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ANALYSIS OF KNOWLEDGE MANAGEMENT AND LEARNING IN ORGANIZATIONS AS FACTORS INFLUENCING ORGANIZATIONAL PERFORMANCE THROUGH INNOVATION (EMPIRICAL STUDY AT THE BPKAD OF PEMALANG DISTRICT)

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ABSTRACT
This study looks at how sharing what people know and learning as a group affects how well an organization does, using new ideas as a way to measure it (an actual study at the BPKAD in Pemalang). For this study, the people looked at were 234 workers in different management levels, from IV to II, at the BPKAD in Pemalang; the researcher used a math formula from Slovin Sugiyono (2015) to select 148 workers from that group. The way of checking the data was SEM. The SEM test showed that sharing what people know helps new ideas in a good and noticeable way. Also, learning together as an organization significantly helps new ideas. Sharing knowledge has a major positive effect on how well the organization performs. Learning together as an organization helps results, but it does not directly and significantly affect how well the organization performs. New ideas greatly affect and improve how well the organization performs. New ideas help connect sharing knowledge with good results for the organization.
KEYWORDS: *Knowledge Management, Learning Organizations, Performance Organizations, Innovation*

INTRODUCTION

Performance Organizational performance is the primary goal within an organization. Every organization continually strives to improve employee performance through various methods and programs believed to improve employee performance. Organizations employ a number of methods, such as product innovation and strategies that must be able to create a competitive advantage to survive in the business world. The knowledge management process is the exchange and distribution of information, ideas, and knowledge, both implicit and explicit, that occurs in social interactions without formal and structured planning, based on the attitudes, experiences, and instincts of individuals within an organization. Organizational learning is a dynamic organizational context and is used as a strategy to achieve the key to success, in accordance with the opinion (Norashikin et al., 2009) that organizational learning plays a role in increasing competitive advantage and the organization's ability to adapt to rapid change, which then triggers interest in developing the organization and supporting the learning process. As a result, the organization of the future is an organization that learns and continuously improves its ability to adapt and evolve (Robin, 2015). Currently, we live in a period of globalization marked by many innovations and advances. Which rapidly in science And technology. Facing the challenges of competition In an increasingly competitive environment, it is crucial to shift the paradigm from one that relies solely on resources to one that is knowledge-based, with a focus on analysis in specific scientific fields. This will enhance human resource capabilities, enabling the application of knowledge management to become a source of sustainable and meaningful innovation (Gochhait, 2014).

A number of study previously Which done by Rasula and colleagues (2012) as well as Laguir and colleagues (2015) using Structural Equation Modeling analysis, showed that knowledge management own effect positive And significant on Performance Organization. Research by W. Nafei (2015) using multiple regression analysis shows that that learning organization relate positive, direct, and significant with performance organization. However, in a study conducted by Salama (2017) using the

Structural Equation Modeling (SEM) analysis approach, it was found that there was no significant influence between management knowledge and performance organization. This research show that organizational learning not giving significant impact or even contribute negatively to organizational performance.

The Pemalang Regency BPKAD, as an organization, must adapt to rapid developments and continuously learn from these changes. Every individual contributing to the organization is expected to innovate and adapt to the environment. The organization's current role is not only focused on external challenges, but also on internal potential to survive and thrive amidst existing competition. The institutional performance of the Pemalang Regency BPKAD must improve the effectiveness of its forest management and business activities, with employees in the organization continuously innovating and creating excellence, such as establishing a portal to be shared with other employees, and developing innovative products that are knowledge-based and in accordance with the principles of good forest management and needs. Based on initial research on a number of BPKAD employees, it was revealed that employee performance in the organization showed that some of them had difficulty completing tasks independently because the work given often exceeded their capabilities.

Knowledge management and learning within an organization are expected to generate new innovations to improve organizational performance. Successful implementation of innovation will be widely recognized as a means of achieving excellence. competitive sustainable, so that it can increase performance company. Agility in innovation relates to an organization's ability to participate in the innovation process, which includes the launch of new products, processes, or ideas. In this study, the author focuses on the aspects of Knowledge Management and Organizational Learning because these two aspects are interesting issues in facing the ever-evolving economic changes. Based on the existing situation, this research This aims to conduct an "Analysis of Management Knowledge and Learning in Organization as a Factor Influencing Organizational Performance through Innovation (Empirical Study at BPKAD Pemalang Regency)."

REVIEWMLIBRARYM

Performance Organization

Keban (2000) revealed that the effectiveness of an organization is measured by how well the group carries out various key activities to realize their vision and mission. Some elements that influence organizational performance include: (1) ability, motivation, human resources, technology, rewards, clarity of vision, and safety levels. Snell et al. (2010) emphasized that in assessing the performance of an organization in an era of constant change, attention must be paid not only to the performance of an organization but also to the performance of its members. only on the financial aspect but also on the factors non-financial. Kaplan and Norton (2005) stated that company performance analysis can be carried out using a balanced scorecard approach.

This measurement evaluates unit business from four points of view, namely the financial aspect, customer, as well as operational processes in the company. Mulyadi (2011) explains that the basic idea underlying the balanced scorecard emerged in line with progress in the application of the concept Balanced scorecard consists of from two element namely: balanced and card The balanced scorecard method offers a comprehensive framework for converting vision into strategic objectives, as stated by Kaplan and Norton (2005), using four perspectives: financial, customer, process internal, as well as learning And growth. Summary The four points of view include (1) perspective financial, perspective customer, process internal, and learning and development. The performance indicators proposed by Kaplan and Norton (2005) provide a more comprehensive measure of success.

Innovation

Kotler And Keller (2009) argues that innovation No only focus on creating products or service new. Innovation too involving business ideas the new one and a more creative approach. This is seen as a way for companies to adapt to ongoing changes. Suryani (2008) emphasized that more comprehensive innovation is not only product-oriented. Freeman (2008) noted that "Innovation is a company's effort to utilize technology And information in order to create, produce, and marketing product new in their industry. " The characteristics of innovation include: (1) Superiority, (2) Relatedness, (3) Level of Complexity, (4) Testability, (5) Attractive aesthetics. The indicators described by Popadiuk And Choo (2006) describes innovation as knowledge new in product, process, and services, and share innovations to in three category namely: (1) Innovation Technology, (2) Innovation Market, (3) Innovation managerial.

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Management Knowledge

Puryantini and colleagues (2017) stated that knowledge management serves as a key driver in today's economy. Organizations that continuously use knowledge tend to have an edge in the competition. To achieve competitive advantage, it is important to optimize information and data, while also utilizing knowledge, skills, and creativity. "Knowledge management is a planned system within an organization that manages human resources, technology, processes, and structures to increase value through innovation and optimization. According to Sabherwal and Becerra-Fernandez (2013), the benefits of knowledge management include benefits for people, processes, products, and organizational performance. These include: (1) individuals, namely providing learning tools for each employee, both from colleagues and external sources, so they can adapt to changes and technology and increase their learning abilities and awareness of knowledge in their field. (2) Processes, which function for organizational progress by finding and implementing appropriate procedures according to their industry. (3) Products, namely helping organizations in presenting products new which offers added value significant compared to existing products. Organizational performance Knowledge management plays a crucial role in creating innovative, profitable products, especially when integrated with business strategy. Gold et al. define knowledge management as an indicator.

Organizational Learning

(Millmore & Lewis, 2007) "An organization that prioritizes learning will focus on education to improve learning capabilities, so that it can support learning within the organizational structure and accelerate change faster than competitors," from this definition explains that education accelerates the progress of learning in an organization as well as innovation faster than competitors. According to Senge (2006), "an organization where members regularly hone their skills to achieve desired results, in where mindset new ones can appear, and Where collective aspirations Can developing, and where individuals continue to learn to understand together. " This explains that a learning organization is a place for people to continue to improve their skills in achieving goals, because for new ideas to emerge, a space for shared aspirations to grow, and a place where individuals continue to learn to gain a thorough understanding of the context. Farago & Skyrme (1995) stated that a learning-oriented organization has the following characteristics: (1) focus on the future and attention to external factors, (2) the existence of flow and exchange information Which clear And open, (3) commitment towards the learning process and individual efforts in self-development, (4) empowering so that individual potential in the organization increases, (5) creating an open and trusting environment, (6) learning from existing experiences. According to Farago & Skyrme (1995), indicators of organizational learning include four aspects, namely: commitment to the learning process, a aligned vision, an open attitude, and exchange of knowledge between members of the organization.

Framework Thinking Theoretical And Hypothesis

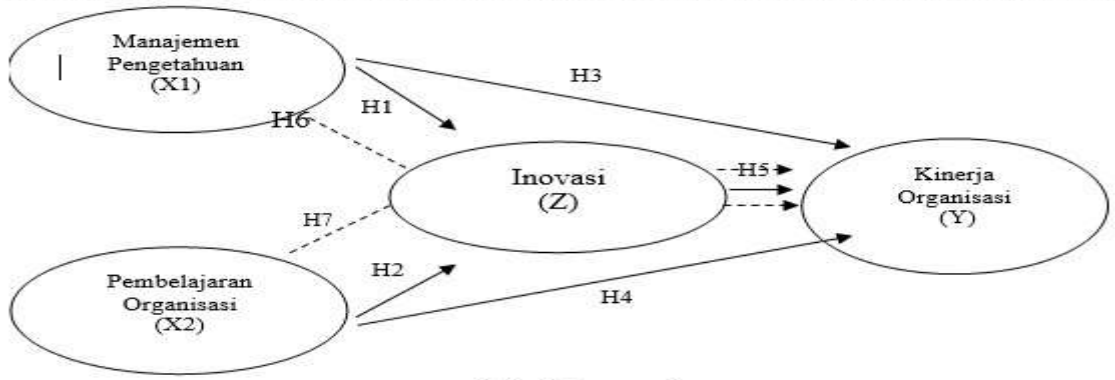
Sugiyono,(2015)stated that frameworkaisma combination of relationships betweenmvariablesmWhichmhasmarrangedmbased onmvariousmthe theory thatmhas been explained. Theoryaframeworkathe thought thatamadeain this study based on analysis ofaa number of library sources.aHypothesisawhich willasubmitted in researchaThisais:

1. H1 : It is expected that there will be a positive and significant influence between knowledge management and innovation.
2. H2 : It is estimated that there will be a positive and significant influence between organizational learning and innovation.
3. H3 : It is predicted that there will be a positive and significant influence of knowledge management on organizational performance.
4. H4 : It is expected that there will be a positive and significant influence between organizational learning and organizational performance.
5. H5 : It is estimated that there is a positive and significant influence of innovation on organizational performance.
6. H6 : It is thought that innovation can serve as a link between knowledge management and organizational performance.
7. H7 : It is expected that innovation can serve as a link between organizational learning and organizational performance.

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The theoretical framework of this research can be explained in the following way:

Gambar 1: Struktur evaluasi pengelolaan pengetahuan dan pembelajaran di dalam organisasi yang mempengaruhi prestasi organisasi melalui inovasi.



Gambar 1: Kerangka kerja analisis terkait manajemen pengetahuan dan proses pembelajaran dalam organisasi yang berpengaruh pada hasil kinerja organisasi melalui inovasi.

METHOD STUDY

This study employs a quantitative approach. With a quantitative approach, objective theories can be tested through the analysis of relationships between variables. In this method, researchers test theories through hypotheses and collect data to support or refute these hypotheses (Creswell, 1994). Data were collected by distributing questionnaires. Sekaran and Bougie (2019) state that a questionnaire is a set of pre-composed written questions with clearly detailed options. The population in this study consisted of 234 employees working at the Pemalang Regency BPKAD, with positions ranging from echelon II to IV. The sampling method used for simple random sampling, which is a method that randomly selects samples from the population, providing a high probability for each member of the population to be selected as a sample (Sugiyono, 2015). In this study, the author has limited the population to only BPKAD Regency employees. The number of respondents in Pemalang reached 148 people, calculated using the Slovin formula according to Sugiyono (2015). For analysis, the SEM method was used.

RESULTS STUDY AND DISCUSSION

The analysis and exploration of this research will begin with an introduction to the identities of the 148 participants. This step was taken to facilitate understanding in the upcoming discussion. After that, the next step is to present the results of the data processing and calculations based on the variables used in the study to provide accurate estimates. The analysis process that has been carried out will continue to the next stage, namely discussing the impact of knowledge management and organizational learning on organizational performance through innovation (an empirical study at the Pemalang Regency BPKAD).

Analysis Description Respondents

In this study, there were 148 respondents who were employees of the Pemalang Regency BPKAD Head Office. To explain the respondents' identities more easily, the researcher will group them based on several characteristics such as age, gender, highest level of education, and work experience. These respondents also correspond to the positions indicated by the 148 employees of the Pemalang Regency BPKAD Head Office. The majority of employees in Pemalang at echelon IV to II positions are between 41 and 50 years old, with a total of 58 people (39.1%). On the other hand, the youngest respondents are between 20 and 30 years old with a total of 11 people (7.7%). This indicates that employees at the Pemalang Regency BPKAD Head Office are within the productive age range. This situation is also in line with the management's hope that employees in the organization can work more efficiently in carrying out their duties according to their responsibilities.

In terms of gender, the majority of respondents were male, with a total of 117 people (78.7%). This may be due to the large number of office tasks that must be done outdoors, making them more suitable for men to complete. Meanwhile, female employees numbered 31 people, or 21.3% of the total respondents. Respondents' identities were also determined by their educational background. Most respondents had a bachelor's degree, as many as 85 people (57.7%), followed by postgraduates with 28 people (18.8%). The number of respondents with a diploma was recorded as the least, at 7 people (4.7%), and high school/vocational school graduates also consisted of 28 people (18.8%). This indicates that employees in this organization have a good level of education in accordance

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with the expectations and requirements set by management in the recruitment process. It is expected that they have the necessary knowledge, skills, and abilities based on a supporting educational background. The characteristics of the experiences possessed by respondents also determine their identity. Respondents with work experience of 1 to 5 years amounted to 18 people (12.0%), while the number of respondents with more work experience reached 130 people (88.0%).

Analysis Description Variables

The purpose of this analysis was to investigate whether respondents showed reactions to variables related to knowledge management, organizational learning, innovation, and employee performance. Regarding knowledge management, 50% of respondents strongly agreed with this because they believed that organizations have ways to obtain information about customers. Furthermore, there are also other methods to transform knowledge into new services for local communities, as well as a system to protect knowledge from irresponsible users at the BPKAD Pemalang Regency.

Meanwhile, regarding organizational learning, 85.05% of respondents agreed with this variable, as employees are less interested in expanding their knowledge and the lack of openness can lead to low mutual respect among them. Regarding innovation, 87.6% of participants agreed with this variable because their inability to adapt to new technologies is caused by a lack of socialization. In addition, innovation has the ability to offer services and facilities that keep up with developments. In terms of organizational performance, 82.5% of respondents supported this variable, due to the existing processes within the organization that evaluate activities based on speed, accuracy, and precision of implementation, as well as the expected and achievable results of each employee activity at the Pemalang Regency BPKAD.

Results Evaluation Model Measurement (Outer Model)

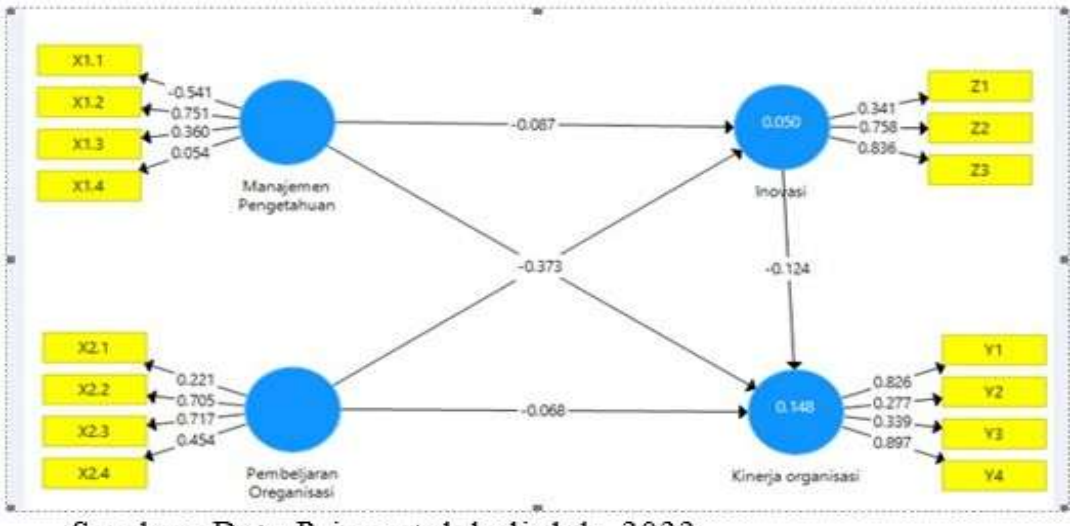
Testing model measurement will done For disclose validity results And reliability from a test. In study Here, the validity is tested to ensure whether feasible construct to be continued as research. In the validity testing process, there are two assessments that will be carried out, namely:

Test Validity Convergent

Test Results Convergent Validity is model measurement which has items that show a relationship between item scores and construct values. Criteria for measuring convergent validity are evaluated through mark outer loading.

Next is results outer analysis model Which show mark outer loading with use smart PLS:

Gambar 2: Hasil Uji Outer Model sebelum Uji Indikator



Sumber: Data Primer telah diolah, 2022

Meanwhile, the index Convergent Validity measured with mark loading there are several factors Which can seen on Table 1:

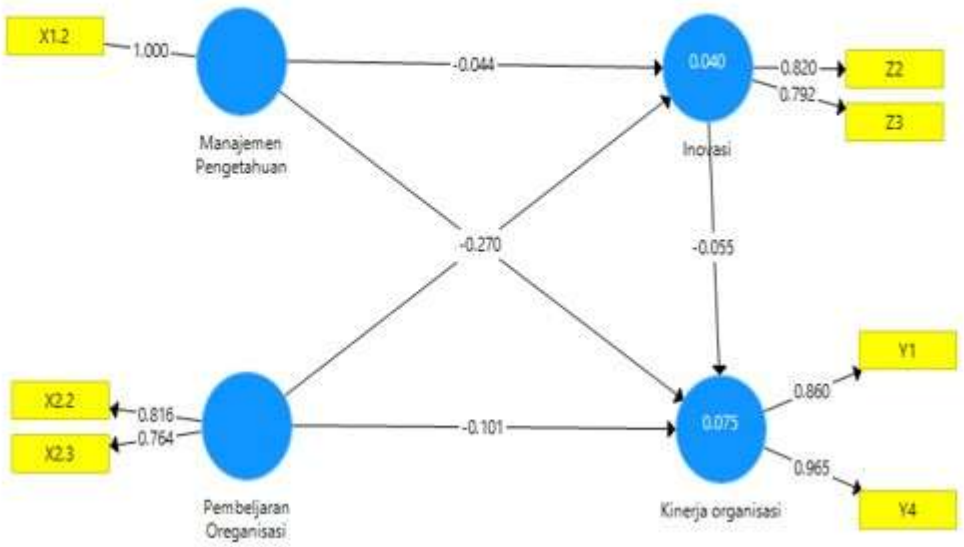
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Tabel 1:Hasil Uji Outer Model (Mode Pengukuran) yang Menunjukkan Outer Loading Sebelum Uji Indikator)

Validitas	Hasil Uji		Cut Off	Status
	Pengaruh	Original Sample		
Outer Loading (converge Validity)	x1.1	- ,541	,5	tidak valid
	x1.2	,751	,5	valid
	x1.3	,360	,5	tidak valid
	x1.4	,054	,5	tidak valid
	x2.1	,221	,5	tidak valid
	x2.2	,705	,5	valid
	x2.3	,717	,5	valid
	x2.4	,454	,5	tidak valid
	y1	,826	,5	valid
	y2	,277	,5	tidak valid
	y3	,339	,5	tidak valid

Based on Table 1, the results of the outer model on convergent validity indicate that several indicators are invalid due to outer loading. Through this method, the external model testing for convergent validity will be repeated by removing the invalid ones. The results of this outer loading test show the outer loading value after validating using the Smart PLS analysis tool.

Gambar 3 : Hasil Uji Outer Model sesudah Uji Indikator



Meanwhile, the Convergent Validity index is measured by the outer loading factor value which can be seen in Table 2.

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Tabel 2: Hasil Uji Outer Model (Model Pengukuran) yang Menunjukkan Outer Loading Sesudah Uji Indikator)

	Hasil Uji		Cut Off	Status
	Pengaruh	Original Sample		
Validitas	X1.2	1,000	0,5	Valid
	X2.2	0,816	0,5	Valid
	X2.3	0,764	0,5	Valid
	Y1	0,860	0,5	Valid
	Y4	0,965	0,5	Valid
	Z2	0,820	0,5	Valid
	Z3	0,792	0,5	Valid

Sumber : Data Primer, 2022

Based on Table 2, the results of the outer model for convergent validity indicate that there are invalid indicators due to external loadings. Therefore, the outer model test for convergent validity will be conducted again by removing the invalid indicators.

Results Test Discriminant Validity

Discriminant validity aims to ensure that each concept in each latent variable is distinct from the other variables. A model is considered to have good discriminant validity if each item's loading value on the latent variable shows the highest value compared to the item's loading on the other latent variables. The results of the discriminant validity experiment can be seen in Table 3 below:

Tabel 3: *Discriminant Validity*

Konstruk	Inovasi	Kinerja Organisasi	Manajemen Pengetahuan	Pembelajaran Organisasi	Average Variance Extracted (AVE)
Inovasi	0,896				0,650
Kinerja Organisasi	0,834	0,910			0,828
Manajemen Pengetahuan	0,911	0,860	1,000		0,587
Pembelajaran Organisasi	0,844	0,939	0,977	1,000	0,890

Sumber : Data Primer, 2022

From the table 3, it can be seen that this can be considered valid. because it has loading factor on construct what is meant by comparison loading factors against other constructs. Table above indicates that loading factor For mark root AVE more higher than correlation between construct, so that the item considered valid. Meanwhile, the value AVE in excess of 0.5 shows that all outer loading variable dimensions own value more than 0.5. Besides that, index validity discriminant from the square root of

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the correlation AVE Latent indicates that the AVE value exceeds the correlation between other variables, which indicates that the variable can be expressed through cross-analysis. loading and comparison root AVE squared with variables others (Ghozali, 2016) stated that Reliability is a method to assess a questionnaire which is an indicator from variables or construct. The testing tool used was Cronbach's Alpha. With the following provisions: (1) if Cronbach's alpha (α) ≥ 0.70, then the questionnaire is considered reliable, (2) if Cronbach's alpha (α) < 0.70, then the questionnaire is considered unreliable. The results of the research tool reliability testing can be seen in table 2.

Results Test *Composite Realibility*

Composite reliability is used to assess the reliability of a construct in PLS-SEM with the Smart PLS application. There are two methods used: Cronbach Alpha and Composite Reliability. The following is a composite reliability table 4:

Tabel 4: Konstruk Realiabilitas dan Validitas

Variabel	*Cronbach's Alpha*	*rho_A*	*Composite Reliability*	*Average Variance Extracted* (AVE)
Inovasi	0,862	0,864	0,788	0,650
Kinerja Organisasi	0,820	1,269	0,906	0,828
Manajemen Pengetahuan	1,000	1,000	1,000	0,587
Pembelajaran Organisasi	0,401	0,403	0,769	0,890

Sumber : Data Primer, 2022

Table 4 shows that the results of the Cronbach Alpha reliability test showed values greater than 0.7 for the innovation, organizational performance, and knowledge management variables, indicating that these variables are considered reliable. On the other hand, the learning variable obtained a value below 0.7, indicating that it was unreliable. The reliability test using Composite Reliability resulted in values greater than 0.7 for all variables, thus being considered reliable. For validity, the AVE test was conducted, which had a value greater than 0.5. From this, we can conclude that the innovation, organizational performance, and knowledge management variables are valid.

Testing Model Structure (Inner Model)

This structural model explains the relationships between latent variables, also known as inner relations. It describes the relationships between latent variables based on the theory from the research conducted. To assess this structural model, the R-square test was used for the dependent construct, the Stone-Geiser Q-square test for the predictive relevance of Q2, and the significance test for the structural path parameter coefficients. Quality indices were also calculated.

Results Test Determination (R2)

The determination test aims to evaluate the predictive ability of a structural model. R-squares are used to describe the influence of a particular latent oxygen variable on the dependent variable. There are criteria indicating the strength of the influence, namely 0.75, 0.05, and 0.25, which indicate a strong and weak model, respectively. The following is a test of the variables:

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Tabel 5 R-*Square*

Variabel	R Square
Inovasi	0,722
Kinerja Organisasi	0,778

Sumber: Data Primer, 2022

Based on table 5, the total coefficient of determination (R2) can be calculated in the following way:

R2 = 1-(1-0,722)(1-0,778)

= 1- (0,278)(0,222)

= 0,9

The total coefficient of determination (R2) found in this study was 0.9. From this, it can be concluded that the dependent variable in this study reached a predicate level of 90%, while the remaining 10% was influenced by other variables not included in this research model.

TestmQ2 Relevance Predictive

The Q-Square for predictive relevance in a model structure is used to assess how well the model produces observable values and estimates parameters. If the Q-square value is greater than 0, then the model shows predictive relevance. Conversely, if the Q-square value is at 0 or below, it indicates low predictive relevance. Q2 values of 0.02, 0.15, and 0.35 indicate that the model has weak, moderate, and strong strength, respectively. A Q2 value greater than 0 indicates predictive relevance in the model, while a Q2 value less than 0 indicates no such relevance. The Q2 assessment can be summarized as follows:

The Q2 value for each variable is greater than 0.35, as shown in Table 4.6, indicating that the innovation and organizational performance variables have high predictive value.

ResultsmTest Index Quality

Tabel 6: Q2 *Predictive Relevance*

Variabel	SS	SSE	1-SSE/SSO (Q^2)	R Square
Inovasi	296	290,288	0,421	0,722
Kinerja Organisasi	296	286,000	0,434	0,778

Sumber : Data Primer, 2022

Goodness-of-fit is determined by the GoF index, which is used to assess measurement and structural models using global optimization criteria identified by PLS path modeling. Furthermore, this index offers a clear measure of the model's overall predictive power. 0.10 (low GoF), 0.25 (moderate GoF), and 0.36 (high GoF) are among the criteria for GoF values. See Table 4.7 for GoF values:

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Tabel 4.7 *Quality Indeks*

Variabel	Average Variance Extracted (AVE)	R Square
Inovasi	0,650	0,722
Kinerja Organisasi	0,828	0,778
Manajemen Pengetahuan	0,587	
Pembelajaran Organisasi	0,890	

Sumber : Data Primer, 2022

AVE *rata-rata* = (0,650+0,828+0,587+0,890)/4= 0,734
R2 *rata*-rata = (0,772+0,778)/2 = 0,775
GoF = √AVE rata-rata x (R2 rata-rata)2
GoF = √0,734 x 0,7752
= √0,734 x 0,7752
= √0,441
= 0,664

Keterangan:
GoF : *Goodness of Fit*
R : *Averange R-square*

Based on the analysis conducted in table 7 and calculations from the available formulas, the Goodness of Fit (GoF) value obtained was recorded at 0.664. With this result, the model is categorized as a large category. The purpose of this analysis is to simultaneously assess the impact of work environment quality (X1), intrinsic motivation (X2), and job satisfaction (Z) on employee engagement (Y) in the BPKPAD Office of Pemalang Regency. The results of the F test for equation I show that the calculated F value is 2.339 with a significance level of 0.002, which is smaller than 0.005. Therefore, the null hypothesis (Ho) is rejected and the alternative hypothesis (H1) is accepted. This indicates that simultaneously, work environment quality and intrinsic motivation have an effect on employee engagement in the BPKPAD Office of Pemalang Regency. Furthermore, the results of the F test for equation II show an F calculated value of 2.914 with a significance level of 0.003 which is also smaller than 0.005. Thus, Ho is rejected and H1 is accepted. This indicates that the quality of the work environment, intrinsic motivation, and job satisfaction have a joint influence on employee engagement in the BPKPAD Office of Pemalang Regency.

Test t

The t test is used to evaluate how significant the influence of the variables of work environment quality (X1), intrinsic motivation (X2), and job satisfaction (Z) is on employee engagement (Y) in the limited environment of the Pemalang Regency BPKAD Office. The results of the t test in equation I show that: (1) The t test to assess the influence of the work environment quality variable on job satisfaction shows that the calculation for the work environment quality variable produces a calculated t (7.487) which is higher than the t table (1.989) with a significance level (0.001 which is smaller than 0.05), which shows that the quality of the work environment has a positive and significant impact on employee job satisfaction at the Pemalang Regency BPKAD Office. (2) In the test of the influence of the intrinsic motivation variable on job satisfaction, the analysis for the intrinsic motivation variable produces a calculated t (8.396) which is also greater than the t table (1.989) with a significance level (0.000 which is smaller than 0.05), which shows that intrinsic motivation has a positive and significant impact on job satisfaction.

The results of the equation II test show that: (1) The t test to assess the impact of the work environment quality variable on employee engagement, where the calculation for the work environment quality variable shows a

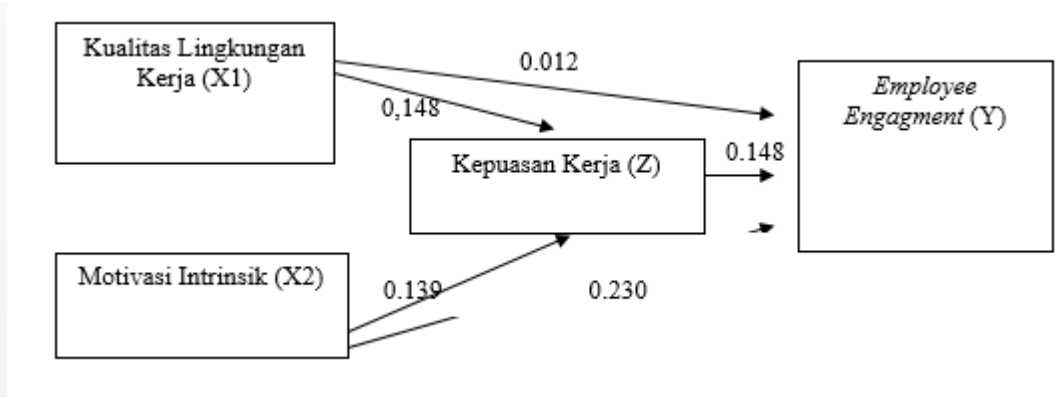
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calculated t (7.120) which is greater than the t table (1.989) and significance (0.001 less than 0.05), indicating that the quality of the work environment has a positive and significant influence on employee engagement. (2) The t test to analyze the influence of the intrinsic motivation variable on employee engagement produces a calculated t value (8.304) which is greater than the t table (1.989) with significance (0.003 less than 0.05), indicating that intrinsic motivation has a positive and significant influence on employee engagement at the Pemalang Regency BPKAD Office. (3) The t-test used to evaluate the influence of the job satisfaction variable on employee engagement shows calculation results that indicate that for the job satisfaction variable, the calculated t (7.475) is higher than the t table (1.989) and significance (0.002 is less than 0.05), which indicates that job satisfaction has a positive and significant influence on employee engagement at the Pemalang Regency BPKAD Office.

Testm Intervening

A mediation or intervening test is an analysis used to determine whether a variable acts as a mediator in the relationship between another independent variable and a dependent variable. This can be seen in the image below.:

Figure 2: Intervening Test



The results of the mediator variable analysis in this study indicate that (1) The quality of the work environment has an influence on employee engagement through job satisfaction as an intermediary variable. The direct influence of the quality of the work environment on employee engagement was recorded at 0.012. When calculated, the indirect impact of the quality of the work environment on employee engagement is (0.148 x 0.148) = 0.021. Thus, the direct influence of the quality of the work environment on employee engagement reaches 0.012, while through job satisfaction, the influence is 0.023.

Based on this information, it can be concluded that job satisfaction acts as a mediator that strengthens the influence of work environment quality on employee engagement. In addition, the influence of intrinsic motivation also influences employee engagement through job satisfaction. The value of the influence of intrinsic motivation on employee engagement is 0.230. For the indirect influence of work environment quality on employee engagement, the result is (0.139 x 0.148) = 0.020. The direct influence of intrinsic motivation on employee engagement is 0.230, while its influence through job satisfaction reaches 0.020. Therefore, it can be concluded that job satisfaction does not act as a mediator or does not strengthen the influence of intrinsic motivation on employee engagement.

RESULTS DISCUSSIONM

The discussion on the impact of work environment quality and intrinsic motivation on employee engagement through job satisfaction can be explained as follows:

1. The results of the assessment of the work environment quality variable show a calculated t value of (7.120), which exceeds the t table (1.989) with a significance level of (0.001). This means that the quality of the work environment has a positive and significant effect on employee engagement at the Pemalang Regency BPKAD Office. These results indicate that work environment quality factors, both physical and non-physical, can influence employees in the office.
   From the analysis of the intrinsic motivation variable, the calculated t value (8.304) was obtained which was also higher than the t table (1.989) with a significance of (0.003). This shows that intrinsic motivation has a positive and significant influence on employee engagement at the Pemalang Regency BPKAD Office. Pemalang Regency BPKAD Office employees show strong intrinsic motivation to carry out tasks according to expectations, which is reflected in their level of involvement, as well as their enthusiasm for

working in the office.

2. The assessment of the work environment quality variable obtained a calculated t value (7.487) which was greater than the t table (1.989) with a significance of (0.001), indicating that the quality of the work environment had a positive and significant influence on employee job satisfaction at the Pemalang Regency BPKAD Office. These results indicate that the implementation of good work environment quality can improve service and attention to employee safety in the office, thereby increasing a sense of security and comfort.
3. From the analysis of intrinsic motivation, the calculated t value (8.396) is higher than the t table (1.989) with a significance of (0.000), indicating that intrinsic motivation has a positive and significant effect on employee job satisfaction at the Pemalang Regency BPKAD Office. This indicates that employee intrinsic motivation is closely related to job satisfaction, and confirms that this motivation is an important factor in determining how satisfied employees are. This motivation is personal and depends on different individual needs, so it must be directed according to individual and group needs to fulfill employee satisfaction in the office.
4. From the analysis of employee engagement, the calculated t value (7.475) was obtained which was higher than the t table (1.989) with a significance of (0.002), indicating that employee engagement has a positive and significant impact on employee job satisfaction at the Pemalang Regency BPKAD Office. This finding indicates that the work carried out by employees in the office is managed effectively in a comfortable work environment, creating a good atmosphere for work. Employee engagement among staff indicates the presence of other organizational behaviors, where employee engagement indicates the level of their ability to manage themselves when carrying out assigned tasks.

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CONCLUSION

Based on the findings of this study, the conclusions can be formulated as follows:

1. The quality of the work environment has a positive and significant impact on employee engagement at the Pemalang Regency BPKAD Office.
2. Intrinsic motivation has a positive and significant influence on employee engagement at the BPKAD Office of Pemalang Regency.
3. The quality of the work environment has a positive and significant impact on employee job satisfaction at the Pemalang Regency BPKAD Office.
4. Intrinsic motivation has a positive and significant effect on employee job satisfaction at the BPKAD Office, Pemalang Regency.
5. Employee engagement has a positive and significant impact on employee job satisfaction at the Pemalang Regency BPKAD Office.
6. Job satisfaction can function as a mediator or strengthen the impact of work environment quality variables on employee engagement.
7. Job satisfaction does not function as a mediator or strengthen the impact of intrinsic motivation variables on employee engagement.

Implications Managerial

The managerial impact of this study can be summarized as follows:

1. A positive work environment influences employee participation. Therefore, the research findings demonstrate the importance of creating a comfortable working environment for staff at the Pemalang Regency BPKAD Office.
2. Employee engagement is influenced by intrinsic motivation. Therefore, this study emphasizes the need for leaders to provide encouragement and high levels of intrinsic motivation to staff at the Pemalang Regency BPKAD Office to increase their participation.
3. The quality of the work environment also impacts employee satisfaction levels. This suggests that it's crucial for leaders to implement policies that ensure good service for staff.
4. Intrinsic motivation contributes to job satisfaction. This means that leaders must provide support and encouragement to improve job satisfaction at the Pemalang Regency BPKPAD Office.
5. Employee participation is related to job satisfaction. Therefore, this study demonstrates the need for efforts to improve staff performance at the Pemalang Regency BPKAD Office.
6. Optimal job satisfaction can improve the quality of the work environment, which in turn has a positive effect on the level of employee engagement.
7. Additional variables may be needed to influence employee work motivation and participation.

ImplicationsmTheoreticalm

Various theoretical consequences in this study need to be implemented by the Pemalang Regency BPKAD Office to improve the quality of the work environment, through encouraging intrinsic motivation aimed at increasing employee participation through job satisfaction.

1. Employee engagement is influenced by the quality of the work environment. Therefore, this study demonstrates the importance of implementing policies that create a comfortable workplace so that employees at the Pemalang Regency BPKAD Office can perform optimally.
2. Employee engagement is influenced by intrinsic motivation. Therefore, this research underscores the need to strengthen intrinsic motivation to meet expectations, which in turn can encourage employee participation, from superiors to staff.
3. The quality of the work environment influences job satisfaction. Consequently, the theoretical implications of this study indicate that a good work environment, both physical and non-physical, can increase job satisfaction levels.
4. Intrinsic motivation influences job satisfaction. Therefore, this study suggests that proactive efforts to improve job satisfaction can help prevent burnout among both employees and leaders.
5. Employee engagement impacts satisfaction. In this context, the theoretical implications of this study suggest that strong commitment can support long-term career development and maintain stability in task performance.

Limitations Study

The limitations of this study are that the author has made maximum efforts, but the author recognizes the difficulties in compiling this journal. The researcher used a questionnaire distributed to respondents through the Head of the General and Personnel Sub-Division of the Pemalang Regency BPKAD. In this situation, the researcher faced obstacles in obtaining permission from the Head of the General and Personnel Sub-Division so that the questionnaire could be distributed directly to BPKAD Pemalang Regency employees. This is due to some information that cannot be published.

Agenda Study WhichmWill Come

In the study to be carried out, it is hoped that the relevant parties can be more open in providing approval so that activities related to student research can proceed smoothly.

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