

# THE EFFECTS OF ORGANIZATION ELEMENTS ON ORGANIZATION PERFORMANCE OF THE REGIONAL OWN ENTERPRISES IN DKI JAKARTA, INDONESIA

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**Abstract** – This study aims to analyze and explain the effects of variable learning organization, human resources management (HRM) practices, and empowering employees on the organizational commitment, OCB, and organizational performance of regional own enterprises in Jakarta, Indonesia. This study also examines the influence between organizational commitment and OCB on organizational performance. This research was conducted in 23 companies of regional state own enterprise in the province of Jakarta, Indonesia. The sample of this study consists of directors of human resources department, finance department, marketing department, and operational department. In addition there were about 184 employees questioned using questionnaires. Method used to analyze and estimate the model is by using Structural Equation Model. The study found that the learning organization has a positive and significant impact on organizational commitment, OCB and organizational performance. However, HRM practices only have a significant effect on organizational commitment. Employee empowerment has a positive and significant impact on organizational commitment and OCB. Organizational commitment has a positive and significant impact on OCB and organizational performance. OCB variables have a significant influence on the performance of the organization, while HRM Practices have no significant effect on OCB and organizational performance. Regional Own enterprises seem to be difficult to be developed due to various internal problems. These internal problems include the lack of management attention to HRM practices. Also, it was found that employee empowerment has no significant effect on organizational performance. Therefore, many improvements should be undertaken by the regional enterprises in Jakarta in optimizing their organizational performance.

**Index Terms** - Learning organization, HRM Practices, empowerment, organizational commitment, and organizational performance

## I. INTRODUCTION

Research on the organizational performance has long been the concern of researchers in the field of human resource management. Kbarek and Patiran (2010), for instance, defined organizational performance in various aspects including corporate mission, corporate objectives, internal analysis, external analysis, alternatives, implementation and control. In the literature there are debates and contradictions toward the substance and conceptual of performance. Campbell's (1999) describes performance as a behavior or action relevant to the achievement of measurable organizational objectives. His theory states that the choice of measurement, including the assessment of superiors, co-workers, or self, work simulation, or other criteria. Whilst Vroom (1964) defined the concept of performance refers to individual environmental factors that stimulate and support or inhibit the performance itself. This theory tends to focus on workplace factors and used a specific motivational approach of expectation theory.

The concept of organizational performance has also been the concern of Kaplan and Norton, (2000) for two decades. They further formulated Balanced Scorecard (BSC) theory for the company. Kaplan and Norton claim that BSC can generate some benefits for the organizations that adopt it. The BSC concept contributes to linking long-term strategic goals with short-term actions. By establishing organizational goals, it enables companies to undertake strategic learning and increasing individual organizational knowledge toward their actions that leads to realize company performance by aligning with the overall organizational elements.

The description of the debate of performance theory resulted in a proposition corresponding to the characteristics of the object of study, so that BSC theory is relevant and conforms to the characteristics of the regional own enterprises (BUMD). The concept of Kaplan and Norton can be a benchmark for assessing the performance of BUMD organizations. The adoption of the Balanced Scorecard provides a balance between the various perspectives that will allow the company to develop all its organizational capacities in a balanced way. The use of BSC can help BUMDs to assess the performance of financial and non-financial aspects.

Regional Own Enterprises are established to carry out regional development through the provision of services to the public, the provision of public benefit and to increase the income of local governments whose primary purpose is to serve the public interest. Basically, the mission of BUMD is to become a multifunctional agent of development, as a pioneer, public service, carry-over government duties and create jobs. The existence of BUMD provides various opportunities, but on the other hand there are various facts that they are not in accordance with the role and functions of BUMD. It was estimated that only 20 percent of the total BUMD that perform their duties and functions in accordance with the rules.

BUMD is also a profit center for the increase of local revenue (PAD) through dividend receipts, but there are many problems and constraints faced by the BUMD in that they are still unable to become as one source of regional PAD. Many of them can be classified as middle and small business and they are not organized on the basis of the company's economic principles, but rather based on public service considerations.

There is a trend in some studies that utilize the capacity building framework as proposed by Batemen & Organ (1983); and Meyer & Allen (1997). The framework aims to understand organizational performance consists of several key elements of Organizational Citizenship Behavior (OCB) and organizational commitment. Individuals in organizations that are organically committed to engaging in more citizenship activities will demonstrate higher performance.

Today's organizations pay more attention to OCB and organizational commitment to employee. This is because of the dynamic change of business environment in line with the rapid development of science and technology enables individuals to achieve results that could not be achieved previously (Gibson, 1986). Thus, the organization is required to become a learning organization that is always able to improve its capabilities. The same thing also becomes a challenge for BUMD companies that should not only able to contribute PAD to the government of DKI Jakarta, but they should also able to overcome the changes in the future.

Drucker (2001) combines the ways of thinking and management practices that have substantial meaning for the company. Learning organization plays an important role in the formation of organizational capabilities. The capabilities can be achieved if it will be coupled with the application of HRM practices at all levels of BUMD. Learning organization and HRM practices are an interconnected and indispensable entity for the company's strategic planning to achieve its goals and maintain its competitiveness.

Other elements related to the improvement of BUMD organization's performance is employees' empowerment. Empowerment, needs and employee evaluation are an integral part of the organization. The mutually beneficial relationship between empowerment activities and the high level of individual participation will reduce depression and turn over (Ford and Fottler, 1995), so all members of the organization should make the best effort to optimize their capabilities. For the above reasons, the study to analyze the influence of learning organization, HRM practices, employee empowerment, organizational commitment, and OCB on organizational performance is important to be undertaken here.

## II. LITERATURE REVIEW

### 1. Learning organization

Dixon (1992) explains that learning organization is a process of obtaining, distributing, integrating, and creating information and knowledge that is integrated among members of the organization. Learning organization is a dynamic system that makes the organization in a state of adaptation and continuous improvement (Senge, 1994). Learning organizations build feedback designed to maximize the effectiveness of the learning process. Learning organizations are highly relevant and effective in teaching organizations to adapt to changes in their environment (Ratna et al., 2014).

Learning organization is a process or capacity within an organization that enables it to access and revise organizational memory so as to provide direction for future organizational action (Lin, 2008), and evolves as a result of the pressures facing the

organizations to adapt and compete in the competitive modern business environment (Ambula et al. 2016). The concept of learning organization has relevance to organizational performance (Power & Waddell, 2004; Garrido and Camerero, 2010).

## **2. HRM practices**

HRM practices are designed and implemented in such a way that human capital plays an important role in achieving organizational goals (Delery & Doty, 1996). HRM practices can include training programs, incentive systems and employee participation that have a major impact on organizational outcomes such as productivity and profitability (Delaney & Huselid, 1996). However, very few companies attempt to implement HRM practices. As a result it makes individual organizational skills are low (Lee & Lee, 2010). Wright (2003) explains that an effective HRM strategy is by integrating performance and compensation systems that increase employees' desire to work effectively and efficiently.

## **3. Employee empowerment**

Employee empowerment describes employees' perceptions of their identity or importance in the workgroup. Empowerment can be considered as a combination of various organizational initiatives. Employee empowerment is often process-oriented (Ameer, Bhatti & Baig, 2014). Employee empowerment consists of four different cognitions including the nature of competence, meaningfulness, choice, and impact (Thomas and Velthouse, 1990). The empowerment of human resources is identical with empowering and assigning responsibilities, so empowerment is a transfer of authority (Tutar, Altinoz, & Cakiroglu, 2011).

Quinn & Gretchen (1997) defined employee empowerment as also a situation experienced by organizations to take risks, develop and change. Empowered employees can work more effectively and efficiently than non-empowered employees (Rana & Singh, 2016). Lawler, Mohrman & Benson, (2001) stated that over seventy percent of organizations have adopted an empowerment approach for their employees. Employees' empowerment by involving people who are responsible for the work process is a new way of management (Elnaga & Imran, 2014).

## **4. Organizational commitment**

Employee commitment can be an important instrument for improving organizational performance (Elangovan 2001). Many successful organizations are committed to maintaining the needs of their employees because they believe that effective organizations can ensure greater employee commitment (Popoola et al, 1997). The concept of organizational commitment aims to emphasize the importance of individuals in the organization in achieving its objectives.

Well-managed organizations typically view employees as a quality-enhancing and productivity resource for organizations (Osa & Amos, 2014). Organizations can easily achieve their goals and objectives when having organizational members of high organizational commitment (Kim, 2005, Rahman et al., 2016).

## **5. Organizational Citizenship Behavior (OCB)**

OCB has a big role in performance improvement (Faizal, Mathew, & James, 2015). OCB refers to some elements which work outside of the main task behavior, personal choice-based behavior, organizational-directed behavior, and avoid harmful behaviors for the organization (Oplatka, 2009). OCB is a discretionary individual behavior. The behavior is performed by employees who are entirely individual considerations, so that behavior is sometimes said to be behavior that goes beyond their main task (Mohanty & Rath, 2012).

Salehzadeh et al. (2015) states that OCB is one of the most studied issues in the field of organizational behavior because it has unique characteristics compared to other areas. The OCB framework outlines two dimensional frameworks, altruism (behavior specifically targeted to help individuals) and general compliance (behaviors that reflect compliance with general rules, norms, and expectations). Altruistic behavior is generally related to assisting co-workers or assisting managers (Smith & et al., 1983). Lam et al. (1999), employees who have high collectivism are more likely to exhibit OCB behavior in particular the attitude of sportsmanship and courtesy.

## **6. Organizational performance**

The performance of the organization depends on the performance of employees. This is simply because human capital plays an important role in the growth and performance of the organization. To improve organizational performance and employee performance, it takes various elements that improve the quality of employees (Khan, et al., 2011). Organizational performance is the organization's ability to achieve its goals effectively and efficiently by using resources (Daft, 2000). The organizational performance consists of the actual output or outcome of an organization as measured by its predetermined objectives (Ratna et al, 2014).

Organizational development depends on the analysis and identification of factors affecting organizational effectiveness (Shahzad et al., 2012). Organizational performance seeks to understand and improve performance. Each of these implements specific disciplinary measures such as customer satisfaction, productivity and employee satisfaction (Ratna et al., 2014). The

higher level of employee commitment within the organization is assumed by Ahmed & Shafi (2011) as the main reason for improving organizational performance leading to organizational success.

### III. RESEARCH METHODS

This study is based on sample survey in Jakarta. Method to collect the data is by using questionnaires. The unit of analysis of this study is the directors, managers and division leaders and employees of 23 companies in Jakarta. Primary data was obtained through questionnaires distributed to respondents. A total of 214 questionnaires were distributed to directors, managers and divisional leaders. However, there were only 71 questionnaires were returned. In addition, there are about other 448 questionnaires were distributed to employees, but only 113 questionnaires were returned. Therefore, the number of samples under this study was only 184. These data are then statistically estimated by using Structural Equation Modeling (SEM) analysis. The detail conceptual framework of this study is described as follows.

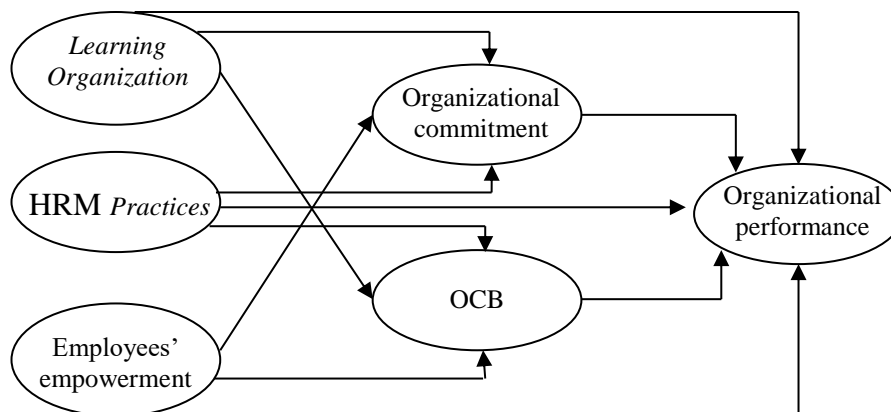


Figure 1. Conceptual Framework

### IV. RESULTS AND DISCUSSION

The study found that the learning dynamics dimension has the biggest mean value among other dimensions of learning organization variable. The dimension that gives the most dominant contribution is the dynamics dimension of learning, so the improvement of the dimension will statistically improve the quality of learning organization for BUMD company. Also, the supervisory support dimension has the greatest mean value among other dimensions. This suggests that an increasing this dimension will statistically improve the quality of HRM Practices for BUMD companies.

The dimension of self-efficacy has the greatest mean value among other dimensions. This suggests that the increase in this dimension will statistically improve the quality of employee empowerment for the company. Similarly, normative dimension has the greatest mean value among other dimensions. This indicates that this dimension will statistically improve the quality of organizational commitment for the company. Furthermore, the dimension of courtesy has the greatest mean value among other dimensions. Again, this indicates that an increase in this dimension will statistically improve the quality of organization citizenship behavior for the company. Finally, the internal business process dimension (Y3.3) has the greatest mean value among other dimensions so that increasing this dimension will statistically improve the performance quality for the company.

The results of hypothesis testing developed in the model are shown at Table 1. As shown at Table 1 that learning organization has significant effect on organizational commitment. This is shown from p-value value of 0.03 which is less than 0.05. These results indicate that with the improvement of the quality of learning organization, it will have an impact on the improvement of organizational commitment with the assumption that other factors affecting organizational commitment are considered constant. The amount of coefficient value of learning organization variable to organizational commitment reflects the high contribution of exogenous variables in determining the high level of commitment of BUMD DKI Jakarta organization.

Table 1. Results of the Model Test

Variable		Estimate	Critical Ratio	P-value	Notes	
Learning Organization	→	Organizational Commitment	0,245*	2.137*	0,033	Significant

Variable		Estimate	Critical Ratio	P-value	Notes
HRM Practices	→ Organizational Commitment	0,479*	1.975*	0,048	Significant
Empowerment	→ Organizational Commitment	0,665*	2.257*	0,024	Significant
Learning Organization	→ OCB	0,152*	1.974*	0,048	Significant
HRM Practices	→ OCB	0,166	1.114	0,265	Not Significant
Empowerment	→ OCB	0,382*	1.997*	0,046	Significant
Organizational Commitment	→ OCB	0,392*	5.467*	0,000	Significant
Learning Organization	→ Organizational Performance	0,190*	2.046*	0,041	Significant
HRM Practices	→ Organizational Performance	-0,073	-0.419	0,675	Not Significant
Empowerment	→ Organizational Performance	0,049	0.243	0,808	Not Significant
Organizational Commitment	→ Organizational Performance	0,325*	3.745*	0,000	Significant
OCB	→ Organizational Performance	0,680*	5.357*	0,000	Significant

Note: \*) Significant at level 0,05

Also, it was found that HRM practices have significant effect on organizational commitment. The coefficient of variable was 0.479 and the p-value was 0.04 which is less than 0.05. This finding suggests that the increased of quality of HRM practices will have an impact on increasing organizational commitment with the assumption that other factors affecting organizational commitment are considered constant. The value of variable coefficient of HRM practices to organizational commitment reflects the high contribution of exogenous variables in determining the high level of commitment of the organization of BUMD DKI Jakarta.

The influence of empowerment on organizational commitment was also significant. The coefficient of this variable was 0.665 and the p-value was 0.02 which was less than 0.05. This indicates that with the increasing quality of empowerment (employee empowerment), it will have an impact on the increase of organizational commitment with the assumption that other factors affecting organizational commitment are considered constant. The value of the empowerment variable coefficient to organizational commitment reflects the high contribution of these exogenous variables.

Furthermore, the influence of learning organization on OCB was also significant. The coefficient of this variable was 0.152 with the p-value of 0.04 which was less 0.05. This suggests that the improvement in the quality of learning organization will have an impact on the improvement of OCB. The value of coefficient of learning organization variable to OCB reflects the high contribution of the exogenous variable in determining the high of OCB. However, the influence of HRM practices on OCB was not significant since the p value was 0.26 which is greater than 0.05. Whilst the effect of empowerment on OCB was significant since the p-value was 0.04 which is less than 0.05. This indicates that an increase in the quality of empowerment (employee empowerment) will have an impact on the increase in OCB assuming other factors affecting OCB are considered constant. The value of the empowerment variable coefficient (employee empowerment) to OCB reflects the high contribution of exogenous variables in determining the low level of OCB BUMD DKI Jakarta.

The influence of organizational commitment to OCB was significant. The p-value value of this variable was 0.00 which was less than 0.05. This indicates that an increase in the quality of organizational commitment will have an impact on increasing OCB assuming other factors affecting OCB are considered constant. The amount of coefficient value of organizational commitment variable to OCB reflects the high contribution of exogenous variables in determining the low level of OCB BUMD DKI Jakarta. Also, it was found that learning organization has significant effect on organizational performance since p-value was 0.04 which is less than 0.05. This suggests that the improvement of the quality of learning organization will have an impact on the improvement of organizational performance with the assumption that other factors that affect the performance of the organization are considered constant. The amount of coefficient value of learning organization variable on organizational performance reflects the high contribution of exogenous variables in determining the high level of performance of the organization of BUMD DKI Jakarta.



The influence of HRM practices on organizational performance, however, was not significant as the p-value was greater than 0.05. This indicates that an increase in the quality of HRM practices will not affect the improvement of organizational performance with the assumption that other factors that affect the performance of the organization are considered constant. Also, it was found that the employee empowerment has no significant effect on organizational performance since the p-value was 0.80 which is greater 0.05. This result shows that the improvement of empowerment quality will not have an impact on the improvement of organizational performance with assumption that other factors influencing organizational performance are considered constant.

Finally, it was found that the organizational commitment has significant effect on the organizational performance. The coefficient of this variable is 0.325 and the p-value was 0.00. This result indicates that an increase in the quality of organizational commitment will have an impact on improving organizational performance with the assumption that other factors that affect the performance of the organization are considered constant. The amount of coefficient value of organizational commitment variable to organizational performance reflects the high contribution of exogenous variables in determining the high performance of the organization of BUMD DKI Jakarta. Also, the OCB has significant influence on organizational performance. The coefficient of this variable was 0.680 with the p-value of 0.00. This suggests that with the improvement of OCB quality will have an impact on the improvement of organizational performance with the assumption that other factors affecting organizational performance are considered constant. The value of the OCB variable coefficient on organizational performance reflects the high contribution of exogenous variables in determining the high performance of the organization of the city-owned enterprises.

## V. CONCLUDING NOTES

Based on the above findings, it can be concluded that HRM practices have no significant effect on OCB and organizational performance, nor does employee empowerment on organizational performance. However, the change of learning organization will increase the organizational commitment of BUMD in DKI Jakarta. Learning organizations dimensions that are important to be improved include continuous development and adaptation to existing changes and are able to create new goals and / or approaches.

Similarly, HRM practices needs also to be improved. The dimension of this variable relates to all aspects of how people work and manage organizations. This includes activities such as human resource strategy, human resource management, corporate social responsibility. Also, employee empowerment was important to be given attention by the BUMD in Jakarta.

The findings of this study can be used as a reference for companies to be able to grow their organizational commitment toward the loyalty of employees in the company. Organizations that have employees who have a good OCB, it will perform better than other organizations. However, a caveat applies to this study as the findings of this study cannot be generalized to all BUMDs in other regions in Indonesia as the characteristics of regional own enterprises (BUMD) of each region in Indonesia are different.

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