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The effect of empowerment, learning organization, and organizational citizenship behavior on performance of employees

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ABSTRACT

Human resources in this case the workforce have a very important role in the Government, especially including empowerment, learning organizations, and Organizational Citizenship Behavior (OCB) on employee performance at the Wanareja Urban Village office, Subang Sub-district, Subang Regency. The purpose of the study is to find out whether empowerment, learning organization, organizational citizenship behavior (OCB) affect the performance of employees in the village. The research method uses descriptive quantitative verification. Researchers collect information by distributing questionnaires. The population of all Wanareja Urban Village office employees is 17 people. The data analysis technique used is multiple regression analysis, with the aim of knowing the strength of the relationship between variables and showing the direction of the relationship of each empowerment variable (X1), learning organization variable (X2), organizational citizenship behavior variable (X3) to Performance variable (Y). The results of observations show that: (1) The influence of empowerment has a positive effect on employee performance with the results of 82.2%; (2) learning organization has a positive effect on employee performance with 90% results; (3) organizational citizenship behavior on employee performance with the results of 93.2%. So that employees are more flexible and responsive to the organization, allowing their employees to learn their work will definitely be better, and their performance will indirectly increase, and shows that the employee is well-behaved and his performance continues to improve.



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Introduction

The era of globalization has a great impact on an organization, organizations are required to be able to act quickly and compete with other organizations. According to Kantén et al. (2015) organizations are currently in rapid change and the employees are diverse, making it an important factor for organizations to gain competitive advantage. The most important factor in an organization is human resources. Human resources in every organization need to be trained and guided properly and professionally. Improving the performance of employees in government agencies can be done through empowerment, learning organizations and OCB. Organizations need to be addressed to be improved supported by Bustomi et al. (2020) research which states

that Organizational Citizenship Behavior has a positive and significant impact on the performance of employees of the Ministry of Religion in Bandung City. This shows that employees of the Bandung City Ministry of Religion need OCB for each employee so that employees will be formed who not only increase their needs but are also concerned with the development of the Institution.

In government organizations, especially at the Wanareja Urban Village, Subang Sub-district, Subang Regency, the process of implementing empowerment, learning organization and OCB in Wanareja Urban Village is through employee performance appraisals. In accordance with Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS), the elements that become the performance appraisal of Civil Servants are Service Orientation, Commitment, Discipline, Cooperation, and Leadership.

Recapitulation data for the average performance appraisal of employees in the Wanareja sub-district, Subang sub-district, Subang regency which is assessed from the variables of service orientation, integrity, commitment, discipline, cooperation, and leadership which shows the percentage of performance appraisal from 2020 to 2021 has fluctuated. From the assessment in 2020 and 2021 it has the highest rating in the commitment variable with a value of 90% which can be used as a strength for the company. However, the lowest score in 2020 is the assessment of discipline and leadership variables with a value of 85% and in 2021 the lowest score is discipline and cooperation with a value of 82%. So that it can show that the average percentage of performance appraisal of the variables tested in 2020 is 87% and will decrease in 2021 by 85%. As for the Situmeang et al. (2018) research, it shows that the variables of work discipline and organizational commitment applied by the State Property Service Office and the Pematangsiantar Auction have a positive and significant effect on employee performance. In this case each variable can affect the resulting performance. It is also supported from Najib (2021) research which examines the relationship between variables which shows that Communication has an effect on Service Orientation, Leadership has an effect on Service Orientation, Communication has an effect on Employee Performance, Leadership has an effect on Employee Performance, and Service Orientation has an effect on Employee Performance.

Researchers have conducted an initial survey of 10 employees with a questionnaire on the influence of empowerment related to: meaning, competence, self determinant and impact. Learning organization is concerned with: personal mastery, mental model, shared vision, team learning and systems thinking. Organizational citizenship behavior is related to: altruism, counscientiousness, civic virtue, sportmasnship and courtesy. The results of the survey for empowerment, learning organization and OCB can be seen from the results of the initial survey in Wanareja Village which are relatively good. So, there should be no decrease in employee performance. Where from the variables of empowerment, learning organization, Organizational Citizenship Behavior of 10 people it shows how many agree regarding the influence of each variable. As for Nursyamsi (2013) research, it shows that the level of employee performance is positively influenced by organizational citizenship behavior, and employee empowerment and organizational commitment have a significant effect on employee performance. Improving employee performance is a challenge for banking institutions because employees are an important asset for the company. There is also the learning organization variable, Farida (2013) research shows that the test results between competence and learning organization have a significant effect on teacher performance in cluster 50 Bandung City.

In an effort to improve employee performance in Wanareja Urban Village, it is necessary to have empowerment, learning organizations, and OCB. Empowerment to improve employee performance and improve existing elements in the agency or institution for the better. Empowerment is considered as a shared idea that involves part of organizational development and can stabilize the survival of the organization through improving employee performance. The learning organization as a competitive advantage is considered important for the organization. Learning organizations encourage systems-based thinking that enable continuous employee performance improvement by providing assistance to each individual (Song et al., 2018). While organizational citizenship behavior is an operational activity that is not required by employee authorization, but can effectively facilitate employ yees for the benefit of the organization. OCB increases the productivity of collaboration between employees and office leaders, reduces the management of organizational resources and needs, facilitates employee collaboration in teams, achieves organizational performance stability, changes the environment, and encourages organizations to adapt to the times (Laski & Moosavi, 2016).

The problem in this study is that the performance of employees greatly influences the success of an organization. If employee performance is good, the company's performance will increase. Conversely, if the employee's performance is poor, it can cause a decrease in the company's performance sire's. so researchers need to pay attention to the influence of each variable whether it can improve employee performance. Based

on the description above, the authors are interested in conducting research at the Wanareja Urban Village, Subang Sub-district, Subang Regency with the title " *The Effect of Empowerment, Learning Organizations, and Organizational citizenship behavior on Employee Performance in Wanareja Urban Village, Subang Sub-district, Subang Regency* ".

Method

This study was designed as a survey research using descriptive quantitative verification. This research was conducted in an office area in Wanareja Urban Village, Subang Sub-district, Subang Regency. The presentation of this research uses a descriptive text pattern, which researchers consider this research method to be easy to understand, easy to analyze, and has a very complex structure for a particular object. based on facts and what is (Manihuruk & Napitupulu, 2020). Data collection in the field, obtained in this study, namely: interviews, surveys, and documentation. 370 / 5.000. For interviews, it is necessary to prepare clear guidelines for asking questions. The first step, questions can be in the form of personal information related to the interviewees. The next step, the questions asked can be in the form of discussions from general questions related to the focus of the discussion to specific questions that are more towards the research focus.

Population

According to Sugiyono (2013) "*population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions*". Based on this opinion, the population in this study is the number of employees on duty` at the Wanareja Urban Village Office as many as 17 people with the percentages of gender, age, and education as shown in the following table:

Table 1. Profile of Respondents from Wanareja Urban Village

No	Gender	Amount	Percentage
1	Man	10	58.82%
2	Woman	7	41.18%
No	Age	Amount	Percentage
1	25 Years - 35 Years	3	17.65%
2	36 Years - 45 Years	10	58.82%
3	46 Years <	4	23.53%
No	Education	Amount	Percentage
1	SENIOR HIGH SCHOOL	11	64.71%
2	S1	5	29.41%
3	S2	1	5.88%

This research method is using descriptive and verification research methods with a quantitative approach. Descriptive research method is research that explains a clue, case, event that is happening at the present time and focuses on solving the actual problems identified at the time the research was conducted. While the verification research method is research conducted on two or more variables, for the purpose of testing the truth of the hypothesis already established (Sugiyono, 2015).

This method is intended to describe the relationship of the variables studied, by explaining the truth of the facts, collecting, processing, analyzing data, and interpreting it by testing statistical hypotheses. With these considerations that researchers use this method, so that researchers can explain the occurrence of a significant relationship between the variables of empowerment, learning organizations, and organizational citizenship behavior on employee performance, in order to provide clear conclusions and explanations about what is being studied.

Data Analysis Technique

The data, which are in the form of documents that have been collected from the Wanareja Urban Village, Subang Regency, will be analyzed with steps to achieve the desired results. In this study, the data analysis technique used is multiple regression analysis, with the aim of knowing the strength of the relationship between the empowerment variable (X1), the learning organization variable (X2), the organizational citizenship behavior variable. (X3) to the Performance variable (Y), and also shows the direction of the relationship of each Empowerment variable (X1), Learning organization variable (X2), Organizational citizenship behavior variable (X3) to the Performance variable (Y)

Table 2. Variable Operational

Variable	Draft	Dimension	Indicator	Scale	
Empowerment	The concept of empowerment is to encourage human resources to behave independently and responsibly. Pragiwani et al. (2018)	Meaning	Integrity and purpose	Likert	Descriptive and verification test using Multiple Linear Regression
		Competence	Important Skills and abilities		
		Self-determinant Impact	Give the best Flexible		
Learning Organization	Learning organizations to play a role for human resources as a competitive advantage and change for the organization. Rusilowati (2012)	Personal Mastery	Have effect Personal capacity		Likert Qualitative
			Desired job		
			Good atmosphere		
		Mental Models	Work fast		
		Shared Vision	Adapt Responsibility		
			Objective and critical	Likert	
		Team Learning	Communicate Facilitating		
			Working method		
		System Thinking	New ideas		
			Environment		
			Achievement together		
Organizational Behavior	The behavior of civic organizations is important to improve employee performance and also to increase employee job satisfaction. Tambe & Shanker (2014)	Altruism	Arriving early	Likert	Validity and Reliability Test, Multiple Linear Regression Analysis, t Test, F Test, Coefficient of Determination (R2)
Citizenship		Counscientiousness	Helping colleagues		
			Play an active role		
		Civic Virtue	Participate		
			Not complaining		
		Sportsmanship	Conscientious		
			Following changes		
		Courtesy	Additional tasks		
			Obey the rules		
Employee Performance	Performance is the result of work within the requirements given by an employee in carrying out his duties in accordance with the responsibilities that have been given. Wati & Widiastuti (2021)	Quality of work	Welfare	Likert	Validity and Reliability Test, Multiple Linear Regression Analysis, t Test, F Test, Coefficient of Determination (R2)
			Intensive		
			Contributing		
		Initiative	Increase productivity		
			Effectiveness		
			Co-worker motivation		
		Pomptness	Reliable		
			Control		
			Fast and precise		
			Completed on time		

Variable	Draft	Dimension	Indicator	Scale
		Capability	Satisfactory results Work performance Work facilities	
			According to standard procedures According to standard procedures Easy to access	
		Communication	Ease of Information	

Results and Discussions

Based on the results of SPSS calculations, validity test for empowerment variables (X1), learning organization variables (X2), organizational citizenship behavior variables (X3) and the Performance variable (Y) are valid, because the calculated r_{value} is greater than the r_{table} (0.455) at a significant value of 5%. So it can be concluded that all indicators can be used as research instruments.

In the reliability test for each variable: (1) The reliability test results obtained for the conbarch alpha value on the X1 variable, namely $0.822 > 0.600$ can be declared reliable according to Ghazali (2011: 48). (2) The reliability test results obtained for the conbarch alpha value on the X2 variable, namely $0.900 > 0.600$ can be declared reliable according to Ghazali (2011:48). (3) The reliability test results obtained for the conbarch alpha value on the X3 variable are $0.932 > 0.600$ which can be declared reliable according to Ghazali (2011:48). (4) The reliability test results obtained for the conbarch alpha value on the Y variable are $0.959 > 0.600$ which can be declared reliable according to Ghazali (2011:48). A variable is said to be reliable if it reports Cronbach's alpha value > 0.600 , otherwise the data is said to be unreliable (Ghozali, 2011:48).

Classic Assumption Test

The normality test aims whether in the regression model, the confounding variable or residual has a normal distribution, based on the results of the Kolmogorov Smirnov test it is known that the significance value of Asymp Sig is 0.081 greater than (α) 0.05, so it can be concluded that the data in this study are normally distributed and have graphical analysis used to test the normality of the data.

Hypothesis test

Based on the table above, showing the results of multiple regression produces a constant (α) of 4.281 which means that if employee empowerment, learning organization, and organizational citizenship behavior value 0, then the performance will be worth 4.281. The empowerment regression coefficient (X1) is 1.133, which means that if empowerment increases by 1 unit, then performance will decrease by 1.133. The learning organization regression coefficient (X2) is 0.709, which means that if the learning organization increases by 1 unit, the performance will increase by 0.709. The regression coefficient of OCB (X3) is 0.360, which means that if the behavior of the civic organization increases by 1 unit, then the performance will increase by 0.360.

Table 3. Table of Regression Test Results

Variable	Coefficient	T _{count}	Sig
Constant	4.281		
X1	1.133	3.393	0.005
X2	0.709	3.248	0.006
X3	0.360	2.151	0.049
F count		26,121	
Sig. F		0.00	
R2 -		0.858	

Then the partial test output in each variable, is generated output in the three independent variables and impact in the dependent variable. Here are lighting t test output in each variable can be First hypothesis (H1), The significant value for the empowerment variable (X1) is 0.005, less than 0.05 and a positive sign. This event shows that the empowerment variable is positive and performance is positive. This means that the first hypothesis (H1) is accepted because the empowerment variable has a positive impact on performance. Second hypothesis (H2), The significant value of the network learning organization variable (X2) is 0.006 which is smaller than 0.05 and shows positive. This event explains to the learning organization variable that it has a positive impact on performance. This means that the second hypothesis (H2) can be accepted because the learning organization variable has a positive impact on performance. Third hypothesis (H3), Significant value for the organizational citizenship behavior variable (X3) is 0.05 which is smaller than 0.049. This event shows that the variable of organizational citizenship behavior has a positive effect on performance. This means that the third hypothesis (H3) is accepted because the organizational citizenship behavior variable has a positive impact on performance.

Simultaneous Test (F Test)

Simultaneous test (F test) was made to obtain whether all variables can influence independent or dependent when used for the regression model, at the same time (simultaneous). With a significance level of 0.05 (5%), if the significance value is < 0.05 , it means that there is an effect of the independent variable on the dependent variable, if the significance value is > 0.05 , it means that there is no effect of the independent variable on the dependent variable. Based on the table above, it shows that the calculated F result is 26,121 with a significance value of 0.00 where the value is less than 0.05, meaning that the independent variable, namely empowerment, learning organization, OCB has an effect on the dependent variable, namely performance.

Coefficient of Determination (Adjusted R Square)

The coefficient of determination (R^2) is used to estimate the facts that occur about how strong the variation of the independent variable is to prove the dependent variable. The higher the coefficient of determination, the better the independent variable describes the dependent variable. Based on the table above, it shows that the results of the coefficient of determination test obtained an *R-Square value* of 0.858. This event shows the results of 85.8% of the variation in performance, and can be adjusted by the variables of empowerment, learning organization, and organizational citizenship behavior. While the rest ($100\% - 85.8\% = 14.2\%$) is influenced by other variables.

The Effect of Empowerment on Employee Performance

Based on the results of statistical tests carried out, the results of the t-test (partial test) show that the employee empowerment variable has an impact on the performance shown by X1 with a t-count value greater than t-table ($3.393 > 1.660$) and a significant value ($0.005 < 0.05$) then the first hypothesis (H1) is accepted, meaning that employee activation has a significant positive effect on performance. By empowering employees in the workplace, employees can become more flexible and responsive within the organization, this can improve employee and organizational performance (Meyerson & Dewettinck, 2012). This shows that empowerment has a good impact on employee performance. The research results from Pragiwani et al. (2018) also prove that Employee Empowerment in hotels provides support for the performance of its employees.

The Influence of Learning Organizations on Performance

Based on the results of statistical tests carried out, it shows that the learning organization variable has a positive impact on performance. This can be seen from the results of the t-test (subtest) indicated by X2. Here the t-count value is greater than t-table ($3.248 > 2.110$), the significant value ($0.000 < 0.05$), and the second hypothesis (H2) can be accepted. That is, learning organizations can have a positive and significant effect on performance. This can affect the performance of employees in Wanareja Urban Village, Subang Sub-district, Subang Regency to be well received and also employees can maximize performance to be able to improve the organization even better. In line with Sumiarsih (2017) research, it shows that learning organization has an effect on performance, where one can exchange thoughts, opinions and information about improving quality and solving everything that has to do with work. However, with a learning organization, a person cannot be himself because he is required to follow an agreement. So it doesn't affect their performance.

The Influence of Organizational citizenship behavior on Performance

Based on the results of statistical tests carried out, it shows that the behavior of civic organizations has a positive impact on performance. The results of the t-test (partial test) are shown by X3. Here, if the t-count is greater than the t-table ($2.151 > 2.110$) and the significant value ($0.049 < 0.05$) then the third hypothesis (H3) can be accepted. Have a good performance of OCB, so that employees can encourage the productivity of cooperation between employees. This event is the same as the research by Yuwanda & Pratiwi (2020) that performance is also influenced by organizational citizenship behavior. As for Ramadhany (2022) research,

there is a significant influence between Organizational Citizenship Behavior (OCB) on the performance of employees of the South Sulawesi Provincial Health Office, there is a very strong relationship. The higher the Organizational Citizenship Behavior (OCB), the higher the employee performance.

Managerial Implications

The managerial implications of this research are related to empowerment, learning organization, and OCB on employee performance in Wanareja Urban Village, Subang Sub-district, Subang Regency, there are empowerment in Wanareja Urban Village needs to be considered, so that employees can take full responsibility in carrying out their duties and improve performance within the organization. Improving the quality of empowerment in Wanareja Urban Village, bias by carrying out activities such as the employee selection process, employee rotation or transfer, in order to achieve organizational goals. From the results of the study, empowerment of employee performance in Wanareja Urban Village obtained 82.2% results. This shows that empowerment has a good impact on employee performance. So that the next writer is even better at the research method used and further researchers can test other variables.

Conclusions

On the results of the research, discussion, and data analysis above for each variable, the following conclusions can be empowerment can have a positive effect on employee performance with a result of 82.2%. Because this shows that empowerment can be an influence in the workplace, so that employees are more flexible and responsive to the organization. Learning organization has a positive effect on employee performance with a result of 90%. This shows that if the Wanareja Urban Village agency allows employees to learn, they will be much more aware, their work will definitely be better, and their performance will indirectly improve. Organizational citizenship behavior has a positive and significant effect on employee performance with a result of 93.2%. This is because the Kelurahan Wnareja agency shows that this employee has good behavior and performance continues to increase.

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