

Employee Performance Analysis with Job Satisfaction as Intervening Variable (Study at PT. Ameya Livingstyle Indonesia)

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Abstract— This study aims to analyze the effect of learning organization variables, work motivation on employee performance mediated by job satisfaction. The population in this study were all employees of PT. Ameya Livingstyle Indonesia, Sampling technique with two stage random sampling. The first stage is stratified random sampling and the second stage is proportional random sampling, the number of samples taken is 215 respondents. The data in the study were obtained from respondents by distributing questionnaires so that they were obtained as primary data; and secondary data taken through literature study. Data were analyzed using SPSS Version 16.0 software, with multiple linear regression analysis tools. The results show that learning organization has a positive and significant impact on employee performance, work motivation has an effect on employee performance. Job satisfaction mediates learning organization and work motivation on employee performance.

Keywords— Learning organization, work motivation, job satisfaction and employee performance.

I. INTRODUCTION

Human resources have been recognized as the key determinant of the success of a company, because humans have certain thoughts, needs, feelings and expectations (Gaol, 2008). Human resources become superior, determined by many factors. Factors - factors that can affect human resources such as dedication, motivation, work performance, learning, loyalty to work and company support. The company's support allows employees to improve and develop their skills and abilities optimally. One of the efforts made by the company is to provide work motivation, so that there is encouragement for every employee to do and complete the job well. According to Robbin and Judge (2002) work motivation is a desire to make a high level of effort for organizational goals, as well as the ability to meet personal needs.

In addition to work motivation, advanced companies must carry out learning organizations. A good company continues to learn so that the company survives and is not left behind by the development of an ever-changing world due to advances in information technology. Lopez et al. (2005) stated that a learning organization is a dynamic process of taking, creating, and integrating insights to improve its resources and capabilities thereby increasing competence so that employee performance increases. Every organization must carry out a learning organization, meaning that the organization continues to improve the capacity of its human resources to continue learning.

Good work motivation and the existence of a learning organization are expected to provide a level of satisfaction for employees and have implications for employee performance. Matthews et al, (2018) employee satisfaction is defined as a general attitude towards their work, someone who is satisfied will express his feelings about the work carried out has been

completed. A stable and passionate emotional state will be able to improve employee performance further.

Santis et al, (2018) revealed that employee performance is defined as a person's ability to carry out activities that contribute to the development of the organization's technical core. Employee performance is influenced by motivation and learning organization. It turns out that in many studies on work motivation on employee performance, differences are still found, so there is still a research gap. Ni Made Nurcahyani and I.G.A. Dewi Adnyani (2016) found that work motivation affects employee performance; on the other hand, research by Sahli Mustofa, Alwi Suddin, Suprihatmi Sri Wardiningsih (2019) work motivation does not affect employee performance.

Based on the research gap, it shows that research on work motivation to improve employee performance is still being debated. This opportunity was followed up with empirical research at PT Ameya Livingstyle Indonesia, a garment company located in Bantul, Jogjakarta. Based on empirical data Table 1. Education Data as Follows:

TABLE 1. Data Based on Education

Characteristics of Respondents	Category	Frequency	Percentage
Education	SMA/SMK	148	68,80%
	D1	4	1,90%
	D3	16	7,40%
	S1	46	21,40%
	S2	1	0,50%

Source: Data processed 2021

Based on Table 1. it can be stated that the highest level of education is senior high school level as much as 68.80% and the lowest is the master's level only 0.50%. This condition explains that PT Ameya still needs good work motivation for the organization and for its employees. Based on the description above, this study seeks to analyze employee performance in

terms of work motivation and learning organization variables and employee job satisfaction as an intervening variable which is used as a solution to improve employee performance.

Research purposes

1. To analyze the effect of learning organization on employee performance.
2. Analyzing the effect of work motivation on employee performance.
3. Analyzing the effect of learning organization on employee job satisfaction.
4. Analyzing the effect of work motivation on employee job satisfaction.
5. Analyzing the effect of job satisfaction on employee performance.
6. Analyzing the effect of learning organization on employee performance mediated by job satisfaction.
7. Analyzing the effect of work motivation on employee performance mediated by job satisfaction.

II. LITERATURE REVIEW

Learning Organization

Learning Organization is an organizational situation that provides opportunities for all members of the organization to learn to deal with problems, and continuously improve the ability to solve problems by looking for alternative solutions. Organizational learning is an organizational process towards an ideal activity for organizational learning. Learning organizations emphasize opportunities for individuals to learn and not only emphasize the learning process. Marquardt (2002), the scope of learning organizations includes continuous development and adjustment to existing changes and being able to create new goals or approaches. A learning organization is an organization that continues to learn and is able to change according to a changing environment (Watkins & Marsick, 1999). The application and practice of the learning organization concept enables either individuals or groups or organizations to be able to learn and adapt challenging new knowledge (Watkins & Marsick, 1999). Members of the organization must continuously improve their knowledge and capacity. The indicators used to measure learning organization according to Sange (2006) and Pedler (2003) are: Mental Model, Building a shared vision, System Thinking, Personal Skills, Team Learning, and Opportunities for self-development.

Work motivation

Motivation or drive symbolizes the power of performance within an individual that causes the individual to act in a goal that is managed in a unique way (Slocum et al., 2014). Robbins-Coulter (2014) describes the power that is managed sustainably to achieve a goal. According to Robbins and Judge (2011), motivation is a process that describes a person's strength, direction, and persistence in an effort to achieve their goals. Thus, motivation is a process that describes the intensity, direction, and persistence of effort to achieve a goal. Furthermore, Uno (2007) defines motivation as an impulse contained in a person who tries to shape behavior changes to meet their needs. A person basically has to know what he wants

and needs so that he can organize (planning) in order to achieve his goals. A person who is strongly driven can be said to be motivated to carry out his desires with all his efforts to achieve goals. The indicators used to measure work motivation refer to Mangkunegara (2009) adopted from Harzberg, namely: responsibility, work performance, opportunities for advancement, recognition of performance, challenging work, motivation from coworkers.

Job satisfaction

According to Robbins et al., (2017) and Matthews et al., (2018) Job satisfaction is defined as the general attitude of employees towards their work. Job satisfaction is related to someone who expresses his feelings about the work he has that can be done well. Employee job satisfaction is also a benchmark for organizations to determine employee work productivity and as a guarantee for organizations to determine employee loyalty to the organization. Job satisfaction is an emotional state that is pleasant or unpleasant for any treatment received by employees in the company. Behavior comes from the emotional level that fosters a person's comfort and causes feelings of pleasure or displeasure. The indicators used to measure job satisfaction according to Mulyadi (2012) adopted from Robbins are: job satisfaction, salary satisfaction, promotion satisfaction, co-workers satisfaction, clean work environment and challenging work.

Employee performance

Santis et al., (2018) define employee performance as a person's ability to carry out activities that contribute to the development of the organization's technical core. Smith, Patmos, and Pitts (2018) state that the goal of employees is to show their best performance at work. Employee performance is the achievement produced by employees in the work assigned to employees in a planned manner. Employees work at the time and place concerned to carry out their duties in accordance with their responsibilities to achieve the goals, objectives, vision and mission of the organization. Employee success is formulated through organizational strategic planning. The indicators used to measure employee performance according to Gibson (1997) are: full work with calculations, work volume according to the company, employees master the field, adapt quickly, obey all rules and a proactive attitude.

Relationship between variables

1. Learning organization affects employee performance

Paraskevi & Panagiotis (2015) state that there is an influence of organizational learning on employee performance. By continuing to learn and change, every employee in the organization, will increase their knowledge and experience further and will improve employee performance. Aniek Rumijati (2017) found that learning organization has an impact on increasing employee performance within the company. Learning organizations have a significant influence on employee performance, meaning that learning organizations are relatively able to improve employee performance, in other words, every change in the level of explicit knowledge is followed by a significant change in employee performance.

2. *Work motivation affects employee performance*

Motivation has a significant positive effect on employee performance; Noermijati, Diana Primasari (2015). Research conducted by Indria A. & Mega Mayasari (2015) states that work motivation has a significant influence on employee performance. However, it is different from the research conducted by Sahli Mustofa, Alwi Suddin, Suprihatmi Sri Wardiningsih (2019) which proves that work motivation has no significant effect on employee performance.

3. *Learning Organization Affects Job Satisfaction*

Lopez et al. (2005) stated that a learning organization is a dynamic process of taking, creating, and integrating insights to increase resources and capabilities in contributing to increasing an employee's competence and ultimately increasing and better performance. Wulandari D. P. (2017) found that learning organization has a positive and significant influence on job satisfaction.

4. *Work motivation affects job satisfaction*

The results of the research by Sahli M. & Suprihatmi (2019) that work motivation has a positive and significant influence on employee job satisfaction. This proves that if employee motivation increases, job satisfaction will also increase. Conversely, if the work motivation of employees decreases, then job satisfaction will also decrease. The same finding was made by Ni Made Nurcahyani and I.G.A. Dewi Adnyani (2016), that work motivation has a positive and significant impact on satisfaction.

5. *Job Satisfaction Affects Employee Performance*

The results of research by Samuel Egenius et al. (2020), found that job satisfaction had a significant effect on employee performance. In research according to Robbins (2015) found satisfied employees tend to be more effective than employees who are less satisfied.

6. *Job satisfaction mediates the effect of learning organization on employee performance.*

Lopez et al. (2005) stated that learning organization is a dynamic process of taking, creating, and integrating knowledge to develop resources and capabilities in contributing to the improvement of an employee's competence and ultimately better performance. With a learning organization, it will indirectly increase job satisfaction which will have an impact on increasing employee performance. The research of Che Rose et al. (2009) found that learning organization has a positive impact on job satisfaction and employee performance.

7. *Job satisfaction mediates work motivation on employee performance.*

Sahli, et al. (2019) reported that job satisfaction mediates the effect of work motivation on employee performance. This condition indicates that job satisfaction can strengthen the effect of work motivation on employee performance. If work motivation is given correctly, employees feel satisfied so that employee performance continues to improve.

Framework

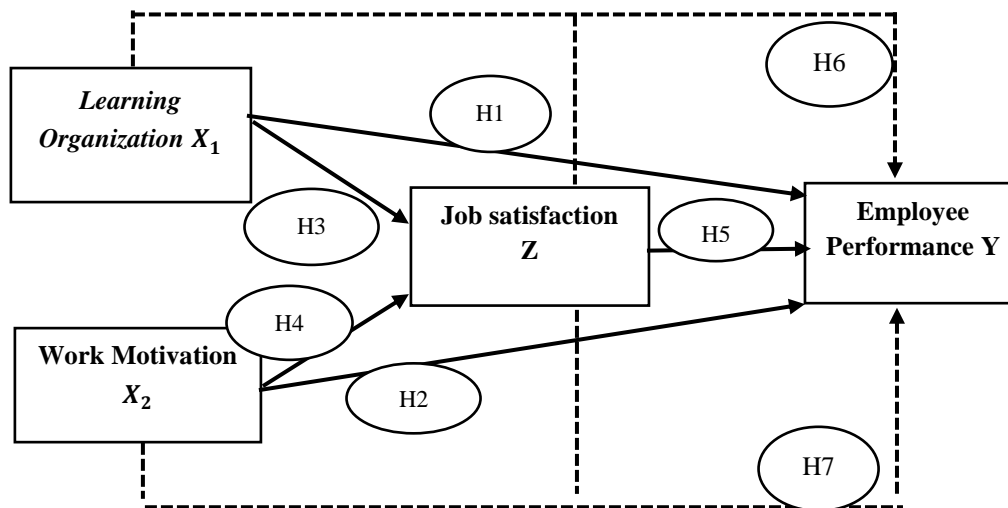


Fig. 1. Framework

Source: Research model development.

Research Hypothesis

- H1 : Learning organization (X_1) has a positive and significant effect on employee performance (Y)
- H2 : Work motivation (X_2) has a positive and significant effect on Employee Performance (Y)
- H3 : Learning organization(X_1) has a positive and significant effect on employee job satisfaction (Z)

- H4 : Work motivation (X_2) has a positive and significant effect on employee job satisfaction (Z)
- H5: Job satisfaction (Z) has a positive and significant effect on employee performance (Y)
- H6 : Learning organization(X_1) has a positive and significant impact on employee performance (Y) mediated by job satisfaction (Z)
- H7: The effect of work motivation (X_2) on employee performance (Y) is mediated by job satisfaction (Z)

III. RESEARCH METHODS

This research is quantitative research. The data used are primary data and secondary data. This study uses the dependent variable (Employee performance = Y), independent (Learning organization = X1, Work motivation = X2), and the intervening variable (Job satisfaction = Z).

The indicators used to measure learning organization according to Sange (2006) and Pedler (2003) are: Mental Model, Building a shared vision, System Thinking, Personal Skills, Team Learning, and Opportunities for self-development. The indicators used to measure work motivation according to Mangkunegara (2009) and Harzberg are: responsibility, work performance, opportunities for advancement, recognition of performance, challenging work, motivation from coworkers. The indicators used to measure job satisfaction according to Mulyadi (2012) and Robins are: job satisfaction, salary satisfaction, promotion satisfaction, co-workers satisfaction, a clean work environment and challenging work. The indicators used to measure employee performance according to Gibson (1997) are: full work with calculations, work volume according to the company, employees master the field, adapt quickly, obey all rules and a proactive attitude.

The research population was all 1899 employees, the sample was taken using Two Stage Random Sampling Technique, the First Stage used Stratified Random Sampling and the Second Stage Proportional Random Sampling and obtained respondent data of 215 respondents. For the measurement of variable indicators using a Likert scale from a scale of 1 strongly disagree to a scale of 5 strongly agree. Previously, the instrument was tested with validity and reliability tests. Furthermore, the data normality test and classical assumption test. And the test results do not show an identifiable problem. The method of data collection was done by distributing questionnaires via google form. Data analysis used multiple linear regression analysis and mediation effect test.

IV. DATA ANALYSIS RESULTS

TABLE 2. Validity Test
Learning Organization Variables

Learning Organization	Pearson Correlation	Significance
X1.1	0,721	0,00
X1.2	0,761	0,00
X1.3	0,751	0,00
X1.4	0,616	0,00
X1.5	0,718	0,00
X1.6	0,682	0,00

Source: Primary Data processed 2021

TABLE 3. Validity Test
Work Motivation Variables

Work Motivation	Pearson Correlation	Significance
X2.1	0,706	0,00
X2.2	0,662	0,00
X2.3	0,667	0,00
X2.4	0,631	0,00
X2.5	0,722	0,00
X2.6	0,708	0,00

Source: Primary Data Processed 2021

TABLE 4. Validity Test
Job Satisfaction Variables

Job satisfaction	Pearson Correlation	Significance
Z.1	0,691	0,00
Z.2	0,719	0,00
Z.3	0,722	0,00
Z.4	0,809	0,00
Z.5	0,713	0,00
Z.6	0,739	0,00

Source: Primary Data Processed 2021

TABLE 5. Validity Test
Employee Performance Variables

Learning Organization	Pearson Correlation	Significance
Y.1	0,610	0,00
Y.2	0,757	0,00
Y.3	0,645	0,00
Y.4	0,654	0,00
Y.5	0,720	0,00
Y.6	0,650	0,00

Source: Primary Data Processed 2021

TABLE 6. Reliability Test
Learning Organization, Work Motivation, Job Satisfaction and Employee Performance

Variables	Cronbach's Alpha	N of Items
Learning Organization	0,800	6
Work Motivation	0,769	6
Job satisfaction	0,827	6
Employee Performance	0,760	6

Source: Primary Data Processed 2021

Multiple Linear Regression Analysis

TABLE 7. F test
Learning Organization, Work Motivation, Job Satisfaction on Employee Performance

Model	F Value	Significance
1	81,230	0,000

Source: Primary Data Processed 2021

TABLE 8. t test
Learning Organization, Work Motivation, Job Satisfaction on Employee Performance

Variables	t count	t table	significance	criteria
Learning organization	6,425	1,971	0,000	Ha accepted
Work Motivation	6,564	1,971	0,000	Ha accepted
Job Satisfaction	4,761	1,971	0,000	Ha accepted

Source: Primary Data Processed 2021

TABLE 8.1. Analysis Results
Learning Organization, work motivation and job satisfaction on employee Performance

Variables	Coefficient value		t count	Significance
	B	Beta		
Learning Organization (X_1)	0,281	0,342	6,425	0,000
Work Motivation (X_2)	0,313	0,359	6,564	0,000
Job satisfaction (z)	0,202	0,245	4,761	0,000

Source: Primary Data Processed 2021

TABLE 9. F test
Learning organization and Work Motivation on Job satisfaction

Model	F Value	Significance
1	21,937	0,000

Source: Primary Data Processed 2021

TABLE 10. t Test
Learning Organization, Work Motivation on Job satisfaction

Variables	t count	t table	significance	criteria
Learning organization	2,530	1,971	0,012	Ha accepted
Work Motivation	4,342	1,971	0,000	Ha accepted

Source: Primary Data Processed 2021

TABLE 10.1. Analysis Results

Learning organization and Work Motivation on Job satisfaction

Variables	Coefficient value		t count	Significance
	B	Beta		
Learning Organization (X_1)	0,177	0,177	2,530	0,012
Work Motivation (X_2)	0,322	0,304	4,342	0,00

Source: Primary Data Processed 2021

Result of Equation I : $Y = 0,342 X_1 + 0,359 X_2 + 0,245 Z$
 Result of Equation I : $Z = 0,177 X_1 + 0,304 X_2$

V. DISCUSSION

1. Effect of Learning Organization on employee performance

Based on the results of the analysis that has been carried out, the results show that the first hypothesis is accepted. This means that learning organization has a positive and significant effect on employee performance. It can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.05. This is in accordance with research by Paraskevi & Panagiotis (2015) Aniek Rumiayati (2017) which states that there is an influence of organizational learning on employee performance. By continuing to learn and change, every employee in the organization, will increase their knowledge and experience further and will improve employee performance.

The results of descriptive analysis of learning organization with mental model indicators, building a shared vision, systems thinking, personal skills, team learning and increasing opportunities for self-development, will improve employee performance. The results of the essay show that most of them give a response greater than the average > 3.54 to the Learning Organization indicator. This means that the Learning Organization indicator has a good impact on improving the performance of its employees

2. The effect of work motivation on employee performance

Based on the results of the analysis that has been done, the results show that the second hypothesis is accepted. This means that work motivation has a positive and significant effect on employee performance. It can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.05. This is according to the research of Noermijati Diana Primasari (2015), Abdul M and Erna (2020), Indira A. & Mega Mayasari (2015) that motivation has a positive and significant influence on employee performance.

The results of a descriptive analysis of work motivation with indicators of responsibility, work performance, opportunities for advancement, recognition of performance, challenging work and motivation from colleagues can improve employee

performance. From the results of the description analysis, it shows that most of the respondents have an average of 3.55 on the indicators of work motivation which can directly have an impact on improving employee performance.

3. The Effect of Learning Organization on Job Satisfaction

Based on the results of the analysis that has been carried out, the results show that the third hypothesis is accepted. This means that the Learning Organization has a positive and significant effect on job satisfaction. It can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.05. This is according to the research of Wulandari D.P. (2017) that learning organization has a positive and significant effect on job satisfaction.

The results of descriptive analysis Learning organization formed through mental model indicators, building a shared vision, systems thinking, personal skills, team learning and self-development opportunities will be able to increase job satisfaction. The results of the description analysis of each statement show that most of the respondents gave an average answer of 3.54. Thus, it can be interpreted that learning organization has an effect on increasing job satisfaction.

4. The effect of work motivation on job satisfaction

Based on the results of the analysis that has been carried out, the results show that the fourth hypothesis is accepted. This means that work motivation has a positive and significant effect on job satisfaction. It can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.05.

These results are in accordance with the research of Sahli M. & Suprihatmi (2019); Ni Made Nurcahyani and I.G.A. Dewi Adnyani (2016) work motivation has a positive and significant influence on employee job satisfaction. This proves that if employee motivation increases, job satisfaction will also increase. Conversely, if the work motivation of employees decreases, then job satisfaction will also decrease.

The results of the descriptive analysis of work motivation seen from the indicators of responsibility, work performance, opportunities for advancement, recognition of performance, challenging work and increased motivation from colleagues, then job satisfaction will increase. The results of the description analysis of each statement item indicator of work motivation showed an average answer of 3.55 so that it could be interpreted that work motivation increased each employee's job satisfaction.

5. The effect of job satisfaction on employee performance

Based on the results of the analysis that has been carried out, the results show that the fifth hypothesis is accepted. This means that job satisfaction has a positive and significant effect on employee performance. It can be seen from the positive regression coefficient value, the t-count value is greater than t-table, and the significance value is less than 0.05. These results are in accordance with research by Samuel Egenius et al (2020), Sahli, et al. (2019) who found that job satisfaction has a significant effect on employee performance. Robbins (2015)

found satisfied employees tend to be more effective than unsatisfied employees.

This result means that if job satisfaction through indicators of job satisfaction, salary satisfaction, satisfaction with promotions, satisfaction with coworkers, satisfaction with conditions, work facilities, and work increases, then employee performance will increase. The results of the description analysis show that most of the respondents gave an average response of 3.52 to the job satisfaction indicator, meaning that the job satisfaction desired by the employee is well fulfilled, so that it has an impact on employee performance.

6. The effect of learning organization on employee performance is mediated by job satisfaction

Based on the results of the Sobel test, hypothesis 6 was accepted. This means that learning organization has a positive and significant effect on employee performance mediated by job satisfaction. It can be seen from the results of the intervening test that the Z value is 3.837 with a significant value of 0.000. These results indicate that the calculated Z value is greater than Z table, namely $3.837 > 1.651$, and the significance value is less than 0.05. This study according to Che Rose et al. (2009) found that learning organization has a positive impact on job satisfaction and employee performance.

The results of the description analysis of each statement show that most of the respondents gave an average answer of 3.4 for learning organization; 3.52 for job satisfaction; and 3.8 for performance so that it can be interpreted that organizational learning, job satisfaction and employee performance are high and this also proves that job satisfaction mediates organizational learning variables on employee performance.

7. The effect of work motivation on employee performance is mediated by job satisfaction

Based on the results of the Sobel test above, hypothesis 7 is accepted. This means that work motivation has a positive and significant effect on employee performance mediated by job satisfaction. obtained a Z value of 3.617 with a significant value of 0.000. These results indicate that the calculated Z value is greater than Z table, namely $3.617 > 1.651$, and the significance value is less than 0.05. This study supports Sahli, et al (2019) job satisfaction mediating the effect of work motivation on employee performance.

The results of the description analysis of each statement show that most of the respondents gave an average answer of 3.55 for the work motivation variable; 3.52 for the job satisfaction variable; and 3.8 for employee performance variables so that it can be interpreted that job satisfaction can mediate motivation on employee performance.

The final result proves that job satisfaction mediating the learning organization variable (3, 837) is greater than the work motivation variable (3.617). This condition shows that the learning organization variable is more dominant than the work motivation variable. Thus proving that learning organization is very necessary and urgent to improve employee performance.

VI. CONCLUSION

1. Learning Organization has a positive and significant effect on employee performance. This means that if the learning organization has been carried out well, the employee's performance will increase.
2. Work motivation has a positive and significant impact on employee performance. This means that if the work motivation is done well in the organization, the employee's performance will increase
3. Learning Organization has a positive and significant effect on job satisfaction. This means that if a learning organization has been formed in the organization, then employee job satisfaction will increase.
4. Work motivation has a positive and significant effect on job satisfaction. This means that if the work motivation that is formed in the organization increases, then employee job satisfaction increases.
5. Job satisfaction has a positive and significant effect on employee performance. This means that job satisfaction that is formed in the organization is increasing, then employee performance is increasing.
6. Job satisfaction can mediate or be a liaison between Learning organization variables on employee performance. It can be seen from the coefficient value of the indirect influence of learning organization on employee performance through job satisfaction is greater than the direct effect of learning organization on employee performance. This means that job satisfaction can be an intervening variable between learning organizations on employee performance.
7. Job satisfaction can mediate or be a liaison between work motivation variables on employee performance. It can be seen from the coefficient value that the indirect effect of work motivation on employee performance through job satisfaction is greater than the direct effect of work motivation on employee performance. This means that job satisfaction can be an intervening variable between work motivation and employee performance.

The final result is that the indirect effect of learning organization is greater than the indirect effect of work motivation. Thus proving organizational learning is very urgent and necessary to improve employee performance.

Suggestion

1. Description of the value of the team learning indicator of the organizational learning variable (3.5) < of the average value (3.55) of the organizational learning variable, this shows that organizational learning that is immediately upgraded is the team learning indicator.
2. Description of the value of the opportunity to advance indicator of the work motivation variable < from the average value of 3.4 < from 3.55. This shows that the work motivation variable that must be improved immediately is an indicator that provides opportunities for advancement.
3. Description of the challenging job indicator values of the job satisfaction variable < from the average value of 3.4 < from 3.52. This shows that the job satisfaction variable that must be improved immediately is an indicator of a challenging job.

4. Description of the value of the work volume indicator of the employee performance variable < from the average value of 3.6 < from the value of 3.8. This shows that the work performance variable that must be improved immediately is the work volume indicator.
5. Description of challenging job indicators (3.4) and a clean work environment (3.4) of job satisfaction variables need to be further improved in order to improve employee performance.
6. Description of the team learning indicators (3.5) of the learning organization variable and the description of the challenging job indicators (3.4) of the job satisfaction variable can be improved even more, to be able to improve employee performance.
7. Description of the value of the opportunity for advancement indicator (3.4) of the work motivation variable and the challenging job indicator (3.4) of the job satisfaction variable, can be continuously improved so as to improve employee performance.

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