

Exploring Factors That Influence Organizational Performance in Non Profit Institutions at South Sulawesi - Indonesia

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Abstract:- This study aims to analyze and explore the effect of Quality Assurance, Organizational Learning, Organizational Commitment, Organizational Citizenship Behavior on Organizational Performance. This research was approached using a descriptive method in the The Children Social Welfare Institution at Makassar - South Sulawesi with sample of 41 respondents. This research uses Partial Least Square (PLS) Structural Equation Model (SEM) with analysis tool 3.0. The results showed the Quality Assurance has a significantly positive effect on Organizational Performance. Organizational Learning has a significantly positive effect on Organizational Performance. Organizational Commitment has a significantly negative effect on Organizational Performance. Organizational Citizenship Behavior (OCB) has a significantly positive effect on Organizational Performance.

Keywords:- *Quality Assurance, Organizational Learning, Organizational Commitment, Organizational Citizenship Behavior (OCB), Organizational Performance.*

I. INTRODUCTION

Human capital is an important asset in an organization whose roles and functions cannot be replaced with other resources. In facing fierce competition, companies must be able to manage human capital properly in term of competitiveness advantage. It is necessary to change the role of Human Capital not only as administrative experts, but also as strategic partners, champion employees and agents of change (Jumadi et al, 2018; Malik, 2019). According to Soelton and Nugrahati, 2018; Mahmudi, 2005: The role of human resources or each individual in the organization is very important. The driving force of an organization is basically the individuals within the organization, so the performance appraisal of an organization is actually more weighted on the behavior of each individual in the organization in carrying out their job description in achieving organizational goals.

Human Capital is one of the keys to success and achieving the goals of an organization. Development will shape a qualified human being in the sense of having skills, knowledge, work ability and also loyalty at work. For

example, a Social Welfare Institution requires a high level of loyalty workers, so that social welfare programs can be executed well. HR that administers competent social welfare in a wide number and distribution is the main capital for the social welfare programs implementation appropriately and is beneficial for the group target (Ramli & Soelton, 2019; Hikmawati and Rusmiyati, 2018). In the writings of Rahma et al. (2014), social welfare is an important indicator in a country development which is closely related to the social work profession. Workers in social with their values, skills, and approaches and methods are able to improve the social function of individual, family, and community. So that improve the social welfare of a country. Social welfare is a condition for the material fulfillment, spiritual and social needs of community in terms of proper live and developing themselves, so that they can carry out their social functions (Law No.11 / 2009). Meanwhile, the social welfare implementation is a directed, full of integration and sustainable effort carried out by the government and the community as the social services to fulfill the basic needs of them, which includes social security, social rehabilitation, social protection and social empowerment.

Soelton et al, 2020; Mugiono et al, 2020; Soelton & Nugrahati, 2018; Sitepu, 2010, states that the basic philosophy of social work is "to help people to help themselves", social welfare development should be directed at developing community empowerment so that it is able to help itself. Being able to help oneself implies not only being able solving their problems, but being able growing and developing sustainably. One way to make this happen is by organizing the community to carry out activities that are considered strategic, namely activities that, if carried out, can address the root of a number of problems at once. The organization of community is formed as a social welfare institution as stated in Law no. 11 of 2009. In the law, it is stated that the community can join by the various forms of forum, one of that is through the Social Welfare Institution. It is hoped that the existence of Social Welfare Institutions can support the goals of Government, in this case for the Ministry of Social Affairs, to overcome social deviations that exist in society. Regarding from the data of Ministry of Social Affairs, Republic Indonesia in 2019, the following is breakdown of Social Welfare Institutions in Indonesia:

Number of Social Welfare Institutions in Indonesia



Source: Ministry of Social Affairs, 2019

From the diagram in Figure 1 above, it can be concluded that the number of LKS in Indonesia is dominated by Child Social Welfare Institutions (LKSA) with a total of 6748 houses. In Social Welfare Institutions, the role of the carer greatly determines the individual character in an institution, especially in the care of children. One of basic concept is childcare that focused on the ability of the environment to maintain optimal children's growth and development through the approach of nurturing, caring and nurturing. They need stimulation of mental (hone) which becomes the forerunner in the process of learning (training and education), development of psychosocial, morals, skills, intelligence, creativity, independence, personality and productivity. The needs of love from parents, that will create a close bond (bounding) and basic trust between parents and children. Biomedical physical needs (foster care) include nutrition, food and other children's basic needs. Childcare Social Institutions as an institution of childcare certainly have a strategic role in realizing a balance between upbringing, caring and fostering in the childcare process (Budiharjo, 2015). In this study, the authors observed several phenomena that occurred in Child Welfare Institutions in Makassar City - South Sulawesi. For example, there are indications of a lack of adequate facilities and an indication of employees who are not comfortable working.

II. LITERATURE REVIEW

2.1. Organizational Performance

According to Nasucha in Pasolong (2007), organizational performance is the effectiveness of the organization as a whole to meet the needs set by each group concerned through systematic efforts and continuously improve the organization's ability in order to achieve its goals. According to Bastian (Tangkilisan, 2005: 175) organizational performance is a description of the achievement level for task implementation in an organization, in an effort to execute the goals, mission, objectives and the organization's vision.

Sudarmanto (2009) in Bonny (2018) suggests 5 dimensions and indicators to measure organizational performance, namely:

1. Productivity, by measuring the level of efficiency, service effectiveness and public services level in terms of achieving the expected results.
2. Service quality, by measuring people's satisfaction with the providing services.
3. Responsiveness, by measuring the organization's ability to recognize needs of community, formulate service priorities, agendas and develop public service programs according to the needs and aspirations of community.
4. Responsibility, explaining or measuring the suitability of the implementation of the activities of a public organization carried out with correct administrative principles or in line with organizational policies.
5. Accountability, to what extent the public organizations policies and activities are subject to political officials elected by the people or a measure that shows the conformity level of service delivery with measures of external values that exist in society or those of stakeholders.

2.2 Quality Assurance

Quality assurance (Quality Assurance) is all systematic plans and actions that are important to provide confidence that is used to satisfy certain needs of quality (Elliot, 1993). These needs are a reflection of customer needs. Quality assurance usually requires continuous evaluation and is usually used as a tool for management. According to Gryna (1988), in (Pike and Barnes, 1996) quoted by Suharsaputra that quality assurance is an activity to provide evidence to build confidence that quality or quality can function effectively.

According to Juran (1987) in Arif (2016) there are five dimensions for quality variable, they are:

- a. Design, as a product specification.
- b. Conformance, conformity between the design intent and the actual product delivery.
- c. Availability, includes trustworthiness aspects, as well as resilience. That product is available for consumers' use.
- d. Safety (security), safe and does not endanger consumers.
- e. Field use (practical benefits), utilization in its use by consumers.

2.3 Organizational Learning

Organizational Learning is "the process by an organization constantly adapts and changes itself utilization and enrichment the organization's knowledge resources in an effort in term of adapting the changes in both of internal and external environment to maintain a sustainable competitive advantage" (Chen, 2005). Organizational learning can be defined as a dynamic process of acquisition knowledge creation, and integration aimed at developing resources and capabilities that contribute to better organizational performance. According to Senge (2006) organizational learning is where people continually expand their capacity to create the results they really want, where new and broad patterns of thinking are fostered, where collective aspirations are liberated, and where people continue to learn to see the whole together.

According to Calantone, et al (2002) there are four dimensions in organizational learning, namely: Commitment to learning, sharing visions, open-mindedness and sharing intra-organizational knowledge.

2.4 Organizational Commitment

According to Arijanto et al., (2018), organizational commitment is condition in which an employee sides with a particular organization and its goals and desires maintaining membership in that organization. Commitment to the organization could be defined as the extent to which individual involvement to the organization is characterized by: a) a strong belief in the organization, and the individual accepts the values and goals of the organization; b) individuals will to try hard for the organization benefit; and c) individuals have a strong desire to maintain relationships with the organization (Meyer et al. in Lee and Jeong, 2017). Organizational commitment is the relative individual strength in identifying the involvement in the organization, which is characterized by acceptance of the goals and values of the organization, willingness to do organization business and the desire to maintain membership in the organization (Robbins and Judges, 2011).

There are three indicators of Organizational Commitment based on Meyer and Allen (1991), including the following:

1) Affective Commitment

Affective commitment; a desire to maintain organization membership that develops in large part as a work experiences result that create feelings of personal and comfort competence.

2) Continuance Commitment

Continued commitment; the need to remain, and results from the costs recognition (eg, side bets existence, alternatives lack) with leaving associated.

3) Normative Commitment

Normative commitment; the obligation to stay resulting from internalization of the norm of loyalty and / or acceptance of assistance that requires payment. It has been argued that themes are a component of commitment, and employee has a profile of commitment that reflects his level of desire, obligation and need to stay.

2.5 Organizational Citizenship Behavior

According to Robbins and Judge (2014), Organizational Citizenship Behavior is the behavior of freedom in determining which is not the formal requirements part of the job while contributes to the social environment and psychological of the workplace. There are three components of Organizational Citizenship Behavior generally, the behavior is more than a formal stipulation or a predetermined job description, then the action is not concerned with training (natural in nature) in other words, the person does the voluntarily action and the action is not rewarded with formal rewards by the organization.

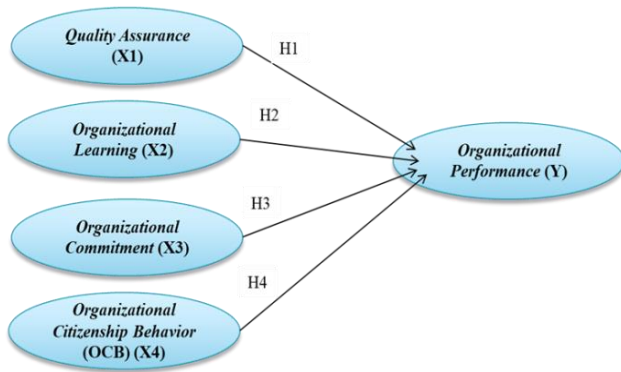
Meanwhile, according to Organ (1988), OCB is one form of behavior where an individual initiative and choice, unrelated with the organization reward system formally but increases the effectiveness of the organization in the aggregate. Another definition according to the OCB Organ is constructive behavior, but it is excluded in the employee's job description formally. Aldag and Resckhe in Darto (2014), Organizational Citizenship Behavior is contribution of individual that exceeds the demands of the role in the workplace and it is rewarded by the task performance acquisition.

Organ, 1988 (in Hoffman, 2007) states that Organizational Citizenship Behavior has five dimensions which are used as indicators in research, namely:

1. Altruism, namely the behavior of helping ease work aimed at individuals in an organization. For example, employee who has finished with his job could help other to deal with difficult jobs.
2. Courtesy, namely helping colleagues to prevent problems with employee work by providing consultation, information and respecting their needs.
3. Civic Virtue, cares for the survival of the organization and it is involved in organizational activities. Voluntary participation, responsibility taking and be involved in organizational problems solving for the sake of the continuity of the organization. They are also active in articulating their participating and ideas in the business environment observation in terms of threats and opportunities. For example, participation in organizational meetings actively.
4. Conscientiousness, shows voluntary behavior efforts to improve ways of doing creative work achieving organizational performance. This behavior involves being creative and innovative voluntarily to improve their ability to work for organizational improvement. The employee takes initiative to the benefit of organization more than required, for example the initiative taken improving their competence, taking responsibility beyond their authority voluntarily.
5. Sportmanship, which shows a tolerance and willingness enduring an unpleasant situation no complaining. The behavior shows a tolerance highly for the environment that unpleasant.

Conceptual Framework

The conceptual framework in this study aims to obtain research direction and shows that there is a relationship between Quality Assurance, Organizational Learning, Organizational Commitment and Organizational Citizenship Behavior, which has an influence on Organizational Performance, so the conceptual framework can be described as follow:



- H1: There is the Influence of Quality Assurance on Organizational Performance.
- H2: There is the Influence of Organizational Learning on Organizational Performance.
- H3: There is the Influence of Organizational Commitment on Organizational Performance.
- H4: There is an Influence of Organizational Citizenship Behavior (OCB) on Organizational Performance.

III. METHODS

This research design is based on the research method. The study collected data from Child Welfare Institutions in Makassar City - South Sulawesi with a sample of 41 respondents. In preparing this study, researchers used the method of causal analysis. The causal research is useful and designed for analyzing the relationship between variables. Causal design examines "causal" relationships. According to Sugiyono (2014) the causal method is seeing the relationship between variables and the research object is more causal, so that there are independent and dependent variables.

The method used by the authors in this study is Structural Equation Modeling (SEM). SEM is an analytical technique that allows testing a series of simultaneous relationships (Noor, 2011). This relationship is built between one or more independent variables with dependent variables. The data analysis method uses component or Variance Based Structural Equation Modeling (SEM) where the processed data using the Smart-Partial Least Square (Smart-PLS) program with version 3.0.

IV. RESULTS AND DISCUSSION

4. Evaluate the Measurement (Outer) Model

4.1. Convergent Validity Test Results

Convergent Validity testing of the measurement model with reflexive indicators is detailed based on the correlation between the item score and the calculated construct score. Individual indicators are valid if they have a value of correlation above 0.70. However, in scale development research, the loading factor of 0.50 to 0.60 is still acceptable. The results of the correlation output between the indicators and their constructs can be seen in the table and structural figures below:

Convergent Validity Test Results

Variable	Indicator	Outer Loading	Remarks
Quality Assurance	Q1	0,741	Valid
	Q3	0,684	Valid
	Q4	0,582	Valid
	Q5	0,811	Valid
Organizational Learning	L3	0,814	Valid
	L4	0,735	Valid
	L5	0,598	Valid
	L6	0,680	Valid
	L8	0,725	Valid
Organizational Commitment	C2	0,788	Valid
	C3	0,855	Valid
	C4	0,683	Valid
	C7	0,793	Valid
	C9	0,680	Valid
Organizational Citizenship Behavior (OCB)	C11	0,608	Valid
	O1	0,762	Valid
	O2	0,880	Valid
	O4	0,812	Valid
	O5	0,824	Valid
	O7	0,638	Valid
	O8	0,963	Valid
	O10	0,766	Valid
Organizational Performance	O11	0,830	Valid
	P1	0,809	Valid
	P3	0,844	Valid
	P4	0,870	Valid
	P6	0,794	Valid
	P7	0,609	Valid
	P9	0,950	Valid
P10	0,869	Valid	

Source: Output PLS

4.2. Results of Discriminant Validity Testing

Discriminant validity of the testing, which is a reflective indicator, can be detailed in the cross loading between the indicator and also the construct. A valid indicator when it has the highest loading factor for the intended construct compared to the loading factor for other constructs. Thus, latent constructs predict indicators in their block better than indicators in other blocks.

Quality assurance with its indicators (Q1 of 0.741, Q3 of 0.684, Q4 of 0.582 and Q5 of 0.811) is higher than the correlation of quality assurance indicators with other constructs. Furthermore, the correlation of organizational learning with its indicators (L3 of 0.814, L4 of 0.735, L5 of 0.598, L6 of 0.680 and L8 of 0.725) is higher than the correlation of organizational learning indicators with other constructs. Then the correlation of organizational

commitment with its indicators (C2 of 0.788, C3 of 0.855, C4 of 0.683, C7 of 0.793, C9 of 0.680 and C11 of 0.608) was higher than the correlation of indicators for organizational commitment within other constructs. And the correlation of organizational citizenship behavior with indicators itself (O1 of 0.762, O2 of 0.880, O4 of 0.812, O5 of 0.824, O7 of 0.638, O8 of 0.963, O10 of 0.766 and O11 of 0.830) were greater than the indicators correlation of organizational citizenship behavior with other constructs. And the correlation of organizational performance with its indicators (P1 of 0.809, P3 of 0.844, P4 of 0.870, P6 of 0.794, P7 of 0.609, P9 of 0.950 and P10 of 0.869) was higher than the correlation of organizational indicators of performance with the constructs.

4.3 Testing Results of Composite Reliability and Cronbach's Alpha

Composite reliability and cronbach's alpha test aim to test the instruments' reliability in a research model. If variables of latent have a composite reliability value or Cronbach's alpha ≥ 0.7 , it means the construct or the questionnaire used has good reliability.

AVE Test Results, Composite Reliability and Cronbach's Alpha

It can be seen that the test results of composite reliability and cronbach's alpha show a satisfactory value, because latent variables have a composite value and cronbach's alpha reliable ≥ 0.70 . This shows that latent variables are included reliable.

4.3 Results of Testing the R-square Value

Variable Endogen	R-square
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The organizational performance variable model can be said to be strong because it has a value above 0.67. The influence model of independent latent variables (quality assurance, organizational learning, organizational commitment and organizational citizenship behavior) on organizational performance provides an R-square value of

0.846 which could be interpreted that the variability of the organizational performance construct can be explained by the variability of the quality assurance, organizational constructs. learning, organizational commitment and organizational citizenship behavior amounting 84.6% besides 15.4% was explained another variables outside the study.

4.4 Goodness of Fit Model Test Results

Goodness of Fit test in structural model on the inner model uses the predictive-relevance value (Q2). The Q-square value > 0 (zero), indicates the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculations:

The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0,846)$$

$$Q^2 = 1 - (0,154)$$

$$Q^2 = 0.846$$

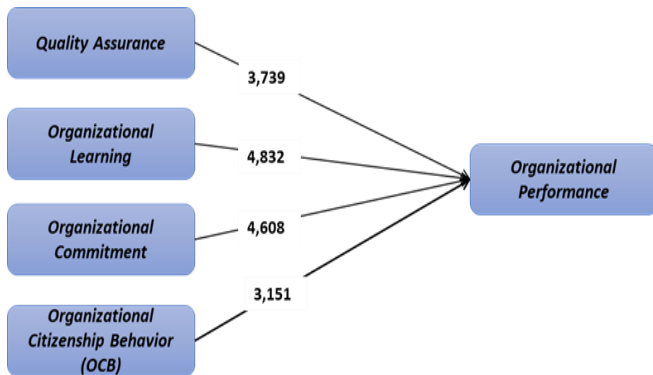
The results of the above calculations show the predictive-relevance value of 0.846, which is > 0 (zero). it means that 84.6% variations in organizational performance variables are explained by the using of variables independent, thus the model be worthy of having a predictive value relevantly.

Hypothesis Testing Results

The values estimation for the path relationships in the structural model must be significant. The significance value of this hypothesis can be processed by a bootstrapping procedure. Seeing the hypothesis significance by looking at the parameter of coefficient value and the significance of T-statistical on the bootstrapping report algorithm. To determine the significance, it can be explored from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

	Original Sample	Standard Deviation	T Statistics	P Values	Remarks
<i>Quality Assurance -> Organizational Performance</i>	0,317	0,284	3,739	0,001	Positive-Significant
<i>Organizational Learning -> Organizational Performance</i>	0,460	0,492	4,832	0,001	Positive-Significant
<i>Organizational Commitment -> Organizational Performance</i>	-0,447	0,377	4,608	0,000	Negatifve Significant
<i>Organizational Citizenship Behavior (OCB) -> Organizational Performance</i>	0,358	0,390	3,151	0,001	Positive-Significant

Variable	AVE	Composite Reliability	Cronbach's Alpha	Remarks
Quality Assurance	0,782	0,852	0,809	Reliable
Organizational Learning	0,822	0,788	0,847	Reliable
Organizational Commitment	0,794	0,829	0,743	Reliable
Organizational Citizenship Behavior (OCB)	0,704	0,837	0,810	Reliable
Organizational Performance	0,880	0,760	0,799	Reliable



Regarding the hypothesis test in this study, the results of the T-statistic value were 3.739, the original sample value was 0.317 and the P value was 0.001. The T-statistic value is greater than the value of T-table 1.96, the value of original sample shows positive value, and the P value shows < 0.05, the results indicating that Quality Assurance has a significantly positive effect on Organizational Performance. Other research shows the significantly positive relationship between Quality Assurance and Organizational Performance at the Makassar City - South Sulawesi Child Welfare Institution as supported by the statement of (Soelton, Visano, Noermijati, Ramli, Syah & Sari, 2020; Soelton, Syamsu, Andesna, Linggarnusantra, Pebriani, 2019; Idris, 2019) where Quality Assurance has a positive and significant effect on Organizational Performance. It means if the control in the LKSA runs well, such as quality, vision and mission, then the organizational performance in the LKSA will also get better.

Regarding the hypothesis testing in this study, the value of T-statistic was 4,832, the value of original sample was 0.460 and the P value was 0.001. The value of T-statistic >T-table value of 1.96, the value of original sample shows a positive and the P value shows <0.05, the results indicating Organizational Learning has a positively significant effect on Organizational Performance. Other research also shows that there is a significantly positive relationship between Organizational Learning and Organizational Performance at the Makassar City - South Sulawesi Child Welfare Institution as supported by the statement (Saratian et al, 2019; Soelton et al, 2018; Ramli and Soelton, 2018; Maslach and Jackson, 2018; Soelton and Atnani, 2018; Rizqa, 2018) where Organizational Learning has a positive and significant effect on Organizational Performance. It means if in an organization the learning system is good, such as channeling experience, knowledge, etc., then the level of organizational performance in a company will also be better.

Regarding the hypothesis testing, the value of T-statistic was 4.608, the value of original sample was -0.447 and the P value was 0.000. The value of T-statistic > the T-table value of 1.96, the original sample value shows a negative and the P value shows < 0.05, the results indicating that Organizational Commitment has a significantly negative effect on Organizational Performance. Other research also shows the negative significance relationship between Organizational Commitment and Organizational Performance at the Makassar City - South Sulawesi Child Welfare Institution as supported by the statement (Mochamad Soelton, Eko Tama Putra Saratian Anees Janee Ali Tine Yuliantini Dwi Astari, 2020; Soelton and Nugrahati, 2018; Suzabar et al, 2020; Mekta, 2017) where Organizational Commitment has a negative and significant effect on Organizational Performance. It means if the organizational commitment in a company is said to be bad, then the level of organizational performance in a company will also deteriorate or decrease.

Regarding the hypothesis testing in this study, the T-statistic value was 3.151, the original sample value was 0.358 and the P value was 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value and the P value shows less than 0.05, these results indicate that Organizational Citizenship Behavior has a positive and significant effect on Organizational Performance. Other research also shows that there is a significant positive relationship between Organizational Citizenship Behavior and Organizational Performance at the Makassar - South Sulawesi Child Social Welfare Institution as supported by the statements (Mochamad Soelton, Eko Tama Putra Saratian Anees Janee Ali Tine Yuliantini Dwi Astari, 2020; Soelton and Nugrahati, 2018; Suzabar et al, 2020; Sadeghi, G., Ahmadi, M and Taghvaei Yazdi, M., 2016) where Organizational Citizenship Behavior has a positive and significant effect on Organizational Performance. This means that if the organizational behavior in the company is such as a voluntary commitment to help the work of a colleague even though it is not a very good job, then the level of performance for the company will also run well.

V. CONCLUSION

Regarding the research conducted at the Child Welfare Institution in Makassar City - South Sulawesi, the conclusions are as follows:

- 1) Quality Assurance has a positive and significant effect on Organizational Performance at the Child Welfare Institution (LKSA) Makassar City - South Sulawesi. This means that if the control in the LKSA runs well,

such as quality, vision and mission, then the organizational performance in the LKSA will also get better.

- 2) Organizational Learning has a positive and significant effect on Organizational Performance at the Child Welfare Institution (LKSA) of Makassar City - South Sulawesi. This means that if in an organization the learning system is good, such as channeling experience, knowledge, etc., then the level of organizational performance in a company will also be better.
- 3) Organizational Commitment has a negative and significant effect on Organizational Performance at the Child Welfare Institution of Makassar City - South Sulawesi. This means that if the organizational commitment in a company is said to be bad, then the level of organizational performance in a company will also deteriorate or decrease.
- 4) Organizational Citizenship Behavior has a positive and significant effect on Organizational Performance at the Child Welfare Institution of Makassar City - South Sulawesi. This means that if the organizational behavior in the company such as a voluntary commitment to help the work of colleagues even though it is not a very good job, then the performance level for the company will also run well.

Suggestion

Regarding the above conclusions, suggestions can be considered for the Child Welfare Institution of Makassar City - South Sulawesi as well as for further researchers:

- 1) Suggestions for organizations:
 - a. Organizations should be more transparent in making principles so that employees feel comfortable at work. If everything goes transparently without any closure, employees will feel comfortable so they can work better.
 - b. Organizations should pay attention to the facilities and infrastructure that each employee receives at work. If employees are given good facilities, they will work more optimally.
 - c. Organizations, especially leaders, are able to maintain good relations between colleagues such as communicating well so that there are no misunderstandings in doing assignments.
 - d. Organizations can maintain both employees who are loyal or loyal to the company by providing career paths to employees. If a good career ladder program is made, employees will be able to stay in the organization for a long time.
 - e. Organizations are able to provide rewards to employees who have given their time to the company even though they are outside their duties or outside working hours to complete their work. If a bonus or incentive program is made, employees will be more enthusiastic and give their best when doing their job.
- 2) Suggestions for Further Researchers

Suggestions for the next researcher, it is better if those who will conduct research in the same field need to be re-conducted with a different population because it does not rule out the possibility that there are inappropriate statements. Besides that, further researchers must be able

to redevelop variables, dimension and indicators that have not been explored in the research.

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