



## The Influence of Learning Organization on The Performance of Non-Medical Staff With Job Satisfaction, Competency and Employee Engagement as Intervening Variables at Hermina Lampung Hospital

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**Abstract.** Hermina Hospital is one of the organizations that is a learning organization under the auspices of PT. Medikaloka Hermina Group. Hermina Hospital carries out Key Performance Indicators (KPI) to evaluate employees who work at Hermina Hospital. What is assessed from the KPI includes competency, performance, human resource development that is assessed, namely employee dropout and employee engagement with the company. Based on the results of interviews with the HRD department at Hermina Hospital, hospital employees with satisfaction, performance and strong attachment to the company were 73% of medical employees and 27% of non-medical employees. The data corresponds to the KPI values for the period December 2022-May 2023 from each KPI unit that is declared good is with a minimum value of 6 (six) or more, along with data with a KPI value of less than 6, namely Directors, Jangmed, HRD, Finance, Quality staff and Accreditation, General Support and JKN, CSSU, Marketing while the KPI scores in the good category are Nursing, Yanmed, Laboratory units. The aim of this research is to analyze the influence of learning organizations on the performance of non-medical staff with job satisfaction, competence and employee engagement at Hermina Lampung Hospital. This research uses a questionnaire from the development of a previous research questionnaire. The questionnaire was collected using Google forms. This research uses a quantitative research method using a perception survey method to collect data from the population. This perception survey was conducted by distributing a list of questions to respondents. The survey conducted in this research was a cross-sectional survey. Apart from that, this research also used a quantitative descriptive approach using a total sampling that met the inclusion criteria of 58 respondents. Analysis using the path analysis method. The research results from data analysis showed that there was an influence between learning organization on performance, there was an influence of learning organization on job satisfaction, there was an influence of learning organization on competence, there was an influence of job satisfaction on performance, there was an influence of employee engagement on performance, while competency had no influence on performance.

**Keywords:** Learning Organization, Performance, Job Satisfaction, Competence, Employee Engagement

### 1. INTRODUCTION

According to Government Regulation No. 47 of 2021, hospitals are organizations that provide health services. The hospital provides comprehensive individual health services that provide both inpatient and outpatient services as well as emergency services. Hospitals as health service institutions must be able to provide quality health services so that they can improve the level of public health, which is the goal of hospitals. To improve hospital quality, hospitals must be able to implement good strategic management, namely human resources which are the main element.

According to Armstrong and Baron (2013), performance has a broader meaning, not only as a result of work, but also how the process takes place. Perceptions of performance can be concluded, namely how to do the job and the results achieved from the job. Performance is about what is done and how to do it. Performance is the result of work that has a strong

relationship with organizational goals, customer satisfaction and provides economic contributions.

According to Senge (1990), who states that in a learning organization, success in an organization is largely determined by the ability to develop an institution into a learning organization. A learning organization is a place for people who continue to increase their capacity in order to get the results they really hope for. Ideally, a learning organization allows everyone to develop new thoughts, be free to aspire, and everyone continues to learn.

According to Kreiner and Kinicki (2001) job satisfaction is effectiveness or an emotional response to aspects of work. Meanwhile, job satisfaction according to Davis and Newstrom (1985) states that job satisfaction is employees' feelings about whether their work is enjoyable or not. Robbins (2003) states that job satisfaction is a general attitude towards a person's work which is shown by the difference between the amount of appreciation received by workers and the amount they believe they should receive.

According to Spencer (2007), competence is a characteristic that is the basis of a person in relation to an individual's effectiveness and performance at work or the basic characteristics of an individual have a cause and effect relationship that becomes a reference, effectiveness or excellent work. Meanwhile, according to Mc Clelland (1988) competence is a basic characteristic of a person that has a direct influence and can predict excellent performance.

Khan (1990) employee engagement is a situation where members of an organization carry out their work roles, work and express themselves physically (the energy that employees expend when working), cognitively (the desires that employees have about the organization, work leaders in the organization) and emotionally (including employees' feelings towards the organization and its leaders) while showing their performance. Hermina Hospital is one of the organizations that is a learning organization under the auspices of PT.Medikaloka Hermina Group. Hermina Hospital carries out Key Performance Indicators (KPI) to evaluate employees who work at Hermina Hospital. What is assessed from the KPI includes competency, performance, HR development which is assessed, namely employee dropout and employee engagement with the company. Based on the results of interviews with the HRD department at Hermina Hospital, hospital employees with satisfaction, performance and strong attachment to the company were 73% medical employees and 27% non-medical employees.

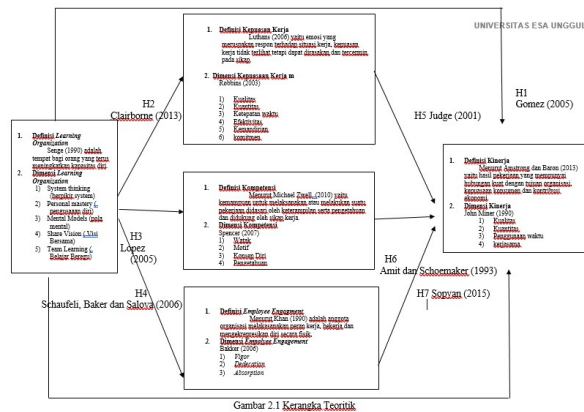
Dissatisfaction with non-medical employees is due to the lack of employee development programs carried out by the hospital, lack of competence of employees in carrying out their work and not having the required certificates according to the work unit, low performance of non-medical employees so they do not reach the targets set by the hospital, lack

of employee engagement non-medical with hospitals, namely employees go home on time after finishing work hours.

The data above corresponds to the KPI values for the period December 2022 - May 2023 for each KPI unit that is declared good, namely with a minimum value of 6 (six) or more, along with data with a KPI value of less than 6, namely Directors Staff, Jangmed, HRD, Finance, Quality and Accreditation, General Support and JKN, CSSU, Marketing, Finance while the KPI scores in the good category are Nursing, Yanmed, Laboratory units.

Based on the background that has been presented, the researcher is interested in research with the title "The Influence of Learning Organization on the Performance of Non-Medical Staff with Job Satisfaction, Competence and Employee Engagement at Hermina Hospital Lampung"

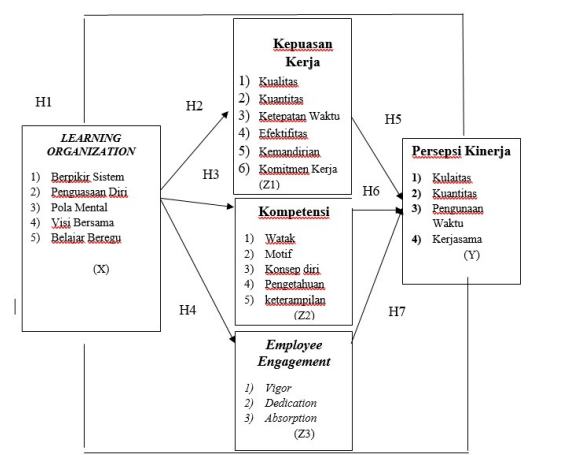
**Theoretical Framework**



Gambar 2.1 Kerangka Teoritik

**Figure 1 Theoretical Framework**

**Conceptual Framework**



**Figure 2 Conceptual Framework**

## **Research Hypothesis**

H1 = There is a significant influence of learning organization on performance with job satisfaction, competence and employee engagement as intervening variables

H2 = There is an influence of learning organization on job satisfaction as an intervening variable.

H3 = There is an influence of learning organization on competence as an intervening variable.

H4 = There is an influence of learning organization on employee engagement as an intervening variable.

H5 = There is an influence of learning organization on performance with job satisfaction as an intervening variable.

H6 = There is an influence of learning organization on performance with improvement as an intervening variable.

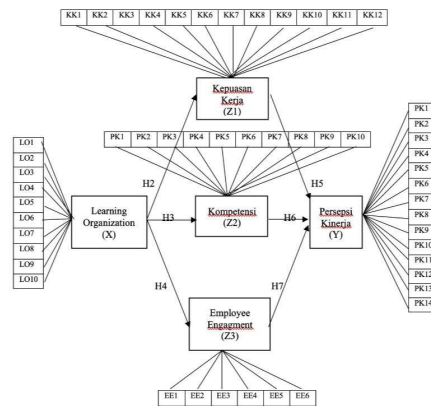
H7 = There is an influence of learning organization on performance with employee engagement as an intervening variable

## **2. RESEARCH METHODS**

This research uses a quantitative research method using a perception survey method to collect data from the population. This perception survey was carried out by distributing a list of questions in the form of a questionnaire to respondents. The survey conducted in this research was a cross-sectional survey. Apart from that, this research also uses a quantitative descriptive approach, namely that researchers will take samples from a research population and data will be collected by distributing research questionnaires. This research will explain the causal relationship of each variable which is built based on known theoretical studies.

This research aims to determine the effect of Learning organization (X) on performance (Y), Job Satisfaction (Z1), competency (Z2) and Employee Engagement (Z3). In this research, there is one independent variable, namely Learning Organization (X), three intervening variables, namely job satisfaction (Z1), competence (Z2) and employee engagement (Z3). One dependent variable is performance (Y)

The constellation in this research is shown in the image below:



**Figure 3 Research Constellation**

### 3. POPULATION AND SAMPLE

#### Population

The population in this study was all 58 non-medical staff who worked at Hermina Lampung Hospital. The selection of the non-medical staff population was due to low job satisfaction, performance, competency and employee engagement as well as non-medical staff's KPI scores.

#### Sample

The population in this study was all non-medical staff who worked at Hermina Hospital Bandar Lampung with a total of 58 people. The method used for sampling is saturated by taking all non-medical staff populations as samples

### 4. DATA QUALITY TEST

#### Validity Test

Validity test is to measure what you want to measure. In this study, researchers used a questionnaire to collect data, the questionnaire was prepared based on what they wanted to measure. A questionnaire was prepared and then continued with a validity test, because the data collected was not necessarily valid data. In this study, the research questionnaire was adopted from other research questionnaires taken from several studies and then made into one research questionnaire. A valid research instrument has high validity, whereas a research instrument that is less valid means it has low validity. The validity test in this research is the

validity of the questionnaire. Item validity is used to measure the level of accuracy or accuracy of an item in measuring what will be measured.

Determining whether an item is suitable or not to be used is by using a significant correlation coefficient test with a significance level of 0.05, which means the item is said to be valid if it has a significant correlation with the score. Technically, measuring item quality is done by calculating the correlation coefficient between the subject's score on the item in question and the total test score. This research analyzes the validity of the instrument using Pearson's product moment correlation coefficient formula.

### **Reliability Test**

A questionnaire is said to be reliable or reliable if a respondent's answers to questions are consistent or stable over time. For this research, we look for the reliability of job satisfaction, performance, competency, employee engagement and learning organization variables using the Cronbach technique. Calculation of Cronbach's alpha reliability with the

$$r_{ac} = \left( \frac{k}{k-1} \right) \left[ 1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right]$$

Keterangan :

$r_{ac}$  = koefisien reliabilitas alpha cronbach

$k$  = banyak butir/item pertanyaan

$\sum \sigma_b^2$  = jumlah/total varians per-butir/item pertanyaan

$\sigma_t^2$  = jumlah atau total varians

program.

## **5. RESULTS AND DISCUSSION**

### **Data Quality Test**

#### **Validity Test**

The validity test in this study used Pearson Correlation. This research conducted a validity test using 30 respondents at Yukum Medical Center Hospital which has the same hospital class C as Hermina Lampung Hospital which was the research site. An instrument is declared valid if it has a Pearson Product Moment correlation coefficient  $>r$  table (0.361). The results of the R table in this study are 0.361 if the calculated  $r > r$  table (2-sided test with a significance level of 5%) then the questionnaire questions are declared valid.

### **Reliability Test**

The research reliability test carried out in this study used Cronbach Alpha with a significance level of 5% as a basis for decision making. A research instrument is declared reliable if it has a Cronbach alpha coefficient value above 0.6. In this research, a reliability

search was carried out for the variables learning organization, job satisfaction, competence, performance and employee engagement using Cronbach alpha. After carrying out a reliability test using the Cronbach alpha method.

**Table 1 Reliability Test Results**

Variabel	Cronbach Alpha	N of Item	Kriteria	Keterangan
Learning Organization (Y)	0,918	10	0,70	Reliabel
Kinerja (X)	0,840	10	0,70	Reliabel
Kerja (Z <sub>1</sub> )	0,939	12	0,70	Reliabel
Kompetensi (Z <sub>2</sub> )	0,991	20	0,70	Reliabel
Employee Engagement (Z <sub>3</sub> )	0,867	6	0,70	Reliabel

Source: Data processed from the results of preliminary research data management of 30 respondents (2023)

From the data described above, the value of the research variable has an alpha value greater than the criteria. Based on these data, the questionnaire in this study entitled "The Influence of Learning Organization on the Performance of Non-Medical Staff with Job Satisfaction, Competence and Employee Engagement at Hermina Lampung Hospital" was declared reliable or in other words reliable and trustworthy to be used as a questionnaire in research as a measuring tool. carried out in research.

### **Data Analysis Methods**

Analysis of the data used in this research used path analysis and before analysis, validity tests, reliability of determinants, significance tests (t test, F test, R<sup>2</sup>) were carried out. Before making a path analysis, a path analysis is first carried out which can be seen from the square root formed from the value of the determinant coefficient (R-Square).

### **Descriptive Statistical Analysis**

Descriptive statistical tests are used to determine the range of variable values at interval values in the measurement scale. Testing was carried out using descriptive statistics on each variable. The statistical test results are as follows:

**Table 2**  
**Descriptive Statistical Test Results**

Variabel	N	Minimum	Maksimum	Mean	Std. Deviasi
<i>Learning Organization</i>	58	2	5	4.33	0.473
Kepuasan Kerja	58	1	5	4.31	0.654
Kinerja	58	1	5	4.22	0.473
Kompetensi	58	1	5	4.40	0.485
<i>Employee Engagment</i>	58	2	5	4.33	0.473

Source: Data processed by researchers (2023)

The learning organization variable has a minimum value of 2 and a maximum of 5, with an average respondent score of 4.33, which means that the average respondent stated that they strongly agree or are in the very good category for the learning organization variable.

The job satisfaction variable has a minimum value of 1 and a maximum of 5 with the average score of respondents being 3.41, which means that respondents stated that they strongly agree or are in the very good category for the job satisfaction variable.

The performance variable has a minimum value of 1 and a maximum of 5 with an average score of 4.22, which means that respondents stated that they strongly agreed or were in the very good category for the performance variable.

The competency variable has a minimum value of 1 and a maximum of 5 with an average respondent score of 4.40, which means that the average respondent stated that they strongly agreed or were in the very good category regarding the competency variable.

The employee engagement variable has a minimum value of 2 and a maximum value of 5 with an average score of 4.33, which means that respondents stated that they strongly agreed or were in the very good category for the employee engagement variable.



### Three Box Method

**Table 3 Three box Method**

Nilai Rentang	Kriteria
11,6 - 27	Rendah
27,1 – 45,5	Sedang
45,6 - 58	Tinggi

Source: Data processed by researchers (2023)

### Three Box Method Matrix

**Table 4 Three Box Method Matrix**

Variabel	Kategori Indeks			Perilaku
	Rendah	Sedang	Tinggi	
<i>Learning Organization</i>			*	Tall
Kepuasan Kerja			*	Satisfied
Kompetensi			*	Capable
<i>Employee Engagment</i>			*	Strong
Kinerja			*	Tall

Based on the table above, the results obtained from respondents' responses to learning organization, job satisfaction, competence, employee engagement and performance are in the high category. Learning organization for non-medical employees is stated to be high because every time there is a problem it is immediately reported to the unit head and followed up by the relevant unit to prevent the error from happening again. Job satisfaction for non-medical employees is stated to be high because non-medical employees feel comfortable with the existing work environment with co-workers, employees feel that the work given is in accordance with the employee's abilities and the income received is in accordance with the work given and employees work as well as possible because there will be an assessment. and career paths provided by the hospital with KPIs carried out by the hospital every 6 months. The results of competency research respondents with high scores are because employees work according to the knowledge and skills they have, but here employees hope to receive training and skills to develop knowledge and knowledge to be able to increase employee competency so that it also has an impact on the performance of non-medical employees because it is based on the results of their achievements KPI for non-medical employees in 2023 is still low and

there is a lack of training hours for employees. Employee engagement among non-medical employees obtained a high score on the questionnaire given by respondents because employees were willing to work beyond the expected working hours to help the hospital, even at the hospital's big goals in hospital accreditation and hospital quality assessment. Employees were willing to work overtime to prepare for needs. in the assessment. The results of the performance obtained from respondents with high results are non-medical employees who can carry out work with high accuracy and can complete the work given. However, employees hope that their performance can be improved by taking part in training and skills to support the resulting performance to be even better.

### **Classical Assumption Test**

The classical assumption test is that a good regression model must meet the absence of classical assumption problems in the model. If the classical assumption is found then the regression model means it can. If a classical assumption problem is found in the model, revisions will be made to the model to eliminate the classical assumption problem. The classical assumption testing, namely:

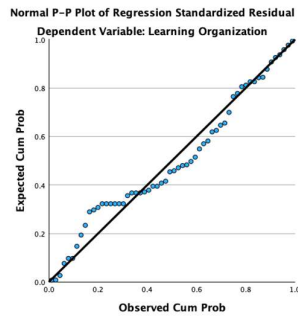
### **Normality Test**

Normality of data is a requirement that data can be analyzed using regression. The data normality test will be carried out using the Kolmogorov Smirnov test and the P-P-Plot normap. If normal data is indicated by the value in the Kolmogorov Smirnov test, it has a significance of more than 0.05. Meanwhile, for PP Plot testing, data is said to be normal if the points spread around the diagonal line (normal line). The results of the normality test for regression are depicted in the table below:

**Table 5**  
**Normality Test**

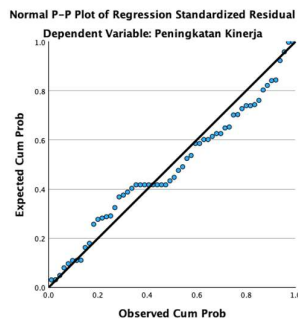
Unstandardized Residual	Model I	Model II
Kolmogorov-Smirnov	0,90	0,200
p-value		

Source: Data processed by researchers in 2024



**Figure 4**

### Model 1 Normality Test Graph



**Figure 5**

### Model II Normality Test Graph

Based on the graph from the test results above, it shows that the points are not far from the diagonal line. This shows that the regression model shows a normal distribution. The results of the Komogorov Smirnov test show a significance of more than 0.05, which means the data has a normal distribution.

### Multicollinearity Test

The multicollinearity test was carried out using the VIF value. Variables that show symptoms of mucollinearity can be seen from the high VIF (Variance Inflation Factor) values in the independent variables of a regression model. The VIF values of the independent variables in the two regression models are in the table below:

**Table 6 Multicollinearity Test**

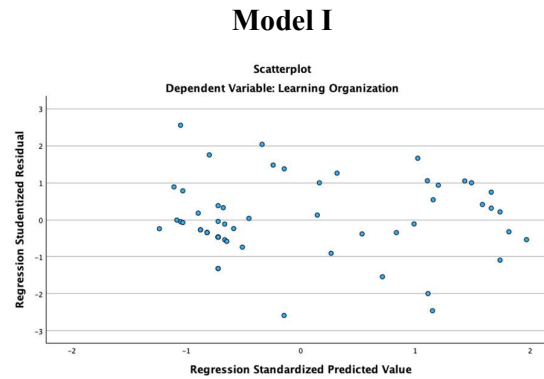
	Variabel	VIF	Tolerance
<b>Model I</b>	Kepuasan Kerja	2.202	0.453
	Peningkatan Kinerja	5,238	0,191
	<i>Employee Engagement</i>	3,791	0,264
<b>Model II</b>	Kepuasan Kerja	2,208	0,453
	Peningkatan Kompetensi	5,238	0,191
	<i>Employee Engagemnet</i>	3,791	0,264

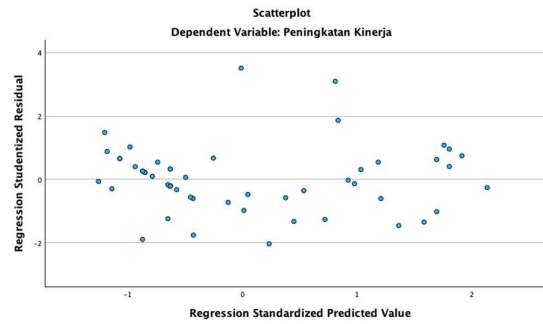
Source: Primary data analyzed by researchers in 2024

The results of the multicollinearity test above show that the VIF value of all independent variables is less than 10 with a tolerance value of greater than 0.1. Based on the data above, it shows that the research variables do not show any symptoms of multicollinearity.

### Heteroscedasticity Test

**Figure 6 Graph of Heteroscedacity Test**





Based on the scatter plot graph depicted above, it appears that the points do not form a particular pattern and the scatter diagram above does not form a particular pattern, so it can be said that the regression does not experience heteroscedasticity interference so the regression model is suitable for use to make predictions based on the independent variable input.

**Table 7 Results of Research Model Significance Test**

Hypothesis		Standard Coeff P	Sig.	Note Ho: $\beta_2 = 0$ H1: $\beta_2 \neq 0$	Conclusion
H1	<i>Learning organization, on performance</i>	0,501	0,000	Ho: rejected H1: accepted	Hypothesis Accepted
H2	<i>Learning organization on job satisfaction</i>	0,664	0,001	Ho: rejected H1: accepted	Hypothesis Accepted
H3	<i>Learning organization on competency</i>	0,774	0,001	Ho: rejected H1: accepted	Hypothesis Accepted
H4	<i>Learning organization on employee engagement</i>	0,061	0,001	Ho: rejected H1: accepted	Hypothesis Accepted
H5	<i>Job satisfaction on performance</i>	0,354	0,031	Ho: rejected H1: accepted	Hypothesis Accepted
H6	<i>Competence on performance</i>	0,442	0,079	Ho: rejected H1: accepted	Hypothesis Accepted

H7	<i>Employee engagement on performance</i>	0,720	0,001	Ho: rejected H1: accepted	Hypothesis Accepted
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## **Discussion**

### **The Influence of Learning Organization on Performance Improvement**

The results of testing the first hypothesis proposed in this research show that there is a significant influence of learning organization on performance. This shows that the more a hospital implements a learning organization, the higher the performance of non-medical employees at Hermina Lampung Hospital. Based on the analysis of respondent distribution which was carried out using the three box method, the highest learning organization variable was in the self-mastery dimension, namely 50.9 in the high category, while the lowest value was in the mental pattern dimension, namely 49.

The answer obtained from respondents was that learning organization influences performance. The analysis carried out using path analysis was 74.9%, while the remaining 25.1% was influenced by other variables or factors outside the model. This can be seen if there is a problem that occurs at Hermina Hospital, follow-up and investigation will be carried out immediately so that the same problem does not happen again, in this case the follow-up action can be in the form of training or training and employee training which can increase competency and increase job satisfaction of employees at the hospital. Hermina Hospital.

If the problems that occur are not followed up then similar things can happen again and employee satisfaction can decrease which can have an impact on decreasing employee engagement and performance. The results of this research can be concluded that learning organization is 74.9% of the performance of non-medical employees at Hermina Hospital. The results of this research are in line with research conducted by Dika et al., (2022) who conducted research on learning organization and competency on performance with the results of research on learning organization and competency having an influence on the performance of central statistical agency employees with the results of learning organization and competency having a positive and significant influence on employee.

In line with Garvin's (1993) theory, learning organization is a very important condition for change and success in individual performance. Gomez et al (2005) say that learning organization is the ability of an organization to carry out knowledge processes or integrate knowledge in order to improve the performance of its employees. Lopez (2005) learning organization is a dynamic process for creating, retrieving, and integrating knowledge to

develop resources and capabilities to contribute to increasing employee competency which ultimately results in better performance.

### **The Influence of Learning Organization on Job Satisfaction**

Testing the second hypothesis in this research is that there is a significant influence of learning organization on job satisfaction. Analysis of the distribution of respondents was carried out using the three box method on the highest job satisfaction variable in the independence dimension, namely 51.1 in the high category, while the lowest value was in the work commitment dimension, namely 41.4. The research results show that the higher the learning organization, the higher the job satisfaction of employees at Hermina Lampung Hospital.

The results of the analysis carried out from respondents' answers showed that the influence of the learning organization variable on job satisfaction was 55.9%, while the remaining 44.1% was influenced by other variables or factors outside the model. This is in line with Watkins and Marsick (1997) learning organization, namely having the skills to create, obtain and transform knowledge and modify behavior in accordance with new knowledge and ideas. A learning organization is an integrative system used in the workplace and environment to support the learning process.

The results of the analysis of the distribution of respondents using the three box method based on the results of the respondents' answers can be seen that if the learning organization in the organization is good, the knowledge and abilities of employees will increase. Currently Hermina Lampung Hospital is investigating and following up on a problem that occurred in the unit. The conclusion of this research is that the learning organization has a significant influence on employee job satisfaction at Hermina Lampung Hospital.

In line with research conducted by Rofiati et al (2015) shows that learning organizations have a positive effect on employee job satisfaction. The same research was conducted by Tinneke et al (2015) which stated that learning organizations have a significant effect on employee satisfaction. In other words, the better the organization implements learning organizations, the more employee job satisfaction will increase.

### **The Influence of Learning Organization on Competence**

Testing the third hypothesis in this research is that there is a significant influence of learning organization on competence. Based on the analysis of respondent distribution which was carried out using the three box method, the highest competency variable was in the

dimension of respecting other people's opinions, namely 51.1 in the high category, while the lowest value was in the knowledge dimension, namely 50.4. It is shown that the better the learning organization, the higher the employee competency at Hermina Lampung Hospital, with the results of data analysis showing that the learning organization has an effect on increasing competency by 55.4%, while the remaining 44.6% is influenced by variables or other factors outside the model.

Based on the answers to the questionnaire filled out by respondents in this study, if the learning organization is implemented well at Hermina Lampung Hospital, it will increase the competence of employees because employees are given space to learn, both learning personally and learning with a team and sharing knowledge and knowledge with each other. The results of this research can be concluded that learning organizations can have a significant influence on increasing competence. The research results are in line with research conducted by Kasmalena et al (2021) which states that learning organizations have a positive and significant effect on increasing employee competency.

In accordance with Lopez (2005) a learning organization is a dynamic process for creating, retrieving and integrating knowledge to develop resources and capabilities to contribute to increasing employee competency which ultimately results in better performance. Wang and Lo (2003) say that learning organizations have a positive effect on a company's core competencies.

### **The Influence of Learning Organizations on Employee Engagement**

Testing the fourth hypothesis in this research is that in this research there is a significant influence of learning organization on employee engagement. Based on the analysis of respondent distribution which was carried out using the three box method, the highest employee engagement variable was in the cognitive aspect dimension, namely willing to work more than expected, 50.1 in the high category, while the lowest value was in the emotional dimension, namely 49.4. It is shown that the better the learning organization, the higher the employee engagement of employees at Hermina Lampung Hospital with the results of data analysis that the learning organization has an effect on increasing employee engagement by 54.6% while the remaining 45.4% is influenced by variables or other factors outside the model.

It is shown that the better the learning organization at Hermina Lampung Hospital, the higher the employee engagement of employees working at Hermina Lampung Hospital. This is in accordance with Khan (1990) employee engagement is a situation where members of an organization carry out their work roles, work and express themselves physically (the energy that employees expend when working), cognitively (the desires that employees have about the



organization, work leaders in the organization) and emotional (includes employees' feelings towards the organization and its leaders) while demonstrating their performance.

The results of the analysis of the distribution of respondents using the three box method, based on the answers filled in by respondents in this study, if organizational learning is carried out well at Hermina Hospital, it will increase employee engagement at Hermina Hospital Lampung, with Hermina Hospital continuing to carry out organizational learning then Employees will feel increasingly attached to Hermina Hospital by not counting their working hours and being loyal to the hospital. The results of this research can be concluded that learning organizations can have a significant influence on employee engagement at Hermina Hospital.

In line with the theory of Schaufeli, Baker and Salanova (2006) employee engagement is the glue between employees and their organization, if employees feel tied to their organization then they will make efforts for that organization. In line with George P. Huber (1991) a learning organization is a learning entity that processes information so that it can change individual behavior for the better. This shows that the results of learning will change the behavior of employees in the organization for the better and can increase employee engagement.

In line with research conducted by Suwoto (2019), the results of research on learning organizations simultaneously influence work engagement, but only partially, only shared vision has a significant positive influence. Meanwhile, personal mastery, mental models, team learning, systematic thinking have a positive but not significant effect on work engagement.

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

Testing the fifth hypothesis in this research is that in this research there is no significant influence between job satisfaction and performance improvement. It is shown by the results of data analysis that job satisfaction has no effect on improving performance with  $t$  count  $0.354 < t$  table  $2.002$  with sig.  $0.031$  means that job satisfaction has no significant effect on improving performance.

In line with Armstrong and Baron (2013) explain that performance has a broader meaning, not only as a result of work, but also how the process takes place. Performance is how to do work and the results achieved from that work. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with organizational goals, customer satisfaction and provides economic contributions.

This research is in line with the results of research conducted by Sopyan (2015) that job satisfaction has a positive influence on employee performance and the same research conducted

by Natalia et al (2021) by conducting research on the influence of job satisfaction on employee performance, it was found that the results of research on job satisfaction have an influence. positive impact on employee performance.

This research is not in line with the research title on the influence of job satisfaction on employee performance with work stress as a mediating variable conducted by Fauzief and Yanuar (2021) that job satisfaction does not have an influence on employee performance. Research with the same results was conducted by Azhari et all (2021) with the research title the influence of job satisfaction on employee performance. It was found that the results of the analysis of job satisfaction did not have a significant influence on performance.

### **The Effect of Competency Improvement on Performance Improvement**

Testing the sixth hypothesis in this research is that in this research there is no significant effect of increasing competence on increasing performance. It is shown by the results of data analysis that increasing competence has no effect on increasing performance with t count  $-1.791 < t \text{ table } -2.002$  with sig. 0.079 means that competence has no significant effect on improving performance.

In line with Spencer (2007), competence is a characteristic that is the basis of a person in relation to an individual's effectiveness and performance at work or the basic characteristics of an individual have a cause and effect relationship that becomes a reference, effectiveness or excellent work. Amit and Schoemaker (1993) competence is the ability of a company to exploit different resources, using various organizational processes to achieve company performance goals. In line with Mathis and Jackson (2001) competence is a basic characteristic that is associated with increasing individual or team performance, the competency grouping consists of knowledge, skills and abilities.

This research is in line with research conducted by Nurlindah and Rahim (2018) with the research title the influence of competence, motivation and work discipline on performance. The results of data analysis show that employee work competence has no effect on performance. The same research was conducted by Wandu (2022) with the research title the influence of competence and work discipline on employee performance at the UPT Puskesmas Karanganyar Lebak Banten. The results showed that competence had no significant effect on performance.

### **The Influence of Employee Engagement on Performance Improvement**

Testing the seventh hypothesis in this research is that in this research there is a significant influence of employee engagement on improving performance. It is shown that the higher employee engagement that employees at Hermina Lampung Hospital have, the higher the performance of employees working at Hermina Lampung Hospital with the results of data analysis showing that Employee Engagement has an effect on increasing performance with  $t$  count  $3.431 > t$  table  $2.002$  with sig.  $0.001$  means employee engagement has a significant effect on improving performance.

The results of the analysis of the distribution of respondents using the three box method, based on the answers filled in by respondents in this study, the higher the employee engagement at Hermina Hospital, the higher the employee performance at Hermina Hospital Lampung, employees feel attached to Hermina Hospital so that employees work optimally. to achieve targets and be effective in the assigned work time.

In accordance with Markos and Sridevi (2010) employee engagement is a construct that touches almost all problems in human resource management. This construct is a variable that has a predictive influence on the two-way relationship between employees and the company in measuring performance when compared to the previous constructs, namely job satisfaction, employee commitment and organizational citizenship.

In line with this research is research conducted by Adrian and Sabeli (2020) regarding the influence of employee engagement on employee performance, the results of the research obtained that employee engagement has a significant influence on employee performance partially. Further research was conducted by Biyantu (2019) with the title the influence of employee engagement on employee performance. The results of this research showed that the influence of absorption elements on employee performance was partially found. Together, vigor, dedication and absorption influence employee performance and all variables influence employee performance.

### **Research Findings**

1. The effect of competency on performance in the hypothesis is rejected because the results of the data analysis obtained are not significant. There is a significant influence of learning organization on performance perceptions with job satisfaction, increased competence and employee engagement as intervening variables. The hypothesis is accepted because the results of the data analysis obtained are significant.

2. There is an influence of learning organization on job satisfaction as an intervening variable. The hypothesis is accepted because the results of the data analysis obtained are significant.
3. There is an influence of learning organization on competence as an intervening variable. The hypothesis is accepted because the results of the data analysis obtained are significant.
4. There is an influence of learning organization on employee engagement as an intervening variable. The hypothesis is accepted because the data analysis results obtained are significant
5. There is an influence of learning organization on performance with job satisfaction as an intervening variable. The hypothesis is accepted because the results of the data analysis obtained are significant.
6. There is no influence of learning organization on performance with competency as an intervening variable. The hypothesis is rejected because the results of the data analysis obtained are not significant.
7. There is an influence of learning organization on performance with employee engagement as an intervening variable. The hypothesis is accepted because the data analysis results obtained are significant.

### **Research Limitations**

This research uses Google Form so that the questionnaire form used can cause bias in respondents which can cause respondents not to understand the meaning of the questions in the questionnaire.

Research time is limited, because when filling out the questionnaire the researcher cannot accompany the respondent in filling out the questionnaire given so there may be content in the questionnaire that the respondent does not understand.

## **6. CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS**

### **Conclusion**

- a. *Learning organization on performance perceptions with job satisfaction, increased competence and employee engagement as hypothesized intervening variables was accepted because the data analysis results obtained were significant at 0.001*
- b. *Learning organizations have an influence on employee job satisfaction of 74.9% with a significance <0.001.*

- c. Learning organizations influence employee engagement by 54.6% with a significance of 0.001.*
- d. Learning organizations have an influence on increasing employee competency by 44.6% with a significance of 0.001.*
- e. Job satisfaction has no influence on employee performance perceptions with a significance of 0.031.*
- f. Competency has no influence on employee performance perceptions with a significance of 0.079*
- g. learning organization has an influence on performance perceptions with employee engagement as an intervening variable. The hypothesis is accepted because the results of data analysis obtained a significance of 0.001.*

## **Implications**

### **Theoretical Implications**

The theoretical implications in this research consist of that learning organization applied in an organization has an influence on employee job satisfaction, increasing competency and employee engagement of employees who work in the organization, according to Senge (1990) learning organization states that learning organization (learning organization) is successful in the organization is very determined in the ability to develop an institution into a learning organization. A learning organization is a place for people who continue to increase their capacity in order to get the results they really hope for. Ideally, a learning organization allows everyone to develop new thoughts, be free to aspire, and everyone continues to learn.

Job satisfaction, increasing competency and employee engagement in employees have an influence on increasing employee performance. According to Armstrong and Baron (2013), performance has a broader meaning, not only as a result of work, but also how the process takes place. Performance is how to do work and the results achieved from that work. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with organizational goals, customer satisfaction and provides economic contributions.

### **Majerial Implications**

- a. Optimizing implementation learning organization.
- b. Learning organizations involve all employees from executive officers to directors who do the same thing.

- c. Continue to strive to develop learning organizations and strengthen existing learning organizations so that they can continue to be improved
- d. The lowest score for the three box learning organization method in the mental pattern dimension is 49, namely presenting if there is a program or knowledge development.
- e. The lowest score for the three box method of job satisfaction on the work commitment dimension is 41.4, namely the superior gave a less firm warning.
- f. The lowest score for the three box competency method in the knowledge dimension is 50.4, namely always trying to think strategically for self-improvement.
- g. The lowest score for the three box method of employee engagement in the emotional aspect dimension is 49.4, not doing work.
- h. The lowest score for the three box performance perception method on the quantity dimension is 48.2, namely being able to complete the job.

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