

The Influence of Organizational Learning And Work Motivation on Job Satisfaction And Its Implications on Employee Performance

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Abstract

The purpose of this research is to know and analyze: (1) Organizational Learning; (2) Work Motivation; (3) Job Satisfaction, (4) Employee Performance and (5) The Influence of Organizational Learning and Work Motivation on Job Satisfaction and the Implications for Employee Performance in Food and Beverage Companies in South Jakarta City. The research method used in this study was a descriptive survey and an explanatory survey. The unit of analysis in this study was the employees of the Food and Beverage Company in South Jakarta, with a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the Organizational Learning of Employees in Food and Beverage Companies in South Jakarta City was generally good and Employee Work Motivation in Food and Beverage Companies in South Jakarta City was generally good, Employee Job Satisfaction in Food and Beverage Companies in South Jakarta City is currently assessed good and Job Satisfaction effect on Employee Performance. Organizational Learning and Work Motivation affect Employee Job Satisfaction in Food and Beverage Companies in South Jakarta City. Organizational Learning and Work Motivation affect Employee Performance in Food and Beverage Companies in South Jakarta City. Employee Job Satisfaction on Employee Performance in Food and Beverage Companies in South Jakarta City. Work Motivation influences Job Satisfaction dominantly, so Food and Beverage Companies in South Jakarta City must maintain this condition so that Job Satisfaction for employees in the Food and Beverage Company Environment in South Jakarta City remains consistent.

Keywords: Organizational Learning, Work Motivation, Job Satisfaction, and Employee Performance

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INTRODUCTION

From several national problems that are fundamental for the Indonesian people to date, one of them is the problem of handling low human resources. If a large number of human resources can be managed effectively and efficiently by corporate organizations, it will be useful to support the pace of sustainable national development. The abundance of existing human resources requires careful thought, namely how to optimally utilize human resources. In order for the organization to provide reliable human resources, quality education is needed, the provision of various social facilities. Weaknesses in the provision of these various facilities will cause social unrest which will have an impact on community stability and security. Currently, the ability of human resources is still low, both in terms of intellectual abilities and technical skills.

The problem that exists in the company's organization is how to create human resources that can produce optimal performance so that the goals of the company's organization can be achieved. Optimal performance will be achieved if the rights and obligations of employees run in a balanced manner. Performance has a close relationship with satisfaction. Job satisfaction is one of the main factors that can improve performance. So that good job satisfaction gets more attention by companies in order to achieve organizational goals on target.

This research is focused on Food and Beverage Companies in South Jakarta City. The South Jakarta City Food and Beverage Company has a strong influence on the culinary service sector in the South Jakarta City area, and is expected to be able to provide the best quality service for all stakeholders. Therefore, the job satisfaction of the employees of the South Jakarta City Food and Beverage Company is considered to be the main problem in this study. If employee performance and job satisfaction of employees of the South Jakarta City Food and Beverage Company decrease or are disrupted, then the Job Performance of each employee will be disrupted so that service delivery is less than optimal. Conversely, if the job satisfaction of employees at the Food and Beverage Company in South Jakarta City increases, then the Job Performance of each employee will be optimal so that the delivery of services is in accordance with the expectations and goals of the organization.

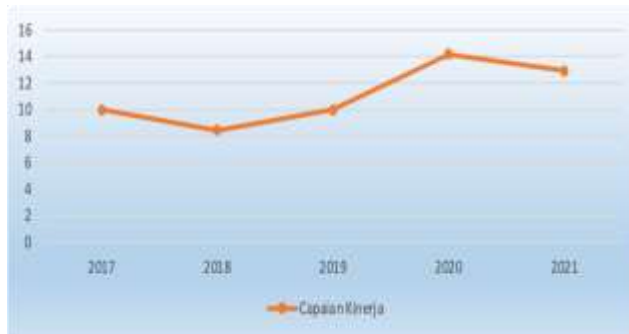


Figure 1. Graph of Performance Development Achievements of Food and Beverage Company Employees in South Jakarta City in 2017 - 2021

Source: Report on the Results of Performance Implementation in Food and Beverage Companies in South Jakarta City

This indication of dissatisfaction with the South Jakarta City Food and Beverage Company can be seen from the initial observations of several indicators in January 2021 among 15 employees, as shown in table 1.

Tabel 1 Indication of Employee Dissatisfaction

No	Types of Employee Complaints	%
1.	Amount of Salary Received	30
2.	Compensation received outside of base salary	17
3.	Promotional activities carried out by the management	25
4.	Support from superiors/managers/supervisors	36
5.	Interest/interest in the work carried out	30

Source: First Observation, 2021

The table above shows that the percentage of employee dissatisfaction is an alarming number. The percentage range is 17% -36%. This shows that the phenomenon of dissatisfaction is occurring in the Food and Beverage Company environment in South Jakarta. The indicator of compensation received outside of basic salary occupies a low percentage, this confirms that the South Jakarta City Food and Beverage Company pays little attention to employees in terms of compensation. While the indicator of support from superiors/managers/supervisors occupies the largest percentage of 36%, but this percentage is still below the normal threshold of 50%.

Job satisfaction will be carried out and fulfilled if there are other variables that influence/support it. Job satisfaction is a set of employees' feelings about whether their job is pleasant or unpleasant. According to Marihot Tua Effendi Hariandja (2017: 290) suggests, "Job satisfaction is the extent to which individuals feel positively or negatively various factors or dimensions of the tasks in their work." According to Abdurrahmat Fathoni (2016: 40) defines, "Job satisfaction is a pleasant emotional attitude and loves his job". From the two definitions of job satisfaction above, the researcher can conclude that job satisfaction is an emotional attitude of individuals who are pleasant and love various factors or dimensions of the tasks in their work.

According to the two-factor theory, the theory of job satisfaction which suggests that satisfaction and dissatisfaction are part of a different group of variables, namely motivators and hygiene factors. Then according to the concept of value theory, job satisfaction occurs at the level where the work results are received by the individual as expected. The more people receive results, the more satisfied people will be. The less they receive results, the less satisfied they will be.

Job satisfaction is influenced by several variables, but in this study the variables suspected of supporting the occurrence of problems in job satisfaction are organizational learning and work motivation. This can be seen from the indications of employee incommitment to the organization and relatively low motivation.

Organizational learning is a process of developing knowledge and ideas by members of an organization that has the potential to influence changes in their behavior (Fiol and Syles 2015, Sinkula 2014 in Slater and Narver 2015: 63). Organizational Learning is an effort to respond to the low ability of employees (members of the organization), in addition to very fast environmental changes, corporate organizations are also required to always be dynamic, namely following environmental changes. Environmental conditions are always changing rapidly, corporate organizations cannot escape the necessity to apply the concept of organizational learning. Through organizational learning, corporate organizations will gain experience that is used to anticipate any changes that occur in a particular environment.

Work Motivation is a process of influencing or pushing from the outside towards a person or work group so that they want to carry out something (work) that has been determined (Sadili, 2016: 8). A motivated employee will affect his performance and is part of the duties of a manager, namely channeling motivation towards achieving organizational goals. The definition of motivation according to Sofiah (2018: 169) defines: work motivation as a condition in which a person's effort and willpower are directed towards achieving certain results or goals, the intended result can be

productivity, attendance or other creative work behavior. Regarding expectancy, everyone will have expectations that will be obtained in carrying out their duties.

Therefore, without the expected value, a person will not make efforts to meet his needs. In expectancy theory it is stated that the strength of the tendency to act in a certain way depends on the strength of the expectation that the action will be followed by a certain output and depends on the attractiveness of that output for the individual (Victor Vroom in Robbins, 2016: 238). Therefore people are motivated to act/achieve high in their lives, in order to produce the combination of results they expect. In this regard, it seems clear that expectancy can encourage a person to act/highly achieve his performance, where this performance will be followed by fair/balanced output or rewards that can meet his needs. This is natural because humans have different needs according to their social status in society so that the elements that form expectancy are also different.

METHOD

The research was conducted based on descriptive and verification methods which aim to provide an overview of the interrelationships of research variables and answer research problems. According to Malhotra (2017: 78) that descriptive research can be carried out to describe the characteristics of groups that are relevant to research, estimate the percentage of specified units in the population, show a certain behavior, determine perceptions of the characteristics of a product, determine the degree of linkage of marketing variables, and make a special prediction.

In seeking answers to the formulation of the problem and testing the research hypothesis, data collection was carried out using the survey method as a research method carried out through the use of structured questionnaires administered to a sample of a population, and designed to produce specific information from respondents (Malhotra, 2017: 175). The questionnaire as a research measurement tool is planned to be developed from the operationalization of variables that have been determined by previous researchers as a result of theoretical reductions that correlate with research problems. To develop and seek answers to the problems the data collection process is carried out using the Cross-Sectional method, which involves collecting information from a sample using one collection (Malhotra, 2007: 80), then followed by path analysis developed from the framework.

In this study, 4 variables were used, consisting of 2 independent variables and 2 dependent variables. The independent variables are organizational learning and work motivation, while the dependent variables are job satisfaction and employee performance.

In this study, the size of the sample used was determined by probability sampling, namely sampling that provides equal opportunities for each element/member of the population to be selected as a member of the sample. The size of the sample size was determined according to the opinion of Hair et.al, 1998 (in Ghazali, 2005: 36), that the representative sample size in multivariate analysis is in the range of 100-200 samples. Therefore the sample to be taken in this study is set at 30 respondents.

So that the number of samples (n) in this study were 30 employees.

Testing research models and hypotheses using path analysis tests.

RESULTS AND DISCUSSION

Substructure 1

To reveal the effect of a variable or set of variables on other variables, Pearson Correlation Analysis can be used, where the statistical test to be used is path analysis, where the path coefficient is basically a correlation coefficient. To find out whether Organizational Learning (X1), Work Motivation (X2), has an effect on job satisfaction (Y), it is done using Pearson Correlation analysis and the software used is SPSS release 25.0. The steps for calculating Pearson Correlation are as follows:

1. The relationship between the Organizational Learning variable (X1) and the Work Motivation variable (X2), obtained a correlation coefficient value of 0.359. Thus, it can be said that Organizational Learning and Work Motivation have a positive relationship with the Sufficiently Strong criterion.
2. The variable relationship between Organizational Learning (X1) and the Job Satisfaction variable (Y), obtained a correlation coefficient value of 0.691. Thus, it can be said that Organizational Learning with Job Satisfaction has a positive relationship with strong criteria
3. The variable relationship between Work Motivation (X2) and Job Satisfaction (Y), obtained a correlation coefficient value of 0.589. Thus, it can be said that work motivation and job satisfaction (Y) have a positive relationship with strong criteria.

Based on the explanation, the above is a correlation matrix between variables that shows the magnitude of the relationship between fellow variables, both dependent and independent. The proportions for the path diagram are 2 independent variables (X1 X2,) which have a relationship between variables, and each independent variable (X), as well as a correlational relationship from the outside variable (X1 X2,) residue to the dependent variable (Y). The steps to calculate the path analysis (path analysis) are as follows:

$$PY_{xi} = \sum_{j=1}^k CR_{1j} r_{yx_j} \quad I = 1,2$$

And the overall influence of X1 and X2

$$R^2_{YX_1X_2\dots X_7} = \sum_{i=1}^k p_{YX_i} r_{YX_i} \\ = 0.308$$

While the path coefficients of other variables outside the variables X1 to X4 are determined through:

$$p_{Y1\varepsilon1} = \sqrt{1 - R^2_{YX_1X_2}} \\ = 0.693$$

This means that the effect of variable X1 X2, together on variable Y is 0.308 or 30.8% of variable X1 X2, jointly affects Y, and the remaining 0.693 or 69.3% is influenced by other variables not included in the study.

Based on the theoretical framework that there is an influence between Organizational Learning and Work Motivation on Job Satisfaction of Food and Beverage Company Employees in South Jakarta City, then the overall hypothesis will be tested in the following form:

1) Simultaneous Hypothesis Testing

To find out whether the independent variables, namely the Effect of Organizational Learning and Work Motivation on Job Satisfaction of Food and Beverage Company Employees in South Jakarta City, where the hypothesis statistics can be expressed in the following form:

Ho : $P_{YX_1} = P_{YX_2} = 0$ There is no effect of Organizational Learning and Work Motivation on Job Satisfaction

Hi : $P_{YX_1} = P_{YX_2} \neq 0$

There is an influence of Organizational Learning and Work Motivation on Job Satisfaction

Testing the hypothesis is done through the F test statistic, with the provisions that accept Ho if Fcount < Ftable and reject Ho if Fcount > Ftable. From calculations using SPSS software, the following results are obtained:

Table 2. Simultaneous Testing

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	261.550	2	180.775	21.569	.000
Residual	159.820	27	9.380		
Total	321.370	29			

a. Dependent Variable: work Satisfaction

b. Predictors: (Constant), Motivation, Organizational Learning

Source: calculation results via SPSS

Based on the results of these calculations, it turns out that Fcount is 21,569 greater than ttable 3.23 ($F_o > F^* : (k,n-k-1) (4,439 > 3.23)$), so the hypothesis is accepted or H_0 is rejected. This means that individual testing with the hypothesis can be continued, namely:

2) Individual Hypothesis Testing

Individual testing is carried out when simultaneous testing rejects the null hypothesis, meaning that there is at least one path coefficient that is not equal to zero. This test is used to determine or test the effect of each independent variable whether individually significant or not. Because the overall test produces a significant test, the next analysis is carried out by testing individually (partial testing).

$H_o : P_{YX_2} = 0$, There is no effect of Work Motivation on Job Satisfaction

$H_i : P_{YX_2} \neq 0$, There is an influence of Work Motivation on Job Satisfaction

Test statistics for each hypothesis

$$t_{oi} = \frac{P_{YXi}}{\sqrt{(1-R_{Y^2 X_1 X_2 X_3})C_{r_{ii}}}} \quad , i = 1,2,3 \text{ (output SPSS lihat lampiran)}$$

Rejected H_o , if $t_{oi} > t_{1-\alpha} (n-k-1)$

By using the distribution table t is obtained:

$$t_{0,95(56-2-1)} = t_{\text{tabel}} = 1.68$$

By using the distribution table t is obtained

Path Coefficients	t-test	t-table
PYX1	0.283	3.334
PYX2	0.508	5.977

Source: calculation results

Based on the results of the calculation of the path coefficient value of the variable X1 X2, to (Y), which was obtained using the SPSS program, thus according to the decision rule, that the tcount prices fall in the H0 area is rejected, meaning that the path coefficient is significant, so the path diagram does not change. Conceptually, it can be explained that all aspects of Organizational Learning and Work Motivation on Job Satisfaction.

Next, we will test the significance (significance) of the correlation coefficient between variables X1 X2 to (Y) with the following hypothesis:

With test statistics as follows

$$t = \frac{r}{\sigma_2} \text{ dan } \sigma_2 = \frac{1}{\sqrt{n-3}}$$

reejected Ho if t-test > t(1- α /2;n-k-1) using the t distribution table obtained according to the IBM SPSS attachment

Table 4 Correlation Testing between variables X

Correlation Coefficient	t-test	t-table $\alpha = 0,05$	summary
0.359	6.048	0.000	Ho rejected There is a significant relationship between X1 and X2

Source: SPSS output results

From testing the correlation between the X variables, it turns out that tcount > t table, then H0 is rejected, meaning that there is a direct relationship between the variables Organizational Learning and Work Motivation on Job Satisfaction in full the causal relationship diagram of the variable X1 X2 to Y is as follows

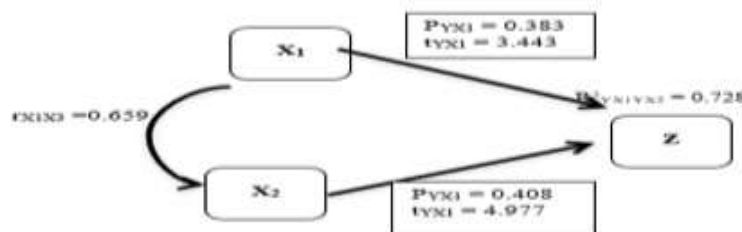


Figure 1 Causal Diagram between Organizational Learning and Work Motivation on Job Satisfaction

From the structural picture of the relationship between variables with the values of the structural parameters above, the influence of the causal variables on the Organizational Learning and Work Motivation variables on Job Satisfaction of Employees of Food and Beverage Companies in South Jakarta City, is:

Table 5 Effect of Variables X1 X2, to Y and Effects Outside Variables X and Y

Path Analysis Interpretation		
Exp.	Influence	%
Influence X1 X2, to Y	0.308	30.8
Outside Influence X1 X2, and Y	0.692	69.2
Total		100

Source: SPSS Program Statistics Processing Results

From the test results it can be seen that Organizational Learning and Work Motivation on Job Satisfaction of Food and Beverage Company Employees in the City of South Jakarta, namely 30.8%, while the remaining 69.2% is influenced by other factors not examined by the author. However, when viewed partially, work motivation is more dominant in influencing job satisfaction. This is understandable because each indicator of Organizational Learning and Work Motivation is used as an aspect of satisfaction measurement.

Based on the calculation results above, it can be revealed that Organizational Learning on Job Satisfaction of Food and Beverage Company Employees in the City of South Jakarta can be seen in table 4.60 below:

Table 6 Direct and Indirect Effects of Organizational Learning on Job Satisfaction

Interpretation of Path Analysis

Ket Influence %

X1 Direct influence to Y 0.0649 6.49

Indirect effect through X2 to Y 0.0815 8.15

Total 0.1464 14.64

Source: SPSS Program Statistics Processing Results

From the table above it can be seen that the direct contribution of Organizational Learning to Job Satisfaction is 6.49% with a tcount coefficient of 3.334, while for the ttable value at a significance level $\alpha(0.05) = 0.001$, because the tcount > ttable, and indirectly through process variable of 8.15%. While Organizational Learning on Job Satisfaction as

a whole reaches 14.64%, it can be concluded that Organizational Learning has a significant direct effect on Job Satisfaction, this empirical evidence gives an indication that in an effort to increase Job Satisfaction, it is necessary to improve Organizational Learning factors, because Organizational Learning factors are closely related to Job satisfaction.

Table 7 Direct and Indirect Effects of Work Motivation on Job Satisfaction

Path Analysis Interpretation			
Exp.		Influence	%
X2	Influence X1 X2, to Y	0.0801	8.01
	Outside Influence X1 X2, and Y	0.0815	8.15
Total		0.1616	16.16

Source: SPSS Program Statistics Processing Results

From the table above it can be seen that the direct contribution of Work Motivation to Job Satisfaction is 16.16%, with a tcount coefficient of 5.977, while for the ttable value at the significance level $\alpha(0.05) = 0.000$, because the tcount > ttable, and indirectly through the Organizational Learning variable of 8.15%. While the contribution of Work Motivation to Job Satisfaction as a whole reaches 16.16%, it can be concluded that Work Motivation has a direct effect on Job Satisfaction. The path coefficient shows a positive and significant value, meaning that if work motivation increases, consumer satisfaction will also increase.

Substructure 2

To reveal the effect of a variable or set of variables on other variables, Pearson Correlation Analysis can be used, where the statistical test to be used is path analysis, where the path coefficient is basically a correlation coefficient. To find out whether Organizational Learning (X1), Work Motivation (X2), has an effect on Performance (Z), it is done using Pearson Correlation analysis and the software used is SPSS release 12.0. The steps for calculating Pearson Correlation are as follows:

1. The relationship between the Organizational Learning variable (X1) and the Work Motivation variable (X2), obtained a correlation coefficient of 0.659. Thus, it can be

said that Organizational Learning and Work Motivation have a positive relationship with the Sufficiently Strong criterion.

2. The variable relationship between Organizational Learning (X1) and the Employee Performance variable (Z), obtained a correlation coefficient value of 0.791. Thus, it can be said that Organizational Learning with Job Satisfaction has a positive relationship with strong criteria
3. The variable relationship between Work Motivation (X2) and Employee Performance (Z), obtained a correlation coefficient value of 0.789. Thus, it can be said that work motivation and job satisfaction (Y) have a positive relationship with strong criteria.

Based on the table above, it is a correlation matrix between variables that shows the magnitude of the relationship between fellow variables, both dependent and independent. The proportions for the path diagram are 2 independent variables (X1 X2,) which have a relationship between variables, and each independent variable (X), as well as a correlational relationship from the outside variables (X1 X2,) residue to the dependent variable (Z). The steps to calculate the path analysis (path analysis) are as follow:

$$PY_{xi} = \sum_{j=1}^k CR_{ij} r_{YX_j} \quad I = 1,2$$

And total effect from X1 to X2

$$R_{YX_1 X_2 \dots X_7}^2 = \sum_{i=1}^k p_{YX_i} r_{YX_i}$$

$$= 0.728$$

While the path coefficients of other variables outside the variables X1 to X2 are determined through:

$$p_{Y1\epsilon1} = \sqrt{1 - R_{YX_1 X_2}^2}$$

$$= 0.272$$

This means that the effect of variable X1 X2, together on variable Z is 0.728 or 72.8% of variable X1 X2, jointly affects Z, and the remaining 0.272 or 27.2% is influenced by other variables not included in the study.

Based on the theoretical framework that there is an influence between Organizational Learning and Work Motivation on Employee Performance in Food and Beverage Companies in the City of South Jakarta, then the overall hypothesis will be tested in the following form:

- 1) Simultaneous Hypothesis Testing

To find out whether the independent variables, namely the Effect of Organizational Learning and Work Motivation on Employee Performance in Food and Beverage Companies in South Jakarta City, where the hypothesis statistics can be expressed in the following form:

Ho : $P_{Y \times X1} = P_{Y \times X2} = 0$ There is no effect of Organizational Learning and Work Motivation on Employee Performance

Hi : $P_{Y \times X1} = P_{Y \times X2} \neq 0$ There is an influence of Organizational Learning and Work Motivation on Employee Performance

Pengujian hipotesis tersebut dilakukan melalui F test statistic, with conditions that accept Ho if Fcount < Ftable and reject Ho if Fcount > Ftable. From calculations using SPSS software, the following results are obtained:

Table 8 Simultaneous Testing

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	61.443	2	80.775	19.221	.000b
1 Residual	59.331	27	9.380		
Total	121.774	29			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Organizational Learning

Source: calculation results via SPSS

Based on the results of these calculations, it turns out that Fcount is 21,569 greater than ttable 3.23 ($F_o > F^* : (k,n-k-1) (4,439 > 3.23)$), so the hypothesis is accepted or H0 is rejected. This means that individual testing with the hypothesis can be continued, namely:

2) Individual Hypothesis Testing

Individual testing is carried out when simultaneous testing rejects the null hypothesis, meaning that there is at least one path coefficient that is not equal to zero. This test is used to determine or test the effect of each independent variable whether individually significant or not. Because the overall test produces a significant test, the next analysis is carried out by testing individually (partial testing).

Ho : $P_{YX_2} = 0$, There is no effect of Work Motivation on Employee Performance

Hi : $P_{YX_2} \neq 0$, There is an influence of Work Motivation on Employee Performance

Test statistics for each hypothesis

$$t_{oi} = \frac{P_{YXi}}{\sqrt{\frac{(1 - R_{Y \cdot X_1 X_2})^2 C_{r_{ii}}}{n - k - 1}}}, i = 1, 2, 3 \text{ (output SPSS lihat lampiran)}$$

Reject Ho, if $t_{oi} > t_{1-\alpha} (n-k-1)$

By using the distribution table t is obtained:

$$t_{0,95}(56-2-1) = t_{tabel} = 1.68$$

Table 9 Testing the hypothesis X1 X2, to Y

Path Coefficients		t-test	t-table
PYX1	0.383	3.443	0.001
PYX2	0.408	4.977	0.000

Source: calculation results

Based on the results of calculating the path coefficient value of the variable X1 X2, to (Z), which was obtained using the SPSS program, thus according to the decision rule, that the tcount prices fall in the H0 area is rejected, meaning that the path coefficient is significant, so the path diagram does not change. Conceptually, it can be explained that all aspects of Organizational Learning and Work Motivation on Employee Performance.

Next will be tested for the significance (significance) of the correlation coefficient between variables X1 X2 to (Y) with the following hypothesis:

With test statistics as follows

$$t = \frac{r}{\sigma_2} \text{ dan } \sigma_2 = \frac{1}{\sqrt{n-3}}$$

Reject Ho if $t\text{-test} > t(1-\alpha/2; n-k-1)$ by using t distribution table obtained (as per IBM SPSS annex).

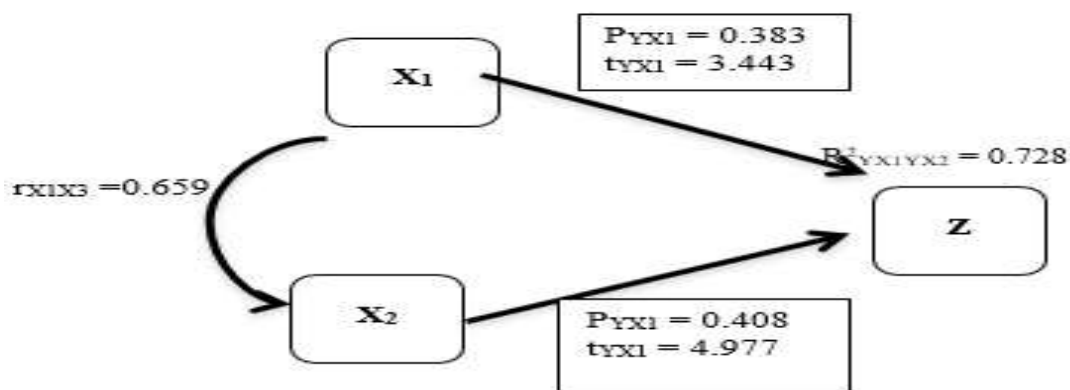
Table 10 Correlation Testing between variables X

Correlation Coefficients	t-test	t-table $\alpha = 0,05$	Summary
0.359	6.048	0.000	Ho Reject

			There is a significant relationship between X1 and X2
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Source: SPSS output results

From testing the correlation between the X variables, it turns out that $t_{count} > t_{table}$, then H_0 is rejected, meaning that there is a direct relationship between the variables Organizational Learning and Work Motivation on Employee Performance. The complete diagram of the causal relationship of the variable X1 X2 to Z is as followst:



From the structural picture of the relationship between variables with the values of the structural parameters above, the influence of the causal variables on the Organizational Learning and Work Motivation variables on Employee Performance in Food and Beverage Companies in South Jakarta City is:

Table 11 Effect of Variables X1 X2, to Y and Effects Outside Variables X and Y

Path Analysis Interpretation		
Exp.	Effect	%
Effect X1 X2, to Y	0.728	72.8
Outside Effect X1 X2, to Y	0.272	27.2
Total		100

Source: SPSS Program Statistics Processing Results

From the test results it can be seen that Organizational Learning and Work Motivation on Employee Performance in Food and Beverage Companies in South Jakarta

City, namely 72.8%, while the remaining 27.2% is influenced by other factors not examined by the author. However, when viewed partially, work motivation is more dominant in influencing job satisfaction. This is understandable because each indicator of Organizational Learning and Work Motivation is used as an aspect of measuring Employee Performance.

Based on the calculation results above, it can be revealed that Organizational Learning on Employee Performance of Food and Beverage Company Employees in the City of South Jakarta can be seen in table 12 below:

Table 12 Direct and Indirect Effects of Organizational Learning on Employee Performance

Path Analysis Interpretation			
Exp.		Effect	%
X1	Effect X1 X2, to Y	0.1664	16.64
	Outside Effect X1 X2, to Y	0.0611	6.11
Total		0.2275	22.75

Source: SPSS Program Statistics Processing Results

From the table above it can be seen that the direct contribution of Organizational Learning to Employee Performance is 16.64% with a tcount coefficient of 3.443, while for the ttable value at a significance level $\alpha(0.05) = 0.001$, because the tcount > ttable, and indirectly through process variable of 6.1%. While Organizational Learning on Employee Performance as a whole reaches 22.75%, it can be concluded that Organizational Learning has a significant direct effect on Employee Performance, this empirical evidence indicates that in an effort to improve Employee Performance, it is necessary to improve Organizational Learning factors, because Organizational Learning factors are closely related to Employee Performance.

Likewise, the results of the calculation above, it can be Work Motivation on Employee Performance both directly and indirectly can be seen in table 13 below:

Table 13 Direct and Indirect Effects of Work Motivation on Employee Performance

Path Analysis Interpretation			
Exp		Effect	%
X2	Direct Effect to Y	0.3949	39.49

	Indirect effect via X1 to Y	0.0611	8.15
Total		0.4560	45.6

Source: SPSS Program Statistics Processing Results

From the table above it can be seen that the direct contribution of Work Motivation to Employee Performance is 39.49%, with a tcount coefficient of 4.977, while the ttable value is at a significance level of $\alpha(0.05) = 0.000$, because the tcount > ttable, and indirectly through the Organizational Learning variable of 6.11%. While the contribution of work motivation to employee performance as a whole reaches 16.16%, it can be concluded that work motivation has a direct effect on employee performance. The path coefficient shows a positive and significant value, meaning that if work motivation increases, employee performance will also increase.

Substructure 3

To reveal the effect of a variable or set of variables on other variables, Pearson Correlation Analysis can be used, where the statistical test to be used is path analysis, where the path coefficient is basically a correlation coefficient. To find out whether satisfaction (Y) affects employee performance (Z), it is done using Pearson Correlation analysis and the software used is SPSS release 12.0. The steps for calculating Pearson Correlation are as follows:

$$PY_{xi} = \sum_{j=1}^k CR_{1j} r_{yx_j} \quad I = 1,2$$

And total effect from Y to Z

$$R_{YX_1X_2...X_7}^2 = \sum_{i=1}^k p_{YX_i} r_{YX_i}$$

$$= 0.666$$

while the path coefficients of other variables outside the Y variable are determined through:

$$p_{Z\epsilon 3} = \sqrt{1 - R_{YX_1X_2}^2}$$

$$= 0.334$$

meaning that the effect of variable Y on variable Z is 0.866 or 66.6%, and the remaining 0.334 or 33.4% is influenced by other variables not included in the study.

Test statistics for each hypothesis

$$t_{oi} = \frac{P_{YX_i}}{\sqrt{\frac{(1 - R_{Y_i}^2) C_{r_{ii}}}{n - k - 1}}}, i = 1, 2, 3 (\text{output SPSS lihat lampiran})$$

Reject H_0 , if $t_{oi} > t_{1-\alpha} (n-k-1)$

By using the t distribution table obtained:

$$t_{0,95}(30-2-1) = t\text{-table} = 1.70$$

Table 14 Testing the hypothesis Y against Z

Correlation Coefficient		t-test	t-table	Summary
PYZ	0.344	2.443	1.70	H_0 Rejected There is a positive influence of job satisfaction on performance

Source: calculation results

From the test above, the complete causal relationship diagram for variable Y to Z is as follows:

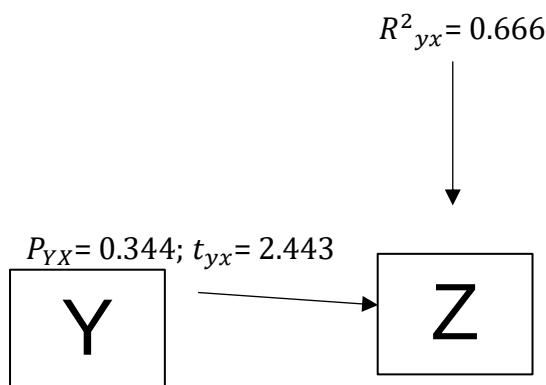


Figure 3 Diagram of the causal relationship of Job Satisfaction (Y) to Performance (Z)

From the structural picture of the relationship between variables with the values of the structural parameters above, the influence of the causal variable on the variable, the effect of job satisfaction on employee performance in the Food and Beverage Company in South Jakarta City is

Table 15 Effect of Variable Y on Z and Effect of Outside Variable Y

Path Analysis Interpretation		
Exp	Exp	Exp
Direct Effect to Z	0.666	66.6
Indirect effect via Y to Z	0.334	33.4
Total		100

Source: SPSS Program Statistics Processing Results

From the test results it can be seen that job satisfaction affects employee performance by 66.6% and other influences by 33.4%, this is in accordance with the opinion of Siagian (2008: 25) which says that a more precise understanding of job satisfaction must be associated with work performance or performance, so that job satisfaction and performance interact with each other. Besides the statement above, Davis & John W Newstrom (2003: 106) also stated that: "job satisfaction is part of life satisfaction", the nature of a person's environment outside of work affects feelings at work. Likewise, because work is an important part of life, job satisfaction affects one's life satisfaction. The result is contained in the back and forth (spill over effect) that occurs between job satisfaction and life satisfaction. Consequently, managers may need to monitor not only immediate work but also monitor employees' attitudes toward other parts of life.

CONCLUSION

With the starting point of the discussion of the problem, theoretical basis, empirical data analysis, results of hypothesis testing, then in the last chapter of this research conducted at a Food and Beverage Company in the City of South Jakarta, several conclusions will be drawn as follows:

- Organizational Learning that occurs in employees at the South Jakarta City Food and Beverage Company has been well implemented. This can be seen from the Organizational Learning indicators which score on the agree continuum line. This condition explains that Organizational Learning is in accordance with organizational learning theory which aims to improve the abilities and competencies of members of the organization by creating, studying and transferring knowledge of learning outcomes to all members of the organization (students), so that they can accumulate the values of knowledge that have been

obtained (as a learning effect), so that they can change their behavior in accordance with the values contained in the knowledge they learn.

- b. The work motivation of employees in the Food and Beverage Company Environment in the City of South Jakarta is quite good. This can be seen from the indicators that support the Work Motivation variable which scores on the agreed continuum line. This condition explains that work motivation that occurs in the Food and Beverage Company environment in South Jakarta City is in accordance with the theory of motivation according to Sofiah (2008: 169) which defines: work motivation as a condition in which a person's effort and willpower are directed towards achieving certain results or goals, the intended result can be productivity, attendance or other creative work behavior. As well as the theory of motivation according to Sadili (2006: 8) defines that: Motivation as a process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that has been determined.
- c. Employee job satisfaction that occurs in the Food and Beverage Company environment in South Jakarta City is in line with expectations. This can be seen from several supporting indicators of the Job Satisfaction variable that score on the agreed continuum line. This condition explains that Job Satisfaction that occurs in the Food and Beverage Company environment in South Jakarta City is in accordance with the two-factor theory put forward by Wibowo (2007), the two-factor theory is a work-paternity theory which advocates that satisfaction (satisfaction) and dissatisfaction (dissatisfaction) are part of from different variable groups, namely motivators and hygiene factors. In this theory, dissatisfaction is associated with conditions surrounding the job (such as working conditions, pay, security, quality of supervision and relationships with others), and not with the job itself. Because these factors prevent negative reactions, they are called hygiene or maintenance factors. Instead, satisfaction is drawn from factors related to the job itself or the direct results thereof, such as the nature of the job, achievement on the job, opportunities for promotion and opportunities for self-development and recognition. Because these factors are related to high levels of job satisfaction, they are called motivators.
- d. Employee performance at the Food and Beverage Company in South Jakarta is quite good. This can be seen from the final score that occupies the agreed continuum line. This condition explains that the performance of the employees of

the South Jakarta City Food and Beverage Company has been carried out properly and in accordance.

- e. Organizational Learning and Work Motivation affect Job Satisfaction, so that if Organizational Learning and Work Motivation occur according to employee expectations, Employees will feel satisfied working at a South Jakarta Food and Beverage Company.
- f. Organizational Learning and Work Motivation affect Employee Performance, so that if Organizational Learning and Work Motivation occur according to employee expectations, then Employees will feel their performance increases in Food and Beverage Companies in South Jakarta City
- g. Job Satisfaction affects Employee Performance, so that if job satisfaction occurs in accordance with employee expectations, then Employee performance will increase at the Food and Beverage Company in South Jakarta City

SUGGESTIONS AND RECOMMENDATIONS

Based on the results of research and observations that have been made at the South Jakarta City Food and Beverage Company, the authors would like to propose some suggestions that may be taken into consideration in carrying out organizational activities and marketing coaching in the future. These suggestions include:

1. On the organizational learning variable indicator, every decision taken will always have the potential to be questioned and get a fairly low score. This shows that in making decisions, members of the organization do not involve various groups within the organization, so that the tendency for conflict to occur is quite large. Therefore, this condition must be the company's improvement in the future.
2. On the variable indicator of Work Motivation, always influencing other colleagues to follow the way of doing things gets a fairly low score. This shows that each employee lacks the ability to influence his colleagues to do the best way to complete. Therefore, this condition must be the company's improvement in the future.
3. On the variable indicator of Job Satisfaction, the organization provides a better salary than competitors gets a low score. This shows that the organization does not pay attention to employees in terms of compensation, even though compensation is one of the most important elements in achieving employee job satisfaction. Therefore, this condition must be the company's improvement in the future.

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