the future.

### **Effect of Job Satisfaction on Employee Performance**

The effect of it on employee performance with a CR value of 3.176 which is greater than 1.97 and a probability smaller than 0.05. Thus it can be concluded that it can affect the performance of employees. It can be seen from the ability of employees to give birth to competitive ideas as they function in the organizational structure and the ability of employees to complete the work in accordance with the work standards provided by the leadership.

### **Effect of Management Knowledge on Employee Organizational Commitment**

The influence of it on organizational commitment obtained CR value of 6.949 which is greater than 1.97 and a probability smaller than 0.05. Thus it can be concluded that it influences organizational commitment. This indicates that the higher the level of it possessed by employees will provide a positive and real influence on increasing organizational commitment because of the involvement of all employees in carrying out the work so that they can assist in completing work that is done by all employees.

### **Effect of Organizational Learning on Employee Organizational Commitment**

The influence of it on organizational commitment with a CR value of 5.818 which is greater than 1.97 and a probability smaller than 0.05. Thus it can be concluded that it is owned by employees will affect the organizational commitment.

### **Effect of Job Satisfaction on Employee Organizational Commitment**

The estimation parameter for testing the effect of it on employee organizational commitment shows the CR value of 6.722 and with a probability of 0.000. Both values obtained meet the requirements for H3 acceptance, namely the CR value of 6.722 which is greater than 1.97 and a probability smaller than 0.05. Thus it can be concluded that it can affect the commitment of employee organizations.

### **Effect of Organizational Commitment on Employee Performance**

The influence of it on employee performance obtained CR value of 3.007 which is greater than 1.97 and a probability smaller than 0.05. Thus it can be concluded that it will affect the performance of the employees. The results of this study imply that the higher the level of satisfaction generated by employees will have a good influence in improving the performance of employees. The indirect effect of management knowledge on employee performance through it obtained the total effect coefficient value of 0.249. Thus it can be concluded that management knowledge indirectly has an influence on employee performance through it.

Indirect influence of organizational learning on employee performance through it obtained total effect coefficient of 0.547. Thus it can be concluded that organizational learning indirectly has an influence on employee performance through it. The indirect effect of job satisfaction on employee performance through it was obtained by the total effect coefficient of 0.484. Thus it can be concluded that job satisfaction indirectly has an influence on employee performance through it.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

1. Descriptive test results show that management knowledge, organizational learning, job satisfaction, organizational commitment and employee performance are going well, because the average value is greater than the average expectation value.
2. Knowledge management influences employee organizational commitment.
3. Organizational learning influences employee organizational commitment.
4. Job satisfaction has an effect on employee organizational commitment.
5. Knowledge management influences employee performance.
6. Organizational learning perceived by employees also influences employee performance.
7. Job satisfaction proves that job satisfaction affects employee performance.
8. Employee organizational commitment influences employee performance.
9. There is an indirect influence of management knowledge on employee performance through employee organizational commitment.

10. There is an indirect influence of organizational learning on employee performance through employee organizational commitment.
11. There is an indirect effect of job satisfaction on employee performance through employee organizational commitment.

### **Recommendations**

1. Employee organizational commitment needs to be further enhanced by the way leaders and employees approach the community, especially in providing services to the community.
2. Organizational learning also needs attention so that organizational learning can increase employee knowledge and can improve employee organizational commitment and employee performance, then what needs to be considered is that employees must be able to try to improve the mental models that exist in themselves.
3. Regarding the job satisfaction that exists in that also must be the concern of the leader is to increase employee job satisfaction.
4. To increase the commitment of the employee organization as a whole, the factors that need attention are employees must have a high willingness to realize leadership orders.
5. In order to improve organizational performance, what needs attention is that leaders must be able to provide quality services, and improve the quality of work produced by employees, so as to provide better service to all people in Nagan Raya Regency.

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