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OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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HIGH PERFORMANCE ORGANIZATION AND ORGANIZATIONAL EFFECTIVENESS IN BAPPEDA (DEVELOPMENT AND PLANNING BOARD), ACEH- INDONESIA

FIFI YUSMITA
STUDENT
COLLEGE OF BUSINESS
UNIVERSITI UTARA
MALAYSIA

DR. VIMALASANJEEVKUMAR
ASSOCIATE PROFESSOR
COLLEGE OF BUSINESS
UNIVERSITI OF UTARA
MALAYSIA

ABSTRACT

The purpose of this paper is to identify the factors that effects High Performance Organizations and examining the relationship between High Performance Organization and organizational effectiveness. A model was designed based on the literature, linking factors of High Performance Organization and organizational effectiveness. Two hypotheses were build based on the literature and the model and were tested in perspective of the previous studies and literature. The study focuses on the practice and observance of the two central factors, High Performance Organization which leads to organizational effectiveness. A total of 40 of usable questionnaire were distributed. The finding shows that the independent variable was an important in determining and influencing organizational effectiveness. Therefore, the organizations should design their rules, policies and organizational structures that give space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely lead to organizational growth.

KEYWORDS

High Performance Organizations, Organizational Effectiveness, Quantitative analysis.

1. INTRODUCTION

Organizational effectiveness is one of the most complex problems in the study of social organizations. High performance organization is one of the important factor that can influence organizational effectiveness. In this paper, researcher has investigated whether High performance Organization affects organizational effectiveness in BAPPEDA Aceh-Indonesia. Furthermore, BAPPEDA ACEH is one of the Development and Planning Board in Aceh Province have strong willingness and motivation to increase their organization effectiveness after Tsunami disaster and earthquake December, 2004. BAPPEDA is government organizations in ACEH that have mission to improve their performance and increasing their performance as soon as possible. In addition, based on BAPPEDA's priorities in developing Aceh, researcher interesting to explore their performance to achieve continuous improvement and effectiveness after tsunami and earth quake. Organizational effectiveness is a concept that has mostly come from studies within the academic and business world on which organizations are most successful. There are many ways to measure organizational effectiveness and this in itself can be an issue. Deciding what you want your organization to accomplish is the first step in making it effective. Many issues have been identified as important to making an organization more effective. Change can be a major issue for an organization, but organizations that manage change the most effectively tend to be those that succeed in the government sector or another sector.

A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. The focus of this study is to enlighten that how an organization through its employees can achieve effectiveness. The purpose of the study is to analyze the impact of High Performance Organizations on organizational effectiveness.

ORGANIZATIONAL EFFECTIVENESS

Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate. It plays an important role in accelerating organizational development. It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al, 2005). Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/or society. It is the maximum combined utility of the primary constituents. It can be conclude that organizational effectiveness is the results of the developing employees effectively to get the successfully progress in the organization. This implies that increased organizational effectiveness will play an important role in accelerating organizational development.

HIGH PERFORMANCE ORGANIZATIONS

The concept of high performance organizations referred to as high commitment or high involvement organizations. Now days high performance organization become the issue that the organization should achieved it. It is because of the competition among the organization each year increasing dramatically.

THE HIGH PERFORMANCE FACTORS

The five HPO factors are described underneath (DeWaal, 2011):

1. HPO FACTOR 'MANAGEMENT QUALITY'

Management quality holds people on achieving better results by being supportive, helping and protecting the people from outside interference, and by being available. Managers and employees that have good management quality are can gets ability to communication effectively.

2. HPO FACTOR 'OPENNESS AND ACTION ORIENTATION'

The managers or employees who have a open mind, likely openness and action orientation can achieve the opportunity results. The results could be right or wrong, but it is called as learning improvement. It also can enhance flexibility in order to obtain new ideas to improve their work and make organization performance high.

3. HPO FACTOR 'LONG-TERM ORIENTATION'

The employees, suppliers, clients and society are extend to long term orientation. Long term orientation is more important than short term orientation. It can be achieve by learning what customers want, understanding their values, building excellent relationship and focusing on continuously enhance customer value.

4. HPO FACTOR 'CONTINUOUS IMPROVEMENT'

Continuous improvement is processes to improve its ability to respond to events efficiently and effectively and to eliminate unnecessary procedures, work, and information overload. The organization continuously innovates products, processes and services, constantly creating new sources of competitive advantage by rapidly developing new products and services to respond to market changes. It also masters its core competencies and is an innovator in them by deciding and sticking to what the company does best, keeping core competencies inside the firm and outsourcing non-core competencies.

5. HPO FACTOR 'WORKFORCE QUALITY'

Workforce quality can doing by training staff to be both resilient and flexible, letting them learn from others by going into partnerships with suppliers and customers, inspiring them to work on their skills so they can accomplish extraordinary results, and holding them responsible for their performance so they will be creative in looking for new productive ways to achieve the desired results.

BAPPEDA ACEH-INDONESIA

Shortly after the devastating tsunami of December 26, 2004 that hit the coast of Nanggroe Aceh Darussalam, Indonesia, spatial information was being used to assess damage and plan emergency response. Initially driven by BAPPEDA, spatial information was used to prioritize areas of greatest need and to help coordinate the response of the plethora of agencies that came to Aceh to provide assistance. The BAPPEDA was established as a provider of information products of Planning and Developing and services and enabled the humanitarian community to deliver assistance more effectively

This study focuses on effectiveness in BAPPEDA Aceh-Indonesia. For some province in Indonesia, it is not attached by the Huge Tsunami, December, 2004 but Aceh at that time should come on preparing all the things likely the government start from zero. The effectiveness in that particularly area come an important things of ACEH for planning and developing soon.

STATEMENT OF PROBLEM

HENCE THIS PARTICULAR STUDY FOCUSES ON THE "HIGH PERFORMANCE ORGANIZATIONS AND ORGANIZATION EFFECTIVENESS IN BAPPEDA ACEH-INDONESIA".

OBJECTIVES OF THE STUDY

The objectives of the research include;

1. To analyze the relationship between High Performance Organization on Organization Effectiveness of Aceh – Indonesia
2. To analyze the influence of High Performance Organization on Organization Effectiveness of Aceh – Indonesia

HYPOTHESIS OF THE STUDY

This study aims to investigate relations between High Performance Organizations and Organization effectiveness. According to researcher frame work the following hypotheses are formulated.

H1: High Performance Organizations may have significant relation on Organizational Effectiveness

H2: High Performance Organization may significantly influence of Organizational Effectiveness

POPULATION OF STUDY

The population is the study unit or element which information is gathered to achieve the study purpose. The population as a collection of elements which the study is interested to examine. The target population for this study is employees from BAPPEDA in Aceh- Indonesia. The unit analysis for this study consists of employees who are continuous study at University Utara Malaysia to increase their performance on theirs government.

RESEARCH DESIGN

This chapter presents the procedures to investigate the relationship between the different variables in this study. These procedures comprised of the research design to development of an instrument for this research. A research in general can be considered as a systematic process to find answers for certain issues. A research design is perceived as a road map for the researchers. In other words, a research design is a comprehensive plan on how a research is to be accomplished, how the variables are operationalized, how the data from the proposed sample are collected and subsequently, how the results are derived by analyzing the data. A research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information (Zikmund, 2003). It is a framework or blueprint that plans the action for the research project. A research design depends primarily on the nature of research questions or research purpose which may be broadly grouped into three (3) types of studies namely, (a) exploratory; (b) descriptive; and (c) experimental.

The descriptive studies aim to provide an accurate description of a situation or of an association between variables from which one can then make some statements about a certain group or population. Accuracy and reliability become important considerations in description research and to attain findings, description studies often require quantitative measures for variable under investigation, as well as sufficient number of cases or units for data collection and analysis.

The descriptive research using quantitative analysis method selected for this research study was the most appropriate given the purpose and problem statement for the research study. The description method of research is used in this study. It is a fact-finding study with adequate and accurate interpretation of the finding. It describes what is it with emphasis what actually exists with such current conditions, practices, situations, or any.

Quantitative analysis is employed on data that have been assigned with some numerical value. The analysis can range from the examination of simple frequencies to the descriptive statistics and to investigation of correlation and casual hypothesis using various statistical tests.

SAMPLING

The employees who are having different socio background are considered as the criteria for the selection of sample. A total of 40 employees were request to complete a questionnaire. the questionnaire were distributed to the respondents by using simple random sampling method. Under simple random sampling method, all elements in the employees are considered and each element in the employees are considered and each elements has an equal chance of being chosen as the subject (Sekaran, 2003).

The research sample was selected from a range of demographic elements for processing based on non probability sampling in Aceh-Indonesia with focus point on BAPPEDA Aceh

Non probability sampling techniques are in which units of that sample are selected on the basis of personal judgment or convenience. The probability of any particular member/ customers of the population being chosen is unknown (Zikmund, 1997).

HYPOTHESES TESTING

In this study, design employed a testable to investigate the relationship between variables and can be considered as a descriptive and hypotheses testing study in nature. Using the descriptive statistics to determine the main attributes of the population can be provide a better understanding on the nature of the population. Hypotheses are also used to investigate the relationship between the independent and dependent variables to determine any differences between them.

DATA COLLECTION AND TYPES OF ANALYSIS

The dimensionality of the Effectiveness scale was analysed using Statistical Package for the Social Science (SPSS) version 14.0 software programme. It was reported that SPSS is now known as PASW (Predictive Analytics Software). The BAPPEDA employees responses were analysed using One-way Analysis of Variance (ANOVA) and Regression Analysis,

The other types of analysis that are conducted in this study as follows:-

- (a) Reliability – an assessment of the degree of consistency between multiple measurements of a variable.
- (b) Factor Analysis – an interdependence technique which primary purpose is to define the underlying structure among the variables in the analysis.
- (c) Frequency distribution – the score values and their frequency of occurrence.
- (d) Analysis of variance (ANOVA) - statistical techniques used to determine, on the basis of one dependent measure, whether samples are from populations with equal means.
- (e) Regression Analysis – the relationship between two or more variables for prediction.
- (f) Correlation coefficient – quantitatively the magnitude and direction of the relationship.

ANALYSIS AND RESULTS**TABLE 1: FACTOR ANALYSIS-ORGANIZATIONAL EFFECTIVENESS**

Variables (Independent Variable)	Number of items	% of variance explained	Cronbach's alpha
Continuous improvement (X1)	8 items	0.009	0.956
Openness and action Orientation (X2)	6 items	0.074	0.961
Management quality (X3)	11items	0.091	0.868
Workforce quality (X4)	4 items	0.015	0.904
Long term orientation (X5)	6 items	0.168	0.808

All the 5 factors (X1, X2, X3, X4, X5) that included infactor analysis were found most vital in survival skill explaining 0.009, 0.074, 0.091, 0.015, and 0.168 of the variance respectively. Thus all the factors then considered for further analysis.

RELIABILITY TEST

Reliability test was conducted on independent and dependent variables, services quality, marketing and customer loyalty. Reliability test used to view the reliability of instruments has been declared invalid. Instrument say reliable, using the coefficient alpha cronbach. If the value cronbach alpha coefficient > 0.60. the Cronbach's alpha values of the study variables are shown in the table. As the a result, cronbach's alpha for the customer loyalty variables range from 0.808 to 0.961 and considered for the study.

VALIDITY TEST

Validity test is done by using the correlation between the score of each - each item questions with a total score. Techniques used in this study is factor analysis. For the calculation process, the researcher uses SPSS 14.00. The method used Varimax Rotation and variables have factor loading more than 0.4 otherwise appropriate for factor analysis. Testing with Kaiser's MSA method shows the value of 0.500. This value means the data obtained is valid or appropriate for factor analysis.

**TABLE 2: VALIDITY TESTING RESULT
KMO AND BARTLETT'S TEST**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.500
Bartlett's Test of Sphericity	Approx. Chi-Square	152.035	
	Df	1	
	Sig.	.000	

SOCIO DEMOGRAPHIC ANALYSIS

The data collected of socio demographics were analyzed on the basis of descriptive statistics. SPSS 14.00 version was used to analyzed the data collected. The details of the analysis are given below.

GENDER OF RESPONDENT

Table 3.1 shows the gender of respondents. From the table most of the respondents are female 27.5% (11) and male 72.5% (29).

TABLE 3.1: GENDER OF RESPONDENT

GENDER	FREQUENCY	PERCENT
Male	29	72.5
Female	11	27.5
Total	40	100

AGE OF RESPONDENTS

Table 3.2 shown that 12,5% or 5 respondent's age between 21-25 years. 25% or 10 respondents answered the questionnaire are age between 26-30 years, while 35 % or 14 respondent's age between 31-35 years. On the other hand, 17,5 % or 7 respondent's age between 36-40 years. The remaining of 10% or 4 no's of the respondents were age between 41 – 45 years

TABLE 3.2: AGE OF RESPONDENT

AGE	FREQUENCY	PERCENT
21-25 years	5	12.5
26-30 years	10	25
31 – 35 years	14	35
36-40 years	7	17.5
41 – above	4	10
Total	40	100

EDUCATION LEVEL OF RESPONDENTS

The result of respondents' education level is shown in Table 3.3 The finding shows that 72,5% (29 respondents) were master degree, while 27,5% (respondents) were Phd degree.

TABLE 3.3: EDUCATION LEVEL OF RESPONDENT

EDUCATION LEVEL	FREQUENCY	PERCENT
Master degree	29	72.5
PhD degree	11	27.5
Total	40	100

EDUCATION BACKGROUND OF RESPONDENT

The result of respondent's education background is shown in Table 3.4. The finding shows that 25% (50 respondents) were management background, while 7,5 % or 3 respondents are accounting education background and 3 respondents are come from business education. The respondent of marketing background is 1 or 2.5 % , similarly with economics, which is the respondent is just 1 or 2.5 % . The remaining of 55% or 22 no's of the respondents were come from differences education background. It is indicated that they had other qualification.

TABLE 3.4: EDUCATION BACKGROUND OF RESPONDENT

Education background	FREQUENCY	PERCENT
Marketing	1	2,5
Business	3	7,5
Economics	1	2,5
Accounting	3	7,5
Management	10	25
Others	22	55
Total	40	100

YEARS OF EXPERIENCE OF RESPONDENTS

The data shown in Table 5 62% or 31 respondents' experience below 5 years, while 24% or 12 respondents' experience are 5-10 years and 12% or 6 respondents experience are between 11-15 years.

TABLE 3.5: YEARS OF EXPERIENCE OF RESPONDENT

Years	FREQUENCY	PERCENT
< 5 Years	31	62
5-10 Years	12	24
11-15 years	6	12
Total	40	100

ANALYSIS OF VARIANCE (ANOVA)

In statistics, analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance is partitioned into components due to different explanatory variables. The initial techniques of the analysis of variance were developed by R .A. Fisher statistician and geneticist in the 1920s and 1930s, and is sometimes known as Fisher's ANOVA or Fisher's analysis of variance.

The basic procedure is to derive two different estimates of population variance from the data, then calculate a static from the ratio of these two estimates (One of these estimates (between-groups variance) is a measure of the effect of the independent variable combined with error variance while within-group variance is a measure of error variance by itself. A significant F-ratio indicates that the population means are probably not all equal.

The result of the independent variable combined is significance at 0.000 or less of 0.05 level ($p < 0.5\%$). It can be explained that all independent variables are continuous improvement, openness and action orientation, management quality, workforce quality and long term orientation have significant relation with organizational effectiveness. And R-square at 0.898 or 89.8 % independent variables have capability to influence or as predictors of dependent variables. The results of ANOVA are shown in the table below.

TABLE 4: ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	344.005	1	344.005	334.371	.000(a)
	Residual	39.095	38	1.029		
	Total	383.100	39			

a Predictors: (Constant), X

b Dependent Variable: Y

TABLE 5: MODEL SUMMARY (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.948(a)	.898	.895	1.01430	.898	334.371	1	38	.000	1.827

a Predictors: (Constant), X

b Dependent Variable: Y

CORRELATION

A number of different coefficients are used for different situations as mentioned by Coakes & Steed (2007). The best known is the Pearson product-moment correlation coefficient, which is obtained by dividing the covariance of the two variables by them product of their standard deviations. Pearson's correlation reflects the degree of linear relationship between two variables. It ranges from +1 to -1. A correlation of +1 means that there is a perfect positive linear relationship between variables. A correlation of -1 means that there is a perfect negative linear relationship between variables. A correlation of 0 means there is no linear relationship between the two variables. Correlations are rarely if ever 0, 1, or -1. A certain outcome could indicate whether correlations are negative or positive.

TABLE 6: CORRELATION BETWEEN HIGH PERFORMANCE ORGANIZATION AND ORGANIZATIONAL EFFECTIVENESS

Analysis	Dependent Variable : Customer's loyalty
Continuous improvement	0.991 (**)
Openness and action orientation	0.926 (**)
Management quality	0.909 (**)
Workforce quality	0.985 (**)
Long term orientation	0.832 (**)

(**) Correlation is significant at the 0.01 level (2-tailed)

Table.6 shows there is a significant positive correlation between High Performance Organization and Organizational effectiveness with a significant value at 0.000. Hence we accept the Hypothesis. In other words High Performance Organization and Organizational effectiveness are related with a high relationship ($r = 0.948$)

REGRESSION ANALYSIS

To determine the influence continuous improvement, openness and action orientation, management quality, workforce quality and long term orientation of Organizational effectiveness in BAPPEDA, Nanggroe Aceh Darussalam- Indonesia, then conducted multiple regression analysis as shown in Table.7 below.

TABLE 7: MULTIPLE REGRESSION

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.2.452	.1.230		-.1.993	.053		
	Continuous improvement	.663	.014	.991	46.394	.000	1.000	1.000
	Openness and action orientation	.890	.053	.926	15.075	.000	1.000	1.000
	Management quality	.499	.037	.909	13.478	.000	1.000	1.000
	Workforce quality	1.299	.037	.985	35.386	.000	1.000	1.000
	Long term orientation	.942	.102	.832	9.234	.000	1.000	1.000

As for the relationship and contribution of continuous improvement, openness and action orientation, management quality, workforce quality and long term orientation on organizational effectiveness at BAPPEDA, Nanggroe Aceh Darussalam, can be seen correlations coefficient and determinants in the summary table as follows.

From the table were obtained as following equation:

$$Y = -2.452 + 0.663 X_1 + 0.890X_2 + 0.499 X_3 + .1.299 X_4 + 0.942 X_5$$

TABLE 8: SUMMARY OF HYPOTHESES

The hypotheses	Finding
H1:High Performance Organizations may have significant relation on Organizational Effectiveness	Accepted
H2:High Performance Organization may significantly influence of Organizational Effectiveness	Accepted

DISCUSSION

The objective of this study is to explore the relationship between high performance organizations and organizational effectiveness and further analyze the significant influence of these variables. This study showed that there is a positive correlation between factors of high performance organization and organizational effectiveness at 0.01 level. The 30 factors of high performance organization (continuous improvement, openness and action orientation, management quality, workforce quality and long term orientation) having significant impact on organizational effectiveness. This finding supported by Manzoor (2011); Hasan et al. (2011).

Further more, Continuous improvement is a set of guiding principles which represent the foundation of a continuously learning, developing, and improving organization, readily able to adapt to the changing needs of its constituents. The finding showed that Implementing continuous improvement in government sector have a significant relationship with organizational effectiveness. The continuous improvement provide an overview of the role, responsiveness and activities of the employees of an improvement team or initiative. Especially for BAPPEDA Aceh, by creating and developing suitable improvement can makes them going concern, this finding is supported by previous finding (Dewall, 2011); Musarat and Sarwar and Azhar. (2011)

Openness and action oriented organization have a positive relationship with organizational effectiveness. It means everyone devoted much time and attention to communication, exchange of knowledge and learning in order to think of new ideas with which employees can continuously improve their work in order to bring organization to a higher level and get the effectiveness communication. Effectiveness communication can express the employees achieving satisfied results. This condition, can create the organization effectiveness. Dewall, (2011); Tung and Baird and Schoch, (2011).also found the positive relation with organizational satisfaction.

Clearly, the previous researcher have asserted that management quality has powerful influence on organizational effectiveness (Gupta,2011; Dewall,2011; Nwokah and Ahiauzu, 2009). Usually, the management quality is always focus in along term orientation. The quality of management is also can improve the performance of the organization. If the performance are high, it is possible that the effectiveness of organization will high as well. The explanation above supported this finding, which is there is significant relationship between management quality and organizational effectiveness.

More, work force quality have a significant relationship with organizational effectiveness. Work force quality is substantial factors that can enhance effectiveness organization. Work force quality is related to the quality of employees effectiveness. Based on the fact that employees are varied, the employees should able to work effectively together. The continually effectively make the organization more successfully. This finding appeared to be consistent with the results of Dewall, (2011); Thompson and Mathys, (2008).

Closely, in relation to the above discussion, another factor which is influences the organizational effectiveness is long term organization. The results of this study is there is significant relationship between long term organization and organizational effectiveness. This results is stand for the fostering of various oriented towards future rewards. This study is consistent with Dewall, (2011); Papadimitriou, (2007).

IMPLICATION

BAPPEDA Aceh is one of the government planning that play an important rule in Nanggroe Aceh Darussalam. This study focus on an implementation of High Performance Organization of BAPPEDA Aceh to increase the effectiveness after tsunami and earthquake. The right implementation of High Performance can be the potential challenge for the government to achieving the desired results. With managing the performance in government can help the organizations to be efficiently and effectively.

CONCLUSION

The objective of this study was to see the influence and relationship between high performance organization and organizational effectiveness. The finding showed that high performance organization such as management quality, openness and action orientation, long term orientation, continuous improvement, and work force quality) have strong relationship with organizational effectiveness. It means high performance Organizations play an essential part in enhance employee motivation towards organizational effectiveness. BAPPEDA Aceh as government sector should concern about that particular area to get successful results and going concern.

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