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Company Performance Analysis with Organizational Learning as a Mediating Variable Studies

Prihatin Tiyanto Priagung Hutomo [1)], Frans Sudirjo [2)]
[1)] Departement of Human Resources Management, Faculty of Economy and Business, Universitas 17 Agustus 1945 Semarang
[2)] Departement of Marketing Faculty of Economy and Business, Universitas 17 Agustus 1945 Semarang

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ABSTRACT

This study aimed to determine the effect of Employee Engagement, Knowledge Management and Organizational Learning on the Performance of the Metal Industry in Tegal Regency, especially in Kramat District, Central Java. The population in this study was the metal industry with a total of 121 units with a total workforce of 382 people. The results of the study found that Employee Engagement, Knowledge Management, and Organizational Learning simultaneously had a significant effect on organizational performance. Partially, Employee Engagement had a negative and insignificant effect on Organizational Learning and Organizational Performance. Knowledge Management had a positive and significant effect on Organizational Learning. Organizational learning has a positive effect on organizational performance. However, Organizational Learning was not able to Mediate Employee Engagement on Organizational Performance.

Corresponding Author:

Prihatin Tiyanto Priagung Hutomo
Departement of Human Resources Management, Faculty of Economy and Business, Universitas 17 Agustus 1945 Semarang
Email: prihatintiyanto@gmail.com

INTRODUCTION

Human Resources have a very vital role to improve company performance. Human resources with employee engagement and Knowledge Management are expected to be able to enhance organizational learning and improve company performance. Organizational learning can be a solution to improve organizational performance trhough employee engagement and knowledge management.

Many organizations learn faster and build capacity to stay ahead of their competitors. Organizational learning is a main priority in a dynamic environment. The organization ensures that learning organization moves fast, always changes, innovates and adapts in a dynamic external environment [1]. Kazimoto (2016) [2] emphasize organizational learning as the main pillar of the survival of organizational performance. Kaliannan et. all (2015) [3] in his research on organizational learning was carried out by identifying four things: (i) how to get knowledge; (ii) disseminate information; (iii) interprete information, and (iv) the process of sharing information, from the individual level to the collective level to build organizational memory.

Knowledge management (KM) is a systematic process through the acquisition, communication of knowledge to increase the productivity and effectiveness of organizational members [4]. Knowledge management is defined as the process of managing, creating, storing, accessing the intellectual distribution of organizational human resources [5]. According to Garcia-Perez and Mitra (2008) [6], Knowledge management within the organization is defined as a set through four types of processes: (1) knowledge acquisition. (2) knowledge conversion. (3) knowledge application (4) knowledge protection [6]. Mirza et. all (2013) [7] revealed that a lot of knowledge becomes a knowledge asset and able to promote organizational learning and increase competitiveness. Knowledge management with information technology support improves social networking, knowledge availability, and becomes a corporate strategy [8]. Dutta and Madalli (2015) [9] state that knowledge management helps organizations produce high-quality products and services, improve people expertise and skills, problem solving, increase innovative capacity and organizational learning. The ultimate goal of knowledge management according to Dutta and Madalli (2015) [9] is to achieve organizational goals, such as innovation, competitive advantage, sustainable growth and sharing organizational learning.

Employee engagement is important for every organization, [10]. 'Worker engagement' shows the employees are more concerned with and have a relationship relative to the organization, thus going beyond the employee-work relationship [11]. Employee Engagement helps match theory and practice [12]. Various regulations and the complexity of problems in a dynamic environment require employee involvement so that it becomes a challenge for companies [13]. Employee involvement is an important aspect for management to maintain the existence, survival and profitability of the organization [4];[14];[15]. Every worker spends more than a third of his life bound by working (Van Zyl, et.al, 2010). Work engagement is defined as a 'positive, satisfying state of mind, characterized by enthusiasm, dedication, and absorption [16].

The achievement level at which an employee fulfills the organizational mission at work is called performance [17]. The Organizational performance definition viewed from an economic perspective, is described as the relationship between effective costs, realized output and results achieved [12]. Performance is researched in different ways, but mostly relate performance to transactional measures of efficiency and effectiveness towards organizational goals [16]. Organizational performance is joint work to reconcile personal goals and organizational goals, employees use their abilities and skills to reconcile employee performance goals and organizational goals [18].

Organizational performance in the metal industry in Tegal Regency is shown by the decline in sales levels due to technological disruption and the Covid 19 pandemic. Nearly 29,929 Small and Medium Industries in Tegal Regency experienced a decrease in sales. According to the Head of Industrial Planning and Development of the Tegal Regency Labor and Industry Office, Irsyad Sumarwanto, orders felt by 70 percent, IKM players made efficiency by laying off 50 percent of their employees. Based on the theoretical study and the gap phenomenon above, this study aimed to analyze "How organizational learning is able to mediate employee engagement, knowledge management, on company performance, in the metal industry in Kramat District, Tegal Regency".

RESEARCH METHOD

Population and Sample

The population of this research consisted of all metal industries in Kramat District, Tegal Regency, totaling 121 units with a total workforce of 382 people. Sampling technique used purposive sampling. The characteristics of the respondents were in accordance with the research objectives such as workers who have worked in the Metal Industry, have worked for more than 5 years; Understanding metal processing industry; the sample taken was 78, and all samples were used as respondents. All data were analyzed and tabulated, then inputted and processed using AMOS with PLS Ver 3.0. Answers to questions from each variable were measured with a Likert scale from 1 (strongly disagree) to a scale of 5 (strongly agree).

In this study, the OP (Organizational Performance) variable was measured by the Y1 indicator: realized output, Y2: achieved results [12]. Y3 : Meeting the Needs of Stakeholders; Y4. : Defensive Ability; Y5 : Ability to customize rules ; [7]. This research variable EE (Employee Engagement) with indicators, X21: physically involved; X22: engage with passion; [19]. X23: involved in dedication, X24: involved in absorption; X25: social support [16]. X26: Positive attitude [10]. In this study the variable KM (Knowledge Management) with indicators, X11: knowledge acquisition; and X12 : Knowledge Conversion ; X13: Application of Knowledge; And ; X14 : Knowledge Memory; [6], X15: Knowledge Competitiveness X16: Knowledge Sharing [20]. In this study the variable OL (Oganizational Learning) with indicators, z1: continuous learning organization; and z2: adapt quickly, and z3: Innovate; Z4: Technology USe, Z5: Ability to manage Change [1]. Reasons for using Amos with PLS Ver 3.0, to measure the relationship between variables, the number of samples needed in the analysis was relatively small and did not require a normal distribution but using bootstrapping.

Research Framework

This research is described in one model, that is Employee engagement, Knowledge management and Organizational Learning on Organizational Performance can be seen in Figure 1.

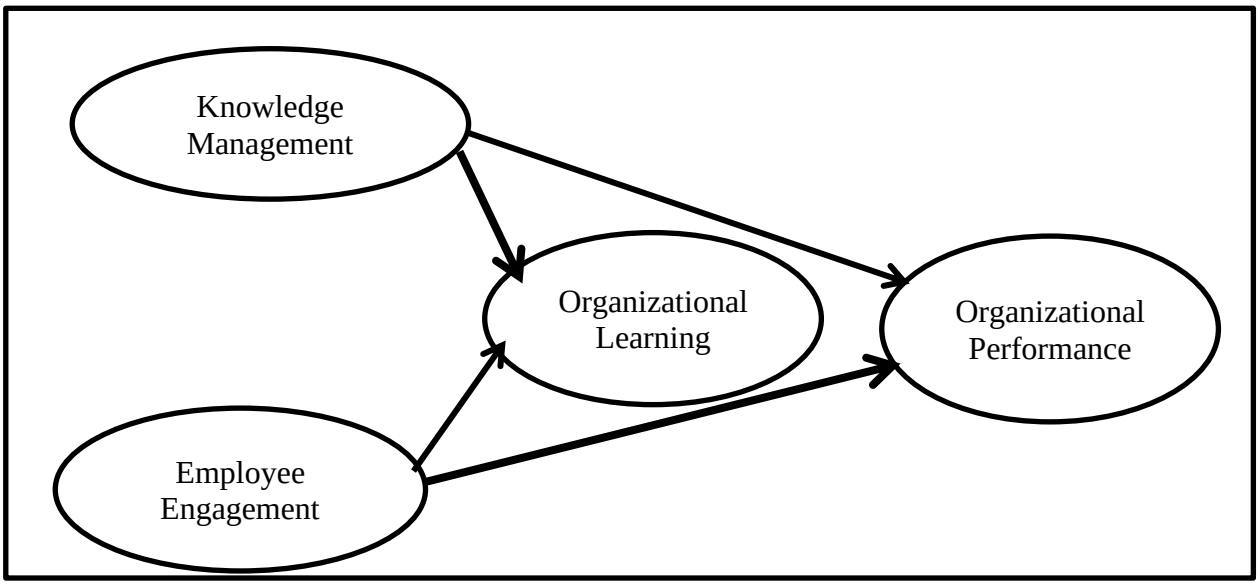

Figure 1. Research Framework

RESULT AND DISCUSSION

Data Demographic Profile of the Respondents

Results of Respondent in table 1 Description showed that the highest number of respondents aged 41 years to 50 years as many as 32 respondents or 32.05%; The dominance of respondents in men was 45 respondents or 57.70%, it showed that knowledge management is a reference for male workers to realize organizational learning processes and improve organizational performance. Most of the education was at the senior high school level, namely 56 respondents or 71.80%, it means that respondents still needed provisions to increase knowledge management if they wanted to prove their abilities in organizational learning and improve organizational performance. While the highest length of work was 31 years by 36 respondents or 46.15%; it means that the workforce already had employee engagement and knowledge management to improve organizational learning processes and improve organizational performance.

Table 5. Respondent Data

Age	Total	Percentage (%)
21 years – 30 years	15	19. 23
31 years – 40 years	17	21. 79
41 years – 50 years	25	32. 05

Age	Total	Percentage (%)
> 51 years	21	26.92
Gender		
Woman	33	42. 30
Man	45	57. 70
Education		
Senior High School	56	71. 80
S1	15	19. 23
> S1	7	8. 97
Working Period		
< 10 th	17	21. 80
11th – 30th	25	32. 05
31th>	36	46. 15
Total	**78**	**100**

Source : Processed Data, 2022

Results of Outer Loadings

1. Validity Test

The validity test of the Smart PLS program was carried out using convergent validity measures. The variables used are the independent variables, namely KM, EE, and the dependent variables, namely OL, and OP. The test of the validity of each variable is carried out by evaluating the outer measurement model using convergent validity (magnitude of loading factor for each variable). The convergent validity of the measurement of the reflexive factor model was identified through the correlation of each indicator score and variable [17]. The size of factor loading is to determine the correlation between each indicator and the construc as seen in Table 2.

Table 2. Loadings factor

	KM	EE	OL	OP
X11→ KM	0.872			
X12→KM	0.895			
X13→KM	0.846			
X14→KM	0.834			
X15→KM	0.829			
X16→KM	0.832			
X21→EE		0.911		
X22→EE		0.868		
X23→EE		0.899		
X24→EE		0.889		
X25→EE		0.919		
X26→EE		0.807		
Z1→OL			0.843	
Z2→OL			0.809	
Z3→OL			0.729	
Z4→OL			0.816	
Z5→OL			0.833	
Y1→OP				0.787

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	KM	EE	OL	OP
Y2→OP				0.784
Y3→ OP				0.897
Y4→OP				0.890
Y5→OP				0.867

The individual reflexive measure was high if the correlation (loading value) was more than 0.70 and sufficient if it is between 0.50 and 0.60. Based on Table 1. PLS SEM results for Outer Loading of all factor loading indicators above > 0.70 it is concluded that all indicators were convergently valid. Conventionally, the loading factor value was above 0.70 that showed the value was above the error variance value, so the loading factor value of 0.70 was a minimum value equivalent to a weight value of 0.50 [21].

2. Test of reliability

Reliability testing uses two ways:

a. Composite Reliability

The results of composite reliability are reliable if the composite reliability value between variables and indicators showed good value above 0.70 [17]. The results of the reliability composite between indicators and variables can be seen in Table 3.

Table 3. Composite Reliability

	Composite Reliability
KM	0.941
EE	0.955
OL	0.903
OP	0.926

The table showed that the results of each composite reliability of all variables were above 0.7. According to Wong (2013) [22], an indicator has good reliability if the value is above 0.70, and it is accepted at a value of 0.50 to 0.60. It appears that the value of the composite reliability of Knowledge Management (KM) is 0.941; Employee Engagement (EE) is 0.955; Organizational Learning (OL) is 0.903 and Organizational Performance (OP) was 0.926. The consistency of the internal dimensions of the construct format is measured by looking at Composite Reliability, and average variance extracted (AVE).

b. The Average variance Extracted (AVE)

To assess discriminant validity by comparing the square root of the Average Variance Extracted (√AVE) for each variable with the correlation of one variable with other variables in the model. This model had sufficient discriminant validity if the root of the AVE for each variable was greater than the correlation between the variables in the model [17]. The average variance extract (AVE) variable results can be seen in Table 4.

Table 4. Latent variabel

	EE	KM	OL	OP
EE	1.000			

	EE	KM	OL	OP
KM	0.843	1.000		
OL	0.614	0.747	1.000	
OP	0.659	0.796	0.875	1.000

The table showed that the AVE root value of the Organizational Performance variable was 0.716 (√0.849), it was higher than the OL correlation. Furthermore, the root AVE of the variable (KM) was 0.725 (√0.851), it was higher than the correlation of OL and OP. The AVE root of EE was 0.780 (√0.883) and it was higher than the correlations of KM, OL and OP. Therefore, all variables in the model met the criteria of discriminant validity and can be used for the next stage.

3. Structural model test (Inner model)

Inner model or structural model test was carried out to see the correlation between variable, significance and the R square value of the research model. The research model with PLS started with determining the R-square value of each latent dependent variable. The Change in the R-square variable can be used to determine the effect of latent independent variables on the dependent. Estimated value of R-square using the PLS Model (see Table 5). The table showed that the R-square value of the OL variable was 0.559 and the OP variable was 0.811. The value was higher than the r-square value, the stronger the influence of the independent variables on the dependent variable. As a result, it will determine the structural equation of a good model. The OL variable had an R-square value of 0.559. It means that 55.9% of the OL variance can be influenced by the KM and EE variables while the remaining 44.1% is determined by other variables outside the model. And the OP variable had an R Square value of 0.811. It means that 81.1% of the OP variance can be influenced by OP variables while the remaining 18.9% was determined by other variables outside the model. The inner model described the correlation of latent variables based on substantive theory. The following is the output of bootstrap that displays correlation graphs between the variables in the form of KM, EE, OL and OP (see Figure 2)

4. Hypothesis Testing

To determine the acceptance of hypothesis is by comparing the value of the T-test with the T-table. Criteria for accepting or rejecting the proposed hypothesis was ±1.664. If the T-statistic > T-table, then the hypothesis (Hi) was accepted or in other Ho was rejected. The results of the estimated output value can be seen below in Table 5. The OL variable had a positive effect on OP (0.633) and was significant at α = 0.05 with a statistic of 7.826 (7.826 > 1.664 or P-Value 0.000 <0.05). The KM variable had a positive effect on OP (0.329) and was significant at α = 0.05 with a statistic of 3.428 (2.517 > 1.664 or P-Value 0.012 <0.05). The EE variable had a negative sign of its effect on OP (-0.008) and it was significant at α = 0.05 with a statistic of 0.064 (0.064 < 1.664 or P-Value 0.949 > 0.05). The results of data analysis can be explained in the hypothesis test as follows in table 5.

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Table 5. Latent variabel

Variables	R Square	R Suare Adjusted
OL	0.559	0.547
OP	0.811	0.803

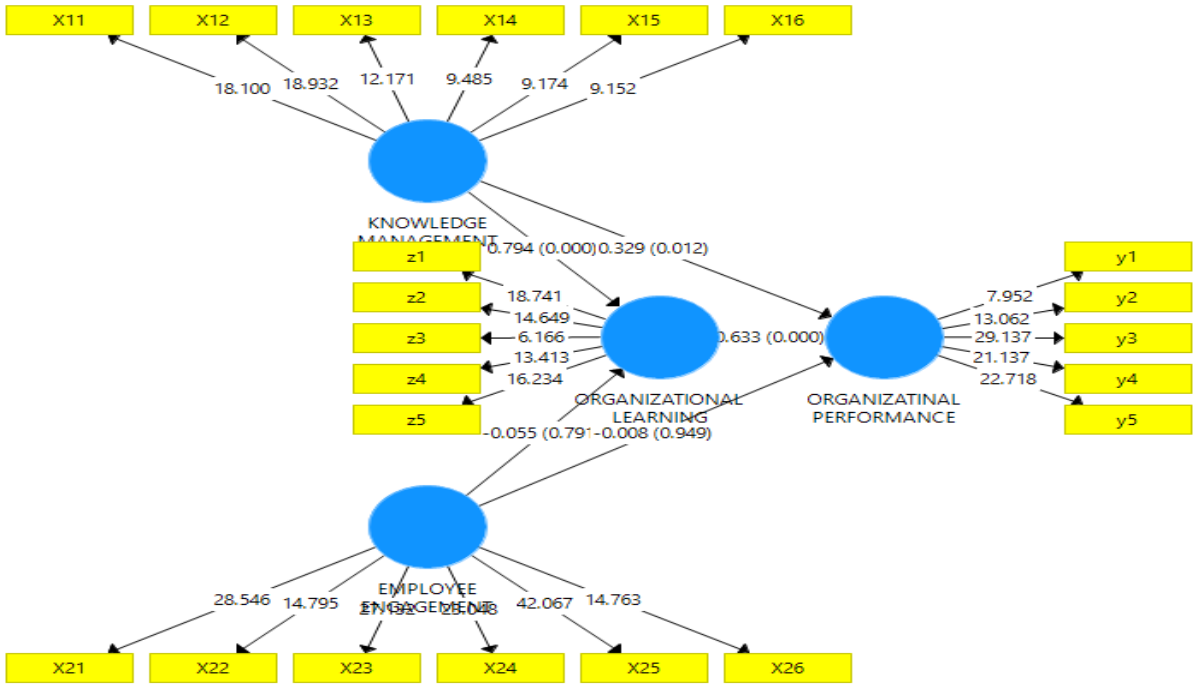

Figure 2. Structural Model

Hypothesis 1

The table showed in table 6 OL positively and significantly affected OP. The Original Sample Estimate result was 0.633 and the coefficient value was positive. This means that the OL was better then the OP was better. Hypothesis testing can be proven by the results of the t-test value of (7.826) that > T-table (1.664) or p value 0.000 <0.05 . Therefore, it can be concluded that there was a positive and significant effect of OL on OP.

Hypothesis 2

The table showed that KM positively and significantly affected the OL. The Original Sample Estimate result was 0.794 and the coefficient value was positive. It means that the better the KM, the better the OL value. Hypothesis testing can be proven by the results of the t-test value of (4.315) > T-table (1.664) or p value 0.000 <0.05 . Therefore, it can be concluded that there was a positive and significant effect of KM on OL.

Hypothesis 3

The Original Sample Estimation result was -0.008. The value showed that EE was negative towards OP. It means that EE Against OP was Rejected. It can be proven by the results of hypothesis testing where the t-test value obtained was

(0.064) > T-table (1.664) or p value 0.949 > 0.05. Therefore, it can be concluded that there was no effect of EE on OP.

Table 6. Correlation between variables

Hyphothesis	Variables	Original samples estimate	T-Stastitic	T-Tabel	P Value	Criteria
H1	OL -→ OP	0.633	7.826	1.664	0.000	Accepted
H2	KM -→ OP	0.329	2.517	1.664	0.012	Accepted
H3	EE -→OP	-0.008	0.064	1.664	0.949	Rejected
	KM --OL	0.794	4.315	1.664	0.000	Accepted
	EE -→OL	-0.055	0.265	1.664	0.791	Rejected

DISCUSSION

Organizational learning affects company performance

The results showed that organizational learning (OL) had positive and significant effect on organizational performance (OP). The results of this study are in accordance with the research of Van Zyl (2010) [23] that organizational learning had a positive direct impact on performance. Many empirical studies showed a positive relationship between organizational learning and performance outcomes; [24], [23]. Organizational Learning had a positive impact on organizational effectiveness [25]. Well-applied organizational learning in metal processing industry is able to achieve organizational goals, so that organizational learning increases organizational effectiveness; [25], [26].

Organizational Learning is able to mediate knowledge management on Company performance

The results of the study showed that Knowledge Management (KM) had a positive and significant effect on organizational learning and Organizational Performance (OP). Knowledge management carried out effectively with the right and accurate system will be able to guarantee the success of the company. These results were in accordance with research by Liao and Wu (2010) [19], stating that knowledge management with higher capacity may improve organizational learning. Breeevart et. all (2014) [11] found that the acquisition, creation, and transfer of knowledge underlies knowledge management and organizational learning. The processes of knowledge acquisition, knowledge creation and transfer considered by Perez et all. (2010) [6] in relation to organizational learning. Castaneda, Delio Ignacio, (2018) [14], found that Knowledge Management to have the most influence on organizational learning. According to Shahzad et al. (2016) [5], knowledge can be interpreted as information, insight, ideas, skills, expertise and experience. Reese (2020) [1] knowledge management as knowledge management practices that were well organized and supported by management policies, thus enhancing organizational learning and its impact on firm performance. Dutta et. all (2015) [9] in his research found that the knowledge management process affected organizational learning and had an impact on organizational performance. Research

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conducted by Chiu and Chen, (2016) [24]; Mirza et all, (2013) [7]; Shahzad et all, (2016) [5] found that the knowledge management process had positive and significant effect on organizational learning and company performance. The conclusion is that the application of good organizational learning will be able to mediate knowledge management to improve the performance of the metal industry in Kramat District, Tegal Regency.

Organizational Learning is able to mediate employee management on company performance

The results of the study showed that employee involvement was negative and not significant to organizational learning or organizational performance. Employee involvement is an important aspect of maintaining organizational vitality, survival, and profitability [4], [15]. Employees who were involved in the organization, means that organizational learning occurred as a result of increasing customer satisfaction and profits with high productivity [27], [14]. Employee involvement increasesd profitability and ensures the organization survives; [2]. Albrecht et al (2015) [4] recommend that employee engagement increased employee welfare as a factor that contributes to performance and to achieve organizational goals. However, the results found in this study showed that employee engagement had a negative and insignificant effect on organizational learning and company performance. According to Masaadeh et. all research (2016) [12] a disengaged employee will undermine the work of a co-worker. There are three levels of involvement among others : a) Engaged- Employees drive innovation and drive the organization. b) Disengaged- employees attending and participating in work and, c) Disengaged – employees who are unhappy at work [12]. Therefore it is important for organization to assess the level of employee engagement so that interventions are carried out to increase employee morale and productivity. The conclusion is that employee involvement for the metal industry must be engaged because it will encourage innovation and move the organization so that organizational learning occurs and improves company performance.

CONCLUSION

Organizational learning that is carried out well by the metal processing industry will be able to achieve organizational goals that results in organizational learning and increasing organizational effectiveness. The conclusion is that the application of good organizational learning will be able to mediate knowledge management to improve the performance of the metal industry in Kramat District, Tegal Regency. The conclusion is that employee involvement for the metal industry must be engaged because it will encourage innovation and move the organization so the organizational learning occurs and improves company performance. If Metal smelting industry wants to improve Organizational Performance; it must carry out organizational learning, improve knowledge management for the employees and involve the entire workforce. Organizational learning must be well supported by Knowledge Management. Management Knowledge possessed by the workforce can be improved through workshops, training and the involvement of all employees or workforce physically and emotionally to improve the organizational learning process. Management support and workforce involvement have a positive impact on improving the performance of

the metal smelting industry in Tegal Regency. Another thing that needs attention is the welfare aspect of the workforce, as well as the complexity of the regulations that are an obstacle for the metal industry to be able to think about the organizational performance.

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AUTHOR BIOGRAPHIES

Author 1

Prihatin Tiyanto Priagung Hutomo holds a Bachelor's degree in Economics majoring in Management from the Faculty of Economics, Diponegoro University, Semarang. Then Obtained a Master's degree in Industrial Management Technology at the Bandung Institute of Technology and a Doctorate Degree in Economics from the Department of Human Resource Management, Brawijaya University, Malang, East Java. He has also obtained a Professional Certificate in Human Resources Management (SHRM). Currently he is a lecturer at the Faculty of Economics and Business, University of 17 August 1945 Semarang. His specializations include Human Resources Development, Human Capital, Decision Making Techniques, Knowledge Management, Performance Management, Strategic Human Resource Managementand organizational behavior.

Author 2

Frans Sudirjo earned a bachelor's degree in economics majoring in management from the Faculty of Economics, University of 17 August 1945, Semarang. then earned a master's degree in management at Diponegoro University, Semarang, and a Doctor of Economics degree from the Marketing Management Department, Diponegoro University Semarang (S.I.M.A). currently a lecturer at the Faculty of Economics and Business at the 17 August University of Semarang, specializing in strategic marketing management, business ethics, branding and e-marketing, service marketing, consumer behavior, integrated marketing communications, and marketing research