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INFLUENCE OF KNOWLEDGE MANAGEMENT, ORGANIZATIONAL AND LEARNING ORGANIZATIONAL COMMITMENT TO JOB SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE AT THE ACEH TRANSPORTATION SERVICE

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ABSTRACT

The Department of Transportation is an implementing element of regional autonomy in the field of transportation which is located under and is responsible to the Governor through the Aceh Regional Secretary. The Department of Transportation has the main task of carrying out regional government affairs in the field of transportation based on the principle of regional autonomy and co-administration. This study aims to analyze the effect of knowledge management, organizational learning, organizational commitment on job satisfaction and their impact on employee performance at the Aceh Transportation Agency. This research is survey research with a quantitative approach, using SEM. The sample in this study amounted to 157 respondents. The results of this study indicate that knowledge management has a positive and significant effect ($0.000 > 0.05$) or H_a is accepted, organizational learning has a positive and significant effect ($0.000 > 0.05$) or H_a is accepted, organizational commitment has a positive and significant effect ($0.000 > 0.05$) or H_a is accepted, knowledge management has a positive and significant effect ($0.000 > 0.05$) or H_a is accepted, organizational learning perceived by employees also has a positive and significant effect ($0.000 > 0.05$) or H_a is accepted, organizational commitment also proves that employee performance has a positive effect and significant ($0.000 > 0.05$) or H_a is accepted and employee job satisfaction has a positive and significant effect ($0.000 > 0.05$) or H_a is accepted on the performance of Aceh Transportation Service employees. There is an indirect effect of knowledge management namely ($0.004 > 0.05$) or H_a is accepted, there is an indirect effect of organizational learning namely ($0.005 > 0.05$) or H_a is accepted and there is an indirect effect of organizational commitment namely ($0.000 > 0.05$) or H_a is accepted on employee performance through the organizational commitment of Aceh Transportation Service employees. Based on the results of this study, the

authors suggest to the Head of the Aceh Transportation Service that the organizational commitment of Aceh Transportation Service employees needs to be further enhanced by means of leaders and employees approaching the community, especially in providing services to the community. Organizational learning also needs to get attention so that organizational learning can increase employee knowledge and can increase employee organizational commitment and employee performance, so what needs to be considered is that employees must be able to try to improve the mental model that is in them.

KEYWORDS: Knowledge Management, Organizational Learning, Organizational Commitment, Employee Job Satisfaction

1. INTRODUCTION

In order to provide services to the people throughout Aceh, the Aceh Provincial Transportation Agency is required to improve its main performance, namely: increasing the percentage of the route network, increasing the percentage of vehicle owner compliance, reducing the percentage of congestion, and increasing the percentage of transportation facilities and infrastructure.

To carry out the main tasks mentioned above, the Aceh Transportation Service has the functions of: (1) Organizing some of the Aceh Government's affairs in the Transportation Sector; (2). Implementing and coordinating the transportation of people and goods between districts/cities within Aceh territory; (3). Implementation of the determination of technical policies, planning, implementation and supervision of the Aceh regional transportation system; (4). Implementation of control over other development sectors through transportation services that are reliable, competitive, sustainable and provide added value (economy); and (5). Implementation of coordination with agencies and/or other relevant institutions in the field of transportation.

Based on the description of the problems above, the objectives of the research are to describe and analyze:

- 1) Implementation of the Covid 19 Control Policy Implementation Strategy in the Management of Ulee Lheue Port Management Banda Aceh City, Aceh Province.
- 2) Solutions used in overcoming obstacles Constraints and challenges of the Implementation Strategy of the Covid 19 Control Policy in the Management of Ulee Lheue Port Management, Banda Aceh City, Aceh Province.
- 3) Constraints and challenges of the Implementation Strategy of the Covid 19 Control Policy in Port Management Ulee Lheue City of Banda Aceh Province of Aceh

2. LITERATURE REVIEW

2.1 Employee Performance

According to Mathis and Jackson (2018), the concept of performance is an abbreviation of the kinetics of work energy which in English is performance. Performance or performance is the output produced by functions or individuals in a particular job or profession.

Performance which is often also referred to as work performance is the result of work in quantity and quality achieved by a person in carrying out tasks according to the responsibilities given at a certain time. Mitchell (2017) defines individual performance as individual work performance that is regulated based on standards or criteria set by an organization.

2.2 Job Satisfaction

Rose et al. (2019) define job satisfaction as the extent to which they feel satisfied with their work.

Arum, Lina and Dyna (2018) explained several definitions of job satisfaction, namely job satisfaction is a person's emotional response to work situations and conditions. Emotional responses can be feelings of satisfaction (positive) or dissatisfaction (negative). If emotionally satisfied means job satisfaction is achieved and vice versa if not then it means the employee is dissatisfied.

2.3 Knowledge Management

Sajeva (2018) states that knowledge management refers to various practices and techniques used by organizations to create, share and utilize knowledge to achieve organizational goals.

According to Bhatt, D. (2017) "Knowledge management system (KMS) is a set of technological and social elements that ensure the development of knowledge management process and the creation of appropriate organizational conditions". The definition put forward by Sureena and Mahmood is taken from the opinion of Sajeva (2018). That KMS is a set of technological and social elements that guarantee the development of knowledge management processes and the creation of appropriate organizational conditions.

2.4 Organizational Learning

Azwar, et al (2017) states that organizational learning is an important element that contributes to achieving organizational performance.

Another definition by Jerry, et al. (2018) stated that organizational learning occurs through the sharing of insights, knowledge and mental models that are built based on past knowledge and experience. Khandekar and Sharma, (2017) define organizational learning as an organization that facilitates learning for all members of its organization and continuously transforms it self.

2.5 Organizational Commitment

Organizational members who are committed to their organization may develop a more positive perspective on the organization and are happy without coercion to expend extra energy for the benefit of the organization (Anik and Arifuddin, 2017).

According to Greenberg and Baron (2013, in Chairy, 2017), employees who have high organizational commitment are employees who are more stable and more productive so that in the end it will also be more profitable for the organization. Chairy, (2017) suggests the characteristics of organizational commitment, namely: (1) strong belief and acceptance of organizational goals and values; (2) readiness to work hard; and (3) a strong desire to stay in the organization.

1. IMPLEMENTATION METHOD

This type of research is survey research with a quantitative approach. This research is focused on analyzing the effect of knowledge management, organizational learning, organizational commitment on job satisfaction and its impact on employee performance at the Aceh Transportation Agency.

The population is the totality of all objects or individuals who have certain, clear and complete characteristics to be studied (Hasan, 2017). Population refers to the entire group of people, events, or other things that the researcher wants to investigate. So, the sample is a subgroup or part of the population. In this study the intended population was all employees of the Aceh Transportation Service, totaling 155 civil servants, and 102 contract workers, so that the total population in this study was 257 people.

Sampling was carried out using a census technique for all employees at the Aceh Transportation Service. The sampling method in this study was carried out by random sampling method based on the Slovin formula, namely 157 samples.

Data were analyzed using the Structural Equation Modeling (SEM) method with a research tool or software in the form of Partial Least Square (PLS). As stated by Latan and Ghazali that SEM is divided into two types, namely Covariance-based Structural Equation Model (CB-SEM) and Partial Least Square-Structural Equation Modeling (PLS-SEM)

2. RESEARCH RESULTS

After collecting all information related to the influence of knowledge management, organizational learning, organizational commitment on job satisfaction and its impact on employee performance at the Aceh Transportation Service.

The results of the research are in the form of demographic data as follows:

Table 4.1 Characteristics of Respondents

No	Description	Frequency	Percentage
1.	Gender		
	▪ Male	86	54,8
	▪ Women	71	45,2
Total		157	100,0
2.	Age of respondents:		
	▪ 20 - 29 years	6	3,8
	▪ 30 - 39 years	50	31,8
	▪ 40 - 49 years	68	43,3
	▪ > 50 years	33	21,0
Total		157	100,0
3.	Total Marital Status		
	▪ Not married	29	18,5
	▪ Married	122	77,7
	▪ Widow/Widower	6	3,8
Total		157	100,0

Source: Primary data processed, 2023

Based on Table 4.1. above it can be explained that as many as 86 people or 54.8% consisted of male respondents. Respondents with an age level of 40 to 49 years as many as 68 people or 43.3% are the dominant age who work at the Aceh Transportation Service. A total of 122 people or 77.7% were married. As many as 89 people or 56.7% had a bachelor's degree. And as many as 57 people or 36.7% have an income of Rp. 3,500,000 - 3,999,999.

4.1 Perceptions of Knowledge Management

The results of the analysis of respondents' perceptions of knowledge management showed that the Knowledge Management variable obtained an average value of 4.25, or the respondents agreed that Knowledge Management of employees at the Aceh Transportation Service had an influence in increasing employee job satisfaction and employee performance at the Aceh Transportation Service. The results of the analysis of respondents' perceptions of organizational learning show that the organizational learning variable obtained a mean value of 4.20, this indicates that the respondents

agreed that the organizational learning variable was able to increase employee organizational commitment in achieving employee performance.

The results of the analysis of respondents' perceptions of organizational commitment show that the variable employee organizational commitment obtained an average value of 4.26, this indicates that respondents in this study agreed that employee organizational commitment at the Aceh Transportation Service was good, this was due to positive statements from respondents based on the average value of each statement item.

The results of the analysis of respondents' perceptions of job satisfaction show that the variable job satisfaction obtained an overall mean value of 4.26, or respondents have a good perception of the variable job satisfaction because it has a score in the range of 4.21 - 5.00 (very good category).

The results of the analysis of respondents' perceptions of employee performance show that the employee performance variable of the Aceh Transportation Service obtained an average value of 4.20, this indicates that the respondents in this study agreed to the employee performance variable of the Aceh Transportation Service. The level of consent of the respondents in this study can be seen from the average value of the respondents which is greater than 4, so this statement has the implication that the performance of the Aceh Transportation Service employees is relatively good.

4.2 Formulation of Alternative Implementation Strategies

4.2.1 Evaluation of measurement models

Table 4.2 Cronbach's alpha value, composite reliability and AVE

No.	Variable	Cronbach's Alpha	Composite Reliability	Average variance extracted (AVE)
1.	Knowledge Management	0,812	0,743	0,834
2.	Organizational Learning	0,713	0,665	0,707
3.	Organizational Commitment	0,750	0,805	0,812
4.	Job Satisfaction	0,824	0,327	0,707
5.	Employee	0,777	0,505	0,743

Source: Primary data processed, 2023

Based on table 4.2 it can be explained that the value of Cronbach's alpha is greater than the value of 0.7, so that all variables are declared reliable. The next size is the loading factor value. A measurement model is considered good if it has a loading factor value above 0.70. The results of the loading factor are as shown in Table 4.3.

Table 4.3 Loading Factor Results

Variable			Loading Factor	T-statistics	p-values
mp1	<---	Knowledge Management	0,043	3,714	0,000
mp2	<---	Knowledge Management	0,183	3,325	0,000
mp3	<---	Knowledge Management	0,038	6,244	0,000
mp4	<---	Knowledge Management	0,812	9,990	0,000
mp5	<---	Knowledge Management	0,713	6,244	0,000
mp6	<---	Knowledge Management	0,119	10,337	0,000
po1	<---	Organizational Learning	0,015	8,963	0,000
po2	<---	Organizational Learning	0,283	5,628	0,000
po3	<---	Organizational Learning	0,285	2,370	0,000
po4	<---	Organizational Learning	0,491	10,337	0,000
po5	<---	Organizational Learning	0,707	6,244	0,000
po6	<---	Organizational Learning	0,079	5,628	0,000
ko1	<---	Organizational Commitment	0,824	5,627	0,000
ko2	<---	Organizational Commitment	0,777	5,628	0,000
ko3	<---	Organizational Commitment	0,597	3,714	0,000
ko4	<---	Organizational Commitment	0,777	5,848	0,000
kk1	<---	Job satisfaction	0,812	10,337	0,000
Kk2	<---	Job satisfaction	0,781	18,841	0,000
Kk3	<---	Job satisfaction	0,636	6,367	0,000
Kk4	<---	Job satisfaction	0,746	8,963	0,000
Kk5	<---	Job satisfaction	0,241	3,325	0,000
Kp1	<---	Employee Performance	0,041	5,627	0,000
Kp2	<---	Employee Performance	0,472	2,930	0,000
Kp3	<---	Employee Performance	0,659	2,370	0,000
Kp4	<---	Employee Performance	0,761	3,325	0,000
Kp5	<---	Employee Performance	0,167	5,627	0,000
Kp6	<---	Employee Performance	0,810	2,930	0,000

Source: Primary data processed, 2023

Table 4.3 above shows that all the indicators used for further analysis are only indicators that have a loading factor value above 0.70, and a p-value below 0.05. Thus, it can be interpreted that based on the loading factor criteria, the measurement model used in this study is good. The intended measurement model refers to the indicators used to measure each variable. This means that employee performance indicators are able to reflect employee performance so that they can be used to measure the performance variables of Aceh Transportation Service employees.

4.2.2 Evaluation of the Structural Model

R2 results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is "good", "moderate" and "weak". in this study consists of work motivation and employee performance. The R2 value of each of these variables is shown in Table 4.4.

Table 4.4 Value of R2 and Adjusted R2

	R2	Adjusted R2
Job satisfaction	0,860	0,866
Employee Performance	0,205	0,172

Source: Primary data processed, 2023

Based on Table 4.9 above, it can be seen that the R2 value of each endogenous variable is 0.205 for employee performance, and 0.860 for job satisfaction. These two values already indicate that the structural model used to estimate the effect between variables is in the good category, so that it is able to provide accurate estimation results.

Average Employee Performance Score, Job Satisfaction, Knowledge Management, Organizational Learning, Organizational Commitment

The average value of employee performance score is 3.740. This figure is in the interval 3.41-4.20 for the good category. Thus, it can be interpreted that in general the Aceh Transportation Service employees already have a relatively good performance. Furthermore, the average score, work motivation, incentives and compensation are also in the interval 3.41-4.20 as shown in Table 4.5.

Table 4.5 Average Score of Research Variables

Variable	Average Score	Category	Information
Knowledge Management	4,252	3,41 – 4,20	Good
Organizational Learning	4,204	3,41 – 4,20	Good
Organizational Commitment	4,264	3,41 – 4,20	Good
Job satisfaction	4,268	3,41 – 4,20	Good
Employee Performance	4,203	3,41 – 4,20	Good

Source: Primary data processed, 2023

Based on Table 4.5 above, it can be understood that in general the Aceh Transportation Service employees have good job satisfaction. This is also the case with employees' evaluation of knowledge management, organizational learning and organizational commitment of Aceh Transportation Agency employees. In general, employees already have a relatively good perception of all the variables that are the models in this study. This indicates that the average value of all research variables is in the range above 4.

Analysis of the Influence of Knowledge Management, Organizational Learning and Organizational Commitment on Satisfaction Work and Employee Performance.

Graphically, the path coefficient can also be seen in the Smart-PLS (Algorithm) output, the results of which are as shown in Figure 4.1. (SmartPLS Output Appendix).

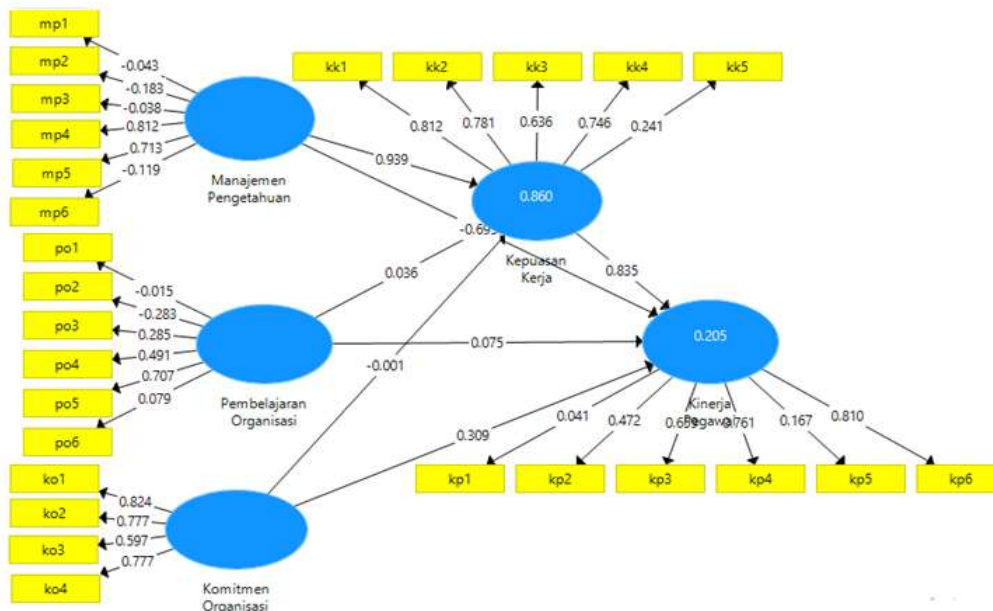


Figure 4.1 PLS estimation results

Table 4.6 Path Coefficient of Each Research Variable Estimation Coefficient

Variable		Variable	Coefficient Estimation	T-statistics	p-values
Knowledge Management	--->	Job satisfaction	0,939	8,963	0,000
Organizational Learning	--->	Job satisfaction	0,244	3,714	0,000
Organizational Commitment	--->	Job satisfaction	0,327	6,244	0,000
Knowledge Management	--->	Employee Performance	0,695	5,628	0,000
Organizational learning	--->	Employee Performance	0,119	6,367	0,000
Organizational Commitment	--->	Employee Performance	0,309	10,337	0,000
Job satisfaction	--->	Employee Performance	0,835	9,990	0,000

Source: Primary data processed, 2023

4.3. Analysis of Direct Influence

4.3.1 Analysis of the Effect of Knowledge Management, Organizational Learning and Organizational Commitment on Employee Job Satisfaction

Based on the statistical results in Table 4.6 it can be seen that the path coefficient of knowledge management on job satisfaction is 0.939 (p-value <0.05). This means that knowledge management has a positive and significant effect on the job satisfaction of Aceh Transportation Agency employees. The better the employee's assessment of the applied knowledge management, the higher the job satisfaction they can feel. Conversely, when the assessment of knowledge management decreases, this condition has an impact on decreasing employee job satisfaction. The results of this study are consistent with research conducted by Akmal Umar (2015) with the research title The Effect of Motivation and Career Development Against Employees' Performance and Job Satisfaction of the Governor Office South Sulawesi Province, Indonesia. The results of the study prove that knowledge management has a significant effect on increasing job satisfaction and employee performance.

Based on the description above, the first hypothesis which states that knowledge management affects the job satisfaction of Aceh Transportation Agency employees is acceptable. Likewise with the second hypothesis which states that organizational learning has a significant effect on job satisfaction of Aceh Transportation Agency employees which can also be accepted. Then the third hypothesis which states that organizational commitment has a significant effect on job satisfaction of Aceh Transportation Agency employees can also be accepted. For more details regarding the summary of the first and third hypothesis testing as in Table 4.7.

Table 4.7 Summary of Testing the First Hypothesis to the Third Hypothesis t-statistic p-value

			t-statistics	p-values	Conclusion
1.	Ho1 : $\gamma_{1.1} = 0$;	Knowledge management has no effect on the job satisfaction of Department employees Aceh Relations	8,963	0,000	Ha1 Accepted Ho1 Rejected
	Ha1 : $\gamma_{1.1} \neq 0$;	Knowledge management affects the job satisfaction of Department employees Aceh Relations			
2.	Ho2 : $\gamma_{1.2} = 0$;	Organizational learning has no effect on the job satisfaction of Department employees Aceh Relations	3,714	0,000	Ha2 Accepted Ho2 Rejected
	Ha2 : $\gamma_{1.2} \neq 0$;	Organizational learning affects the job satisfaction of Department employees Aceh Relations			

3.	Ho3 : $\gamma_{1.3} = 0$;	Organizational commitment has no effect on the job satisfaction of Department employees Aceh Relations	6,244	0,000	Ha3 Accepted Ho3 Rejected
	Ha3 : $\gamma_{1.3} \neq 0$;	Organizational commitment affects the job satisfaction of the Department of Transportation employees Aceh			

Source: Primary data processed, 2023

4.3.2 Analysis of the Effect of Knowledge Management, Organizational Learning and Organizational Commitment on Employee Performance

Statistical results (Table 4.7) show that knowledge management has a positive effect on employee performance with an estimated coefficient of 0.695 (p-value <0.05). The better the employee's evaluation of the knowledge management they have, the higher the performance or achievement of the work they do. Conversely, when the assessment of knowledge management decreases, this has an impact on decreasing performance. The results of this study are consistent with research conducted by Jain and Jeppensen (2013:2) stating that knowledge management refers to various practices and techniques used by organizations to create employee performance, share and utilize knowledge to achieve organizational goals. This indicates that the higher knowledge management possessed by employees will have a real impact on improving employee performance for the better.

Testing the hypothesis related to the direct effect of knowledge management on employee performance is carried out at 95% confidence. As explained above, the coefficient of estimation of knowledge management on employee performance shows a p-value of 0.000 > 0.05. This means that at 95% confidence, knowledge management has a significant effect on employee performance. Thus the fourth hypothesis which states that knowledge management has a significant effect on the performance of Aceh Transportation Service employees is accepted.

By placing employee performance as an endogenous variable, statistical results (Table 4.7) show that organizational learning has a positive effect on employee performance with an estimated coefficient of 0.119 (p-value <0.05). The better the employee's assessment of the organizational learning they have, the higher the performance or results of the work they do. Conversely, when the assessment of organizational learning decreases, this has an impact on decreasing performance. The results of this study are consistent with research conducted by Sword et al, (2017) that organizational learning has an influence on employee performance, due to employee career development.

Testing the hypothesis related to the direct effect of organizational learning on employee performance was carried out at 95% confidence. As explained above, the coefficient of estimation of organizational learning on employee performance shows a p-value of $0.000 > 0.05$. This means that at 95% confidence, organizational learning has a significant effect on employee performance. Thus the fifth hypothesis which states that organizational learning has a significant effect on the performance of Aceh Transportation Service employees is accepted.

Statistical results as shown in (Table 4.7) show that organizational commitment has a positive effect on employee performance with an estimated coefficient of 0.309 (p-value < 0.05). The better the employee's assessment of the organizational commitment they have, the higher the performance or achievement of the work they do. Conversely, when the assessment of organizational commitment decreases, this has an impact on decreasing performance. The results of this study are consistent with research conducted by Sopiah (2008) organizational commitment is the identification and involvement of someone who is relatively strong in an organization.

Testing the hypothesis related to the direct effect of organizational commitment on employee performance is carried out at 95% confidence. As explained above, the coefficient of estimation of organizational commitment to employee performance shows a p value of $0.000 > 0.05$. This means that at 95% confidence, organizational commitment has a significant effect on employee performance. Thus the sixth hypothesis which states that organizational commitment has a significant effect on the performance of Aceh Transportation Service employees is accepted.

Statistical results as shown in (Table 4.7) show that job satisfaction has a positive effect on employee performance with an estimated coefficient of 0.835 (p-value < 0.05). The better the employee's assessment of job satisfaction felt by employees, the higher the performance or achievement of the work they do. Conversely, when the assessment of job satisfaction decreases, this has an impact on decreasing performance. The results of this study are consistent with research conducted by Ida et al. (2011) which states that job satisfaction has an effect on improvement employee performance. Based on the research results, it can be explained that job satisfaction felt by employees is able to have an impact on employee performance, especially in improving the quality of work results in achieving the organizational goals of the Aceh Transportation Service.

Testing the hypothesis related to the direct effect of job satisfaction on employee performance is carried out at 95% confidence. As explained above, the estimated coefficient of job satisfaction on employee performance shows a p-value of $0.000 > 0.05$. This means that at 95% confidence, job satisfaction has a significant effect on employee performance Thus the seventh hypothesis which states that job satisfaction

has a significant effect on the performance of Aceh Transportation Service employees is accepted. For more details, a summary of the third and fourth hypothesis testing can be seen in Table 4.8.

Table 4.8 Summary of Testing the Fourth Hypothesis to the Seventh Hypothesis

No	Variable		t-statistics	p-value	Conclusion
4.	Ho4 : $\gamma_{1.4} = 0$;	Knowledge management has no effect on employee performance at the Aceh Transportation Service	5,628	0,000	Ha4 Accepted Ho4 Rejected
	Ha4 : $\gamma_{1.4} \neq 0$;	Knowledge management affects the performance of employees at the Department Aceh Relations			
5	Ho5 : $\gamma_{1.5} = 0$;	Organizational learning has no effect on the performance of employees at the Department Aceh Relations	6,367	0,000	Ha5 Accepted Ho5 Rejected
	Ha5 : $\gamma_{1.5} \neq 0$;	Organizational learning affects the performance Ho5 is rejected of employees at the Department Aceh Relations			
6.	Ho6 : $\gamma_{1.6} = 0$;	Organizational commitment has no effect on employee performance at the Department Aceh Relations	10,337	0,000	Ha6 Accepted Ho6 Rejected
	Ha6 : $\gamma_{1.6} \neq 0$;	Organizational commitment affects the performance of employees at the Department Aceh Relations			
7.	Ho7 : $\gamma_{1.7} = 0$;	Job satisfaction has no effect on employee performance at the Department Aceh Relations	9,990	0,000	Ha7 Accepted Ho7 Rejected
	Ha7 : $\gamma_{1.7} \neq 0$;	Job satisfaction affects the performance of employees at the Department of Transportation Aceh			

Source: Primary data processed, 20233

Based on the summary of the hypothesis testing above, it can be seen that the direct effects of knowledge management, organizational learning and organizational commitment on employee performance are all

significant at 95% confidence. This means that employees' assessment of knowledge management, organizational learning and organizational commitment can improve their performance as expected by leaders and work targets that can be realized optimally.

4.3.3 Analysis of Indirect Effects

Through the use of Smart-PLS as a data processing tool, the structural equation model (SEM)-PLS model can directly provide information about the direction and significance of the indirect effect between variables. The direction and significance of the indirect effect of competence and compensation on the performance of Aceh Transportation Agency employees through job satisfaction is shown in Table 4.9. (Smart-PLS output).

Table 4.9 Indirect Influence

Variable			Estimation Coefficient	t-statistics	p-value
Knowledge Management	--- >	Employee Performance	0,178	2,911	0,004
Organizational Learning	--- >	Employee Performance	0,784	2,845	0,005
Organizational Commitment	--- >	Employee Performance	0,295	3,869	0,000

Source: Primary data processed, 2023

The estimation results regarding the influence of knowledge management on the performance of Aceh Transportation Agency employees through job satisfaction (indirect effect) yield an estimated coefficient of 0.178 with a p-value of 0.004 (<0.05). Thus, it can be interpreted that knowledge management can significantly improve the performance of Aceh Transportation Service employees through job satisfaction. This is not different from the direct effect as explained earlier, that at the 95% confidence level, knowledge management also has a significant effect on employee performance 8 Aceh Transportation Service. Thus, these findings provide empirical evidence that knowledge management can significantly improve the performance of Aceh Transportation Agency employees, both directly and indirectly through job satisfaction. Based on these results it can be interpreted that the mediating role of job satisfaction in the relationship between the performance of Aceh Transportation Agency employees and knowledge management is partial mediation. That is, with and without job satisfaction, knowledge management can significantly influence the performance of the Aceh Transportation Service employees.

The estimation results regarding the effect of organizational learning on the performance of Aceh Transportation Agency employees through job satisfaction (indirect effect) yield an estimated coefficient of 0.784 with a p-value of 0.005 (<0.05). Thus it can be interpreted that organizational learning can also significantly improve the performance of Aceh Transportation Service employees through job satisfaction. That is, the existence of job satisfaction as a mediating variable increases the significance of the effect of organizational learning on the performance of Aceh Transportation Agency employees. Conversely, without involving job satisfaction as a mediating variable, the effect of organizational learning on the performance of Aceh Transportation Agency employees is also significant. Thus, the mediating role of job satisfaction in the relationship between organizational learning and the performance of Aceh Transportation Agency employees is full mediation. This means that the significant effect of organizational learning on the performance of Aceh Transportation Agency employees only occurs through job satisfaction. On the other hand, without job satisfaction, organizational learning can also significantly improve the performance of Aceh Transportation Agency employees.

The estimation results regarding the effect of organizational commitment on the performance of Aceh Transportation Agency employees through job satisfaction (indirect effect) yield an estimated coefficient of 0.295 with a p-value of 0.000 (<0.05). Thus it can be interpreted that organizational commitment can also significantly improve the performance of Aceh Transportation Service employees through job satisfaction. That is, the existence of job satisfaction as a mediating variable increases the significance of the effect of organizational commitment on the performance of Aceh Transportation Agency employees. Conversely, without involving job satisfaction as a mediating variable, the effect of organizational commitment on the performance of Aceh Transportation Agency employees is not significant. Thus, the mediating role of job satisfaction in the relationship between organizational commitment and the performance of Aceh Transportation Agency employees is full mediation. This means that the significant influence of organizational commitment on the performance of Aceh Transportation Agency employees only occurs through job satisfaction. Conversely, without job satisfaction, organizational commitment can significantly improve the performance of the Aceh Transportation Agency employees.

Based on the explanation regarding the indirect effect as described above, the summary of hypothesis testing the eighth and tenth regarding the indirect effect between variables as shown in Table 4.10

Table 4.10 Summary of Testing the Eighth to Tenth Hypotheses

No.		t-statistics	p-value	Conclusion
1.	Ho8 : $\gamma_{1.1} =$ Job satisfaction does not mediate the relationship between knowledge management and the performance of Aceh Transportation Agency employees	2,911	0,004	Ha8 Accepted Ho8 Rejected
	Ha8 : $\gamma_{1.1} \neq$; Job satisfaction mediates the relationship between knowledge management and employee performance at the Aceh Transportation Agency			
2	Ho9 : $\gamma_{1.2} = 0$; Job satisfaction does not mediate the relationship between organizational learning and employee performance at the Aceh Transportation Agency	2,845	0,005	Ha9 Accepted Ho9 Rejected
	Ha9 : $\gamma_{1.2} \neq$; Job satisfaction mediates the relationship between organizational learning and employee performance at the Aceh Transportation Agency			
3.	Ho10 0; Job satisfaction does not mediate the relationship between organizational commitment and employee performance at the Aceh Transportation Service	3,869	0,000	Ha10 Accepted Ho10 Rejected
	Ha10: $\gamma_{1.3} \neq$; Job satisfaction mediates the relationship between organizational commitment and employee performance at the Aceh Transportation Agency			

Source: Primary data processed, 2023

Based on Table 4.10 it can be explained that all the independent variables namely knowledge management, organizational learning and organizational commitment have an indirect effect on the performance of Aceh Transportation Agency employees through job satisfaction, this indicates that without job

satisfaction, knowledge management, organizational learning, organizational commitment significantly can improve the performance of Aceh Transportation Service employees.

5. Closing

5.1 Conclusion

Based on the results of the research and discussion described in the previous chapter, several conclusions can be drawn as follows:

- 1) Knowledge management has a positive and significant effect on job satisfaction of Aceh Transportation Agency employees.
- 2) Organizational learning has a positive and significant effect on job satisfaction of Aceh Transportation Agency employees.
- 3) Organizational commitment has a positive and significant effect on job satisfaction of Aceh Transportation Agency employees.
- 4) Knowledge management has a positive and significant effect on the performance of Aceh Transportation Service employees.
- 5) Organizational learning that is felt by employees also has a positive and significant effect on employee performance Aceh Transportation Service.
- 6) Organizational commitment also proves that employee performance has a positive and significant effect on performance Aceh Transportation Service employee.
- 7) Employee job satisfaction has a positive and significant effect on the performance of Aceh Transportation Agency employees.
- 8) There is an indirect effect of knowledge management on employee performance through organizational commitment Aceh Transportation Service employee.
- 9) There is an indirect effect of organizational learning on employee performance through organizational commitment Aceh Transportation Service employee.
- 10) There is an indirect effect of organizational commitment on employee performance through employee organizational commitment Aceh Transportation Service.

5.2 Suggestions

Based on the conclusions that have been put forward, suggestions are given that can improve the management of Ulee Lheue port management in Banda Aceh City as follows:

- 1) The organizational commitment of Aceh Transportation Service employees needs to be further enhanced by means of leaders and employees approaching the community, especially in providing services to the community.
- 2) Organizational learning also needs to get attention so that organizational learning can increase employee knowledge and can increase employee organizational commitment and employee

performance, so what needs to be considered is that employees must be able to try to improve the mental model that is in them.

- 3) Regarding job satisfaction in the Aceh Transportation Service, the leadership should also be concerned is to increase employee job satisfaction.
- 4) To increase employee organizational commitment as a whole, factors that need attention Employees must have a high will to realize the orders of the leadership.
- 5) In order to improve organizational performance, what needs attention is that leaders at the Aceh Transportation Service must be able to provide quality services, and improve the quality of work produced by employees, so that they can provide better service to all Acehnese people, especially in the field of transportation and communication.

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