


Organizational Performance Improvement Strategies Through Organizational Learning and Employee Empowerment: Organizational Commitment as Mediation

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ABSTRACT

Purpose – Organizational performance is heavily influenced by human resources in government administration, including resource allocation for individual work in all organizations. Organizational performance can be improved by ensuring that each level in the organization meets the job requirements and has a clear plan to support the achievement of organizational goals.

Methodology/approach – This research uses quantitative research and uses structural equation modeling analysis (SEM) with Partial Least Squares (PLS) software. The study has a population of 50 officials who support the planning and performance measurement of the regional government unit of the province of Banten.

Findings – The result is that learning organization has a direct impact on organizational commitment, while learning organization has no impact on organizational performance. Employee empowerment affects organizational commitment and organizational performance. Organizational commitment influences organizational performance. Organizational commitment does not mediate between learning organization and organizational performance, but may mediate between employee empowerment and organizational performance.

Novelty/value – Learning organization and employee empowerment promote sustainable improvement, innovation, and adaptability, and empower employees to make the right decisions and contribute to organizational goals. It fosters commitment, emotional attachment, and productivity, enabling organizations to adapt and maintain competitive advantage.

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INTRODUCTION

Including 4 regency governments and 4 city governments. According to 2022 statistics, the population of Banten province is 12,251,985 people, with an area of 9,352.77 square kilometers. The province consists of 155 sub-districts, 1,288 villages and 313 urban villages. With this condition, Banten has significant potential due to its current resources. It is a

significant financial asset that requires efficient management to achieve sustainable development results.

Based on data on the achievement of AKIP accountability performance in 2018 with a score of 60.21 and in 2023 with a score of 67.74 from a rating scale of 0-100. This shows an insignificant increase in the AKIP performance of Banten Province over the past 6 (six) years, which is still below when compared to the AKIP performance in Java Island and the national average.

It can be seen that over a period of 6 (six) years, it can be seen that the achievement of performance accountability of Banten is still stagnant when compared to neighboring provinces in Java Island and the achievement is still below the national average. This shows that there are problems in achieving organizational performance in Banten in the form of assessing the performance accountability of government agencies based on the components of performance planning, performance measurement, performance reporting, and internal performance accountability evaluation. An overview of Banten's performance achievements in this case as measured by the performance accountability of government agencies can be seen in the following table:

Table 1 AKIP Outcomes of Banten Province 2018-2023

No	COMPONENTS	Weight	2018	2019	2020	2021	Bobot	2022*	2023*
1	Performance Planning	30	18.56	19.97	20.19	20.29	30	22.80	22.96
2	Performance Measurement	25	14.09	15.4	15.92	16.07	30	19.05	19.23
3	Performance Reporting	15	9.54	9.76	9.87	9.88	15	10.05	10.24
4	Internal Evaluation	10	6.33	6.48	7.18	7.34	25	15.30	15.31
5	Performance Outcomes	20	11.69	13.95	12.72	12.87			
	Number of values	100	60.21	65.56	65.88	66.45	100	67.20	67.74
	National Average		67,28	69,31	70,02	70,88		71.70	72.17

*Starting in 2022, the internal evaluation component and performance outcomes will be combined into an internal performance accountability evaluation component in accordance with PermenPANRB Number 88 of 2021 concerning Evaluation of Government Agency Performance Accountability.

Source: PermenPANRB, 2024

Achieving organizational performance is significantly influenced by the human resources within government, specifically the assignment of responsibility for performance to individuals within each organization. Organizational performance can be achieved by ensuring that each level within the organization meets performance goals and has clear guidance for planning and executing tasks at each level. Performance is achieved when each level effectively fulfills its commitments and responsibilities. The middle and lower levels of an organization, namely the Banten Provincial Government, have a significant impact on the achievement of organizational success. These levels together influence the primary performance goals of the organization.

According to the study (HRM, 2020) and (Hendri, 2019), the organizational commitment of an individual is influenced by learning organizations. Naturally, this has a significant impact on an individual's commitment and fulfillment in the learning organization environment. Employees should be encouraged to pursue knowledge enhancement opportunities through

learning organizations, as this can increase employee commitment to the organization. Thus, attention to the learning organization is necessary (Erina et al., 2023). Organizational commitment is positively influenced by the interaction between learning organizations, which is very significant (Solihatun et al., 2023).

The findings (Murray & Holmes, 2021) indicate that placing a high emphasis on employee empowerment leads to increased emotional commitment to the organization, resulting in a significant decrease in their inclination to resign and an increase in their personal happiness. There is a correlation between employee empowerment and organizational commitment (Ibrahim, 2020; Kyei-Frimpong et al., 2023).

The study (Bahri et al., 2021) asserts that organizational commitment is a contributing component that influences the achievement of organizational performance, a finding that is further corroborated by the research findings (Anggadini et al., 2023). Employees who are highly committed to the organization are likely to exhibit high levels of performance and loyalty. Insufficient commitment among employees leads to reduced productivity and loyalty (Iskamto, 2023). Organizational commitment refers to an individual's level of devotion and loyalty to the organization in which they are employed (Puspita, 2023).

Previous research has examined the impact of organizational commitment on organizational performance in isolation. However, there is a research gap in understanding the combined direct and indirect effects of organizational commitment on organizational performance as well as the influence of other factors such as learning organization and employee empowerment. This study aims to address the empirical gap by filling the existing research void.

LITERATURE REVIEW

Learning Organization

As defined by Jerry et al. (2018) in (Erina et al., 2023), a learning organization is characterized by individuals sharing their knowledge, insights, and mental models developed from past experiences and expertise. According to Khandekar and Sharma (2017), firms that consistently undergo transformation and actively promote learning among all workers are considered to be learning organizations. In their respective works, Pedler et al. (1989) and Besterfield (2003) in (Erina et al., 2023) define a learning organization as an organization that fulfills the following criteria: a) cultivating A culture that promotes learning and enables every member to achieve their maximum potential; b) extending this culture of learning to suppliers, customers, and other significant stakeholders; c) prioritizing human resource development strategies in business policies; and d) undergoing continuous organizational transformation. The key components of a learning company are system thinking, mental models, personal mastery, team learning, and shared vision (Mashar et al., 2021).

Employee Empowerment

Empowering individuals refers to the granting of autonomy, authority, and trust, as well as enabling them to establish guidelines for completing tasks within an organization, according to Bloom (2021) in (Lubis et al., 2023). Empowerment of employees is defined by management theorists as a process that assists managers and workers in maximizing their skills and knowledge, AlKahtani et al., 2021, in (Mansoori & Aizat, 2023). As defined by (Judeh

et al., 2022), employee empowerment is a management practice that involves delegating authority to employees, providing them with the necessary support, sharing information and tools, and allowing them the autonomy to utilize that authority in a manner that aligns with organizational goals. In their model, (Hardhienata et al., 2019) identify five key indicators of employee empowerment: desire, self-confidence, credibility, accountability, and communication.

Organizational Commitment

As stated by Luthans (2006: 249) in (Iskamto, 2023), organizational commitment is an attitude that demonstrates employee loyalty to the organization. It is an ongoing process by which members of the organization show their dedication and care for the company's success and continuous advancement. Commitment is defined as the act of becoming attached to something. Responsibility is most effectively comprehended within the framework of dedication. Organizational commitment is defined as an individual's level of devotion and loyalty to the company they are employed with. According to Al-Zibari & Al Hamdani (2019) in (Mohammed Mezban, 2023), creating a suitable, inspiring, and supportive work environment may lead to emotional responses that enhance organizational commitment and workers' inclination to remain with the company and contribute to its objectives. Organizational commitment is comprised of three dimensions: emotional commitment, continuation commitment, and normative commitment (Mukerjee et al., 2021).

Organizational Performance

As stated by K. Singh & Misra (2021) in (Agung W.D et al., 2023), organizational performance is the actual result or output of an organization that is assessed based on output. This is defined as related to organizational goals and how the organization uses tangible and intangible resources to achieve goals. There are two components that can affect organizational performance: organizational capabilities and the external environment (Zalfa & Novita, 2021). The dimensions and indicators of organizational performance include production, service quality, responsiveness, responsibility, and accountability (Erlianti & Fajrin, 2021).

Research Hypotheses and Framework

Effect of Learning Organization on Organizational Commitment

A learning organization is of great importance for the long-term improvement of organizational commitment and employee stability. This demonstrates that organizational learning can result in enhanced work outcomes and an increase in the level of employee commitment to the organization. In order to implement organizational learning, all organizational components must possess the capability to learn, including systems thinking, self-mastery, mental models, shared vision, and team learning (Mashar et al., 2021). A learning organization exerts a positive influence (Mochamad et al., 2021). The hypothesis of this study is as follows:

H1: Organizational learning has a positive impact on organizational commitment.

Effect of Learning Organization on Organizational Performance

Organizational learning is a process that enables organizations to renew themselves and create strategies that influence how the organization selects, absorbs, refines, or redefines its key business decisions. Research indicates that organizational learning has a significant and significant impact on organizational performance (Migdadi, 2021; Mochamad et al., 2021; Rawashdeh et al., 2021; Kordab et al., 2020). The capacity to learn is a necessary condition for managers' decision-making and the standard they uphold in organizations focused on organizational learning (Mochamad et al., 2021). It also plays an important role in determining how organizational learning affects organizational performance (Gomes et al., 2022). The hypothesis of this study is as follows:

H2: Organizational learning has a positive impact on organizational performance.

Effect Employee Empowerment on Organizational Commitment

(Arsyadin Hapsari et al., 2023) provide a theoretical perspective on the relationship between employee empowerment and performance quality. Their findings indicate that organizational commitment to performance quality is a key factor in this relationship. Employee empowerment is a participation program that equips employees with the mental tools they need to assume responsibility for their work, become aware of the surrounding environment, and encourage lower-level decision-making. Research conducted by (Judeh et al., 2022) indicates that employee empowerment can have a positive impact, as it has a direct relationship with organizational commitment (Kyei-Frimpong et al., 2023; Murray & Holmes, 2021). The hypothesis of this study is as follows, based on previous research:

H3: Employee empowerment increases organizational commitment.

Effect Employee Empowerment on Organizational Performance

Empowerment is the capacity to make decisions within an organization without seeking permission from others. Bloom (2021) in (Lubis et al., 2023) defines empowerment as bestowing autonomy, authority, and trust upon others, thereby enabling them to establish guidelines within the organization for the completion of tasks. Empowerment can also be achieved through the rewarding of organizational achievements, the delegation of authority to employees to make decisions that affect the organization, and the sharing of information and knowledge that helps to understand and improve organizational performance. As posited by (Mansoori & Aizat, 2023), there is a robust correlation between organizational performance, employee empowerment, and continuous goals and development. Formal education, work experience, internal training, and skill development are all interrelated with organizational meaning. In addition to a positive association between employee empowerment and organizational performance, it also has profound implications (Al Mansoori & Ahmad, 2023). Research conducted by (Afram et al., 2022) indicates a significant and beneficial relationship between employee empowerment and organizational performance. The hypothesis of this study is as follows, based on previous research:

H4: Employee empowerment has a positive impact on organizational performance.

Effect Organizational Commitment on Organizational Performance

The study conducted by W. Wang et al. (2020) in (Agung W.D et al., 2023) found that employees with a high level of organizational commitment are willing to make significant

efforts to promote the progress and success of the business. Similarly, the individual made a statement affirming that there exists a direct relationship between the level of commitment an organization has and the desired outcomes it aims to accomplish (Herrera & De Las Heras-Rosas, 2021). According to Hasan et al. (2021) in (Agung W.D et al., 2023), workers who demonstrate a strong commitment to the company may enhance their performance at the individual, group, and organizational levels. Organizational commitment has a systemic impact on every part of the company, and thus has the potential to enhance organizational performance and accomplishment. Organizational commitment is directly and positively related to organizational performance (Agung W.D et al., 2023; Resiani, 2022). The hypotheses developed in this study are derived from the description of prior studies.

H5: Organizational commitment has a positive effect on organizational performance.

Organizational Commitment Mediates Learning Organization on Organizational Performance

Organizational commitment fosters a sense of belonging and ease among workers, thereby enhancing their performance and facilitating the attainment of company objectives (Purwati et al., 2023). The enhancement of employee performance is primarily influenced by motivation and pay, both of which may be attained via the cultivation of strong organizational commitment among workers. The research indicates that there is no statistically significant correlation between the spread of employee performance and the presence of a learning organization (Parashakti et al., 2023). The concepts of a learning organization and organizational commitment exert a substantial influence on performance. The organizational commitment variable is of central importance, as it has a direct effect on and may decrease the influence of a learning organization on performance. The assertion is made that the level of dedication employees have towards an organization directly impacts their performance in terms of acquiring knowledge and skills to become a learning company (Nugroho, 2023). This result suggests that there is no discernible correlation between organizational learning and employee performance, whether it be via a direct or indirect means. Workers with varying degrees of learning organization may nonetheless achieve similar levels of performance.

H6: Organizational commitment mediates learning organization on organizational performance.

Organizational Commitment Mediates Employee Empowerment on Organizational Performance

The reciprocal nature of human resource management (HRM) and its advantages for both businesses and individuals may be observed in the potential for organizational commitment to enhance the indirect connection between empowerment and organizational success (García-Juan et al., 2023). This emphasizes the significance of self-efficacy in effectively managing the challenges of unpredictable and unstable work settings, and how it influences the organization of work experiences (Ochoa Pacheco et al., 2023). This study contributes to our understanding of the positive impact of psychological empowerment on performance by reinforcing workers' dedication to the company.

H7: Organizational commitment mediates the relationship between employee empowerment and organizational performance.

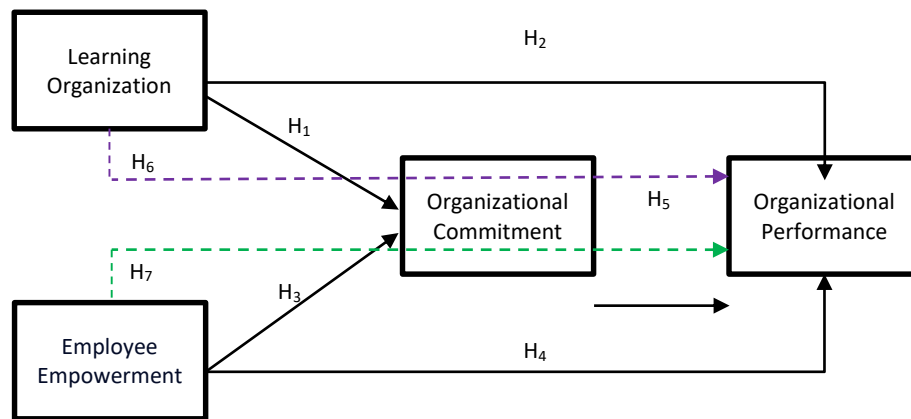


Figure 1 Conceptual Framework

METHOD

This inquiry employs the methodology of quantitative research. Quantitative research may be defined as a research approach that places a significant emphasis on the utilization of statistics and statistical analysis (Genoveva & Samukti, 2020). The population for this research consists of officials in positions 3 and 4 within 33 regional apparatus organizations in Banten Province. The sample size is determined through the use of a type of non-probability sampling called convenience sampling. This method involves selecting individuals from the population who are easily accessible to researchers, specifically officials responsible for performance planning and reporting in regional apparatus organizations. In this case, a total of 50 samples were selected. Non-probability sampling is a method of collecting data when not every element or member of the population has an equal chance of being picked as a sample (Genoveva & Samukti, 2020). The data gathering approach employed an opinion survey utilizing a semantic differential scale for estimation. The participants' responses to the survey were managed and explained using PLS-SEM (Hair et al., 2017). PLS-SEM entails two types of measurements: the assessment of the measurement model (external model) and the evaluation of the structural model (internal model). The external model evaluation includes the assessment of data validity, including convergent validity and discriminant validity, as well as the examination of internal consistency, which is measured by Cronbach's Alpha and Composite Reliability. The inner model evaluation pertains to the assessment of the regression coefficient value, t-value (significance), R-Square, and F-Square (Hair et al., 2017).

RESULT AND DISCUSSION

Results

The respondent profile indicates that 76% of respondents are male and 24% are female. Additionally, the age distribution of respondents within the age range of 36-45 is 38%, while the age distribution of respondents within the age range of 46-60 is 62%. The classification of the respondents' positions is equivalent to echelon 2 in 4% of cases, equivalent to echelon 3 in 16% of cases, and equivalent to echelon 4 in 80% of cases.

Table 2 Profile of Respondents

	Item	Total	%
Gender	Male	38	76
	Female	12	24
Age	36-45	19	38
	46-60	31	62
Position	Echelon 2	2	4
	Echelon 3	8	16
	Echelon 4	40	80

Source: Primary data

The structural model depicted in Figure 2 is employed to illustrate the magnitude of the fit index. Consequently, the structural model utilized to assess the research hypotheses exhibits a favorable indicator for the generalizability of the research results.

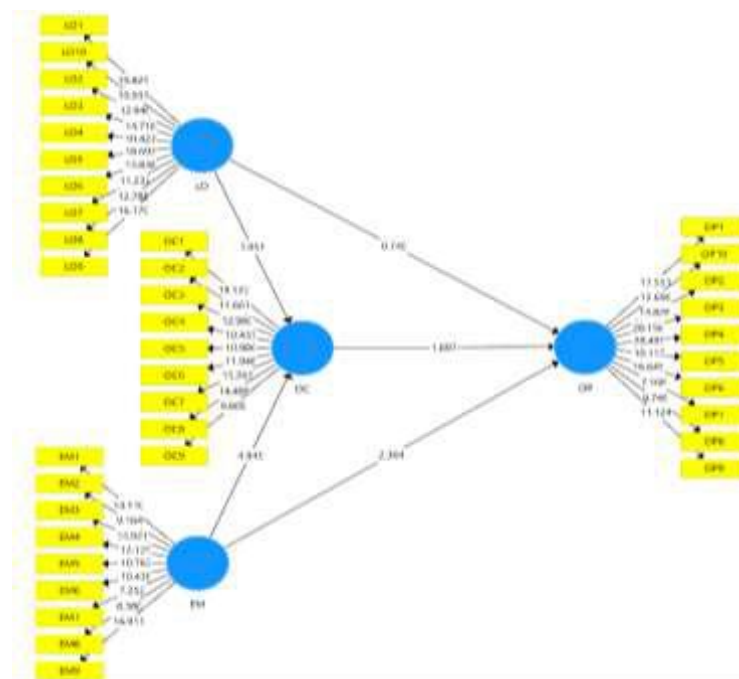


Figure 2 Bootstrapping Test Result

Validity test

The outer load test was employed to assess the reliability and validity of the instrument (Table 2). Convergent and discriminant validity were also evaluated. According to Hair et al. (2017), indicators with a loading value below 0.5 should be removed. This is because low loading

values can influence Cronbach's Alpha and Average Variance Extracted. Two tests were conducted to address this concern. Upon initial examination, it was observed that several indicators exhibited outer load values below 0.5. However, subsequent to the second test, all the requisite conditions for reliability testing, convergent validity, and discriminant validity were met.

Table 3 Validity Test Results

Measurement Model			
Variabels	Indicator Code	Outer Loading > 0.50	Description
Learning Organizational	LO1	0.765	Valid
	LO2	0.742	Valid
	LO3	0.738	Valid
	LO4	0.790	Valid
	LO5	0.860	Valid
	LO6	0.865	Valid
	LO7	0.768	Valid
	LO8	0.867	Valid
	LO9	0.823	Valid
	LO10	0.729	Valid
Employee Empowerment	EM1	0.835	Valid
	EM2	0.717	Valid
	EM3	0.815	Valid
	EM4	0.826	Valid
	EM5	0.804	Valid
	EM6	0.795	Valid
	EM7	0.720	Valid
	EM8	0.759	Valid
	EM9	0.853	Valid
Organizational Commitment	OC1	0.798	Valid
	OC2	0.799	Valid
	OC3	0.775	Valid
	OC4	0.790	Valid
	OC5	0.810	Valid
	OC7	0.760	Valid
	OC8	0.745	Valid
Organizational Performance	OP1	0.880	Valid
	OP2	0.800	Valid
	OP3	0.932	Valid
	OP4	0.955	Valid
	OP5	0.820	Valid
	OP6	0.709	Valid
	OP7	0.765	Valid
	OP8	0.789	Valid
	OP9	0.852	Valid
	OP10	0.846	Valid

Source: SEM-PLS 3 output, 2024

Table 3 presents the results of testing discriminant validity through the PLS approach. The criteria for discriminant validity are as follows: thus, discriminant validity is indicated if the square root of the AVE for a particular construct has a greater correlation for itself than for other constructs.

Table 4 Discriminant Validity Test Results

EM	LO	OC	OP
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EM	0.799			
LO	0.776	0.822		
OC	0.823	0.738	0.803	
OP	0.839	0.734	0.818	0.858

Source: SEM-PLS 3 output, 2024

A reliability test was conducted to ensure the consistency of indicators in assessing constructs. The reliability values of Composite Cronbach and Alpha were each greater than 0.6 (Table 4), indicating that all constructs met the validity and reliability requirements. Furthermore, hypothesis testing was conducted successfully.

Table 5 Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
EM	0.941	0.929	0.639
LO	0.954	0.947	0.676
OC	0.942	0.931	0.645
OP	0.965	0.959	0.736

Source: SEM-PLS 3 output, 2024

Table 5 presents the results of hypothesis testing, as follows:

Table 6 Hypothesis Testing

	Original Sample (O)	t-Statistics	p-Values	Conclusion
LO -> OC	0.249	1.951	0.026	Supported
LO -> OP	0.120	0.740	0.230	Not Supported
EM -> OC	0.630	4.945	0.000	Supported
EM -> OP	0.452	2.304	0.011	Supported
OC -> OP	0.357	1.897	0.029	Supported
LO -> OC -> OP	0.089	1.183	0.118	Not Supported
EM -> OC -> OP	0.225	1.724	0.042	Supported

Source: SEM-PLS 3 output, 2024

Discussion

Effect of Learning Organization on Organizational Commitment

The findings of the research indicate a t-statistic of 1.951, a first sample value of 0.249, and p-values of 0.026, which are smaller than 0.05. This finding demonstrates that learning organizations exert a statistically significant and positive influence on organizational commitment. This finding suggests that a higher level of learning organization implementation is positively correlated with increased organizational commitment among employees. However, the reverse is also true. The findings of this study align with those of previous studies conducted by (Hendri, 2019; Nugroho, 2023; Parashakti et al., 2023), which demonstrate that a learning organization has a significant impact on organizational commitment. The results of the analysis indicate that a sense of responsibility for work is a

significant indicator of the learning organizational variable, while a high level of concern for the organization is an important indicator of organizational commitment. The learning organization initiative has been successful in influencing employees' acceptance of organizational principles, thus fostering a sense of unity between employees and the organization.

Effect of Learning Organization on Organizational Performance

The findings of the research indicate a t-statistic of 0.740, a first sample value of 0.120, and p-values of 0.230, which are greater than 0.05. This finding suggests that the learning organization does not have a statistically significant effect on organizational performance. These findings differ from those of previous research conducted by (Mochamad et al., 2021; Rawashdeh et al., 2021; Kordab et al., 2020).

Effect of Employee Empowerment on Organizational Commitment

The research findings indicate a t-statistic of 4.945, a first sample value of 0.630, and p-values of 0.000, which are smaller than 0.05. This finding indicates that employee empowerment has a statistically significant and positive effect on organizational commitment, in line with research conducted by (Judeh et al., 2022; Murray & Holmes, 2021; Nugroho, 2023). This finding demonstrates that when employees are empowered and have the same values and standards as their company, it creates a deep emotional attachment, which significantly reduces their desire to quit. The indicator of employee empowerment that exerts the greatest influence is communication and discussion in the resolution of existing problems, which serves to enhance mutual commitment to the organization.

Effect of Employee Empowerment on Organizational Performance

The results of the analysis indicate that the t-statistic is 2.304, the first sample value is 0.452, and the p-value is 0.011, which is less than 0.05. These findings indicate that employee empowerment has a statistically significant and positive effect on organizational performance. Furthermore, these findings reinforce the results of previous research conducted by (Al Mansoori & Ahmad, 2023; Arsyadin Hapsari et al., 2023; Mansoori & Aizat, 2023). Employee empowerment can generate intrinsic motivation to fully engage in work, which in turn results in better performance. Empowerment of employees has been demonstrated to enhance self-confidence and the belief in one's ability to perform one's duties effectively.

Effect of Organizational Commitment on Organizational Performance

The results of the analysis indicate that the t-statistic is 1.897, the first sample value is 0.357, and the p-value is 0.029, which is smaller than 0.05. This finding suggests that organizational commitment has a statistically significant and positive effect on organizational performance. The results of research conducted by (Agung W.D et al., 2023; Iskanto, 2023) indicate that organizational commitment has an influence on organizational performance. Based on the description and explanation provided, it can be concluded that the results of this study reinforce previous research which indicates that organizational commitment is an important component that has a substantial impact on organizational success.

Organizational Commitment Mediates Learning Organization on Organizational Performance

The analysis indicates that organizational commitment does not significantly influence the relationship between learning organization and organizational performance, as evidenced by p-values of 0.118, which are greater than 0.05. This is due to the insignificant direct relationship between learning organization and organizational performance.

Organizational Commitment Mediates Employee Empowerment on Organizational Performance

The findings indicate that organizational commitment can mediate employee empowerment on organizational performance, with a significant effect demonstrated by the statistical value of p-values, which is smaller than 0.05. This suggests that empowering employees to achieve performance is indirectly influenced by the commitment of the employees themselves. Conversely, if employee commitment decreases, empowerment and the achievement of organizational performance are not achieved.

CONCLUSION

The success and sustainability of any organization is contingent upon the existence of learning organizations. Organizations should cultivate a culture of continuous improvement, innovation, and adaptation to change, equipping employees with the requisite knowledge, skills, and resources to flourish in a dynamic environment. In this context, employee empowerment enables individuals to initiate their work, make informed decisions, and contribute to the process of achieving organizational goals. This fosters a sense of autonomy, engagement, and accountability, leading to higher levels of commitment to the organization's mission and values. Organizational commitment, which is driven by learning-oriented employee empowerment, strengthens employees' emotional attachment, loyalty, and dedication. Committed employees are more likely to exhibit positive behaviors and align their actions with organizational goals, ultimately driving better performance outcomes. This enables the organization to adapt quickly to changing environmental conditions, capitalize on opportunities, and maintain a competitive advantage over time. Organizations that prioritize the creation of a learning organization environment, employee empowerment, and the fostering of organizational commitment are better positioned to achieve long-term success and excellence in today's dynamic business landscape.

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