

THE MODEL OF SATISFACTION AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE

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ABSTRACT

The purpose of this study is to understand and analyze: (1) organizational learning; (2) job motivation; (3) job satisfaction, (4) employee performance, and (5) the impact of organizational learning and job motivation on job satisfaction and Effects on employee performance in food and beverage companies in South Jakarta. The research methods used in this study are descriptive survey and explanatory survey. The unit of analysis in this study is the employees of food and beverage companies in South Jakarta, with a sample of 30 people. The nature of the investigation is causal, and the time frame of this study is cross-sectional. According to the research results, it is found that the organizational learning of employees of food and beverage companies in South Jakarta is generally good, the work enthusiasm of employees of food and beverage companies in South Jakarta is generally good, and the employees' satisfaction with food. The beverage companies in South Jakarta are currently rated as good, working Satisfaction affects employee performance. Organizational learning and job motivation affect employee job satisfaction in food and beverage companies in South Jakarta. Organizational learning and job motivation affect employee performance in food and beverage companies in South Jakarta. Employee satisfaction related to employee performance in food and beverage companies in South Jakarta. Work motivation significantly affects job satisfaction, so South Jakarta Food and Beverage companies need to keep this up so that the job satisfaction of employees around South Jakarta Food and Beverage companies remains the same.

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1. INTRODUCTION

To this day, one of the few national issues that still concern the people of Indonesia is the issue of managing scarce human resources. If a large amount of human resources can be effectively and efficiently managed by business organizations, it will help support the pace of sustainable development of the country. Existing human resources are plentiful and require careful consideration of how best to utilize them. In order for the organization to provide reliable human resources, quality education is required, as well as providing various social facilities. Insufficient provision of these various facilities can cause social unrest and affect the stability and safety of the community. Currently, HR performance remains low, both in terms of intellectual and technical capabilities[1], [2].

To this day, one of the few national issues that still concern the people of Indonesia is the issue of managing scarce human resources. If a large amount of human resources can be effectively and efficiently managed by business organizations, it will help support the pace of sustainable development of the country. Existing human resources are plentiful and require careful consideration of how best to utilize them[3], [4]. In order for the organization to provide reliable human resources, quality education is required, as well as providing various social facilities. Insufficient provision of these various facilities can cause social unrest and affect the stability and safety of the community. Currently, HR performance remains low, both in terms of intellectual and technical capabilities.

This study focuses on food and beverage companies in the city of South Jakarta. South Jakarta City Food and Beverage Company has a strong presence in the food service industry in the South Jakarta City area and is expected to provide the best services to all stakeholders. Therefore, the job satisfaction of South Jakarta City Food and Beverage Company employees is considered as the main concern of this study. When employee performance and employee job satisfaction at South Jakarta City Food and Beverage Company declined or were disrupted, every employee's job performance was disrupted, preventing them from delivering optimal service. Conversely, when job satisfaction among South Jakarta

City Food and Beverage Company employees increases, each employee's job performance is optimal, so service delivery is in line with the organization's expectations and goals.

Based on Indication of Employee Dissatisfaction data shows that the percentage of employees who are dissatisfied is a staggering number. The percentage range is 17% to 36%. This is indicative of discontent surrounding food and beverage companies in South Jakarta. The relatively low proportion of non-basic salary compensation indicators confirms that South Jakarta Food and Beverage Company pays less attention to employees in terms of salary. While indicator support from supervisors/managers/supervisors was the largest at 36%, it was still below the normal threshold of 50%.

Job satisfaction is met when there are other variables influencing/supporting it. Job satisfaction is the set of feelings employees have about whether their jobs are pleasant or unpleasant. Marihot Tua Effendi Hariandja [5] suggests: "Job satisfaction is the degree to which an individual perceives positively or negatively about different factors or dimensions of a task at work." According to the definition by Abdurrahmat Fathoni[6], "job satisfaction Is a pleasant emotional attitude, loves his work". From the above two definitions of job satisfaction, the researchers can conclude that job satisfaction is an emotional attitude of an individual to the pleasure and love of different factors or dimensions of tasks at work.

Following the two-factor theory, job satisfaction theory states that satisfaction and dissatisfaction are part of another set of variables, namely motivators and hygiene factors. According to the concept of value theory[7], job satisfaction occurs at the level at which an individual accepts the results of a job as expected. The more people who get results, the happier people will be. The less results they get, the less satisfied they are.

Job satisfaction is affected by multiple variables, but in this study, the variables suspected to cause job satisfaction problems to occur are organizational learning and work motivation. This can be seen in signs of employees' lack of loyalty to the organization and relatively low motivation. Organizational learning is the process by which members of an organization develop knowledge and ideas that have the potential to influence changes in their behavior[8]-[11]. Organizational learning is an attempt at the incompetence of employees (members of an organization). In addition to very rapid environmental changes, business organizations must always be dynamic, that is[12], follow environmental changes. Environmental conditions are changing faster and faster, and it is inevitable for business organizations to apply the concept of organizational learning. Through organizational learning, business organizations gather experiences that are used to predict changes that will occur in a given environment[13], [14].

Work motivation is the process of externally influencing or urging an individual or work group to want to do something (job) [15]. Motivated employees have an impact on their performance, and one of the manager's tasks is to guide employee motivation towards company goals. [6] defines motivation as: Motivation to work is a state in which one's effort and willpower are directed towards achieving a specific outcome or goal, the desired outcome might be productivity, attendance or other creative work practices. When it comes to expectations, everyone has expectations of what they will get when they perform their duties.

Therefore, without expectations, a person will not strive to meet his needs. Prospect theory states that the strength of the propensity to act in a certain way depends on the strength of the expectation that that action will follow a particular output and the attractiveness of that output to the individual [16]. Thus, people are motivated to act in their Combination of taking action/success in life to achieve their desired outcome. In this regard, it seems clear that expectations can encourage a person to take action/performance which is followed by fair/balanced performance or rewards that may meet their needs. This is natural, because people have different social status in society and have different needs, so the elements that form expectations are also different.

2. METHOD

The research was conducted on the basis of descriptive and validated methods, aimed at outlining the relationship between the research variables and answering the research question. According to [17], [18], descriptive research can be conducted to describe group characteristics relevant to the study, to estimate the percentage of certain units in the population exhibiting a certain behavior, to determine perceptions about product characteristics, to determine the degree of marketing variables linkage and make specific predictions.

In the process of finding answers to questions and testing research hypotheses, data collection is carried out using the survey method as a research method, which is conducted by administering a

structured questionnaire to a sample of the population with the aim of providing specific information by the respondents available [19]. Questionnaires as research measurement tools are intended to develop from the operationalization of variables identified by previous researchers as a result of theoretical reductions relevant to the research question. In order to develop and seek answers to the questions, the data collection process was carried out with a cross-sectional approach where information was collected from samples using ensembles [17], followed by path analysis from the framework.

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

In this study, the size of the sample used was determined by probability sampling; H. A sample that gives each element/population member an equal chance of being selected as a member of the sample. Sample size was determined following the advice of Hair et.al, 1998 in [20] that representative sample sizes in multivariate analyzes were in the range of 100-200 samples. Therefore, the sample for this study was set at 30 respondents. Therefore, the sample size (n) in this study is 30 employees. Test research models and hypotheses using path analysis testing.

3. RESULT AND DISCUSSION

Substructure 1

To reveal the effect of one 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 the correlation coefficient. To find out whether organizational learning (X1), job motivation (X2) has an impact on job satisfaction (Y), this was performed using Pearson correlation analysis and using SPSS version 25.0 software. The steps to calculate the 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 correlation coefficient value for the variable relationship between work motivation (X2) and job satisfaction (Y) is 0.589. It can thus be said that job motivation and job satisfaction (Y) are positively correlated with strong criteria.

According to the interpretation, the above is a correlation matrix between variables, showing the magnitude of the relationship between other variables, both dependent and independent variables. The scale of the path diagram is 2 independent variables (X1 X2), there is a relationship between the variables and each independent variable (X), and there is a correlation between the remaining external variables (X1 X2) and the dependent variable (J). Calculate the path analysis (path analysis) steps 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

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

$$= 0.308$$

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

$$p_{Y1\&1} = \sqrt{1 - R_{YX_1X_2}}$$

$$= 0.693$$

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:

$$H_0 : P_{YX1} = P_{YX2} = 0$$

There is no effect of Organizational Learning and Work Motivation on Job Satisfaction

$$H_1 : P_{YX1} = P_{YX2} \neq 0$$

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 H_0 if $F_{count} < F_{table}$ and reject H_0 if $F_{count} > F_{table}$. From calculations using SPSS software, the following results are obtained:

Table 1. Simultaneous Testing

ANOVA ^a					
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

From the results of these calculations, it turns out that F_{count} is 21,569 larger than Table 3.23 ($F_{0} > F^* : (k,n-k-1) (4.439 > 3.23)$), so the hypothesis is accepted or becomes H_0 . This means that the individual tests can proceed with the hypothesis that :

2) Individual hypothesis testing

A single test, i.e. H_1 , is performed when the simultaneous test rejects the null hypothesis. At least one nonzero path coefficient. This test is used to determine or test the effect of each independent variable, whether or not it is individually significant. Since the overall test results are meaningful tests, the following analysis will be performed using individual tests (partial tests).

$H_0 : P_{(YX)}_2 = 0$, work motivation has no effect on job satisfaction.

$H_1 : P_{YX_2} \neq 0$, There is an influence of Work Motivation on Job Satisfaction

Test statistics for each hypothesis

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

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

By using the distribution table t is obtained:

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

By using the distribution table t is obtained

Table 2. Path Coefficients Results			
Path Coefficients	t-test	t-table	
PYX1	0.283	3.334	0.001
PYX2	0.508	5.977	0.000

Based on the results of the calculation of the path coefficient value of the variable $X_1 X_2$, to (Y), which was obtained using the SPSS program, thus according to the decision rule, that the t_{count} prices fall in the H_0 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 $X_1 X_2$ to (Y) with the following hypothesis:

With test statistics as follows

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

rejected Ho if $t\text{-test} > t(1-\alpha/2; n-k-1)$ using the t distribution table obtained according to the IBM SPSS attachment

Table 3. 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

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 Job Satisfaction.

in full the causal relationship diagram of the variable X1 X2 to Y is as follows

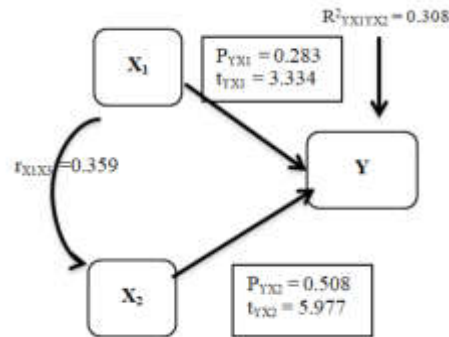


Figure 1. Causal Diagram between Organizational Learning and Work Motivation on Job Satisfaction

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 4. 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

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:

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

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

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:

$$P_{YX_i} = \sum_{j=1}^k CR_{1j} r_{YX_j} \quad I = 1,2$$

And total effect from X1 to X2

$$R^2_{YX_1 X_2 \dots X_7} = \sum_{i=1}^k P_{YX_i} r_{YX_i} = 0.728$$

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

$$p_{Y1\varepsilon1} = \sqrt{1 - R_{YX1X2}} \\ = 0.272$$

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 : $P_{YX1} = P_{YX2} = 0$ There is no effect of Organizational Learning and Work Motivation on Employee Performance

Hi : $P_{YX1} = P_{YX2} \neq 0$ 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

Based on the results of these calculations, it turns out that Fcount is 21,569 greater than ttable 3.23 (Fo > 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 : $P_{YX2} = 0$, There is no effect of Work Motivation on Employee Performance

Hi : $P_{YX2} \neq 0$, There is an influence of Work Motivation on Employee Performance

Test statistics for each hypothesis

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

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
PYX2	0.408	4.977

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-test > t(1-α/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 α = 0,05	Summary
0.359	6.048	0.000	Ho Reject There is a significant relationship between X1 and X2

From testing the correlation between the X variables, it turns out that tcount > ttable, then H0 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:

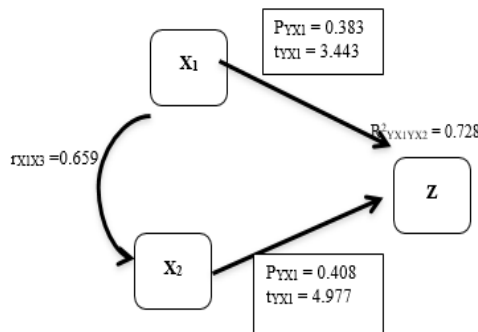


Figure 2. Causal Diagram between Organizational Learning and Work Motivation on Employee Performance

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

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

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

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:

$$P_{YX_i} = \frac{\sum_{j=1}^k CR_{i,j} r_{YX_j}}{I} \quad I = 1,2$$

And total effect from Y to Z

$$R^2_{YX_1 X_2 \dots X_7} = \sum_{i=1}^k P_{YX_i} r_{YX_i}$$

$$= 0.666$$

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

$$p_{Z\&3} = \sqrt{1 - R^2_{YX_1 X_2}}$$

$$= 0.334$$

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

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

Reject Ho, 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	Ho Rejected There is a positive influence of job satisfaction on performance

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

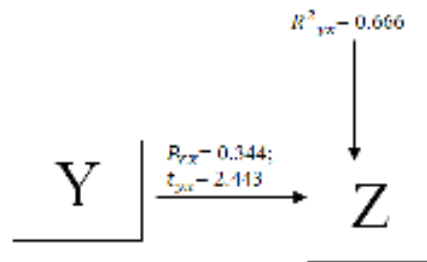


Figure 3 Diagram of the causal relationship of Job Satisfaction (Y) to Performance (Z)

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

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.

4. 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: (1) 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. (2) 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 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 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. (3) 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, 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. (4) 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. (5) 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. (6) 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. (7) 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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