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**THE EFFECT OF ORGANIZATIONAL LEARNING ON EMPLOYEE PERFORMANCE  
THROUGH ORGANIZATIONAL COMMITMENT  
(EMPLOYEE STUDY OF PT. SORINI TOWA DIAMOND CORPORINDO)**

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**Abstract:**

This study aims to test and analyze the effect of organizational learning, job satisfaction on employee performance by involving organizational commitment as a mediator variable. This study used primary data from questionnaire processing which was disseminated with responses from 197 respondents. Data from the questionnaire was then analyzed using SEM-PLS with the help of WarpPLS 7.0 software. The sampling technique used is purposive sampling. The results of the study provide empirical evidence that organizational learning does not have a significant effect on employee performance but has a significant effect on organizational commitment, and job satisfaction has a significant effect on employee performance and job satisfaction has a significant effect on commitment. Organizational commitment has a significant effect on employee performance and organizational commitment does not mediate the relationship between organizational learning and employee performance. Organizational commitment mediates the relationship between job satisfaction and employee performance. Factors such as wage levels, career openness, career fairness, promotion opportunities, teamwork, leadership trust and good working relationships in the company environment are proven to be the constituents of excellent job satisfaction variables that have an impact on improving employee performance.

**Keywords:** organizational learning; job satisfaction; employee performance; Organizational commitment.

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**INTRODUCTION**

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One component in an organization is human resources. Pthere is every organization, human resources (HR) is a very important factor even the most important. Human resources, in this case employees, are very valuable assets in achieving organizational goals(Flipppo, 2019). Successful organization is to have people or employees who are successful in carrying out their work (Princess, 2013). They are the ones who will move the organization towards a goal. The company is also responsible for the performance of employees within the company, employee performance is important enough to compete with other companies and can achieve the company's

vision and mission. Every activity carried out to improve the company's business development is a form of performance or performance.

Work is the achievement of work that has a relationship between the organization's strategic, customer satisfaction, and their contribution to the organization (Suryani & FoEh, 2018). Work as a result achieved or a record of one's achievements. Work is about doing the work and the results achieved from that work. Gibson (Gibson, 2012) Suggesting there are three factors that affect performance, namely individual, environmental and behavioral factors. Individual factors are factors that come from the individual itself, namely family background, age, education, abilities and skills, gender, experience, and ethnicity. Environmental factors are factors that come from outside the individual, namely job design, organizational structure, policies and regulations, leadership, rewards and punishments, and company resources. These individual factors and environmental factors will then affect the formation of behavioral factors from individuals consisting of problem-solving abilities, the ability to think, communicate, have good personalities and trigger the emergence of motivation for related individuals. These behavioral factors ultimately affect the performance of related individuals.

Employees have a very important role in the success and development of the company. For the organization itself, employee performance is very important, therefore the organization does various ways so that employees can work well so that it has an impact on organizational performance. Good employee performance will follow good results in the company's business development, while bad employee performance will also have a negative impact on the company's success. Employee performance is the result either financially or non-financially by employees and has a relationship to the performance and success of the organization (Anitha, 2014). Employee performance is the level of success of a person in completing his duties and responsibilities compared to the achievement standards set by the company during a certain period. The results of this employee's performance can be assessed from the aspects of quality, quantity, working time and also cooperation in achieving the goals set by the company.

Efforts made by organizations to explore and develop the capabilities of their employees are related to performance improvement. This process is known as organizational learning which is the capacity of organizations to acquire, utilize and share information that will ensure competitive advantage (Argyris & Schön, 1997). Difficult decisions must be made in today's economy that affect employees at a number of different levels such as terminations, pay cuts, benefits cuts, and limited training and development opportunities.

The company hopes to gain more knowledge through learning so as to increase its competitiveness. Therefore, in an organization, it is very important to become good at creating, acquiring, transforming, and utilizing knowledge to correct its behavior with organizational learning to cope well with the fast-changing environment. Industries that have high knowledge content are able to increase the competitiveness of the organization and employees play a key role in value creation for the organization.

Higher organizational learning capabilities and levels not only result in higher response rates to the environment, but also benefit organizational development

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including new product development and organizational performance. The results of research conducted by Rose *et al.* (2009) found that organizational learning has a positive relationship with organizational commitment, job satisfaction and employee performance. The results of this study support previous findings that organizational learning has a positive effect on employee performance. (Hanaysha, 2016b) said that organizational learning has a positive and significant influence on employee performance.

(Mohamad & Nawawi, 2020) It also supports the previous statement that organizational learning has a positive and significant influence on employee performance. Further research (Oh, 2019) was conducted where the findings of this study showed that there was a positive relationship between organizational learning and employee performance. Meanwhile, according to Irfani Hendri, the influence of organizational learning on employee performance does not have a significant effect. Job satisfaction variables are also considered very important to affect employee performance, in addition to organizational learning.

(Saranya, 2014) Describe job satisfaction as a sense of satisfaction fulfilled by the job he has. An employee who has a sense of comfort, feelings of appreciation by colleagues, and appreciation both financially and non-financially given by the company will give positive feedback to the company. Fulfilled these factors, emotionally employees will feel satisfied with the work they have, and employees who have good job satisfaction will produce higher performance (Hendri, 2019). Satisfaction is a series of individual perceptions of employees that will affect the attitude and behavior of individual employees during work.

Organizational commitment will be built when employee job satisfaction is created. The results (Wu & Norman, 2006) showed a positive relationship between job satisfaction and organizational commitment. states that job satisfaction leads to higher performance (Kreitner *et al.*, 2009). This can happen, because job satisfaction indirectly affects work performance through employee goals and efforts, while job satisfaction has a positive and significant influence on employee performance.

The role of organizational commitment as the main essence of employee interaction with the company attracts a number of researchers to study in different perspectives, especially from a behavioral perspective (Rose *et al.*, 2011). Companies that develop competitive advantage on an ongoing basis to achieve goals will require positive behavioral change from employees. Companies must be able to build a strong commitment as a top priority in human resource development policies. Employees with a strong commitment will be more serious at work, will be more loyal and will always think positively about the organization.

PT. PT. Sorini Towa Berlian Corporindo is a *joint venture* company that produces sorbitol. Sorbitol is a sugar with an alcohol bond chain synthesized from the hydrogenization of glucose. The company sorbitol is currently quite developed, with the development of food products, drugs and cosmetics as well as industrial applications. Over time, sorbitol commodities have increasing business prospects along with high market demand. About 60% of sorbitol production is used more for good needs, among others, for ascorbic acid (vitamin C) in pharmaceutical companies, or for surfactants.

The increasing demand for sorbitol provides opportunities for businesses to establish new sorbitol factories so that new sorbitol-producing companies emerge where they operate with new technology and better human resources. It is proven that they are all capable of producing sorbitol with better production output and at a cheaper cost. Sorbitol-producing companies are still largely dependent on raw materials for cassava flour and imported corn flour. So that the depreciation of the rupiah has a major impact on production costs. The source of financing, which is partly obtained from bank loans, is greatly affected by the decline in the value of the rupiah, which affects the bank interest costs that must be paid by the company.

In the last 3 years, the average performance of employees, especially those associated with production, has decreased. This can also be seen from the results of the company's performance in producing sorbitol has decreased continuously below the expected target. This phenomenon of decreased employee performance indicates that there are problems in human resource management that directly impact employee performance and company performance. In terms of physical work environment, the problems faced include less like MCK facilities, work equipment that is quite old and less adequate, and less lighting, especially lighting at night. Meanwhile, in terms of the psychological work environment, the problems faced are too much workload (*overload*), lack of supervision in terms of administration from superiors, lack of smooth communication between departments, and lack of concern for the work environment, and commitment to the company.

**Table 1 Employee Performance Appraisal**

Rating	Range	2020			2021			2022		
		Plant 1	Plant 2	Plant 3	Plant 1	Plant 2	Plant 3	Plant 1	Plant 2	Plant 3
A	86% - 100%	3%	4%	4%	2%	2%	2%	2%	2%	2%
B	71% - 85%	12%	10%	11%	12%	11%	9%	10%	9%	9%
C	56% - 70%	67%	69%	69%	64%	67%	67%	63%	66%	70%
D	41% - 55%	15%	13%	12%	17%	18%	14%	19%	19%	15%
E	40% & below	3%	4%	4%	5%	2%	8%	6%	4%	4%
Total		100%	100%	100%	100%	100%	100%	100%	100%	100%

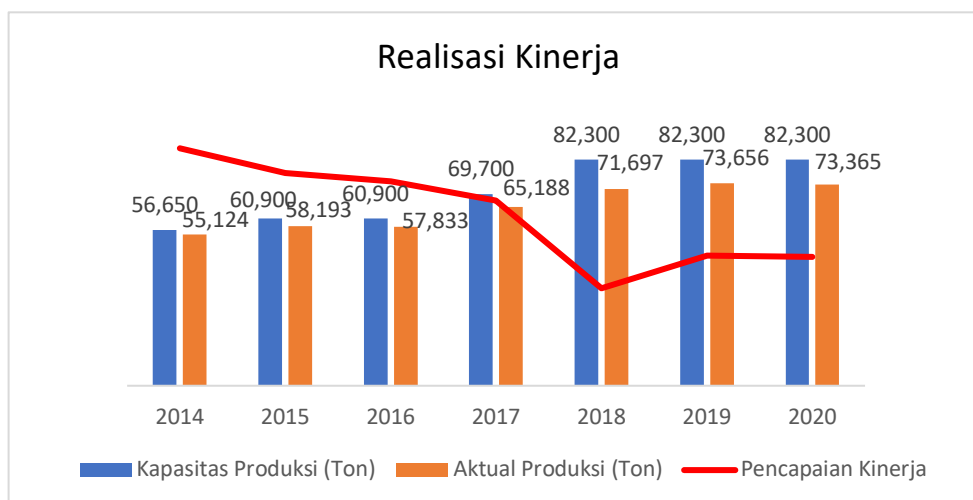


Figure 1 Performance Realization of PT. Sorini Towa Diamond Corporindo  
Source: Secondary Data (processed)

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Another fact that occurs in the field is the decline in employee performance due to lower motivation and job satisfaction. The lower work motivation due to lack of enthusiasm or effort to get something, this of course is also related to job satisfaction. Where when satisfaction with a job decreases, the effort or motivation to work also decreases so that employee performance decreases

PT. Sorini Towa Berlian Corporindo makes efforts to improve employee performance or performance in the form of trainings that support company operations. This effort will also be influenced by several factors including organizational learning, motivation, momitmen, employee satisfaction, work environment, work relationships between employees, and other factors. This is in accordance with (Mahmudi, 2010) the opinion that personal / individual factors (knowledge, motivation, and skills), leadership factors, team factors (cohesiveness and closeness of team members), system factors (performance culture in the organization) affect employee performance. This is important for companies to pay close attention to factors that can affect employee performance. The success of the organization is determined by the results of work achieved by employees in the organization. Organizations that have learning, good communication between employees (deepen relationships between employees), committed employees will create a harmonious working atmosphere, and will improve the quality of the existing organization and optimize employee performance.

Based on the differences in results from some of the studies above, the following is a summary of the research gap in Table 2.

**Table 1 Research Gap Summary**

GAP Research	Relationships Between Variables	Research Results	Researchers
	Organizational commitment to employee performance	Significant positive effect	<ul style="list-style-type: none"> <li>• Hanaysha (2016),</li> <li>• Rahadian Mohamad et al. (2020),</li> <li>• Oh S.Y (2019),</li> <li>• Jain, A. K.(2015)</li> </ul>
		No significant effect	<ul style="list-style-type: none"> <li>• Irfani , Hendri (2019)</li> </ul>
Inconsistent Results	Organizational learning and job satisfaction with employee performance	Significant positive effect	<ul style="list-style-type: none"> <li>• Baker et al. (1999)</li> <li>• Calantone (2002)</li> <li>• Vijande (2005)</li> <li>• Bontis (2002)</li> <li>• Leonard-Barton (1992)</li> <li>• Lopez (2005)</li> <li>• Jimenez(2007)</li> </ul>
		No significant effect	<ul style="list-style-type: none"> <li>• Rauch et al. (2009)</li> <li>• Suliyanto and Rahab (2012)</li> <li>• Akgun et al., (2007)</li> <li>• Panayides (2007)</li> </ul>

Source: data processed, 2021

Based on the description of the background that has been described, the phenomenon and research gaps found, researchers are interested in the research topic and the selection of PT. Sorini Towa Berlian Corporindo as a research subject includes **first**, sorbitol is a mixture of ingredients needed in processed food products, medicines, cosmetics and other industrial applications. **Second**, in Indonesia there are only 2 sorbitol producing factories. **Third**, employees are the biggest asset in an organization so that it will have a major influence on the performance of an organization. **Fourth**, organizational learning, job satisfaction, organizational commitment and employee performance are very interesting to study because there has not been much research conducted in the sorbitol-producing industrial sector. **Fifth**, the research conducted will examine several factors that affect employee performance and to determine organizational commitment, organizational learning and job satisfaction from PT employees. Sorini Towa Berlian Corporindo – Pasuruan.

The formulation of this study is to find out whether organizational learning has a significant influence on employee performance and organizational commitment. And does job satisfaction have a significant influence on employee performance and organizational commitment? Not only that, researchers also want to know whether organizational commitment has a significant effect on employee performance? And researchers also want to know whether organizational commitment mediates the effect of organizational learning and the effect of job satisfaction on employee performance at PT. Sorini Towa Berlian Corporindo – Pasuruan?

The purpose of this study certainly wants to know the effect of organizational learning, job satisfaction, and organizational learning on employee performance and organizational commitment.

The benefits of research are certainly expected to improve employee performance in terms of determining policies to be taken in the context of human resource management, especially those related to job satisfaction, organizational learning, organizational commitment, and employee performance.

## **METHODOLOGY**

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The location of the research was conducted at PT. Sorini Towa Diamond Corporindo Pasuruan. This research data was obtained from employees working at PT. Sorini Towa Diamond Corporindo Pasuruan .

The population in this study involved all employees working at PT. Sorini Towa Berlian Corporindo Pasuruan, especially the manufacturing department that works for at least 3 years and is not a leadership element. Based on data obtained from PT. Sorini Towa Berlian Corporindo Pasuruan, the number of active employees is 250 employees. Thus the population in this study was as many as 250 employees.

In this study, the sample was respondents who had the characteristics of permanent employees and / or worked for more than 3 years. The type of data applied in this study is quantitative data, the source of data in this study is in the form of primary data in the form of data obtained from respondents' answers to questionnaires. The primary data collection process is carried out by distributing questionnaires to

permanent employees who work at PT. Sorini Towa Berlian Corporindo is more than 1 year so it is expected that the incoming data can represent the entirety of PT. Sorini Towa, Berlian Corporindo, Pasuruan and secondary data in the form of data taken from the central statistics agency.

In this study, questionnaires were used as the main tool in collecting data from respondents. Indicators are used as a benchmark for compiling instruments in the form of questions. The variable will be measured using a score of 1 (strongly disagree) to a score of 5 (strongly agree). The score is used to measure a person's attitudes, opinions and perceptions towards social phenomena.

The variable measurement scale used in this study is the Likert scale and can be given a score of Strongly Agree (SS): 5, Agree (S): 4, Disagree (KS): 3, Disagree (TS): 2, Strongly Disagree (STS): 1.

To test the correctness of this research hypothesis, *Partial Least Square (PLS) Model Analysis* was used. The structural model in PLS that shows the relationship between latent variables is called the *inner model*, while the measurement model of each indicator both reflective and formative is called *the outer model* (Ghozali, 2018).

## RESULTS AND DISCUSSION

### Research Results

#### 1. Descriptive analysis of Respondent Profile

The profile of respondents can be described based on age, gender, recent education, length of work. The full profile of respondents can be seen in table 3

**Table 3 Profile of Research Respondents**

	Respondent Profile	Frequency	Percentage (%)
Age	>30 years	86	43.9
	20-25 years	32	16.3
	26-30 years	78	39.8
Gender	Man	176	89.8
	Woman	20	10.2
Recent Education	D3/S1/S2/S3	153	78.1
	SMA	40	20.4
	JUNIOR	3	1.5
Length of Work	> 3 years	159	81.1
	1 - < 2 years	33	16.8
	2 - < 3 years	4	2.0
	Sum	196	100,0

Source: Processed Primary Data, 2022

Based on Table 3, it can be seen that most of the respondents are over 30 years old, reaching 86 people or around 43.9%. This shows that companies are hiring more mature personnel in the hope that they can work carefully and responsibly towards their duties.

Based on gender, it shows that most of the employees are male, which is 176 people or around 89.8%, while female employees only number 20 people or around 10.2%. This shows that companies need more male employees who are considered

suitable to work in manufacturing companies, while female employees are only employed in administration.

Employees who were respondents had an educated workforce, namely D3 / S1 / S2 / S3 education which reached 153 people or around 78.1%). This is very possible because in the work of manufacturing companies, skilled personnel are needed who can master techniques for manufacturing and geological companies. Errors in calculations can reduce performance and increase operational expenses for the company.

Most of the respondents, namely as many as 159 people or around 81.1% are workers who have a long enough working life (above 3 years) so they are expected to have a high level of skills in operating manufacturing company equipment.

## **2. Description of the frequency of research variables**

### **a. Variable Frequency of Organizational Learning**

Organizational Learning variables are measured through four indicators, namely improvement, information and dialogue, learning, and achievement. The four indicators were then described again in 11 questionnaire question items so that the Organizational Learning variable (X1) had an average value of 4.00 or in the high category. This shows respondents generally feel that the company has developed knowledge for employees and is useful for an organization, increases the organization's capacity for effective and productive decision making, and as a means of detecting errors.

The question that has the highest average score is Opinion (X1.1.3), which reaches 4.15 or is classified as high. This shows that respondents feel given the opportunity to express their opinions widely by the company.

The question that has the lowest average score is Education (X1.1.4) which is 3.87. The value, although the lowest but still terolog high. This shows that respondents have received training and education from the company.

### **b. Variable Frequency of Job Satisfaction**

Job Satisfaction variables are measured through four indicators, namely salary or wages, promotion, co-workers, and supervision. The four indicators were then described again in 13 questionnaire question items so that the results of the Job Satisfaction (X2) variable had an average value of 4.06 or in the high category. This shows that respondents generally feel that they have a positive opinion of work activities resulting from the evaluation of their job characteristics. Employees with high job satisfaction have positive feelings about work, while people with low satisfaction have negative feelings. The question that has the highest average score is Employment Relations (X2.3.1) which reaches 4.31 or very high. This shows that respondents have a very good working relationship. (Robbins & Judge, 2017)

The question that has the lowest average score is salary (X2.1.1) which is 3.06. The average value, although the lowest but still relatively high. This shows that respondents feel that the amount of salary given by the organization is able to meet basic needs normally.

### **c. Variable Frequency of Organizational Commitment**

The Organizational Commitment variable is measured through four indicators, namely goal trust, value trust, will, and persistence so that it is obtained



that the Organizational Commitment variable (X4) has an average value of 4.12 or in the high category. This indicates that respondents generally feel a strong belief in and acceptance of the organization's goals and values, a willingness to exert great effort on behalf of the organization and a strong desire to maintain as a member of the organization.

The question that has the highest average score is Willpower (X3.3) which reaches 4.18 or high class. This shows that respondents have the willingness of employees to work hard / earnestly.

The question that has the lowest average score is the Trust score (X3.2) which is 4.09. The average value, although the lowest but still relatively high. This shows that respondents have a high level of trust to accept the values espoused by the organization.

d. Variable Frequency of Employee Performance

Employee Performance variables are measured through three indicators, namely quantity of work, quality of work, and initiative. The three indicators are then described again in 7 questionnaire question items so that it can be seen that the Employee Performance variable (X4) has an average value of 4.15 or in the high category. This shows that employees have high performance. They are able to complete the work, both in terms of quality and quantity in accordance with the responsibilities given and the standards and criteria set by the company.

The question that has the highest average value is effective and efficient (X4.2.1), which reaches 4.32 or high. This shows that respondents feel that they have been doing work in accordance with what the company wants effectively and efficiently.

The question that has the lowest average score is tight time (X4.1.2) which is 4.03. The average value, although the lowest but still relatively high. This shows that respondents have the level of ability to complete tasks according to the specified deadline.

### 3. Statistical Description of Research Variables

All variables of this study had an average value between 4.00 to 4.15 with a standard deviation between 0.51 to 0.60. This means that all variables get a high rating from respondents.

The correlation matrix coefficient of all research variables also has a significant value (\*\*). This shows that research variables have a close relationship.

### Discussion

This study shows that the majority of respondents are over 30 years old, male, educated D3/S1/S2/S3, and have a long working period (over 3 years). This means that companies are hiring more mature personnel with the expectation that they can work carefully and responsibly towards their duties. Male Kayawan who is seen as suitable for work in manufacturing companies. With a relatively high education, namely D3 / S1 / S2 / S3, it means that they are skilled personnel who can master engineering in manufacturing and geological companies. They are also a very experienced workforce because they have been working for more than 3 years. The company really needs a workforce with these characteristics so that work operations can run as expected by the company.

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

In this study states that hypothesis 1, namely organizational learning, has a significant influence on employee performance, is not proven. This result is different from previous research (Jain & Moreno, 2015; Oh, 2019; Pham & Hoang, 2019) which states if there is a positive influence of organizational learning variables on employee performance. The results of this study support the findings of (Hendri, 2019), Opportunities from companies for employees so that they can develop themselves, opportunities for dialogue, not necessarily can improve their performance. Organizational learning strengthens an organization's ability to promote and apply the knowledge necessary to adapt to external environmental conditions (Loon Hoe & McShane, 2010). A key characteristic of organizational learning can be seen in the ability of its employees to seek out or create opportunities to learn from any useful resource, and then use that information to add value to the organization by converting it into organizational knowledge (Nonaka & Takeuchi, 1995).

In this study, PT. PT. Sorini Towa Berlian Corporindo Pasuruan has implemented a work system and company operating standards (SOP) that strongly support operational learning, as evidenced by the high average frequency of organizational learning variables, in addition to the quality of PT. Sorini Towa Berlian Corporindo Pasuruan, the majority of whom are experienced and have a good level of education, causes that at this time organizational learning does not affect employee performance, meaning that both employees who feel they are doing good organizational learning and not will both have the same performance because they have been supported by existing procedures and policies in the company.

### **Organizational Learning to Organizational Commitment**

The results showed that hypothesis 2, namely organizational learning, had a significant impact on proven organizational commitment. These results support previous research (Hsu, 2009; Marinah, 2013; Rose et al., 2011; Salarian et al., 2015; Usefi et al., 2013). Learning is the most important competitive advantage for any organization (Mehrabi et al., 2013). Organizational learning as a set of organizational activities that include acquiring knowledge, sharing information, interpreting information, which has a conscious or unconscious influence on positive organizational culture therefore organizational learning is closely related to organizational performance.

Organizational learning culture is a fundamental mechanism for nurturing employee job satisfaction, organizational commitment, and for ensuring a healthy and stable workforce over the long term. This means that organizational learning can increase the level of organizational commitment among employees and can lead to positive work outcomes. The company provides employees with opportunities to develop knowledge, education, training. Employees can also convey opinions, suggestions and information that are useful to the company, so they are increasingly committed to remaining members of the organization. This research confirms that organizational learning has a significant positive influence on organizational commitment.

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

The third hypothesis, namely Job Satisfaction, has a significant effect on employee performance, is also proven. These results support previous research (Hendri, 2019; Mohamad & Nawawi, 2020; Siengthai & Pila-Ngarm, 2016). Employees of PT. Sorini Towa Berlian Corporindo Pasuruan feels comfortable and motivated by the responsibilities she has, the feeling of being valued by colleagues, and the appreciation both financially and non-financially given by the company has given positive returns to the company. The form of employee satisfaction can be reflected in career openness, career fairness, promotion opportunities, teamwork, leadership trust and good working relationships in the company environment.

Satisfaction refers to the company's promotion policy and its implementation, including whether promotions are frequent, fair, and competency-based. Satisfaction that refers to relationships between employees is an indicator of job satisfaction that has the highest frequency value, it is related to whether colleagues are smart, responsible, fun, helpful, interesting, not lazy, and not boring. This condition can improve their ability to complete work in accordance with the predetermined time. Employees can also achieve targets because they are equipped with high abilities and skills. They can work independently or in groups in order to achieve maximum production.

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

This study also proves the fourth hypothesis, namely Job Satisfaction has a significant effect on Organizational Commitment. These results support previous research (Egenius et al., 2020; Eliyana & Ma'arif, 2019; Yucel & Bektas, 2012) suggesting that job satisfaction has an impact on organizational commitment. Employee satisfaction with their work is complex and diverse with different levels of feeling (Armstrong, 2013). Successful completion of work will create satisfaction, especially if employees are able to prove that they are using their abilities to the fullest, and vice versa if employees experience failure will create a sense of self-satisfaction at work. Employees who can see how well or badly their work results will be able to bring up feelings of pleasure or sadness, which then creates a sense of satisfaction or dissatisfaction, these feelings will positively affect the organizational commitment of each employee. Simply put, employees who are able to manage different levels of feelings can affect the quality of their organizational commitment.

Companies that are able to provide wages, career openness, career fairness, promotion opportunities, teamwork, leadership trust and good working relationships in the company environment and other factors needed by employees will cause employees to be happier and more comfortable and will try to be in the organization. This will make employees try harder in an effort to achieve organizational goals. Employees become more trusting and follow the rules and targets set by the company.

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

This study also proves the fifth hypothesis, namely Organizational Commitment has a significant effect on employee performance. These results support previous research (Hanaysha, 2016a; Inuwa, 2016; Kharishma et al., 2019; Mohamad & Nawawi, 2020) that states that organizational commitment has a positive influence on employee performance. Employees are a key source for success and sustained performance,

employees with a high level of organizational commitment will facilitate better management change processes and ensure successful implementation so as to trigger improved performance (Camilleri & Van Der Heijden, 2007). The willingness to exert considerable efforts on behalf of the organization and a strong desire to maintain organizational membership are well embedded in the minds of PT employees. Sorini Towa Diamond Corporindo Pasuruan.

Employees who believe in company policies will be able to work more effectively and efficiently. They will focus more on work so that they make fewer mistakes that can harm the company. Employees have a level of belief in goals, value beliefs, good will to work and want to stay in the organization form a good organizational commitment, the impact is that employees really have the desire and desire to work hard because they realize that the organization belongs to them. Thus, behaviors that reflect organizational commitment to PT. Sorini Towa Berlian Corporindo Pasuruan can improve employee performance.

### **The Effect of Organizational Learning on Employee Performance through Organizational Commitment**

This study shows the sixth hypothesis, namely organizational learning of employee performance through organizational commitment, has no significant effect. This result means that organizational learning either directly or indirectly has no significant effect on the performance of PT employees. Sorini Towa Diamond Corporindo Pasuruan. Employees who get good and poor organizational learning are still able to show almost the same performance. The main characteristic of a learning organization can be seen in the ability of its employees to seek or create opportunities to learn from any useful resource (Nonaka & Takeuchi, 1995), from the results of this study it can also be identified that the type of work that exists in PT. Sorini Towa Berlian Corporindo Pasuruan tends to be monotonous or does not require changes that are so fast and large, therefore employees have good learning skills or not, they will still have good performance because the company's procedures and policies are in accordance with the company's targets. Management and company work systems that are able to minimize the negative effects and shortcomings and mistakes of employees at work. A well-scheduled work system using modern equipment, complete procedures and appropriate policies is able to keep working optimally despite some constraints and shortcomings related to individual work.

### **The Effect of Job Satisfaction on Employee Performance through Organizational Commitment**

This study shows the seventh hypothesis, namely Job Satisfaction affects Employee Performance through proven Organizational Commitment. This means organizational commitment mediates the effect of job satisfaction on employee performance. Companies that are able to provide appropriate salaries, promotion opportunities, good cooperation rules, and supervision from superiors will lead to increased employee confidence, work harder, and be willing to stay in the organization. This makes them able to complete tasks effectively and efficiently, in accordance with predetermined targets and time, and able to take initiative and improvise if they experience problems and problems at work.

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Job satisfaction indicators have a high frequency in this study consisting of wage levels, career openness, career fairness, promotion opportunities, teamwork, leadership trust and good working relationships in the company environment have an impact on employee satisfaction with the managerial ability of direct superiors, satisfaction with benefits and facilities beyond the salary received, satisfaction with appreciation or appreciation, satisfaction with the rules that apply in the organization, satisfaction with colleagues, satisfaction with the job task itself, and satisfaction with how information is communicated within the organization. Thus, the role of organizational commitment can mediate the relationship between Job Satisfaction and Employee Performance.

### **CONCLUSION**

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Organizational learning does not have a direct and significant effect on the performance of PT employees. Sorini Towa Diamond Corporindo Pasuruan. The work system that is all done automatically and the majority of experienced workforce is the cause of organizational learning does not affect employee performance, meaning that both employees who do good organizational learning or not both have the same performance because of the work system, procedures, targets and procedures that have been standardized. Organizational learning is only possible if there is a change in policy and/or diversification of the resulting products, so this will lead employees to learn new things.

Organizational learning directly affects organizational commitment. This proves that organizational learning culture is to maintain employee commitment to the organization. Organizational learning will provide opportunities for employees to develop knowledge, get training and education, convey advice, so that this will increase employee commitment to remain in the organization.

Job satisfaction can have a direct influence on employee performance. Feelings of comfort, being entrusted with responsibility, feelings of being valued by colleagues, and rewards both financially and non-financially have led to employee job satisfaction. In addition, the facilities provided in improving the ability to complete work so that they can achieve the targets that have been set, making employees able to achieve the targets set by the company.

Job satisfaction can have a direct influence on employee organizational commitment. With the fulfillment of wages that can still meet basic needs, career openness, opportunities provided and facilities to improve skills, teamwork, leadership trust will cause employees to be more comfortable and comfortable to remain members of the organization.

Organizational commitment is able to have a direct and significant influence on employee performance. Trust in company policies, goals and company values increases good will and makes employees want to stay in the organization so as to form organizational commitment in the minds of employees. This will have an impact on the desire and desire to work earnestly so that it will affect employee performance.

Organizational commitment does not mediate the relationship between organizational learning and employee performance. This is possible because of the type

of work that exists at PT. Sorini Towa berlian Corporindo is a type of work that already has clear work standards so that the company's management and work system are able to minimize negative effects and the possibility of errors so that employees are able to continue working optimally to achieve predetermined targets.

Organizational commitment mediates the relationship between job satisfaction and employee performance. Salary fulfillment factors that are in accordance with government regulations, promotion opportunities, and supervision from superiors will increase employee confidence and automatically increase organizational commitment, which will ultimately increase the willingness and ability to complete tasks effectively and efficiently.

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