***Original Research Article***

# The Capacities Of Learning And Knowledge Management In The Performance Of Organizational Mediations In The Telecommunications Sector.


## ABSTRACT

The telecommunication industry is rapidly developing along with the development of technology infrastructure. These conditions force telecommunications companies to improve the company's performance to be able to grow a competitive advantage over other competitors. This study aims to identify important factors in improving company performance. The data in this study were collected from 290 questionnaires filled out by workers from one of the government-owned telecommunications companies, which were divided into several units within one Directorate of Finance and Risk Management. The data obtained in the process using the PLS-SEM data analysis technique with an exploratory approach. This study found the relationship between organizational trust and organizational performance was found to have a positive and significant influence, the relationship between leadership and organizational performance was found to have no influence. The relationship between organizational trust and organizational learning capability was found to have a positive and significant influence. organizational trust was found to have a positive and significant influence on knowledge management. Leadership was found to have a positive and significant influence on Knowledge Management. knowledge management had a positive and significant effect on organizational learning capability. organizational learning capability was found to have a positive and significant effect on organizational performance. knowledge management has a positive and significant effect on organizational performance. In indirect relationship found organizational learning capability and knowledge management are essential in mediating the relationship between organizational trust and leadership. The results in this study can be used as references and suggestions for both the company and further researchers.



*Keywords: Leadership; Knowledge Management; Organizational Trust; Organizational Learning Capabilities; Organizational Performance.*


## 1. INTRODUCTION

The rapid increase in population occurs in Indonesia, where the current population of Indonesia (in 2022) is 277.7 million people in January 2022. Data shows that Indonesia's population increased by 2.8 million (+1.0 percent) between 2021 and 2022. Not only did the population increase, but in January 2022, the survey results also noted an increase in internet use by 204.7 million people. “The penetration rate of internet users in Indonesia reached 73.7 percent of the total population at the beginning of 2022. The data shows that internet users in Indonesia increased by 2.1 million (+1.0 percent) between 2021 and 2022. As an illustration, the number of internet users in Indonesia reveals that 73.05 million people in Indonesia did not use

the internet at the beginning of 2022, meaning that 26.3 percent of the population remained offline at the beginning of the year" (DwiRiyanto, 2022).

2022 is an essential phase in the development of the 5G Era; after the previous year, most cellular operators began to open 5th generation super-fast network services in the country; of course, this creates opportunities and challenges for the telecommunications industry (Trendtech, 2022). The pandemic created momentum to accelerate digital transformation in the previous year with many supporting factors. Throughout 2021, the number of internet users in Indonesia increased by 15.5% or as many as 2.7 million, due to the pandemic. The need for telecommunication bandwidth is increasing because people use it to work, go to school, seek entertainment and fulfill other life needs to contribute positively to operator income (Aulia, 2021).

Along with the increasing number of telecommunication service users, telecommunication companies can maintain network supply dominance in the digital business as the company's growth engine (Investalearning, 2022). "In the process of improving company performance, leaders have a vital role. The function of a leader is not only to direct and organize. More than that, a leader can provide a clear vision and mission or direction regarding the company's goals" (Pambudi, 2017).

One of the company's successes in the telecommunications industry is caused by the leadership role. Leaders in companies have a strategic role because leaders are the central point in determining the increase in existing sources for realizing a company's achievements. In addition to the prominent leader in the company, the direct leader or direct supervisor also influences employee performance. This is supported by previous research conducted by Jacobsen et al. (2021), Hoai et al. (2022) and Kannan (2022), which found that one of the company's performances was influenced by the leadership role. However, other things were found to be different in the research of Beakana (2017) and Sofi and Devanadhen (2015), where leadership has no impact on improving company performance.

In addition to the leadership factor, to improve company performance, trust is an essential factor. Trust is a mutually beneficial understanding based on shared values. In building a working relationship, of course, it is necessary to have an attitude of trust in the other party. Lins et al. (2019). Stating that the creation of a level of trust and cooperation from stakeholders ends with an increase in the profitability and value of the company. "Trust is essential in a relationship because one cannot build a real relationship without trust" (Sutrisno et al., 2017). Research that is relevant to the trust variable refers to research conducted by Nica (2022), Salanova et al. (2021) and Alaaraj et al. (2018), which states that trust has a positive and significant effect on company performance. Guinot et al. (2014) describe different results where trust cannot affect company performance.

"In addition, to improve company performance, an organization must be able to increase knowledge to recognize that managing technology and people provides a helpful knowledge-sharing environment" (Pambudi, 2017). In this case, companies in the telecommunications industry continue to include all company members in several knowledge and expertise development programs to update information on the latest developments in telecommunications operations in the country. The development of human resources becomes essential to be carried out by a company oriented to public services (dvdtrainingsdm, 2022).

As a reference for a case where a company in the telecommunications industry forms a human capital master plan which is continuously updated every year, specific Competency (Skill & Knowledge) as an approach in Competency-Based Human Resources Management (CBHRM) is used in assessing the competence of human resources working within the telecommunications industry. In addition, human capital as organizational learning is significant for organizational capacity to create value in today's knowledge-based economy (Ndinguri et al., 2012).

"Organizational learning capability has been considered one of the strategic ways to achieve the long-term goals of organizational success. The main objectives of organizational learning are to improve the quality and quantity of performance, allow the company to increase and increase sales, achieve more support, and create, maintain and enlarge its customer base, thereby leading the organization to superior long-term performance" (Morales et al., 2012). Several studies have opinions that are in line if Organizational learning capability can improve company performance, including research by

Morales et al. (2012), Guinot et al. (2013), Tovan & Mutmainah (2022), Yusnita et al. (2022). It was also found that the results of different studies showed that Organizational learning capability did not impact company performance (Pudjowati et al., 2020).

Company performance can be achieved with the competitive advantage of a company. Knowledge management is needed to maintain a competitive advantage. Namely, a process to disseminate, capture and utilize existing knowledge (Al-Fansury & Astuti, 2020). Knowledge management is an organizing principle that lays the foundation for capturing the potential of knowledge in an organization, and increasing knowledge are also vital. "Knowledge management in its practices and processes will help organizations use internal knowledge to utilize and exploit external sources to create value and improve company performance" (Ferraris et al., 2017). This is supported by research conducted by Delshab et al. (2021), Sahibzada et al. (2020), Demir et al. (2021), and Limsangpetch et al. (2022). In their research, Hakim and Hassan (2016) conclude that knowledge management does not affect company performance.

Several previous studies found inconsistencies in research results, so the researchers wanted to conduct a more in-depth examination of the factors that affect company performance, such as organizational trust, leadership, learning capability, and knowledge management. The results of this study can be used as material for the development and decisions of the company's organization, especially in developing the performance of the telecommunications industry company.

## 2. LITERATURE REVIEW

### 2.1 Organizational Trust on Organizational Performance

"Trust is a belief between two parties, understanding that neither party will exploit the vulnerability of the other" (Koohang et al., 2017). "Trust creates an opportunity to face the complexities of the world. It represents how much risk we are willing to accept in return for the benefits of interacting with others. Trust is also seen as individuals' tendency to depend on others to complete tasks without being monitored" (Widodo et al., 2021). Robbins (2017) explains "four contextual factors related to team performance: adequate resources, effective leadership, the climate of trust, performance evaluation and reward system". This shows that trust in individuals within the organization can produce performance. "The existence of trust is essential to promote organizational knowledge sharing" (Alaarj et al., 2016). Individuals with high interpersonal trust can face and resolve disagreements (confrontations), reducing the incidence of further conflict and resulting in positive behavioral outcomes (better job performance). "Trust plays a vital role in organizational performance as it is an essential precursor of the exchanges tied to various aspects of organizational performance. Trust in the organization allows parties to expose themselves to risks based on their expectations of positive outcomes" (Koohang, 2017).

H1. Organizational Trust has a positive effect on Organizational Performance

### 2.2 Leadership on Organizational Performance

"Research shows that leadership remains the most critical factor affecting organizational performance directly or indirectly" (Rehman and Iqbal, 2020). "Theories about the impact of transformational and transactional leadership on organizational performance are well established. For example, the characteristics embedded in transformational leadership, such as intellectual stimulation, impeccable influence, stimulating inspiration, and personalized contemplation, serve organizational goals and help create a vision and employee development" (Bacha, 2014). "Transactional leadership is defined by positive and counteractive behavior" (Obiwuru et al., 2011). "Counteractive behavior is achieved through employee recognition and rewards to achieve specific goals" (Sahibzada et al., 2021). "Together, the transformational and transactional physiognomy of both leadership styles positively influences employee performance" (Chu and Lai, 2011). The term leadership is derived from transformational and transactional leadership and has been described by Donate and de Pablo (2015). This leadership model suggests that knowledge-based leadership is critical to managing knowledge workers effectively so that they can feel satisfied and productive, which will increase organizational performance.

H2. Leadership has a positive effect on Organizational Performance

### 2.3 Organizational Trust on Organizational Learning Capability

"Organizational trust is defined as expectations regarding organizational rules and practices that affect organizational members" (Petrella, 2013). From this perspective, "organizational members who show a high level of trust can be expected to exhibit behavior beyond and beyond their initial expectations" (Emilisa, 2019). However, employees cannot influence decision-making; they believe that the organization will work in the interests of the organization. "They or at least will not harm them and must voluntarily maintain the behavior that controls them. Organizational trust is analyzed due to the tendency to believe (both at the individual and group level) in the characteristics of the trusted individuals and situational situations. Organizational Trust in the company can encourage the Organization Learning Capability process" (Guinot et al., 2014). "Research has shown that impact and cognitive-based trust positively influence knowledge sharing" (Wu, Hsu, & Yeh, 2007). "Suppose one party believes that the other party is professional, dedicated, knowledgeable, capable, and will act responsibly. In that case, that party is more likely to be willing to cooperate, participate, or delegate power, thereby reducing control" (Guinot et al., 2013). Therefore, "integrity-based trust plays a central and influential role in knowledge sharing, which can fundamentally affect Organizational Learning Capability" (Guinot et al., 2013).

H3. Organizational Trust has a positive effect on Organizational Learning Capability

## 2.4 Organizational Trust on Knowledge Management

Trust is defined as the positive expectations that individuals have about the intentions and behavior of some organizational members based on organizational roles, relationships, experiences, and interdependence (Shockley-Zalabak et al., 2000). In many cases, trust between organizational members can provide the basis for competitive advantage or distinctive organizational competencies (Zanini & Migueles, 2013). Trust is necessary for the performance and well-being of organizational members in times of crisis. The existence of trust can encourage a culture of knowledge sharing and knowledge transfer (Haitao, 2021). On the other hand, lack of trust is cited as an important reason for employees not to share their knowledge and experiences with other organizational members (Gharakhani & Mousakhani, 2012; Alaarj et al., 2016).

H4. Organizational Trust bhas a positive effect on Knowledge Management

## 2.5 Leadership on Knowledge Management

*A knowledge worker is someone who has a high level of expertise, is educated, and has experience, and whose main job is related to the process of creating, distributing, or applying knowledge. Kamal and Shawkat (2020) discuss that Knowledge Management cannot be separated from knowledge workers and leaders in an organization. The role of a leader, manager, or leader is needed for the creation of a Knowledge Sharing culture. The leader must inform all staff about what and how Knowledge Management is implemented in an organization. Moreover, the leader's responsibility is also to access every knowledge possessed by his knowledge worker (Upadhyay and Kumar, 2020). Darwish et al. (2020) prove that Leadership is a factor that affects learning organizations. Leaders can create corporate structures and shape corporate culture to generate influence through various affairs, actions, and services so that Leadership influences learning organizations. Based on research conducted by Arif and Akram (2018), Leadership affects Knowledge Management. In addition, research conducted by Hakim and Hassan (2016) also says that Leadership affects Knowledge Management.*

H5. Leadership has a positive effect on Knowledge Management

## 2.6 *Knowledge Management* on *Organizational Learning Capability*

According to Uddin (2010), knowledge management will enable companies "to develop rare and valuable knowledge through learning, and henceforth" to build and disseminate that insufficient knowledge throughout the organization to enhance performance." In the knowledge-based era, knowledge is a critical strategic resource for organizational survival, stability, growth and improvement (Hassan and Al-Hakim, 2011).In addition, "knowledge is the basis for developing core competencies that will create a competitive advantage and improve organizational performance" (Halley and Beaulieu, 2005). "Organizational knowledge can improve cooperation and information sharing among employees, decision-making, productivity, and innovation" (Bennet and Tomblin, 2006;

King, 2009; Chang and Chuang, 2011; Gharakhani and Mousakhani, 2012). “Knowledge management aims to develop an approach that facilitates imparting the proper knowledge at the right time to the right people and in the correct format” (Halawi et al., 2005). Also, “knowledge management will help organizations stay competitive by sharing information with external partners and knowing competitors' products, services, strategies and best practices” (Kyobe, 2010). “Knowledge management is considered to complement organizational capabilities that contribute to organizational success. A successful organizational learning process depends on established knowledge and management infrastructure, including social and technical support” (Jain & Moreno, 2015).

H6. Knowledge Management has a positive effect on Organizational Learning Capability

### 2.7 *Organizational Learning Capability* on *Organizational Performance*

“It is argued that organizations must learn, through acquiring new knowledge and skills, to cope with a challenging business environment and, as a result, improve performance” (Salim and Sulaiman, 2011). “Effective organizational learning strategies and behaviors can enable organizations to improve their strategic capabilities to maintain their competitive advantage and improve their overall performance” (Garcı´a-Morales et al., 2012). Since organizational learning encompasses organizations' ability to deal with changing business environments, the potential effects of learning stocks and learning flows are essential predictors of organizational performance. According to Mills and Smith (2011), “specific knowledge and competencies, group dynamics, strategies and procedures possessed by each subject are expected to result in increased business performance”. In addition, “the heterogeneous and quality accumulation of knowledge has a high probability of being put together to correctly interpret the business environment and ensure that the organization finds a strategy to move forward” (Oh, 2018). Meanwhile, seeking to explore new knowledge and use existing knowledge for organizational goals is critical in responding to a dynamic environment (O'Reilly and Tushman, 2008).

H7. Organizational Learning Capability has a positive effect on Organizational Performance

### 2.8 *Knowledge Management* on *Organizational Performance*

Chidambranathan et al. (2015) stated that knowledge management is how to explore the knowledge that exists in each individual whose value is different. Diehl in, Wibowo and Maryati (2020) state that knowledge management is increasingly important in companies as a tool to facilitate better interactions through the availability of information flow; this is good for becoming a learning organization (Falah and Prasetya, 2017). Based on research conducted by Wibowo and Maryati (2020), Knowledge Management affects Company Performance. In addition, Puryantini et al. (2017) research also says Knowledge Management affects company performance.

H8. Knowledge management has a positive effect on Organizational Performance

### 2.9 Organizational Trust in Organizational Performance through Organizational Learning Ability

Organizational learning is organizational development through better knowledge, implementing core competency improvements for organizational management, influencing organizational behavior, and increasing company capabilities (Jain & Moreno, 2015). Due to changes and challenges in today's world, to be sustainable, organizations must apply learning and self-renewal to create knowledge in the organization's optimization process (Saadat & Saadat, 2016). Organizational learning plays an important strategic role for organizations aiming to achieve long-term organizational success (Cheng et al., 2019). In particular, the insurance industry is in a competitive environment where every employee and their organization learns ways to improve their performance to gain a larger market share and thereby increase the organization's profitability (Torkestani et al., 2014). Companies that excel in the future are organizations that constantly seek to engage personnel at various levels and can continuously learn (Somerville & Farner, 2012; Greenberg, 2013). Organizational learning refers to the organization building internal and external knowledge and having adequate actions for a good management strategy in an existing and struggling environment. Organizational leaders should try to shift the common habit of "avoiding bad things" to starting to do positive and uplifting things; trust will lead to more trust because more

difficult revolutions require more mature cooperation, and trust is vital in relationships (Andrus, 2010; Lee et al., 2013).

H9. Organizational Learning Capability mediates Organizational Trust on Organizational Performance.

### 2.10 *Leadership* on *Organizational Performance* through *Knowledge Management*

Koohang et al. (2016) found that knowledge management is directly related to organizational performance. Furthermore, Simonin in Koohang, Paliszkiewicz, and Goluchowski (2015) suggested that knowledge management improves company performance. Therefore, we theorize that successful knowledge management processes (due to the high trust in effective leadership) can improve organizational performance within firms. Based on research conducted by Koohang et al. (2016), Knowledge Management mediates the relationship between Leadership and Company Performance.

H10. Knowledge Management mediates Leadership on Organizational Performance.

### 2.11 Organizational Trust on Organizational Performance through Knowledge Management

Koohang et al. (2016) found that Knowledge Management mediates the relationship between Trust and Company Performance. This is supported by what has been done by Guinot et al. (2015); Knowledege Management mediates the relationship between Trust and Company Performance.

H11. *Knowledge Management* mediates *Organizational Trust* on *Organizational Performance*.

## 3. RESEARCH METHODOLOGY

### 3.1 Research Design

This study uses a quantitative approach with a causal research design and uses the Structural Equation Modelling (SEM) method with a partial least square approach. SEM is a method used to close the weaknesses contained in the regression method. According to experts, SEM research methods are grouped into two approaches: the Covariance Based SEM (CB-SEM) approach and the Variance Based SEM or Partial Least Square (VB / PLS-SEM). PLS-SEM is a powerful analysis method where this method is not based on many assumptions. PLS-SEM approach is distribution-free (does not assume specific data, can be nominal, category, ordinal, interval, and ratio) PLS-SEM uses bootstrapping method or random multiplication where the assumption of normality will not be a problem for PLS-SEM. In addition, PLS-SEM does not require a minimum number of samples to be used in research; studies with small samples can still use PLS-SEM. Partial Least Square is classified as a non-parametric type; therefore, in the PLS-SEM modeling, there is no need for data with a normal distribution (Putra, 2022). The model in this study consists of two exogenous variables (ξ), three endogenous variables (η), eight direct relationship paths, and three indirect relationship paths. Where x and y are indicators for exogenous (ξ) and endogenous (η) latent variables. The exogenous variables in this study are organizational trust (ξ1) and leadership (ξ2), while the endogenous variables in this study are organizational learning capability (η1), knowledge management (η2), and organizational performance (η3).

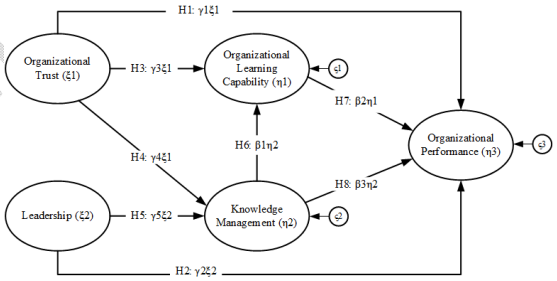


**Fig. 1. Research Model**

Figure 1 shows a model in this study, where the notation used in this study is ξ (Ksi, Latent exogenous); η (Eta, Latent endogenous), x (Manifest measurement variable of a latent exogenous variable); y (Manifest measurement variable of a latent endogenous variable); β (Beta, path coefficient of endogenous variables to endogenous variables); γ (Gamma, path coefficient of exogenous variables to endogenous variables); ς (Zeta, Residual of latent endogenous variable). So that the model in this study is divided into three models of structural equations as follows:

Equation I: ……..η1 = γ3ξ1 + β1η2 + ς1

Equation II: ……..η2 = γ4ξ1 + γ5ξ2 + ς2
Equation III: η3 = γ1ξ1 + γ2ξ2 + β2η1 + β3η2+ ς3

### 3.2 Item Measurements

This study adopts measurement items from several previous studies, where organizational trust (ξ1) is measured using 12 items (x1.1 – x1.12) submitted by Muhl (2014), while leadership (ξ2) is measured using seven items (x.2.1 – x2.7) submitted by Sunanda (2020). In addition to these two exogenous variables, the endogenous organizational learning capability (η1) variable was measured using 14 items (y1.1 - y1.14) adopted from Chiva et al. (2007) and Camps et al. (2011). The knowledge management variable (η2) was measured using 15 items (y2.1 - y2.15) from Figueirida et al. (2014), and organizational performance (η3) was measured using ten items (y3.1 - y3.10) from Yang et al. (2013).

### 3.3 Unit Analysis

The data in this study were taken from employees of one of the bodies of state-owned telecommunications companies. However, this study is limited to staff workers in the Directorate of Finance and Risk Management, with 596 workers. Out of a total of 596 workers, 290 questionnaires were distributed to be able to represent the entire existing population. This is done by the recommendations of Hair et al. (2017) which requires a minimum sample of 5 times the number of indicators/measuring items. The measuring items in this study totaled 58, so 290 met the requirements recommended by Hair et al. (2017). The questionnaire in this study was distributed between June and July 2022, with the distribution of respondent profiles contained in Table 1.

**Table 1. Demographic of respondents**

| Category | n | % |
|---|---|---|
| **Gender** | | |
| Male | 181 | 62% |
| Female | 109 | 38% |
| **Age** | | |
| < 25 years old | 8 | 3% |
| 26 - 30 | 178 | 61% |
| 31 - 40 | 79 | 27% |
| > 41 years old | 25 | 9% |
| **Last Education** | | |
| Primary/Secondary | 5 | 2% |
| Undergraduate | 188 | 65% |
| Postgraduate | 95 | 33% |
| Doctoral | 2 | 1% |
| **Working Experience** | | |
| < 1 year of experience | 18 | 6% |
| 2 - 3 years of experience | 174 | 60% |
| 4 - 5 years of experience | 72 | 25% |
| > 6 years of experience | 26 | 9% |
| **Unit Placement** | | |
| Subdit Telkom Financial Control | 36 | 12% |
| Subdit Subsidiaries Financial Control | 25 | 9% |
| Subdit Financial & Procurement Policy | 22 | 8% |
| Subdit Financial Accounting & Corporate Finance | 42 | 14% |
| Departement Risk Management | 34 | 12% |
| SSO Finance Center Unit | 34 | 12% |
| SSO Procurement & Sourcing Center Unit | 33 | 11% |
| Asset Management Center Unit | 34 | 12% |
| Telkom Shared Service Center Unit | 30 | 10% |

## 4. RESULTS AND DISCUSSION

### 4.1 Construct Reliability and Validity

Evaluation of the measurement model or measurement model is carried out to assess the validity and reliability of the model. The research measurement model in PLS-SEM is an outer model consisting of relationships between indicators and latent variables (Hair et al., 2016). In assessing convergent validity, the loading factor's value must be more than 0.70. However, according to Henseler et al. (2016), the loading factor of the reflective indicator can be considered a good measure for the latent variable if it is above 0.50 (the loading factor of the reflective indicator > 0.50). So the decision taken for the outer loadings acceptance limit is between 0.60 (Fig. 2).

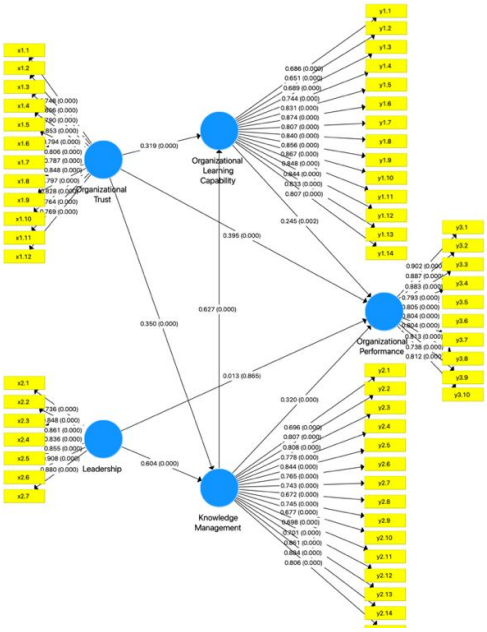


**Fig. 2. Construct Validity and Reliability**

Furthermore, the analysis is continued by looking at the average variance extracted (AVE) value carried out to test convergent validity with a cut-off value above 0.50. Based on the test results, it can be seen that all of them have met the requirements for testing the loading factor value after the elimination of invalid indicator items and average variance extracted (AVE) above 0.50 so that it can be said to be valid and can be used to measure each latent variable.

**Table 2. Construct Reliability and Validity Result**

| Variable | Indicator | Outer Loadings | AVE | Cronbach's Alpha | Composite Reliability |
|---|---|---|---|---|---|
| Organizational Trust | x1.1 | 0.748 | 0.639 | 0.949 | 0.955 |
| | x1.10 | 0.828 | | | |
| | x1.11 | 0.764 | | | |
| | x1.12 | 0.769 | | | |
| | x1.2 | 0.806 | | | |
| | x1.3 | 0.790 | | | |
| | x1.4 | 0.853 | | | |
| | x1.5 | 0.794 | | | |
| | x1.6 | 0.806 | | | |
| | x1.7 | 0.787 | | | |
| | x1.8 | 0.848 | | | |
| | x1.9 | 0.797 | | | |
| Leadership | x2.1 | 0.736 | 0.719 | 0.934 | 0.947 |
| | x2.2 | 0.848 | | | |
| | x2.3 | 0.861 | | | |
| | x2.4 | 0.836 | | | |
| | x2.5 | 0.855 | | | |
| | x2.6 | 0.908 | | | |
| | x2.7 | 0.880 | | | |
| Organizational Learning Capability | y1.1 | 0.686 | 0.642 | 0.956 | 0.961 |
| | y1.10 | 0.867 | | | |
| | y1.11 | 0.848 | | | |

| | | | | | |
|---|---|---|---|---|---|
| | y1.12 | 0.844 | | | |
| | y1.13 | 0.833 | | | |
| | y1.14 | 0.807 | | | |
| | y1.2 | 0.651 | | | |
| | y1.3 | 0.689 | | | |
| | y1.4 | 0.744 | | | |
| | y1.5 | 0.831 | | | |
| | y1.6 | 0.874 | | | |
| | y1.7 | 0.807 | | | |
| | y1.8 | 0.840 | | | |
| | y1.9 | 0.856 | | | |
| Knowledge Management | y2.1 | 0.696 | 0.591 | 0.950 | 0.956 |
| | y2.10 | 0.677 | | | |
| | y2.11 | 0.698 | | | |
| | y2.12 | 0.701 | | | |
| | y2.13 | 0.861 | | | |
| | y2.14 | 0.884 | | | |
| | y2.15 | 0.806 | | | |
| | y2.2 | 0.807 | | | |
| | y2.3 | 0.808 | | | |
| | y2.4 | 0.778 | | | |
| | y2.5 | 0.844 | | | |
| | y2.6 | 0.765 | | | |
| | y2.7 | 0.743 | | | |
| | y2.8 | 0.672 | | | |
| | y2.9 | 0.745 | | | |
| Organizational Performance | y3.1 | 0.902 | 0.682 | 0.948 | 0.955 |
| | y3.10 | 0.812 | | | |
| | y3.2 | 0.887 | | | |
| | y3.3 | 0.883 | | | |
| | y3.4 | 0.793 | | | |
| | y3.5 | 0.805 | | | |
| | y3.6 | 0.804 | | | |
| | y3.7 | 0.804 | | | |
| | y3.8 | 0.813 | | | |
| | y3.9 | 0.738 | | | |



The next test step is the problem related to discriminant validity for each construct with the correlation value between constructs in the model (Wong, 2019). This method is often called the Fornell Larcker Criterion, HTMT, and Cross Loadings (Putra & Ardianto, 2022). The Fornell larcker criterion test in this study has met the test requirements, where the correlation of the square root of AVE with the intended construct is higher than the square root of AVE with other constructs. In addition to the Fornell-Larcker criterion, Ramayah et al. (2016) explained that if the researcher found the HTMT value to be smaller than HTMT0.85 (Kline, 2015) or the HTMT0.90 value (Gold et al., 2001) as shown in Table 6, the HTMT value was found to be smaller than HTMT0. 85. It can be concluded that there is no problem with discriminant validity.

Meanwhile, the cross-loadings test shows that the loading value of each of the intended constructs is greater than the loading value of the other constructs.

The reliability of each latent construct is assessed using Cronbach's alpha and the value of composite reliability; the value of Cronbach's alpha and composite reliability can be considered to ensure the reliability of the PLS construction score, as defined in Dijkstra and Henseler (2015) that composite reliability ≥ 0.7 and Cronbach's alpha ≥ 0.6.

## 4.2 Structural Model Evaluation

Since the results of the evaluation of the measurement model assessment show that the quality of the measurement model has been satisfactory, we proceed to the next stage by evaluating the structural model. Following the advice of Andriani and Putra (2019), We refer to the criteria of coefficient of determination ($R^2$), cross-validated redundancy ($Q^2$), and fit model. However, before conducting some of these testing criteria, researchers conducted tests to detect potential collinierities in structural models between exogenous constructs (inner VIF). Assessing the model with PLS-SEM begins by looking at the R-Square ($R^2$) for each endogenous latent variable. R-Square ($R^2$) or the coefficient of determination value shows how much the exogenous variable explains the endogenous variable. The value of R-Square ($R^2$) is zero to one; if the value of R-Square ($R^2$) is getting closer to one, then the exogenous variables provide all the information needed to predict the variation of endogenous variables. The value of the coefficient of determination in this study is found in the three endogenous variables, where the variable organizational learning capability (η1) was found to have a value of 0.837, which can be said that an exogenous 83.7% can explain the variable. Meanwhile, knowledge management (η2) was found to have a value of 0.841, which can be said variable can be explained by its exogenous value of 84.1%. Organizational Performance (η3) was found to have a value of 0.863, which can be said that this variable can be explained by its exogenous value of 86.3%. Furthermore, predictive relevance ($Q^2$) for the structural model measures how well the observed values are generated. According to Hair et al. (2017), if the value of $Q^2$ is more significant than zero for certain endogenous latent variables, it shows that the PLS path model has predictive relevance for that construct. The value of predictive relevance ($Q^2$) shows values of 0.488, 0.532, and 0.580 (greater than zero), so it can be concluded that the model has a relevant predictive value.

The evaluation of the fit model in this study was carried out using two test models; namely, the standardized root means square residual (SRMR) and the normal fit index (NFI) proposed by Ramayah et al. (2017) that the model will be considered to have a good fit if the standardized root means square residual (SRMR) is below 0.10 (Hair et al., 2014). Another conformity index is the normed fit index (NFI), which calculates the Chi2 value (Bentler & Bonett, 1980). The Chi-square value is then compared with the benchmark given in Goodness of Fit. Referring to Bentler and Bonett (1980), the acceptable value of conformity when using Chi-square as a measurement is more significant than 0.9 (Chi2> 0.9). The results showed that the model in this study had a good fit because it had a standardized root mean square residual (SRMR) of 0.072 and a normal fit index (NFI) value indicating that the model in this study was 61.6% (0.616) better than the null model.

## 4.3 Findings

The hypothesis testing stage is carried out after the measurement, and the structural model evaluation stage is carried out. This stage is carried out to determine whether the research hypothesis proposed in the research model is accepted or rejected. To test the proposed hypothesis, it can be seen from the value of path coefficients (path coefficients) and the value of T-Statistics through the bootstrapping procedure.

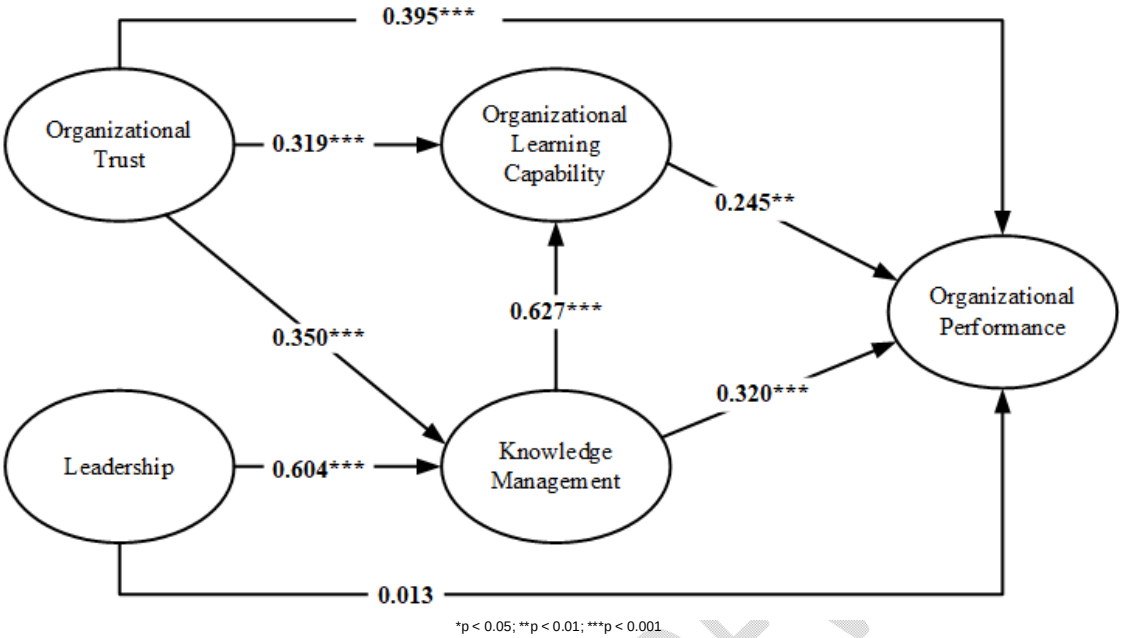


**Fig. 3. Hypothesis Testing**

This study has 11 hypotheses divided into eight direct and three indirect relationships. Of the overall hypotheses that exist, ten hypotheses are accepted, and 1 hypothesis is rejected. The relationship between organizational trust (ξ1) and organizational performance (η3) was found to have a positive and significant influence (β: 0.395, t > 1.96, p < 0.001), so H1 was accepted. While the relationship between leadership (ξ2) and organizational performance (η3) was found to have no influence (β: 0.013, t < 1.96, p > 0.05), H2 was rejected. The relationship between organizational trust (ξ1) and organizational learning capability (η1) was found to have a positive and significant influence (β: 0.319, t > 1.96, p < 0.001), so H3 was accepted. Furthermore, organizational trust (ξ1) was found to have a positive and significant influence on knowledge management (η2) (β: 0.350, t > 1.96, p < 0.001), so the findings confirmed the acceptance of H4. The following hypothesis (H5) was also accepted in this study because it was found to have a positive and significant influence (β: 0.604, t > 1.96, p < 0.001).

This study also found that knowledge management (η2) had a positive and significant effect (β: 0.627, t > 1.96, p < 0.001) on organizational learning capability (η1), thus accepting H6. In addition, organizational learning capability (η1) was found to have a positive and significant effect (β: 0.245, t > 1.96, p < 0.01) on organizational performance (η3), so H7 in this study was accepted. Furthermore, knowledge management (η2) has a positive and significant effect (β: 0.320, t > 1.96, p < 0.001) on organizational performance (η3), so H8 in this study is accepted. To evaluate the indirect relationship in this study, the researcher used the VAF calculation formula. Organizational learning capability (η1) was found to have a partially mediating role in the relationship between organizational trust (ξ1) and organizational performance (η3), with the final calculation of the VAF value of 0.231 (23.1%) with the calculation of VAF = (0.395 x 0.245) / (0.395 x 0.245) +0.319), so H9 is accepted.

Knowledge management (η2) was found to have a partially mediating role in the relationship between organizational trust (ξ1) on organizational performance (η3), with the final calculation of the VAF value of 0.259 (25.9%) with the calculation of VAF = (0.350 x 0.320) / (0.350 x 0.320 + 0.320), so H10 is accepted. In addition, knowledge management (η2) was found to have a fully mediating role in the relationship between leadership (ξ2) and organizational performance (η3) with the final calculation of the VAF value of 0.259 (25.9%) with the calculation of VAF = (0.604 x 0.320) / (0.604 x 0.320 + 0.013), so H11 is accepted.

## 5. CONCLUSION

This study found that organizational trust in organizational performance has a positive and significant effect; it can be concluded that the

higher the trust given by workers, the higher the company's performance. Trust can form employee loyalty within the organization; when employees have confidence in the leader and organization, this will create employees who are ready to give their best for the organization. Setyadi and Tricahyadinata (2020) state that trust will be very beneficial if it can be infused by all organization members, from top leadership to supervisors and frontline employees. This study's results align with the research conducted by Alaarj et al. (2016) and Kim (2019), who found that trust had a positive and significant effect on company performance.

The effect of organizational trust on organizational performance was found to still have a positive and significant effect both through the mediating variables of knowledge management and organizational learning capability.

The findings further reveal that leadership is found to not affect organizational performance. For this reason, the rise or height of the leadership style cannot improve organizational performance. However, subsequent findings indicate that this relationship can be influential through the mediating role of knowledge management. So it is concluded that knowledge management is an essential factor in helping the leadership style that has been owned to improve company performance.

This study has research limitations that can be used as suggestions for further research, namely the limited results of research that only lead to technology companies. For this reason, further research is expected to be able to test existing research models in other industries.

## CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

## COMPETING INTERESTS

Author has declared that no competing interests exist.

## DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. producing company rather it was funded by personal efforts of the authors.

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