

# Conceptualizing the Role of Organizational Performance and Good Corporate Governance in Social Welfare Institutions Banten - Indonesia

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# Conceptualizing the Role of Organizational Performance and Good Corporate Governance in Social Welfare Institutions Banten - Indonesia

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**Abstract:** In an organization, human capital is an important factor for the activities' effectiveness for a company or organization. Every company whatever its shape and type, will require human resources who have the ability to think, the task is also in accordance with the needs of the company. This study aims to examine and analyze organizational learning, organizational commitment, organizational citizenship behavior on organizational performance and good corporate governance in social welfare institutions (LKS) in the district of Tangerang City, with the using quantitative method. The object of research is caregivers in social welfare institutions in social welfare institutions (LKS) in Tangerang City district, with a total population of 30 caregivers. Nonprobability sampling technique is used with a sample size of 30 caregivers representing the entire population. The data analysis used in this study is a Structural Equation Model (SEM) analysis tool using the Smart-PLS Version 3.0 software. The results of this study are that organizational learning and organizational citizenship behavior have a significantly positive influence on organizational performance and good corporate governance, organizational commitment has a significantly positive influence on good corporate governance, and organizational commitment has a significantly negative effect on good corporate governance.

**Keywords:-** Organizational Citizenship Behavior, Organizational Commitment, Organizational Learning, Organizational Performance, Good Corporate Governance.

## I. INTRODUCTION

Human capital are also very important for the company or organization in the work and employees who can help for the company it reaches. Especially in the current era of the future, the world is always changing, marked by the increase in technological developments in all fields. To respond to these changes, companies are required to manage and improve the quality of HR (competency-based HR) through increasing the knowledge, skills and abilities of HR to the HR involved

in the company's processes or activities to form knowledge-based HR that requires expertise and expertise (Saptarini, 2017; Nurhayati, 2017; Jumadi *et al*, 2018; Setiawan, 2017).

According to Jumadi *et al*, (2018) revealed that in everyday human life it cannot be separated from various organizations, because humans are social creatures who tend to always live in society. Most of human time is spent either as a member of work, school, social, state organizations, and so on. In the current era of globalization, organizations not only focus on policies and procedures, but organizations are formed by humans and their relationships with one another. An organization can survive if the people in it interact with one another to function in order to achieve goals. This is where the key for an organization to be able to grow, develop and survive, namely human resources.

According to (Kemensos RI.go.id), it states that social organizations are under the auspices of the government, as stated in the preamble to the 1945 Constitution, welfare and social justice are the ideals of the Indonesian nation. This has become the main task of the government, in which the economy and social welfare are one of the chapters in the body of the amended 1945 Constitution, and imply the granting of broad economic and social rights to citizens. State philanthropy must be carried out for those who are unable to work because of poverty, poverty and neglect, so that social welfare can be achieved. The government's commitment to the implementation of social welfare to realize social justice, can be seen from the existence of the Ministry of Social Affairs which is in accordance with Presidential Regulation Number 46 of 2016 concerning the Ministry of Social Affairs, which is tasked with assisting the President with regard to matters in the fields of social rehabilitation, social security, social empowerment, social protection, and handling the needy.

According Soelton *et al*, 2020; Mugiono *et al*, 2020; Soelton & Nugrahati, 2018; Kholis, 2015: said that a prosperous life is a life that all humans yearn for, regardless of differences in religion, ethnicity, nation, and others. However, not always the coveted prosperous life can be achieved by

everyone. For this reason, it takes serious effort from each individual to reach the prosperous life he dreams of. The state plays a role in facilitating and guaranteeing every citizen fairly in order to realize social welfare for all citizens. This is what the founding fathers of the Indonesian nation aspire to, as stated in the 3 basic principles of the state, Pancasila, namely social justice for all Indonesian people. It is also stated in the Preamble to the 1945 Constitution of the Republic of Indonesia that the goal of the state is to improve the welfare of the people. number of LKS Spread in Indonesia

According to Pratama (2018), states that to ensure social welfare, in the 1945 Constitution Article 34 paragraph 1, the poor and neglected children are cared for by the State. The state creates an institution that guarantees social welfare, namely, the ministry of social affairs, which is in charge of organizing affairs in the fields of social rehabilitation, social security, social empowerment, social protection, and handling of the poor to assist the President in administering the state government. and inclusivity. One of the social institutions, namely the Child Social Welfare Institution (LKSA), is a social welfare institution established by the government, local government, or the community that carries out childcare. LKSA acts as a form of care assistance for orphans, orphans and abandoned children. Child welfare is an order of life and livelihoods that can ensure proper growth and development, both spiritually, physically and socially. Child welfare efforts are social welfare efforts aimed at ensuring the realization of children's welfare, especially the fulfillment of children's needs. The government and society have a responsibility to help children who have problems through social institutions.



Source: Ministry of Social Affairs, 2020

So, it can be concluded that the number of LKS in Indonesia is dominated by Child Welfare Institutions (LKSA) with a total of 6748 houses, then in second place is the Elderly Social Welfare Institution (LKSLU) with a total of 658 houses, Reporting Compulsory Recipient Institutions (IPWL) 187 houses, Social Welfare Institutions for Persons with Disabilities (LKSPD) totaling 321 houses, Social Welfare Institutions for Tuna Sosial and KPO (LKSTS) totaling 74

houses, and Integrated Social Service Units (UPT / UPTD) totaling 185 houses.

## II. LITERATURE REVIEW

### 2.1. Organizational Performance

According to Joni et al., (2018), organizational performance reflects the ability of an organization to meet the needs of stakeholders and survive in the market. In addition, traditional financial measures are not accepted as the only indicator of organizational performance. According to Nahrisah and Imelda (2019), organizational performance is the totality work by an organization achieving the organizational goals, it means the organizational performance can be seen from the extent to the organization that can achieve goals based on pre-determined goals.

### 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), quality has five dimensions, they are:

- Design, as a specification of product.
- Conformance, the conformity between the design intent and the actual product delivery.
- Availability (availability), includes aspects of trustworthiness, as well as resilience. And that product is available for consumers to use.
- Safety (security), safe and also does not endanger consumers.
- Field use (practical benefits), can be utilized by consumers.

### 2.3 Good Corporate Governance

According to Soelton et al., (2020), good corporate governance is another good corporate management form in a company, which includes protection for shareholders (public) as owners of company and creditors. The implementation of good corporate governance is believed to increase corporate value. Management must understand the mechanism of GCG, so that company performance can be carried out more effectively and efficiently. According to Putri and Rodiyah (2016), corporate social responsibility (CSR) is a concept that has become majority and common in reporting of business. Each company has a policy regarding CSR and produces a report every year detailing its activities. Companies can recognize corporate activities that are socially responsible and activities that are not socially responsible. Corporate social responsibility is also focused on relationship between global companies, the Indonesian government, the state and citizens

and the relationship between corporate and the local communities in which it lives or operates.

**2.4 Organizational Learning**

According to Wijaya and Tarigan (2015), defining organizational learning as the development of knowledge and successful restructuring of organizational problems by each individual is reflected through the structural elements and organizational performance itself. In this definition, learning consists of developing insight, on the other hand learning also consists of the structure and the results of learning itself. According to Hartono and Hatance (2016), defines it as a process of acquisition, interpretation, storage and implementation of new knowledge to increase the ability to solve problems in an organization. Organizational learning can also be said to be a change in behavior through information processing.

**2.5 Organizational Commitment**

According to Soelton et al., (2019), Arijanto et al., (2018) and Nurhayatia et al., (2017), organizational commitment is a condition in which employees take sides with certain organizations and the goals and desires to maintaining the organization membership. et al., (in Lee and Jeong, 2017), organizational commitment can be defined as the extent to which involvement of individual in the organization, and characterized by:

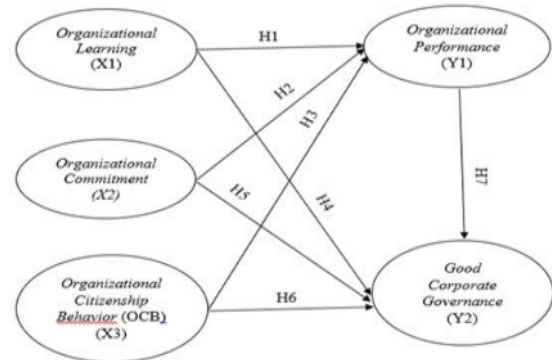
- a) There is a strong belief in the organization and individuals accepting the goals and the organization values;
- b) Willingness of individuals to try hard for the benefit of the organization; and
- c) Individual has a desire stronger to maintain the relationships with organizational organizations.

**2.6 Organizational Citizenship Behavior (OCB)**

According to Soelton et al., (2020), organizational citizenship behavior (OCB) is behavior that appears at the discretion of an employee which is carried out voluntarily and without coercion. This behavior goes beyond formal job demands or formal job descriptions, according to Jumadi et al., (2018), the role of OCB (organizational citizenship behavior) is one of the most determining factors for company success. Organ, 1988 (in Hoffman, 2007) states that Organizational Citizenship Behavior (OCB) has five dimensions which are used as indicators in n, namely: Altruism, Courtesy, Civic Virtue, Conscientiousness, Sportmanship.

**Conceptual Framework**

In this study, the conceptual framework ai 45 to obtain a research direction which shows that there is a relationship between Organizational Learning, Organizational Commitment and Organizational Citizenship Behavior (OCB), picture below:



- H1: There is Organizational Learning influence on Organizational Performance.
- H2: There is Organizational Commitment influence on Organizational Performance.
- H3: There is Organizational Citizenship Behavior influence on Organizational Performance.
- H4: There is Organizational Learning influence on Good Corporate Governance.
- H5: There is Organizational Commitment influence on Good Corporate Governance.
- H6: There is Organizational Citizenship Behavior influence on Good Corporate Governance.
- H7: There is Organizational Performance influence on Good Corporate Governance.

**III. METHODS**

This research design is based on the research method. The study collected data from Social Welfare Institutions (LKS) in Tangerang City District - Banten with a sample of 30 respondents. In this study, the design of research was causal, where causal research is useful for analyzing the relationships between one variable and another. Causal design examines "cause-effect" relationships. According to Sugiyono, the causal method (2014) is to see the relationship between variables and the object under study is more causal, so this research there are independent (variables that affect) and dependent variables (variables that are influenced).

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The method of Structural Equation Modeling (SEM) was used by researchers in this study. SEM according to Noor (2011) is a technique of analysis that allows testing a series of relationships simultaneously. This relationship is built between one or several variables of independent with one or more dependent variables. In this study, the method uses Variance Based Structural Equation Modeling or component where the processing of data uses the Partial Least Square (Smart-PLS) version 3.0 program. PLS is an alternative model of SEM covariance based. According to Ghazali (2015), states

that PLS is intended for causal-predictive analysis in high complexity situations and low support of the theory.

**IV. RESULTS AND DISCUSSION**

**4.1. Evaluation of Measurement (Outer Model)**

**Convergent Validity Test Results**

Convergent Validity testing of the model of the measurement with reflexive indicators is assessed subject to

the correlation between the item score and the construct calculation score. Indicators of individual are valid, if they have a correlation value >0.70. However, in the scale of the development research, the loading factor of 0.50 to 0.60 is still acceptable. The correlation results output between the indicators and their constructs can be seen in the table and structural figures below:

The following is the output of the indicator removal and recalculation:

Variable	Indicator	Outer Loading	Remark
Organizational Learning	L1	0,723	Valid
	L2	0,612	Valid
	L3	0,823	Valid
	L6	0,736	Valid
Organizational Commitment	C1	0,823	Valid
	C2	0,816	Valid
	C4	0,712	Valid
	C7	0,668	Valid
	C8	0,717	Valid
	C11	0,816	Valid
Organizational Citizenship Behavior (OCB)	B1	0,917	Valid
	B3	0,813	Valid
	B7	0,844	Valid
	B9	0,823	Valid
	B10	0,985	Valid
	B12	0,662	Valid
	B13	0,716	Valid
Organizational Performance	P1	0,818	Valid
	P2	0,903	Valid
	P5	0,558	Valid
Good Corporate Governance	G1	0,787	Valid
	G3	0,660	Valid
	G5	0,780	Valid
	G8	0,755	Valid
	G9	0,838	Valid

Sources: Output PLS

The modification results of the convergent validity test in Table 4.10 and Figure 4.2, it can be seen that all of the indicators have met the convergent validity because they have a loading factor value >0.50.

**4.2. Results of Discriminant Validity Testing**

Discriminant validity testing, which is a reflective indicator, could be checked in cross loading between indicator and also the construct. An indicator can be included valid, when it had highest loading factor for the intended construct, then compared to the loading factor for other constructs. Then, the prediction of latent constructs indicators in their block better than another indicator.

	<b>Organizational Learning</b>	<b>Organizational Commitment</b>	<b>Organizational Citizenship Behavior (OCB)</b>	<b>Organizational Performance</b>	<b>Good Corporate Governance</b>
L1	<b>0,723</b>	0,432	0,542	0,311	0,351
L2	<b>0,612</b>	0,135	0,216	0,264	0,317
L3	<b>0,823</b>	0,753	0,423	0,563	0,254
L6	<b>0,736</b>	0,635	0,624	0,429	0,327
C1	0,506	<b>0,823</b>	0,651	0,269	0,317
C2	0,650	<b>0,816</b>	0,442	0,563	0,145
C4	0,409	<b>0,712</b>	0,590	0,429	0,458
C7	0,588	<b>0,668</b>	0,525	0,446	0,188
C8	0,510	<b>0,717</b>	0,622	0,542	0,133
C11	0,411	<b>0,816</b>	0,618	0,743	0,232
B1	0,539	0,524	<b>0,917</b>	0,690	0,164
B3	0,547	0,523	<b>0,813</b>	0,289	0,248
B7	0,444	0,540	<b>0,844</b>	0,445	0,492
B9	0,122	0,611	<b>0,823</b>	0,383	0,650
B10	0,571	0,738	<b>0,985</b>	0,573	0,499
B12	0,284	0,623	<b>0,662</b>	0,632	0,368
B13	0,634	0,194	<b>0,716</b>	0,477	0,573
P1	0,634	0,631	0,424	<b>0,818</b>	0,544
P2	0,528	0,841	0,735	<b>0,903</b>	0,359
P5	0,413	0,551	0,433	<b>0,558</b>	0,524
G1	0,511	0,324	0,523	0,624	<b>0,787</b>
G3	0,633	0,255	0,558	0,364	<b>0,660</b>
G5	0,596	0,312	0,586	0,722	<b>0,780</b>
G8	0,247	0,576	0,553	0,254	<b>0,755</b>
G9	0,723	0,811	0,466	0,527	<b>0,838</b>

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Remark</b>
<i>Organizational Learning</i>	<b>0,784</b>	<b>Reliable</b>
<i>Organizational Commitment</i>	<b>0,825</b>	<b>Reliable</b>
<i>Organizational Citizenship Behavior</i>	<b>0,818</b>	<b>Reliable</b>
<i>Organizational Performance</i>	<b>0,804</b>	<b>Reliable</b>
<i>Good Corporate Governance</i>	<b>0,745</b>	<b>Reliable</b>

It can be checked that organizational learning correlation constructs with its indicators (L1 of 0.723, L2 of 0.612, L3 of 0.823 and L6 of 0.736) is higher than the organizational learning correlation indicators with the other constructs. Furthermore, the correlation of organizational commitment with its indicators (C1 of 0.823, C2 of 0.826, C4 of 0.712, C7 of 0.668, C8 of 0.717 and C11 of 0.816) was higher than the correlation of indicators of organizational commitment with other constructs. Then the correlation of organizational citizenship behavior (OCB) with its indicators (B1 of 0.917, B3 of 0.813, B7 of 0.844, B9 of 0.823, B10 of 0.985, B12 of 0.662 and B13 of 0.716) is higher than the indicators of

organizational citizenship behavior correlation with other constructs. And the correlation of organizational performance with its indicators (P1 of 0.818, P2 of 0.903 and P5 of 0.558) was higher than the organizational performance indicators correlation with other constructs. And the correlation of good corporate governance with its indicators (G1 of 0.787, G3 of 0.660, G5 of 0.780, G8 of 0.755 and G9 of 0.838) is higher than the correlation of the indicator good corporate governance with other constructs.

**4.3 Testing Results of Composite Reliability and Cronbach's Alpha**

Testing composite reliability and cronbach's alpha aims to test the reliability of the instruments in a research model. If all latent variables have a composite reliability value or Cronbach's alpha  $\geq 0.7$ , it means the construct has a good reliability or the questionnaire in this study has been reliable and/or consistent.

**AVE Test Results, Composite Reliability and Cronbach's Alpha**

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

**4.3 Results of Testing the R-square Value**

Variabel Endogen	R-square
Organizational Performance	0,855
Good Corporate Governance	0,894

The model of organizational performance and good corporate governance variables can be said to be strong because it has a value  $>0.67$ . The model of influence in the independent latent variables (organizational learning, organizational commitment and organizational citizenship behavior on organizational performance provides an R-square value of 0.855 which can be interpreted that the variability of the organizational performance construct can be detailed by the variability of the organizational learning constructs, organizational commitment and organizational citizenship. Behavior of 85.5% while 14.5% is explained by other variables exclude the research. As well as the influence model of independent latent variables (organizational learning, organizational commitment, organizational citizenship behavior on good corporate governance provides The R-square value is 0.894 which can be interpreted that the

variability of the good corporate governance constructs can be detailed by the variability of the organizational learning constructs, organizational commitment, organizational citizenship behavior (OCB) and organizational performance amounted to 89.4% while 10.6% was explained by other variables outside the study.

**4.4 Goodness of Fit Model Test Results**

The testing of the Goodness of Fit structural model on the inner model uses the predictive-relevance value. The Q-square value is  $> 0$  (zero), indicating the model has a value of predictive relevance. The R-square for endogenous variable can be detailed in the following calculations:

The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0,855)(1 - 0,894)$$

$$Q^2 = 1 - (0,145)(0,106)$$

$$Q^2 = 0,984$$

The results of the above calculations show the value of predictive-relevance 0.984, so that  $> 0$  (zero). It means 98.4% for organizational performance variation and good corporate governance variables is explained by the independent variable used. So, the model is seen to be worthy of having a relevant predictive value.

**Results of Hypothesis Testing**

The estimated values for the path relationships in the structural model must be significant. The significance value of this hypothesis can be obtained by a bootstrapping procedure. Seeing the hypothesis significance by looking at the parameter coefficient value and the T-statistical significance value on the bootstrapping report algorithm. To determine whether it is significant or not, it can be seen 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	Remark
Organizational Learning -> Organizational Performance	0,433	0,365	3,614	0,001	Positive Significant
Organizational Commitment -> Organizational Performance	-0,375	0,403	3,854	0,001	Negative Significant
Organizational Citizenship Behavior -> Organizational Performance	0,309	0,416	3,092	0,000	Positive Significant
Organizational Learning -> Good Corporate Governance	0,486	0,364	4,278	0,001	Positive Significant
Organizational Citizenship Behavior -> Good Corporate Governance	0,317	0,3777	4,044	0,000	Positive Significant
Organizational Performance-Good Corporate Governance	0,522	0,439	3,833	0,001	Positive Significant

Based on the hypothesis testing in this study, the results of the T-statistic value were 3.614, the value of original sample was 0.433 and the P value was 0.001. The value of T-statistic > T-table value 1.96, the value of original sample shows a positive value, and the P value shows less than 0.05, these results indicating organizational learning has a positive and significant effect on organizational performance. Other research also shows that there is a significant positive relationship between organizational learning and Organizational performance at Social Welfare Institutions (LKS) in Tangerang City District - Banten as supported by the statement of Nafei, Wageeh, A., (2015) where organizational learning has a significantly positive effect. on organizational performance. This means that if organizational learning such as the process of creating, maintaining or transferring knowledge to a company is good, then the level of performance in a company will also follow well.

Based on the hypothesis testing, the T-statistic value was 3.854, the value of original sample was -0.375 and the P value was 0.001. The T-statistic value > the T-table value 1.96, the value of original sample shows a negative value and the P value shows less than 0.05, the results indicating significantly negative effect of organizational commitment on organizational performance. Other research shows that there is a significantly negative relationship between organizational commitment and organizational performance at Social Welfare Institutions in Tangerang City District - Banten as supported by the statement of Bakiev, E., (2013), where organizational commitment has a negative and significant effect on organizational performance. This means that if the organizational commitment in a company is bad, then the level of performance in a company will also decrease or worsen.

Regarding the hypothesis testing, the T-statistic value was 3.092, the value of original sample was 0.309 and the P value was 0.000. The value of T-statistic > the T-table value 1.96, the value of original sample shows a positive value and the P value shows less than 0.05, these results indicating organizational citizenship behavior has a significantly positive effect on organizational performance. Other research shows that there is a significantly positive relationship between organizational citizenship behavior and organizational performance at Social Welfare Institutions in Tangerang City District - Banten as supported by the statements of Sadeghi, G., Ahmadi, M and Taghvae Yazdi, M (2016) where organizational citizenship behavior has a positive and significant effect on organizational performance. That means if the behavior in the organization in a company is good, then the level of performance in a company will also be better.

Regarding the hypothesis testing, T-statistic value was 4.278, the original sample value was 0.486 and the P value was 0.001. The T-statistic value is greater than the T-table value of 1.96, the sample of original value shows a positive and the P value shows < 0.05, the results indicating organizational learning has a positive and significant effect on

good corporate governance. Other research shows there is a significantly positive relationship between organizational learning and Good corporate governance at Social Welfare Institutions in Tangerang City District - Banten as supported by the statements of Santoso, Christiananta, Budiman, Dan Ellitan, Lena., (2019) where Organizational learning has a positive and significant effect on good corporate governance. This means that if organizational learning such as the process of creating, maintaining or transferring knowledge in a company is good, then the level of governance in a company can be said to be good.

Regarding the hypothesis testing, the T-statistic value was 4.044, the original sample value was 0.317 and the P value was 0.000. 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 commitment has a positive and significant effect on good corporate governance. Other research also shows that there is a significant positive relationship between organizational commitment and good corporate governance at Social Welfare Institutions in Tangerang City District - Banten, as supported by the statements of Rantelangi, Cornelius, Affan, Nurita, Deviyant R, Dwi and Sari IR, Wulan., (2017) where organizational commitment has a positive and significant effect on good corporate governance. This means that if the commitment in a company can run well, then the level of governance in a company can be said to be good.

Regarding the hypothesis testing, the T-statistic value was 3.833, the value of original sample was 0.522 and the P value was 0.001. The T-statistic value is > T-table value 1.96, the value of original sample shows a positive and the P value shows < 0.05, these results indicating that organizational citizenship behavior has a significantly positive effect on good corporate governance. Other research shows that there is a significantly positive relationship between organizational citizenship behavior and good corporate governance in Social Welfare Institutions in Tangerang City District - Banten as supported by the statements of Hatta, Iha, Haryani, Rachbini, Widarto, Riskarini, Dian, Mandagie, Yuana, Rizky O., (2018) where organizational citizenship behavior has a positive and significant effect on good corporate governance. This means that if the behavior in a company or organization can run well, then the level of governance in a company can be said to be good.

Regarding the hypothesis testing, the value of T-statistic was 3.264, the value of original sample was 0.411 and the P value was 0.001. The T-statistic value > T-table value of 1.96, the original sample value shows a positive and the P value shows < 0.05, the results indicating that organizational performance has a significantly positive effect on good corporate governance. Other research shows there is a significantly positive relationship between organizational performance and good corporate governance at Social Welfare



Institutions in Tangerang City District - Banten, as supported by the statements of Anggiriawan, Putu, Budi, and Wirakusuma, Made. Gede., (2015) where organizational performance has a significant positive effect on good corporate governance. This means that if the performance of employees in an organization is going well, then the level of governance in a company can be said to be good.

## V. CONCLUSION

The following conclusions for Social Welfare Institutions in Tangerang City District - Banten:

- 1) Organizational Learning has a significantly positive effect on Organizational Performance at Social Welfare Institutions in Tangerang City District - Banten. This means that if organizational learning is like the creating, maintaining or transferring knowledge process to an organization well, then the level of performance in an organization will also doing well.
- 2) Organizational Commitment has a significantly negative effect on Organizational Performance at Social Welfare Institutions in Tangerang City District - Banten. This means that if organizational commitment in a company is bad, then the level of performance in an organization will also decrease or worsen.
- 3) Organizational Citizenship Behavior has a significantly positive effect on Organizational Performance at Social Welfare Institutions in Tangerang City District - Banten. This means that if the behavior in an organization is good, then the level of performance in an organization will also be better.
- 4) Organizational Learning has a significantly positive effect on Good Corporate Governance at Social Welfare Institutions in Tangerang City District - Banten. This means that if organizational learning is like the process of creating, maintaining or transferring knowledge to a good company, then the level of governance in a company can be said to be good.
- 5) Organizational Commitment has a significantly positive effect on Good Corporate Governance at Social Welfare Institutions in Tangerang City District - Banten. This means that if the commitment in a company can run well, the level of governance in a company can be said to be good.
- 6) Organizational Citizenship Behavior has a significantly positive effect on Good Corporate Governance at Social Welfare Institutions in Tangerang City District - Banten. This means that if the behavior in a company or organization can run well, then the level of governance in a company can be said to be good.
- 7) Organizational Performance has a significantly positive effect on Good Corporate Governance at Social Welfare Institutions in Tangerang City Regency - Banten. This means that if the performance of employees in an organization is going well, then the level of governance in a company can be state to be good.

## Suggestion

Regarding the conclusions above, several suggestions can be considered for the Social Welfare Institutions in Tangerang City District - Banten as well as for further researchers:

- a. Organizations should be able to provide more training for caregivers so that caregivers gain more knowledge or insights than before.
- b. The organization maintains even more the commitment felt by each carer, such as providing adequate facilities for employees at work.
- c. Organizations must pay attention to the level of workload carried out by each carer or the organization can act fairly towards all carers.
- d. Organizations should pay attention to the compensation received by their caregivers.
- e. Organizations to be able to update on existing technology in order to make it easier for caregivers to work and be able to compete with competitors.

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