



## THE ROLE OF ORGANIZATIONAL LEARNING AND MOTIVATION ROLE TO EMPLOYEE SATISFACTION

**Yosandi Yulius**

Universitas Persada Indonesia YAI, Jakarta, [yosandi.yulius@yai.ac.id](mailto:yosandi.yulius@yai.ac.id)

**Corresponding Author: Yosandi Yulius<sup>1</sup>**

**Abstract:** The purpose of this study was to determine and analyze: (1) Organizational Learning; (2) Work Motivation; (3) Job Satisfaction and (4) The Effect of Organizational Learning and Work Motivation on Employee Job Satisfaction at the Head Office of PT Sumber Alfaria Trijaya. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this study is the employees at the Head Office of PT Sumber Alfaria Trijaya a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the organizational learning of employees at the PT Sumber Alfaria Trijaya Head Office was generally good and the work motivation of employees at the PT Sumber Alfaria Trijaya Head Office was generally good. Organizational Learning and Work Motivation have an effect on Employee Job Satisfaction at the Head Office of PT Sumber Alfaria Trijaya. Work motivation affects job satisfaction dominantly, so the Head Office of PT Sumber Alfaria Trijaya must maintain this condition so that job satisfaction for employees at the Head Office of PT Sumber Alfaria Trijaya remains consistent.

**Keywords:** Organizational Learning, Work Motivation, Job Satisfaction

### INTRODUCTION

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

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

In this study, the focus is on research at the Head Office of PT Sumber Alfaria Trijaya (Alfamart). The Head Office of PT Sumber Alfaria Trijaya (Alfamart) has a strong influence on the retail trade sector in Indonesia. Therefore, job satisfaction of employees at the Head Office of PT Sumber Alfaria Trijaya (Alfamart) is considered to be the main problem in this study. If the job satisfaction of the employees of the Head Office of PT Sumber Alfaria Trijaya (Alfamart) decreases or is disrupted, then the Job Performance of each employee will be disrupted so that service delivery is less than optimal. On the other hand, if the job satisfaction of employees at the Head Office of PT Sumber Alfaria Trijaya (Alfamart) increases, then the job performance of each employee will be optimal so that the delivery of services is in accordance with the expectations and goals of the organization.

This indication of dissatisfaction with the Head Office of PT Sumber Alfaria Trijaya (Alfamart) can be seen from the results of initial observations of several indicators in January 2022 for 15 employees, as shown in table 1

**Table 1. Indication of Employee Dissatisfaction**

No	Types of Employee Complaints	%
1.	Amount of Salary Received	30
2.	Compensation Received Outside of Basic Salary	17
3.	Promotion Activities Carried Out by The Management	25
4.	Support from Superiors/Managers/Supervisors	36
5.	Interest in the work Carried out	30

*Source: Observation, 2022*

The table above shows that the percentage of employee dissatisfaction occupies an alarming number. The percentage range is at 17%-36%. This shows that the phenomenon of dissatisfaction is occurring at the Head Office of PT Sumber Alfaria Trijaya (Alfamart). The indicator of compensation received outside the basic salary occupies a low percentage, this confirms that the Head Office of PT Sumber Alfaria Trijaya (Alfamart) pays less attention to employees in terms of compensation. While the indicator of support from superiors/managers/supervisors occupies the largest percentage of 36%, but this percentage is still below the normal threshold of 50%.

Job satisfaction will be implemented and fulfilled if there are other variables that influence/support it. Job satisfaction is a set of employees' feelings about whether they like their job or not. According to Marihot Tua Effendi Hariandja (2007:290) suggests, "Job satisfaction is the extent to which individuals feel positively or negatively various factors or dimensions of the tasks in their work". According to Abdurrahmat Fathoni (2006:40) defines, "Job satisfaction as an emotional attitude that is pleasant and loves his job". From the two definitions of job

satisfaction above, the researcher can conclude that job satisfaction is an individual's emotional attitude that is pleasant and loves various factors or dimensions of the tasks in his work. According to the two-factor theory, job satisfaction theory suggests that satisfaction and dissatisfaction are part of a different group of variables, namely motivators and hygiene factors. Then according to the concept of value theory, job satisfaction occurs at the level where work results are received by individuals as expected. The more people receive the results, the more satisfied people will be. The less they receive results, the less satisfied they will be.

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

Organizational learning is a process of developing knowledge and ideas by members of an organization that has the potential to influence changes in their behavior (Fiol and Syles 2005, Sinkula 2004 in Slater and Narver 2005:63). Organizational learning is an effort to respond to the low ability of employees (organizational members), in addition to very fast environmental changes, the company's organization is also required to always be dynamic, namely following environmental changes. Environmental conditions are always changing rapidly, so corporate organizations cannot be separated from the necessity to apply the concept of organizational learning. Through organizational learning, corporate organizations will gain experience that is used to anticipate any changes that occur in a certain environment.

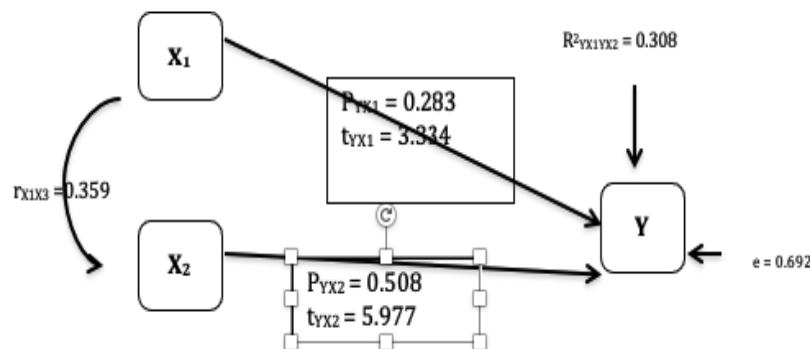
Work motivation is a process of influencing or pushing from the outside on a person or work group so that they want to carry out something (work) that has been determined (Sadili, 2006:8). A motivated employee will affect his performance and is part of a manager's job, namely channeling motivation towards achieving organizational goals. The definition of motivation according to Sofiah (2008:169) defines: work motivation as a condition in which a person's efforts and willpower are directed to the achievement of certain results or goals, the intended results can be productivity, attendance or other creative work behavior. Regarding expectancy, everyone will have expectations that will be obtained in carrying out their duties. Therefore, without the value of hope that is owned, a person will not make efforts to meet his needs. In expectancy theory it is stated that the strength of the tendency to act in a certain way depends on the strength of the expectation that the action will be followed by a certain output and depends on the attractiveness of that output for the individual (Victor Vroom in Robbins, 2006: 238). Therefore people are motivated to act / high achievers in their lives, in order to produce a combination of the expected results. In connection with this, it is clear that expectancy can encourage a person to act / achieve high performance on his performance, where the performance will be followed by a fair / balanced output or reward that can meet his needs. This is natural because humans have different needs according to their social status in society, so that the elements that make up their expectations are also different.

## RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the opinion of Nazir (2000), is "an investigation conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 30 employees of Head Office PT Sumber Alfaria Trijaya (Alfamart) who filled out questionnaires and processed using a path analysis approach.

## FINDINGS AND DISCUSSION

The results of the study indicate that Organizational Learning and work motivation on work satisfaction can be seen from the diagram below:



**Picture 1. Path Analysis Calculation Results**

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $3.334 > 1.68$ ). which means that, organizational learning affects employee work satisfaction
2. For the second hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $5.977 > 1.68$ ). which means that work motivation affects employee work satisfaction

Then for the simultaneous effect, it can be seen organizational learning and work motivation on employee work satisfaction together are 30.8% where 14.64% influence of organizational learning on employee work satisfaction 16.16% is dominated by the effect of work motivation on employee work satisfaction.

## Discussion

The results of the above study indicate that

1. 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 the significance level (0.05) = 0.001, because the tcount > ttable, and not directly through the process variable of 8.15%. While Organizational Learning on Job Satisfaction as a whole reached 14.64%, it can be concluded that Organizational Learning has a significant direct

effect on Job Satisfaction, this empirical evidence indicates 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

2. From the table above, it can be seen that the direct contribution of work motivation to job satisfaction is 16.16%, with a t-count coefficient of 5.977, while the ttable value is at a significance level of  $(0.05) = 0.000$ , because the tcount  $>$  ttable, and indirectly through the variable Organizational Learning of 8.15%. While the contribution of work motivation to job satisfaction as a whole reached 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.

### Conclusion

Based on the results of research and observations that have been carried out at the Head Office of PT Sumber Alfaria Trijaya (Alfamart), the authors would like to propose some suggestions that might be considered in carrying out organizational activities and marketing development in the future. These suggestions include:

- 1) In the variable indicator of Organizational Learning, every decision taken will always have the potential to be questioned and get a fairly low score. This shows that in decision making, organizational members are less involved in various groups in 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) In the indicator of the Work Motivation variable, it always influences other colleagues to follow the way of doing something, gets a fairly low score. This shows that each employee lacks the ability to influence his colleagues in doing the best way to solve. Therefore, this condition must be the company's improvement in the future.
- 3) On the Job Satisfaction variable indicator, the organization provides a better salary than competitors who get 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.

### BIBLIOGRAPHY

- Hasibuan, Malayu S.P. 2005. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta:PT Bumi Aksara
- Rivai Veithzal. 2008. *Manajemen Sumber Daya Manusia untuk Perusahaan: dari teori dan praktik*. Jakarta: PT Raja Grafindo Persada
- Mangkunegara, A.A. Anwar Prabu. 2005. *Manajemen Sumber Daya Manusia*. Edisi Ketujuh. Bandung: PT Remaja Rosdakarya
- Fiol, C.M dan Lyles, M.A. 1995. *Organizational Learning*. *The Academy of Management View*. 10(4):803-813
- Huber, G.P. 1985. *Organizational Learning: The Contributing Processes and The Literatures*. *Organization Science*, 2(1):88-115

- Slater, S.F dan Naver, J.C. 1995. Market Organization and The Learning Organization. *Journal of Marketing*. 59(3):63
- Sinkula et al. 1999. Market Information Processing and Organizational Learning. *The Journal Of Marketing*. 58(1):35-45
- Baker, W.E dan J.M Sinkula. 1999. The Synergistic Effect of Market Orientation and Learning Orientation of Organizational Performance. *Journal of The Academy of Marketing Science*. Vol.27. No.4. 411-427
- Sopiah. 2008. *Perilaku Organisasi*. Andi: Yogyakarta
- Samsudin, Sadili. 2006. *Manajemen Sumber Daya Manusia*. Cetakan ke-1. Bandung: Pustaka Setia
- Robbins, Stephen. 2006. *Perilaku Organisasi*. Jakarta: PT Indeks Kelompok Gramedia
- Fathoni, Abdurrahmat. 2006. *Manajemen Sumber Daya Manusia*. Bandung: Rineka Cipta
- Wibowo. 2007. *Manajemen Kinerja*. Jakarta: PT Raja Grafindo Persada
- Siagian, Sondang P. 2006. *Sistem Informasi Manajemen*. Jakarta: PT Bumi Aksara
- Umar, Husein. 2008. *Metode Penelitian untuk Skripsi dan Tesis Bisnis*. Edisi Kedua. Jakarta: PT Raja Grafindo Persada
- Supardi. 2012. *Penelitian Tindakan Kelas*. Jakarta: PT Bumi Aksara
- Kusnendi. 2008. *Model-model Persamaan Struktural*. Bandung: Alfabeta
- Ghazali, Imam. 2007. *Analisis Multivariat Dengan Program SPSS*. Semarang: BPP Undip
- Supriyanto, Budi. 2009. *Manajemen Pemerintahan (Plus Dua Belas Langkah Strategis)*. Tangerang: Cv. Media Brilian.