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The Influence of Organizational Learning, Change Creation, and Team Orientation on Organizational Performance in the Regional Revenue Agency of DKI Jakarta Province

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Abstract. The purpose of this study is to examine how team orientation, change management, and organizational learning strategies affect organizational performance. An organization's performance is heavily influenced by a number of aspects, such as teamwork, organizational learning, and change implementation. The State Civil Apparatus (ASN) at the DKI Jakarta Provincial Revenue Agency is the study's population. Non-probability sampling was the method employed for sampling in this investigation. 168 people made up the study's sample. Responses from ASN Bapenda DKI Jakarta. Descriptive statistical tests, reliability tests, model accuracy tests, R-square tests, and partial least squares (PLS) analysis of the outer and inner models were used in the data testing process. The study's findings led to the conclusion that team orientation, organizational learning, and creating change all significantly and favorably affect organizational performance. Since the Team Orientation variable has a significant impact on Organizational Performance, it is intended that the organization may further enhance its service to Team Orientation. If this is successful, Organizational Performance will improve.

Keywords. Organizational learning, Create change, Team orientation, and Organizational performance

Introduction

To survive and compete with other organizations, an organization needs to be able to transform into an optimal new shape. Information technology advancements compel firms to keep evolving, adapting, and expanding. Being an organizational learner is one method to keep evolving. The global Covid-19 pandemic, which started in 2020 and caused organizations to transition from face-to-face to virtual conceptions, is one of the events that had a significant impact on organizations and pushed them to shift. Similarly, in order for the community to receive their rights during the epidemic, governmental services must keep providing them. This demonstrates how businesses operate in a highly dynamic world with quick technology advancements, necessitating that businesses produce change. This is because uncontrollable external variables force businesses to prioritize change (Mohsin Shafi, 2020). Leading organizational change is essential for individuals, teams, and the entire organization to keep up with the nature of change in the uncertain business climate of today (Somerville, 2010).

As a division of the Directorate of Finance of DKI Jakarta, the regional revenue agency (Bapenda) of the province of DKI Jakarta is tasked with performing supporting activities of

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government concern in the financial sector within the regional income sub-sector. According to data on the province of Bapenda DKI Jakarta's achievement of regional tax revenue targets, the province consistently demonstrates strong organizational performance by exceeding its targets for regional tax income each year. The Covid-19 epidemic in 2020 caused a decline in the Bapenda DKI Jakarta Province income objective's attainment; nevertheless, the revenue target was again achieved in 2021. This demonstrates the adaptability and changeability of Bapenda DKI Jakarta Province.

Table 1 of DKI Jakarta Regional Tax Revenue

Year	2019	2020	2021
Locak Tax Revenue (Rp)	40.540.000.000.000	31.896.774.206.955	34.510.969.837.278

Source: Regional Income Realization Dashboard
(bapenda.jakarta.go.id/infotax/home)

It need strong organizational learning to produce good performance. The term "organizational learning" has multiple meanings that stem from the division that exists between viewpoints that emphasize organizational learning and viewpoints that emphasize organizational knowledge, which is created during the learning process in organizations (Adrian Bunea, 2016). There are two types of differences in organizational learning, according to Toxopens H (2007) in Adrian Bunea (2016): transformational learning, also known as double-loop learning, which focuses on challenging the policies, procedures, practices, systems, and structures that are thought to shape corrective learning on their own.

An organization must undergo change in order to improve learning, which in turn helps companies operate better when navigating organizational limitations and dynamic environmental changes. The organization's ability to adjust and adjust to elements that impact its performance both internally and externally is demonstrated by the increasing achievement of the Bapenda DKI Jakarta Provincial target acceptance year after year.high cooperation contributes to high organizational performance in addition to the qualities of good individuals. The organizational structure of Bapenda DKI Jakarta Province assigns distinct tasks to each member in order to achieve shared organizational objectives.

The writers are interested in talking about the impact of team orientation, organizational learning, and creating change on organizational performance in light of this backdrop. The impact of organizational learning, create change, and team orientation are the only three variables that the authors of this study address; they do not address the impact of strategic direction and intent variables, organizational goals and objectives, or organizational learning. This research is based on a study published in the journal Korma, et al. (2022) titled Impact of Organizational Culture on Organizational Performance: A Study on the Employees in Educational Institutions. The Regional Revenue Agency (Bapenda) DKI Jakarta Province is the government institution used by the author as a sample of public officials.

The author's phrasing of the problem in this text can be explained as follows in light of the previously given background:

1. Does performance in a company get impacted by organizational learning?
2. Does implementing change impact how well an organization performs?
3. Does team orientation affect organizational performance?

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Literature Review

According to the stakeholder hypothesis, a business operates not just for its own interests but also has a duty to benefit its stakeholders. Stakeholders are individuals or groups that have the potential to impact or have an influence over how an organization achieves its objectives. According to the principle of stakeholders, businesses have an obligation to serve the interests of the government, the community, and investors in addition to maximizing profits for owners and investors, also known as shareholders.

According to Senge (1990), organizational learning is the process by which members of an organization consistently use its mechanisms, structures, and processes to enhance their talents in order to accomplish the goals of the communities and individuals in which they engage. A collection of principles and guidelines that members of an organization adhere to in order to facilitate their own learning, hence improving communication and information exchange, is known as organizational learning.

According to Shin et al. (2012) in (Laida Agote, 2015), an organizational change is a departure from previous work practices, procedures, and tactics that have an impact on the entire company. An organization transitions from one state to another with the aim of achieving long-term organizational objectives. According to Mohammed AlManei (2018), change is the whole shifting of business organizational behavior from one level to another. Bringing about change in an organization is one of the trickiest situations because employees experience anxiety and uncertainty during the process, which leads to resistance, cynicism, and unsupportive conduct. Levasseur (2012) as cited in Al-Ali, Abdullah (2017) indicates that a competent leader can enhance the output of a more geographically distributed team by implementing change management strategies like trust-building and communication. Prior research has demonstrated that organizational personnel are critical to the effective management of organizational transformation. According to Lee & Chang (2007), a team is a collection of people who have come together to work toward a common objective or a collection of different people who cooperate or collaborate to accomplish collective objectives. The degree to which workers prioritize cooperation and teamwork when performing organizational tasks and making choices is known as team orientation (Arulrajah, 2013).

Performance is defined by Bernardin and Russell (2013) as a record of the outcomes attained from a specific task or activity over a predetermined amount of time. The ability of an organization to accomplish goals through the effective and efficient use of its resources is known as organizational performance (Shu-Mei Tseng, 2014). In order to effectively implement organizational performance, performance measurement systems must be able to monitor organizations, translate organizational performance into desired behavior, and effectively communicate, monitor progress, provide feedback, and motivate employees through performance-based rewards.

Conclusive designs are used in research studies to evaluate hypotheses and correlations between variables, like the one used in this one. The author's research model for this study is as follows:

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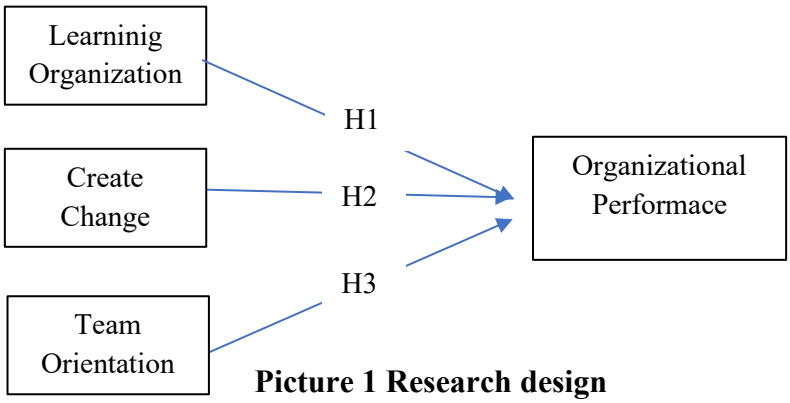

Picture 1 Research design
Source: Processed Results of Researchers

Hypothesis Development

Organizational Learning and Organizational Performance

Learning Within Organizations and Their Performance Korma et al.'s earlier studies from 2022 looked at the connection between organizational success and learning. The study's findings demonstrate how improving organizational performance is facilitated by organizational learning. Additionally, according to respondents, information sharing and everyday learning enhance both individual and organizational performance.

Additionally, Korma et al. (2022) demonstrate how organizational learning enhances performance by giving workers highly developed knowledge. Based on the preceding description, the following hypothesis is put forth:

H1: The performance of an organization is positively impacted by organizational learning.

Create Change and Organizational Performance

Mesfin Korma, Naveen Kolloju, Harshavardhan Reddy Kummitha, and Mohanad Ali Kareem's research (2022) validates the notion of Kareem et al. (2020) that bringing about change in an organization using an innovative approach can have a favorable impact on the organization's performance. An organization may be able to launch new goods and procedures by using creative thinking and tactics. It is therefore established that while bringing about change does not significantly improve organizational performance, it does contribute to it. According to earlier research, organizational staff members are crucial to successfully managing organizational change (Abdulla Ahmed Al-Ali, 2017). Based on the preceding description, the following hypothesis is put forth:

H2: Organizational Performance Benefits from Create Change.

Orientation and Organizational Performance Team

All organizational work activities are handled and completed by each team member through the use of team orientation (Rahman, 2017). Team orientation is beneficial to organizational learning, according to earlier research by Mesfin Korma, Naveen Kolloju, Harshavardhan Reddy Kummitha, & Mohanad Ali Kareem (2022). Employees and members share accountability for the success of the organization. In any organization, workers who embrace and practice team orientation exhibit values-consistent behavior. In order to influence optimal organizational performance and collaboratively implement organizational strategy, teamwork is crucial. Based on the preceding description, the following hypothesis is put forth:

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H3: Organizational performance benefits from team orientation.

Research Methods

The author used a quantitative approach to carry out his investigation. Research using a quantitative approach is carried out by gathering numerical data, which is subsequently processed and evaluated to produce scientific information based on the data (Martono, 2014). The author of this study sent online questionnaires to get information directly from the source, which served as the major data source for the investigation.

Eight hundred State Civil Servants (ASN) in the Bapenda DKI Jakarta Province made up the study's population. The author employed non-probability sampling as a sample technique in this investigation. Depending on the number of indicators, the number of samples in this study was determined. The number of indicators in the latent variable determines the size of the research sample. The criteria established by Hair, Black, Babin, Anderson, & Tatham (2010), which stipulate that the number of samples gathered must be at least (five) five times the number of parameters utilized in the study or as many as 168 individuals, define the number of samples.

A 6-point Likert scale was employed to measure the study's variables. Use the Interval measurement scale with the following information: 1) Strongly Disagree, 2) Disagree, 3) Somewhat Disagree, 4) Somewhat Agree, 5) Agree, 6) Strongly Agree. Technical data analysis on the author's research, employing descriptive statistical analysis and structural equation modeling (SEM) analysis with the partial least squares (SEM-PLS) method.

The structural model, also called the inner model, determines whether or not there is a strong estimation between these constructs or latent variables. The measurement model, also called the outer model, is used to present the relationship between constructs and research-variable indicators (Joseph F. Hair, 2017). The fit model is yet another analytical technique that was applied in this investigation.

Research Instruments

A questionnaire was employed as the research instrument in this study in order to gather primary data. The information obtained directly from the source through the distribution of online surveys and the use of Google Forms media is the primary data that is discussed in this study. The questionnaire is self-administered, meaning that each statement is answered by the respondent on their own.

Tabel 2 Organizational Learning Variable Instrument

Variable	Dimensions	Notation	Indicator
Organizatinal Learning (Watkins and Marsick dalam Jeshica Kaorunnisa, 2019)	create continous learning oprtunities	OL1	Employees can solve problems at work
		OL2	Employees learn other fields skills
		OL3	Employees help each other
		OL4	The office provides supporting facilities
	promote inquiry and dialogue	OL5	Employees discuss with each other
		OL6	Employees free to express their opinions
		OL7	Employees dare to provide new ideas
	encourage collaboration and Team Learning	OL8	Teams learn and work together
		OL9	Teams are rewarded for their performance as a team, not as individuals
		OL10	Given the freedom to complete their work
	create system to capture and share learning	OL11	The office creates a knowledge management system
		OL12	The office provides the required facilities

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		OL13	The office database system is well managed
		OL14	The office has technology that makes things easier for employees
	empower people toward a collective vision	OL15	The office encourages employees to participate in realizing the organization's vision
		OL16	The office supports employees to be brave in making decisions
		OL17	Provide authority to manage existing resources
	connect the organization to its environment	OL18	employees are encouraged to think globally
		OL19	Adapt the way of working to the environment
		OL20	The office collaborates with other institute
	provide strategic leadership for learning	OL21	Leaders become mentors to develop their teams
		OL22	Leaders support employees to take part in training
		OL23	Leaders show a consistent attitude

Tabel 3 Team Orientation Variable Instrument

Variable	Dimensions	Notation	Indicator
Team Orientation (Andiel Denison, dll., 2006)	How organizations can rely on team efforts to get work done	TO1	Cooperation across different parts of the organization is actively encouraged
		TO2	Everyone works like part of a team
		TO3	Teamwork to get the job done
		TO4	Teams are the main building of organizations
		TO5	Work is organized, everyone in the organization can see the relationship between their work and the organization's goals

Tabel 4 Variable Instrument Create Change

Variable	Dimensions	Notation	Indicator
Create Change (Andiel Denison, dll., 2006)	The extent to which employees can work cooperatively towards a common goal	CC1	Flexible ways of working
		CC2	Well respond to changes in the scope of work
		CC3	Adopting new and better ways of doing work
		CC4	Efforts to create change experience resistance/obstacles (reverse scale)
		CC5	Different parts of an organization work together to create change

Tabel 5 Instrumen Variabel Organizational Performance

Variable	Dimensions	Notation	Indicator
Organizational Performance (Ahmed Hani, Che Azlan, & Santhirasegaran 2016)	Customer Perspective	OP1	conducting a survey of taxpayer satisfaction in obtaining services
		OP2	taxpayers get courtesy and respect
		OP3	taxpayers get easy service
		OP4	officers provide friendly service to taxpayers
		OP5	taxpayers gain comfort when interacting with officers
		OP6	taxpayer problems are followed up quickly
		OP7	taxpayers have a good image of the services of the Bapenda DKI Jakarta officers
	Internal Process Perspective	OP8	the office provides facilities to support the completion of work well and quickly
		OP9	employees are placed according to their expertise
		OP10	the office has experts who make work easier in achieving organizational goals

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		OP11	offices offer new convenience services
	Learning and Growth Perspective	OP12	the office encourages employees to get achievements
		OP13	leaders handle suggestions given by their subordinates
		OP14	leaders contribute to employee involvement in developing competencies
		OP15	leaders encourage employees to increase research productivity
		OP16	the office facilitates training to improve employee competency
		OP17	the office facilitates employees to continue to develop
		OP18	leaders encourage all employees to continue to develop and be able to adapt
		OP19	leaders are willing to adapt to new technology and ideas
		OP20	leaders encourage employees to be productive
		OP21	employees fill the remaining time to complete other tasks
		OP22	employees are able to correct errors
		OP23	target achievement is the goal of leaders and organizations
		OP24	employees are confident in doing their work
	Financial Perspective	OP25	the revenue target achieved has increased from year to year
		OP26	leaders encourage the use of financial facilities effectively and efficiently
		OP27	the revenue target was achieved faster than the scheduled time
		OP28	the percentage of targets achieved was better than the previous year

Results And Discussion

From the total population, the researchers used sample data from 168 respondents at the Bapenda DKI Jakarta Province. The sample selection technique in the form of non-probability sampling is used by researchers in this research, namely a method that determines the sample using certain considerations or special choices (Siyoto, 2015).

Table 6 Variable Descriptive Statistics

Variable	Minimum	Maximum	Mean	stdev
OL	1	6	5.06	0.77
CC	1	6	5.04	0.67
TO	1	6	5.06	0.81
OP	1	6	5.15	0.69

Source: Primary Data Processed, 2023

With an average score of 5.06 on the Organizational Learning variable, 5.04 on the Create Change variable, 5.06 on the Orientation Team variable, and 5.15 on the Organizational Performance variable, it is evident from the above table that the assessment results indicate that the respondents' ratings are good.

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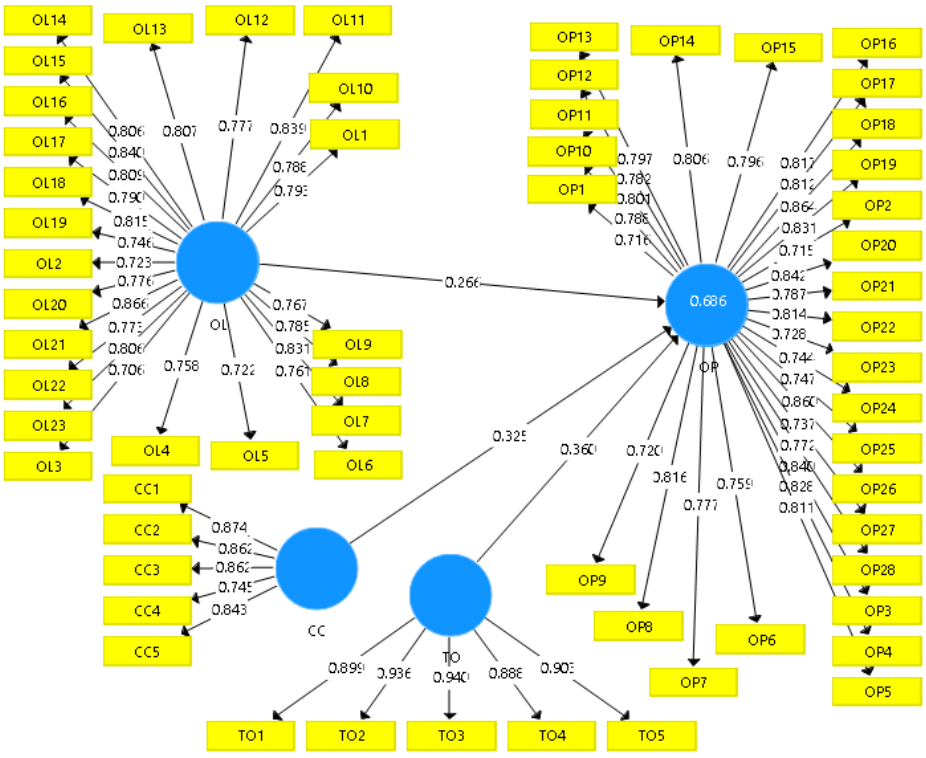
Of the 95 respondents in this survey, 56.55% were men. This represents the majority of the respondents. This figure may be seen as more significant than the 100% response rate overall. Out of 73 responders, the female had a proportion of 43.45%.

SMARTPLS version 2.0 M3, software created at the University of Hamburg, Germany, was used as the PLS program in this investigation. The assessment of the outer model, also known as the measurement model, is the first of two processes in PLS. The inner model, also known as the structural model, is evaluated in the second step. The observable indications that make up the measuring model. Latent constructs that are not observable make up the structural model. The path coefficients, which indicate the degree of correlation between the independent and dependent variables, are also estimated by this test. The link between the observable variable items and the latent constructs that these items measure makes up the measurement model.

Evaluation of the Measurement Model (Outer Model)

Based on the correlation between the item score and component score evaluated using the PLS program, the convergent validity of the measurement model with reflexive indicators is evaluated. If the individual reflexive measure correlates with the construct being tested by more than 0.70, it is considered high. However, in the early stages of research, it was thought to be adequate to establish a measurement scale with a loading value of 0.5 to 0.6 (Chin, 1998; Chariri, 2007). A loading factor limit of 0.7 will be applied in this investigation.



Picture 2 Structural Model (Outer Model)

Source: Data Processing With PLS, 2023

All factor loading values (convergent validity) are from Organizational Learning (X1), Create Change (X2), Team Orientation (X3), and Organizational Performance (Y) are greater than 0.70, according to the results of outer loading for each indicator owned by each exogenous

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and endogenous latent variable in the (second) 2 research models obtained from data processing using SmartPLS. This demonstrates the validity of the indications.

By measuring cross-loading with the concept, the measurement model's discriminant validity is evaluated. The latent construct outpredicts the indicator more accurately than the other constructs if the construct's correlation with the primary measurement (each indicator) is higher than the measures of the other constructs. Because the indicators in this study have the biggest outer loading values for the variables they compose and not for other variables, it is evident from the cross-loading values that all of the indicators that make up each variable have satisfied discriminant validity. All indicators in each variable in this study met discriminant validity since, according to the Fornell-Larcker Criterion calculation, the correlation value between the variables was still less than the square root value of AVE (bold).

Table 7 Discriminant validity values Fornell Larcker

	AVE	CC	OL	OP	TO
CC	**0.703**	**0.839**			
OL	**0.620**	0.618	**0.787**		
OP	**0.625**	0.716	0.703	**0.791**	
TO	**0.835**	0.630	0.657	0.740	**0.914**

Source: Data Processing With PLS, 2023

If the Cronbach alpha value or composite reliability value is greater than 0.70, the construct is deemed reliable. As each of the four constructs' AVE values is more than0.5, it can be said that the measurement model's evaluation has good discriminant validity. The criterion test, which evaluates composite reliability and Cronbach alpha from the indicator block that assesses the construct, was also used to measure the construct reliability in addition to the construct validity test. When a construct's Cronbach alpha or composite reliability value is more than 0.70, it is deemed reliable.

Reliability Test

The AVE root value and the correlation between the constructs are compared in the evaluation of the measurement model using the square root of average variance extracted. Good discriminant validity is attained if the AVE root value is greater than the correlation value between the constructs. Additionally, it is strongly advised to have an AVE value of larger than 0.5.Examining the construct reliability of latent variables using two criteria composite reliability and Cronbach alpha from the indicator block that assesses constructs is the next step in the analysis of the outer model. If the Cronbach alpha value or composite reliability value is greater than 0.70, the construct is deemed reliable. The result of combining composite reliability with Cronbach alpha is as follows:

Table 8 *Goodness of Fit*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CC	**0.894**	**0.900**	**0.922**	**0.703**
OL	**0.972**	**0.973**	**0.974**	**0.620**
OP	**0.978**	**0.978**	**0.979**	**0.625**
TO	**0.950**	**0.951**	**0.962**	**0.835**

Source: Data Processing With PLS, 2023

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Model Accuracy Test (Goodness of Fit Model)

Model fit must be evaluated before to applying the PLS-SEM approach to assess the study's hypothesis. A good match in CB-SEM is indicated by an SRMR value less than 0.08, while no threshold value has been established for PLS-SEM as of yet (Hair et al., 2017). According to Hu and Bentler (1998), model indicators are considered fit if the Standardized Root Mean Square Residual (SRMR) has a p-value of less than 0.1 or 0.08. The SRMR value in this investigation was found to be less than 0.08. after which the model is deemed fit.

Table 9 Model Accuracy

	Saturated Model	Esteamated Model
SRMR	0.062	0.062
d_ULS	7.309	7.309
d_G	9.656	9.656
Chi-Square	5983.548	5983.548
NFI	0.587	0.587

Source: Data Processing With PLS, 2023

It can be observed from the preceding table that the SRMR value is already less than 0.08. after which the model is deemed fit.

Evaluation of the Structural Model (Inner Model)

The significance of the structural path parameter coefficients and the R-square for the dependent construct t-test were used to assess the structural model.

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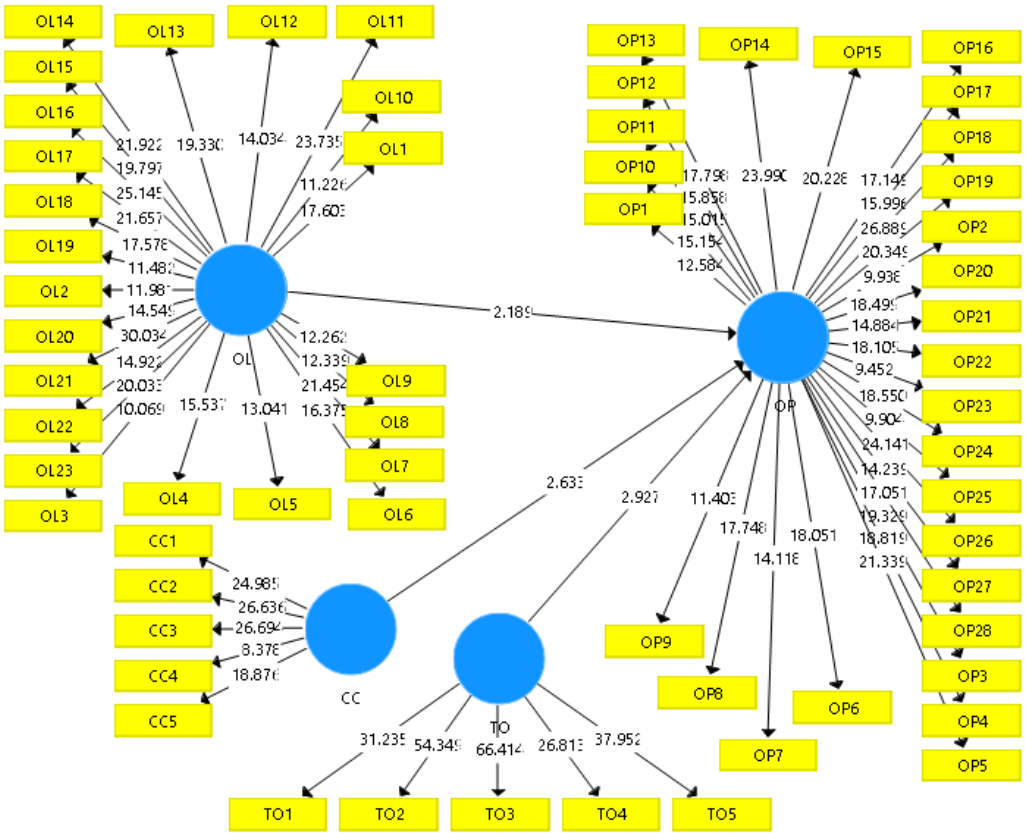

Picture 3 Structural Model (Inner Model)
Source: Data Processing With PLS, 2023

The organizational performance (Y) variable in this study was influenced by organizational learning (X1), create change (X2), and team orientation (X3) to the tune of 68.63%, with the remaining 31.37% being influenced by variables not included in the study. This was indicated by the R-square organizational performance value of 0.6863.

Research Hypothesis Testing

A simulation is used in PLS to perform statistical testing on each proposed relationship. The sample in this instance was subjected to the bootstrap procedure. Bootstrap testing aims to reduce the issue of anomalous research data as well. Following the PLS analysis, the following are the outcomes of the bootstrapping test:

Table 10 Path Coefficient (Mean, STDEV, T-Values)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
OL -> OP	0.266	2.189	**0.029**
CC -> OP	0.325	2.633	**0.009**
TO -> OP	0.360	2.927	**0.004**

Source: Data Processing With PLS, 2023

With a path coefficient of 0.266 and a t statistic of 2.189, the Organizational Learning variable's value on Organizational Performance is greater than the t table (1.96) or $p \leq 0.05$.

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The aforementioned data indicate that H0 is disproved and H1 is accepted, indicating that the initial hypothesis is correct. Thus, there is a clear and substantial positive correlation between organizational learning and organizational performance.

The original sample value (O), which is the path coefficient value and the statistical t value to demonstrate its significance, is obtained from the outcomes of data processing using SmartPLS. The second hypothesis test's findings indicate that there is a 0.325 path coefficient value and a 2.633 t-statistic in the association between the Create Change variable and Organizational Performance. This value is significant, or $p \leq 0.05$, and higher than the t table (19.96). Given that H0 is rejected and H1 is accepted based on the aforementioned data, the second hypothesis is accepted. This indicates that Organizational Performance is directly and significantly improved by Create Change.

With a path coefficient of 0.360, a t statistic of 2.927 that is higher than the t table (1.96), and a significance level of $p < 0.05$, team orientation has a favorable impact on organizational performance. The preceding data demonstrate the rejection of H0. this indicates that the third theory is true.

Conclusion

The factors Organizational Learning, Create Change, and Team Orientation have a positive and significant impact on Organizational Performance, according to the problems that have been formulated, the analysis's findings, and the hypothesis testing that has been conducted.

Because of the unequal distribution of research participants with respect to age, years of service, and rank, the study's findings do not accurately represent the circumstances at the DKI Jakarta Provincial Regional Revenue Agency (Bapenda). The author's lack of study variables prevents it from fully describing the effect on organizational performance. This is because the study's Q2 value of 0.6863 indicates that 68.63% of the diversity of research data can be explained by the structural model that was created, with the remaining 31, 37% being explained by other factors that were not included in this analysis.

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