THE ROLE OF LEARNING ORGANIZATION IN MEDIATION OF KNOWLEDGE MANAGEMENT AND EMPLOYEEE PERFORMANCE IN THE REGIONAL GOVERNMENT OF MURUNG RAYA REGENCY, CENTRAL KALIMANTAN – INDONESIA

by
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Abstract

Researchers in the field of management used a knowledge management method (tacit and explicit knowledge) combined with learning management mediation, in order to improve employeee performance,. The data for this study was acquired via a questionnaire, and the research method was quantitative. The sample for this study consisted of 133 civil servants from Murung Raya Regency's local government, Kalimantan Tengah in Indonesia. Between November 2021 and January 2022, this study was carried out. The data was examined using the SmartPLS analysis tool and the Structural Equation Modeling (SEM) technique. With the help of the Learning Organization as a mediating variable, the results demonstrated that Knowledge Management (tacit and explicit knowledge) had a favorable and significant effect on employeee performance. The relevance of applying knowledge management relates to human resources on employeee performance or through mediating learning companies, as well as the ramifications of the findings. As a result, it can provide insight into the critical function of knowledge management (both implicit and explicit) in increasing employeee performance in HRM or marketing testing.

Keywords: Knowledge Management, Tacit Knowledge, Explicit Knowledge, Learning Organization, Employeee Performance

PENDAHULUAN

Numerous consequences and issues have emerged after the Covid-19 pandemic case entered Indonesia. Broadcloth & Charlwood (2021). In addition, in order to resolve the worldwide issues brought on by the pandemic, a strong knowledge base and a variety of alternative solutions are required. It is believed that knowledge management, specifically in government organizations, can play a more significant role in these scenarios and conditions to improve employee performance, who are also impacted by the pandemic (Przytua et al., 2020). Knowledge management and gathering the knowledge held by people in the organization are important to build knowledge and enhance employee talents (Ammirato et al., 2021). The government is similar to a company that needs to keep learning in order to advance and change with the times for greater performance (Kianto et al., 2018).

Every company must become a learning organization, that is, one that constantly promotes its internal resources to further their knowledge. A learning organization is one that has a culture that supports learning, continually enhances member knowledge to foster the creation of new things, and permits members to openly express their ambitions (Purwanto, 2020). Stating that organizational learning plays a crucial role in enhancing the link between knowledge management, knowledge

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flow, and firm performance (Wang et al., 2021). Research has also shown that learning organizations' use of tacit knowledge, explicit knowledge, leadership support, and technology has a positive and significant impact on employee performance (Obeso et al., 2020). In government organizations, it is occasionally uncommon to rotate and modify staff in particular fields, either because it is challenging to replace existing employees with new ones or because it is difficult to keep the same employees, although typically without regeneration.

There are instances where a skilled employee passes away without a replacement, preventing the other employees from receiving an equivalent education in that employee's knowledge and talent. In order to improve government employee performance in the future, it is envisaged that knowledge management in government organizations and learning organizations will enable the distribution of knowledge and knowledge to be distributed equally among all employees (Castaneda et al., 2018). In addition to other functions and components, performance is one of the most important factors in accomplishing organizational goals. The organization anticipates strong staff performance. The organization will produce more productivity the more productive employees it has (Al Ahbabi et al., 2018).

In light of this, the authors are considering undertaking research on the function of learning organizations in mediating employee performance and knowledge management in regional work units within the Murung Raya Regency Government in the Indonesian city of Palangka Raya. The goal of this study is to determine whether knowledge management, when used as a moderating variable, may enhance employee performance. And it is anticipated that this research would deepen understanding of the theory of human resource management, establish it as a reference, and widen it. can be taken into account by the Murung Raya Regency Regional Government when making decisions and policies aimed at enhancing employee performance.

LITERATURE REVIEW

Knowledge management (KM)

High-value information can be used to make decisions and serve as the foundation for action through knowledge management (Abubakar et al., 2019). Everyone battles with data and information every day, but if we can't extract value from that knowledge, it isn't knowledge, thus management of that knowledge is necessary to capture value (Antunes et al., 2020). Knowledge management is concerned with the technical and cultural underpinnings of activities like knowledge creation, sharing, and acquisition. Rumanti (2019) divides knowledge management into two categories: tacit knowledge and explicit knowledge. Knowledge that belongs to a person but is exceedingly difficult to formalize, transmit, or share with others is known as tacit knowledge (TK). Indicators of technical dimensions and cognitive dimensions were used in this study to gauge tacit knowledge. Explicit knowledge (EK) is impersonal, formal, "know-what" information and understanding that is simple to express or put in writing. This kind of formal, methodical transmission of knowledge and understanding from one person to another is possible right away (Hadjimichael & Tsoukas, 2019). Several variables, including socialization, externalization, combination, and internalization are used to assess explicit knowledge.

Learning organization (LO)

A learning organization, according to Hsu & Lamb (2020), is one whose members continually advance their knowledge, capacity, and ability to create whatever it is that they desire. A learning organization also fosters a mindset of innovation and gives employees the freedom to express their aspirations. Indicators of individual mastery, mental models, shared vision, team learning, and systems thinking were used in this study to gauge learning organizations (Reese, 2020).

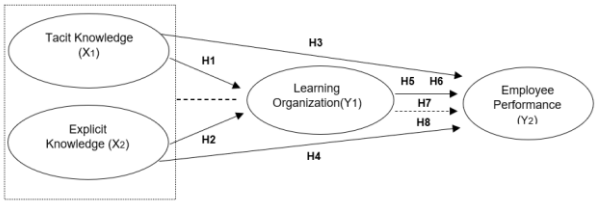
Employee performance (KP)

Performance is a translation of performance, according to Arpentieva (2020), which is data from manufacturing results created over a specific period of time. According to the production results attained, performance is a combination of aptitude and effort. Performance is something that is excellent to do or not good to do, and employee performance is very important on how much contribution they bring to the organization, according to Anttila & Jussila (2018). Quantity, quality, duration, attendance at work, and a cooperative attitude are the metrics employed in this study to measure employee performance characteristics (Paais & Pattiruhu, 2020).

Empirical Review and Hypothesis Development

The subject of this study is a work unit that falls under the purview of the regional government for the Indonesian province of Central Kalimantan, which is located in Puruk Cahu. Because the sample population is not homogeneous and there are as many as 133 respondents, the sampling technique employed in this study is non-probability sampling. Instead, proportionate random sampling is used to determine how many respondents should be included in the stratified sample. This study's focus is on quantitative associative research techniques. The learning organization was employed as a mediating variable in this study's associative technique to analyze the impact of knowledge management on employee performance (Chen & Wei, 2020). This study collected data using a questionnaire, which is a method that involves distributing a list of questions or written statements to the respondents and asking them to respond. Additionally, through document analysis, which is more focused on obtaining tangible proof. This tool will be used to assess the information included in documents that support study. Partial Least Squares is the data analysis method employed in this investigation (PLS). A structural equation analysis (SEM) variant called partial least square (PLS) can evaluate both the structural model and the measurement model at the same time (Marta et al., 2021). The following research was made easier by the conceptual framework for the study.

Knowledge Management (X)



Gambar 1. Kerangka konseptual penelitian

Based on the theory and previous empirical studies, this study makes a conceptual framework for the research with eight hypotheses to be tested, as follows.

H1: Tacit knowledge has a significant effect on learning organization

H2: Explicit knowledge has a significant effect on learning organization

H3: Tacit knowledge has a significant effect on employee performance

H4: Explicit knowledge has a significant effect on employee performance

H5: Learning organization has a significant effect on employee performance

H6: Tacit knowledge has a significant effect on employee performance through a learning organization

H7: Explicit knowledge has a significant effect on employee performance through a learning organization

H8: The indirect effect of implementing knowledge management (tacit & explicit knowledge) through a learning organization has an effect on employee performance.

RESEARCH AND METHODOLOGY

In order to test the hypothesis, 133 questionnaires were given to public workers working in different departments of the Murung Raya Regency Government in the Indonesian province of Central Kalimantan. Convergent

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Validity (model feasibility) of the questionnaire was assessed, and the results revealed that each of the research variable indicators had a variety of outer loadings (Castaneda et al., 2018; Purwanto & Sudargini, 2021). The indicator is deemed practicable or legitimate for use in research and can be used for further analysis based on the data above, which demonstrates that all indicators have an outer loading value > 0.70. The findings indicate that the tacit knowledge, explicit knowledge, learning organization, and employee performance AVE (Average Variance Extracted) variable has a value of > 0.50. Therefore, it can be said that the study's variable indicators are practical or reliable (Rumanti et al., 2019; Chen & Wei, 2020).

The research in this test will be able to judge the merits of applying cross loading and the Fornell Larcker Criterion based on the discriminant validity results. When the cross loading indicator on the variable is the highest compared to other variables, the indicator is said to meet the criteria for discriminant validity. It also meets the criteria for discriminant validity when the value of the Fornell-Larcker criterion (the AVE root value > from the correlation value) is met. Reliability: Based on the information in table 2 above, it is clear that each study variable's composite reliability value is more than 0.70. These findings show that each variable has satisfied the criteria for composite reliability, allowing it to be said that the research variables have a good level of dependability.

Tabel 1. Evaluasi outer loading

Variabel	Indikator	Outer Loading	Composite Reliability	AVE	Cronbach's Alpha	Cross Loading	Fornell Larcker Criterion
Tacit knowledge	Dikog	0,935	0,925	0,860	0,837	0,935	0,927
	Ditek	0,920				0,920	
Explicit knowledge	Com	0,921	0,915	0,731	0,874	0,921	0,855
	Ext	0,946				0,946	
	Int	0,784				0,784	
	Soc	0,753				0,753	
Learning Organization	MM	0,864	0,934	0,740	0,913	0,864	0,861
	PM	0,843				0,843	
	ST	0,883				0,883	
	SV	0,862				0,862	
	TL	0,851				0,851	
Employee performance	Jang	0,874	0,944	0,772	0,927	0,874	0,879
	Keha	0,906				0,906	
	Kual	0,888				0,888	
	Kuan	0,856				0,856	
	Sikap	0,870				0,870	

Source: Authors, 2022

Then, based on the information in Table 1 above, it can be shown that each study variable's Cronbach's alpha value is more than 0.60. These findings show that every variable has satisfied the criteria for Cronbach's alpha, allowing it to be said that the research variables have a high degree of reliability and are therefore acceptable.

FINDINGS AND DISCUSSIONS

Findings, the results of the measurement model (outer model) were carried out using the questionnaire data tabulation with the following results:

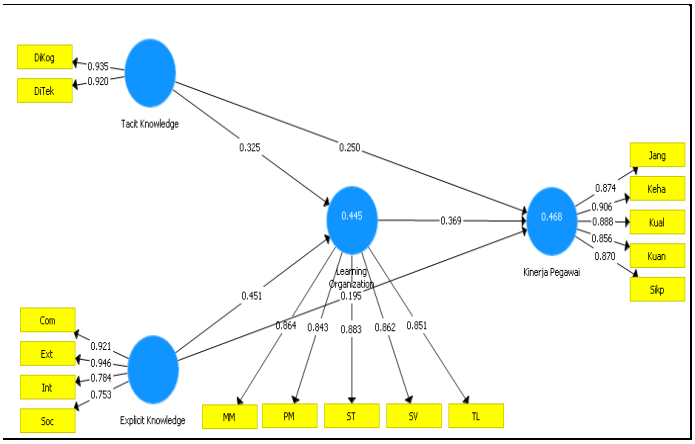

Figure 1: Conceptual Framework (Source: Authors)

Tabel 2. Cross loading

Indikator	Explicit Knowledge	Employee performance	Learning Organization	Tacit Knowledge
DiKog	0,431	0,551	0,491	**0,935**
DiTek	0,436	0,443	0,502	**0,920**
Com	**0,921**	0,525	0,611	0,444
Ext	**0,946**	0,454	0,556	0,441
Int	**0,784**	0,383	0,435	0,311
Soc	**0,753**	0,451	0,432	0,384
Jang	0,410	**0,874**	0,492	0,446
Keha	0,389	**0,906**	0,536	0,482
Kual	0,618	**0,888**	0,663	0,531
Kuan	0,369	**0,856**	0,479	0,455
Sikp	0,511	**0,870**	0,519	0,438
MM	0,570	0,503	**0,864**	0,384
PM	0,503	0,620	**0,843**	0,640
ST	0,559	0,498	**0,883**	0,350
SV	0,457	0,534	**0,862**	0,399
TL	0,501	0,495	**0,851**	0,489

Source: Authors, 2022

Based on the findings in table 3, the explicit knowledge construct's AVE root value is 0.855, which is greater than its correlation

values with employee performance (0.534), learning organization (0.602), and tacit knowledge (0.467). It can also be said that the variables and indicators used in this study have good discriminant validity, based on predetermined conditions, because the AVE root values for Employee performance (0.879), Learning Organization (0.861), and Tacit Knowledge (0.927) are higher than the correlation between other constructs.

Tabel 3. Fornell Larcker Criterion

Konstrak	Explicit Knowledge	Employee performance	Learning Organization	Tacit Knowledge
Explicit Knowledge	**0,855**			
Employee performance	0,534	**0,879**		
Learning Organization	0,602	0,620	**0,861**	
Tacit Knowledge	0,467	0,539	0,535	**0,927**

Source: Authors, 2022

To test the inner model, it is done by looking at the value of R2 (R-Square), f2 (effect size, goodness of fit index GOF) which is the Goodness of the fit model test.

Tabel 4. Nilai R-Square

Construct	R Square
Employee performance	0,468
Learning Organization	0,445

Source: Authors, 2022

Based on table 4 above, the learning organization construct obtained an R2 value of 0.445 which can be interpreted that the variation in the learning organization can be explained by the tacit knowledge and explicit knowledge constructs of 44.5% (0.445 x 100%) while the remaining 55.5% (100% - 44.5%) is explained by other variables outside the studied. In the employee performance construct, the R2 value is 0.468 or 46.8%. This value indicates that the variation of the Performance construct can be explained by the Tacit Knowledge, Explicit Knowledge and Employee performance constructs of 46.8%. %. This value indicates that the variation of the Performance construct can be explained by the Tacit Knowledge, Explicit Knowledge and Employee Performance constructs of 46.8%. The results of the complete R-square value are presented in the table below.

Tabel 5. Nilai f^2 (effect size)

Variable	Employee performance	Learning Organization
Explicit Knowledge	0,043	0,286
Learning Organization	0,142	
Tacit Knowledge	0,080	0,149

Source: Authors, 2022

The table above shows that the value of f2 (effect size) on Explicit Knowledge for Employee performance is 0.043, and for Learning Organizations is 0.286. The value of the Learning Organization effect size on Employee performance is 0.142. The effect size value of the Tacit Knowledge construct to Employee performance is 0.080 and to Learning Organization is 0.149.

This index is for the evaluation of the measurement model and the structural model for the overall prediction of the model. The Goodness of fit index (GOF) value is calculated from the square root value of the average community index or the AVE value with the average R-square, with the criteria for the GoF value being 0.10 small, 0.025 moderate and 0.36 large category. The results of the GoF values are presented as follows:

$$\text{GoF} = \sqrt{\overline{\text{com}} \text{ x } \overline{R^2}}$$
$$\text{GoF} = \sqrt{0.776 \text{ x } 0.456}$$
$$\text{GoF} = \sqrt{0.354}$$
$$\text{GoF} = 0.595$$

The model has a significant Goodness of Fit Index (GoF) category, as evidenced by the calculation of the Gof value reached at 0.595.

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Discussions, when comparing the values of the t-table and t-statistics, a significant measure of hypothesis support can be utilized to determine if the hypothesis is accepted or supported. The null hypothesis (H0) is rejected in tests with a significance level of 5% if the t-statistic value is greater than 1.96. The findings of the PLS (Partial Least Squares) analysis were used to calculate the t-statistic value of the coefficient of influence of the constructs. The coefficient of influence can be seen in the original sample value, the error value (standard deviation), t-statistics and p-values can be seen in the table below.

Tabel 6. Coefficient value (Original Sample), Standard Error dan t-Statistics

Hipotesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Kesimpulan
Tacit Knowledge -> Learning Organization	0,325	0,078	4,168	0,000	Signifikan
Explicit Knowledge -> Learning Organization	0,451	0,088	5,117	0,000	Signifikan
Tacit Knowledge -> Employee performance	0,250	0,090	2,786	0,006	Signifikan
Explicit Knowledge -> Employee performance	0,195	0,085	2,288	0,023	Signifikan
Learning Organization -> Employee performance	0,369	0,097	3,793	0,000	Signifikan
Tacit Knowledge -> Learning Organization -> Employee performance	0,120	0,045	2,673	0,008	Signifikan
Explicit Knowledge -> Learning Organization -> Employee performance	0,166	0,050	3,338	0,001	Signifikan

Source: Authors, 2022

The coefficient value of the influence of TK on LO is 0.325, the t-statistic value is 4.168 and the p-value is 0.000. Because the t-statistic value is 4.168 > 1.96 or p-value 0.000 < 0.05, then reject H0. This proves that TK has a significant positive effect on LO. The coefficient value of the effect of EK on LO is 0.451, the t-statistic value is 5.117 and the p-value is 0.000. Because the t-statistic value is 5.117 > 1.96 or p-value 0.000 < 0.05, then H0 is rejected. This proves that EK has a significant positive effect on LO. The coefficient of the effect of TK on EP is 0.250, the t-statistic value is 2.786 and the p-value is 0.006. Because the t-statistic value is 2.786 > 1.96 or p-value is 0.006 < 0.05, then reject H0. This proves that TK has a significant positive effect on EP.

The coefficient value of the effect of EK on EP is 0.195, the t-statistic value is 2.288 and the p-value is 0.023. Because the t-statistic value is 2.288 > 1.96 or p-value 0.023 < 0.05, reject H0. This proves that EK has a significant positive effect on KP. The coefficient value of the effect of LO on EP is 0.369, the t-statistic value is 3.793 and the p-values are 0.000. Because the t-statistic value is 3.793 > 1.96 or p-value 0.000 < 0.05, then reject H0. This proves that LO has a significant positive effect on EP.

The coefficient value of the influence of TK on EP through LO is 0.120, the t-statistic value is 2.673 and p-values are 0.008. Because the t-statistic value is 2.673 > 1.96 or p-value is 0.008 < 0.05, then reject H0. These results prove that TK has a significant indirect effect on EP through LO. The coefficient of the effect of EK on EP through LO is 0.166, the t-statistic value is 3.338 and p-values are 0.001. Because the t-statistic value is 3.338 > 1.96 or p-value is 0.001 < 0.05, then reject H0. This result proves that EC has a significant indirect effect on EP through LO. From the R-Square value, it is known that R21 = 0.445 and R22 = 0.468, so the total coefficient of determination can be calculated with a value of 0.705. The coefficient of total determination (R2t) is greater than R21 and R22, so it can be concluded that the indirect effect of applying Knowledge Management simultaneously on employee performance through Learning Organizations has an influence so that H8 is accepted.

The better the knowledge management (tacit and explicit knowledge) in government

organizations, the better the employee performance will be. Employee performance as measured by the quality of output, quantity of output, output period, attendance at work and work cooperative attitude. Based on the employee performance assessment, one of them is described by the ability to produce a good and quality output in accordance with the SOP in each agency where the tacit knowledge of the employee concerned plays an important role and is also supported by explicit knowledge which will result in better quality employee performance. This is in line with research (Muthuveloo, et al., 2017; Roy & Mitra, 2018; Obeso et al., 2020). With some positions that are difficult to replace by other employees who are massive in several regional work units, regeneration is needed, one of which is by strengthening knowledge management (tacit and explicit knowledge) in regional work units so that the spread of knowledge and expertise in government organizations can be evenly distributed (Kristinae et al., 2020). which of course will affect employee performance in the end and is in line with research from (Almulhin, A, (2020); Adnyana and Bahri, 2021). Where the role of learning organizations in bridging knowledge management helps improve employee performance, with indicators of personal mastery, shared vision, mental models, system thinking and team learning that describe the role of learning organizations as moderating variables that learning organizations in government agencies need to be improved and improved so that they can help performance improvement.

CONCLUSION

Knowledge management which consists of tacit knowledge and explicit knowledge can affect employee performance either directly or indirectly with the help of a learning organization. This research has been attempted and carried out in accordance with scientific procedures, however, it still has limitations, such as the sample used is still less than the number of all Civil Servants in the regional government, so that it has not provided generalizable results to all regional work units in the regional government. . For further researchers, the results of this study are expected to expand the population used, so as to be able to provide comprehensive conclusions for all regional work units in local governments, especially in the Murung Raya Regency Government in the city of Palangkaraya in Indonesia. The implications of research results in scientific development, especially in knowledge management theory, are still few who want to research it. From the results of the study, it can be an increase in employee performance in government agencies in other types of work fields.

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